

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

<b>DYDDIAD Y CYFARFOD: DATE OF MEETING:</b>	30 January 2025
<b>TEITL YR ADRODDIAD: TITLE OF REPORT:</b>	Report of the Chair
<b>CYFARWYDDWR ARWEINIOL: LEAD DIRECTOR:</b>	Dr Neil Wooding, Chair
<b>SWYDDOG ADRODD: REPORTING OFFICER:</b>	Dr Neil Wooding, 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**

**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 Appendix 1), which relates to the approval of the Orthopaedic Independent Sector Contract Awards to the recommended provider Healthcare Business Solutions, in support of additional planned care recovery activity.

**Changes to NHS Regulations**

On 9 December 2024, the Welsh Ministers (WMs) made The Local Health Boards, NHS Trusts and Special Health Authorities (Constitution, Membership and Procedures) (Miscellaneous Amendments) (Wales) Regulations 2024 (the Regulations) that were laid before the Senedd on 11 December 2024 and came into force on 20 January 2025: [National Health Service, Wales – The Local Health Boards, NHS Trusts and Special Health Authorities \(Constitution, Membership and Procedures\) \(Miscellaneous Amendments\) \(Wales\) Regulations 2024](#)

Part 2 of these Regulations amends The Local Health Boards (Constitution, Membership and Procedures) (Wales) Regulations 2009 (S.I. 2009/779 (W. 67)), which make provision concerning the membership and procedures of LHBs in Wales.

Below are the changes that impact specifically on the Health Board:

- Regulation 3(a) and (c) amends the provisions concerning the appointment of Officer Members (Executives) to the Board:
  - The Chief Executive is appointed by the Chair, Vice Chair and Non-Officer Members (IMs); and
  - All Officers (Executives) are appointed by the Chair, Vice Chair, Non-Officer Members (IMs) and the Chief Executive.
- Regulation 3(b) inserts a provision to allow trade unions recognised by the LHB in relation to employment matters to make nominations (two) for the position of trade union member (IM). The WMs will then select and appoint one of the two nominations (similar to the University IM appointment).
- Regulation 4 amends the eligibility requirements for members who are, or have recently been, employed by NHS bodies in Wales with amended definitions of LHBs and NHS Trusts, whilst also inserting provision for those employed by Special Health Authorities. This makes it equitable for HBs who were previously not included in this provision (in error) – this means that an employee of a LHB cannot be appointed as an IM for at least one year after they left the NHS.
- Regulation 5 amends the number of days required for notice of board meetings - from 10 days to 5 days.

### **Neurorehabilitation Gardening Group in Pembrokeshire**

Individuals living with the effects of brain injury and neurological conditions have praised the positive impact of Pembrokeshire's first therapeutic neurorehabilitation gardening group. The group is run by the Health Board's community neuro-rehabilitation service, in a partnership with Scolton Manor Park. The group provides adapted gardening and outdoor activities for eligible patients as part of their community neurorehabilitation. Following a successful six-week pilot in 2021, participants named themselves the Heads-Up Gardening Group (HUG) with further seasonal groups continuing throughout 2024 with varied gardening activities. The group has seen positive patient outcomes, with individuals moving on from the group to voluntary roles, returning to work and embarking on other life goals. The team is now in the process of evaluating the impact on individuals' recovery and rehabilitation as HUG approaches its eleventh cohort and is due to restart again in spring 2025.

### **Death of Ceredigion Fundraiser**

Rhythwyn Evans, a farmer from Silian, Ceredigion, recently passed away at the age of 95. He celebrated his 91st birthday by walking around his house 91 times, raising over £50,000 for Hywel Dda Charities during the COVID-19 pandemic.

### **Deaths in Service**

I am very sad to report the death of three respected colleagues. Simon Hatch worked as a Health Records Clerk in Medical Records, Prince Philip Hospital, having been employed by the Health Board since 2019. Amanda Thomas, Staff Nurse in Intensive Care at Bronllais Hospital, sadly passed away having been employed by the Health Board since 2018. Ellenor Lowther, Health Care Support Worker on ACDU at Wityhush General Hospital, sadly passed away having been employed by the Health Board since February 2021.

