

Bundle Public Board 24 September 2020

2.6 Report of the Chief Executive / Adroddiad y Prif Weithredwr

Presenter: Steve Moore

Chief Executive's Report September 2020

Appendix A - Register of Sealings September 2020

Appendix B - Consultation Report September 2020

Appendix C - Ombudsman Annual Letter 2019/2020



CYFARFOD BWRDD PRIFYSGOL IECHYD UNIVERSITY HEALTH BOARD MEETING

DYDDIAD Y CYFARFOD: DATE OF MEETING:	24 September 2020
TEITL YR ADRODDIAD: TITLE OF REPORT:	Chief Executive's Report
CYFARWYDDWR ARWEINIOL: LEAD DIRECTOR:	Steve Moore, Chief Executive
SWYDDOG ADRODD: REPORTING OFFICER:	Sian-Marie James, Assistant Director of Corporate Legal Services & Public Affairs

Pwrpas yr Adroddiad (dewiswch fel yn addas)

Purpose of the Report (select as appropriate)

Ar Gyfer Penderfyniad/For Decision

ADRODDIAD SCAA SBAR REPORT

Sefyllfa / Situation

The purpose of this report is to:

- Update the Board on relevant matters undertaken as Chief Executive of Hywel Dda University Health Board (the UHB) since the previous Board meeting held on 30th July 2020; and
- Provide an overview of the current key issues, both at a local and national level, within NHS Wales.

Cefndir / Background

This report provides the opportunity to present items to the Board to demonstrate areas of work that are being progressed and achievements that are being made, which may not be subject to prior consideration by a Committee of the Board, or may not be directly reported to the Board through Board reports.

Asesiad / Assessment

(1) Register of Sealings

The UHB's Common Seal has been applied to legal documents and a record of the sealing of these documents has been entered into the Register kept for this purpose. The entries at **Appendix A** have been signed by the Chair and Chief Executive or the Deputy Chief Executive (in the absence of the Chief Executive) on behalf of the Board (Section 8 of the UHB's Standing Orders refers).

(2) Consultations

The UHB receives consultation documents from a number of external organisations. It is important that the UHB considers the impact of the proposals contained within these consultations against its own strategic plans, and ensures that an appropriate corporate response is provided to highlight any issues, which could potentially impact upon the

organisation. A status report for Consultation Documents received and responded to is detailed at **Appendix B**, should any Board Member wish to contribute.

(3) Strategic and Operational Issues

Update on the Targeted Intervention Meeting held on 23rd July 2020

Members of the Executive Team and I met with the Chief Executive NHS Wales and members of his senior team, Welsh Government (WG), as part of our Targeted Intervention (TI) status on July 2020.

The main discussion points with WG are summarised below; the formal letter of response from WG has been shared with Board Members.

COVID-19 Response

- The Chief Executive gave an overview of the impact of COVID-19 on the UHB, stating that he was proud of the professionalism and kindness shown by staff and communities in the last four months, and acknowledging how quickly the UHB had responded to the escalating situation in March 2020, delivering Field Hospitals in five weeks.
- A summary of the current position in General Medical Services, Community Services, Care Homes and Operational/Hospital Services was provided, noting that, as well as being a huge challenge, the pandemic had acted as a catalyst for improved integration between services.
- WG thanked the UHB for the comprehensive update and wanted to ensure that the focus continued to be on harm and quality post COVID-19, and for NHS Wales to build on the positives identified and look through a transformation lens in changing some services, such as remote consultations.

Finance

- An overview of the UHB's current financial position was provided.
- WG sought assurance that the UHB's focus was on linking planning to the operational reality, especially in relation to workforce.
- WG wanted the UHB to ensure that savings were made, especially from new ways of working ongoing from our response to the pandemic in the next few months, ensuring for example that it identified how it would recover its Referral to Treatment (RTT) position.
- WG was considering its support for the funding of Field Hospitals and was aware of the possible impact of consequential losses.

