



## CYFARFOD BWRDD PRIFYSGOL IECHYD UNIVERSITY HEALTH BOARD MEETING

<b>DYDDIAD Y CYFARFOD:</b> <b>DATE OF MEETING:</b>	25 March 2021
<b>TEITL YR ADRODDIAD:</b> <b>TITLE OF REPORT:</b>	Report of the Chair
<b>CYFARWYDDWR ARWEINIOL:</b> <b>LEAD DIRECTOR:</b>	Miss Maria Battle, Chairman
<b>SWYDDOG ADRODD:</b> <b>REPORTING OFFICER:</b>	Miss Maria Battle, Chairman

**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

To provide an update to the Board on relevant matters undertaken by the Chair of Hywel Dda University Health Board (the UHB) since the previous Board meeting.

##### Cefndir / Background

This overarching report highlights the key areas of activity and strategic issues engaged in by the Chair and also details topical areas of interest to the Board.

##### Asesiad / Assessment

Since our previous Board meeting I have had the honour of visiting and listening to staff and patients in all our Acute General Hospitals, Llandovery Community Hospital and Ysbyty Enfys Selwyn Samuel Field Hospital in Llanelli.

I have increased the number of Chairs awards during the pandemic, meeting many teams and employees, nominated by their peers, to award them with a certificate and a small box of fruit and cakes. This has given me the opportunity to listen and to thank them, on behalf of the Board, for their kindness and care for patients, their sacrifices, resilience and creativity and their dedication to duty and service. The biggest messages from staff are they are caring for each other, they “fall over” at different times, their families have made so many sacrifices to enable them to serve, they have missed Christmas, birthdays, bedtimes, many staff have lived away from home to protect their families, they don’t share what is happening at work with their families but with their “work family”, their concern for the families who were not able to visit their loved ones and their grief at the number of deaths. Many staff have been in tears and many are exhausted.

Throughout the pandemic, we have supported staff, and I attach the Hywel Dda Wellbeing Plan (Appendix 1). Our support for staff wellbeing is seen as an exemplar; a recent Audit Wales Seminar on Wellbeing invited Suzanne Tarrant, Christine Davies and I to participate.

I have recently set up a Rest and Recovery Reference Group with internal and external experts, including the Military, and a lead from the Tourist Industry, to advise on how we best respond at this time. As the pandemic gets more under control, I am advised that staff will check into their stress and we have to normalise this and we should not pathologise it, but continue to provide support. For example, by ensuring there are internal and external staff rest areas across the estate and that the right referral pathways are in place should they need access to psychological therapies.

Key messages from staff are:

- Recognition: for themselves and their families for the personal sacrifices
- Remembrance: for those who have lost and seen loss
- Rest: the need to recharge before the resumption of full services
- Recover: the need for the additional wellbeing resources provided during the pandemic to continue

Staff are saying they want to be able to talk and reflect on the past 12 months and be listened to. They would welcome an extra day off as a thank you and access to a family day out in West Wales. We are working with the tourist industry to explore whether we can make this happen.

### **New Staff Engagement Platform**

We are delighted to announce the launch of Engagement HQ provided by Bangthetable. The digital engagement platform provides the opportunity for Health Board staff to engage with each other, share our human experiences, praise colleagues and share ideas. For most of us, our world has been turned upside down, affecting our personal and professional lives in a way none of us would have thought possible a year ago. This page has been set up to enable staff to share personal stories and voice their hopes for the future. Stories are about connection; when shared they can help us step out of our own shoes, see differently, and increase our empathy for others.

### **Penally Army Training Camp**

Since the Home Office decided to use Penally Army Training Camp to hold men seeking asylum, without any consultation with the Local Authority, the Police or the Health Board, we have been doing everything we can to provide the men with the best health care possible, recognising many have suffered great trauma. As a Health Board we were completely without experience in providing services in this specialist area as we are not a “designated area” to receive people seeking asylum and we thank our colleagues in Cardiff and Vale University Health Board who have advised and supported us. The Home Office decision was made all the more challenging, as they moved the men to Penally in the middle of a global pandemic.

We have been very concerned about the risk of COVID-19 to the local community and to the men who had been transported to the camp without social distancing. We have communicated all our concerns from the outset to the Home Office; the risk of COVID-19 to the local community and to the men, the lack of isolation facilities, the lack of medical information received by us about the men’s needs and the low food hygiene ratings at the camp. Despite this, we have never received a detailed response from the Home Office to our continuing concerns. We shared our concerns and gave evidence to the Independent Chief Inspector of Borders and Immigration who found the camp was “run-down and unsuitable.” We were informed by the Home Office on 16<sup>th</sup> March 2020 that the camp will be closed on 21<sup>st</sup> March 2021. I would like to thank our Executives, Jill Paterson, Ros Jervis, Steve Moore and Phil Kloer who have done everything possible to ensure that the men in Penally camp were cared for and

our concerns were continuously raised with the Home Office. I hope the men are housed in more humane conditions.

### **Vaccination Programme**

The Vaccination Programme is continuing at pace, with our first drive-through mass vaccination centre now open at the United Counties Showground in Carmarthen. Hywel Dda University Health Board (HDdUHB) Renal dialysis patients are among first in UK to receive a COVID-19 vaccine. Treatment for this group of patients has not stopped during the pandemic, with over 1,200 dialysis treatments a week being provided by our regional service in HDdUHB and Swansea Bay University Health Boards (SBUHB). Once we were given the go ahead for urgent rollout by the Hywel Dda vaccination team, we mobilised a team from the Renal Units to administer the vaccine to patients while they underwent their dialysis treatment. In addition, unpaid carers in Carmarthenshire, Ceredigion and Pembrokeshire who are not already registered as a carer with their GP practice are being asked to complete an online registration form if they wish to receive a COVID-19 vaccination. Unpaid carers play a vital role offering care and support and it is in everyone's interest that they are supported. For many years, the Health Board has built strong links with unpaid carers across our three counties, through initiatives such as our Investors in Carers scheme. This scheme is designed to help organisations focus on, and improve, their carer awareness and the help and support they give to carers. I have visited the majority of the Mass Vaccination Centres to thank staff and volunteers. They have found the experience very uplifting, seeing hope return to people.