I wish to express my sincere condolences on behalf of the Board and the organisation to family, friends and colleagues of Simon, Amanda and Ellenor.

## **Board Seminar 12 December 2024**

### **Equality, Diversity and Inclusion Board Workshop Discussion**

Members noted the importance of recognising the systemic nature of inequalities and intersectionality, and thus the strategic leadership required. Insights and example studies gathered from the Health Board were shared, with each group asked to identify questions to enable further discussion around equality, diversity, and inclusion. A Task and Finish Group will be established to review the outcomes from each group.

### **Prevention Return on Investment**

Members noted the distinction between public health and population health, with discussions around the cost of delivering services in contrast to the cost of prevention. A 20-4-7 population health approach, which focuses on the lowest 20% Welsh Index of Multiple Deprivation (WIMD) areas, the 4 key risk factors and the top 7 disease areas was discussed. The goal of this initiative is to promote aspirations for personal health within the community and to encourage individuals to access healthcare services. To accomplish this, it may be advantageous to establish Programme Groups to enhance visibility throughout the organisation.

### **Strategy Next Steps**

Members received a presentation setting out the background to the existing strategy and the rationale for a refresh. The groups discussed a series of questions in order to reach a consensus on the need, scope and approach in terms of the next steps.

### **Key Meetings**

I have attended the following meetings:

- Quarterly Review meeting with Cabinet Secretary
- Chairs Assurance Meeting with Cabinet Secretary
- Hywel Dda University Health Board (HDdUHB)/Swansea Bay University Health Board (SBUHB) Joint Commissioning Committee Meeting
- Chairs Meeting with the Chair of the Ministerial Advisory Group for Performance and Productivity
- Chairs Peer Group Meeting
- Chair and CEO Assurance Meeting with Cabinet Secretary

### **Events/ Visits**

#### **Minister for Mental Health and Wellbeing Visit**

On 21 November 2024, Sarah Murphy MS, Minister for Mental Health and Wellbeing, visited the Health Board's Psychological Wellbeing Centre in Carmarthen. During her visit, Sarah learnt about the joint pathways and psychological therapy and support accessible for parents and their babies from the Perinatal Mental Health Service in collaboration with staff from the Neurodiversity Services. The visit showcased the amazing collaborative and innovative work within our Perinatal mental health and Neurodivergence services and provided an opportunity to hear how the service supported new mothers when they feel most vulnerable.

#### **Carmarthen Health and Wellbeing Hwb Milestone Event**

On 12 December 2024, I attended the Carmarthen Health and Wellbeing Hwb Milestone Event, alongside Health Board colleagues. The event was an opportunity for members of the public to receive an update on Carmarthen Health and Wellbeing Hwb, as well as to provide an overview of the vision, concept and opportunities. Engaging with the public is essential to this development, ensuring that the local community continues to be at the centre of the project.

## **Welsh Government Cabinet Secretary's Visits**

On Friday 24 January the Cabinet Secretary, Jeremy Miles MS, visited Bronglais General Hospital (BGH), this being his first visit to the hospital. During his visit, the Cabinet Secretary visited the hospital's A&E. Following this visit to BGH, the Cabinet Secretary visited the Cardigan Integrated Care Centre where he visited the Same Day Urgent Care (SDUC) service.

A further visit by the Cabinet Secretary has been planned for Thursday 6 February 2025, where he will officially open the new Maternity and Special Care Baby Unit in Glangwili General Hospital (GGH), meeting clinical teams and key staff and partners involved in planning the building work, before continuing to Wthybush General Hospital, to visit the new Acute Frailty Unit.

