



**HYWEL DDA UNIVERSITY HEALTH BOARD – WORK PLAN MARCH 2020 – MARCH 2021**

The Board meets in public bi-monthly. The following table sets out the Board’s business for 2020/21, including standing agenda items (denoted by \*); items denoted by \*\* are those that are reported to the Board as and when required.

AGENDA ITEM/ ISSUE	LEAD	OFFICER	26 Mar 2020	16 Apr 2020	28 May 2020	23 Jun 2020	30 Jul 2020	24 Sep 2020	26 Nov 2020	28 Jan 2021	25 Mar 2021
Patient/Staff Story *	<b>MR</b>	<b>LO’C</b>	✓								
Public Forum Questions*	<b>Chair</b>	<b>JW</b>	✓								
<b>GOVERNANCE</b>											
Apologies*	<b>Chair</b>	<b>CM</b>	✓	✓	✓	✓	✓	✓	✓	✓	✓
Declaration of Interests*	<b>Chair</b>	<b>All</b>	✓	✓	✓	✓	✓	✓	✓	✓	✓
Minutes from previous meeting*	<b>Chair</b>	<b>CM</b>	✓	✓	✓	✓	✓	✓	✓	✓	✓
Matters Arising & Table of Actions*	<b>Chair</b>	<b>CM</b>	✓		✓	✓	✓	✓	✓	✓	✓
Report of the Chair*	<b>Chair</b>	<b>JW</b>	✓		✓		✓	✓	✓	✓	✓
Report of the Chief Executive*	<b>SM</b>	<b>SMJ</b>	✓		✓		✓	✓	✓	✓	✓
<ul style="list-style-type: none"> <li>• Register of Sealings</li> <li>• Consultations Update</li> <li>• Targeted Intervention</li> <li>• Nurse Staffing Levels Act</li> <li>• Ombudsman Annual Letter</li> <li>• South Wales Trauma Network</li> <li>• Major Incident Plan</li> <li>• Director of Planning, Performance &amp; Commissioning/ Director of Strategic Planning</li> <li>• Update from TSG</li> <li>• Hosting Agreement: National Imaging Academy Wales</li> </ul>			✓		✓		✓	✓	✓	✓	✓

<b>AGENDA ITEM/ ISSUE</b>	<b>LEAD</b>	<b>OFFICER</b>	<b>26 Mar 2020</b>	<b>16 Apr 2020</b>	<b>28 May 2020</b>	<b>23 Jun 2020</b>	<b>30 Jul 2020</b>	<b>24 Sep 2020</b>	<b>26 Nov 2020</b>	<b>28 Jan 2021</b>	<b>25 Mar 2021</b>
Report of the Audit & Risk Assurance Committee	<b>PN</b>	<b>JW</b>	✓		✓		✓	✓	✓	✓	✓
Revised Governance Framework/ Committee Terms of Reference	<b>SM</b>	<b>JW</b>	✓								✓
Maintaining Good Governance COVID-19	<b>MB</b>	<b>JW</b>		✓	✓		✓	✓	✓	✓	
HDdUHB Annual Quality Statement	<b>MR</b>	<b>SM</b>			✓						
Board Effectiveness Report	<b>SM</b>	<b>JW</b>				✓					
HDdUHB Annual Report 2019/20	<b>Chair</b>	<b>EDs</b>				✓					
Performance Report	<b>KM/SJ</b>	<b>TP/AWF</b>				✓					
Accountability Report	<b>SM</b>	<b>JW</b>				✓					
Final Accounts for 2019/20	<b>HT</b>	<b>HT</b>				✓					
Audit Wales ISA 260 and Letter of Representation	<b>AW</b>	<b>HT</b>				✓					
Approval of Charitable Funds Annual Report & Accounts	<b>SJ</b>	<b>NLI</b>				✓					
Committee Annual Reports: <ul style="list-style-type: none"> <li>• Audit &amp; Risk Assurance Committee</li> <li>• Business Planning &amp; Performance Assurance Committee</li> <li>• Charitable Funds Committee</li> <li>• Finance Committee</li> <li>• Mental Health Legislation Assurance Committee</li> <li>• Primary Care Applications Committee</li> <li>• Quality, Safety &amp; Experience Assurance Committee</li> <li>• University Partnership Board</li> </ul>	<b>Chairs</b>	<b>Lead Execs JW</b>				✓					

