

**COFNODION Y CYFARFOD BWRDD IECHYD PRIFYSGOL
CYMERADWYO/ APPROVED
MINUTES OF THE UNIVERSITY HEALTH BOARD MEETING**

Date and Time of Meeting:	3.00PM, THURSDAY 30TH JULY 2020
Venue:	BOARD ROOM, YSTWYTH BUILDING, ST. DAVID'S PARK, CARMARTHEN SA31 3BB

Present:	<p>Miss Maria Battle, Chair, Hywel Dda University Health Board Mrs Judith Hardisty, Vice-Chair, Hywel Dda University Health Board Mr Owen Burt, Independent Member (VC) Mr Maynard Davies, Independent Member (VC) Professor John Gammon, Independent Member (VC) Ms Anna Lewis, Independent Member (VC) Mr Mike Lewis, Independent Member (VC) Ms Ann Murphy, Independent Member (VC) Mr Paul Newman, Independent Member (VC) Ms Delyth Raynsford, Independent Member (VC) Cllr. Simon Hancock, Independent Member (VC) Mr Steve Moore, Chief Executive Mr Andrew Carruthers, Executive Director of Operations Mrs Lisa Gostling, Executive Director of Workforce & Organisational Development Dr Sion James, Deputy Medical Director (deputising for Dr Philip Kloer, Executive Medical Director and Deputy Chief Executive) (VC) Mrs Mandy Rayani, Executive Director of Nursing, Quality & Patient Experience Mr Huw Thomas, Executive Director of Finance</p>
In Attendance:	<p>Ms Jill Paterson, Director of Primary Care, Community & Long Term Care Mrs Joanne Wilson, Board Secretary Ms Sarah Jennings, Director of Partnerships and Corporate Services Mr Michael Hearty, Associate Member (VC) Mr Jonathan Griffiths, Pembrokeshire County Council Director of Social Services, Local Authority Representative Mr Sam Dentten, Deputy Chief Officer, Hywel Dda Community Health Council (VC) Dr Mo Nazemi, Chair of Healthcare Professionals Forum (VC) Ms Clare Moorcroft, Committee Services Officer (Minutes)</p>

AGM(20)01	INTRODUCTIONS & APOLOGIES FOR ABSENCE	ACTION
	<p>Miss Maria Battle welcomed everyone to her first Annual General Meeting as Hywel Dda University Health Board Chair, in what has been the most challenging year in the history of the National Health Service. Miss Battle paid tribute to every member of staff for their ongoing contribution, and the sacrifices they have made to save lives and keep people in west Wales and beyond safe. The public of Hywel Dda were also thanked for their compliance with the hardships of lockdown, for keeping themselves and their neighbours safe and preventing their Health Board from being overwhelmed. Also, the armies of neighbours who have cared for people in their local communities. Miss Battle stated that we have been very fortunate in west Wales that as a result of our</p>	

