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Bwrdd Iechyd Prifysgol
Caerdydd a'r Fro
Cardiff and Vale
University Health Board

Annual Report of the Strategy & Delivery Committee 2021/22

1.0 Introduction

In accordance with best practice and good governance, the Strategy & Delivery Committee (the Committee) produces an Annual Report to the Board setting out how the Committee has met its Terms of Reference during the financial year.

2.0 Membership

The Committee membership comprises of the Chair (who must be an Independent Member of the Board) plus a minimum of three other Independent Members of the Board. In addition to the Membership, the meetings are also attended by the Chief Executive, Executive Director of Strategic Planning, Chief Operating Officer, Executive Director of Workforce and Development, Executive Nurse Director or nominated deputy, Executive Director of Finance or nominated deputy, Executive Director of Public Health or nominated deputy, & Director of Corporate Governance. Other Executive Directors are required to attend on an ad hoc basis. The Committee may also co-opt additional independent 'external' members from outside the organisation to provide specialist skills, knowledge and expertise

3.0 Meetings & Attendance

The Committee met six times during the period 1 April 2021 to 31 March 2022. This is in line with its Terms of Reference.

At least two members must be present to ensure the quorum of the Committee, one of whom should be the Committee Chair or Vice Chair.

The Strategy & Delivery Committee achieved an attendance rate of 86% (80% is considered to be an acceptable attendance rate) during the period 1st April 2021 to 31st March 2022 as set out below:

	11.05.21	13.07.21	14.09.21	16.11.21	11.01.22	15.03.22	Attendance
Michael Imperato (Chair)	✓	✓	✓	✓	✓	✓	100%
Sara Mosely (Vice Chair)	✓	✓	✓	✓	✓	✓	100%
Prof. Gary Baxter	X	✓	✓	✓	✓	X	67%
Dr. Rhian Thomas	✓	✓	✓	✓	✓	✓	100%
Ceri Philip (from 1 August 2021)	N/A	N/A	✓	X	X	✓	50%

Total	75%	100%	100%	80%	80%	80%	86%
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4.0 Terms of Reference and Workplan

The Terms of Reference and Work Plan were reviewed and approved by the Committee on 11th January 2022.

5.0 Work Undertaken

The purpose of the Committee is to advise and assure the Board on the development and implementation of the Health Board's overarching strategy, namely the Shaping our Future Wellbeing Strategy (SOFW), and key enabling plans.

As set out in the Committee Terms of Reference the role and responsibilities of the Committee are divided into four categories as shown below:

- Strategy – this includes the SOFW and National Strategies (e.g. Welsh Government's Health and Social Care Strategy).
- Delivery Plans – including the Health Board's Integrated Medium-Term Plan (IMTP), the Workforce Plan and the Capital Plan.
- Performance – The Committee scrutinises and provides assurance to the Board that key performance indicators (e.g. key Operational Performance Indicators which are relevant to the Committee and Workforce Key Performance Indicators) are on track.
- Other Responsibilities – including providing assurance to the Board with regards to the wellbeing of its staff, and in relation to Equality and Health Impact Assessments.

During the financial year 2021/22, the Committee reviewed the key items at its meetings as set out in this Report.

In addition to the routine business of the Committee, which is set out below, the Committee also had more detailed reviews and "deep dives" in the following key areas:

- Emerging thinking for developing care at a System Level
- Primary Care and Community Care
- Stroke Performance
- Rehabilitation Model Implementation
- Ophthalmology in Primary Care
- Digital Transformation

- Scoping of the Long-Term Strategy
- Shaping our Future Population Health
- Well-being of Future Generations (Wales) Act in Cardiff and Vale UHB
- Employee Relations.
- Leading Sustainable Culture Change

These detailed reviews and “deep dives” included presentations from key staff and enabled the Committee Members to gain an in depth understanding of the work undertaken in these areas.

PUBLIC STRATEGY & DELIVERY COMMITTEE

Key matters which were reviewed and discussed by the Committee included the following: -

Pharmaceutical Needs Assessment (PNA) Report

On May 11th an update was given on the PNA process. It was noted that Welsh Government had changed the way in which applications to provide Pharmaceutical Services from Pharmacies, dispensing contractors and dispensing doctors, are made and determined by introducing PNAs. From 1st October 2021 the Health Board was required by law to publish its first PNA. In May the Committee endorsed the proposed approach for the Health Board to develop a process for developing its first PNA.

Strategic Equality Plan

In May the Committee received an update in relation to the Strategic Equality Plan - Caring about Inclusion 2020-2024 (which had been endorsed by the Committee in September 2020). As part of that update, the Committee was informed of the priority interventions that had been identified for the coming year and the associated first year action plan that had been developed.

It was noted there were many areas of inequalities that required action and that there was more work to be undertaken and much wide-reaching consideration should be given as to how this work was reported.

The Committee received a further Strategic Equalities Update at its January meeting.

Recovery Planning Update

On 11th May an overview on the recovery planning approach was presented to the Committee.

The Committee was informed of the level of activity lost from March 2020 to February 2021 and how that had led to more than 22,000 procedures not being undertaken.

The Committee was advised that (i) a full 'recovery' from the pandemic was likely to take 5-10 years, (ii) the NHS would need to fundamentally review the services it

The Committee were informed that given the prevailing pandemic conditions, the Health Board had continued to progress plans outlined in its updated 2021/22 annual plan and 'Planning for Recovery and Redesign' addendum as submitted to Welsh Government in June 2021. Those plans had been based on three key principles - clinically led, data driven and risk orientated. Specifically, in regard to the latter and relevant to operational performance, the Health Board's recovery had remained centred upon Patients being seen in order of clinical priority rather than time-based targets.

provided and the way in which they were provided and (iii) patients should be supported and expectations managed.