## **Ministerial Advisory Group Meeting**

Members of the Ministerial Advisory Group (MAG) on NHS Wales Performance and Productivity visited GGH on the morning of 21 January 2025, as part of a programme of visits to Welsh Health Boards to discuss the following key service areas: Urgent and Emergency Care, Planned Care and Cancer and Diagnostics. The visit involved members of the Health Board Executive Team and consisted of an initial meeting between the MAG, the Chair, Vice Chair and Executive Team, followed by separate meetings between members of the Advisory Group and Lead Executives and operational and clinical teams for the various service areas. I would like to thank all those who have been involved with supporting and arranging the visits.

## **Board Development Session**

On 9 January 2025, the Board met for a Board Development session. The purpose was to discuss the progress made during 2024 and, as a Board, examine and explore how best to optimise value and contribution going forward.

## **Celebrating Success/Awards**

### **Chairs Commendation Awards**

- **Compassion Award**

For an individual who has demonstrated compassion to an exemplary level and worked above and beyond the normal requirements of their role to ensure that people are at the heart of everything they do.

<b>July 2024</b>	<b>August/September 2024</b>
Compassion Award Winner <i>Karen Thomas and Zoe Paul-Gough</i>	Compassion Award Winner <i>Melanie Richards</i>
Compassion Award Highly Commended <i>Josephine Dyer and Alayne Morgan</i>	Compassion Award Highly Commended <i>Alexandra Rogers and Diane Lewis</i>

- **Collaboration Award**

For an individual who has demonstrated an exceptional ability to foster collaboration, communication and co-operation among partners, colleagues and stakeholders.

<b>July 2024</b>	<b>August/September 2024</b>
Collaboration Award Winner <i>Susan Smith</i>	Collaboration Award Winner <i>Emily Evans</i>

Collaboration Award Highly Commended  
*Donna Jones and Professor Ken Woodhouse*

Collaboration Award Highly Commended  
*Wellbeing Champions and Rachel Pinion*

• **Development & Innovation Award**

For an individual who has significantly improved a work process or system / has significantly increased the efficiency of an operation, department or team unit.

<b>July 2024</b>	<b>August/September 2024</b>
Development & Innovation Award Winner <i>Christine Wilton</i>	Development & Innovation Award Winner <i>Tracey Thomas</i>
Development & Innovation Award Highly Commended Emergency and Urgent Care Centre (EUCC) Reception Team, Bronglais Hospital (BGH)	Development & Innovation Award Highly Commended <i>Christian Morris and Kerry Gilbert</i>

**Long Service Awards**

In 2019, the Long Service Awards were introduced 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. The aim was to celebrate staff who have reached milestones working within the NHS. Our Independent Members have been privileged to meet the following individuals personally to present them with their award, listen to their experiences during their 40 years of service and to thank them on behalf of the Board.

<b>Employee</b>	<b>Position/Location</b>
Marina Evans	HCSW, Tregaron Community Hospital
Harvey Boswell	Estates, Withybush Hospital (WGH)
Stephen Doncaster	Estates, WGH
Angela Lodwick	Assistant Director, Mental Health & Learning Disabilities
Jane Stoneman	Community Midwife, Llanelli Locality
Caroline Davies	Learning Disability Nurse, Ceredigion
Fiona Lordon	Registered Nurse, Ward 10
Alison Jane Edwards	Ophthalmology, WGH
Sian Willard	Childrens Community Nurse, St Anne's, St David's Park, Carmarthen
Susan Jones	Registered Nurse, Glangwili Hospital (GGH)
Debbie Carruthers	Ward Clerk, Ward 11, WGH
Amanda Williams	Healthcare Support Worker, CDU, GGH
Sian Fox	Community Nurse DATIX Governance, Ty Bryngwyn, PPH
Delith Nelson	Registered Nurse, Theatres WGH

**Investing in Carers Award**

The Investors in Carers (IiC) scheme is designed to help health, social care, third sector and other organisations focus on, and improve, their carer awareness and the help and support they give to carers. The teams who received their IiC awards recently are from across a range of services provided by the Health Board, as follows:

- Pulmonary Rehabilitation Team, covering all three counties - Silver Level Award
- Ceredigion Community Team, Learning Disabilities - Silver Level Award
- Ashgrove Medical Centre, Carmarthenshire – Bronze Level Award

- Ceredigion Local Primary Mental Health Support Service - Bronze Level Award
- Carmarthenshire Local Primary Mental Health Service - Bronze Level Award
- Community Children’s Nursing Service - Bronze Level Award
- Ty Bryngwyn Hospice, Llanelli - Bronze Level Award
- Children and Young People’s Neurodevelopmental Team, covering all three counties - Bronze Level Award
- Ty Cymorth Bereavement Counselling Services, Carmarthenshire - Bronze Level Award

Being awarded liC awards is a clear demonstration of the teams’ commitment to recognising and supporting the rights of unpaid carers.

### Queen’s Nursing Institute Award

Megan Ware, a Learning Disability Children’s Community Nurse, received the 'Dame Elizabeth Fradd Memorial Prize for Outstanding Achievement' from the Queen’s Nursing Institute. This annual award recognises the top student in the Specialist Practice Qualification in community children's nursing across Wales, England, and Northern Ireland. Established in 2024 to honour Dame Elizabeth Fradd, the prize acknowledges Megan's hard work, innovation, and encouragement in her field, as well as her high clinical standards throughout the course. She was nominated by a lecturer from the University of South Wales for her inspirational impact on future practitioners.

### Careers Wales Valued Partner Awards

Members of the Learning and Development team won the outstanding achievement award from Careers Wales for the work undertaken in relation to school engagement and work experience touching the lives of over 9000 young people.

### Independent Member Update

I am pleased to announce that, following approval by the Minister for Health and Social Services:

- Ann Murphy has been re-appointed as Independent Member (Trade Union) from 9 January 2025 until 8 January 2028
- Winston Weir has been re-appointed as Independent Member (Finance) from 1 April 2025 until 31 March 2029
- Interviews will take place on 5 March 2025 for the recently advertised IM (Community) role

### Argymhelliad / Recommendation

The Board is asked to:

- **RATIFY** the Orthopaedic Independent Sector Contract Awards approved under the Chair’s Action to the recommended provider Healthcare Business Solutions (Appendix 1).
- **SUPPORT** the work engaged in by the Chair since the previous meeting and note the topical areas of interest.

### Amcanion: (rhaid cwblhau)

### Objectives: (must be completed)

Cyfeirnod Cofrestr Risg Datix a Sgôr Cyfredol: Datix Risk Register Reference and Score:	Not Applicable
Parthau Ansawdd:	Not Applicable

Domains of Quality <a href="#">Quality and Engagement Act (sharepoint.com)</a>	
Galluogwyr Ansawdd: Enablers of Quality: <a href="#">Quality and Engagement Act (sharepoint.com)</a>	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: <a href="#">Hyperlink to HDdUHB Well-being Objectives Annual Report 2021-2022</a>	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 Termiau: 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)

<b>Ariannol / Gwerth am Arian:</b> <b>Financial / Service:</b>	No impact
<b>Ansawdd / Gofal Claf:</b> <b>Quality / Patient Care:</b>	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.
<b>Gweithlu:</b> <b>Workforce:</b>	No impact
<b>Risg:</b> <b>Risk:</b>	No impact

<b>Cyfreithiol: Legal:</b>	No impact
<b>Enw Da: Reputational:</b>	No impact
<b>Gyfrinachedd: Privacy:</b>	No impact
<b>Cydraddoldeb: Equality:</b>	No EqIA is considered necessary for a paper of this type.