	<p>community’s sacrifices, the preparations and changes made at pace and scale by our staff, and our rurality that the COVID-19 infection rate has been the second lowest in the UK. Whilst the virus has been contained, it has not been eradicated, and remains a real risk, especially as lockdown eases. We all have a part to play in reducing this risk by social distancing, hand hygiene and, as a Health Board, by continuing to treat, test, trace, prepare and plan. During this time, many of our patients have had to wait much longer than we would have wanted for their procedures. The Health Board thanks them for their patience, and apologises for delays and the impact these have had on them and their families. We are doing everything we can to restart many of our services; however, with the precautions introduced to prevent spread of the pandemic, procedures take longer and it will take time to recover. Emphasising the importance of hearing the patient voice, Miss Battle introduced a video in which four local patients described their recent experience of care during the COVID-19 pandemic.</p> <p>Apologies for absence were received from:</p> <ul style="list-style-type: none"> • Dr Philip Kloer, Executive Medical Director and Deputy Chief Executive • Mrs Ros Jervis, Executive Director of Public Health • Mrs Karen Miles, Executive Director of Planning, Performance & Commissioning • Ms Alison Shakeshaft, Executive Director Of Therapies & Health Science 	
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AGM(20)02	<p>PRESENTATION OF ANNUAL REPORT</p> <p>Mr Steve Moore, Chief Executive, introduced his presentation on the HDdUHB Annual Report 2019/20, and suggested that holding the AGM at this point during the COVID-19 pandemic makes it feel more important than ever; Mr Moore had never been more proud to be part of the NHS and Hywel Dda. 2019/20 had been a year of two parts. The COVID-19 pandemic has affected all our lives, changed the shape of our communities and our NHS, with its impact expected to continue well into 2020/21 and beyond. The organisation has undertaken work to examine previous pandemics and this one, just as others have, will come to an end. It is important, however, not to forget the efforts, advancements, challenges and improvements of the many months preceding the pandemic. Mr Moore reminded those attending the AGM of HDdUHB’s Mission Statement, Three Year Plan and Health and Care Strategy (A Healthier Mid and West Wales), emphasising that the focus of the organisation remains the same. In terms of performance, prior to COVID-19, the Health Board was on course to deliver on its waiting times target of no patient waiting more than 36 weeks from referral to treatment, 8 weeks for a diagnostic test, and 14 weeks for a therapy. Delayed follow-up outpatient appointments were reduced by more than 10% from 37,403 in April 2019 to 33,402 in February 2020. The Health Board improved on the majority of measures to keep people healthy, and provide safe</p>	
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care. Whilst we sustained performance in providing dignified care and individual care, improvements are required in measures to provide effective care, timely care and information about our careful use of staff and resources. In terms of the organisation's finances, there was an end of year deficit of £34.9 million, with the Health Board not able to meet its control total, despite significant efficiencies and savings. Deterioration in our position was due to operational cost pressures, mainly within unscheduled care, and primary care prescribing.

The Health Board continues to utilise the 'Teulu Jones' family experiences, and Mr Moore outlined several examples of improvements made for the local population during 2019/20:

- **Community** – we provided more ways to access care closer to home – 25 practices now offering Triage and Treat; multi-disciplinary working in nearly all GP practices in Pembrokeshire; new community resource teams in Ceredigion; prevention strategy for Carmarthenshire; recruitment of community connectors; technology enabled care and support up-scaled.
- **Mental Health and Learning Disabilities** – new drop-in service launched at Gorwelion, Aberystwyth; a new Twilight Sanctuary – the first of its kind – to support adults with deteriorating mental health in the twilight hours; collaborative care model in Bronglais General Hospital (BGH); mental health practitioners in two Pembrokeshire GP practices to improve access to earlier assessment; pilot in learning disability support team to increase support for at risk individuals in the community.
- **Hospital** – new MRI scanner at BGH reducing journeys for patients; £3m refurbishment of Wards 9 and 10 at Withybush General Hospital (WGH), improving the environment of care for cancer patients; fragility support workers developed at Glangwili General Hospital (GGH) to ensure mobilisation.

Highlights during 2019/20 include:

- The launch of **My Health Passport** – a new way for children and young people with learning disabilities or complex needs to share important information about themselves.
- Pilot of **pharmacies** opening their doors on Sundays to support out of hours care, providing triage and treat and common and minor ailments scheme.
- **Day case hip replacement** surgery undertaken at WGH.
- Opening of two new flagship **Integrated Care Centres** in Cardigan and Aberaeron providing joined up health and social care.
- Launch of **sore throat test and treat scheme** allowing pharmacists to prescribe antibiotics when appropriate and reducing waiting times for patients.

- Progressing work to deliver the £25.3m **Phase 2** project to improve the environment for women and children in GGH.
- A new **direct booking** system for outpatients.
- **£12m Transformation Fund** monies received which are being used to drive our aim to focus more on community support including roll-out of the Connect programme providing a proactive call system and rapid response for our most vulnerable residents across the three counties.
- Signing the **Learning Disability Charter** and working proactively with that community to protect their rights and choices to the same as others.
- Review and subsequent progression of a business case for improved **endoscopy services** at Prince Philip Hospital (PPH).
- Hosting a national **Occupational Therapy** conference opened by Princess Anne, Patron of the Royal College of Occupational Therapists.

