

**COFNODION Y CYFARFOD BWRDD IECHYD PRIFYSGOL
HEB EU CYMERADWYO/UNAPPROVED
MINUTES OF THE UNIVERSITY HEALTH BOARD MEETING**

Date and Time of Meeting:	1.30PM, THURSDAY 29TH JULY 2021
Venue:	VIRTUAL, VIA TEAMS

Present:	<p>Miss Maria Battle, Chair, Hywel Dda University Health Board Mrs Judith Hardisty, Vice-Chair, Hywel Dda University Health Board (VC) Mr Maynard Davies, Independent Member (VC) Professor John Gammon, Independent Member Cllr. Gareth John, Independent Member (VC) Ms Anna Lewis, Independent Member (VC) Ms Ann Murphy, Independent Member (VC) Mr Paul Newman, Independent Member (VC) Ms Delyth Raynsford, Independent Member (VC) Mr Iwan Thomas, Independent Member (VC) Mr Winston Weir, Independent Member (VC) Mr Steve Moore, Chief Executive Mr Andrew Carruthers, Executive Director of Operations (VC) Mr Lee Davies, Executive Director of Strategic Development & Operational Planning (VC) Mrs Ros Jervis, Executive Director of Public Health (VC) Mrs Mandy Rayani, Executive Director of Nursing, Quality & Patient Experience (VC) Ms Alison Shakeshaft, Executive Director of Therapies & Health Science (VC) Mr Huw Thomas, Executive Director of Finance (VC) Mr Steve Morgan, Deputy Director of Workforce & OD, deputising for Mrs Lisa Gostling, Executive Director of Workforce & Organisational Development (VC)</p>
In Attendance:	<p>Ms Jill Paterson, Director of Primary Care, Community & Long Term Care (VC) Mrs Joanne Wilson, Board Secretary Mr Michael Hearty, Strategic Advisor (VC) Ms Katherine Lewis, Team Manager, Pembrokeshire Older Adults Community Mental Health Team (VC) Ms Amber Davies, Healthcare Apprentice (VC) Ms Heidi Blofield, Senior Sister (VC) Ms Victoria Evans, Maternity Unit Coordinator/Senior Midwife (VC) Ms Mererid Davies, Speech Language Therapist (VC) Ms Clare Moorcroft, Committee Services Officer (Minutes)</p>

AGM(21)01	INTRODUCTIONS & APOLOGIES FOR ABSENCE	ACTION
	<p>Miss Maria Battle welcomed everyone to the HDdUHB Annual General Meeting, following what has been an incredible year. Miss Battle expressed her pride in, humility and gratitude to UHB staff, partners, Executives, communities and the Board for the sacrifices they have made to care for each other. The format of the meeting was outlined and it was noted that no questions had been received in advance from the general public. Miss Battle thanked the following staff who had contributed to the podcast, and assured them that their views will be listened to:</p> <ul style="list-style-type: none"> • Ms Katherine Lewis, Community Psychiatric Nurse • Dr Hashim Samir, Consultant Radiologist 	

	<ul style="list-style-type: none"> • Ms Amber Davies, Healthcare Apprentice • Ms Heidi Blofield, Senior Sister • Rev. Euryl Howells, Senior Chaplain • Ms Victoria Evans, Maternity Unit Coordinator/Senior Midwife • Ms Mererid Davies, Speech Language Therapist <p>Apologies for absence were received from:</p> <ul style="list-style-type: none"> • Dr Philip Kloer, Executive Medical Director and Deputy Chief Executive • Mrs Lisa Gostling, Executive Director of Workforce and Organisational Development • Mr Jonathan Griffiths, Pembrokeshire County Council Director of Social Services, Local Authority Representative 	
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AGM(21)02	PRESENTATION OF HYWEL DDA HEALTH CHARITIES REPORT	
	<p>Ms Delyth Raynsford, Chair of the Charitable Funds Committee, introduced the Hywel Dda Health Charities report, summarising activities during 2020/21. Ms Raynsford thanked the former Chair of the Charitable Funds Committee, Cllr. Simon Hancock, for his significant contribution. There had been an outpouring of support for HDdUHB staff across the communities of mid and west Wales during the COVID-19 pandemic, and the Hywel Dda Health Charities had played a vital role in making a positive difference. Ms Raynsford expressed her heartfelt thanks to those who had supported the charities' work, which would not be possible without the contribution of local people. During the accompanying presentation, those attending heard that:</p> <ul style="list-style-type: none"> • Donations help support 4 acute hospitals, 5 community hospitals, 2 integrated care centres, 12,476 staff and a population of more than 387,000; • Income for 2019/20 was £2.51m, made up of donations, legacies, grants, investments and contributions from NHS Charities Together; • Over 2,000 items were donated to provide care packs for patients unexpectedly admitted to hospital; • £96,000 was raised for the COVID-19 appeal to thank staff and volunteers for the personal sacrifices made; • People from the age of 4 to those in their 80s and 90s participated in fundraising; • Thanks to the efforts of Captain Sir Tom Moore and others, support was received from the national fundraising appeal; • Patients, staff and local communities participated in various fundraising activities; • Thousands of miles were covered during the 60 in September challenge; • The Christmas campaign supported Adult Mental Health patients; • Expenditure for 2020/21 was £1.3m, with spending on additional patient comforts, updating medical equipment, 	

