DYDDIAD Y CYFARFOD: **DATE OF MEETING:**	15 April 2024
TEITL YR ADRODDIAD: **TITLE OF REPORT:**	Research and Innovation Annual Report 2023/24
CYFARWYDDWR ARWEINIOL: **LEAD DIRECTOR:**	Mr Mark Henwood, Interim Executive Medical Director
SWYDDOG ADRODD: **REPORTING OFFICER:**	Dr Leighton Phillips, Director of Research, Innovation and Value.

Pwrpas yr Adroddiad (dewiswch fel yn addas)
Purpose of the Report (select as appropriate)

Er Sicrwydd/For Assurance

ADRODDIAD SCAA
SBAR REPORT

Sefyllfa / Situation

The purpose of this report is to present the Research and Innovation Sub Committee (R&ISC) Annual Report 2023/2024 to the People, Organisational Development and Culture Committee (PODCC). The draft report was approved by the R&ISC members on 11 March 2024.

The R&ISC Annual Report provides assurances in respect of the work that has been undertaken by the Sub-Committee during 2023/2024, and that the terms of reference as set by the Committee are being appropriately discharged.

Cefndir / Background

Hywel Dda University Health Board's (HDdUHB) Standing Orders and the Terms of Reference (ToR) for the R&ISC require the submission of an Annual Report to the Committee to summarise the work of the Sub Committee and to identify how it has fulfilled the duties required of it.

The purpose of the Research & Innovation Sub-Committee is to assure the Board, via the People, Organisational Development and Culture Committee, that it is discharging its functions and meeting its responsibilities with regards to the quality and safety of research, development and innovation activity carried out within the organisation.

The guiding principles are to have:
    2.1.1 a clear strategy;
    2.1.2 clear governance and performance management; and
    2.1.3 work within budget constraints.

The Research & Innovation Sub-Committee has been established to: promote and support involvement in high quality, multi-disciplinary and multi-agency healthcare research, development and innovation; promote evidence-based healthcare; build research and innovation capacity; and foster a research and innovation culture, including patient/public involvement where appropriate.

The R&ISC will facilitate collaboration with the Research and Academic community to maximise outcomes and impact for the Health Board and the patients it serves.

Asesiad / Assessment

The R&ISC has been established under Committee delegation with the Health Board approving Terms of Reference for the Sub Committee at its Committee meeting on 13 April 2021. The R&ISC ToR are reviewed annually and were approved at the following PODCC meetings:

- 13 April 2021
- April 2022
- 03 April 2023

This Annual Report outlines how the R&ISC has complied with the duties set through its Terms of Reference and identifies key actions to address developments.

Constitution

The Membership of the Research & Innovation Sub-Committee comprises:

Title
Medical Director & Deputy Chief Executive (Chair)
Director Research, Innovation & Value (Vice Chair)
Independent Member
Clinical Director Research & Development
Head of Research & Development
Head of TriTech & Innovation
Research & Innovation Finance Business Partner
Research active representatives – acute sector, primary care, mental health
Head of Data Science
Assistant Director of People Development
Assistant Director of Nursing (with a responsibility for research)
Assistant Director of Therapies and Health Science (with a responsibility for research)
A representative from Aberystwyth University
A representative from Swansea University
A representative from the University of Wales Trinity Saint David
Head of Medical Education and Knowledge
Representative from the Division for Social Care and Health Research (DSCHR) Welsh Government - Health and Care Research Wales Workforce
Representative from a 3rd Sector Organisation
Head of Research, Innovation & Improvement, Regional Partnership Board

Meetings

During 2023/24 R&ISC meetings were held on a quarterly basis. As the R&ISC is directly accountable to the Committee for its performance, it provides an assurance to the Committee through a formal written update report, which is received at the subsequent Committee meeting. A full set of the papers for each Committee meeting is routinely made available online from the Health Board's website.

During 2023/24, the Sub Committee met on the following occasions and was quorate at each:
- 10 July 2023

- 11 September 2023
- 6 November 2023 (extraordinary meeting to discuss TriTech expansion and Social Innovation
- 11 December 2023
- 11 March 2024

Areas of Responsibility

In discharging its duties, the R&ISC has undertaken work during 2023/24 against the following areas of responsibility in relation to its Terms of Reference. There is a Research and Development (R&D), TriTech and Innovation, and University partnership section at each R&ISC meeting. Therefore, the same headings are used within the following sections describing the items considered by the Committee.

Governance

<u>R&D</u>

- **Reporting to the R&ISC:** One of the responsibilities of the R&D Leadership Group is to report quarterly to the R&ISC on research delivery operations across HDdUHB. An update has been provided to every R&ISC.
- **Research Quality Sponsorship Group (RQSG) Annual Report:** The RQSG Annual Report 2023/2024 was presented for approval on 11 March 2024, included as Appendix 1. The R&ISC endorsed the RQSG Annual Report.
- **Health and Care Research Wales (HCRW) R&D Framework**: A new national HCRW R&D Framework was published on 21 July 2023. The Framework outlines what 'research excellence looks like' within NHS organisations in Wales where research is embraced, integrated into services, and is a core part of the organisation's culture. A performance review meeting took place with HCRW and WG on 17 October 2023, an internal self-assessment of our current position against the ten pillars of the framework was completed prior and informed discussions. Feedback from HCRW was received on 2 November 2023, which was generally positive, an action plan to address areas for targeted improvement was submitted back to HCRW/WG on 21 December 2023.
- **Audits**: No triggered audits have taken place this year. Triggered audits occur when problems occur with the conduct of studies. It is therefore positive that non have taken place. Routine monitoring audits have been completed, action plans adopted where deemed necessary and all actions completed, closed and reported through RQSG and R&ISC.
- **Biobank:** The BioBank was decommissioned and a detailed plan for rehoming/destroying samples stored for 3 research studies was developed with advice from the Human Tissue Authority (HTA)/Medicines and Healthcare products Regulatory Agency (NHRA) and Cardiff University BioBank (through a Material Transfer Agreement((MTA)). The R&D Division ended the HTA License on 31 September 2023. The MTA with Cardiff University BioBank has been approved and the serum samples were transferred in February 2024.
- **MHRA Inspection Ready**: An MHRA Inspection Ready internal review was carried out. A deep dive mock audit using a non-commercial study LOCI open in Glangwili Clinical Research Centre (CRC) was inspected and findings reported. The overall feedback was very positive and showed a good test of current systems/processes, and no major concerns reported in the Corrective and Preventative Action. A plan to audit a study open at other localities (Prince Philip Hospital CRC and Bronglais Hospital CRC) during 2024/2025 is in place and findings will be reported to R&ISC.

