



CYFARFOD BWRDD PRIFYSGOL IECHYD UNIVERSITY HEALTH BOARD MEETING

DYDDIAD Y CYFARFOD: DATE OF MEETING:	30 May 2024
TEITL YR ADRODDIAD: TITLE OF REPORT:	Report of the Chair
CYFARWYDDWR ARWEINIOL: LEAD DIRECTOR:	Mrs Judith Hardisty, Interim Chair
SWYDDOG ADRODD: REPORTING OFFICER:	Mrs Judith Hardisty, Interim Chair

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 Health Board) 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

A Fond Farewell

Today's meeting marks my last as an Independent Member of the Board. I would like to take this opportunity to extend my thanks to everyone for their support during my tenure, since 2016. It has been a pleasure and an honour to serve our communities of patients, staff and partners over the years – I have been fortunate to meet and work with a broad range of individuals and teams who are firmly committed to the health and well-being of Hywel Dda residents. Through the challenges of the pandemic to the day-to-day service pressures our teams face, it has been an honour to work alongside everyone to provide services to our communities.

I would also like to thank our interim Chief Executive, Phil Kloer, and his predecessor, Steve Moore, for their partnership approach. They have always been open to challenge from the Board, and have continuously sought opportunities to better serve our communities, often within challenging circumstances.

During the past few weeks, I have met with Dr. Neil Wooding, who will be stepping into the role of Chair from 1 June 2024. I am confident that Neil will provide excellent leadership to the Board going forward and joins us with the same passion and commitment to serving our population as our other Independent Board Members. I wish him and the team every

success for the future and will continue to be an avid advocate for Hywel Dda, as a resident of Pembrokeshire.

HRH The Princess Royal Visit

On Friday 12 April 2024, HRH The Princess Royal visited Tenovus Cancer Care's Mobile Support Unit and the ongoing build of a new chemotherapy unit at Bronglais Hospital. During her visit, the Princess Royal met with staff and supporters from Tenovus Cancer Care and the Health Board helping to continue to deliver cancer treatments during the refurbishment.

Chair's 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 Director of Corporate Governance 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 Appendices 1-3), which relates to the approval of the Withybush Hospital (WGH) Reinforced Autoclaved Aerated Concrete (RAAC) – Red RAG Rated Remedial Work at Outpatient Department B (Tender 2) WGH.

Board Seminar 18 April 2024

Board Effectiveness Review

Members discussed in detail the Board Effectiveness Review, noting the requirement for a year-end self-assessment of effectiveness and requesting agreement on the assessment level of the Board's effectiveness. All elements within the review were challenged and scrutinised. After careful consideration the Board agreed to reduce the level of effectiveness from a level 4 to a level 2. Furthermore, it was noted in the prior year self-assessment that the Board was at the very lowest end of a level 4. The outcome will be reported to the Audit and Risk Assurance Committee and Board as part of the year end assurance reporting process.

Update on Executive and Operational Structure, Governance Arrangements and Scheme of Delegation

Members received an update on the proposals for the revised Executive Team governance arrangements and operational structure, which includes the creation of three new reporting groups: Integrated Quality, Finance and Performance Delivery (IQFPD), A Healthier Mid and West Wales (AHMWW), and Value and Sustainability Group. Meetings will commence from April 2024 to support the effective delivery of the Annual Plan 2024/25. A revised internal escalation process has been developed this should enable Executives and Members to identify early warning signs of when things are not going as planned and to further develop the accountability framework.

Assessment of the Health Board response to Targeted Intervention Escalation

Members noted the draft framework had been accepted, understanding that the approach to addressing targeted intervention will be incorporated into all business delivery, and regular meetings with the Welsh Government (WG).

Revised Arrangements for Regional Planning and Delivery

Members received proposals for collaborative regional working arrangements in healthcare, noting that discussions with WG and Swansea Bay University Health Board (SBUHB) have been positive. Opportunities for regional collaboration were discussed, including in pathology, ophthalmology, and orthopaedics. The need for a clear plan, timeline, and focus on specific areas for the most impact was emphasised.

Progress on Implementing the Annual Plan 2024/25 and scoping opportunities for further savings

Members discussed the progress on implementing the Annual Plan 2024/25 and scoping opportunities for further savings, noting that the next steps are to embed the Annual Plan within the organisation and ensure delivery. The budget allocation process was discussed, with meetings taking place with Directorate Directors in April 2024 and agreements being finalised by 15 May 2024. Opportunities for savings were discussed, including regional partnership opportunities, with the acknowledgement that challenges may include the growing gap in the new financial year and the complexities of the proposed organisational restructure.