AGENDA ITEM/ ISSUE	LEAD	OFFICER	26 Mar 2020	16 Apr 2020	28 May 2020	23 Jun 2020	30 Jul 2020	24 Sep 2020	26 Nov 2020	28 Jan 2021	25 Mar 2021
Advisory Group Annual Reports: • Healthcare Professionals Forum • Staff Partnership Forum • Stakeholder Reference Group	<b>Chairs</b>	<b>Lead Execs</b>				✓					
Minutes from Annual General Meeting	<b>Chair</b>	<b>CM</b>						✓			
Audit Wales Structured Assessment	<b>SM</b>	<b>JW</b>						✓			
Standing Orders/Standing Financial Instructions	<b>SM</b>	<b>JW</b>								✓	
Audit Wales Annual Audit Report	<b>AW</b>	<b>JW</b>								✓	
<b>DELIVERING OUR STRATEGY</b>											
Health & Care Strategy: A Healthier Mid and West Wales	<b>PK/RJ</b>	<b>PK/RJ</b>	✓				✓	✓	✓	✓	✓
Three Year Plan & Financial Plan	<b>SM/HT</b>		✓					✓			
Primary Care Delivery Milestones	<b>JP</b>		✓								
Winter Planning 2020/21	<b>AC</b>						✓	✓	✓	✓	
Strategic Equality Plan Annual Report 2019/20	<b>RJ</b>	<b>JH</b>						✓			
Update from Transformation Steering Group	<b>SM</b>	<b>LRG</b>							✓		
Major Infrastructure Programme Business Case	<b>AC</b>	<b>RE</b>							✓		
Programme Business Case – Implementing the Healthier Mid and West Wales Strategy	<b>HT</b>									✓	
<b>DELIVERING THE HERE AND NOW</b>											
Improving Patient Experience Report	<b>MR</b>	<b>LO’C</b>	✓		✓		✓	✓	✓	✓	✓
Report of the Business, Planning & Performance Assurance Committee	<b>JH</b>	<b>KM</b>	✓								

<b>AGENDA ITEM/ ISSUE</b>	<b>LEAD</b>	<b>OFFICER</b>	<b>26 Mar 2020</b>	<b>16 Apr 2020</b>	<b>28 May 2020</b>	<b>23 Jun 2020</b>	<b>30 Jul 2020</b>	<b>24 Sep 2020</b>	<b>26 Nov 2020</b>	<b>28 Jan 2021</b>	<b>25 Mar 2021</b>
Report of the People, Planning & Performance Assurance Committee	<b>JG</b>	<b>KM/HT/LG</b>			✓		✓	✓	✓	✓	✓
Report of the Quality, Safety & Experience Assurance Committee	<b>JG/AL</b>	<b>MR</b>	✓		✓		✓	✓	✓	✓	✓
Report of the Health & Safety Assurance Committee	<b>JH</b>	<b>MR</b>			✓		✓	✓	✓		✓
Report of the Finance Committee	<b>MH</b>	<b>HT</b>	✓		✓		✓	✓	✓	✓	✓
Performance Update (IPAR)	<b>KM/HT</b>	<b>TP</b>	✓		✓		✓	✓	✓	✓	✓
Finance Update	<b>HT</b>		✓	✓	✓		✓	✓	✓	✓	✓
Strategic Equality Plan and Objectives 2020-2024	<b>SJ</b>	<b>JH</b>	✓								
Corporate Risk Register	<b>SM</b>	<b>JW</b>	✓				✓		✓		✓
Board Assurance Framework	<b>SM</b>	<b>JW</b>									
Responding to the COVID-19 Pandemic/COVID-19 Report	<b>SM</b>			✓	✓		✓	✓	✓	✓	✓
Management of Outstanding Recommendations from Auditors, Inspectorates and Regulators	<b>SM</b>			✓			✓				
Management of Operational and Corporate Risks during the Covid-19 Pandemic	<b>SM</b>			✓							
Update on Nurse Staffing Levels (Wales) Act	<b>MR</b>				✓				✓		
Health & Care Standards Fundamentals of Care Audit 2019	<b>MR</b>	<b>SD</b>			✓						
Care Home Preparedness	<b>JP</b>				✓						
Calculating and Maintaining the Nurse Staffing Levels during the COVID-19 Pandemic	<b>MR</b>	<b>CH</b>			✓						
Financial Governance and Value for Money Considerations – COVID-19	<b>HT</b>				✓						

