



**CYFARFOD BWRDD PRIFYSGOL IECHYD
UNIVERSITY HEALTH BOARD MEETING**

DYDDIAD Y CYFARFOD: DATE OF MEETING:	27 May 2021
TEITL YR ADRODDIAD: TITLE OF REPORT:	Report of the Chair
CYFARWYDDWR ARWEINIOL: LEAD DIRECTOR:	Miss Maria Battle, Chairman
SWYDDOG ADRODD: REPORTING OFFICER:	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

Vaccination Programme

Our vaccination programme goes from strength to strength, with the Health Board reaching another milestone and now offering vaccinations to over 18s. Since our previous Board meeting we have said farewell to a number of military staff who have been an integral part of the delivery of our vaccination programme across the three counties. On behalf of the Health Board I would like to thank them for their hard work and support. I know how much they valued being part of the biggest vaccination campaign in the history of the NHS which has brought hope to the Nation.

Public Engagement Exercise

Hywel Dda University Health Board (UHB) is asking the people of Carmarthenshire, Ceredigion and Pembrokeshire to help us further shape and deliver future services by taking part in a six-week engagement exercise.

Since the publication of our strategy, [A Healthier Mid and West Wales: Our Future Generations Living Well](#) in 2018, the Health Board has worked with partners to provide care and develop services. However, the [coronavirus pandemic](#) has had a major impact on health and care services. As a result, the Health Board now wants to learn from the public about how the pandemic has affected their health and care, and their access to services, many of which were delivered differently during the pandemic.

The engagement exercise will run until Monday 21st June 2021. Further information is available by visiting: www.haveyoursay.hduhb.wales.nhs.uk.

Perry Rice

I am very sad to report the death, from COVID-19, on 18th April 2021 of a long-standing HDdUHB employee, Perry Rice. Perry had worked for the Health Board for 42 years, commencing in St David's Park, and more recently 8 years at Glangwili General Hospital as Supervisor of the Porters. Perry was a dedicated, loyal and valued member of staff who will be missed by all who worked alongside or came into contact with him. The funeral cortege passed GGH on route to the funeral service on 28th April 2021. I wish to express my sincere condolences on behalf of the Board and the organisation to Perry's family, friends and colleagues.

Black, Asian and Minority Ethnic (BAME) Board Advisory Group Meeting

The Group met on 6th May 2021 and considered the feedback from the listening exercise for nurses from the BAME community led by Augusta Umughele, Christine Davies and Mandy Rayani, Executive Director of Nursing. A common theme was frustration at not being able to progress within the organisation and the poor quality of Performance Appraisal Development Review (PADR) process. The listening exercise enabled rich feedback to be received to help us plan and improve and this method of listening will be used with other groups within the Health Board. We also had an update from the Task and Finish Bullying and Harassment Group.

Training has been arranged by the Active Bystander Training Co, the training provider used by Swansea University, on being an active bystander and Board members will be invited.

The Reverse Mentoring Programme is now live and aims to address the barriers of inclusion and equality in the workplace by allowing the Board, as leaders, to connect with staff on a deeper level, to listen and understand their individual perceptions and experiences and take action in response. When compared to traditional mentoring schemes, Reverse Mentoring is more likely to ensure mutual benefit to both the mentor and the mentee as it will pair individuals who might not otherwise have come together.

Mentors have been drawn from staff born after 1995, staff from BAME communities and staff with direct patient interface. Mentor Peer Networks will meet monthly to draw out any learning. There will also be a session with Board Members every 3 months to obtain their mentee reflections and learning.

A virtual launch event will take place on 7th June for all BAME Staff Network members. The event will include a "getting to know you" session then break up into smaller groups for discussions on subjects such as the role of a BAME Champion, access to staff psychological services and how the Health Board can improve at recruiting BAME staff.

I met with Dr Chris James and Dr Meinir Jones to discuss improving pastoral and professional support for Clinical Fellows, an issue raised by the Advisory Group. They will be attending the next meeting to share their ideas and take advice.