Key Meetings

The following meetings have been attended:

- Chair Peer Group
- Mid Wales Joint Spring Committee Spring Meeting
- A Regional Collaboration for Health (ARCH) Partnership Group Meeting

Celebrating Success/Awards

Retiring after nearly 60 years with the NHS in Llanelli

When Medical Secretary Christine Bowen from Llanelli retired at the end of March 2024, she was the same age as the National Health Service, where she worked for almost 60 years. Christine started working for the NHS at the old Llanelli Hospital in Marble Hall Road in 1965 at the age of 17, straight after leaving college. For the last 16 years, Christine has worked as a medical secretary for Mr. Islam Abdelrahman, Consultant Gynaecologist at the Health Board. Christine has seen major changes, a new hospital, with one of most significant being the change from manual to electronic typewriters and then computers. Although systems and ways of working have changed over the years, many aspects of her job remained the same – organising clinics, sending out appointment letters, typing letters to GPs, collating results and managing busy diaries. This variety within her role is another reason Christine stayed in her job for so long. Christine will be missed dearly, and as a Health Board we wish her all the best for her well-deserved retirement and are also immensely grateful for the years of support and professionalism she provided.

Wales Experience National Awards 2024

The Health Board were winners in the “Best use of integrated care and partnership working in patient safety” category.

Lifetime Achievement Award

At the National Immunisation Conference on 24 March 2024, we are thrilled to announce that Barbara Morgan, Head of School Nursing Service and Youth Health Team has been recognised by her peers and awarded a lifetime achievement award. Barbara joined the then Carmarthenshire NHS Trust in 1999 working on Preseli Ward before moving on to A&E, working her way up to Sister. However, whilst undertaking a paediatrics conversion course, Barbara was first introduced to school nursing, and during a week-long placement, realised this is where her heart lay. Barbara had been recognised for a career dedicated to protecting the health and wellbeing of our communities. Barbara has recently been key in striving to improve the uptake of MMR vaccines in our youngest children as well as many other vaccination programmes over the years. On behalf of the Board, I would like to congratulate Barbara on her well-deserved award.

Long Service Awards

In 2019, we introduced the Long Service Awards in recognition of staff who have given the most hours, days and years to serving the local NHS across different professions across Carmarthenshire, Ceredigion and Pembrokeshire. We wanted to celebrate staff who have reached milestones working within the NHS. I and other Independent Members have been privileged to meet them personally to present them with their award, listen to their experiences during their 40 years of service, to their advice and to thank them on behalf of the Board.

Employee	Position/Location
Lynn Regan Phillips	Bank Nurse, WGH Day Unit
Catrin Louise Phillips	Health Care Support Worker, Ceredigion
Nan Mary Davies	Health Care Support Worker, Carmarthen
Catrin Rees	Medical Laboratory, Technician
Paul Williams	Planning, St David's Park
Margaret McHugh	Integrated Psychological Therapies Service (PTS)
Allison Williams	Public Health Communication Hub Lead Nurse
Margaret Harris	Cook, Catering - GGH
Angela Evans	Hotel services Assistant, Hotel Services - GGH
Fiona Lordan	Registered Nurse, Hotel Services - GGH
Angela Owen	Admin and Clerical, Maternity - WGH
Jennifer Forrest	Clinical Nurse, WGH
Claire Jones	Intermediate Care/ Therapies, WGH

Independent Member Update

I am pleased to announce that, following approval by the Minister for Health & Social Services, Mr Iwan Thomas has been re-appointed as Independent Member Third Sector, from 1 May 2024 to 30 April 2028.

Argymhelliad / Recommendation

- **SUPPORT** the work engaged in by the Chair since the previous meeting and note the topical areas of interest;
- **RATIFY** the action undertaken by the Chair on behalf of the Board, detailed in Appendices 1-3

Amcanion: (rhaid cwblhau)

Objectives: (must be completed)

Cyfeirnod Cofrestr Risg Datix a Sgôr Cyfredol: Datix Risk Register Reference and Score:	Not Applicable
Parthau Ansawdd: Domains of Quality Quality and Engagement Act (sharepoint.com)	Not Applicable

Galluogwyr Ansawdd: Enablers of Quality: Quality and Engagement Act (sharepoint.com)	1. Leadership 2. Culture and valuing people
Amcanion Strategol y BIP: UHB Strategic Objectives:	Not Applicable
Amcanion Cynllunio Planning Objectives	Not Applicable
Amcanion Llesiant BIP: UHB Well-being Objectives: Hyperlink to HDdUHB Well-being Objectives Annual Report 2021-2022	6. Contribute to global well-being through developing international networks and sharing of expertise 8. Transform our communities 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 make 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.