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

<b>Serial No.</b>	<b>Requesting Department</b>	<b>Details of Request</b>	<b>Cost, where applicable</b>	<b>Date Issued</b>	<b>Date Signed by Chair</b>
<b>135</b>	<b>Operations Directorate</b>	Orthopaedic Independent Sector Contracts Awards	<b>£1,203,400</b>	<b>27.11.2024</b>	<b>11.12.2024</b>

## MINUTES OF THE CHAIRS ACTION MEETING 11 DECEMBER 2024

Date of Meeting: **13:00, Wednesday 11 December 2024**

Venue: **Microsoft Teams Meeting**

Present: Neil Wooding, HDdUHB Chair  
Eleanor Marks, HDdUHB Vice Chair  
Maynard Davies, Independent Member  
Rhodri Evans, Independent Member

In Attendance Phil Kloer, Chief Executive Officer  
Andrew Carruthers, Chief Operating Officer  
Joanne Wilson Director of Corporate Governance/Board Secretary  
Keith Jones, Director of Operational Planning & Performance  
Sian Jenkins, Deputy Director of Finance  
Karen Richardson, Corporate and Partnership Governance Officer

Members noted the rationale for convening a Chairs Action meeting, with Mrs Joanne Wilson confirming that the meeting met the requirements of Standing Orders.

Mr Keith Jones advised that the Health Board had received an additional allocation of £6.3m of funding from Welsh Government (WG) to reduce 104 week waits in Orthopaedics and Ophthalmology, alongside an additional £0.5m to support the Health Board in addressing diagnostic waits. However, for Orthopaedics external support from independent sector providers is required and due to the contract being in excess of £1m, Chairs Action is required to award the contract, with the following noted:

- An award has been secured for an in-source provider, marking a shift from the historical reliance on outsourcing to external hospitals.
- The provider will utilise spare theatre capacity on weekends to meet treatment volume requirements by 31 March 2025.
- The proposed contract spans two years, starting with the next three months and continuing through the entirety of the following year.
- The total contractual value is projected to exceed £1m based on an indicative 400 cases, with an expectation of delivering around 200 cases by 31 March 2025.
- The contract ratification process adhered to NHS Wales frameworks and involved a mini-competition among interested providers, with five submitting firm interests.

- Healthcare Business Solutions (HBS) was unanimously recommended by the evaluation panel due to their higher technical scores and confidence in meeting volume delivery and governance standards.
- The recommendation emphasises HBS strong capability and assurance in clinical governance, distinguishing them from other bidders.

Ms Eleanor Marks queried whether the need for insourcing is due to a lack of workforce capacity. In response Mr Jones confirmed that historically the Health Board has relied on external providers due to a lack of internal capacity to undertake these procedures. In terms of escalation, insourcing will be less expensive than outsourcing. For clarity, the fees reflected in the report are the workforce costs (circa £3k per procedure), with additional costs (circa £2k per procedure) to be incurred by the Health Board.

In response to a query from Mr Maynard Davies, Mr Jones confirmed that this relates to inpatients on a dedicated ward in Prince Philip Hospital waiting for procedures, therefore will not impact on bed capacity. However, these are being currently delayed due to not having sufficient surgeons and theatre staff.

In response to a further query from Mr Davies, Mr Jones advised that due to the tight timescale, whilst there is a pathway to reach the target, with significant work being undertaken by the operational teams; there is a risk of delivery risk of circa 100 patients. WG are aware of this risk to delivery.

Members discussed the approval for a contract that will extend into the new financial year, with funding available for the fourth quarter of 2024-2025. It was clarified that while the contract may continue after March 2025, the Board's financial liability is limited to the services actually drawn down, meaning there will be no additional financial responsibility unless the services are utilised, in essence meaning the Health Board only pays for the services that are provided.

In response to a query from Councillor Rhodri Evans regarding a previous working relationship with HBS, Mr Jones advised that this is the first time the Health Board has utilised an insource provider. However commented that the provider has worked with Swansea Bay University Health Board (SBUHB) during the last 18 months, with positive feedback received, adding that the provider is on the NHS Wales Framework Agreement for Outsourcing/Insourcing of Clinical, Surgical & Diagnostic Services. It should be noted that in order to be approved, providers are required to meet certain standards and provide evidence of good outcomes.