	<p>making surroundings more welcoming, providing care in local communities, staff welfare, wellbeing, learning & development;</p> <ul style="list-style-type: none"> • Care packs helped make patients more comfortable during their hospital stay. Distraction items helped to alleviate boredom and improve patient experience; • Electronic devices kept patients and their loved ones connected. Medical devices and equipment helped to facilitate discharge and enabled patients to be cared for in their own homes; • Care was delivered in new and innovative ways; • Better equipped and more comfortable indoor and outdoor rest areas supported staff wellbeing; • Hundreds of staff wellbeing packs provided nutrition, hydration and toiletries; • We made sure that staff and volunteers knew that their hard work was appreciated. <p>Ms Raynsford emphasised that this presentation represents only a ‘snapshot’ of the work undertaken this year, and that it has been truly humbling to see the contributions made. Agreeing, Miss Battle wished to extend her thanks to the Charitable Funds team, who have ensured the efficient distribution of funds.</p>	
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AGM(21)03	<p>PRESENTATION OF ANNUAL ACCOUNTS</p> <p>Mr Huw Thomas, Director of Finance, reiterated that this had been an extraordinary year and that the response to the COVID-19 pandemic had also been extraordinary. Mr Thomas echoed thanks to colleagues and partners across health and social care, and to local communities. Moving on to his presentation of the Annual Accounts 2020/21, Mr Thomas provided a summary of the organisation’s finances, which had seen expenditure exceed £1bn for the first time. The UHB had delivered a financial deficit of £24.9m against a forecast of £25m; this represented a reduction of £10m from the deficit recorded for 2019/20.</p> <p>In respect of the Health Board’s performance against key statutory and administrative targets, Mr Thomas acknowledged that the Health Board had not been able to achieve an approved Integrated Medium Term Plan (IMTP) due to challenges relating to its historic/underlying deficit; and that further work is required in this regard. Nor had the Health Board been able to ensure that its aggregate expenditure does not exceed the aggregate of funding over a 3 year period. It has, however, ensured that its net capital spend is contained within the capital resource limit; and has been able to prepare annual accounts which present a true and fair view of finances. Other targets had also been achieved, such as paying a minimum of 95% of all non NHS creditors within 30 days of receipt of goods/invoice; and the cash balance held not exceeding 5% of the monthly cash draw down from Welsh Government.</p> <p>A summary of the financial accounts was presented, detailing the Health Board’s various income and expenditure. Mr Thomas</p>	
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	<p>highlighted a number of projects which had contributed to the Health Board’s capital expenditure of £34.845m; these included the MRI scanner at WGH, the Women & Children’s Phase II development at GGH, Fire Compliance at GGH and WGH, and the response to COVID-19. Focusing on the latter, it was noted that additional costs arising from the pandemic totalled £83.8m for existing sites and £22.1m for the field hospitals. There had been a significant impact in terms of the UHB’s ability to deliver savings, and other areas of major expense as a result of the COVID-19 pandemic. In terms of capital expenditure, it was emphasised that there had been substantial expenditure across sites directly in response to COVID-19 requirements; measures which had been put in place at pace. This momentum had been facilitated by the organisation’s Command structure and governance, which had enabled prompt decision-making.</p> <p>On existing sites, there had been a significant and rapid increase in staff, which had led to cost pressures in terms of pay. In regards to the field hospitals, Mr Thomas wished to express his sincere gratitude to colleagues in the three Local Authorities and to those private providers who had supported and enabled the UHB to provide the additional capacity required. Test, Trace, Protect had proved critical in keeping Hywel Dda’s population safe and delivering safe services across communities. Data/figures on the mass vaccination programme slide were already out of date, such is the pace of change in this area. Mr Thomas concluded his presentation by emphasising that the outlook for 2021/22 is once again challenging; with a focus on delivering a further reduced deficit to reach sustainable breakeven over the coming planning cycle. Working with partners across the public sector will be critical to this aim. Finally, thanks were expressed to the Health Board’s staff, partners, volunteers, patients and public.</p> <p>Miss Battle thanked Mr Thomas for his presentation and for his efforts as steward of the organisation’s finances this year, particularly in demonstrating the flexibility and courage to keep patients and staff safe.</p>	
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AGM(21)04	<p>PRESENTATION OF ANNUAL REPORT</p> <p>Mr Steve Moore, Chief Executive, introduced his presentation on the HDdUHB Annual Report 2020/21, noting that this is the second time the UHB has held its Annual General Meeting in the midst of the global COVID-19 pandemic. At this point last year, remarkable achievements and personal sacrifice had been seen across the organisation and in local communities as they prepared for something they had never before faced. Mr Moore stated that the stories of bravery, commitment and kindness made it one of the most emotional AGMs he had ever been part of.</p> <p>Having emerged from the winter wave, which turned out to be so much more daunting than the one in spring 2020, the UHB has started the process of recovery and is beginning to look to the</p>	
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future. Today, however, was about looking back over the last, unprecedented year, a year that has challenged us all – professionally and personally – and offering sincere thanks and gratitude for the resilience, creativity and sheer persistence of the UHB’s staff, supported by our wonderful communities. It was also about recognising the achievements of staff, often leading Wales, as well as the scale of the challenge ahead. The Board recognises the need to build a positive legacy from the past year as not just a good thing to do, but a moral imperative in recognition of the awful and sometimes tragic events of the last year.