Appendix 1 - Register of Chairman's Actions 2024/25

Serial No.	Requesting Department	Details of Request	Cost, where applicable	Date Issued	Date Signed by Chair
132	Operations Directorate	Withybush Hospital(WGH) Reinforced Autoclaved Aerated Concrete (RAAC) – Red RAG Rated Remedial Work at Outpatient Department B (Tender 2) WGH	£1,083,434.21	17.04.2024	08.05.2024

MINUTES OF THE CHAIRS ACTION MEETING 17 APRIL 2024

Date of Meeting: **11:30, Wednesday 17 April 2024**

Venue: **Microsoft Teams Meeting**

Present: Mrs Judith Hardisty, HDdUHB Interim Chair
Cllr Rhodri Evans, Independent Member
Mr Michael Imperato, Independent Member
Professor Philip Kloer, Interim Chief Executive
Mr Andrew Carruthers, Director of Operations,
Mr Lee Davies, Director of Strategy and Planning

In Attendance Mrs Joanne Wilson Director of Corporate Governance/Board Secretary
Mr Julian Wheeler Jones, Discretionary Capital Projects Manager
Ms Karen Richardson, Corporate and Partnership Governance Officer

Withybush Hospital (WGH) Reinforced Autoclaved Aerated Concrete (RAAC) – Red RAG Rated Remedial Work at Outpatient Department B (Tender 2) WGH

Mr Andrew Carruthers presented the request to award the contract to deliver the main contract work for Outpatient Department B (OPD B), WGH in line with Welsh Government guidance. For clarity, Members were advised that the contract would be funded by the £12.8m Welsh Government (WG) allocation received in August 2023 to cover the remedial RAAC repair works and that a number of schemes have been completed during the previous 6 months.

Mr Michael Imperato enquired whether the procurement process was compliant. In response, Mr Julian Wheeler Jones confirmed that the contract is compliant with the NHS Wales Shared Services Partnership's ("NWSSP") Construction Framework West and also the Health Board's Financial Scheme of Delegation.

Cllr Rhodri Evans enquired to the governance process regarding contracts over £1m. In response, Mrs Joanne Wilson confirmed that any contracts over £1m firstly require Board approval followed approval from WG, however due to timing there was a need to convene this meeting and if approved today, the contract will be ratified by Board at its meeting held in public on 30 May 2024.

Professor Philip Kloer requested clarity on the process of selecting the contractor for the RAAC remedial works and requested assurance that this was competitive and transparent. Mr Jones explained the procurement process and the rotational direct award mechanism under the NWSSP Construction Framework West with Swansea Bay University Health Board (SBUHB).

Mrs Judith Hardisty requested an explanation as to how the rotational direct award mechanism works and expressed concerns that this approach is not competitive. In response Mr Jones advised that an external cost advisor was involved in benchmarking and evaluated the bids to ensure value for money and provided assurance in line with WG policy and selection criteria. The outcome is contained within the full tender report.

In response to a query from Cllr Evans relating to cost overruns or delays in the project, Mr Jones confirmed that there was a contingency of 5% under the main contract allocation and outside the main contract works. For any unforeseen circumstances, there has been lessons learnt from the last 6 months cycle which has been utilised for this phase. Further the allocation and availability of the WG funding for the project has been agreed to run over the two financial years.

Cllr Evans enquired as to the rationale for not undertaking a whole market tendering process for each phase instead of awarding to a contractor on a rotational basis from a framework. In response Mr Jones advised that under the frameworks the three lowest contractors tended on sample projects. For assurance, benchmarking data from the original framework submission is available with previous phases of work being completed under budget. In addition, this approach ensures that local contractors are used, with the framework overseen by NWSSP, and approved by Board.

In response to a query from Mrs Hardisty on evidencing value for money, Mr Jones confirmed that each contract is benchmarked. For assurance SBUHB has adopted a number of different frameworks during the previous 13 years, and this has been deemed as best practice, with Carmarthenshire County Council planning to adopt a similar mechanism.

In response to a query from Mrs Hardisty in terms of approval for further remedial works, Mr Jones advised that Curtains engineers have only recently completed the final inspections of the first floor and that another tender for the remaining areas is due to be reported to Board on 30 May 2024.