TriTech & Innovation

- **Reporting to the R&ISC:** One of the responsibilities of the TriTech & Innovation Division is to report to R&ISC on its activity, via the TriTech & Innovation Group Sub Committee (TIG). This is done by TIG providing quarterly reports at each of the R&ISC meetings.
- **TriTech and Innovation Group (TIG) Annual Report:** The TIG Annual Report 2023/2024 was presented for approval on 11 March 2024, included as Appendix 2. The R&ISC endorsed the TIG Annual Report.
- **Organisational Structure:** No changes to the organisational structure have been made over this reporting period.
- **Terms of Refence Annual Review:** The terms of Reference for both (Senior Innovation and Operational Team) SITOT and TIG were reviewed/amended and were approved by R&ISC at the 11 Dec 2023 Meeting.
- **TriTech Business Plan and Monitoring of its Key Performance Indicators (KPI):** The TriTech Institute, on its formation, developed a 5-year business plan that was agreed by R&ISC, PODCC and Board. The 5-year Business plan identified KPI's as key targets, and a Tracker was created for monitoring purposes. The KPI tracker was reviewed by the PODCC on 17 August 2023 and several amendments were requested. A revised version of the KPI Tracker was approved by R&ISC on the 11 December 2023 and PODCC on 15 February 2024.
- **Scientific & Clinical Review Group (SCRG):** A full review of SCRG (formerly named the ThoRP) was undertaken by the TriTech team over this period. It was noted that SCRG had been in place for 18 months but never utilised and consideration for re-designing the group was therefore afforded. Following this review, a new ToR was created, a paper detailing the changes and revisions was taken to the R&ISC on the 11 December 2023 and was approved. The finalised version of the ToR was presented to the TIG at the January 2024 meeting and was approved.

University Partnerships

- **Reporting to R&ISC:** In order to maintain its 'University Health Board' designation, Hywel Dda UHB is required to demonstrate continuous improvement in collaborative working with its university partners. On an annual basis, HDdUHB is required by the Welsh Government to provide evidence of purposeful university partnership activity, with examples of how this is improving services and benefitting our population and to set out our plans for the next 12 months aligning to the Integrated Medium plans. As a result, regular reports of current activity, ongoing or new business and upcoming events at the key academic institutions (Swansea University (SU), University of Wales Trinity Saint David (UWTSD) and Aberystwyth University (AU)) is presented at each R&ISC meeting. A plan detailing the achievements of university partnership and plans for the forthcoming year is presented to R&ISC on an annual basis. In 2024/25, this report will be considered in June.

Discussion Items

R&D
R&D Facilities:

- **Bronglais Hospital (BGH)**: A newly refurbished space in Ty Aeron at BGH was opened on 1 June 2023. External cabling works have yet to be completed, however, the Bronglais Research Delivery Team has relocated and recruitment to portfolio studies has increased.

- **Withybush Hospital (WGH):** Following a site visit a space (identified as R156 Cardiac Rehab (40m2) was agreed for the WGH Delivery Team to relocate to in July 2023. The timeline for relocation has yet to be confirmed and is subject to change according to the wider Reinforced Autoclaved Aerated Concrete (RAAC) works within the hospital. The RAAC works mean the WGH Delivery Team vacated their current space and are working in other parts of the hospital, or at Glangwili Hospital (GGH). The R&ISC noted the importance of recognising the risk of the RAAC works at Withybush to ongoing R&D activities and asked for this to be reflected in the Risk Register (risk 1036, RAG rated RED).
- **Pentre Awel Update**: The R&ISC were advised on 11 December 2023 that a timeframe for potential completion of Pentre Awel was likely to be December 2024. It was noted by the R&ISC that the scheme is significant, but the space allocated to TriTech and R&D is modest and is only possible with wider financial support of the health board. Progress will depend on a financial case being submitted to Board by the Executive Director of Strategy and Planning. If the lease is not agreed by the health board, this will pose a difficult financial situation to R&D and TriTech and Innovation as these departments are reliant on the wider HB to fund the rental commitment of relocating.
- **Freezer On-Call:** Non-pay costs are still being reviewed by HCRW, as part of this process R&D have reviewed current arrangements for managing the on-call costs for R&D freezers. These costs will now cease for R&D, and Pathology will manage the on-call system going forward. This processed has been managed through the Organisational Change Policy (OCP), and Payroll have now confirmed that pay protection for the staff affected has been applied to their monthly earnings. R&ISC received updates on the freezer on-call process at the following meetings:

  - 10 July 2023
  - 11 September 2023
  - 11 December 2023

TriTech & Innovation
- **Establishment:** At a TIG meeting held on the 22 May 2023 a paper was provided detailing the need for an additional band 5 fixed term position (2 years), to facilitate the delivery of the two Horizon Funded projects captured by TriTech and Innovation. It was proposed that there was a need for additional capacity within the TriTech and Innovation team and that a fixed term position would relieve some of these pressures. It was confirmed this does not impact upon the establishment laid out in the TriTech Business plan, but it would impact the upon cost recovery target this year, in terms of a risk to business plan. It was agreed at TIG that this was acceptable. This was reported to R&ISC in July 2023 for assurance. This post has yet to be filled.
- **Annual Plan Updates:** At each of the R&ISC meetings as part of a wider discussion the representative from TIG provides an update on the current progress of TriTech and Innovation against annual targets and deliverables. In addition, R&ISC are informed of any key changes or issues within TriTech and Innovation and the decisions made at TIG to resolves these issues. In the Dec 2023 meeting R&ISC were informed about potential issues relating to staffing and resilience within the team. R&ISC were informed that TriTech would be planning to recruit into a vacant post in the new year and appraise a potential band 5 post.

University Partnerships

The Director of Research, Innovation, and Value reported that meetings had taken place with each regionally based university partner and priorities agreed throughout 2023/24. The PODCC will receive a further update on progress against these priorities following the annual meetings with university partners and following the June R&ISC meeting. This will support the Health Board's university status and reporting to Welsh Government

Assurance Items

R&D

- **R&D Finance Business Partner Reports.** These were brought to each meeting to inform the Sub-Committee of the current financial position for both R&D and TriTech & Innovation. The reports submitted for R&ISC in March 2024 were in draft form and the Senior Finance Business Partner sent apologies for meeting. As such, R&ISC members were unable to take assurance from the content of the report and an action was taken to escalate as an issue within the finance department.