<b>AGENDA ITEM/ ISSUE</b>	<b>LEAD</b>	<b>OFFICER</b>	<b>26 Mar 2020</b>	<b>16 Apr 2020</b>	<b>28 May 2020</b>	<b>23 Jun 2020</b>	<b>30 Jul 2020</b>	<b>24 Sep 2020</b>	<b>26 Nov 2020</b>	<b>28 Jan 2021</b>	<b>25 Mar 2021</b>
Strategic Discovery Report	<b>SM</b>	<b>LRD</b>					✓				
Well-being Objectives Annual Report 2019/20	<b>SJ</b>	<b>AB</b>					✓				
HDdUHB Seasonal Influenza Plan 2020/21	<b>RJ</b>							✓			
Children's and Young People's Services in Hywel Dda	<b>AC</b>							✓			
Ombudsman Annual Letter	<b>MR</b>	<b>LO'C</b>						✓			
COVID-19 Vaccination Programme	<b>SM</b>									✓	
Procurement of Haematology and Coagulation Managed Service Agreement	<b>HT</b>									✓	
Single Point of Contact	<b>MR</b>										✓
Cleaning Standards Enhancement	<b>AC</b>	<b>RE</b>									✓
Pharmaceutical Needs Assessment	<b>JP</b>										✓
Pooled Funding Agreement	<b>JP</b>	<b>SMJ</b>									✓
Funded Nursing Care	<b>JP</b>										✓
HDdUHB Primary Care Annual Report 2019/20	<b>JP</b>										
HDdUHB Director of Public Health Annual Report 2019/20	<b>RJ</b>										
Ombudsman Reports**	<b>MR</b>	<b>LO'C</b>									
<b>COMMITTEE UPDATE REPORTS</b>											
Board Level Committees: • Charitable Funds Committee • Mental Health Legislation Assurance Committee	<b>Chairs</b>	<b>JW</b>	✓		✓		✓	✓	✓	✓	✓
In-Committee Board	<b>Chair</b>	<b>JW</b>	✓	✓	✓		✓	✓	✓	✓	✓
HDdUHB Advisory Groups: • Healthcare Professionals	<b>Chairs</b>	<b>JW</b>	✓				✓	✓	✓	✓	✓

AGENDA ITEM/ ISSUE	LEAD	OFFICER	26 Mar 2020	16 Apr 2020	28 May 2020	23 Jun 2020	30 Jul 2020	24 Sep 2020	26 Nov 2020	28 Jan 2021	25 Mar 2021
Forum <ul style="list-style-type: none"> <li>• Staff Partnership Forum</li> <li>• Stakeholder Reference Group</li> </ul>											
HDdUHB Joint Committees & Collaboratives: <ul style="list-style-type: none"> <li>• Welsh Health Specialised Services Committee (WHSSC)</li> <li>• Emergency Ambulance Services Committee (EASC)</li> <li>• NHS Wales Shared Services Partnership (NWSSP)</li> <li>• Mid Wales Joint Committee for Health and Social Care (MWJC)</li> <li>• NHS Wales Collaborative Leadership Forum (CLF)</li> </ul>	<b>SM</b>	<b>AG</b>	✓				✓	✓	✓	✓	✓
Statutory Partnerships Update (incl Public Services Boards)	<b>SJ</b>	<b>AB</b>	✓		✓		✓	✓	✓	✓	✓
<b>FOR INFORMATION</b>											
Board Annual Workplan	<b>JW</b>	<b>CM</b>	✓		✓		✓	✓	✓	✓	✓
Internal Audit: Annual Governance Statement Review	<b>JW</b>					✓					
Head of Internal Audit Annual Report and Opinion 2019/20	<b>JW</b>					✓					
West Wales Carers Development Group Annual Report 2019/20	<b>SJ</b>						✓				
Organ Donation Annual Report 2019/20	<b>AC</b>								✓		
Community Health Council (CHC) Annual Report 2019/20	<b>CHC</b>								✓		
Healthcare Inspectorate Wales (HIW) Annual Report 2019/20	<b>HIW</b>								✓		