### **All Wales COVID-19 Wellbeing Survey**

We are supporting a national study that aims to understand how the ongoing pandemic has affected the mental health and emotional wellbeing of people across Wales. The study's first survey took place between June and July 2020 and collected responses from 15,000 participants from all over Wales. You can find out more about the results from the last survey here: <https://wales-wellbeing.co.uk/en/covid19-wellbeing-survey-results>. The study has now launched its next survey and everyone living in Wales who is aged 16 and above is encouraged to participate. To access the survey, or gain more information about it, please visit: [https://swanseachhs.eu.qualtrics.com/jfe/form/SV\\_8iHfmrZmELSDVUV?Q\\_Language=CY](https://swanseachhs.eu.qualtrics.com/jfe/form/SV_8iHfmrZmELSDVUV?Q_Language=CY). The survey results will be analysed at a national and local level and will be used to guide the NHS in Wales to support the wellbeing of the population during the coming months.

### **Speaking Up Safely**

At the end of January 2021, I hosted a series of events on MS Teams events where staff could learn more about becoming a Speak Up Safely Champion. These champions are a point of contact for staff who want to speak up safely in the workplace, in order to provide a safe listening space where staff feel able to discuss concerns and issues. The ambition is to have a team of champions and ambassadors, who will receive the full support of the Board and Executive Team in fulfilling this role. Working with us, the champions will ensure any barriers to speaking up are addressed and employees feel safe and supported in the process.

### **ChatHealth**

Hywel Dda University Health Board's youth liaison team, in collaboration with school nursing teams, has launched a new service to support young people aged 11-19. ChatHealth is a text-based service that now operates across Carmarthenshire, Ceredigion and Pembrokeshire. It will allow young people to text a helpline and get confidential support from a team of qualified nurses. The service can support young people with a range of issues, from emotional health

and wellbeing, including anxiety, anger, low mood and panic attacks, to relationships, self-harm, bullying, sexual health, and alcohol, smoking and drugs. During the next few months, the youth liaison team will be working with schools, colleges and wider agencies to promote the service, in order to reach as many young people as possible.

### **Black, Asian and Minority Ethnic (BAME) Advisory Group**

The BAME Advisory Group has held two meetings since the previous Public Board (full minutes from 11<sup>th</sup> February 2021 meeting attached as Appendix 2; minutes from 16<sup>th</sup> March 2021 meeting will be presented to the May 2021 Board meeting). The BAME Advisory Group are continuing to progress a range of actions. The joint Chairs of the Bullying and Harassment Group have now met and the task and finish group has invited Members of the Health Board's BAME Staff Network to be involved, to ensure representation from each staff group.

Discussions have taken place regarding the future activity of the BAME Staff Network and a facilitated discussion with Network members will be arranged, in order to agree which priorities are important for the Network to focus on. The Executive Director of Public Health has requested the views of Network members about the COVID-19 vaccine and whether they have suggestions to encourage uptake. To facilitate this, a set of questions have been agreed and circulated to the Network.

The Group discussed feedback from the recent Race in the Workplace conference, attended by BAME Advisory Group and BAME Staff Network Members. A facilitated session, to discuss the valuable and insightful feedback in detail and agree the next steps will be held.

The Group welcomed the news that recruitment for the Community Outreach team has been successful, with the successful applicant due in post by the end of March 2021.

### **Board Seminar 11<sup>th</sup> February 2021**

#### **Outcomes of Lightfoot Work at Bronglais General Hospital (BGH)**

Members received a presentation on the Outcomes of Lightfoot Work at Bronglais General Hospital (BGH). The work has endorsed the organisation's aims and vision, particularly the focus on treating people in the community rather than in hospital. Detailed discussions took place around how the organisation can allocate resources in order to provide optimum impact for patients, however cautioned against reinventing processes unnecessarily. Members commended the work to date which offers valuable hope for the future. The work represents the Social Model for Health in action, with data analysis providing the ability to test and project with confidence.

#### **HDdUHB Annual Plan 2021/22**

Members received a presentation on the HDdUHB Annual Plan 2021/22, noting that in light of our current challenges, it will need to include various assumptions. Members welcomed and supported the focus on our staff and local communities, emphasising the Board's commitment to listening to staff, in addition to the significant emphasis on hospitals and Planned Care recovery. Following robust discussions, Members agreed that a shift in focus is required within the Annual Plan, to prioritise the Social Model for Health and Socio-economic Duty. Feedback from the discussions has been incorporated into future iterations of the plan.

#### **Performance Reporting**

Members received the Performance Reporting presentation, noting the plans to apply the Business Partner approach used within the Finance team to drive forward performance reporting, and utilising the Digital team to support the Performance team. Whilst acknowledging

that further discussions are required to agree measures, Members commented that moving beyond data for judgement, to data for improvement is an important step in the maturing of the Board's effectiveness and leadership. However, consideration should also be given to how the organisation connects activity with workforce, finance and performance to take strategic planning forward. Whilst aspiring to achieve Welsh Government targets, Members agreed that it would need to set realistic internal targets and trajectories as a Board, in order to improve care for patients. Members agreed that the parameters/building blocks for Performance Reporting exist and suggested that discussions on how best to take this forward should be progressed with Improvement Cymru.