- **R&D Funding Autonomy:** HCRW have adapted the process for decision-making relating to research delivery funding in 2023/24, to increase local autonomy in local decision making around the agreed Spending plan in 23/24, according to criteria set out by HCRW in their All-Wales Research Delivery Funding guidance (v.3). The end of year forecast is to break even. Ongoing autonomy depends on our Recruitment to Time and Target key performance indicator (set at above 80%) which is tracked by HCRW. The approach also means cost pressures (as they emerge) will need to be applied across local spending plans (which have previously been managed nationally). This means that NHS organisations need to find other sources of funding to meet those costs (e.g. commercial or other income) or have a plan in place to reduce the costs incurred during the year so that the outturn position of every plan is balanced to zero. R&ISC received assurance of the local autonomy in decision making in the finance update of 10 July 2023.

- **HCRW Cost Pressure:** A 4.7% national cost pressure was also applied to the HCRW budget for all R&D organisations funded throughout Wales, this was managed internally through scrutiny of like for like replacements and fixed term posts. R&ISC committee members were notified of this pressure on 11 September 2023, and took assurance from the management of it.

- **R&D Operational Teams Report:** Reports were presented to every meeting of the Sub-Committee providing an update on the activities taking place across all key areas in research & development operations. The R&ISC was asked to note each report and take assurance that the R&D operational teams are continuing to make progress against expectations. The R&ISC received assurance from the reports.

- **R&D Risk Register:** A report was presented to every meeting of the R&ISC providing an update on the departmental risks. The R&ISC was asked to review the identified risks and associated action plans and take assurance from the report that the department risks are being managed appropriately. The R&ISC received assurance from the reports.

- **Research Quality Management Group:** A report was presented to every meeting of the Research & Innovation Sub-Committee from the Research Quality Sponsorship Group (RQSG) highlighting the key areas of work undertaken. The R&ISC were assured in the risk, issues and associated management action plans.

- **Clinical Leadership Across R&D:** The R&D Department's risk register identifies the ongoing challenges surrounding job planning for research leaders (staff able to act as principal investigators) across HDdUHB and the potential impact on achievement of the R&D strategy. There has been an increase in plans and

resources to support clinical staff engagement in research. Progress is reported to every meeting of the R&ISC and assurance has been received throughout the 23/24 financial year.

- **R&D Performance:** The Sub Committee received and agreed local performance reports using the Power BI dashboards at each of its meetings.

TriTech & Innovation

- **Risk Register Annual Review:** The risk registers for the TriTech and Innovation Division was reviewed in August 2023. The updated Risk register was presented to R&ISC for assurance on the 11 of Sep 2023 meeting. Subcommittee members were assured.

- **TriTech and Innovation Finance Tracker:** A report was presented at every meeting of the R&ISC providing an update on the financial status of the TriTech and Innovation Division. The R&ISC was asked to review the current financial position of the division against the financial yearly forecast for the division and take assurance from the report(s) that the TriTech and Innovation Divisions finances are being managed appropriately. The R&ISC received assurance from the report(s).

- **TriTech Key Performance Indicators (KPI(s)) Report:** A report covering the TriTech KPI's was presented to every meeting of the R&ISC providing an update on the current position of the KPIs for TriTech against the yearly target(s). The R&ISC was asked to note the report and take assurance that the TriTech and Innovation operational teams are continuing to make progress against key milestones and deliverable. The R&ISC received assurance from the report.

- **Quarterly Activity Report assurances:** At each R&ISC meeting the R&ISC are asked to take assurance on each of the quarterly reports presented. Within the quarterly reports (over the 2023/2024 period) there have been several items presented to R&ISC:
  - **QMS implementation & Audit schedules:** Quality and safety standards for the TriTech Institute are part of the ISO 13485 Quality Management system. As part of the validation of its accreditation, a full audit of the QMS was undertaken by BSi in September 2023 and passed inspection with only minor amendments. This was reported to R&ISC for assurance at the 11 December 2023 Meeting.
  - **Project Decision(s):** At each R&ISC, the committee was provided with an update on any new projects that had been approved through TIG and were asked to take assurance that the correct procedures and checks had taken place. During the 2023/2024 year 6 new projects were brought to the TIG for decision.
  - **TriTech and Innovation Project Tracker Report:** The R&ISC were asked to take assurance that the TriTech and Innovation operational teams are continuing to make progress against expectations. The subcommittee members took assurance.
  - **End of Project reports:** R&ISC were also provided with information regarding all completed projects and project reports. Over the period 2023/2024 8 projects were delivered and final reports were completed.

University Partnerships

- **Immediate Business:** The R&ISC received regular verbal updates on the partnership activities between the Health Board and our partner Universities (SU, UWTSD, AU) in respect of research and innovation activities. The R&ISC received assurance from the report(s).

Information Items

R&D

- **HCRW Grant Offer.** HCRW All Wales Research Delivery Funding for 23/24 was confirmed as £1,164,904 (R&ISC notified March 2023) this was a decrease in funding of £32,756.00 from 2022/2023. Fixed term posts have only been funded by HCRW for 6 months this year. Research Capacity monies have been used to cover the continued funding of these posts until 31 March 2024, all posts have been reviewed and the number of fixed term posts reduced where possible.
- **HCRW Cost Pressure:** The total Research Delivery Funding for 2023/24 was reduced by 4.7% (as advised to R&ISC on 11 September 2023) which has left us with a £57K cost recovery target in year to meet the end of year break even position. HCRW have advised that funding is likely to be either static or decreased in 2024/2025, this may necessitate the R&D Division to reconsider its strategy and organisation in early 2024.
- **R&D Annual Plan and Strategy Objectives Year 3:** 6 areas of the strategy were identified and advanced at a Divisional Level, these were used to guide the R&D Teams objectives. Progress against Team objectives were reported to R&ISC at every meeting.