Professor Kloer did not recall the NWSSP Construction Framework West and questioned whether each piece of work may benefit a particular contractor. Professor Kloer accepted that given the company are on the framework, all contractors should be equal and enquired whether this approach is considered good practice. Mr Jones

advised that it is a mechanism used by SBUHB and has evolved following lessons learnt, however was not in a position to confirm the process for other areas of Wales.

Reflecting on today's discussion Mr Carruthers believed it might be beneficial for a review to be undertaken by Internal Audit in relation to the RAAC remedial works approach in order to determine which method has worked and where lessons can be learnt. However, emphasising that this was an urgent ask to address and required timely interventions. In response Mrs Wilson suggested contacting Capital and PFI to review and given the queries raised today, requested that future papers include more information on the procurement process. Further suggesting that procurement training for the Board be arranged. In terms of lessons learnt, Mr Jones confirmed that an external capital audit relating to RAAC is in its final stages, and that this will feed back to ARAC therefore negating the ask for an internal audit review.

By way of assurance, Mr Jones commented that his team received training from procurement and work closely with procurement teams on all tenders from inception to completion.

Prof. Kloer requested clarification regarding the process for reporting to Board. In response Mrs Wilson advised that the Chairs Action meeting minutes will be appended to the Chairs Report, for Board ratification.

In response to a query relating to the Construction Framework West approved by Board in 2022, Mr Jones confirmed that the framework runs for 4 years and at the 3 year point it will be reviewed and a new framework presented for Board approval and agreed to share framework report with Members.

Recommendation

Members

- **APPROVED** the award of the contract at £1,083,434.21 (excluding VAT) to 'T Richard Jones (Betws) Ltd', with call-off agreement to be prepared and executed by the Health Board.
- **NOTED** that, as the continued structural surveys take place at WGH, the construction framework suppliers will be asked to provide framework costs for the works required on a rotational basis as the requirements at each phase are confirmed.

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

DYDDIAD Y CYFARFOD: DATE OF MEETING:	17 April 2024
TEITL YR ADRODDIAD: TITLE OF REPORT:	Withybush Hospital(WGH) Reinforced Autoclaved Aerated Concrete (RAAC) – Red RAG Rated Remedial Work at Outpatient Department B (Tender 2) WGH
CYFARWYDDWR ARWEINIOL: LEAD DIRECTOR:	Andrew Carruthers, Director of Operations Lee Davies, Director of Strategy & Planning
SWYDDOG ADRODD: REPORTING OFFICER:	Lee Davies, Director of Strategy & Planning

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

This report set out the position with regards to Reinforced Autoclaved Aerated Concrete Planks (RAAC) at the Withybush Hospital (WGH) site.

The surveys undertaken to date of RAAC at the WGH site have identified critical planks in need of intervention works across the hospital site. It includes the remedial works associated with Tender 2 Outpatient Department B (OPD B) in response to the risks identified and the costs to provide corrective action across the 2024/25 financial year.

Funded by Welsh Government support, approval is sought to award the contract to deliver the main contract work for Outpatient Department B (OPD B), in line with Welsh Government guidance.

Cefndir / Background

RAAC is a material used in construction in many buildings between the 1960s and 1990s. Its presence has been confirmed in a range of National Health Service (NHS) properties across the United Kingdom (UK) and includes several properties in Wales. All actions now being undertaken by Hywel Dda University Health Board (HDdUHB) are fully aligned to revised industry guidance which was updated in early 2023.

This new industry guidance is based on more intensive research which has shown that this material has a far lower structural loading capacity than other generic reinforced concrete products. Due to this fact, there is a risk of structural collapse should the product fail. The condition of RAAC Planks has been shown to deteriorate if water is present due to roof leaks, etc, which can compromise the reinforcement bars contained within these planks.

The outcome of the survey to date for the ground floor is that critical planks have been found in concerning numbers. When critical planks are found, the affected areas are urgently supported

with temporary propping to make the areas safe for reoccupation. Where this is not possible due to the number and location of temporary propping, areas will remain empty and closed until remediation is complete. We are working closely with specialist engineers to ensure that we have appropriate systems in place to give assurance as we move forward with this discovery phase.

In addition, we have made arrangements for the temporary reprovision of service until full remediation.

Asesiad / Assessment

The award of capital funding from Welsh Government to HDdUHB in respect of the mitigation of risks identified due to the presence of RAAC at WGH was gained on 29 August 2023, in the sum of £12.8m.