Mr Moore emphasised that he had always been proud to be a part of the Hywel Dda family, and never more so than in the last year. The people of west Wales rely on the UHB to provide for their health needs across our three counties and there are 12,500 staff delivering that service every day across the length and breadth of the region. The organisation had many challenges before the pandemic, some of which have been further exacerbated. Poor facilities, aging infrastructure and staffing challenges were key drivers in the development of our strategy, A Healthier Mid & West Wales. Progress on this has inevitably slowed over the last year, whilst continuing, nonetheless. More positively, certain of our plans have actually accelerated due to COVID. Key elements of our Transforming Mental Health Strategy, for example, were put in place in a matter of weeks; before the pandemic, we thought it would take 18 months or so to make the same progress. During each of the waves, however, the UHB had been in the position of only being able to provide essential services, and at times even that was challenged – albeit briefly. This means that, having previously been on course to ensure that no patients were waiting longer than 36 weeks for planned care for the second year running, we now have some 28,000 patients waiting longer than this.

The response to the pandemic demonstrated the strengths of the partnerships built in west Wales. In particular, the UHB has worked hand-in-glove with its Local Authority partners and Universities: building a Test, Trace, Protect programme from scratch, working together to manage outbreaks, and re-purposing facilities across the three counties to undertake testing, run Mass Vaccination Centres and establish Field Hospitals. The UHB is hugely indebted to every partner organisation who answered the call and worked together to protect our local population. HDdUHB’s local testing response has often led Wales – the organisation was the first to establish Coronavirus Testing Units and the first in the UK to offer a drive through Antibody testing unit. Extensive testing of staff across the health and care sector has been introduced. Figures in the presentation relate to the year 2020-21; however, in total, since the pandemic began, almost quarter of a million PCR tests have been carried out in Hywel Dda. Mr Moore was also proud that west Wales led the way with contact tracing – Ceredigion Council colleagues set up a service before any other local authority in the

UK, and their experience was invaluable in enabling Wales to make such a success of the Tracing Programme.

In another example of how the UK NHS rose to a formidable challenge, it is in the midst of delivering the largest Mass Vaccination programme in its history. Wales, in particular has been leading the world in its delivery programme with higher rates of first and second doses than almost anywhere else – and Hywel Dda has played its full part in that. Operating across seven Mass Vaccination Centres and being the first place in Wales to offer vaccinations at every GP practice enabled HDdUHB to reach its rural communities and achieve every milestone set. In the case of the target of offering a first dose to every eligible person in west Wales by the end of July 2021, this was achieved almost 6 weeks early. HDdUHB was also the first in the UK to offer the Moderna Vaccine and is the only Health Board now offering all three approved vaccines on a comprehensive basis. Whilst rates of uptake have generally been high, these are lower for younger people and the UHB is offering drop in clinics at every Mass Vaccination Centre in addition to a mobile service supported by Mid and West Wales Fire and Rescue. To date, the UHB has delivered over 525,000 vaccinations in around 7 months, and is preparing for the next phase as we head into the Autumn. Mr Moore asked that anyone who is eligible and who wishes to have the vaccine come forward, and committed to leave no-one behind in Hywel Dda.