### **Improving Together - A Learning Organisation**

Members received the Improving Together - A Learning Organisation presentation noting the importance as an organisation to build on skills it already has in coaching, support and mentoring, and also focus on culture. In terms of the Improving Together Framework, Members were reminded of the link to the previous agenda item and the discussions around data. Members received details regarding the number of workstreams involved and noted that these demonstrate the appetite for improvement within the organisation. As a Board, Members agreed that the focus needs to be on how quality drives us as an organisation. In terms of next steps, Members agreed given that, a number of developments have already been introduced, that one or two measures are identified to focus on, in order to assess whether the proposed approach is appropriate.

### **Board Champion Roles**

Board champion posts have been introduced to Local Health Boards and NHS Trusts since 2003 and are a mix of statutory and non-statutory roles, to be held at non-executive (independent member), executive director level or both. During 2020, Welsh Government undertook a detailed assessment of all the Champion roles in order to assess which areas should continue. Following the issue of WHC 2021/002 Board Champion Roles, the Champion Roles within HDdUHB has been reviewed, with the updated list attached as Appendix 3.

### **Rebalancing Care and Support**

On 12th January 2021, Welsh Government launched a Rebalancing Care and Support Consultation on improving social care arrangements and strengthening partnership working to better support people's well-being. The aim is to achieve the vision set out in the Social Services and Well-being (Wales) Act 2014 for people who need care and support and carers who need support. Proposals include setting out a clear national framework to support services to be planned regionally and delivered locally, and for the strengthening of partnership arrangements. The Health Board's response will be submitted by the deadline of 6<sup>th</sup> April 2021 and will be shared with Board Members.

### **Chairs Action**

There may be circumstances where decisions which would normally be made by the Board need to be taken between scheduled meetings, and it is not practicable to call a meeting of the Board. In these circumstances the Chair, supported by the Board Secretary as appropriate, may deal with these matters on behalf of the Board.

There have been three such actions to report since the previous meeting of the Board (attached as Appendix 4). The first relates to an extension of the Licence to Occupy and Services Agreement between Hywel Dda University Health Board (HDdUHB) and Bluestone Resorts Ltd (Bluestone), from 1<sup>st</sup> January 2021 to 31<sup>st</sup> March 2021. The second relates to the proposal for the Demountable Solutions Unit at Prince Philip Hospital (PPH), for two Laminar Day Surgery Unit Flow Theatres, a Dual Endoscopy Suite and Modular Ward Facility to

progress to the next stage. The third relates to approval of the Gold Command Group's endorsement of the proposed field hospital plan for 2021/22.

### **Key Meetings**

I have attended the following meetings, however in light of COVID-19, these have been held via MS Teams:

- Meetings with NHS Chairs
- Asylum Accommodation Strategic Engagement Group for Wales
- Community Health Council Executive Committee fortnightly meetings
- Local Authority Leaders weekly meetings
- Swansea Bay Region Joint Committee
- Monthly Chair Peer Group Meeting
- Regular meetings with all MSs and MPs
- Third Sector Independent Member Interviews for membership of the Health Board
- Community Independent Member Interviews for membership of the Health Board
- Finance Independent Member Interviews for membership of the Health Board
- NHS Reset: Chairs meeting
- Value in Health and National Clinical Audit Webinar
- Vaccine Update Meeting with Local Councillors
- BAME Advisory Group Meeting

### **Visits**

- Chair Visit to Llandovery Community Hospital
- Chair Visit to Visit to Selwyn Samuel Field Hospital
- Visit to BGH
- Visit to Withybush
- Visit to Prince Phillip

### **Celebrating Success/Awards**

#### **2020 Welsh Pharmacy Awards**

Hywel Dda University Health Board would like to congratulate Gareth Harlow for his recent success at the 2020 Welsh Pharmacy Awards. Gareth Harlow from Harlow & Knowles Pharmacy, Penygroes, received the award for Independent Community Pharmacist of the Year.

#### **Employee or Team of the Month**

Members of staff, patients, service users and the public can nominate staff who have gone above and beyond the call of duty and for their excellent work. Since the Board was last updated at its January 2021 meeting, the following employees/teams have received the Employee or Team of the Month award. I have been privileged to meet many of them personally to present them with their award, listen to their experiences and to thank them on behalf of the Board.

<b>Employee or Team</b>	<b>Reason for Nomination</b>
Trauma Nurse Practitioners Team Trauma & Orthopaedics GGH	Nominated by Stefan Bajada (Orthopaedic Consultant) in recognition of the hard work and flexibility in adapting to changes in the team's roles and working patterns during

	challenging times. As a result, the Trauma system has been worked efficiently with junior surgeons and nurses receiving education and quality improvement projects also being maintained.
Endoscopy Team Ty Cadel GGH	Nominated by Stephanie Hire (General Manager) in recognition of the outstanding dedication and competence resulting in the provision of services that have both significantly improved a work process and managed the most urgent of our patients' needs. Further to this, good work has been undertaken during the most challenging of times considering the requirements of the COVID-19 pandemic response and highlights the team's commitment to the organisation's core values and goals.
ITU Team Critical Care Services Ty Cadel GGH	Nominated by Stephanie Hire (General Manager) in recognition of the dedication, competence and commitment during the ongoing response of providing services in the COVID-19 pandemic response. Now more than ever, the critical care team are receiving recognition and positive public support for the outstanding work that sometimes goes unnoticed. The team as a whole, including management, have gone above and beyond the normal work parameters to manage the most urgent of our patient needs and have rightly received respect and admiration for this.
Meryl Jenkins Senior Nurse Manager Scheduled Care Directorate Ty Cadel GGH	Nominated by Stephanie Hire (General Manager) in recognition of the commitment in taking a new challenge of Lead Senior Nurse and effectively dealing with the challenges presented by Phase 1 and 2 of the COVID-19 response. Meryl's interaction with local and national teams in line with managing critical care across Wales and understanding of the patients' needs has been described as second to none. This leadership has earned deserved respect from her colleagues, and equally deserves recognition for her efforts.
Meurig Ward BGH Aberystwyth Ceredigion	Nominated by Alaw Ciornei (Ward Sister) in recognition of the outstanding dedication that given in working shifts at short notice in order to maintain high standards of patient care. Further to this, the effort to treat patients and relatives, including working with the family liaison officer to ensure daily calls have been undertaken to relatives via iPads. As a result of the good work and