Planning

- WG advised that the Minister for Health and Social Services would be announcing his Winter Protection Plan mid-September 2020, and urged the UHB to have its Winter Plan in place as quickly as possible.
- WG welcomed the UHB's Strategic Discover Report and agreed that there were lessons to be learned across NHS Wales. WG was pleased with the increase in decision making at the start of the pandemic and wanted this level to continue and not revert to previous practices.

The next TI meeting is due to be held on 30th September 2020.

Nurse Staffing Levels (Wales) Act 2016

In May 2020, Members received a paper outlining how the UHB was continuing to meet the requirements of the Nurse Staffing Levels (Wales) Act 2016 (the Act) as part of its response to the unique challenges of COVID-19.

As we move into Winter Planning 2020/21, the UHB continues to adapt its systems and processes to ensure compliance. Whilst much of the content of the May 2020 Board paper remains extant; for assurance, Members are advised of the additional developments:

Calculating the Nurse Staffing Levels

- Following WG's suspension of the Spring 2020 nurse staffing level review and recalculation cycle for Section 25B wards, the Autumn 2020 biannual review cycle has commenced and will report on the outcome of this process to Board in November 2020, in compliance with statutory requirements
- Since May 2020, Heads of Nursing for all adult and paediatric, hospital and community services have established 1-2 weekly desktop reviews of nurse staffing levels. These will continue through Quarters 2, 3 and 4 to ensure that any significant changes in ward or service configuration, and patient pathway, can be reflected immediately in a review of planned rosters and nurse staffing levels for each services, including those repurposed for COVID-19 specific use in recent months.

Maintaining the Nurse Staffing Levels

- Nursing teams, both operational and corporate, are working closely with Workforce and Organisational Development colleagues to ensure the development of a realistic and deliverable workforce plan to meet the potential demands during winter 2020/21. This includes ensuring the most prudent use of the nurse registrant capacity within each team. For example, testing the benefit of additional administrative support and alternative models for food and beverage distribution in one site, and testing alternative staffing models (Team around the Patient), should we move to the implementation of escalated staffing levels to support the opening of Field Hospital beds during the coming months.
- Ensuring the necessary skills within any re-deployed staff is vital, following investment in urgent refresher training in both critical care skills and ward-based care skills that took place during the last few months. Proposals for ensuring that staff retain these skills and knowledge, and can be deployed at short notice, are being developed with operational teams, Workforce and Organisational Development teams and the nursing directorate. Before commencing, these 'Keeping in Touch' schemes will be approved by the Command governance infrastructure.

Reporting the Nurse Staffing Levels

- From July 2020, the NHS Wales Informatics Service (NWIS) issued an enhanced version of the Health and Care Monitoring System that has been adopted across the UHB. This enhanced system will allow the UHB to capture data to report the extent to which the nurse staffing levels have been maintained in all Section 25B wards; a statutory requirement of the Act. A sample of this report will be brought to Board in the November 2020 report, ahead of Quarters 3 and 4 being reported both to the Board and to WG, as part of the Annual Assurance report 2020/21/Triannual WG report 2018/19 - 2020/21.

Annual Letter from the Public Services Ombudsman for Wales 2019/20

On 7th September 2020, the UHB received the Public Services Ombudsman for Wales (the Ombudsman) Annual Letter for 2019/20, attached at **Appendix C**.

The Ombudsman recognised the very challenging circumstances under which we have been working recently; although, as the letter refers to the year 2019/20, most of the matters refer to pre COVID-19 events.

The Ombudsman praised the UHB for improvements seen in a number of areas. During the year, there was a 6% reduction in the number of complaints made to his office, and the number of complaints requiring the Ombudsman's intervention fell from 42% to 32%. He also

acknowledged the constructive way we have responded to issues highlighted in previous letters.