Staff are the lifeblood of our organisation, and the Health Board is committed to celebrating and valuing them; examples include:

- Recruitment of our first **healthcare apprentices** – 45 employees who may otherwise not have worked in the NHS.
- Co-hosting the first **Dyma Fi - This is Me** conference to celebrate the diversity of our staff.
- Celebrating **staff achievements in and out of work** – such as the porter and intensive care nurse who helped save the life of a neighbour using life-saving skills learnt in the workplace.
- Individuals and staff won dozens of **national awards**.

The COVID-19 pandemic has been a once in a century event impacting across the globe as well as locally. Every person who has lost their life is a tragedy and our thoughts and heartfelt sympathies are with all those affected. The impact in the NHS has been far reaching, and will be felt for some time; however, the Health Board is working to restore services where possible.

Outlining next steps and concluding his presentation, Mr Moore sincerely thanked all staff, partners and the local population for their contribution during the year and particularly in recent months.

AGM(20)03

PRESENTATION OF ANNUAL ACCOUNTS 2019/20

Mr Huw Thomas, Director of Finance, echoed Mr Moore's thanks to colleagues, partners and the general public. Moving on to his presentation of the Annual Accounts 2019/20, Mr Thomas provided a summary of the organisation's finances, with expenditure of £991m for the year, made up from a £895m budget allocation from Welsh Government (WG) and £62m of local income. The annual deficit for 2019/20 was £34.9m, against a WG control total £10m less than this. This figure represents a reduction of £0.5m from the deficit recorded for 2018/19. As indicated in the Chief Executive's presentation, the deterioration in financial position is predominantly

	<p>due to unscheduled care pressures, including agency staff costs, primary care prescribing costs and savings not being delivered. In respect of the Health Board's performance against key statutory and administrative targets, Mr Thomas acknowledged that the Health Board had not been able to achieve an approved Integrated Medium Term Plan (IMTP); nor had it been able to ensure that its aggregate expenditure does not exceed the aggregate of funding over a 3 year period. It has, however, ensured that its net capital spend is contained within the capital resource limit; and has been able to prepare annual accounts which present a true and fair view of finances. Other targets had also been achieved, such as paying a minimum of 95% of all non NHS creditors within 30 days of receipt of goods/invoice; and the cash balance held not exceeding 5% of the monthly cash draw down from Welsh Government.</p> <p>A summary of the financial accounts was presented, detailing the Health Board's various income and expenditure. Savings delivered/ efficiencies were outlined, with pay and medicines management noted in particular. Mr Thomas highlighted a number of projects which had contributed to the Health Board's capital expenditure of £40.587m; these included the MRI scanner at BGH, Aberaeron and Cardigan Integrated Care Centres, Wards 9 & 10 at WGH and the Women & Children's Phase II development at GGH. Attention was drawn to the recent Welsh Government announcement that NHS organisations provided with strategic cash assistance and which have accumulated historic deficits will not be required to repay these. Whilst the latter applies only if the organisation breaks even over a three-year period; the strategic cash support totalling £186m received by HDdUHB since 2014 is no longer repayable. This is a welcome development for the Health Board, given the previous cash support provided, and will allow us to focus on the future.</p> <p>Mr Thomas concluded his presentation by emphasising that the outlook for 2020/21 is challenging, with a focus on delivering a further reduced deficit to reach sustainable breakeven over the coming planning cycle. Working with partners across the public sector will be critical to this aim.</p> <p>Finally, thanks were expressed to the Health Board's staff, partners, volunteers, patients and public.</p>	
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AGM(20)04	<p>PRESENTATION OF ANNUAL QUALITY STATEMENT</p> <p>Mrs Mandy Rayani, Director of Nursing, Quality and Patient Experience, presented HDdUHB's Annual Quality Statement (AQS) for 2019/20, which focuses on achievements made despite the challenges resulting from COVID-19. The AQS is the Health Board's opportunity to share what it has done and is doing to ensure that services are meeting local needs and high standards. The report itself is centred on the 7 themes of the Health & Care Standards: Staying Healthy; Safe Care; Effective Care; Dignified Care; Timely Care; Individual Care; Staff and Resources. Each of</p>	
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the Health & Care Standards have been considered individually, with examples of priorities and quality improvement highlighted:

Staying Healthy – a significant improvement in **Flu vaccination** rates in Community Pharmacies, with 9,368 vaccines administered. Reduced **smoking rates in pregnancy**, with 67% of women giving up smoking. Engagement work with the **Dream Team** to improve the advice and support available to adults with learning disabilities and work in collaboration on transformation of services.