TriTech and Innovation

- **TriTech and Innovation Risk Register:** A report was presented to every R&ISC providing an update on the divisional risks. The R&ISC was asked to review the identified risks and associated action plans and take assurance from the report that the TriTech and Innovation Divisions risks are being managed appropriately. R&ISC received this information from the report(s) and took assurance.
- **National Updates:** At each of the R&ISC meetings the TriTech and Innovation team provided the R&ISC members with an update on plans of a national rollout of TriTech and other important national initiatives. In the July and September 2023 meeting the R&ISC were informed of the intention to explore the options of expanding TriTech into other University Health Boards and that a few select health boards would be approached first. In the Dec 2023 meeting R&ISC were informed that discussions had taken place between Betsi Cadwaladr University Health Board and Powys Health Board, with papers being prepared to present to their Executive teams about the possibility of collaboration. Aneurin Bevan are also keen to continue discussions but are in a restrictive position to facilitate an additional team, but this will be discussed further, and they will also discuss with their Executive team. At the July meeting R&ISC were also informed that at the request of Welsh Government, TriTech has developed a national innovation pathway. In addition, at the Dec 2023 meeting R&ISC were informed of 2 national level funding bids (WG funded) that would centre around TriTech carrying out service evaluations; (potentially across Wales) the Med Tech Accelerator and SBRI (community diagnostics) funding calls.
- **Tunstall (Respiratory) Report:** The Tunstall project was a large piece of work undertaken by TriTech and Innovation. It involved carrying out an evaluation of the Tech Enabled Care solution that was provided by Tunstall and considered remote monitoring of respiratory patients in the community. The report was completed in November 2023 and provided to the R&ISC at the December 2023 meeting for information.
- **Away day artwork:** At the July 2023 meeting the R&ISC were provided with the artwork collected from the R&I (R&D, TriTech and Innovation and Value Based

Health Care) joint away day, detailing all the key points from the presentations and activities on the day.

- **TriTech challenge:** The TriTech Challenge was in collaboration with partners and found four winners. The projects were all completed in April 2023 following completion and review of the projects it was decided by the TriTech and Innovation team that an independent review of the whole TriTech challenge process and outcome would be undertaken. At the December 2023 meeting R&ISC were informed that TriTech approached Swansea University to undertake a review of the Challenge and offer suggestions for improvement. The report was presented to TIG and R&ISC, where it was noted and accepted.
- **Shades of green:** At each meeting (July, September, December (2023) and February 2024) the R&ISC were provided with a report and update on the Shades of Green project. The shade of green project focuses upon Biophilic design which is concerned with the design of public buildings. The committee were informed that Grants have been applied for and the bid for work with the Botanical Gardens Wales was successful and is looking at building community gardens. As there is no clear committee to present this report to, it was decided that as it is innovative it fits in with the remit of the R&ISC and so all future updates would come to this committee.

University Partnerships

- **University Partnership Updates.** The R&ISC receives regular updates on the partnership activities between the Health Board and Universities in respect of research and innovation activities. At the end of last financial year, the Sub Committee were informed of the intention to move towards each university partner providing a more comprehensive overview of their activities at one in every three meetings. The Sub Committee received the following presentations and updates:
  - University of Wales Trinity Saint David: 10 July 2023
  - Swansea University: 11 September 2023
  - Aberystwyth University: 11 December 2023
- **University Partnership Planning.** At the R&ISC meeting on 11 September 2023 the R&ISC received an update against the priorities that were being worked on with each university partner and committed to receive an end of year review (taking place with each university in the coming months of 2024). The sub-committee members noted the update and the positive progress.

Key Risks and Issues/Matters of Concern

R&D

- The R&ISC has received five reports throughout the year on the Operational (1036, 1492) and Directorate Risks (1160). The (1160) risk is of a decreasing research portfolio and a reduction in its diversity caused by a lack of research leadership across HDdUHB. The management actions throughout the year have been to find dedicated investment to release clinicians from their day jobs for a proportion of their working week to lead research. This has had an impact in areas including orthopaedics, women's health, ophthalmology, and colorectal cancer. In May 2023, the Likelihood score was reduced in view of increased numbers of staff with research leader time awards. The risk score was reduced from 12 to 9, concern remains about whether the arrangements can be sustained. At the March R&ISC meeting, members were notified of the increase in risk score to risk 1492 (delivery funding), from 9 to 12, as the annual funding from Health and Care Research Wales (HCRW) remains unknown for 2024/25. Further, HCRW have advised R&D of the likelihood that the 4.7% cost pressure will stand for 2024/25, yet this is also unconfirmed. At the same

meeting, R&ISC were informed that the risk score for research facilities (1036) had increased from 12 to 16, due to the continued uncertainty around completion of the RAAC works and, consequently, the delivery facilities work. The estimated completion date is June 2024, and the R&ISC Chair will convene a meeting with the Director of Estates in Withybush Hospital to seek assurance on the proposed timeline for completion.

Matters Requiring PODCC Consideration or Approval

Throughout 2023/24, PODCC received a number of items for consideration and approval, as detailed below:

03 April 2023:
- 23/24 ToR for the R&ISC
- 22/23 R&ISC annual report

19 June 2023:
- None to report

17 August 2023:
- None to report

10 October 2023:

- Withybush Hospital accommodation and the enforced relocation following the RAAC works, and the associated impact to research and development activities.
- The (approximately) 4% cut in funding from HCRW and the potential impact this may have on fixed-term posts during 2024/24 (funding for these posts is covered up to March 2024)
- The update on the previously advised decision to cease development of the Biobank and to revoke the HTA licence from September 2023 – R&D will advise when this is complete.
- R&I requirements in Pentre Awel; including consideration of collaboration opportunities with education and other functions on the site – subject to agreeable terms.
- Final payment for the Nurokor project remains outstanding. R&D Finance partners continue to work with the debt recovery team to resolve.
- TriTech KPI Tracker is being reviewed and re-framed to ensure clarity around each KPI. This will be presented to R&ISC in December 2023 and PODCC in February 2024.
- PODCC are asked to approve the publication of the Health and Care Research Wales Research and Development (R&D) Framework and approve the content of the self-assessment framework, in advance of the Welsh Government.

11 December 2023:
- WGH accommodation and the enforced relocation following the RAAC works, and the associated impact to research and development activities.
- The (approx..) 4% cut in funding from HCRW and the potential impact this may have on fixed-term posts during 2024/24 (funding for these posts is covered up to March 2024)
- R&I requirements in Pentre Awel; including consideration of collaboration opportunities with education and other functions on the site – subject to agreeable terms.

- Final payment for the Nurokor project remains outstanding. R&D Finance partners continue to work with the debt recovery team to resolve, in line with Health Board policies and procedures.
- TriTech KPI Tracker has been reviewed and re-framed to ensure clarity around each KPI. This will be presented to R&ISC in December 2023 and PODCC in February 2024.