There was also a 42% reduction in the number of complaints, where the prime issue was the handling of the original complaint. Notwithstanding this, the Ombudsman wishes the UHB to work with his staff to improve our complaint handling practices and develop standardised reporting across the country.

In response to the Ombudsman's Annual Letter 2018/19, the UHB developed and implemented an Improvement Plan that has facilitated the level of improvement seen to date. Regular engagement with the Ombudsman's office will continue through 2020/21 to ensure that improved performance can be maintained and further progressed.

South Wales Trauma Network

The South Wales Major Trauma Network (MTN) has been established to enhance patient outcomes and experience, across the entire patient pathway from the point of wounding to recovery. The network will improve patient outcomes by saving lives and preventing avoidable disability. The network is a partnership between participating organisations, working collaboratively to achieve this common goal and purpose. The aim is to develop an inclusive, collaborative, world leading trauma network, with quality improvement, informed through evidence-based medicine and lessons learnt from others.

The Major Trauma Network (MTN) for South Wales, West Wales and South Powys launched on Monday 14th September 2020 and will enable patients who suffer a major or moderate trauma in the Hywel Dda UHB area to have timely access to strengthened services. Benefits of the MTN include improved patient outcomes by saving lives and preventing avoidable disability. The University Health Board is grateful for the significant and ongoing support received from the Operational Delivery Network to effectively establish this service.

To support the Major Trauma Centre in Cardiff (which will provide all specialist services required for major trauma), Glangwili Hospital will act as the interim Trauma Unit for the Hywel Dda area until a new urgent and planned care hospital is built. Bronglais and Withybush Hospitals will act as Rural Trauma Facilities, a newly recognised and unique hospital designation for South Wales, recognising the geographical isolation of parts of our Health Board area and the need to maintain a trauma response.

A number of key posts have recently been appointed to support the major trauma service including a Rehabilitation Consultant (initially providing 2 virtual sessions, increasing to 4 sessions within 6 months), a Rehabilitation Co-ordinator, two Major Trauma Practitioners and a TARN (data) Co-ordinator.

The UHB has worked jointly, in partnership with the Network, to ensure all of the necessary operational clinical guidelines and policies are in place. The new service has also been promoted jointly with the Network in each county via local socially distanced roadshows for clinical staff, the hosting of a webinar sessions and the development of an intranet site.

Argymhelliad / Recommendation

The Board is invited to:

- **Endorse** the Register of Sealings (**Appendix A**) since the previous report on 30th July 2020
- **Note** the status report for Consultation Documents (**Appendix B**) received/responded to
- Note the Public Services Ombudsman for Wales Annual Letter for 2019/20 (**Appendix C**)

Amcanion: (rhaid cwblhau) Objectives: (must be completed)	
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): Hyperlink to NHS Wales Health & Care Standards	All Health & Care Standards Apply
Amcanion Strategol y BIP: UHB Strategic Objectives: Hyperlink to HDdUHB Strategic Objectives	All Strategic Objectives are applicable
Amcanion Llesiant BIP: UHB Well-being Objectives: Hyperlink to HDdUHB Well-being Statement	Improve efficiency and quality of services through collaboration with people, communities and partners Develop a sustainable skilled workforce Support people to live active, happy and healthy lives

Gwybodaeth Ychwanegol: Further Information:	
Ar sail tystiolaeth: Evidence Base:	Chief Executive's meetings (internal, external and NHS Wales wide), diary and correspondence
Rhestr Termau: Glossary of Terms:	Included within the body of the report
Partion / Pwyllgorau â ymgynhorwyd ymlaen llaw y Cyfarfod Bwrdd Iechyd Prifysgol: Parties / Committees consulted prior to University Health Board:	Not Applicable

Effaith: (rhaid cwblhau) Impact: (must be completed)	
Ariannol / Gwerth am Arian: Financial / Service:	Any issues are identified in the report.
Ansawdd / Gofal Claf: Quality / Patient Care:	Any issues are identified in the report.
Gweithlu: Workforce:	Any issues are identified in the report.
Risg: Risk:	This report provides evidence of current key issues at both a local and national level, which reflect national and local objectives and development of the partnership agenda at national, regional and local levels. Ensuing that the Board is sighted on key areas of its business, and on national strategic priorities and issues, is essential to assurance processes and related risks.

