

PTHB Board Meeting Supplementary Pack (2)

Wed 29 September 2021, 10:15 - 14:00

Agenda

10:15 - 10:15

0 min

1. PRELIMINARY MATTERS

 Board_Agenda_29Sept21_Final.pdf (3 pages)

1.1. Welcome and apologies for absence

1.2. Declarations of interest

1.3. Minutes of previous meeting: 28 July 2021 for approval

1.4. Matters arising from the minutes of previous meeting

1.5. Board Action Log

1.6. Update Reports of the

1.6.1. Chair

 Board_Item_1.6a_Chairs Report.pdf (3 pages)

1.6.2. Chief Executive

10:15 - 10:15

0 min

2. ITEMS FOR APPROVAL/RATIFICATION/DECISION

2.1. Endorsement of the Strategic Approach to Systems Resilience

 Board_Item_2.1_Strategic Approach to System Resilience for Board presentation Sept 2021.pdf (13 pages)

2.2. Strategic Service Change Proposals

2.2.1. Changes to services commissioned by WHSSC

2.2.2. South East Wales Vascular Services

2.2.3. South Wales Adult Thoracic Surgical Centre Strategic Outline Case

2.3. Pharmaceutical Needs Assessment

2.4. Environment and Sustainability Strategic Plan

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2.5. Board Level Policies - Fire Safety

2.6. Board and Committee Arrangements

2.6.1. Committee Terms of Reference 2021/22

2.6.2. Annual Priorities 2021/22

 Board_Item_2.6_Board and Committee Priorities_2021-22.pdf (15 pages)

2.7. Laboratory Information Network Cymru (LINC) Programme Business Case

10:15 - 10:15
0 min

3. ITEMS FOR DISCUSSION

3.1. Nurse Staffing Levels Action (Wales) Assurance Reports

3.2. Integrated Performance Overview

3.3. Financial Performance

3.4. Corporate Risk Register, September 2021

3.5. Report of the Chief Officer of the Community Health Council

3.6. Assurance Reports of the Board's Committees

3.6.1. PTHB Committees

3.6.2. Joint Committees

3.7. Assurance Report of the Board's Partnership Arrangements

3.8. Report of the Board's Local Partnership Forum

10:15 - 10:15
0 min

4. ITEMS FOR INFORMATION

10:15 - 10:15
0 min

5. OTHER MATTERS

5.1. Any other urgent business

5.2. Close

5.3. Date of next meeting:

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**POWYS TEACHING HEALTH BOARD
BOARD MEETING
WEDNESDAY 29 SEPTEMBER 2021
10.15 – 14:00
TO BE HELD VIA MICROSOFT
TEAMS**



GIG
CYMRU
NHS
WALES

Bwrdd Iechyd
Addysgu Powys
Powys Teaching
Health Board

AGENDA

Time	Item	Title	Attached / Oral	Presenter
1: PRELIMINARY MATTERS				
10.15am	1.1	Welcome and Apologies for Absence	Oral	Chair
	1.2	Declarations of Interest	Oral	All
	1.3	Minutes of Previous Meeting: 28 July 2021 (for approval)	Attached	Chair
	1.4	Matters Arising from the Minutes of the Previous Meeting	Oral	Chair
	1.5	Board Action Log	Attached	Chair
	1.6	Update from the: a) Chair b) Chief Executive	Attached Attached	Chair Chief Executive
2: ITEMS FOR APPROVAL/RATIFICATION/DECISION				
10.35am	2.1	Strategic Approach to System Resilience	Presentation	Medical Director and Director of Primary, Community Care and MH
10.55am	2.2	Strategic Service Change Proposals: a) Changes to services commissioned by WHSSC b) South East Wales Vascular Services c) South Wales Adult Thoracic Surgical Centre Strategic Outline Case	Attached	Director of Planning and Performance
11.15am	2.3	Pharmaceutical Needs Assessment	Attached	Medical Director
11.30am	2.4	Environment and Sustainability Strategic Plan	Attached	Director of Planning and Performance
11.45am	2.5	PTHB Fire Safety Policy	Attached	Director of Workforce and OD
12.00pm	COMFORT BREAK			

12.20pm	2.6	Board and Committee Arrangements: a) Committee Terms of Reference 2021/22 b) Annual Priorities 2021/22	Attached	Board Secretary
12.35pm	2.7	Laboratory Information Network Cymru (LINC) Programme Business Case	Attached	Director of Finance and IT
3: ITEMS FOR DISCUSSION				
12.45pm	3.1	Nurse Staffing Levels Act (Wales) Assurance Report	Attached	Director of Nursing and Midwifery
12.55pm	3.2	Performance Overview against National Outcomes Framework, August, 2021/22	Attached	Director of Planning and Performance
1.10pm	3.3	Financial Performance, Month 05 of 2021/22	Attached	Director of Finance and IT
1.25pm	3.4	Corporate Risk Register, September 2021	Attached	Board Secretary
1.35pm	3.5	Report of the Chief Officer of the Community Health Council	Attached	Chief Officer of CHC
1.45pm	3.6	Assurance Reports of the Board's Committees a) PTHB Committees b) Joint Committees	Attached	Committee Chairs Chief Executive
	3.7	Assurance Report of the Board's Partnership Arrangements	Attached	Chief Executive
	3.8	Report of the Board's Local Partnership Forum	Attached	Director of Workforce and OD
4: OTHER MATTERS				
	4.1	Any Other Urgent Business	Oral	Chair
2.00pm	4.2	Close		
	4.3	Date of the Next Meeting: ▪ 24 November 2021 at 09:00 via Microsoft Teams		