We know this is a particularly difficult time for colleagues from India, and also other countries where the virus is more prevalent than in the UK where there are travel restrictions. We have written to all staff from the Indian Sub-Continent expressing our solidarity and sympathy. The Health Board in association with the British Association of Physicians of Indian Origin (BAPIO) (Wales) would like to offer pastoral support to those in need and this can be taken up either by

e mail to Dr. Keshav Singhal (Lead for BAPIO in Wales) directly or email bapiowales100@gmail.com.

The Health Board is also working with Welsh Government to support the supply to India of equipment that we do not require locally. In addition BAPIO is helping sourcing medical aid in India through its close contacts with the medical establishment in India.

Board Seminar 15th April 2021

Potential Legal Implications Relating to COVID-19

Members received a presentation on the Potential Legal Implications Relating to COVID-19 focusing on potential clinical negligence claims arising from the COVID-19 pandemic, together with details of the likely scope of a Public Inquiry. The importance of demonstrating to front-line colleagues that Health Boards are being open, transparent and consistent in their approach to dealing with patient claims and concerns linked to the COVID-19 pandemic, was highlighted. To support consistency across Wales in the investigation of relevant incidents, Members noted that a national framework document has been developed. Members recognised the need to focus upon the human cost in a forthcoming review of the Health Board's (HB's) response to the pandemic and the associated impact upon patients. In support of this, the Chair confirmed that the protection of patients and other members of the public providing evidence to the Inquiry would be brought to the Board for discussion as a matter of principle. Members noted additional work and resources which would be involved in meeting requirements of the Public Inquiry into the HB's COVID-19 response.

HDdUHB Annual Plan – Update on Strategic Enablers

Members received a presentation on the HDdUHB Annual Plan – Update on Strategic Enablers which support delivery of the HB's Annual Plan 2021/22, having previously reviewed detailed reports relating to the HB's Digital and Social Value strategies. Members were informed of the role of the HB's Strategic Enabling Group, whose current work programme is aligned to the work of the Transformation Steering Group, which included an update on each planning element. Members agreed that the progress detailed in the slides reflects excellent work on behalf of all involved.

Board, Committee and Advisory Group Governance

Members received the Board, Committee and Advisory Group Governance presentation, outlining proposed governance arrangements based upon lessons learned from the streamlining of assurance structures necessarily undertaken in response to the COVID-19 pandemic and aligned to the planning objectives set out in the HB's Annual Plan. Members were advised of the intention to map 2021/22 planning objectives to the Board's Assurance Committees and to utilise current Command and Control arrangements to underpin new operational governance structures, recognising that the transition from a COVID-19 response phase naturally links to a revision of current governance arrangements. Members supported a review of IM attendance at committee meetings, in order to provide time for IM's to interact directly with staff, patients and members of the public, noting that many site teams would welcome these visits. Following discussions on the options relating to the configuration of assurance committees, this is a substantive item on the Board agenda today.

Public Inquiry Declaration

During the Hillsborough Inquiry there was a call for Public Bodies to respond to public tragedies with honesty and openness. This was reiterated in the Infected Blood Inquiry which is still ongoing. I attach at Appendix 1, for the consideration of the Board, an adaptation of the Hillsborough Charter for Families which sets out how we promise to act in Public Inquiries where the public may have suffered harm.

Carers Update

The Vice Chair has been leading an Employers for Carers Task and Finish Group since October 2019, which was established to work on how the Health Board can identify and support staff members who have caring responsibilities in their home life. To date the Group has:

- Achieved Carer Confident level 1 benchmark and evidence is currently being finalised for submission of a level 2 application.
- Overseen the development and communication of a Carers Policy which provides clarity for staff and managers on the support available.
- Completed two internal staff surveys aligned to annual Carers Right's Day.
- Supported the development of Peer Support Groups for staff with caring responsibilities, and these will continue fortnightly during 2021/22.