Cyfreithiol: Legal:	Any issues are identified in the report.
Enw Da: Reputational:	Any issues are identified in the report.
Gyfrinachedd: Privacy:	Not Applicable
Cydraddoldeb: Equality:	<ul style="list-style-type: none"> • Has EqIA screening been undertaken? Not on the Report • Has a full EqIA been undertaken? Not on the Report

Appendix A: Register of Sealings from 14th May – 8th September 2020

Entry Number	Details	Date of Sealing
288	TIR Lease (Old Building) relating to Meddygfa'r Sarn, 9 Heol y Meinciau, Pontyates SA15 5TR, Between Hywel Dda University Local Health Board and Edwyn Carey Howell Edmunds and Huw Gruffudd Owen	30/07/2020
289	Lease relating to Teifi Surgery New Road Llandysul between Bethan Louise Howells, David Thomas Jones and Katherine Jean Gordon and Hywel Dda University Local Health Board	20/08/2020
290	Minor Works Building Contract in respect of Glangwili General Hospital Fire Review, Secure Storage and Traffic Control between HDdUHB and Edmunds Webster Limited	20/08/2020
291	Minor Works Building Contract in respect of Withybush General Hospital Fire Door Repair/Replacement, Advanced Works between HDdUHB and AFT Group (Wales) Limited Trading as Advanced Fire Technologies	20/08/2020

Appendix B: Consultations Update Status Report up to 8th September 2020


Ref No	Name of Consultation	Consulting Organisation	Consultation Lead	Received On	CLOSING DATE	Response Sent
429	Managing the transition from children's to adults' healthcare services	Welsh Government	Mandy Rayani, Margaret Devonald-Morris - lead, Lisa Humphrey	28.01.2020	27.07.2020	27.07.2020
430	Charitable rates relief for schools and hospitals in Wales	Welsh Government	Huw Thomas, Jennifer Thomas, Gareth Jones (Tax lead)	03.02.2020	24.04.2020	12.02.2020
431	Speech, language and communication delivery plan 2020 to 2021	Welsh Government	Alison Shakeshaft, Natalie Vanderlinden, Philippa Large	04.02.2020	23.04.2020	No response submitted due to COVID-19 operational duties
432	Local Authority Education databases	Welsh Government	Patrycja Duszyńska	10.02.2020	22.04.2020	No response submitted due to COVID-19 operational duties
433	Hospital discharge processes	National Assembly for Wales	Mandy Rayani, Carol Cotterell	20.02.2020	National Assembly for Wales has extended the deadline - no date specified yet
434	WHSSC: PP196 Voretigene Neparvovec for treating inherited retinal dystrophies caused by RPE65 gene mutations	Welsh Health Specialised Services Committee	Karen Miles, Phil Kloer, Carly Buckingham, Eirini Skiadaresi	28.01.2020	25.02.2020	25.02.2020
435	Amendments to the organ donation regulations	Welsh Government	Andrew Carruthers, Dr Mike Martin, Dr Wojciech Groblewski	28.02.2020	30.04.2020	No response submitted due to COVID-19 operational duties