Key:

Well-being Objective 1: Focus on Well-being	
Well-being Objective 2: Early Help and Support	
Well-being Objective 3: Tackle the Big Four	
Well-being Objective 4: Joined Up Care	
Well-being Objective 5: Workforce Futures	
Well-being Objective 6: Innovative Environments	
Well-being Objective 7: Digital First	
Well-being Objective 8: Transforming in Partnership	
All Well-being Objectives	

MESSAGE TO THE PUBLIC:

Powys Teaching Health Board is committed to openness and transparency, and conducts as much of its business as possible in a session that members of the public are normally welcome to attend and observe. However, in light of the current advice and guidance in relation to Coronavirus (COVID-19), the Board has agreed to run meetings by electronic / telephony means as opposed to in a physical location, for the foreseeable future. This will mean that members of the public will not be able attend meetings in person. The Board has taken this decision in the best interests of protecting the public, our staff and Board members. The meeting will be available to view by the public both in real time by a live-stream and after the meeting when it has been uploaded to the website.

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AGENDA ITEM: 1.6a

BOARD MEETING		Date of Meeting: 29 September 2021
Subject :	CHAIR'S REPORT	
Approved and Presented by:	Vivienne Harpwood, PTHB Chair	
Prepared by:	Vivienne Harpwood, PTHB Chair	
Other Committees and meetings considered at:	None	

PURPOSE:

To bring to the Board's attention key points for awareness from the Chair of Powys Teaching Health Board, since the previous Board meeting in July 2021.

RECOMMENDATION(S):

It is recommended that the Board NOTES this report.

Approval/Ratification/Decision	Discussion	Information
x	✓	x

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Chair's Report

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Board Meeting
19 September 2021
Agenda Item: 1.6a

THE PAPER IS ALIGNED TO THE DELIVERY OF THE FOLLOWING STRATEGIC OBJECTIVE(S) AND HEALTH AND CARE STANDARD(S):

Strategic Objectives:	1. Provide Early Help and Support	
	2. Tackle the Big Four	
	3. Enable Joined up Care	
	4. Develop Workforce Futures	
	5. Promote Innovative Environments	
	6. Put Digital First	
	7. Transforming in Partnership	✓
Health and Care Standards:	1. Staying Healthy	
	2. Safe Care	
	3. Effective Care	
	4. Dignified Care	
	5. Timely Care	
	6. Individual Care	
	7. Staff and Resources	
	8. Governance, Leadership & Accountability	✓

CHAIR'S REPORT:

Board Membership

- The Board will be aware that Susan Newport's term as Independent Member ends on 30 September 2021. This will therefore be Susan's last meeting with the Board. I know that Susan, a registered nurse and employee of the Health Board, has worked extraordinarily hard throughout the Pandemic whilst also maintaining her commitments to the Board. Susan has brought such valuable contributions to the Board during her time as an Independent Member and I extend my sincere thanks to her on behalf of all Board Members.
Interviews for Susan's replacement are scheduled for early October.
- Throughout recent weeks I have met with Independent Members on an individual basis to ensure members are feeling supported and to understand any issues they are experiencing as the Board continues to operate in a virtual manner.

Meeting with the Minister for Health and Social Services

On 16th September 2021, NHS Wales Chairs met with the Minister for Health and Social Services to discuss the current pressures on the health and care system. I know that the Chief Executive will expand on this matter within her Chief Executive's report to the Board (agenda item 1.6b).

Certificate of Appreciation and Long Service Awards

I was honoured to open the Certificate of Appreciation and Long Service Awards in August 2021. This was such an important event which allowed the opportunity to bring together and thank individuals and teams across the

Health Board who have been recognised by their colleagues as doing an exceptional job. It was an enlightening event which allowed other Board Members and myself the opportunity to have an insight into some of the exceptional teams and employees in Powys Teaching Health Board. The commitment and dedication of staff is heartening.

Wales Nurse of the Year Award

I was delighted to have recently been able to Chair the interview panel for the adult nurse section of the Wales Nurse of the Year Award, sponsored by Powys Teaching Health Board.

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Strategic Approach to System Resilience (Autumn/Winter 2021/22)

Board presentation – 29th September 2021

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Strategic Approach to System Resilience (Autumn/Winter 2021/22)

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- **Purpose** of the presentation & recommendation to Board
- **Partners** involved in system resilience
- **Position** of the current system and anticipated pressures ahead
- **Priorities** for Action
- **Plan** detail, implementation and monitoring

Purpose

- **Purpose:**

The presentation outlines the proposed Strategic Approach to building system resilience for the Autumn/Winter period 2021/22.