A Health Board Carers Strategy Group was established in November 2020 to bring together officers from across the Health Board who have a role in supporting and improving outcomes for Carers, and this group will be leading the development of an internal Carers Action Plan which responds to both the recently published Welsh Government "Strategy for Unpaid Carers" and the Regional Partnership Board strategy "Improving Lives for Carers". As a result, the Task and Finish Group is being stood down and their work going forward will be part of the remit of the Health Board Carers Strategy Group. The Health Board has been proactive in offering access to unpaid Carers initially for COVID Testing and more recently supporting the identification of unpaid Carers for vaccination. This has resulted in over 2,500 unpaid Carers self-identifying themselves to the Health Board who have not previously registered as a Carer with their GP practice. As part of the Health Board's proactive approach to make every contact count, the Carers Team provided follow up information regarding third sector Carers Support Services and the Introduction to Looking After Me courses delivered by the Education Programme for Patients to these newly identified Carers.

Queens Green Canopy and Green Health Wales

Green health is an important element in supporting staff wellbeing and providing places of calm, healing and solace to our patients and their loved ones. The Chairs of NHS Wales are supporting the Queen's Green Canopy <https://queensgreencanopy.org> which aims to "plant a tree for the Jubilee" to commemorate the Queen's Platinum Jubilee in 2022. This aligns with our own green agenda. We produced a video for the launch of the project at the Chelsea Flower Show on 17th May 2021. This showed the local project (Pembrokeshire Nature Partnership) which has already planted 3,810 trees near Wolfscastle, Pembrokeshire, representing the babies born to families in the county during 2020 and 2021. The partnership plans to continue planting annually to create a thriving woodland where families can connect with and enjoy nature together. The video will be published on the Health Board's channels. I have been asked to lead this work in NHS Wales.

National Green Health Wales is launching on 29th June 2021. I include below the link, and encourage those who can to attend. <https://www.greenhealthwales.co.uk/>

Speaking Up Safely Champions and Ambassadors

I was really pleased to attend the training of our volunteer Speaking Up Safely Champions and Ambassadors who are from across the Health Board. I am very grateful for the team for progressing this work, which has been proven elsewhere to enhance patient safety and give staff a voice which is listened to.

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 has been one such action to report since the previous meeting of the Board (attached as Appendix 2), which relates to Fire Enforcement at WGH - Submission of Business Justification Case (BJC) to Welsh Government, following support for the submission at the People, Planning and Performance Assurance Committee (PPPAC) meeting on 27th April 2021.

Key Meetings

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

- Community Health Council Executive Committee fortnightly meetings
- Community Health Council AGM
- Local Authority Leaders weekly meetings- now monthly
- Monthly Chair Peer Group Meeting
- Regular meetings with all MSs and MPs
- Queen's Green Canopy
- NHS Reset: Chairs meeting
- A Covid-19 Public Inquiry – Legal Framework and Likely Issues
- Together for Change
- BAME Advisory Group Meeting
- Rest Recovery Reference Group
- Pembrokeshire PSB Meeting
- NHS Wales Employers - Healthy Working Relationships: General Awareness Raising Session
- Health Education and Improvement Wales (HEIW)
- British Medical Association (BMA)
- Speak Up Safely Champions Training

Visits

- I visited the new Special Care Baby Unit (SCBU) Glangwili General Hospital, and was pleased to see the great improvement in the facilities we will be able to offer babies and their families.
- I also visited the theatres at Worthybush General Hospital and the day theatre and met staff and listened to their experiences through the pandemic and their commitment to recovery. Many new items of theatre equipment have been purchased which will improve patient and staff experience.
- I met with patients and the teams at Amman Valley community hospital. Many of the staff and the patients had contracted COVID-19.