Appendix B: Consultations Update Status Report up to 8th September 2020


Ref No	Name of Consultation	Consulting Organisation	Consultation Lead	Received On	CLOSING DATE	Response Sent
436	Consultation on Cancer	National Assembly for Wales	Andrew Carruthers, Keith Jones, Debra Bennett	02.03.2020	24.04.2020	Consultation postponed until further notice
437	WHSSC: CP168, Mechanical Thrombectomy	Welsh Health Specialised Services Committee	Karen Miles, Alison Shakeshaft, John Evans, Bethan Andrews, Phil Jones, Granville Morris	21.02.2020	01.04.2020	No response submitted due to COVID-19 operational duties
438	WHSSC: Major Trauma Centre and Trauma Operational Delivery Network	Welsh Health Specialised Services Committee	Andrew Carruthers, Mandy Rayani, Paul Williams, Stuart Gill – HDUHB Anaesthetics Consultant, Keith Jones, Bethan Lewis, Emma Cadman	29.05.2020	10.07.2020	10.07.2020
439	WHSSC: All Wales Traumatic Stress Quality Improvement Initiative (AWTSQII), CP212	Welsh Health Specialised Services Committee	Andrew Carruthers, Liz Carroll, Warren Lloyd, Angela Lodwick	15.07.2020	25.08.2020	21.08.2020
440	WHSSC: Perinatal Mental Health Mother and Baby Unit Service Specification (CP201)	Welsh Health Specialised Services Committee	Andrew Carruthers, Mandy Rayani, Liz Carroll, Sara Rees, Julie Jenkins & Angela Lodwick	24.07.2020	04.09.2020	26.08.2020
441	WHSSC: Neonatal Transport Service, Service Specification (CP190)	Welsh Health Specialised Services Committee	Mandy Rayani, Julie Jenkins, Lisa Humphrey	28.07.2020	07.09.2020	21.08.2020
442	WHSSC: Cannabidiol with clobazam	Welsh Health Specialised Services Committee	Dr Phil Kloer, Dr Sion James, Jenny Pugh-Jones, Sue Beach, Mark Henwood, Premkumar Pitchaikani	05.08.2020	02.09.2020	21.08.2020

Our ref: NB

Ask for: Communications

 01656 641150

Date: 7 September 2020

 Communications
@ombudsman-wales.org.uk

Ms Judith Hardisty
Interim Chair of the Board
Hywel Dda University Health Board

By Email Only
judith.hardisty@wales.nhs.uk

Dear Ms Hardisty

Annual Letter 2019/20

I am pleased to provide you with my Annual Letter (2019/20) for Hywel Dda University Health Board.

I write this at an unprecedented time for public services in Wales and those that use them. Most of the data contained in this correspondence relates to the period before the rapid escalation in Covid-19 spread and before restrictions on economic and social activity had been introduced. However, I am only too aware of the impact the pandemic continues to have on us all.

I am pleased to note that 2019/20 saw a fall in the overall number of complaints made to my office about your Health Board (92 as opposed to 109 in 2018/19) and in particular that there was a reduction in complaints received where the main topic of the complaint was how the Health Board had dealt with the person's original complaint (11 as opposed to 19 in 2018/19). The percentage of cases requiring intervention by my office also fell from 42% to 32%.

I am also pleased to report that the concerns raised in my last annual letter about the Health Board's timeliness in implementing settlements agreed with my office have not been repeated this year. Whilst there is always scope for improvement, I have been pleased by the constructive way the Health Board has responded to the concerns raised in my previous annual letter, and I very much hope that will continue.

I am delighted to report that during the past financial year, we had to intervene in (uphold, settle or resolve early) a smaller proportion of complaints about public bodies in Wales: 20% compared to 24% last year.

With regard to new complaints about public bodies, 1020 or 45% related to NHS bodies— an increase of 1.3% compared to 2018/19.

Complaints about NHS bodies related predominantly to health (88%). However, as in previous years, a significant proportion of these complaints related to complaint handling (8%). We will continue to work with NHS bodies on reducing the number of these complaints, including as part of our new Complaints Standards role.

Work has already started as part of our Complaints Standards role for Wales, so far predominantly with Local Authorities. We have already seen great benefits already from this work, including the standardisation of complaints data recording. We look forward to working more closely with you in the coming months to help embed the new 'Once For Wales' system and, for the first time in Wales, provide complaints handling training to Health Boards free of charge.

