



CYFARFOD BWRDD PRIFYSGOL IECHYD UNIVERSITY HEALTH BOARD MEETING

DYDDIAD Y CYFARFOD: DATE OF MEETING:	27 January 2022
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 Board meeting held on 25th November 2021.

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: local and regional

Update on the Joint Executive Team Meeting: 1st December 2021

Pre-COVID-19, members of the Executive Team and I met bi-annually with the Chief Executive NHS Wales and members of his senior team as a Joint Executive Team (JET). These meetings have resumed by Teams virtually, with the most recent mid-year meeting held on 1st December 2021. This was the first meeting with the new Director General Health and Social Services/NHS Wales Chief Executive.

As always, I was pleased with the level of discussion at the meeting and my team valued the opportunity to discuss progress and challenges on their areas of responsibility and appreciated the feedback from the Health & Social Services Group's Executive Team.

It was acknowledged that as a result of COVID-19 (social distancing), challenges around discharges, an increase in demand, and staff shortages, the UHB was not where it wanted to be on its performance, both on planned and urgent care. Due to difficulties in securing external support from the independent sector, the UHB had to return some of the funding allocated for recovery but was on target to deliver its current revised plan. However, the priority to implement an escalated Booster Vaccine programme before the end of the year was the current focus, as well as maintaining performance in a period of increased demand.

The UHB's innovative approaches, such as the enhanced Bridging Programme, the Single Point of Contact for waiting list support, and the demountable theatres at Prince Philip Hospital, were seen as positive solutions, together with the regional working with Swansea Bay UHB as part of our plan to construct pathways to benefit the population. The resetting of Primary Care was also welcomed with specific mention of the Cluster projects across the UHB area having a positive impact.

There was a positive acknowledgement of the progress the UHB is making in many areas, particularly the progressive work we are undertaking on the social model of health and well-being, our improved Governance with the Board Assurance Framework (BAF), and our plan to have an approvable Integrated Medium Term Plan (IMTP) in 2022.

The Chief Executive NHS Wales reiterated her thanks to all the UHB's staff for their unstinting and continued commitment during the pandemic.

ARCH (A Regional Collaboration for Health: Healthcare Excellence for the people of South West Wales)

The ARCH Delivery and Leadership Group (comprising the UHB, Swansea Bay UHB and Swansea University) met on 2nd December 2021 and have agreed a joint ambition and set of principles to underpin our collaborative work to ensure our communities are able to access the best services we can provide.

The narrative, which is summarised at **Appendix C**, seeks:

- to collaborate by sharing our individual organisations' experience and expertise, ensuring that people's health needs are met through quality improvement, innovation and research and development, including investing in our staff;
- to ensure that each organisation plays to its strengths in order to secure:
 - System wide pathways for patient convenience, local excellence and high standards;
 - Our workforce, nurtured, developed and valued;
 - Value, making our resources count;

- University Health Board status, centres of academic excellence in clinical learning, teaching and research; and
- Making the best use of our land and buildings.

Members are invited to consider the narrative (**Appendix C**) and agree its content. Subject to agreement, this will then be incorporated into the Health Board's Integrated Medium Term Plan, currently under development.

Argymhelliad / Recommendation

The Board is invited to:

- **Endorse** the Register of Sealings (**Appendix A**) since the previous report on 25th November 2021;
- **Note** the status report for Consultation Documents (**Appendix B**) received/responded to;
- **Note** the update of the last Joint Executive Team meeting held on 1st December 2021; and
- **Agree** to the Regional Clinical Services narrative developed by the UHB, Swansea Bay UHB and Swansea University (as part of ARCH) (**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 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:	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:	<p>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.</p> <p>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.</p>
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 8th November 2021 – 14th January 2022

Entry Number	Details	Date of Sealing
343	Licence to Assign relating to Lease of Existing Creche Facilities located in the Nurses' Residential Quarters, Prince Philip Hospital, Llanelli, Carmarthenshire between Hywel Dda University Local Health Board and Personal Representatives of the late Katia Clark and Playroom Management Services Limited	25.11.2021
344	Licence to Assign relating to Lease of Further Creche Facilities at the Prince Philip Hospital, Llanelli, Carmarthenshire between Hywel Dda University Local Health Board and Personal Representatives of the late Katia Clark and Playroom Management Services Limited	25.11.2021
345	Collaboration Agreement in Respect of Specified Local Authority functions (Flying Start), as Allowed under Regulation 14 of the Partnership Arrangements (Wales) Regulations 2015 i.e. Health Visiting, Midwifery and Speech & Language Therapy, between Hywel Dda University Local Health Board and Pembrokeshire County Council	14.01.2022
346	Fire Door Repair and Replacement Advanced Works to Main Communication and Evacuation Stairwells at Bronglais General Hospital, Aberystwyth, between Hywel Dda University Local Health Board and Advanced Fire Technologies Group (Wales) Ltd	14.01.2022
347	NEC Supervisor Contract for Fire Precautions Upgrade Scheme at Withybush General Hospital, Haverfordwest between Hywel Dda University Local Health Board and DRAC Consulting Ltd	14.01.2022
348	Lease Relating to Premises Forming Part of Building 8, St David's Park, Carmarthen between Hywel Dda University Local Health Board and Carmarthenshire County Council	14.01.2022