Mr Davies enquired whether this contract would have a financial implication on meeting our statutory target of £64m this financial year. Mr Jones confirmed that a detailed financial plan has been developed and that taking this approach will not impact on operating within the allocation received.

Members accepted that in the context of reducing waiting this, this approach is a necessary action to achieve this.

In response to a query from Cllr Evans, Mrs Joanne Wilson confirmed that as the provider is on the Wales framework, WG approval is not required with procurement providing confirmation.

In terms of the planning process for 2025/26, Mr Andrew Carruthers advised that options are being considered in order to provide additional activity and reduce the Health Board's reliance on the independent sector.

In summary, Mr Jones confirmed that the contract relates to utilising theatre space at weekend's and that the team is exploring opportunities for Health Board staff to facilitate in this, which could provide an additional safeguard.

### **Recommendation**

The Chair on behalf of the Board and in consultation with IMs agreed to use Chair's Action and:

- **APPROVED** the award of the recommended contract to the recommended provider Healthcare Business Solutions
- **NOTED** that any contracts awarded under the Chair's Action process will be reported to Board on 30 January 2025 for ratification.

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

<b>DYDDIAD Y CYFARFOD: DATE OF MEETING:</b>	11 December 2024
<b>TEITL YR ADRODDIAD: TITLE OF REPORT:</b>	Requirement for Chair's Action to approve additional orthopaedic independent sector contract awards in support of additional planned care recovery activity.
<b>CYFARWYDDWR ARWEINIOL: LEAD DIRECTOR:</b>	Andrew Carruthers, Chief Operating Officer
<b>SWYDDOG ADRODD: REPORTING OFFICER:</b>	Keith Jones, Director of Operational Planning & Performance

**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**

On 11 November 2024, Welsh Government (WG) approved an additional allocation of £6.3m of funding to reduce 104 week waits in Orthopaedics and Ophthalmology, alongside an additional £0.5m to support the Health Board in addressing diagnostic waits.

The Health Board requires external support from independent sector providers to reduce waiting times in both the above specialties. Independent sector contracts with a financial value in excess of £1m require Board approval.

Given the timing of the funding award, delay in the approval of additional contracts until the next Public Board meeting in January 2025 will compromise delivery of the Health Board's waiting times recovery ambitions due to the reduced time period remaining in which to secure treatments for the target cohort of patients who will otherwise breach the 104 week waiting times threshold at 31 March 2025.

To support mitigation of this risk, Chair's action will unfortunately be required to facilitate the timely award of contracts. These will be retrospectively reported to Board in January 2025.

**Cefndir / Background**

Board will be aware from regular Integrated Performance Assurance Reports of the forecast breach volumes highlighted in respect of the Ministerial Priority Referral to Treatment (RTT) 104-week Total Pathway waiting times target at 31 March 2025.

Despite positive progress achieved across the range of specialties, the Health Board has outlined the following year end forecast breach volumes to Welsh Government

- Orthopaedics - forecast 527 breach risk
- Ophthalmology - forecast 300 breach risk.

On 21 August 2024, the Director General for Health & Social Care in Wales invited Health Boards to submit proposals to access additional recovery funding to support resolution of forecast breach volumes by 31 March 2025. In response, on 2 September 2024, the Health Board submitted proposals to access additional recovery funding to support resolution of the above forecast breach volumes (along with proposals to mitigate Diagnostic Direct Access and related Single Cancer Pathway Radiology diagnostic pathway risks).