	empathy, one family have even donated £1000 pounds in appreciation.
Safeguarding Team GGH and Withybush General Hospital (WGH)	Nominated by Mandy Nichols-Davies, Head of Safeguarding in recognition of the great team work and collaborative efforts that have resulted in the newly designed Safeguarding intranet pages. The product that the team has created clearly meets the requirements of being visually captivating, accessible and informative.
Musculoskeletal Outpatients Physiotherapy MSK Outpatients Department GGH	Nominated by Resmi Vijaya Sugathan, MSK Specialist Physiotherapist in recognition of the work during challenging times whereby the team has continued to provide patients with the best possible services. The team has shown an adaptive approach, using virtual physiotherapy even with limited resources, however their positivity has ensured successful outcomes.
Sion Davies Macmillan Lung Cancer SNS	Nominated by Fiona Daniels (Macmillan Lung Cancer Specialist Support Officer) in recognition of Sion's dedication to his work and loyalty to both patients and staff. During December and January Sion showed flexibility in assisting with staffing backfill on Padarn ward whilst also ensuring that the Lung Cancer Service in GGH still offered a high standard of care and support for patients. Sion has also revolutionised the service with improvements he introduced for example that all Lung Cancer Patients are clearly identified on WelshPAS on admission.
Claire Rawlinson Quality Improvement and Service Transformation Practitioner Withybush Hospital	Nominated by Gavin Aish (Application Support Trainer) in recognition of Claire's dedication to her role whilst always finding the time to help her colleagues. It has been noticed that Claire has been constantly flexible, changing her working days and hours in order to support the Organisation. Finally, Claire has managed to maintain a positive impact on those around her.
ACDU Team Withybush Hospital All Staff	Nominated by Kim Bond (Senior Sister) in recognition of the team's consistent commitment and dedication to their roles over the last year. It has been noticed that the team has remained resilient throughout challenging times and continued to upskill and develop in order to provide quality assistance to the qualified staff.



### **Independent Member Update**

- It is with regret that we see the departure of a number of Independent Members of the Board; Councillor Simon Hancock Independent Member (Local Authority), Mr Owen Burt Independent Member (Third Sector), and Mr Mike Lewis Independent Member (Finance). During their time on the Board, they have been committed and pro-active Members, and their contribution to the organisation has been significant. On behalf of the Board, I would like to sincerely thank Simon, Owen and Mike for all the work they have undertaken on behalf of the Board, their dedication and wish them well for the future.
- I am pleased to confirm that, following approval by the Minister for Health & Social Services Cllr. Gareth John has been appointed the Independent Member (Local Authority), for a period of three years.
- I am pleased to confirm that, following approval by the Minister for Health & Social Services Mr Iwan Thomas has been appointed the Independent Member (Third Sector), for a period of three years.
- I am pleased to announce that the Minister for Health and Social Services has approved a 12 month extension to Professor John Gammon's tenure as Independent Member (University) until the end of July 2022.

### **Argymhelliad / Recommendation**

The Board is asked to:

- Support the work engaged in by the Chair since the previous meeting and to note the topical areas of interest;
- Ratify the actions undertaken by the Chair on behalf of the Board, detailed in Appendix 4.

### **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): <a href="#">Hyperlink to NHS Wales Health &amp; Care Standards</a>	Governance, Leadership and Accountability
Amcanion Strategol y BIP: UHB Strategic Objectives: <a href="#">Hyperlink to HDdUHB Strategic Objectives</a>	Not Applicable
Amcanion Llesiant BIP: UHB Well-being Objectives: <a href="#">Hyperlink to HDdUHB Well-being Statement</a>	Improve efficiency and quality of services through collaboration with people, communities and partners

<b>Gwybodaeth Ychwanegol: Further Information:</b>	
Ar sail tystiolaeth: Evidence Base:	Chairman's Diary & Correspondence
Rhestr Termiau: Glossary of Terms:	Included within the body of the Report
Partïon / Pwyllgorau â ymgynhorwyd ymlaen llaw y Cyfarfod Bwrdd Iechyd Prifysgol: Parties / Committees consulted prior to University Health Board:	Chairman

<b>Effaith: (rhaid cwblhau) Impact: (must be completed)</b>	
<b>Ariannol / Gwerth am Arian: Financial / Service:</b>	No impact
<b>Ansawdd / Gofal Claf: Quality / Patient Care:</b>	Ensuring the Board and its Committees makes fully informed decisions is dependent upon the quality and accuracy of the information presented and considered by those making decisions. Informed decisions are more likely to impact favourably on the quality, safety and experience of patients and staff.
<b>Gweithlu: Workforce:</b>	No impact
<b>Risg: Risk:</b>	No impact
<b>Cyfreithiol: Legal:</b>	No impact
<b>Enw Da: Reputational:</b>	No impact
<b>Gyfrinachedd: Privacy:</b>	No impact
<b>Cydraddoldeb: Equality:</b>	No EqIA is considered necessary for a paper of this type.