The proposed approach is dynamic and will need to flex according to the shifting context

The implementation plan will be developed, implemented and overseen by the Executive Committee and by Board

- **Recommendation:**

Board is asked to discuss the proposed approach and endorse the way forward

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Partners

• NHS

Welsh Ambulance Service NHS Trust

Cwm Taf Morgannwg UHB

Swansea Bay UHB

Hywel Dda UHB

Shrewsbury and Telford NHS Trust & Shropshire, Telford & Wrekin ICS (Integrated Care System)

Wye Valley NHS Trust & Herefordshire & Worcestershire ICS

Welsh Government

• Wider Public Service

Social Services, Powys County Council

Powys Association Voluntary Organisations

Mid and West Wales Fire and Rescue Services

Dyfed-Powys Police

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Position

Link to Annual Plan

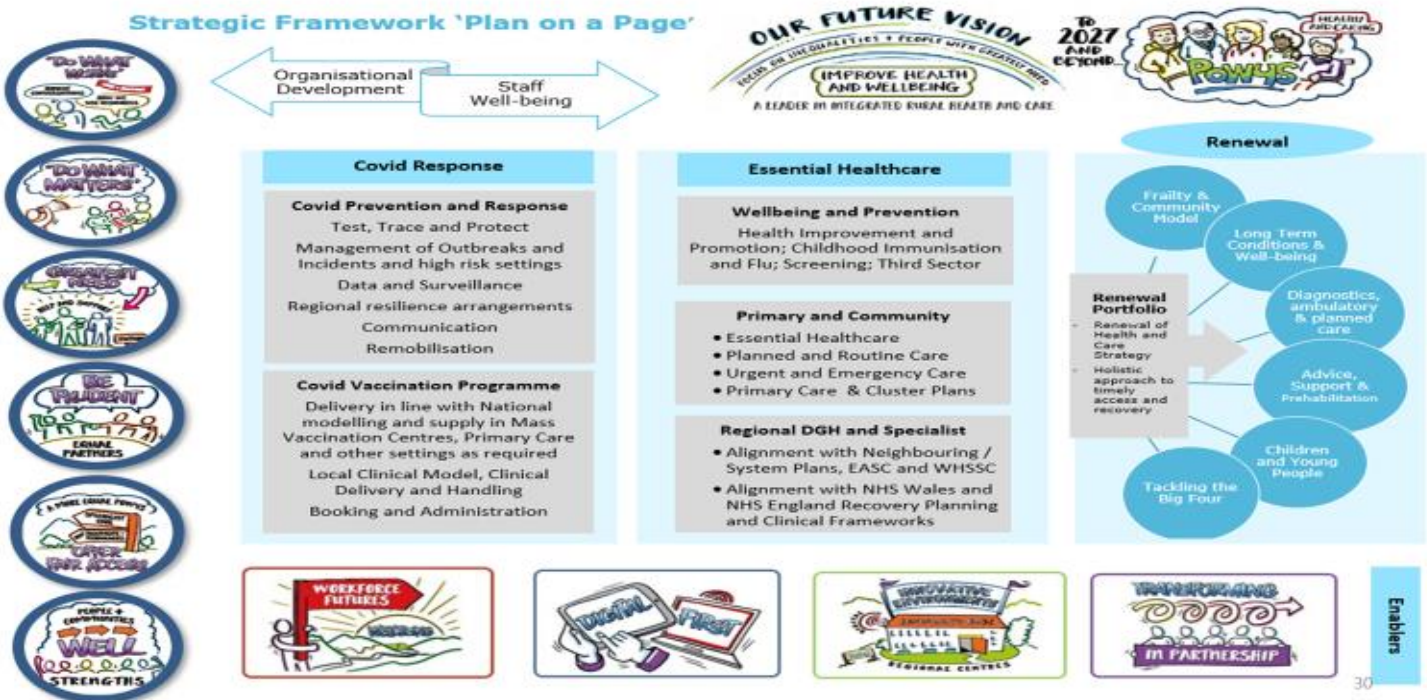
System Overview

System Resilience issues & risks

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- **Annual Plan** components:
 - 1. COVID Response
 - 2. Essential Healthcare
 - 3. Renewal
 - Underpinned by Enabling Objectives: Workforce Futures, Innovative Environments, Digital First, Transforming in Partnership

Strategic Annual Plan: 'Plan on a Page'



Position

[Link to Annual Plan](#)

[System Overview](#)

[System Resilience issues & risks](#)

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• System Overview

'Winter Pressures' in July, August, and continuing characterised by

1. Loss of workforce (including temporary staff solutions) across the health and social care system
2. Difficulty discharging patients from hospital as result of insufficient community care
3. Poor flow of patients through hospital system causing inability to admit patients to hospital
4. Significant ambulance delays at 'front door' of Emergency Departments
5. Emergency Ambulance Service unable to respond to call in a timely way
6. Very busy Primary Care – seeking to provide urgent care as well as catch-up on care not provided during previous waves of pandemic
7. High COVID-19 incidence (85% higher than 2nd wave)

Position

[Link to Annual Plan](#)

[System Overview](#)

[System Resilience issues & risks](#)