Proposals were based on an anticipated 6-month delivery plan commencing October 2024 and are summarised below:

<b>Table 1: Recovery funding required based on 6 month delivery plan commencing October 2024</b>		
<b>Service</b>	<b>Proposal</b>	<b>Additional Funding Required £m</b>
Orthopaedics	Additional independent sector capacity (est. 527 arthroplasty patients)	5.90
Ophthalmology	Additional independent sector capacity (est. 300 cataract patients)	0.42
Radiology	Locum recruitment x 3 Extended insource contract (NOUS) Mobile MRI Additional internal scanning & reporting lists	0.78
<b>Total</b>		<b>7.10</b>

Following a request for additional supporting information, the Health Board received final confirmation of the additional allocation granted on 11 November 2024. This allocation provides an additional non-recurrent £6.3m to support resolution of forecast breaches in Orthopaedics and Ophthalmology by 31 March 2025.

The allocation letter also confirmed the provision of £0.5m to support diagnostic recovery.

As opportunities to increase internal core capacity in both Orthopaedics and Ophthalmology beyond current planned levels are limited due to workforce availability, delivery plans are heavily predicated on securing supplementary capacity via the independent sector. Whilst the Health Board has existing commissioning arrangements in place with some independent sector providers to support current delivery plans in both specialties, additional providers will be required to support delivery of the required volumes of Orthopaedic hip/knee arthroplasty procedures.

In anticipation of potential approval of the Health Board's proposals, an Expression of Interest (EOI) exercise was commenced in October 2024 with approved independent sector providers on the NHS Wales Framework to establish likely interest and available capacity to support the Health Board with both outsource and insource delivery solutions. Following confirmation of the additional allocation on 11 November 2024, tenders for those additional providers who expressed an interest were issued with evaluation of delivery proposals from interested providers scheduled for week commencing 2 December 2024.

Treatment of Orthopaedic patients via independent sector providers with whom the Health Board has existing commissioning arrangements re-commenced in November 2024 following confirmation of the additional allocation. These contracts have previously been approved in accordance with Health Board financial procedures.

However, as patient treatments with any additional, newly commissioned independent sector providers are unlikely to commence before 2 January 2025, risks to full resolution of the forecast Orthopaedic patient breach volumes by 31 March 2025 have consequently increased due to the reduced delivery timeframe remaining. Efforts to mitigate this delivery risk are being actively explored.

Risks to full delivery of the additional Ophthalmology delivery volumes by 31 March 2025 are low.

Therefore, to enable rapid decision making and contract awards to additional independent sector providers and to avoid further delays in plans for Orthopaedic patient treatment, Chair's action is unfortunately required to approve the award of additional contracts where the contractual value exceeds £1m.

### **Asesiad / Assessment**

The Health Board has existing commissioning arrangements until 31 March 2025 for outsourced Orthopaedic arthroplasty treatments with two independent sector providers:

- BMI (Werndale)
- Practice Plus Group (Emerson's Green, Bristol).

These contracts have previously been approved in accordance with Health Board financial procedures.

As the above independent sector providers do not have the total capacity to support the Health Board's full Orthopaedic delivery requirements before 31 March 2025, an EOI was conducted with approved independent sector providers on the NHS Wales Framework to establish potential interest and available outsource and insource capacity to support the additional treatment volumes required.

### **Outsource Solutions**

Based on the positive EOI responses received, two additional independent sector providers were invited to submit tenders for outsourced treatments following WG confirmation of the additional allocation on 11 November 2024. Disappointingly, both providers elected not to pursue their interest and no tender submissions were received.

### **Insource Solutions**

To maximise delivery opportunities, a separate EOI exercise was undertaken to seek independent sector provider interest and workforce capacity to deliver an alternative insource solution whereby activity would be delivered by independent sector staff via Health Board facilities.

In response to the EOI invitation, 15 independent sector providers submitted positive responses. Each of these providers were then invited to submit tenders via a mini-competition tender exercise in accordance with the NHS Wales Framework Agreement for Outsourcing/Insourcing of Clinical, Surgical & Diagnostic Services with a closing date of 3

December 2024. In response, 5 independent sector providers returned completed tenders by this date.