The Contract will be funded via the £12.8m WG funding and is in line with NHS Wales Shared Services Partnership's ("NWSSP") Construction Framework West: HDdUHB - £200k to £2million is compliant with UK/EU procurement legislation.

This Contract Award is also in line with Section 10 of the NHS Wales Infrastructure Investment Guidance. Paragraph 13 (3) of Schedule 2 to the National Health Service (Wales) Act 2006 requires Local Health Boards to obtain Welsh Ministers' consent to acquire and dispose of property and enter into contracts. Contract approvals over £1m for individual schemes will be sought as part of the normal business case submission process where funding from the NHS Capital Programme is required.

The HDdUHB Estates, Facilities and Capital Management directorate seeks to establish a single call-off contract for the provision of RAAC remedial work, WGH at OPD B.

HDdUHB and Swansea Bay University Health Board (SBUHB) established a framework to appoint suitably qualified construction contractors to undertake various packages of minor/intermediate and major works across the Health Boards' entire geographical area via compliant construction frameworks.

The framework is capable of delivering construction projects up to £2m net construction works value threshold and in addition, offering a consistent and predictable programme of work of sufficient scale to attract market interest.

The budget for the contract works is £1,083,434.21 (excluding VAT). This includes work at the following areas at OPD B:

- Same day emergency care (SDEC)
- Pre-assessment
- Audiology
- Podiatry
- Management offices
- Main entrance and OPD B corridors

Element	Cost
Construction works excluding total provisional sums and contingencies	£846,895.63
Total Provisional Sums	£141,500.00
Contingencies	£58,400.71
Main Contractor Overheads & Profit at 3.5%	£36,637.87
Proposed Contract Sum (Excl. VAT)	£1,083,434.21

The outcome of the suppliers' bid based on their written response resulted in a recommendation to award the contract to 'T Richard Jones (Betws) Ltd ', as their bid offered the best fit with the key criteria, could meet the required timescales and offered the best overall value for money.

T Richard Jones (Betws) Ltd submitted a tender for the works for Tender 2 - OPD B in the sum of £1,083,434.21 (excluding VAT).

Argymhelliad / Recommendation

The Board is requested to:

- **APPROVE** award of the contract at £1,083,434.21 (excluding VAT) to 'T Richard Jones (Betws) Ltd', with call-off agreement to be prepared and executed by the Health Board
- **NOTE** that, as the continued structural surveys take place at WGH, the construction framework suppliers will be asked to provide framework costs for the works required on a rotational basis as the requirements at each phase are confirmed.

Amcanion: (rhaid cwblhau)

Objectives: (must be completed)

Cyfeirnod Cofrestr Risg Datix a Sgôr Cyfredol: Datix Risk Register Reference and Score:	1382 1699 1707
Parthau Ansawdd: Domains of Quality Quality and Engagement Act (sharepoint.com)	1. Safe 2. Timely 3. Effective
Galluogwyr Ansawdd: Enablers of Quality: Quality and Engagement Act (sharepoint.com)	Not Applicable
Amcanion Strategol y BIP: UHB Strategic Objectives:	4. The best health and wellbeing for our individuals, families and communities

Amcanion Cynllunio Planning Objectives	8 Estates plans
Amcanion Llesiant BIP: UHB Well-being Objectives: Hyperlink to HDdUHB Well-being Objectives Annual Report 2021-2022	10. Not Applicable

Gwybodaeth Ychwanegol: Further Information:	
Ar sail tystiolaeth: Evidence Base:	Within report
Rhestr Termau: Glossary of Terms:	Within report
Partïon / Pwyllgorau â ymgynhorwyd ymlaen llaw y Cyfarfod Bwrdd Iechyd Prifysgol: Parties / Committees consulted prior to University Health Board:	Health & Safety Committee

Effaith: (rhaid cwblhau) Impact: (must be completed)	
Ariannol / Gwerth am Arian: Financial / Service:	Capital Funding in place to deliver the RAAC remedial works.
Ansawdd / Gofal Claf: Quality / Patient Care:	Direct impact on patient environment.
Gweithlu: Workforce:	Staffing impacts being mapped out by operational site teams with full HR support.
Risg: Risk:	The risk is identified on the corporate risk register. Targeted meetings being arranged to manage the programme, to include development of project specific risk register.
Cyfreithiol: Legal:	Not applicable
Enw Da: Reputational:	High potential for media and political interest. Communication team supporting the programme.
Gyfrinachedd: Privacy:	Not applicable
Cydraddoldeb: Equality:	Not applicable