## Wellbeing Map



Robert Blake (Hywel Dda UHB - Head of  
Culture and Workforce Experience)  
Hywel Dda University Health Board

## ORGANISATIONAL WELLBEING

Hywel Dda has faced the most extreme of challenge's over the last 12 months with a Global pandemic that has created huge changes in the way we offer our services and how we look after our workforce.

The organisation is aware of how staff experiences impact on our patient experiences. It has continually questioned the workforce wellbeing, taking into account best practice and innovative ideas from internal professionals to build comprehensive support pathways that would assist and advocate staff accountability for their wellbeing.

The following map outlines the various pathways implemented throughout the organisation for staff to take advantage of to sustain their wellbeing through this unprecedented time and beyond.

### Operational resources

The organisation has provided many operational resources that have supported services and provided intelligence that supports staff wellbeing. These include –

- A dedicated intranet page accessed over 1700 times with all wellbeing resources contained in one source, supplemented by twice weekly resource messages on global and staff sharing their wellbeing stories of coping strategies.
- Regular VLOGs from our CEO and Chair.
- A specific response and communication to support staff who have been at home shielding.
- Widespread training provision for staff to undertake clinical supervision roles.
- Recruitment of hundreds of additional roles on fixed term or bank contracts predominantly registered nurses, healthcare support workers, domestic, catering and portering staff to supplement the workforce.
- Support from a wide number of volunteers across all three Counties.
- COVID-19 workforce risk assessment tool, which indicates the likely level of risk and the safeguards staff should expect in their workplace setting.
- Microsoft Teams & Office 365 rolled out which enabled working from home, virtual meetings and collaboration to take place with more features being realised regularly.
- Shielding videos completed to provide insights for workforce on building a compassionate return for vulnerable colleagues who have needed to shield.

## Psychological Wellbeing of staff

The organisation has completely remodelled the pathways that supports and aids psychological wellbeing for colleagues.

These include –

- Introduction of an Employee Assistance programme to provide 24/7 access, welsh language counselling provision and BAME ethnicity counsellors.
- Virtual wellbeing webinars on aspects of self-managing covering topics such as Team resilience; Mindfulness; SOS on stress Management.
- Recruitment of additional Psychological Wellbeing Advisors / Counsellors to reduce waiting times for one to one appointments and improve capacity for team support.
- Creation of 3 new posts to support service delivery:
  - Highly Specialist Clinical / Counselling Psychologist to develop and implement a Trauma response Plan and lead our clinical team.
  - Assistant Psychologist to support training programmes, one to one support and access to resources.
  - Mental Health Practitioner / Trainer to extend the offering of workshops and courses for staff to improve wellbeing and resilience.
- Bereavement support services for personal and professional grief and loss.
- Spaces for Listening sessions, facilitated to provide opportunities for colleagues to come together, removing all hierarchy, be themselves, have time to be listened to and connect with each other at a deeper level.
- An eco-therapy programme aiming to improve psychological wellbeing and reduce sickness absence offered to staff on sick leave due to work related stress and those at risk of burnout.
- Establishment of a Facilitator's Network for Spaces for Listening to provide support and an opportunity to share the learning, to enable the model to be used more widely across the organisation.
- A psychological flexibility programme (Act in the Workforce) values cards and resources for programme participants.
- A printed Wellbeing @ Work booklet distributed to all staff in the spring.
- A coaching provision network for 170 of our front line service leaders to maintain resilience and offer support.

## Staff Experience

The experience of work has been very difficult for the workforce over the last year. The organisation has provided many elements to create more positive experiences including –

- ✓ A Lifelong Learning Recovery and Restoration Education Fund.
- ✓ Provision of outdoor gymnasiums at each of our four acute sites.
- ✓ An Arts in health and wellbeing activities fund for staff.
- ✓ Developing models for staff to work flexibly to support caring responsibilities, home schooling etc.
- ✓ Appreciation and recognition of our staff has been a key part of the staff psychological well-being approach and has included:
  - Thankyou cards sent out individually to each member of staff.
  - Employee and Team of the Month nomination winners and presentation of certificates, cake and fruit by the Chair.
  - Faith calendar gifts to each staff member.
- ✓ Monthly virtual Partnership Forums have continued and new twice-weekly meetings have resulted in a different and deeper level of trust and a much greater understanding of experiences of our staff.
- ✓ Extra resources for OD teams with two new pillars of Culture and Workforce Experience and Leadership and Coaching developed.
- ✓ Development of Relationship Managers, who will link OD with workforce much closer.

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## Staff voice and engagement

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The ability for staff to know that they are heard which builds staff engagement, have been vital for the organisation. Hywel Dda has progressed these elements in following ways –

- ✓ Listening Exercise with BAME members of our staff and established a BAME Advisory Group to the Board.
- ✓ Development and implementation of Engagement HQ which offers two platforms –
  - **Valuing Your Voice**  
Designed to encourage staff to share their stories and to voice ideas, solutions or just wonderful work.
  - **Praise for Peers**  
This page offers the chance for staff to tell a peer how much their kindness has meant to them by leaving a message in the guestbook about how a colleague has demonstrated kindness, caring or compassion for them.
- ✓ First MSTEams Christmas Meeting, which was open to all staff. It was a reflection on an extraordinary 2020 and hopes for 2021.
- ✓ Implementation of various staff surveys and analysis of the intelligence gathered from these to support workforce strategies.
- ✓ Development of a Health and Wellbeing Champions Network and Speaking up Guardians programme.





