



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

DYDDIAD Y CYFARFOD: DATE OF MEETING:	26 January 2023
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 24th November 2022.

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

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).

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 that 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.

Strategic and Operational Issues: Local and Regional

Targeted Intervention

As a result of the notified change in the UHB's escalation status and confirmation of a continuation of enhanced monitoring in specified areas, at the last Board meeting, the Board approved the establishment of two working groups and their Terms of Reference and Work Plans; one to address Targeted Intervention and the other focused on the areas under continued Enhanced Monitoring. In addition, a newly established Escalation Steering Group that I chair was tasked with the co-ordination and oversight of the delivery of these work plans, reporting into the Executive Team and Board.

These groups initially met weekly but their frequency is now under review. The Escalation Steering Group has recently agreed to move to a monthly schedule from January 2023. Named Independent Members are attached to each working group with the Chair in attendance at the Escalation Steering Group.

Alongside the internal work, a number of inception meetings have been held with Welsh Government (WG) and the first formal quarterly Targeted Intervention meeting took place on 6th December 2022, chaired by the Chief Executive NHS Wales/Director General for Health and Social Services.

The tone of our interactions has been positive, recognising the challenges we are addressing and seeking to support our de-escalation in the shortest appropriate timescale.

Good progress is being made in relation to the work plan. Actions to address all the issues raised are on track with a number now closed. A project manager attends all meetings and maintains the action plan so that progress can be monitored and assessed. In delivering these actions, any resulting papers will first be presented to Board or an appropriate committee for assurance wherever possible.

There are two key areas where we have secured external and/or WG support:

- A review by the Finance Delivery Unit; and
- A peer review of our integrated planning mechanisms.

The Escalation Steering Group will identify and request any further areas where external support is required and it remains a standing agenda item for this group at each meeting.

Alongside the formal governance arrangements described above, the Chair and I continue to meet the Independent Members informally to update and discuss the latest position arising from Escalation Steering Group Meetings.

Update on the Joint Executive Team Meeting: 22nd December 2022

Pre-COVID-19, members of the Executive Team and I met bi-annually with the Chief Executive NHS Wales and members of their senior team as a Joint Executive Team (JET). These meetings have resumed by Teams virtually, with the most recent mid-year meeting held on 22nd December 2022.

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.

The Chief Executive NHS Wales thanked the UHB for its efforts in managing the exceptionally demanding and challenging circumstances experienced in recent days, noting in particular the industrial action.

I assured WG that the UHB had made good progress against its Planning Objectives and it was expected that the majority of these Objectives would be achieved.

There was a wide ranging discussion during the meeting, with some of the main issues identified below:

- **Planned Care, Cancer and Mental Health Services:** WG was assured with the level of monitoring and tracking progress, with the UHB now demonstrating the most consistent improvement in outpatient waits across all Welsh Health Boards. The UHB needed to demonstrate consistency in the continued reduction of Cancer backlogs and acknowledged that significant performance improvements within Planned Care were evident.
- **Winter Planning and Transforming Urgent and Emergency Care (TUEC):** the UHB highlighted the significant challenges experienced in Urgent and Emergency Care, with staff facing unprecedented levels of demand across sites. Despite measures to alleviate capacity demands, such as additional spaces in Emergency Departments, working with partner agencies to explore additional space, and the deployment of Advanced Paramedic Practitioners, the greatest challenge was in the number of patient discharges. Whilst recognising these challenges, WG felt that the UHB could further use the opportunities afforded by Same Day Emergency Care (SDEC), particularly in Glangwili and Worthybush General Hospitals. Patient handover was also an issue for the UHB. The UHB gave assurance that it was reviewing the economies of scale of SDEC in discussion with Primary and Community colleagues. WG also raised a challenge about the clinical decision-making on patient discharges and the UHB agreed to clarify the governance in this area and would bring a paper for Board consideration to the March 2023 meeting.
- **Finance:** WG was disappointed in the deterioration on the UHB's deficit position and the Director of Finance gave assurance about the effectiveness of the UHB's financial control process.
- **Quality and Safety:** the UHB advised that Healthcare Inspectorate Wales (HIW) had recently carried out unannounced inspections at A&E (some immediate concerns identified) and the Maternity Unit (positive feedback) in GGH. The Chair and I met with HIW prior to the inspections and suggested that an inspection of the UHB's patient discharge arrangements should be undertaken within the context of the available community capacity, to provide a balanced representation of the demands on the UHB. WG had received similar feedback from other UHBs in Wales.
- **Workforce and Organisational Development:** WG said it was reassuring to note the implementation of the UHB's Workforce Development and Planning Programme, and to view the positive staff recruitment figures in a number of areas.
- **Governance:** WG welcomed the positive feedback about the corporate governance arrangements received as part of Audit Wales' Structured Assessment process, and acknowledged that the UHB had adopted a broad and inclusive approach in identifying risks and concerns and in forward-planning actions to mitigate these.
- **Digital Transformation:** WG was pleased to note the good work undertaken in Digital Transformation and Value Based Healthcare.