**Initials**

<b>AB – Anna Bird</b> <b>AC – Andrew Carruthers</b> <b>AG – Alison Gittins</b> <b>AL – Anna Lewis</b> <b>AS – Alison Shakeshaft</b> <b>AW – Audit Wales</b> <b>AWF – Alexandra Williams-Fry</b> <b>CHC – Community Health Council</b> <b>CM – Clare Moorcroft</b> <b>EDs – Executive Directors</b> <b>EL – Elaine Lorton</b> <b>GM – Gareth Morgan</b> <b>HIW – Healthcare Inspectorate Wales</b> <b>HT – Huw Thomas</b> <b>HW – Helen Williams</b>	<b>JG – John Gammon</b> <b>JH – Judith Hardisty</b> <b>JHo – Jackie Hooper</b> <b>JP – Jill Paterson</b> <b>JPJ – Jenny Pugh-Jones</b> <b>JW – Joanne Wilson</b> <b>KJ – Keith Jones</b> <b>KM – Karen Miles</b> <b>LC – Liz Carroll</b> <b>LO’C – Louise O’Connor</b> <b>LG – Lisa Gostling</b> <b>LRD – Libby Ryan-Davies</b> <b>MH – Michael Hearty</b> <b>MR – Mandy Rayani</b> <b>NLI – Nicola Llewellyn</b>	<b>PK – Philip Kloer</b> <b>PN – Paul Newman</b> <b>PS – Peter Skitt</b> <b>PW – Paul Williams</b> <b>RE – Rob Elliott</b> <b>RJ – Ros Jervis</b> <b>SD – Sharon Daniel</b> <b>SH – Sam Hussell</b> <b>SJ – Sarah Jennings</b> <b>SM – Steve Moore</b> <b>SMJ – Sian-Marie James</b> <b>SP – Sian Passey</b> <b>TP – Tracy Price</b>
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## HYWEL DDA UNIVERSITY HEALTH BOARD – WORK PLAN MARCH 2021 – MARCH 2022

The Board meets in public bi-monthly. The following table sets out the Board’s business for 2021/22, including standing agenda items (denoted by \*); items denoted by \*\* are those that are reported to the Board as and when required.

AGENDA ITEM/ ISSUE	LEAD	OFFICER	25 Mar 2021	27 May 2021	10 Jun 2021	29 Jul 2021	30 Sep 2021	25 Nov 2021	27 Jan 2022	31 Mar 2022
Patient/Staff Story *	MR	LO’C		✓						
Public Forum Questions*	Chair	JW								
<b>GOVERNANCE</b>										
Apologies*	Chair	CM	✓	✓	✓	✓	✓	✓	✓	✓
Declaration of Interests*	Chair	All	✓	✓	✓	✓	✓	✓	✓	✓
Minutes from previous meeting*	Chair	CM	✓	✓		✓	✓	✓	✓	✓
Matters Arising & Table of Actions*	Chair	CM	✓	✓		✓	✓	✓	✓	✓
Report of the Chair*	Chair	JW	✓	✓		✓	✓	✓	✓	✓
Report of the Chief Executive*	SM	SMJ	✓	✓		✓	✓	✓	✓	✓
<ul style="list-style-type: none"> <li>• Register of Sealings</li> <li>• Consultations Update</li> <li>• Update from TSG</li> </ul>			✓	✓		✓	✓	✓	✓	✓
Report of the Audit & Risk Assurance Committee	PN	JW	✓	✓		✓	✓	✓	✓	✓
Maintaining Good Governance COVID-19	MB	JW		✓		✓				
Board Effectiveness Report	SM	JW			✓					
HDdUHB Annual Report 2020/21	Chair	EDs			✓					
Performance Report	HT	TP			✓					
Accountability Report	SM	JW			✓					
Final Accounts for 2020/21	HT	HT			✓					
Audit Wales ISA 260 and Letter of Representation	AW	HT			✓					



<b>AGENDA ITEM/ ISSUE</b>	<b>LEAD</b>	<b>OFFICER</b>	<b>25 Mar 2021</b>	<b>27 May 2021</b>	<b>10 Jun 2021</b>	<b>29 Jul 2021</b>	<b>30 Sep 2021</b>	<b>25 Nov 2021</b>	<b>27 Jan 2022</b>	<b>31 Mar 2022</b>
Approval of Charitable Funds Annual Report & Accounts	<b>MR</b>	<b>NLI</b>			✓					
Committee Annual Reports: <ul style="list-style-type: none"> <li>• Audit &amp; Risk Assurance Committee</li> <li>• Charitable Funds Committee</li> <li>• Finance Committee</li> <li>• Health &amp; Safety Assurance Committee</li> <li>• Mental Health Legislation Assurance Committee</li> <li>• People, Planning &amp; Performance Assurance Committee</li> <li>• Quality, Safety &amp; Experience Assurance Committee</li> </ul>	<b>Chairs</b>	<b>Lead Execs JW</b>			✓					
Advisory Group Annual Reports: <ul style="list-style-type: none"> <li>• Healthcare Professionals Forum</li> <li>• Staff Partnership Forum</li> <li>• Stakeholder Reference Group</li> </ul>	<b>Chairs</b>	<b>Lead Execs</b>			✓					
Minutes from Annual General Meeting	<b>Chair</b>	<b>CM</b>					✓			
Audit Wales Structured Assessment	<b>SM</b>	<b>JW</b>					✓			
Audit Wales Annual Audit Report	<b>AW</b>	<b>JW</b>							✓	
Standing Orders/Standing Financial Instructions	<b>SM</b>	<b>JW</b>							✓	
<b>DELIVERING OUR STRATEGY</b>										
Health & Care Strategy: A Healthier Mid and West Wales	<b>PK/RJ</b>	<b>PK/RJ</b>	✓	✓		✓	✓	✓	✓	✓
Winter Planning 2021/22	<b>AC</b>					✓	✓	✓	✓	
Strategic Equality Plan Annual Report 2020/21	<b>RJ</b>	<b>JH</b>					✓			