**THE MAGIC  
IS IN YOU**



Many thanks for the card, much appreciated, a nice touch after such a busy and surreal time in the NHS  
@SteveIMoore @HywelDdaHB  
@RayaniMandy1



Thank you @SteveIMoore & @HywelDdaHB for this lovely gesture. The pressure on the front line is relentless & beyond measure. But has been matched by incredible acts of professionalism & personal sacrifice by staff who put others before themselves & their families #ProudOfMyTeam

The wife's and mine



Like so many other key NHS workers I have been doing what I can to support the response to the pandemic. Having a card from our CEO and Chair delivered to my house to say thank you just sums up why I work in Hywel Dda. #values #team

Absolutely chuffed to have received this today. A Diolch from @HywelDdaHB Means a lot 🥰



As an employee of the NHS working as an Operating Department Practitioner for Hywel Dda University Health Board, it was a delight to come home to receive in the post a Thank You card for all staff efforts during this COVID-19 pandemic from Steve Moore Chief X

Lovely thank you card received through the post today from our CEO & Chair 🥰 Great to see fab efforts of colleagues recognised throughout this pandemic.



12 likes  
thomastudor1 As an employee of the great NHS working as an Operating Department Practitioner for Hywel Dda University Health Board, it was a great delight to come home today to receive in the post a Thank You card for all staff efforts during this COVID-19 pandemic from Steve Moore Chief Executive and Maria Battle Chair. It's always nice to be appreciated. #nhsalon

So grateful to receive this in the post today from @HywelDdaHB 🥰 A challenging first year qualified but an unforgettable learning curve for sure! - at Wylabush General Hospital



## Cofnodion y cyfarfod pwyllgor Grŵp Cyngori Pobl Dduon, Asiaidd a Lleiafrifoedd Ethnig Minutes of the Black and Minority Ethnic (BAME) Advisory Group

Date and Time of Meeting:	<b>Thursday 11<sup>th</sup> February 2021; 4pm-5pm</b>
Venue:	<b>On-line meeting via "Teams"</b>

Present:	<p>Maria Battle, (Chair)</p> <p>Hashim Samir (HS), Consultant Radiologist (Vice Chair)</p> <p>Akhtar Khan, General Psychiatry</p> <p>Augusta Umughele, Education Liaison Nurse (part)</p> <p>Dominique Dao, Junior Doctor Representative</p> <p>Islam Abdelrahman, Consultant (part)</p> <p>Pam Singh, CAMHS Crisis Team CPN</p> <p>Sujatha Udayasankar, Speciality Doctor</p> <p>Ros Jervis, Director of Public Health</p> <p>Annmarie Thomas, Assistant Director of Workforce (Resourcing and Utilisation)</p> <p>Christine Davies, Assistant Director of OD</p> <p>Euryl Howells, Senior Chaplain</p> <p>Helen Sullivan (HJS), Strategic Partnership and Inclusion Manager</p> <p>Lisa Gostling, Director of Workforce and OD</p> <p>Claire Evans, Support Officer, Strategic Partnerships, Diversity and Inclusion (Notes)</p>
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Agenda Item	Action
<b>1. Introductions and Apologies for Absence</b>	
The Chair welcomed everyone to the meeting.	
Apologies for Absence were received from Anna Bird, Samy Mohamed and Heidi Abelardo.	
<b>2. Declarations of Interests</b>	
No conflicts of interest were declared.	
<b>3. Minutes of Meeting Held on 4<sup>th</sup> December 2020</b>	
The content of the minutes of the meeting held on 4 <sup>th</sup> December 2020 were agreed as an accurate record of the meeting.	
<b>4. Matters Arising Not On The Agenda</b>	
There were no matters arising.	

<b>5. British Association of Physicians of Indian Origin</b>	
<p>Following a meeting with Phil Kloer, Maria Battle asked the Group if there was an interest in joining the British Association of Physicians of Indian Origin. The consensus was that we needed to look at what associations the Health Board was already part of.</p> <p>Annmarie Thomas would link in with Senior Workforce Manager Bethan Griffiths, and also contact Phil Kloer for further information to find out our current arrangements and what the benefits were of joining.</p>	<b>AT</b>



<b>6. Update on Bullying &amp; Harassment Task &amp; Finish Group</b>	
<p>The Joint Chairs of the Task &amp; Finish Group have now met. The Task &amp; Finish Group are looking for representatives from all areas of the Health Board's BAME network to become members, one representative from each staff group with as many sites as possible represented. Augusta Umughele suggested it would be useful to extend an invitation for BAME Network members to seek nominations for these representatives</p> <p>The Task &amp; Finish Group will look at current Health Board policies to see what isn't working successfully and can be improved. They will work on formulating an action plan.</p> <p>Members of the Task &amp; Finish Group are:</p> <p>Augusta Umughele (Chair)  Steve Morgan, Deputy Director, Workforce  Sarah Jenkins, Workforce  Kim Warlow, Workforce  Amanda Glanville, Workforce  Annmarie Thomas, Workforce  Christine Davies, Organisation Development  Helen Sullivan, Strategic Partnerships, diversity &amp; Inclusion  Additional representatives across the Health Board, yet to be appointment</p> <p>Hashim Samir asked who a member of staff should speak to if they are experiencing problems.</p> <p>It is important to be clear on the purpose of the Task &amp; Finish Group. The Group was initially set up to look at the processes involved. There needs to be the right people on the Group who can take things forward and develop action plans for themes as opposed to resolution for individual cases. We should consider if the Group is the right place for individual scenarios to be used to highlight issues</p> <p>Augusta Umughele responded that she would be happy to be a main contact to offer support for individuals until the Task and Finish group established networks. Lisa Gostling also stated that she would be happy for anyone to contact her directly. .</p> <p>Christine Davies suggested having members of the BAME network identified where staff can go to and feel comfortable opening up about any problems.</p>	
<b>Raising Awareness of Diversity &amp; Inclusion:</b>	
<b>7. Interviews for the Equality and Human Rights Commission (EHRC) Race Inquiry</b>	
<p>The EHRC had approached health boards nationwide to request interviews to obtain information for their inquiry into the treatment and experience of lower-paid ethnic minority workers in health and social care. The Group discussed whether to take part.</p> <p>Helen Sullivan agreed to contact EHRC to confirm whether they were still looking to hold interviews (or whether the deadline had passed), and if so to circulate further information to the Group.</p>	HJS