Shaping Our Future Wellbeing Strategy (SOFW) Update

At each of its meetings, the Committee received an update and a composite overview of the SOFW and the Strategic Programmes portfolio, by way of flash reports.

In November the Committee was informed that the Strategic Programme Portfolio governance structure has been further refined and the Strategic Programmes Portfolio Steering Group had been overseeing the delivery of the 4 key Programmes:

- Shaping Our Future Clinical Services
- Shaping Our Future Hospitals
- Shaping Our Future Community Hospitals @ Home (in collaboration with the Regional Partnership Board)
- Shaping Our Future Population Health

In order to assure the Committee, at every meeting the current status, key progress, planned actions, risks and mitigations for each of the programmes are presented to the Committee Members.

Key Organisational Performance Indicators

At all meetings in 21-22, the Committee discussed and noted the year to date performance indicators for 2021-22 against key operational Welsh Government performance targets and delivery profiles as set out in the Health Board's Integrated Medium-Term Plan.

The Committee received information and statistics in relation to: -

- Planned Care – for example, Referral to Treatment, Cancer services, follow up Out-Patient appointments and eye care.
- Unscheduled Care – attendance at the Emergency Unit, including how the Health Board had complied with performance targets in relation to 4-hour performance, 12-hour delays, stroke patients, and ambulance handovers.

At each meeting, the Committee Members were informed that the Health Board had continued to experience significant operational pressures in light of COVID 19. In order

to mitigate against those pressures, the Committee was advised of the following actions: -

- the Health Board were enacting the Local Choices Framework and had reduced planned care surgery.
- The Health Board was working closely with its Local Authority partners in order to achieve timely discharge of patients.
- A transitional care ward has been opened.

At the meeting on 11th January 2022, the Committee received assurance that: -

- Whilst Part 1a Mental Health measures were not compliant overall, CAMHs performance specifically was now above target. Demand for Mental Health Services continued to be high.
- Significant work had been done in light of Omicron and encountering staff absences.

At the meeting on 15th March 2022, the Committee received assurance that: -

- The workforce was beginning to stabilise which had been modelled forward which showed a prediction of a continued improvement.
- The vacancy rate for the Health Board was still high but it was noted there was confidence from the workforce team that it would come down by April 2022 due to mass recruitment and an internal nurse recruitment campaign.

Workforce Key Performance Indicators

At each meeting, the Committee received regular Key Performance Indicator updates and was provided with an overview report against the broader Workforce & OD Delivery Plan, and, more latterly, against the seven themes within the People & Culture Plan.

The Committee noted that the People and Culture plan would be launched after the Board meeting in January 2022.

Key Operational Performance Indicators

At the March 15th 2022 meeting, the Committee received Key Operational Performance Indicators which included:

- Unscheduled Care
- Mental Health Measures
- Recovery and Redesign Update

It was noted that there were a number of schemes in place for the following areas:

- Planned Care
- Diagnostics
- Mental Health
- Unscheduled Care
- Primary Care
- Enablers

IMTP 2022-2025

The Committee was provided with an update with regards to the draft IMTP prior to the draft IMTP being taken to full Board for formal approval in March 2022.

Policies approved by the Committee

The Committee considered and approved/adopted a number of Policies and Procedures during the year which included the following: -

- Respect & Resolution Policy
- Special Leave Policy
- Recruitment & Retention Protocol
- No Smoking and Smoke Free Environment Policy
- NHS Wales Secondment Policy

- Raising Concerns Procedure
- SAS Job Planning Procedure

The Committee Terms of Reference and Work Plan – 2022/23

The Committee undertook its annual review of its Terms of Reference and Work Plan for 2022/23 and ratified the same at its January meeting, prior to the same being presented to full Board for formal approval in March.

Other Business

During the year the Committee also received and discussed the following matters: -

- Board Assurance Framework – at each meeting, the programme of risks associated with the Committee, were reported to the Committee, with specific risks being discussed at the individual Committee meetings.
- People and Culture Plan – in November the Committee received the draft People and Culture Plan which set out the actions the Health Board would take over the next three years. The said Plan contains a clear focus on

improving the wellbeing, inclusion, capability and engagement of the Health Board's workforce.

- Capital Plan/Capital Programme Status reports – were presented to the Committee in July and September.
- Quarterly reports for all RPB short term funding streams – were routinely received by the Committee during the year.

Private Strategy & Delivery Committee

May, July, September, November 2021 & January, March 2022

The Suspension Report was presented to each Private session of the Committee for the financial year 2021/22.

6.0 Reporting Responsibilities

The Committee had reported to the Board after each Committee meeting by presenting a summary report of the key discussion items at the Committee. As per the Committee's Terms of Reference the report is presented by the Committee Chair in which he must:

1. report formally, regularly and on a timely basis to the Board on the Committee's activities. This includes verbal updates on activity, the submission of Committee minutes and written reports throughout the year;
2. bring to the Board's specific attention any significant matters under consideration by the Committee;
3. ensure appropriate escalation arrangements are in place to alert the UHB Chair, or Chairs of other relevant committees of any urgent/critical matters that may compromise patient care and affect the operation and/or reputation of the UHB.

7.0 Opinion

The Committee is of the opinion that the draft Strategy & Delivery Committee Annual Report 2021/22 is consistent with its role as set out within the Terms of Reference and that there are no matters that the Committee is aware of at this time that have not been disclosed appropriately.

Michael Imperato

Committee Chair