15 February 2024:
- Take assurance from Research & Development (R&D), TriTech & Innovation Group (TIG) and University Partnership activities and decisions reported.

Argymhelliad / Recommendation

The People, Organisational Development and Culture Committee is asked to:
- **TAKE ASSURANCE** from the R&I activity during 2023/24 and the management of its functions.

Amcanion: (rhaid cwblhau) Objectives: (must be completed)		
Committee ToR Reference: Cyfeirnod Cylch Gorchwyl y Pwyllgor:	3.6	Receive the Research & Innovation (R&I) Annual Report for approval prior to submission to the Health and Care Research Wales, to ensure the Health Board increases its Research & Development/R&I capacity, research output and research income.
Cyfeirnod Cofrestr Risg Datix a Sgôr Cyfredol: Datix Risk Register Reference and Score:	N/A	
Parthau Ansawdd: Domains of Quality Quality and Engagement Act (sharepoint.com)	7. All apply	
Galluogwyr Ansawdd: Enablers of Quality: Quality and Engagement Act (sharepoint.com)	4. Learning, improvement and research	
Amcanion Strategol y BIP: UHB Strategic Objectives:	3. Striving to deliver and develop excellent services	
Amcanion Cynllunio Planning Objectives	5b Research and innovation	

Amcanion Llesiant BIP: UHB Well-being Objectives: [Hyperlink to HDdUHB Well-being Objectives Annual Report 2021-2022](#)	4. Improve Population Health through prevention and early intervention, supporting people to live happy and healthy lives

Gwybodaeth Ychwanegol: **Further Information:**	
Ar sail tystiolaeth: Evidence Base:	Agendas, papers and minutes of the Sub Committee meetings 2023/24
Rhestr Termau: Glossary of Terms:	Included within the body of the report.
Partïon / Pwyllgorau â ymgynhorwyd ymlaen llaw y Pwyllgor Diwylliant, Pobl a Datblygu Sefydliadol: Parties / Committees consulted prior to People, Organisational Development & Culture Committee:	Research and Innovation Sub-Committee March 2024

Effaith: (rhaid cwblhau) **Impact: (must be completed)**	
Ariannol / Gwerth am Arian: **Financial / Service:**	N/A
Ansawdd / Gofal Claf: **Quality / Patient Care:**	N/A
Gweithlu: **Workforce:**	N/A
Risg: **Risk:**	N/A
Cyfreithiol: **Legal:**	N/A
Enw Da: **Reputational:**	N/A
Gyfrinachedd: **Privacy:**	N/A
Cydraddoldeb: **Equality:**	N/A

IS PWYLLGOR YMCHWIL A DATBLYGU
RESEARCH & INNOVATION SUB COMMITTEE

DYDDIAD Y CYFARFOD: **DATE OF MEETING:**	11 March 2024
TEITL YR ADRODDIAD: **TITLE OF REPORT:**	Tritech & Innovation Group Annual Report
CYFARWYDDWR ARWEINIOL: **LEAD DIRECTOR:**	Mr Mark Henwood Interim Executive Medical Director
SWYDDOG ADRODD: **REPORTING OFFICER:**	Professor Chris Hopkins, Head of Tritech and Innovation

Pwrpas yr Adroddiad (dewiswch fel yn addas) **Purpose of the Report** (select as appropriate)
Er Sicrwydd/For Assurance

ADRODDIAD SCAA **SBAR REPORT**

Sefyllfa / Situation

The purpose of this paper is to present the Tritech and Innovation Group (TIG) annual report 2023/24 to the Research & Innovation Sub-Committee (RISC).

The TIG annual report provides assurances in respect of the work that has been undertaken by the TIG during 2023/24, and that the Terms of Reference (ToR) are being appropriately discharged.

Cefndir / Background

Hywel Dda University Health Board's Standing Orders and the Terms of Reference for the TIG (formerly the Tritech Management Group) require the submission of an Annual Report to the Research and Innovation Sub-Committee (RISC) to summarise the work of the TIG and to identify how it has fulfilled the duties required of it.

The fundamental purpose of the TIG, as expressed in its Terms of Reference, is to assure the Research and Innovation Sub-Committee (RISC), on behalf of the People, Organisational Development and Culture Committee (PODCC), that it is discharging its functions and meeting its responsibilities with regards to the vision and the quality of the services that the Tritech & Innovation Division provide.

The TIG assures the Research and Innovation Sub-Committee, through regular reports, that it is discharging its functions and meeting its responsibilities with regards to increasing the number of new technology & Innovation developments with which the Health Board is involved and overseeing the quality and safety of said activity that is carried out within the organisation.

The TIG makes strategic decisions that facilitate high quality healthcare technology & Innovation developments, to maximise outcomes and impact for the Health Board and the patients it serves.

The TIG takes strategic decisions that promote and support involvement in high quality healthcare technology research & innovation developments, promoting evidence-based healthcare, build innovation capacity and foster an innovation culture.

In addition, the Senior Innovation and Tritech Operational Team (SITOT) Committee meetings Bi-monthly and is a subcommittee of TIG. The SITOT reports directly into the TIG and the TIG provides Assurances to R&ISC of the work and decisions being carried out by SITOT.

The key responsibilities of the TIG are to:

- Ensure compliance with all relevant frameworks, UK Clinical Investigations and other Regulations (transposed into UK law from European Union Directives) and ensure all reporting requirements are in place and functioning appropriately.

- Respond to any issues arising from relevant internal review or audit, or inspections carried out by external regulatory authorities.

- Oversee the development of TriTech & Innovation strategy, operational plan, and other relevant documents in line with local and national priorities and guidance, for sign off by the Board after scrutiny from the Research and Innovation Sub-committee.

- Oversee the TriTech & Innovation budget, ensuring it is being spent in accordance with Health Board policies and procedures.

- Oversee progress of the TriTech & Innovation team against the objectives of the operational plan.

- Identify risks to the achievement of the operational plan that need to be escalated to the Research and Innovation Sub-committee meeting.

- Provide strategic oversight of action plans that have been developed by the TriTech & Innovation team to address operational problems.

- Review and approve reports for relevant internal groups.

- Agree the information submitted to relevant organisations.

- Develop strategic partnerships with Higher Education Institutions and other external organisations critical to the delivery of the operational plan.