Hashim Samir felt it would be useful to see figures on BAME staff on lower pay, to see if there is an issue. Annmarie Thomas agreed to share this information before the next meeting.	AT
<b>8. BAME Network</b>	
<p>The Group discussed how the BAME Network can be used to best effect.</p> <p>The Network:</p> <ul style="list-style-type: none"> <li>• Will be asked their view on Covid vaccination take up</li> <li>• Invited to be members of the Bullying &amp; Harassment Task &amp; Finish Group</li> <li>• Confirmed that members have signed up to take part in the Reverse Mentoring scheme</li> </ul> <p>Christine Davies suggested having site representatives that people can approach. Group members felt this was a very good idea, with perhaps more than one contact/champion based at larger sites. It was noted to ensure smaller sites such as community sites were also included.</p> <p>Hashim Samir highlighted that although the Network could provide a foundation for many good ideas, it is important to let the Network decide what they think are important priorities and to avoid that we are 'thinking for them'.</p> <p>Maria Battle suggested holding a facilitated discussion with Network members. Christine Davies noted that this would be helpful as Suzanne Tarrant, Staff Psychological and Well-Being Service, is invited to attend the next Advisory Group meeting. Maria Battle also felt the Chief Executive would be interested in being involved, which would give Network members the opportunity to access the senior management team. Christine Davies agreed to take the lead on the open session and that it would be planned for April</p> <p>Annmarie Thomas felt the Network would be useful in advising how to advertise new posts to appeal to BAME candidates.</p> <p>Ros Jervis would contact the Network to ask their views on why BAME individuals were declining the Covid vaccine. Hashim Samir agreed to check the wording of those questions, in light of sensitivity towards blaming the BAME community.</p> <p>Maria Battle was due to meet with Stuart Love, a speaker at the recent Race in the Workplace conference, and seek further ideas. Christine Davies would join that discussion.</p> <p>Group members were asked to email any further ideas to Maria Battle.</p> <p>It was agreed that Maria Battle, Hashim Samir and Baba Gana would draft a joint letter to the Network.</p>	CD
<b>9. "Active Bystander" Video Development</b>	RJ/HS
The Communications team have sent a number of video clips to the production company. It is hoped to have the first draft of the video next week.	ALL
<b>10. Race in the Workplace Conference Feedback</b>	MB/HS /BG
Helen Sullivan shared feedback provided by attendees of the conference, and would circulate a summary to the Group	HJS

Maria Battle suggested holding a full session on those recommendations, at the next meeting. It was agreed that the meeting will be 1.5hours to allow extra time for the discussion.	
<b>21 Day Racial Equity Habit Building Challenge</b>	
<b>11. Update on participating in the challenge</b>	
Annmarie Thomas recently took part in a challenge to encourage effective social justice habits. She advised it was a big commitment but worth it and very informative. Annmarie would send links to all 21 articles once the challenge was completed. The opportunity to participate in the challenge had also been extended to members of the BAME Advisory Group and the BAME Staff Network.	<b>AT</b>
<b>Supporting our Staff – Mentoring, Training and Development:</b>	
<b>12. Active Bystander Training – collaboration with Swansea University and Swansea Bay UHB</b>	
The Health Board was invited to take part in a pilot training programme. The training would cost £400-£500 which would include 40-50 places. Christine Davies would obtain further information and circulate to the Group.	<b>CD</b>
<b>Regional Work</b>	
<b>13. BAME Outreach to Support TTP</b>	
Helen Sullivan has successfully recruited a BAME Outreach team which includes a manager and two officers. It was expected the new team would start in March.	
<b>14. Any Other Business</b>	
<p><b>Staff Survey</b> – Christine Davies had the results of the recent staff survey and would report back the findings at the next meeting.</p> <p><b>BAME Take-up of Covid Vaccine</b> – Hashim Samir raised this subject as it had been discussed at the Q&amp;A session with Minister for Health Vaughan Gething on 9<sup>th</sup> February and has also featured heavily in the media and news. Hashim asked if there were any stats to reflect whether the BAME community were taking up the vaccine.</p> <p>There currently aren't any sufficient statistics. It had been agreed that ethnicity fields should be added to the WIS system and completed when individuals attended appointments for their second vaccination.</p> <p>Maria Battle would check if the Q&amp;A session had been recorded.</p> <p><b>Junior Doctor Representatives</b> – Helen Sullivan had liaised with junior doctor representatives who have been proactive and created a poster to inform staff about the BAME Advisory Group. Helen had agreed to fund the printing of a small number of posters to be put up at hospital sites.</p> <p>Dominique Dao, Junior Doctor representative at the BAME Advisory Group attended her first meeting. Dominique explained that it had been generally word of mouth to tell staff about the Advisory Group and the work it does, and also about the junior doctor representatives who staff can approach with any issues. Maria Battle asked to meet with Dominique when she is in Bronglais next week.</p>	<b>MB</b>

Date and Time of Next Meeting
<p>Future meetings have been scheduled to take place on:</p> <ul style="list-style-type: none"><li>• 16<sup>th</sup> March 2021 – 4pm-5.30pm</li><li>• 6<sup>th</sup> May 2021 – 4pm-5pm</li><li>• 10<sup>th</sup> June 2021 – 4pm-5pm</li><li>• 26<sup>th</sup> August 2021 – 4pm-5pm</li><li>• 30<sup>th</sup> September 2021 – 4pm-5pm</li><li>• 4<sup>th</sup> November 2021 – 4pm-5pm</li><li>• 9<sup>th</sup> December 2021 – 4pm-5pm</li></ul>