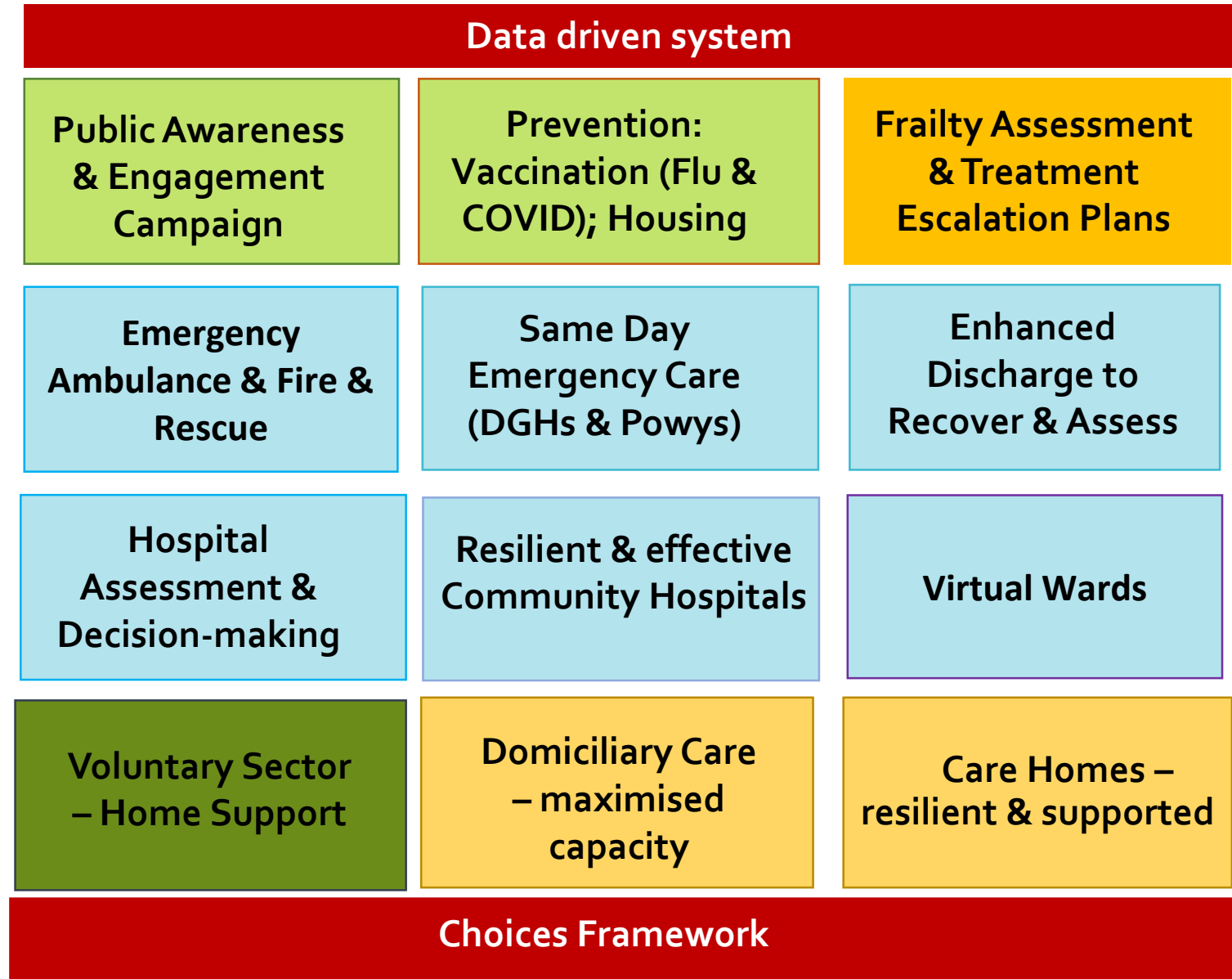
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System Resilience Issues & Risks

- Patients receiving sub-optimal emergency care due to delays in emergency response
- Patients achieving poor outcomes and needing higher level of long term care as result of 'deconditioning' caused by staying too long in hospital
- Patients at end of life inappropriately spending time in hospital/ambulance, resulting in distress for patient and family
- Staff stress and burnout leading to increased rates of sickness and lower retention
- Elective care patients having care and treatment further postponed as a result of pressures in the urgent and emergency care system, leading to potentially further harm
- The need to redeploy staff to areas/services under pressure leading to other services being reduced or suspended
- Role of citizens and communities not maximised, thus potential for the public to be ill-informed with expectations not being met

Priorities

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Priority	Overview of Action
<div data-bbox="99 302 667 379">Data driven system</div>	<ul style="list-style-type: none"> Review current management information, and develop into a whole system dashboard Set parameters for escalation internally, and with partners
<div data-bbox="150 521 616 738">Public Awareness & Engagement Campaign</div>	<ul style="list-style-type: none"> Develop and launch a Powys focused public awareness campaign promoting Getting Ready for Winter and the Choose Well (promoting understanding of how to access healthcare advice and support) Prepare wider messaging/campaign in relation to public behaviour for preventing spread of COVID-19 infection and any escalated measures taken by WG
<div data-bbox="150 796 624 1049">Prevention: Vaccination (Flu & COVID); Warm Homes</div>	<ul style="list-style-type: none"> Implement autumn/winter COVID-19 vaccination in line with WG requirements Implement the seasonal Flu Campaign – promoting take-up due to increased likelihood of impacts from flu Discuss with Local Authority the issue of ‘Warm Homes for Winter’, recognising the links between housing and health
<div data-bbox="150 1110 621 1339">Frailty Assessment & Treatment Escalation Plans</div>	<ul style="list-style-type: none"> Roll out Frailty Assessment and scoring across PTHB and Social Care sectors enabling earlier detection, planning, prevention and shared ethos of keeping people independent and well at home. Establish & implement Treatment Escalation plans prioritising Nursing Homes and community hospital patients.