Safe Care – launch of a new **National Early Warning Score (NEWS) tool** which is being embedded within the community and GP practices to improve early recognition and treatment of sepsis. A continued commitment to reduce the number of incidences of avoidable **pressure damage**. The Health Board's Assurance, Safety and Improvement Team were named as finalists at the Health Service Journal Patient Safety Awards 2019 in the category of **Patient Safety Team of the Year**, in recognition of the Health Board's work to drive forward a patient safety culture agenda through a programme of initiatives.

Effective Care – establishment of a programme of ongoing review of **care and treatment plans** in Mental Health and Learning Disabilities, which is showing positive results. Significant work in relation to **programmes of transformation**, including integrated community network, health and well-being centres, hospital network, mental health and learning disability care and support network. A new treatment for relapsing cases of Clostridium difficile infection, **Faecal Microbiota Transplant**, which is transforming the lives of affected patients.

Dignified Care – all patients should expect to receive dignified care. As one of the Health Board's **collaborative projects to improve communication**, a collaborative care model has been developed for older people with a mental health and medical presentation. Commitment to the **My Charter** pledge to ensure people with learning disabilities have the same rights and choices as everyone else. Ensuring **dignified day surgery** care is provided for transgender patients listed for planned surgery.

Timely Care – introduction of an Optometry Cataract Enhanced Referral Programme has brought benefits in terms of **access to ophthalmology care**. Introduction of a digital platform to address **waiting times for outpatient appointments** will enable appointments via mobile phone or laptop. Establishment of the ground breaking out of hours mental health service for adults, the **Twilight Sanctuary**. The **Cardigan Integrated Care Centre**, which incorporates a GP practice, dental service and pharmacy, demonstrates real progress towards the Health & Care Strategy.

Individual Care – the **charter for improving patient experience** is the Health Board's pledge to actively listen to the patient's

experience of their healthcare. Significant work is being undertaken with staff to prepare them for the **Welsh Language Standards** requirements. The positive response from patients in the Fundamentals of Care Audit regarding their ability to speak Welsh to staff is welcomed.

Staff and Resources – it would not be possible to deliver care without our staff. **Awards** this year have included Meryl Davies, Primary Care Antibiotic Pharmacist, winner of the Pharmacist of the Year award at the Advancing Healthcare Awards Wales; Laura Andrews, Professional Lead for Learning Disabilities Nursing, presented with the Cavell Star; and Dr Jennifer Boyce of Argyle Medical Group, Pembroke Dock, announced as joint winner in the Health Education and Improvement Wales BEST Awards primary care category, recognised for her commitment to educating the next generation of healthcare professionals. Staff development includes the **Aspiring Medical Leaders Programme** and STAR programme for senior nurses. The Health Board would not have been able to deliver the Test, Trace, Protect programme without its **Health Care Apprentice Programme**, established to allow apprentices to become a registered nurse through work-based learning. The apprentices have been outstanding during the pandemic, together with the experienced staff mentoring and training them.

Notwithstanding the ongoing COVID-19 pandemic, the Health Board will endeavour to continue to provide improvements in the 7 Health & Care Standards domains. Examples of key priorities for 2020/21 include:

- Increase the uptake of immunisations and vaccinations;
- Increase access to smoking cessation services;
- Further develop the quality dashboard;
- Focus improvement activity on avoidable harm;
- Refresh our Quality Improvement Framework;
- Expand the friends and family test to all services and publish the results;
- Deliver the single cancer pathway;
- Complete the Stroke Service re-design programme;
- Increase the opportunities for listening and learning from patient experiences in our services;
- Deliver an Organisational Development Programme to progress the skills and change management tools we need.