Celebrating Success/Awards

Local nurse awarded Betsi Cadwaladr Foundation Award

Susan Rees, Community Infection Prevention Advanced Nurse Practitioner at Hywel Dda University Health Board, has been awarded the prestigious Betsi Cadwaladr Foundation Scholarship Awards for 2021. This annual award, named after Betsi Cadwaladr, a Crimean War nurse, is presented in recognition to an individual who has achieved excellence in their

field of nursing. This year's award focussed on applications from practitioners who developed and implemented innovative changes in their practice during the pandemic. On behalf of the Health Board I would like to congratulate Susan on this award and in particular for her work in leading the community COVID-19 operational response.

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 them all and have been humbled by their courage in serving patients during the pandemic. With such busy and demanding roles it is often the only time a team or individuals stop and reflect on their work, their dedication and the challenges of the last 15 months. It is important that on behalf of the Board I am able to thank them personally.

Employee or Team	Reason for Nomination
Joanne Wilson, Board Secretary, Ystwyth Office, St David's Park, Carmarthen	Nominated by Paul Newman (Independent Board Member) in recognition of the honesty, integrity and professionalism displayed whilst carrying out her role. This hard work has ensured the effective governance of the organisation throughout the pandemic. The esteem in which Jo is held is evidenced by her role for the all Wales Audit Chairs Group demonstrating her dedication by taking on this role despite other commitments and responsibilities.
Acute Response Team Carmarthenshire Ty Bryngwyn Llanelli	Nominated by Craig Jones (Community Clinical Lead Nurse) in recognition of the professionalism, compassion and empathy in caring for patients and the family members during challenging times. Feedback has been received which highlights how the team work effectively whilst all displaying their own individual characters and personality traits. As a result patients and close family members feel understood, assured and at ease during the most difficult times.
Alex Martin Project Manager (TPO) Building 8 St David's Park	Nominated by Thomas Alexander, Principle Project Manager in recognition of the consistent work ethic and proactive provision of practical support and training for colleagues, particularly in the area of Technology. Regularly, on short notice Alex has supported colleagues by finding workarounds and providing tools and tips. Further to this, he volunteered to support the Health Board's response to providing safe care to men seeking asylum in Penally Army Training Camp.

<p>Clinical Engineering Team Clinical Engineering Department Prince Philip Hospital (PPH)</p>	<p>Nominated by Kelly Diana (Respiratory Specialist Nurse) in recognition of the consistent and continuing efforts and dedication in ensuring that the correct equipment has been obtained, distributed and serviced appropriately and promptly. This has resulted in the provision of safe and effective care to COVID-19 patients as well as a noted consistent servicing and preparation of equipment and devices for Non-COVID-19 inpatients and community patients. The team have consistently gone above and beyond and maintained effective communication whilst handling the pressure from the many challenges that have been evident of recent times.</p>
<p>Communications Team Hafan Derwen St David's Park</p>	<p>Nominated by Maria Battle (Chair) in recognition of the excellent work for the Radio 5 live coverage. The positive feedback from them has clearly shown that great effort went into the presentations and coverage and as a result, the public were not only able to see the great work we do but also how professional and enthusiastic and open every staff member was when speaking about their roles. This work has enhanced the reputation of our organisation. Further, it is evident how the team has all risen so well, professionally, and personally to the challenge of the Pandemic.</p>
<p>Deborah Tanner District Nurse Team Leader Llanelli</p>	<p>Nominated by Sian Fox (Community Clinical Lead Nurse) in recognition of her enthusiasm and commitment in the establishment of the new Malinko Patient Scheduling System across the Llanelli Team. It has been noticed that Deborah has worked outside of her normal hours and forfeited annual leave in order to meet deadlines. She has shown efficiency in facilitating training whilst being supportive to staff and allaying anxieties due to changes in practice.</p>
<p>John Page Patient Experience Officer Glangwili General Hospital (GGH)</p>	<p>Nominated by Delyth Raynsford (Independent Board Member) in recognition of John's dedication and commitment to his role as Patient Experience Apprentice. It has been noted that John is always willing to learn all aspects of patient experience and continues to successfully support the completion of questionnaires so that the findings are reported in Patient Experience Board reports. John is well respected for his</p>

