

Appendix one the timeline associated with Tregaron Community Hospital in-patient care.

Date	Escalation Process	Summary
Oct 2014	Risk 674 (previous 260) Operational Quality, Safety and Experience Sub Committee	<p>Risk of avoidable harm to patients and staff arising from inherent building and environmental hazards at Tregaron hospital.</p> <p>This is caused by widespread Health and Safety issues (including leaking roof), deteriorating condition, lack of full disability access, etc.</p> <p>Impact of potential injury to patients and / or staff, or a need to limit activity on site.</p> <p>The risk was mitigated with short term solutions e.g., de-humidifiers and decommissioning parts of the building with the focus remaining to progress the Cylch Caron model.</p> <p>Closed 20/06/22 as temporary works were undertaken in the in-patient area due to the Coronavirus pandemic.</p>
Jun – Oct 2014	Staff Consultation Briefing Document	Formal staff consultation process communicating the purpose and principles of the Cylch Caron model and the impact upon staff in Tregaron Hospital.
Mar 2016	Cylch Caron Celebration and Learning Day	Health and Social Services Minister Mark Drakeford, together with Ceredigion County Council Leader Councillor Ellen ap Gwynn and Hywel Dda University Health Board Chair Bernadine Rees unveiled a sign at the Cylch Caron site to mark the purchase of the land.
Jun 2018	Welsh Government	Pre-Qualification stage of the Invitation to Tender for the Cylch Caron Development
Mar 2019	Cylch Caron Development Agreement between partners	<p>The Development Agreement sets out the arrangements between the partners, outlining how the scheme will be built and managed in the longer term.</p> <p>Many of the signatories signed the Development Agreement after a meeting of the Cylch Caron Project Board. They include Delyth Raynsford, Independent Member for HDdUHB; Councillor Hag Harris, Ceredigion County Council Chairman; Richard Martin, Board Member for MWA and Charles Brotherton, Company Secretary of MWA.</p>
Apr 2019	Risk 720	<p>Risk Avoidable harm to patients and staff due to staffing levels at Tregaron Hospital</p> <p>Risk of avoidable harm to patients and staff due to lack of registered and HCSW staffing to meet patient acuity at Tregaron hospital.</p>

	Operational Quality, Safety and Experience Sub Committee	<p>This is caused by sickness / retention and recruitment of staff.</p> <p>Potential impact on quality of patient care and staff wellbeing due to insufficient staffing levels to meet patient need.</p> <p>Closed on the 17/10/23 as the hospital now operating a nine bedded unit rather than 20 bedded unit.</p>
Jul 2019	Welsh Government	<p>The Cylch Caron draft Full Business Case has been submitted to the Welsh Government to establish the grant funding levels for the scheme.</p> <p>The impressive Cylch Caron scheme is being developed in partnership between Ceredigion County Council, Mid-Wales Housing, Hywel Dda University Health Board and the Welsh Government.</p>
Sep 2020	COVID Metallic Command	<p>September 2020 the Estates took an SBAR through the COVID metallic command for temporary schedule of works to enable Tregaron Hospital to operate during the Coronavirus pandemic. The works focused upon the in-patient area.</p>
May 2021	Health & Safety Committee	<p>Fire service condemned the 1st and 2nd floors in the building.</p>
Aug 2022	Risk 1527 Operational Quality, Safety and Experience Sub Committee	<p>Risk to patient and staff safety in Tregaron hospital due to a reduction of hotel services support. Risk of potential avoidable harm to patients, for example delayed access to hydration and nutrition, inadequately clean environment; impact to patient flow as patients cannot use a bed which is awaiting cleaning; a risk to staff who are either inappropriately managing tasks single handed or inappropriate to their profession.</p> <p>This is caused by funding of hotel services moving back to pre-covid levels on the basis of only using staff to substantive hours.</p> <p>Impact on patient safety both within Tregaron Hospital as well as to the wider 'system' as flow from acute hospitals is disrupted as well as staff safety, retention and sickness levels as nursing teams undertake Hotel Services functions.</p> <p>Risk closed 18/12/23. Changes in the contractual arrangements for agency and partnership nurses has resulted in the hospital now operating a nine bedded unit rather than 15 bedded unit, therefore the risk has been closed.</p>

Mar 2023	Director of Operations	The situation relating to the reduction of hotel services support in Tregaron Community Hospital was escalated through the Improving Together Meeting in March 2023.
Jun 2023	Executive Core Delivery Group	Decided that with effect from 19/06/23 no travel and accommodation payments for new booking for on and off framework agency nurses.
Jun 2023	Risk 1692 Operational Quality, Safety and Experience Sub Committee	The impact of changes in contractual arrangement affecting access to agency nursing provision in Tregaron Community Hospital – Risk superseded by risk 1897 – Maintaining safe staffing in Tregaron Community Hospital 22/07/24.
Feb – Mar 2024	2024-25 Planning Process	Every iteration of the Ceredigion plan includes the proposal to accelerate the Cylch Caron model by decommissioning the beds in Tregaron
Feb 2024	Improving Together – Ceredigion System	Acceleration of the Cylch Caron model by decommissioning the beds in Tregaron
Mar 2024	Planning alignment	Acceleration of the Cylch Caron model by decommissioning the beds in Tregaron
Mar 2024	Welsh Government	HDUHB Annual Plan for 2024-25 submitted to Welsh Government which includes the acceleration of the Cylch Caron model by decommissioning the beds in Tregaron
Jul 2024	Risk 1897 Operational Quality, Safety and Experience Sub Committee	Maintaining safe staffing in Tregaron Community Hospital Risk of safe staffing levels not being met (both nursing and medical) and patient safety being compromised in Tregaron hospital Caused by long term staff vacancies and existing staffing unable to work nights (both profile and advice taken from Occ. Health). Changes to contractual arrangements with agency / partnership has resulted in an inability to use such nursing services to cover shifts. Lead to an impact on maintaining safe staffing levels. Redeployment of staff from other services may be a short term option, but it will affect care closer to home, therefore bed closures will have to be considered.
Jul 2024	HDUHB Business Executive Group	An SBAR was taken to the Business Executive Group where it was requested that a period of engagement commenced in order to support the Board's decision

Jul 2024	Ceredigion County Council Cabinet Meeting	Ceredigion County Council Cabinet Meeting, Cabinet approved the Cylch Caron scheme to go out to tender
Jul 2024	HDUHB	CEO verbally updated The Board as to the current situation in Tregaron Community Hospital
Jul 2024	HDUHB Staff engagement	Engagement with Human Resources and staff side prior to engagement with staff teams
Aug 2024	Public Engagement period	Working with the communications and engagement teams, the public were invited to share their views via a 'drop in event', 'online virtual event', Have your Say website, phone and email
Sep 2024	HDUHB Board	SBAR presented to HDUHB Board