In summary, WG acknowledged that there were positive areas of progress across the UHB that were to be commended, and highlighted a number of performance areas for focus and improvement, including neurodevelopmental services. WG will continue to work with and support the UHB to address its financial position in 2022/23 and the financial plan for future years. WG acknowledged that the UHB recognised the need to deliver a resilient urgent and

emergency care system and to deploy existing resources differently to meet key priorities, and agreed that addressing these challenges will support improvement in other areas. I was pleased that WG recognised the commitment of the team to address the challenges ahead and valued our ongoing focus on the health and wellbeing of your community.

Gold Corporate Health Standard

I am delighted to confirm that in December 2022, the UHB received its Gold Revalidation for the Corporate Health Standard.

The assessor reported that the UHB was to be congratulated on providing very comprehensive evidence and a clear picture of what had changed over the past two/three years.

The focus of the next twelve months will be to continue to listen, seek feedback, evaluate and respond to staff needs, with a particular emphasis on retention and recruitment, and to foster strong leadership and staff who were engaged and passionate in their roles.

In summary, the Assessor was impressed with the UHB and its continued commitment to health and wellbeing, and had no hesitation in confirming our Gold level enhanced status check.

Industrial Action

Members will be aware that the Royal College of Nursing undertook industrial action on 15th and 20th December 2022. The UHB appreciates how difficult this decision was for our staff.

The UHB maintained all emergency services, and some surgery for urgent cases took place. Chemotherapy Clinics were unaffected across sites.

Some elements of our planned care services were adjusted and the UHB prioritised patients with urgent care needs wherever possible. Patients whose outpatient appointments were rescheduled were contacted to re-arrange their appointments as quickly as possible. Some face-to-face outpatient appointments went ahead and some were held as an online/virtual appointment.

Most GP surgeries, Community Pharmacies and Dental Services continued to operate as normal with some community-based services impacted by the industrial action. However, urgent services, including priority district nursing and the acute response team continued to operate.

The mass vaccination centres did not offer drop-in sessions but some community vaccinations continued.

Members are advised that a tactical group was established to consider and agree the UHB's actions during the two days of industrial action. The Executive Team approved the decision to cancel only what was essential and no more; the Board is asked to ratify this decision.

Argymhelliad / Recommendation

The Board is invited to:

- **Endorse** the Register of Sealings (**Appendix A**) since the previous report on 24th November 2022;
- **Note** the status report for Consultation Documents (**Appendix B**) received/responded to;
- **Ratify** the decision made by the Executive Team to cancel only those services that it was essential to do so during the period of industrial action on 15th and 20th December 2022.

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):	All Health & Care Standards Apply
Amcanion Strategol y BIP: UHB Strategic Objectives:	All Strategic Objectives are applicable
Amcanion Cynllunio Planning Objectives	All Planning Objectives Apply
Amcanion Llesiant BIP: UHB Well-being Objectives: Hyperlink to HDdUHB Well-being Objectives Annual Report 2018-2019	9. All HDdUHB Well-being Objectives apply

Gwybodaeth Ychwanegol: Further Information:	
Ar sail tystiolaeth: Evidence Base:	Chief Executive's meetings (internal, external and NHS Wales wide), diary and correspondence
Rhestr Termau: Glossary of Terms:	Included within the body of the report
Partion / 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:	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.