Asesiad / Assessment

This Annual Report outlines how the Tritech, and Innovation Group (TIG) has complied with the duties set through its Terms of Reference and identifies key actions to address developments.

Establishment
The TIG has been established as a subcommittee under the Research and Innovation Sub-Committee (RISC) in 2022.

Constitution
The membership of TIG comprises:
- Director of Research, Innovation, and Value (Chair)
- Head of Innovation and TriTech Scientific lead (Vice-Chair)
- Clinical Director Research & Development.
- Clinical Lead, TriTech
- Head of Research and Development

- Deputy Head of TriTech
- Head of Value Based Health Care
- Finance Business Partner
- Medical Device Coordinator, Clinical Engineering.
- University Partnership Advisor UWTSD (co-opted expert advisors)
- University Partnership Advisor SU (co-opted expert advisors)
- Secretarial Support
- Specialist support as required.

Meetings

Since the previous annual report (2022/2023) presented at the on the 13 March 2023 the TriTech & Innovation Group (TIG) meetings were held on a bi-monthly basis. As the TriTech & Innovation Group (TIG) is directly accountable to the Research and Innovation Sub-Committee (RISC) for its performance, it provides an assurance to the Committee through a formal written quarterly update report at every meeting. A full set of the papers for each Committee meeting is also made available online on the Tritech and Innovation Division's SharePoint site.

Since March 2023, the TIG met on the following occasions and was quorate at each:

- 11 April 2023
- 22 May 2023
- 24 July 2023
- 25 September 2023
- 27 November 2023
- 22 January 2024

In addition, two extraordinary TIG meetings were called for urgent decisions, these met on the following occasions and was quorate at each:

- 6 March 2023
- 15 March 2023

Areas of Responsibility

In discharging its duties, the TIG has undertaken work during 2023/24 against the following areas of responsibility in relation to its Terms of Reference:

Governance

- **Terms of Refence Annual Review:** The terms of Reference for both (Senior Innovation and Operational Team) SITOT and TIG were reviewed at the September and November 2023 TIG meetings, with minor changes being made with regards to membership and some terminology and grammar corrections. The changes to each ToR were brought to the Dec 2023 R&ISC and were approved.

- **Risk Register Annual Review:** The risk registers for the Tritech and Innovation Division was reviewed in August 2023. The changes and updated Risk register was presented to TIG in September 2023 for review and was approved and was presented to the R&ISC for assurance in September 2023.

- **QMS implementation & Audit schedules:** Quality and safety standards for the Tritech Institute are part of the ISO 13485 Quality Management system. The ISO 13485 accreditation was formally delivered and the BSi formal certificate was received on the 9

Feb 2023. As part of the validation of its accreditation a full audit of the QMS was undertaken by BSi in September 2023 and passed inspection with only minor amendments. No further issues have arisen.

- **Tritech Business Plan and Monitoring of its KPIs:** The Tritech Institute developed a 5-year business plan that was agreed by R&ISC, PODCC and Board. The 5-year Business plan identified KPI's as key targets the Tritech Institute and Innovation should achieve and could be monitored against. It is a responsibility of TIG to Monitor these KPIs, and to do so a KPI tracker was developed. The KPI tracker was reviewed by the PODCC committee on the 17 August 2023 and despite some positive feedback particularly around clinical engagement, the PODCC identified several current issues with how the information was presented and raised other queries around some of the deliverables for the KPI's. A request was asked of Tritech to amend the KPI tracker and for it to be reviewed via TIG. A final version of the KPI Tracker was presented at the TIG meeting on the September 2023 and accepted. This was then brought to R&ISC (Dec 2023) and PODCC (February 2024) for assurance.

- **Reporting to the RISC:** One of the responsibilities of the TIG is to regularly report to the RISC committee on key operational and management decisions in the ongoing development and running of the Tritech & Innovation Division. Since March 2023, the Tritech & Innovation Division provided a quarterly activity report to R&ISC on the following occasions:

  - 10 July 2023
  - 11 September 2023
  - 11 December 2023
  - 11 March 2024

- **Reporting to regulatory authorities & incidents:** One of the responsibilities of the TIG is to review, discuss and implement any learning from incidents or interactions with regulatory authorities during the delivery and running of the Tritech & Innovation Division, either in its general duties or during the delivery of specific projects or pieces of work. Over the 2023/2024 period no reports or communications were required or brought to the attention of the TIG.

- **Scientific & Clinical Review Group (SCRG):** A full review of SCRG was undertaken by the Tritech team and discussed at the Sept 2023 TIG meeting. The review pointed out several issues with the how the SCRG operated. It was noted that SCRG had been in place for 18 months but never utilised, so consideration should be given to re-designing the group. Following this review a new ToR was created, a paper detailing the changes and revisions (following recommendations from the Sept 2023 TIG) were taken to the Nov 2023 TIG meeting and the R&ISC in Dec 2023 for approval, both committees provided additional comments. The finalised version of the ToR was presented to the TIG at the Jan 2024 meeting and was approved, in addition the name of the group was changed to the SCRG (previously the group was known as ThoRP). The key changes to the ToR included understanding the correct trigger points of when a review for SCRG was required, a change to membership and several changes to terminology.

Assurance Items

- **Senior Innovation & Tritech Operational Team Meetings Report**– A report was presented to every meeting of the TIG from the Senior Innovation & Tritech Operational

Team (SITOT) highlighting the key areas of work undertaken and decisions made by the Innovation and Tritech Division team(s). In addition, the minutes for each SITOT was presented to TIG for review and approval.

- **TriTech and Innovation Risk Register:** A report was presented to every meeting of the TIG, providing an update on the divisional risks. The TIG was asked to review the identified risks and associated action plans and take assurance from the report that the Tritech and Innovation Divisions risks are being managed appropriately. The TIG received assurance from the report(s).

- **TriTech and Innovation Finance Tracker:** A report was presented to every meeting of the TIG, providing an update on the financial status of the Tritech and Innovation Division. The TIG was asked to review the current financial position of the division against the financial yearly forecast for the division and take assurance from the report(s) that the Tritech and Innovation Divisions finances are being managed appropriately. The TIG received assurance from the report(s).

- **TriTech and Innovation Project Tracker Report:** The Tritech and Innovation project tracker was presented at every meeting of the TIG providing an update on the activities of each of the projects currently in delivery. The TIG was asked to note the report and take assurance that the TriTech and Innovation operational teams are continuing to make progress against expectations. The TIG received assurance from the report.