Priority	Overview of Action
<div data-bbox="193 207 652 434"> Emergency Ambulance & Fire & Rescue </div>	<ul style="list-style-type: none"> ▪ Implement daily review of ambulance status/emergency admissions ▪ Implement strategies with Primary Care, Shropdoc and WAST to prevent unnecessary transfers to DGHs. ▪ Work with Fire & Rescue Services regarding assistance on emergency response and non-emergency support
<div data-bbox="193 492 652 719"> Same Day Emergency Care (DGHs & Powys) </div>	<ul style="list-style-type: none"> ▪ Accelerate proposals for optimal function of virtual ward and use of step up beds. ▪ Develop a proposal for increased in-county out of hours support, working with WAST, Minor Injury Units and Shropdoc services
<div data-bbox="193 803 652 1031"> Enhanced Discharge to Recover & Assess </div>	<ul style="list-style-type: none"> ▪ Expand staffing for extended hours provision ▪ Implement 7 day therapies working from November ▪ Review 'pull' mechanisms for both DGHs and Community Hospitals including comms with DGHs planned to achieve closer working and understanding of Powys D2RA offer. ▪ Consider focus and role of community nursing to support
<div data-bbox="193 1108 652 1335"> Hospital Assessment & Decision-making </div>	<ul style="list-style-type: none"> ▪ Revise assessment processes to remove long term care assessment taking place in hospital (in line with recommended practice) ▪ Design and implement the Trusted Assessor approach ▪ Review optimal staffing and bed ratio to enable continuity of care and rapid discharge support focus

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Priority	Overview of Action
<div data-bbox="56 247 537 469"> Resilient & effective Community Hospitals </div>	<ul style="list-style-type: none"> ▪ Review optimal staffing and bed ratio to enable continuity of care <i>and</i> rapid discharge support focus; reduce length of stay through dynamic discharge ▪ Enhance focus on Powys patients in hospitals outside Powys to enable care closer to home/at home ▪ Introduce Risk balancing approach to decision-making; utilising Census Approach (test method) ▪ Develop the case for increasing district nursing core provision for complex care patients in the community
<div data-bbox="45 576 529 775"> Virtual Wards </div>	<ul style="list-style-type: none"> ▪ Refresh the core components/specification/purpose of Virtual Ward, along with North Powys modelling team, using data and evidence to optimise function of the virtual wards. ▪ Accelerate where possible the Point of Care Testing project
<div data-bbox="48 851 527 1071"> Voluntary Sector – Home Support </div>	<ul style="list-style-type: none"> ▪ Develop a proposal for expanding Home Support that seeks to prevent escalation into formal care ▪ Review current contractors with Voluntary Sector to enable a joined up approach to support in the community; identify gaps in provision including geographical gaps
<div data-bbox="45 1169 527 1365"> Domiciliary Care – maximised capacity </div>	<ul style="list-style-type: none"> ▪ Linked to the district nursing core provision, examine opportunities for switching care for core provision releasing domiciliary care ▪ Explore potential for further apprenticeship opportunities under the Workforce Futures Strategic Framework

Priority	Overview of Action
<div data-bbox="155 247 626 479"> Care Homes – resilient & supported </div>	<ul style="list-style-type: none"> ▪ Enable the data on the Care Home sector in Powys to be visible in the whole system dashboard ▪ Refresh the arrangements for oversight and escalation of care homes; ensuring proactive planning and support for promoting resilience (including support for professionals working in care homes in Powys)
<div data-bbox="155 675 626 843"> Choices Framework </div>	<ul style="list-style-type: none"> ▪ Refresh the work undertaken in Winter 2020/21 on the deployment of the Local Choices Framework; recognising that WG are likely to publish an updated version. Assess the impact of the Framework being implemented. ▪ Enable clear communication and engagement with staff across the organisation in terms of system priorities and the potential for implementation of the Framework.

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Plan

Plan:

The key priorities will form an updated plan for the period ahead. The Plan will have elements that are delivered in partnership. Furthermore, Welsh Government are expected to publish a Winter Plan during October and therefore the priorities will be assessed against the national plan requirements.

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BOARD MEETING		DATE OF MEETING: 29 July 2020
Subject:	COMMITTEE ARRANGEMENTS: ANNUAL PRIORITIES 2020-21	
Approved and Presented by:	Rani Mallison, Board Secretary	
Prepared by:	Rani Mallison, Board Secretary	
Other Committees and meetings considered at:	Annual Plan approved by Board, June 2021 Corporate Risk Register presented routinely to Board and Executive Committee	

PURPOSE:

The purpose of this paper is to provide the Board with an overview of its priorities, based on its agreed Annual Plan, for its assurance committees and to outline where these priorities will be delegated to for oversight in the remainder of 2021/22.