As well as putting in place new services to respond to the pandemic, HDdUHB staff made remarkable efforts to re-design existing services. Primary Care colleagues have been the backbone of our local response and were able to maintain essential services throughout the pandemic. They adapted buildings and embraced digital solutions at astonishing speed, as did our therapy teams, ensuring that communities were supported and patients were kept safe. Equally, community teams have adapted and changed so that they can continue to support people in their own homes. We built on new services such as Delta Connect, established “virtual wards” to monitor people remotely and moved services, in order to prioritise resources on reducing harm and keeping people safe. The organisation’s four acute sites also had to significantly rethink and re-design their services so that the risk of COVID outbreaks in our buildings could be minimised. In many cases, these buildings are aging and difficult to reconfigure. HDdUHB established a PPE “Cell” as part of our command structure at a very early stage and, due to its work, led by the Director of Nursing, there was always stock available. Offers of help from partners and the public also played a key role; for example, we were able to source visors and gowns locally to reduce our demand on the national stockpiles in the early days when global supplies were so challenged. Perhaps one of the most significant local successes has been the establishment of our Field Hospitals. National modelling suggested the UHB needed to more

than double its bed base, in just 12 weeks. The organisation's staff, partners and local businesses came together in a way Mr Moore had not seen in his 30 years in the NHS – and achieved the seemingly impossible. The UHB fitted out, equipped and made ready 915 additional beds across 9 field hospitals and our design specifications led Wales, resulting in Field Hospitals built to the HDdUHB design opening across the whole country. Mr Moore stated that this was one of the most awe inspiring examples of team work he had ever seen.

At this stage; 17 or so months into the pandemic, whilst there have been remarkable achievements, the UHB has also seen the number of challenges grow, as services have been reduced or suspended. The organisation is taking action to address this issue, despite the fact that it is still very much in the grip of the pandemic. It is recognised that many patients are waiting too long to receive the care they need. Many of the actions which were undertaken impacted on the experience of our patients and staff. Mr Moore acknowledged, in particular, how difficult it has been for people wishing to visit unwell loved ones in hospital and for parents to be together during pregnancy scans and admissions. HDdUHB's Family Liaison Officers (FLOs) have proved invaluable in providing a link between patients and their families and friends, enabling clinical staff to prioritise providing care and support. Mr Moore was hopeful that the FLOs are one of the many positive legacies coming out of the pandemic, and thanked each of them for their fantastic work. The UHB has also been very grateful for the support of the Local Resilience Forum; their coordinating role and expertise in command and control has been invaluable. Similarly, the Military Liaison Officers have provided advice on command and control arrangements, as well as direct support to Field Hospitals, testing centres and Mass Vaccination centres, and their support was welcomed. Taken together, including the work of the Mid & West Wales Regional Safeguarding Board, partnership working – already strong in west Wales – has flourished during COVID. This is another positive legacy that Mr Moore hoped can be built upon, coming out of the pandemic.

Whilst the UHB was able to continue to implement its strategy – A Healthier Mid and West Wales – progress inevitably slowed in certain areas. An exception to this were the three local programmes funded by Welsh Government's Transformation Fund. These were being implemented before the pandemic hit and were accelerated, extended and developed as part of HDdUHB's COVID response. Work is now underway on the long term future of these programmes, which will form part of the organisation's three year plan for delivery from April 2022, and which represents another positive outcome from the pandemic. As a result of learning during the pandemic, the UHB has reorganised its whole approach and established 6 guiding "Strategic Objectives" to retain focus on the far horizon/aim, in turn supported by around 60 shorter term Planning Objectives; the measurable steps the UHB is taking in

that direction in the coming years. At their heart is consideration of future generations and acting in the here and now to secure that future. Many of the organisation's current actions have arisen as a result of the pandemic and our response to it – from using our “anchor status” to support local people into good jobs by expanding our apprenticeship schemes; to helping the local economy to recover by leveraging our procurement “power” to benefit local people. The UHB is also enhancing access to green spaces, which proved so important for staff needing the solace of nature in the most difficult moments of the pandemic, and embracing Welsh Language and Culture. Additionally, the UHB's significant redevelopment plans will help it to lead the way in Welsh public service to address the climate emergency.