<b>AGENDA ITEM/ ISSUE</b>	<b>LEAD</b>	<b>OFFICER</b>	<b>25 Mar 2021</b>	<b>27 May 2021</b>	<b>10 Jun 2021</b>	<b>29 Jul 2021</b>	<b>30 Sep 2021</b>	<b>25 Nov 2021</b>	<b>27 Jan 2022</b>	<b>31 Mar 2022</b>
Programme Business Case – Implementing the Healthier Mid and West Wales Strategy	<b>HT</b>			✓			✓		✓	
Three Year Draft Plan for Children’s Services	<b>AC</b>					✓				
HDdUHB Major Incident Plan	<b>RJ</b>	<b>SH</b>		✓						
<b>DELIVERING THE HERE AND NOW</b>										
Improving Patient Experience Report	<b>MR</b>	<b>LO’C</b>	✓	✓		✓	✓	✓	✓	✓
Report of the People, Planning & Performance Assurance Committee	<b>JG</b>	<b>HT/LD LG</b>	✓	✓		✓	✓	✓	✓	✓
Report of the Quality, Safety & Experience Assurance Committee	<b>AL</b>	<b>MR</b>	✓	✓		✓	✓	✓	✓	✓
Report of the Health & Safety Assurance Committee	<b>JH</b>	<b>MR</b>	✓	✓		✓	✓	✓	✓	✓
Report of the Finance Committee	<b>MH</b>	<b>HT</b>	✓	✓		✓	✓	✓	✓	✓
Performance Update (IPAR)	<b>HT</b>	<b>TP</b>	✓	✓		✓	✓	✓	✓	✓
Finance Update	<b>HT</b>		✓	✓		✓	✓	✓	✓	✓
Corporate Risk Register	<b>SM</b>	<b>JW</b>	✓			✓		✓		✓
Board Assurance Framework	<b>SM</b>	<b>JW</b>	✓							
COVID-19 Report	<b>SM</b>		✓	✓		✓				
Nurse Staffing Levels (Wales) Act Compliance	<b>MR</b>	<b>CH</b>		✓			✓			
Health & Care Standards Fundamentals of Care Audit 2020	<b>MR</b>	<b>SD</b>		✓						
Well-being Objectives Annual Report 2020/21	<b>RJ</b>	<b>AB</b>				✓				
HDdUHB Seasonal Influenza Plan 2021/22	<b>RJ</b>						✓			
Ombudsman Annual Letter	<b>MR</b>	<b>LO’C</b>					✓			
Single Point of Contact	<b>MR</b>		✓							