This paper focusses on the business of the Board and its assurance committees only:

- a) Audit, Risk and Assurance Committee;
- b) Patient Experience, Quality & Safety Committee;
- c) Workforce & Culture Committee;
- d) Delivery & Performance Committee;
- e) Planning, Partnership and Public Health Committee.

RECOMMENDATION(S):

The Board is asked to APPROVE the approve the workplans for itself and Committee for 2020/21, as appended to this report.

Approval/Ratification/Decision	Discussion	Information
✓	x	x

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THE PAPER IS ALIGNED TO THE DELIVERY OF THE FOLLOWING STRATEGIC OBJECTIVE(S) AND HEALTH AND CARE STANDARD(S):

Strategic Objectives:	1. Focus on Wellbeing	
	2. Provide Early Help and Support	
	3. Tackle the Big Four	
	4. Enable Joined up Care	
	5. Develop Workforce Futures	
	6. Promote Innovative Environments	
	7. Put Digital First	
	8. Transforming in Partnership	✓
Health and Care Standards:	1. Staying Healthy	
	2. Safe Care	
	3. Effective Care	
	4. Dignified Care	
	5. Timely Care	
	6. Individual Care	
	7. Staff and Resources	
	8. Governance, Leadership & Accountability	✓

EXECUTIVE SUMMARY:

Good governance practice dictates that Boards and Committees should be supported by an annual programme of business that sets out a coherent overall programme for meetings. The forward plan is a key mechanism by which appropriately timed governance oversight, scrutiny and transparency can be maintained in a way that doesn't place an onerous burden on those in executive roles and create unnecessary or bureaucratic governance processes.

Throughout the COVID-19 pandemic, the Board has continued to review its governance arrangements to ensure that they remain appropriate whilst agile enough to meet the demands placed upon the organisation. As we move into Quarters 3 & 4 of 2021/22, the Board is aware of the increasing pressures that have been placed on the health and social care system over the last few months. It is therefore essential that the Board's business, and that of its committees, remains focussed on its key priorities and strategic risks.

In June 2021, the Board approved its Annual Plan for the financial year. The approach and priorities were developed in the context of a thorough review of reflections, learning and evidence base and an assessment of the current position in relation to both the COVID-19 pandemic response and its wider impacts. The Annual Plan therefore reflects the ongoing need to respond to the Covid-19 pandemic, the delivery and recovery of healthcare and the ambition for renewal which has at its heart the well-being of our staff and our population.

This paper therefore provides the workplan for the Board based on its agreed Annual Plan, which is inclusive of its committees, and outlines where these priorities will be delegated to for oversight in the remainder of 2021/22. The role of the Board's committees will be key in providing assurance to the Board that its priorities and actions are being progressed and associated risks are being mitigated effectively.

The workplan of the Board (inclusive of its committees) will need to remain under review as the year progresses to ensure that it remains proportionate and appropriate.

In addition to providing assurance in respect of strategic priorities and strategic risks, as the two key assurance committees of the Board, the Audit, Risk and Assurance Committee and the Patient Experience, Quality and Safety Committee will need to provide assurance to the Board on matters of its core business, as set out within respective terms of reference (board agenda item 2.6a).

The table below provides an overview of the Board's business for Quarters 3 and 4, for 2021/22, based on the Annual Plan 2021/22 and the Corporate Risk Register as at August 2021.

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Annual Plan Ref.	Item	Timeframe	Executive Committee	Assurance Committee	Board	Executive Sponsor
			(with reporting up to Board)			
1.1 Covid-19 Prevention and Response Plan	Reviewed and Updated Civil Contingencies and Business Continuity Plans	Q3 (Nov)	✓	✕	✓	DPH
	Reviewed and Updated PTHB Pandemic Framework & Mass Vaccination Plan	Q4 (March)	✓	✕	✓	DPH
2.1 Well-being, Prevention and Tackling Inequalities	Smoking Cessation System Framework	Q3	✓	✕	✕	DPH
	Smoke Free Premises & Vehicles (Wales) Regulations 2018, Compliance Report	Q4	✓	PPPH	✕	DPH
	Weight Management Pathway, Levels 1-4, Overview Report	Q4	✓	PPPH	✕	DPH
	Healthy Weights Action Plan for approval	Q3	✓	✕	✕	DPH
	Powys Vaccination Group Action Plan for approval	Q3	✓	✕	✕	DPH
2.2 Primary and Community	Pharmacy & Medicines Management Assurance Report	Q3	✓	PEQS	✕	MD
	HCWP School Aged Screening	Q4	✓	PPPH	✕	DNM