- **TriTech Key Performance Indicators (KPI(s)) Report:** A report covering the Tritech KPI's was presented to every meeting of the TIG providing an update on the current position of the KPIs for TriTech against the yearly target(s). The TIG was asked to note the report and take assurance that the TriTech and Innovation operational teams are continuing to make progress against expectations. The TIG received assurance from the report.

Decision Items

- **Project Decision(s):** A key role of the TIG is to review proposed projects and make decisions on whether Tritech and Innovation should proceed with contracting the project. For each new project, the TIG is provided with all relevant project paperwork and information (including finance and risk). The TIG must look at the scientific validity, the need, the finances, and risks of the project when making their decision. For each new project the TIG may need assurances, conditions or amendments to be made to the documentation or project plan identified before the project can be contracted. In these cases, the extra conditions are detailed in the minutes for the TIG meeting as a form of actions which are then reviewed at the SITOT/TIG meetings before project contracting. During the 2023/2024 year, 6 new projects were brought to the TIG for decision:

  - **Extraordinary TIG meetings (6 and 15 March 2023)** Three new projects were brought to TIG for approval. The extraordinary meetings held on the 6 & 15 March 2023 were convened to further discuss the following projects, in order to either accept or decline HDdUHB's commitment to each:

    - 1.CRUK New Prostate cancer pathway
    - 2.Horizon Invest4Health
    - 3.Horizon Dynamo

At the 6 March Meeting the CRUK project was accepted, and it was agreed a further meeting should be held for more in depth discussions around the Horizon bids. At the 15 March meeting both Horizon projects were discussed further and it was agreed that both projects should be accepted.

- o **TIG Meeting (24 July 2023)** TIG were asked to make a decision on whether TriTech should proceed with the Beetroot project (a digital aid for logging blood samples across a health board and primary care). At the meeting the project was accepted with a condition around payment for the project being upfront due to several concerns around the funding arrangements for the project. A resolution could not be achieved with the company and as such the project was not approved and rejected. This decision was relayed to the TIG at the September 2023 meeting and was accepted.
- o **SITOT meeting (28 October 2023)** Two projects: Agile Kinetic and BECCS were approved by SITOT and Ratified by TIG (November 2023) meeting. The projects were accepted on the conditions that the TriTech & Innovation Division carryout the appropriate checks: financial, IG and capacity checks.
- o **TIG Meeting (22 January 2024):** A new 2-year project detailing a collaboration with Astra Zeneca and the Community Asthma Services with TriTech performing an evaluation was brought to TIG at the 27 November 2023 meeting, where several conditions, alterations and clarification were requested by the TIG in advance of any approval. A revised SBAR detailing all the corrections was brought to the TIG on the 22 January 2024 and the project was approved.

- **Project Tracking Documentation:** At the TIG meeting held on 11 April 2023, it was agreed by the TIG that a review of the internal documentation and process within TriTech (particularly in the scoping and project development forms) alongside the project scoping, grants, and active project trackers used by TriTech need review and updating. The formal process was agreed at the meeting on the 22 May 2023. Following several iterations a finalised version of the new *'Scoping and Project monitoring tracker'* went LIVE in Oct 2023 and was placed on the Tritech and Innovation SharePoint where it is now used for monitoring all projects at the weekly TriTech Team Operational Meetings.

- **Sponsorship R&D:** At the 22 May 2023 TIG meeting, a report was brought for decision around the external sponsorship of research projects, and strategies that should be employed by TriTech to mitigate the associated risks. The TIG agreed to the proposals outlined within the paper to mitigate risk when commercial partners act as sponsors of commercial projects. The steps included earlier involvement of the R&D department in Hywel Dda UHB, specific clauses around sponsorship added to collaboration agreements and ensuring the projects or any sponsorship responsibilities are costed if to be undertaken by TriTech.

- **Additional Project Based Staff:** At the TIG meeting held on the 22 May 2023 a paper was provided detailing the need for an additional band 5 fixed term position (2 years), to facilitate the delivery of 2 Horizon Funded projects captured by Tritech and Innovation. It was proposed that there was already a need for additional capacity within the TriTech and Innovation team and that a fixed term position would relieve some of these pressures. It was confirmed this does not impact the establishment laid out in the TriTech Business plan, but it would impact the cost recovery target this year, in terms of a risk to surplus. It was agreed at the TIG that this is acceptable. This was reported to R&ISC in July 2023. This post has yet to be filled.

- **High Risk CVD Project Recovery Plan:** The high-risk CVD project, due to several issues outside the control of the project team, was delayed by 5 months. Due to the payment

schedules and deliverables of the project it was required to develop a plan on how to catch up on some of the missed time. A report was developed for TIG and presented at the September 2023 meeting. This report was used to update TIG on the current position regarding the High-risk CVD (AMGEN) project. TIG was asked to review and discuss the identified performance issues and to approve the associated remedial action plan. TIG approved the recovery plan which was later also approved by the funder (AMGEN Ltd) when presented to them (November 2023).

Discussion Items

- **UWTSD collaboration agreement update:** At each TIG meeting UWSTD are asked to provide an update on the current collaboration agreement against key performance indicators and to discuss any upcoming events or further collaborative work. the UWSTD representative who sits on the TIG provided the TIG with an update and review of the works completed through this collaboration, identifying key deliverables and the future vision of this collaboration at each of the TIG meetings. At each meeting the TIG received the update and were given assurance of the positive impact of the collaboration. In the January 2024 meeting the TIG also discussed the potential future collaboration agreement as the current collaboration agreement was due to end.

- **SU collaboration agreement update:** At each TIG meeting SU are asked to provide an update on the current collaboration against key performance indicators and to discuss any upcoming events or further collaborative work. the SU representative who sits on the TIG provided the TIG with an update and review of the works completed through this collaboration, identifying key deliverables and the future vision of this collaboration at each of the TIG meetings. At each meeting the TIG received the update and were given assurance of the positive impact of the collaboration. At the meeting held in Jan 2024 the project lead at SU was asked to provide the TIG with an update and review of the works completed through this collaboration, identifying key deliverables and the future vision of this collaboration. The TIG received the update and were assured of the positive impact of the collaboration. In addition, it was discussed that a new joint roll (secondment of 50% of the time of the new clinical scientist funded by Swansea University had gone live).

- **Life Science Hub update:** At each TIG meeting, the representative from LSH invited onto the TIG provides a current update on LSH activities and potential future work. At each meeting TIG received the update and were given assurance of the positive impact of the collaboration.