### Board Champion Roles (post revised Welsh Health Circular)

Role	Executive (E) / Non-Executive (NE)	Reason for maintaining	Statutory	Lead
Fire Safety	E	The role is considered essential (WHC/054/2002)		Andrew Carruthers
Emergency Planning	E	NHS organisations have a duty under the Civil Contingency Act 2004	Y	Ros Jervis
Caldicott	E	Ongoing activity (WHC (99) 92)		Dr Philip Kloer
Violence and Aggression	E	Provides leadership to the roll out of the 'Obligatory Responses to Violence in Healthcare' 2018		Mandy Rayani
Infection prevention and control	NE	Continued need for the role to ensure infection prevention and control is embedded in the organisation and reflected by policy and procedures		Professor John Gammon
Armed Forces and Veterans	NE	Advocate for veterans and service personnel to ensure their needs are reflected in local service plans		Simon Hancock up until 31.03.21  Gareth John Local Authority IM

Mental Health	Vice Chair	Continuing need and a specific responsibility of Vice Chairs. Routine meetings between Vice Chairs and Minister		Judith Hardisty
Equality	NE	Continuing need for the role		Simon Hancock up until 31.03.21  Iwan Thomas Third Sector IM
Children and Young People	E & NE	Specific in Chapter 31 of The Children's Act 2004	Y	Mandy Rayani  Delyth Raynsford( up until 31.03.2021)
Putting Things Right	E & NE	Specified by the NHS (Concerns, Complaints and Redress Arrangements) (Wales) Regulations 2011	Y	Mandy Rayani and Delyth Raynsford (up until 31.03.2021)  Paul Newman
Raising Concerns (Staff)	E or NE	Bullying and harassment indentified as a particular issue across all NHS organisations. Leadership necessary to enable a safe route for staff to raise concerns. (Procedure for NHS Staff to Raise Concerns (Whistleblowing) 2017)		Lisa Gostling and Maria Battle

Welsh Language	E	Leadership necessary to ensure Welsh language is promoted and mainstreamed into the work of the Health Board and Trusts. (WHC (2008) 002 and More Than Just Words 2016)		Steve Moore  Delyth Raynsford up until 31.03.21
Older Persons	NE	Under further consideration		Simon Hancock up until 31.03.21  Maynard Davies

#### Appendix 4 - Register of Chairman's Actions 2020/21

Serial No.	Requesting Department	Details of Request	Cost, where applicable	Date Issued	Date Signed by Chair
119	Operations Directorate	<p>Approval is sought to support the decision made at a meeting on 15<sup>th</sup> February 2021, to extend the Licence to Occupy and Services Agreement between Hywel Dda University Health Board (HDDUHB) and Bluestone Resorts Ltd (Bluestone), in regard to a settlement figure of £1.35m (plus VAT) for the reinstatement of the Adventure Centre once the Bluestone site, as a field hospital (COVID-19), is handed back to the owners.</p> <p>Finance Committee members received an assurance at their In Committee meeting on 29<sup>th</sup> September 2020 that the package agreed significantly limits risk to the HB, and while it represents a significant amount of money, it constitutes a more cost-effective approach as compared with a worst case scenario of circa £4m reinstatement costs under an on-going Licence to Occupy agreement, and as such offers the best value for money under the circumstances.</p>	£1.35m	15.02.2021	15.02.2021

Serial No.	Requesting Department	Details of Request	Cost, where applicable	Date Issued	Date Signed by Chair
120	Operations Directorate	<p>Approval is sought following the decision made in the confines of Executive Team on 24<sup>th</sup> February 2021 for the Demountable Solutions Unit at Prince Philip Hospital (PPH) for two Laminar Day Surgery Unit Flow Theatres, a Dual Endoscopy Suite and Modular Ward Facility to progress to the next stage. An in-depth discussion also took place at the People, Planning and Performance Committee (PPPAC) on 25<sup>th</sup> February 2021, and whilst supported, it was acknowledged that the final delivery would be subject to further work on finances, existing budgets and recognition that a full business case for Welsh Government funding would be developed at a later date.</p> <p>It was also recognised this model represents additionality in terms of service provision and will build more resilience into the scheduled care services by increasing day surgery and ambulatory service capacity in PPH, and PPPAC further recommended that a survey of patients be undertaken to ascertain their willingness to travel to use the facility.</p>	Subject to business case approval for WG funding	24.02.2021	24.02.2021



Serial No.	Requesting Department	Details of Request	Cost, where applicable	Date Issued	Date Signed by Chair
121	Operations Directorate	<p>Approval is sought following the decision made in the confines of the Gold Command Group meeting on 9<sup>th</sup> March 2021 to endorse the proposed field hospital plan for 2021/22 contained within the Field Hospital Provision Report as presented, together with Gold Command Group's support for the report's recommendations as follows:</p> <ul style="list-style-type: none"> <li>• Retain Ysbyty Enfys Selwyn Samuel and Carmarthen Leisure Centre as the Health Board's future field hospital surge capacity until 31<sup>st</sup> March 2022, which will require the UHB to seek planning permission approval from Carmarthenshire Local Authority.</li> <li>• Continue the retention of Cardigan Leisure Centre as a Mass Vaccination Centre.</li> <li>• Serve notice on the contracts with Parc Y Scarlets for the Barn area and with Bluestone.</li> <li>• Return Plas Crug to Ceredigion Local Authority.</li> </ul>	N/A	10.03.2021	12.03.2021