Concluding her presentation, Mrs Rayani emphasised that 2019/20 has brought both challenges and opportunities and recognised that there is more to be done. Whilst there have been issues in delivering the Health Board's goals against the backdrop of COVID-19; the response to the pandemic has demonstrated the dedication and commitment of staff, and has elicited welcome and essential support to the NHS. Mrs Rayani emphasised that comments on the AQS would be welcomed.

Cllr. Simon Hancock, Chair of the Charitable Funds Committee, introduced the Hywel Dda Health Charities report, summarising activities during 2019/20. The Hywel Dda Health Charities had, in all respects, experienced a truly exceptional year, with record income and expenditure. The former had, for the first time ever, exceeded £2m, with substantial increases in both donations and legacies. The funds raised have enabled spending of just under £3m – again more than ever – on patient comforts, medical equipment, community services, staff welfare and environments. Examples include the refurbishment of Ward 10 at WGH, funded in part by £210k raised by Elly's Flag Appeal. The refurbishment will have a major impact for both patients and staff. Investment in the Aberaeron Integrated Care Centre, which opened in October 2019, has also been considerable. The impact of this is currently being evaluated and will be reported to the next meeting of the Charitable Funds Committee. The contribution of the Hywel Dda Charities fundraising staff was highlighted and commended. This area, which has benefited from the inspirational leadership of Ms Sarah Jennings for many years, will be taken over by Mrs Mandy Rayani; which will provide a welcome direct connection between Charitable Funds and patient experience. Moving forward, activities will be focused on the Hywel Dda Charities 3 year plan, which envisages a 10% increase in income, a 15% increase in expenditure and a raised profile which will demonstrate the difference Charitable Funds can make, and which builds on the strong base already in existence. Cllr. Hancock concluded by thanking those who have donated funds, even more than ever since the COVID-19 pandemic impacted. Their prodigal, selfless giving is the bedrock enabling the Health Board to do much more for patients and staff. During the accompanying presentation, those attending heard that:

- Donations help support 4 acute hospitals, 5 community hospitals, 2 integrated care centres, 11,245 staff and a population of more than 385,000;
- Income for 2019/20 was £2.14m, made up of legacies, grants, donations, investments and purchases by external charities;
- Patients, staff and local communities participated in various fundraising activities;
- More than £2,000 was raised by the purchase of Christmas cards and participation in the Christmas Jumper Day;
- All donations directly benefit patients and staff;
- Expenditure for 2019/20 was £2.96m, with spending on additional patient comforts, updating medical equipment, improving surroundings, staff learning and development, providing care in local communities and healthy living and health promotion initiatives;
- 120 gifts were donated to paediatric palliative care patients through the 'Give a Gift' appeal;
- Other initiatives included refurbishment of relatives' rooms and WGH Ward 10; measures and systems to assist patients with

	<p>cognitive issues such as dementia and the purchase of toys for use by paediatric audiology teams.</p> <p>Miss Battle added her thanks, on behalf of the Board, to all of those who have contributed to charitable funds.</p>	
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AGM(20)06	QUESTION AND ANSWER SESSION	
	<p>Miss Battle emphasised that the Health Board would have preferred to conduct an AGM using the traditional format of an open meeting. Despite this, the floor was opened to questions. As there were no questions or comments forthcoming, staff and public were encouraged to submit by other means any questions for which they would want to receive a response.</p> <p>Miss Battle concluded by thanking all staff for their work in this historic year, emphasising that the Health Board’s response to the COVID-19 pandemic has depended greatly on staff including the Executive Team. Miss Battle expressed her pride in both the NHS and in HDdUHB.</p> <p>To end the meeting, a video was presented illustrating how 2019/20 has been a year ‘of two halves’, including its challenges, and the values demonstrated by Health Board staff and partners.</p> <p>https://www.youtube.com/watch?time_continue=12&v=A7RnZmn2uQs&feature=emb_logo</p> <p>Miss Battle thanked all of those who had attended and/or contributed, and closed the AGM.</p>	