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Annual Plan Ref.	Item	Timeframe	Executive Committee	Assurance Committee	Board	Executive Sponsor
			(with reporting up to Board)			
Care	Programme Evaluation					
	Pharmaceutical Needs Assessment	Q3 (Nov)	✓	✕	✓	MD
	Ophthalmology Services Update	Q3	✓	D&P	✕	DPCCMH
2.3 Unscheduled Care and Out of Hours	Unscheduled Care & Out of Hours Update	Q4	✓	D&P	✕	DPCCMH
2.4 Planned Care	Planned Care Update	Q4	✓	D&P	✕	DPCCMH
2.5 Regional DGH and Specialist	WHSSC Update – Implementation of ICP & Service Developments	Q4	✓	D&P	✕	DPP
	Update on Safe Accommodation Developments	Q4	✓	PPPH	✕	DNM
	NEPTS Performance Report	Q4	✓	D&P	✕	DWOD
	South Powys Programme: Consultant-	Q3	✓	✕	✓	DNM

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Annual Plan Ref.	Item	Timeframe	Executive Committee	Assurance Committee	Board	Executive Sponsor
			(with reporting up to Board)			
	led Maternity & Neonatal Care	(September)				
3.0 Renewal	Overview of Renewal Strategic Portfolio developments, including progress & risks	Q3 & 4	✓	D&P	✕	DPP
3.1 Renewal Priority 1	Frailty & Community Model	Q3 (November)	✓ (via Renewal Strategic Portfolio Board)	✕	✓	MD
3.2 Renewal Priority 2	Long Term Conditions & Wellbeing	Q4 (January)		✕	✓	DTHS
3.3 Renewal Priority 3	Diagnostics, Ambulatory & Planned Care	Q3 (November)		✕	✓	DPCCMH
3.4 Renewal Priority 4	Advice, Support & Prehabilitation	Q4 (January)		✕	✓	DPP
3.5 Renewal	Children & Young People	Q4 (March)		✕	✓	DNM

Annual Plan Ref.	Item	Timeframe	Executive Committee	Assurance Committee	Board	Executive Sponsor
			(with reporting up to Board)			
Priority 5						
3.6 Renewal Priority 6	Tackling the Big 4: <ul style="list-style-type: none">• Breathe Well• Cancer• Circulatory• Mental Health	Q4 (March)			x	✓
3.7 Renewal Enabler	Update on the implementation of a Value Based Healthcare Approach	Q4	✓	D&P	x	MD
4.1 Workforce Futures	Staff Wellbeing Update	Q4	✓	W&C	x	DWOD
	Implementation of Agile Working & New Ways of Working	Q4	✓	W&C	x	DWOD
	Workforce Planning Update	Q4	✓	W&C	x	DWOD
	Workforce Futures Strategic Framework Update, including Health & Care Academy Update	Q4	✓	W&C	x	DWOD

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Annual Plan Ref.	Item	Timeframe	Executive Committee	Assurance Committee	Board	Executive Sponsor
			(with reporting up to Board)			
	Implementation of Organisational Development Strategic Framework	Q4	✓	W&C	✕	DWOD
	Welsh Language Standards Monitoring Report	Q4	✓	W&C	✕	DTHS
	Equalities, Diversity & Inclusion Report	Q4	✓	W&C	✕	DTHS
4.2 Digital First	Digital First Update	Q4	✓	D&P	✕	DFIT
4.3 Innovative Environments	Innovative Environments Strategic Framework	Q4	✓	✕	✓	DPP
	North Powys Wellbeing Programme Strategic Outline Case	Q3	✓	✕	✓	DPP
	Llandrindod Wells Hospital Business Justification Case	Q3	✓	✕	✓	DPP
	Capital Developments Update	Q3 & 4	✓	✕	✓	DPP
	Estates & Support Services Update	Q4	✓	✕	✓	DPP/DWOD

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Annual Plan Ref.	Item	Timeframe	Executive Committee	Assurance Committee	Board	Executive Sponsor
			(with reporting up to Board)			
	Research, Innovation & Improvement Plan	Q4	✓	W&C	✕	MD
4.4 Transforming in Partnership	Regional Partnership Board Programmes Reporting: <ul style="list-style-type: none">• North Powys WBP• Start Well• Live Well• Age Well	Q4	✓	PPPH	✕	<ul style="list-style-type: none">• DPP• DNM• DTHS• DPCCMH
	Public Services Board Update	Q4	✓	PPPH	✕	MD
	Population Health & Wellbeing Assessments	Q4	✓	✕	✓	DPH
	Communications and Engagement Activity Report	Q4	✓	W&C	✕	DPP
	Improving Performance Framework (refresh)	Q4	✓	✕	✓	DPP
	Strategic Commissioning Framework (refresh)	Q4	✓	✕	✓	DPP

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Annual Plan Ref.	Item	Timeframe	Executive Committee	Assurance Committee	Board	Executive Sponsor
			(with reporting up to Board)			
	Overview of Strategic Priorities, the Next Three Years	Q3	✓	✖	✓	DPP
	Integrated Medium-Term Plan (Draft & Final)	Q3 & 4	✓	✖	✓	DPP
4.7 Finance	Delivery of Financial Strategy and Plan	Q3 & 4	✓	D&P	✓	DFIT
5.1 Annual Governance Programme	Annual Governance Programme Reporting	Q3 & 4	✓	ARAC	✖	BS
	Policy Management Framework	Q3	✓	✖	✓	BS
	Scheme of Delegation & Reservation of Powers	Q4	✓	✖	✓	BS
	Partnership Governance Framework	Q4	✓	✖	✓	BS
	Board Advisory Fora Proposals (SRG/HPF)	Q4	✓	✖	✓	BS