Appendix B: Consultations Update Status Report up to 7th January 2022

Ref No	Name of Consultation (hyperlink included for online consultations)	Consulting Organisation	Consultation Lead	Received On	CLOSING DATE	Response Sent
473	Making flexible working the default	UK Government	Lisa Gostling, Steve Morgan	13.10.2021	01.12.2021	24.11.2021
474	Tobacco control strategy for Wales and delivery plan	Welsh Government	Bethan Lewis, Joanna Dainton - lead, Joanne McCarthy, Jan Batty	10.11.2021	31.01.2022	
475	Violence against women, domestic abuse and sexual violence (VAWDASV) National Strategy	Welsh Government	Mandy Rayani, Mandy Nichols-Davies, Rachel Munkley	14.12.2021	01.02.2022	
476	Disability Workforce reporting	UK Government	Lisa Gostling, Annmarie Thomas	04.01.2022	25.03.2022	
477	Obesity Surgery for Severe and Complex Obesity	Welsh Health Specialised Services Committee	Claire Jones, Dr Meryl James, Dr Akhila Mallipedhi, Zoe Paul-Gough (lead)	05.01.2022	09.02.2022	



Healthcare Excellence for the people of South West Wales

The NHS in South West Wales is committed to improving the health and wellbeing of the people of South West Wales. Swansea Bay and Hywel Dda University Health Boards are responsible for planning and “commissioning” services for their populations, and delivering all the NHS services in South West Wales, with the exception of some of the most specialist care. Clinicians and other staff from across the region have worked together to create a Regional Clinical Services Plan to ensure local people across the region get the best care and services the NHS can provide.

Regional excellence and pride

The South West Wales Regional Clinical Services Plan is designed to ensure there are no barriers to people getting the best that the NHS can offer through collaboration and combining expertise from across the region. We will:

- Ensure that local people’s health needs are met across the region.
- Drive excellence in patient safety quality of care, outcomes and experience are excellent.
- Drive quality improvement, improved value and innovation with a combined approach to standards and promoting best practice across the region.
- Bring together the best ideas and achievements of our people, teams, centres and organisations to generate and nurture individual and collective success and progress across the region.
- Identify how we can combine and share experience and excellence in our organisations’ clinical plans and strategies to improve patient outcomes and experience, and value for money. We will work together to reduce organisational barriers to people being able to fulfil their potential.
- Ensure that our academic excellence in teaching, research and learning flourishes and that we are a great place for people to develop their careers, advance clinical research and nurture future generations of healthcare professionals. We will work with our academic partners to ensure that the advantages of our University Health Board status create value, knowledge and wider awareness of South West Wales as a centre for clinical excellence, learning and innovation.
- At all times invest in the careers and wellbeing of our staff to harness their ambitions and contributions to drive quality improvement, outstanding care and innovation that create confidence and pride within our organisations, by our staff and for the people of South West Wales in their NHS.

Develop regional services which maximise care locally and only deliver services at more specialist locations where it delivers high quality, financially sustainable patient safety outcomes

Playing to our strengths

A “strengths based” approach underpins our work together, maximising the impact of our collective resources. It will set the Framework for our regional planning and delivery, against which –both strategic and operational service improvements will be developed. We will plan, “commission” and deliver services which are sustainable from a workforce, quality (standards) and financial perspective and which deliver equity in relation to health and outcomes across different groups, across the region.

Our joint principles to enable this will be:

System Wide Pathways for patient convenience, local excellence and high standards

- We will make the NHS system work for patients and not make patients follow the system.
- We want to minimise the need for people to travel far for care. The NHS will be as close to where people need it as possible keeping as much care as local as possible. We will provide more care in our region and people should only be expected to travel for “specialist” care that is safest to provide in specialist centres such as specialist diagnostics, surgery or certain cancer treatments.
- Our pathways will cover the whole system to maximise care delivery locally and in primary care and reflect the National Clinical Services Framework.
- Delivery of pathways will be focussed on clinical excellence which are patient centred and evidence based.

Our Workforce, nurtured, developed and valued

- A focus on people, behaviours, skills and organisational development
- Creating a regional networked workforce to support (where appropriate) sustainable services with common management, standards audit and governance arrangements – people “work for a service not a site”

Value, making our resources count

- Services must deliver best value – the best possible outcomes for our population within the resources that we have available.
- We will apply new technology and techniques to ensure we maximise the amount we spend on patient care.
- We will value our patients’ and staff time to reduce avoidable waiting and ensure our staff wellbeing is supported.

University Health Board Status, centres of academic excellence in clinical learning, teaching and research

- We will maximise Research, Innovation and Education activity to be a great place for lifelong learning, work, innovation and research.
- We will draw on the experience and knowledge of our patients and staff to identify improvements to care.
- We will maximise the opportunity for patients to benefit from clinical research and for our staff to lead and contribute to clinical practice and scientific advancement.

Making best use of our land and buildings

- We will ensure that our buildings are safe and used in the best way to expand our services and meet the needs of local people.
- We will apply what we have learned from Covid and any new emerging evidence to adapt and develop our buildings to new services, new ways of working and the highest infection prevention and protection.
- Both University Health Boards will ensure their buildings are used effectively to meet the growing healthcare needs of local people.
- We will work with the independent sector to treat more people if our capacity is limited
- We will convert many of the emergency changes we implemented to respond to Covid to more sustainable arrangements that are safe, convenient, and welcoming for patients and staff.
- We will plan major investment in new buildings and units that reflect the longer-term needs of local people, our commitment to offering new treatments and services and which are designed to be flexible as needs change and be prepared for new health emergencies.