	<p>contribution to the Children and Young People's Steering Group and the Children and Young People's Charter Task and Finish Group. John has helped to ensure that iPads for the Family Liaison Officers were set up for face time calls between patients and loved ones and for patient feedback.</p>
<p>Kathleen Emmanuel Community Midwife Ashgrove Medical Centre Llanelli</p>	<p>Nominated by Tiffany Duffy, (Patient) in recognition of the professionalism and the compassion and support Kathleen showed in the care of a patient who faced challenging personal circumstances. Kathleen went above and beyond in order to give the best possible service. As a result of her good work, the patient felt a huge benefit and has expressed that she be recognised for her efforts.</p>
<p>Louise Hughes Non-Clinical HCSW SCBU GGH</p>	<p>Nominated by Louise Richards (Nursery Nurse) in recognition of the dedication and compassion in her role whereby she has consistently gone above and beyond to look after her parents' wellbeing when they visit their babies on the unit. It has been highlighted that Louise ensured that the stock and equipment was available so that when the babies were transferred to the recent temporary unit, everything was ready and prepared. Further Louise is always willing to always help in an emergency situation.</p>
<p>Nicola Flaherty Community Psychiatric Nurse (CPN) Community Mental Health Team Brynmair Clinic Llanelli</p>	<p>Nominated by Michelle Webber (CMHT Team Secretary/Administrator) in recognition of the compassion and commitment to the community by collecting new and unopened toys and gifts for the vulnerable members of society. Whilst doing this, Nicola has continued to work full time in her role as CPN. Her kindness, compassion and empathy are excellent examples of the organisational values.</p>
<p>Night Domestic Teams Domestic /Hotel Services Hotel Service GGH</p>	<p>Nominated by Clinical Site Manager Team in recognition of the consistent commitment in ensuring that the hospital can safely function during the current Pandemic. It has been noted that each member of the team have a determination to fulfil their role and willingness to be flexible and work beyond their shift times. This has resulted in patients being offloaded from ambulances without extensive delays. Finally, the team's ability to effectively plan and communicate in regards to priorities as well as working in</p>

	a discreet and dignified fashion has been outstanding.
Palliative Care CNS Team Clinical Nurses Specialists Palliative Care Ty Cymorth (GGH) and Ty Bryngwyn (PPH)	Nominated by Claire Price (Lead Nurse Palliative Care) in recognition of the compassion, bravery and grit they have demonstrated throughout the past year. They have adapted to the challenges by using new working methods including virtual education and Teams meetings and continued to support patients, families and fellow team members whilst handling their workloads. They have continued to maintain the high standards expected of the organisation.
Rachel Wood Reducing Restrictive Practice Lead Reducing Restrictive Practice/ PAMOVA Department Hafan Derwen St David's Park	Nominated by Ben Smith (Reducing Restrictive Practice Trainer) in recognition of the dedication, tenacity and compassion whereby Rachel hit the ground running in a new and challenging role of Reducing Practice lead. Rachel has supported new members of the team, tirelessly campaigned and adapted to ensure the Restrictive Intervention training has been accessible for staff working in the most difficult times. Rachel has embraced the 'working together' values and enabled the organisation to take duties outside of normal remit such as Fit Testing FFP3 PPE masks in a variety of settings. Further, she has enabled the team to continue to function even while isolating 3 times due to COVID-19 regulations as well as supporting her colleagues to participate in the vaccination delivery programme.
Sarah Roberts Mental Health Legislation Manager Mental Health and Learning Disabilities St David's Park Carmarthen	Nominated by Ruth Bourke (Mental Health Act Administration Lead) and Sara Rees (Interim Head of Nursing MH&LD, Mental Health Central Services) in recognition of the commitment to the organisation and support for her colleagues. Sarah has consistently provided support by being accessible, being innovative with new ways of working, adapting to change and always leading by example.