Mr Moore's final slide focused on the UHB's workforce across health and care; who ran towards danger, sacrificed their private lives and kept going, long after the Thursday evening doorstep clapping and pot-banging ended. The organisation saw people across its communities who may never have previously considered a career in health come forward to volunteer and train. The Workforce & Organisational Development team – one of the many unsung heroes of this pandemic – undertook unprecedented work to recruit and on-board thousands of staff, as well as put in place wellbeing and psychological support. This is one of the many stories the UHB is capturing and Mr Moore was pleased to note that many of those who joined the organisation are hoping to stay; another positive outcome for us to hold onto. Mr Moore also wished to recognise the tireless work of our Independent Members and Chair. When the dangers to our Black and Minority Ethnic staff from COVID began to emerge, the UHB Chair established an advisory group to build direct communication with the Board so that we could ensure we understood their challenges and concerns, and could act upon them. The Independent Members, despite having to limit their physical presence, were with the UHB every step of the way and provided the Executive Team with support, advice and guidance which enabled the organisation to maintain transparency and trust with communities and staff.

To conclude, Mr Moore introduced a podcast which presents the voices of UHB staff who have been through so much, achieved so much, and to whom we owe so much. The podcast outlined the varying experiences of and challenges faced by staff during the COVID-19 pandemic. Mr Moore thanked all of those who had contributed, and summarised the key messages from staff as follows:

- They raised the importance of supporting staff who give their own time and energy above their job;
- They wanted Black and Asian, Ethnic Minority staff to feel a sense of belonging in our community, especially as we have a higher proportion of these staff than exists in our communities at large;

- They wanted us to share and celebrate their achievements, but also to know what sacrifices have been made;
- Many felt well supported by Hywel Dda but there is a need for consistency;
- They wanted us to reflect on the sharing of skills and cross-team working;
- They want good facilities for work environments;
- They want us to continue to support the rest, recovery and recuperation of our staff.

Explaining that this is the first in a series of planned podcasts, Mr Moore looked forward to hearing from staff and to exploring how their feedback and concerns might be addressed.

Miss Battle committed to supporting the rest and recuperation of staff, capturing staff stories and 'doing better than before'. Members were reminded that in early 2020, Health Boards had been informed of the reasonable worst case scenario for Wales. A number of members of the Executive Team were subsequently diagnosed with COVID-19; the predicted bed shortage was 1,000; there were staff shortages; insufficient oxygen supplies and CPAP machines. This was at a time when there was no Test, Trace, Protect system and no vaccine. Then the second wave hit; the stories from Italy and China were extremely worrying. It can be seen from today's meeting that HDdUHB has led the way in many respects. The UHB has always tried to 'do the right thing' and focus on supporting staff and patients, especially those isolated from their families. The FLOs have stepped in and acted as both professionals and virtual family members. There has also been a focus on BAME staff, prompted by the pandemic, but now widened. Miss Battle thanked everyone who had 'run towards' the pandemic, including those who had applied to join the UHB, particularly young people. She also thanked all of the local people who had contributed so generously.

Staff and their families were thanked for their sacrifices. Local communities were thanked for their forbearance and for complying with restrictions. Miss Battle thanked Mr Moore for his leadership by example, commitment and dedication. The organisation is committed to continue its efforts during recovery, whilst recognising that it has not got everything right. Miss Battle apologised to everyone who is waiting for treatment, emphasising that the organisation is doing all it can to address the backlog. It has done so before, it has responded effectively to the COVID-19 pandemic, and it will recover. Miss Battle thanked the staff who have contributed to the podcast, noting that everyone will have had a different experience. Ms Katherine Lewis welcomed the podcast initiative, advising that it had prompted helpful reflection. Miss Battle noted that her time visiting individuals and departments to present Employee/Team awards had proved emotional, as it had offered an opportunity for them to reflect on their experiences. The

	Communications team were thanked for establishing the podcast programme.	
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AGM(21)05	QUESTION AND ANSWER SESSION	
	Miss Battle opened the floor to questions. As there were no questions or comments forthcoming, Miss Battle thanked all of those who had attended and/or contributed, and closed the AGM.	