- **High Risk CVD Project:** at the meeting held on the 24 July 2023 the TIG were given an update on the current project that included a collaboration with SU and the company AMGEN. It was noted that there had been some significant delays within the project, the key issues around the delay came from the IG team at Hywel Dda UHB and DCHW. The TIG were provided with the information and the action plan in order to overcome the delays.

- **Tritech Project documents and process Review and Standard Operating Procedure Development:** At the meeting held on 24 July 2023, a discussion was held around the current approval processes within the TriTech and Innovation Division and the current documentation used to approve projects. It was agreed that a full review should take place. It was agreed at the 27 November 2023 TIG meeting that all project documentation would undergo a full review and amendment process to bring them up

to date with the current practices in Tritech and Innovation Division. In addition, a standard operating procedure for the process around project scoping, development and contracting including all governance considerations would be development. The documents and SOP are currently under draft with a view to complete version 1 by the end of March 2024.

Information Items

- **Tritech & Innovation annual establishment review.** At the TIG meeting held on the 22 May 2023 a review of the current staffing establishment was presented for information and to provide context to any discussions or decisions around the need for extra staff within TriTech.

- **Organisational Structure and Staffing:** No changes to the organisational structure have been seen over this period. However there have been staffing changes, including the replacement of an Innovation Manager with a Clinical Scientist (promotion within the team from the Innovation technologist) and the appointment of a Research & Innovation Assistant appointment to be made by next financial year April 2024.

- **End of Project reports:** Following the completion of any project at Tritech & Innovation, an end of project presentation is given to the TIG detailing the main findings from the final project report. Over the period 2023/2024 8 projects reached completion and final reports were completed for review at TIG. The project completed were:

    o NGPOD Final Report (April 2023)
    o TriTech Challenge Final reports (April 2023)
        - AI Long Covid Chatbox Report
        - AI Signposting Pocket Medic Report
        - Eupnoos Patient Survey Report
        - SafeHouse AI Report
    o Llusern Final report (August 2023)
    o Tunstall Final Report (December 2023)
    o Lumen Final Report (March 2024)
    o Agile Kinetic, MoveLab Final Report (January 2024)

- **TriTech Challenge Independent Assessment:** At the 22 May 2023 TIG meeting, members were provided and agreed to a plan for the independent assessment of the TriTech Challenge which will continue for the next two months, to be carried out by the HTC at Swansea University. At the 24 July 2023 TIG meeting, members were provided with an update on the independent assessment of the TriTech Challenge being carried out by SU, with the findings of the review to follow for the next meeting. The final report was approved and presented to TIG in January 2024.
- **NGPOD Feedback:** At the 24 July 2023 TIG were presented with positive feedback that had been posted on social media by the company NGPOD, a company that Tritech and Innovation had successfully completed a project with earlier in the year
- **ARMED Project Closure:** At the 22 May 2023 TIG meeting, members were provided an SBAR detailing the early closure of the ARMED project (part of the larger Tech enabled care program) due to lack of data and the technology didn't achieve expectations. The decision was accepted by the TIG.
- **Innovation Roadmap:** At the 22 May 2023 TIG meeting, members were provided information about a new roadmap for innovation for Wales, which will be influenced and created with support from TriTech. The road map will aim to bring all organisations

working in innovation together; currently organisations work independently. Innovation should be viewed as a Welsh innovation pathway.

- **Innovation assessment Tool:** At the 24 July TIG meeting, members were provided with an update on the new innovation roadmap for Wales, In addition, the TIG were made aware that WG were commissioning TriTech and Innovation to help with the production of an app/ tool that will be available across Wales for assessing the effectiveness of new innovations with a view to standardisation and supporting adoption and spread.

Argymhelliad / Recommendation

The Research & Innovation Sub-Committee is asked to:

- **TAKE ASSURANCE** from the TriTech and Innovation Division's Annual Report 2023/24.

Amcanion: (rhaid cwblhau) Objectives: (must be completed)	
Committee ToR Reference: Cyfeirnod Cylch Gorchwyl y Pwyllgor:	Version 12.0 3.6 Receive and comment on financial, performance management and data reports from the TriTech operational team. TIG ToR v 1.3 10.4.1 Report formally, regularly and on a timely basis to the Committee on the Sub Committee's activities. This includes the submission of a Sub Committee update report, as well as the presentation of an annual report within six weeks of the end of the financial year.
Cyfeirnod Cofrestr Risg Datix a Sgôr Cyfredol: Datix Risk Register Reference and Score:	Not Applicable
Safon(au) Gofal ac Iechyd: Health and Care Standard(s):	Governance, Leadership and Accountability
Amcanion Strategol y BIP: UHB Strategic Objectives:	Not Applicable
Amcanion Llesiant BIP: UHB Well-being Objectives: Hyperlink to HDdUHB Well-being Statement	Not Applicable

Gwybodaeth Ychwanegol: Further Information:	
Ar sail tystiolaeth: Evidence Base:	Agendas, papers and minutes of the TIG meetings 2022/23

Rhestr Termau: Glossary of Terms:	Included within the body of the report.
Partïon / Pwyllgorau â ymgynhorwyd ymlaen llaw y Pwyllgor Diwylliant, Pobl a Datblygu Sylfaenol: Parties / Committees consulted prior to the People, Organisational Development and Culture Committee:	Not Applicable

Effaith: (rhaid cwblhau) Impact: (must be completed)	
Ariannol / Gwerth am Arian: Financial / Service:	A sound system of internal control, as evidenced in the TIG Annual Report, will assist with ensuring financial control, and the safeguard of public funds.
Ansawdd / Gofal Claf: Quality / Patient Care:	SBAR template in use for all relevant papers and reports.
Gweithlu: Workforce:	SBAR template in use for all relevant papers and reports.
Risg: Risk:	SBAR template in use for all relevant papers and reports.
Cyfreithiol: Legal:	A sound system of internal control, as evidenced in the TIG's Annual Report, ensures that any risks to the achievement of the Health Board's objectives are identified, assessed and managed. Compliance with the Health Board's Standing Orders, and the TIG's Terms of Reference, requires the submission of an Annual Report to the Quality, Safety & Experience Assurance Committee.
Enw Da: Reputational:	Not Applicable
Gyfrinachedd: Privacy:	Not Applicable
Cydraddoldeb: Equality:	Not Applicable