Action for the Health Board to take:

- Present my Annual Letter to the Board to assist Board Members in their scrutiny of the Board's performance.
- Work with my Improvement Officer and Complaints Standards Authority to improve complaint handling practices and standardise complaints data recording.
- Inform me of the outcome of the Health Board's considerations and proposed actions on the above matters by **30 November**.

This correspondence is copied to the Chief Executive of your Health Board and to your Contact Officer. Finally, a copy of all Annual Letters will be published on my website.

Yours sincerely



Nick Bennett
Ombudsman

CC: Steve Moore, Chief Executive
Roger Smith, Contact Officer

Factsheet

A. Complaints Received

Health Board	Complaints Received	Complaints received per 1000 people (population)
Aneurin Bevan University Health Board	140	0.24
Betsi Cadwaladr University Health Board	227	0.33
Cardiff and Vale University Health Board	100	0.20
Cwm Taf Morgannwg University Health Board	80	0.18
Hywel Dda University Health Board	92	0.24
Powys Teaching Health Board	23	0.17
Swansea Bay University Health Board	91	0.23
	753	0.24

B. Complaints Received by Subject with Percentage Share

Hywel Dda University Health Board	Complaints Received	
Adult Social Service - Services for older people	1	1.09%
Complaint Handling- Health	11	11.96%
Health - Appointments/admissions/discharge and transfer procedures	3	3.26%
Health - Clinical treatment in hospital	60	65.22%
Health - Clinical treatment outside hospital	7	7.61%
Health - Continuing care	3	3.26%
Health - Funding	1	1.09%
Health - Medical records/standards of record-keeping	1	1.09%
Health - Medication> Prescription dispensing	1	1.09%
Health - Other	2	2.17%
Health - Patient list issue	2	2.17%

C. Complaint Outcomes (* denotes intervention)

Complaints Closed	Out of Jurisdiction	Premature	Other cases closed after initial consideration	Early Resolution/voluntary settlement*	Discontinued	Other Reports-Not Upheld	Other Reports Upheld - in whole or in part*	Public Interest Report *	Grand Total
Hywel Dda UHB	2	13	41	17	0	7	12	0	92
Percentage Share	2.17%	14.13%	44.57%	18.48%	0.00%	7.61%	13.04%	0.00%	

D. Number of cases with PSOW intervention

	No. of Interventions	No. of Complaints Closed	% Of Interventions
Aneurin Bevan University Health Board	55	165	33%
Betsi Cadwaladr University Health Board	67	217	31%
Cardiff and Vale University Health Board	29	104	28%
Cwm Taf Morgannwg University Health Board	9	59	15%
Hywel Dda University Health Board	29	92	32%
Powys Teaching Health Board	7	13	54%
Powys Teaching Health Board - All Wales Continuing Health Care cases	4	13	31%
Swansea Bay University Health Board	7	62	11%
Former Health Boards			
Abertawe Bro Morgannwg University Health Board	26	36	72%
Cwm Taf University Health Board	9	21	43%
Grand Total	242	782	31%

Appendix

Explanatory Notes

Section A compares the number of complaints against the Health Board which were received by my office during 2019/20, and the number of complaints per 1,000 residents (population).

Section B provides a breakdown of the number of complaints about the Health Board which were received by my office during 2019/20 with the percentage share.

Section C compares the complaint outcomes for the Health Board during 2019/20, with the percentage share.

Section D provides the numbers and percentages of cases received by the PSOW in which an intervention has occurred. This includes all upheld complaints, early resolutions and voluntary settlements.

Feedback

We welcome your feedback on the enclosed information, including suggestions for any information to be enclosed in future annual summaries. Any feedback or queries should be sent via email to communications@ombudsman-wales.org.uk