	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.
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 9th November 2022 – 9th January 2023

Entry Number	Details	Date of Sealing
395	Tenancy relating to Unit 9, The Beacon Centre for Enterprise, Dafen, Llanelli between Carmarthenshire County Council and Hywel Dda University Local Health Board	01.12.2022
396	Contract relating to the Proposed Remedial Works to Penlan Retaining Wall, Carmarthen, incorporating the conditions of the JCT Minor Works Contract 2016 Edition, between Hywel Dda University Health Board and Lewis Construction Building Contractors Wales Ltd	01.12.2022
397	Agreement for the Abermad Care Home Accommodation Pooled Fund between Hywel Dda University Local Health Board and Ceredigion County Council	22.12.2022
398	Section 33 of the National Health Service (Wales) Act 2006 Partnership Agreement in respect of a Pooled Fund for the Integrated Provision of Community Equipment Services between Ceredigion County Council and Hywel Dda University Local Health Board	22.12.2022

Appendix B: Consultations Update Status Report up to 9th January 2023

Ref No	Name of Consultation (hyperlink included for online consultations)	Consulting Organisation	Consultation Executive Lead	Received On	CLOSING DATE	Response Sent
510	The Duty of Candour	Welsh Government	Director of Nursing, Quality and Patient Experience/ Director of Operations	31.08.2022	13.12.2022	13.12.2022
511	Digital Health and Care Wales Welsh Language Scheme 2022-2025	Digital Health and care Wales	Director of Communications	21.09.2022	07.10.2022	30.09.2022
512	Public Services Ombudsman for Wales: consultation on our new Strategic Plan	Public Services Ombudsman for Wales	Director of Nursing, Quality and Patient Experience	27.09.2022	22.11.2022	No response required
513	Draft Annual Business Improvement Plan 2023/2024 - Mid and West Wales Fire and Rescue Service	Mid and West Wales Fire and Rescue Service (MAWWF)	Director of Operations	27.09.2022	06.12.2022	No response required
514	PP251, Extracorporeal membrane oxygenation (ECMO) as a bridge to lung transplant (all ages), Policy Position Statement	Welsh Health Specialised Services Committee	Medical Director/Deputy CEO/ Director of Operations	12.10.2022	21.11.2022	21.11.2022
515	Developing a substance misuse treatment framework for children and young people	Welsh Government	Director of Operations	30.09.2022	23.12.2022	22.12.2022

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516	Services for care experienced children: exploring radical reform – new inquiry and consultation	Welsh Government	Director of Nursing, Quality and Patient Experience	13.10.2022	17.02.2023	
517	Extending the Well-being of Future Generations Act's well-being duty	Welsh Government	Director of Primary Care, Community and Long Term Care	17.10.2022	20.10.2022	17.10.2022
518	Dexrazoxane for preventing cardiotoxicity in children (aged under 16 years old) receiving high-dose anthracyclines or related drugs for the treatment of cancer, Policy Position Statement	Welsh Health Specialised Services Committee	Director of Operations	24.10.2022	21.11.2022	20.11.2022
519	The duty of quality	Welsh Government	Director of Nursing, Quality and Patient Experience	25.10.2022	17.01.2023	10.01.2023
520	Givosiran for treating acute hepatic porphyria for people aged 12 years and older (PP252)	Welsh Health Specialised Services Committee	Director of Operations	25.10.2022	22.11.2022	

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521	Ten year Strategy for specialised services	Welsh Health Specialised Services Committee	Director of Strategic Development & Operational Planning	10.11.2022	22.12.2022	22.12.22
522	Draft guidance on responding to people affected by suicide	Welsh Government	Director of Operations	11.11.2022	20.01.2023	
523	CP178, Adult Neurosurgery Service Specification	Welsh Health Specialised Services Committee	Director of Operations/ Medical Director/Deputy CEO/	09.11.2022	16.12.2022	No response required
524	Specialised Weaning Consultation	The British Thoracic Society and the Intensive Care Society.	Medical Director/Deputy CEO/	14.11.2022	01.12.2022	01.12.2022
525	Single Commissioner for Secure Mental Health Services	Welsh Health Specialised Services Committee	Director of Operations	18.11.2022	12.12.2022	12.12.2022
526	Individual Patient Funding Request (IPFR) panel Terms of Reference (ToR) and the specific and limited review of the all Wales IPFR policy	Welsh Health Specialised Services Committee	Medical Director/Deputy CEO	12.11.2022	22.12.2022	21.12.2022

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527	Citizen Voice Body - guidance on access, representations and NHS service change	Welsh Government	Director of Strategic Development & Operational Planning	15.12.2022	06.03.2023	