<b>AGENDA ITEM/ ISSUE</b>	<b>LEAD</b>	<b>OFFICER</b>	<b>25 Mar 2021</b>	<b>27 May 2021</b>	<b>10 Jun 2021</b>	<b>29 Jul 2021</b>	<b>30 Sep 2021</b>	<b>25 Nov 2021</b>	<b>27 Jan 2022</b>	<b>31 Mar 2022</b>
Cleaning Standards Enhancement	<b>AC</b>	<b>RE</b>	✓							
Pharmaceutical Needs Assessment	<b>JP</b>		✓							
Pooled Funding Agreement	<b>JP</b>	<b>SMJ</b>	✓							
Funded Nursing Care	<b>JP</b>		✓							
HDdUHB Primary Care Annual Report	<b>JP</b>									
HDdUHB Director of Public Health Annual Report	<b>RJ</b>			✓						
National Laboratory Information Management System (LIMS) Full Business Case	<b>HT</b>			✓						
Radiology Informatics System Outline Business Case	<b>HT</b>						✓			
Stroke Business Plan/Business Case	<b>AS</b>						✓			
Ombudsman Reports**	<b>MR</b>	<b>LO'C</b>								
<b>COMMITTEE UPDATE REPORTS</b>										
Board Level Committees: • Charitable Funds Committee • Mental Health Legislation Assurance Committee	<b>Chairs</b>	<b>JW</b>	✓	✓		✓	✓	✓	✓	✓
In-Committee Board	<b>Chair</b>	<b>JW</b>	✓	✓		✓	✓	✓	✓	✓
HDdUHB Advisory Groups: • Healthcare Professionals Forum • Staff Partnership Forum • Stakeholder Reference Group	<b>Chairs</b>	<b>JW</b>	✓	✓		✓	✓	✓	✓	✓
HDdUHB Joint Committees & Collaboratives:	<b>SM</b>	<b>CM</b>	✓	✓		✓	✓	✓	✓	✓

<b>AGENDA ITEM/ ISSUE</b>	<b>LEAD</b>	<b>OFFICER</b>	<b>25 Mar 2021</b>	<b>27 May 2021</b>	<b>10 Jun 2021</b>	<b>29 Jul 2021</b>	<b>30 Sep 2021</b>	<b>25 Nov 2021</b>	<b>27 Jan 2022</b>	<b>31 Mar 2022</b>
<ul style="list-style-type: none"> <li>• Welsh Health Specialised Services Committee (WHSSC)</li> <li>• Emergency Ambulance Services Committee (EASC)</li> <li>• NHS Wales Shared Services Partnership (NWSSP)</li> <li>• Mid Wales Joint Committee for Health and Social Care (MWJC)</li> <li>• NHS Wales Collaborative Leadership Forum (CLF)</li> </ul>										
Statutory Partnerships Update (incl Public Services Boards)	<b>RJ/JP</b>	<b>AB</b>	✓	✓		✓	✓	✓	✓	✓
<b>FOR INFORMATION</b>										
Board Annual Workplan	<b>JW</b>	<b>CM</b>	✓	✓		✓	✓	✓	✓	✓
Internal Audit: Annual Governance Statement Review	<b>JW</b>				✓					
Head of Internal Audit Annual Report and Opinion 2020/21	<b>JW</b>				✓					
West Wales Carers Development Group Annual Report 2020/21	<b>RJ</b>					✓				
Organ Donation Annual Report 2020/21	<b>AC</b>							✓		
Community Health Council (CHC) Annual Report 2020/21	<b>CHC</b>							✓		
Healthcare Inspectorate Wales (HIW) Annual Report 2020/21	<b>HIW</b>							✓		

**Initials**

<b>AB – Anna Bird</b>	<b>JG – John Gammon</b>	<b>MR – Mandy Rayani</b>
<b>AC – Andrew Carruthers</b>	<b>JH – Judith Hardisty</b>	<b>NLI – Nicola Llewellyn</b>
<b>AG – Alison Gittins</b>	<b>JHo – Jackie Hooper</b>	<b>PK – Philip Kloer</b>
<b>AL – Anna Lewis</b>	<b>JP – Jill Paterson</b>	<b>PN – Paul Newman</b>
<b>AS – Alison Shakeshaft</b>	<b>JPJ – Jenny Pugh-Jones</b>	<b>PW – Paul Williams</b>
<b>AW – Audit Wales</b>	<b>JW – Joanne Wilson</b>	<b>RE – Rob Elliott</b>
<b>CH – Chris Hayes</b>	<b>KJ – Keith Jones</b>	<b>RJ – Ros Jervis</b>
<b>CHC – Community Health Council</b>	<b>LC – Liz Carroll</b>	<b>SD – Sharon Daniel</b>
<b>CM – Clare Moorcroft</b>	<b>LD – Lee Davies</b>	<b>SH – Sam Hussell</b>
<b>EDs – Executive Directors</b>	<b>LO’C – Louise O’Connor</b>	<b>SM – Steve Moore</b>
<b>HIW – Healthcare Inspectorate Wales</b>	<b>LG – Lisa Gostling</b>	<b>SMJ – Sian-Marie James</b>
<b>HT – Huw Thomas</b>	<b>LRD – Libby Ryan-Davies</b>	<b>SP – Sian Passey</b>
<b>HW – Helen Williams</b>	<b>MH – Michael Hearty</b>	<b>TP – Tracy Price</b>