Independent Member Update

Since the previous Board meeting, I am pleased to confirm that, following approval by the Minister for Health & Social Services Mr Winston Weir has been appointed the Independent Member (Finance), for a period of 4 years, commencing in post 1st April 2021.

Executive Director Update

Since the previous Board meeting, Mr Lee Davies, the new Director of Strategic, Development and Operational Planning, has commenced in post. Mr Davies has gained a wealth of experience working with clinical teams and collaborating across organisations to deliver transformational change for the benefit of patient care, during his 18 years working in NHS Wales.

Argymhelliad / Recommendation

The Board is asked to:

- Support the work engaged in by the Chair since the previous meeting and note the topical areas of interest;
- Adopt the commitment of the Public Inquiry Charter, as detailed in Appendix 1.
- Ratify the actions undertaken by the Chair on behalf of the Board, detailed in Appendix 2.

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	Governance, Leadership and Accountability
Amcanion Strategol y BIP: UHB Strategic Objectives: Hyperlink to HDdUHB Strategic Objectives	Not 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

Gwybodaeth Ychwanegol:

Further Information:

Ar sail tystiolaeth: Evidence Base:	Chairman's Diary & Correspondence
Rhestr Termau: 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

Effaith: (rhaid cwblhau) Impact: (must be completed)	
Ariannol / Gwerth am Arian: Financial / Service:	No impact
Ansawdd / Gofal Claf: Quality / Patient Care:	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.
Gweithlu: Workforce:	No impact
Risg: Risk:	No impact
Cyfreithiol: Legal:	No impact
Enw Da: Reputational:	No impact
Gyfrinachedd: Privacy:	No impact
Cydraddoldeb: Equality:	No EqIA is considered necessary for a paper of this type.

Charter for Families Bereaved or Harmed through Public Tragedy

In adopting this charter we are committed to ensuring that the Hywel Dda University Health Board learns the lessons from previous public Inquiries so that the perspective of the patients who have suffered harm or bereaved families is not lost.

We are committed to being an organisation which strives to:

1. In the event of a public tragedy, activate its emergency plan and deploy its resources to rescue victims, to support the bereaved and to protect the vulnerable.
2. Place the public interest above our own reputation.
3. Approach forms of public scrutiny – including public inquiries and inquests – with candour, in an open, honest and transparent way, making full disclosure of relevant documents, material and facts. Our objective is to assist the search for the truth. We accept that we should learn from the findings of external scrutiny and from past mistakes.
4. Avoid seeking to defend the indefensible or to dismiss or disparage those who may have suffered where we have fallen short.
5. Ensure all members of staff treat members of the public and each other with mutual respect and with courtesy. Where we fall short, we will apologise straightforwardly and genuinely.
6. Recognise that we are accountable and open to challenge. We will ensure that processes are in place to allow the public to hold us to account for the work we do and for the way in which we do it. We will not knowingly mislead the public or the media.

Appendix 2 - Register of Chairman's Actions 2021/22

Serial No.	Requesting Department	Details of Request	Cost, where applicable	Date Issued	Date Signed by Chair
122	Operations Directorate	<p>Approval is sought to support the decision made at a People, Planning and Performance Assurance Committee (PPPAC) on 27th April 2021, relating to the submission of the Fire Enforcement at WGH BJC to WG seeking approval to progress with the work, subject to Health Board approval via Chair's Action, due to the timeframe involved.</p> <p>A Business Justification Case (BJC) for Phase I of Fire Enforcement Notices (FENs) and Letters of Fire Safety Matters (LoFSMs) at Withybush General Hospital (WGH) was presented PPPAC on 27th April 2021, setting out the next stage in delivering the capital investment necessary to comply with the FENs and LoFSMs at a total capital cost of £12,957,367 (to be sought from Welsh Government).</p>	N/A	27.04.2021	28.04.2021