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Strategic Risk (Corporate Risk Register)	Item	Timeframe	Executive Committee	Assurance Committee	Board	Executive Sponsor
			(with reporting up to Board)			
001: There is a risk that: Once accessed, residents in Powys may receive poor quality of care	Quality Performance reporting	Q3 & 4	✓	PEQS	✕	DNM/ DPCCMH
002: There is a risk that: The health board does not meet its statutory duty to achieve a breakeven position in 2021/22	Financial Performance reporting	Q3 & 4	✓	D&P	✓	DFIT
003: There is a risk that: The health board has insufficient capacity to lead and manage change effectively	Renewal Portfolio Reporting	Q3 & 4	✓	D&P	✕	DPP
004: There is a risk that: There is ineffective partnership working and partnership governance	Reporting of Partnership Activity	Q3 & 4	✓	PPPH	✕	DPP
005: There is a risk that:	Estates Compliance	Q4	✓	D&P	✕	DPP

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The care provided in some areas is compromised due to the health board's estate being non-compliant and not fit for purpose	Reporting					
006: There is a risk that: The health board is unable to sustain an adequate workforce	Workforce Performance Reporting	Q3 & 4	✓	W&C	✗	DWOD
007: There is a risk that: There are delays in accessing treatment in Secondary and Specialised care services, in excess of 36 and 52 weeks	Provider and Commissioning Performance reporting	Q3 & 4	✓	D&P	✓	DPP/ DPCCMH
008: There is a risk that: Fragmented and unsustainable service models as a result of population changing need and service reconfiguration of neighbouring NHS bodies and the response of multiple providers / systems to the Covid-19 pandemic	Strategic Change Report	Q3 & 4	✓	PPPH	✗	DPP

012: There is a risk that: The health board does not comply with the Welsh Language standards, as outlined in the compliance notice	Welsh Language Standards Monitoring Report	Q3	✓	W&C	✗	DTHS
013: There is a risk that: There are delays in accessing treatment in for Primary and Community Care Services in excess of 36 and 52 weeks, and a reduction in levels of enhanced services provided by General Practices under the GMS Contract	Provider and Commissioning Performance reporting	Q3 & 4	✓	D&P	✗	DPP/ DPCCMH
014: There is a risk that: Potential adverse impact on business continuity and service delivery arising from a pandemic outbreak of an infectious disease (COVID-19)	Mass Vaccination & TTP Reporting Performance Reporting (via performance dashboard)	Q3 & 4	✓	D&P	✗	DPP/ DPH
016: There is a risk that: The health board is non-	Health & Safety Policy and Action	Q4	✓	D&P	✓	DWOD

compliant with legal obligations in respect of Health and Safety due to a lack of identification and management of health and safety related risks across the organisation	Plan					
017 There is a risk that: A fire incident occurring within health board premises is not effectively managed	Fire Safety Policy (Risk re compliance with Fire Code)	Q3	✓	D&P	✓	DWOD

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Board/Committee	Dates		Exec Sponsor
	Q3	Q4	
Board	<ul style="list-style-type: none"> • 29/10/21 • 24/11/21 	<ul style="list-style-type: none"> • 26/01/21 • 30/03/21 	<ul style="list-style-type: none"> • Director of Finance & IT (DFIT) • Medical Director (MD) • Director of Nursing & Midwifery (DNM) • Director of Planning & Performance (DPP) • Director of Primary, Community Care & Mental Health (DPCCMH) • Director of Public Health (DPH) • Director of Therapies & Health Sciences (DTHS) • Director of Workforce & OD (DWOD) • Board Secretary (BS)
Audit, Risk & Assurance Committee (ARAC)	<ul style="list-style-type: none"> • 14/09/21 • 16/11/21 	<ul style="list-style-type: none"> • 20/02/22 • 02/03/22 	
Planning, Partnerships & Population Health (PPPH)	<ul style="list-style-type: none"> • 12/11/21 	<ul style="list-style-type: none"> • 18/01/22 	
Workforce & Culture (W&C)	<ul style="list-style-type: none"> • 05/10/21 • 14/12/21 	<ul style="list-style-type: none"> • 15/03/21 	
Delivery & Performance (D&P)	<ul style="list-style-type: none"> • 02/09/21 • 01/11/21 • 20/12/21 	<ul style="list-style-type: none"> • 28/02/22 	
Patient Experience, Quality & Safety (PEQS)	<ul style="list-style-type: none"> • 07/10/21 • 02/12/21 	<ul style="list-style-type: none"> • 03/02/22 	
Executive Committee	<ul style="list-style-type: none"> • 08/09/21 • 15/09/21 • 22/09/21 • 06/10/21 • 18/10/21 • 03/11/21 • 17/11/21 • 01/12/21 • 15/12/21 • 29/12/21 	<ul style="list-style-type: none"> • 12/01/22 • 27/01/22 • 09/02/22 • 23/02/22 • 09/03/22 • 23/03/22 	