The outcome of the Orthopaedic EOI assessments conducted is summarised below:

Type	Provider
Insource	<ul style="list-style-type: none"><li>• 18 Weeks Support</li><li>• Gutcare.org Ltd</li><li>• Healthcare Business Solutions</li><li>• Medacs Healthcare</li><li>• SHS Partners Surgical Ltd.</li></ul>

Acceptance and approval of any tender returns with a contractual value which exceeds the £1m threshold requires Board level approval.

The tender specification included in the invitation to tender was based on an indicative contract volume of 400 procedures due to the anticipated requirement for continued support during 2025/26, subject to the availability of an agreed financial resource to support activity during 2025/26.

Providers were invited to submit tenders to include the cost of procedures and supporting pre/post operative outpatient assessments. Non-pay costs including implants, consumables and equipment were excluded from the tender specification as these would be provided & resourced by the Health Board.

For the 3 month period January-March 2025, capacity for an approximate 200 procedures has been identified.

In accordance with the NHS Wales Framework, each of the returned tenders was evaluated against a set of weighted decision criteria based on technical considerations, social value, and cost. The Contract Ratification Appendix 1 describes the detail of the evaluation process followed and the recommended outcome. The evaluation was conducted by a representative team of operational and clinical managers as specified in the Contract Ratification document.

In line with the scores achieved using the evaluation criteria, the evaluation team recommend that a contract is awarded to Healthcare Business Solutions.

Based on an indicative contract volume of 400 procedures, the total contract value is £1,203,400 ex VAT as detailed in the table below:



**Table 3 – Total Contract Value**

Volume	HRG Code	HRG Description	Healthcare Bus Solutions	
			Procedure	Total
200	HN22E	HN22E - very major knee procedures for non-trauma with CC score 0-1	£2,792.00	
200	HN12F	HN12F - very major hip procedures for non-trauma with CC score 0-1	£2,803.20	
400		Pre-Assessment Appointment	£70.30	
400		New/Consent Appointment	£70.30	
400		Post Op Follow-Up Appointment	£70.30	
		Total Procedure and Non-Procedure Costs for HN22E	£3,002.90	£ 600,580.00
		Total Procedure and Non-Procedure Costs for HN12F	£3,014.10	£ 602,820.00
		Total Cost Exc VAT	£6,017.00	£ 1,203,400.00

As the total contractual value exceeds £1m, Chair's action is now requested to enable rapid approval and award of the recommended contract to the successful provider in order to maximise the volume of patients to be treated by 31<sup>st</sup> March 2025.

Approval, therefore, is sought to award the contract to the successful bidder, Healthcare Business Solutions for a contract term of fifteen (15) months, 1 January , 2025 – 31 March 2026, including an option to extend for a further twelve (12) months to 31 March 2027.

The outcome will be retrospectively reported to the January 2025 Board meeting.

### Argymhelliad / Recommendation

Chair's action is requested to:

1. **Approve** the award of the recommended contract to the recommended provider Healthcare Business Solutions
2. **Note** that any contracts awarded under the Chair's Action process will be reported to Board on 30 January 2025 for ratification.

### Amcanion: (rhaid cwblhau)

#### Objectives: (must be completed)

Cyfeirnod Cofrestr Risg Datix a Sgôr Cyfredol: Datix Risk Register Reference and Score:	Corporate Risk 1842 (Current Score 15)
Parthau Ansawdd: Domains of Quality <a href="#">Quality and Engagement Act (sharepoint.com)</a>	2. Timely 3. Effective 6. Person-Centred
Galluogwyr Ansawdd: Enablers of Quality: <a href="#">Quality and Engagement Act (sharepoint.com)</a>	Not Applicable

Amcanion Strategol y BIP: UHB Strategic Objectives:	5. Safe sustainable, accessible and kind care
Amcanion Cynllunio Planning Objectives	4 Planned care, diagnostics and cancer Recovery
Amcanion Llesiant BIP: UHB Well-being Objectives: <a href="#">Hyperlink to HDdUHB Well-being Objectives Annual Report 2021-2022</a>	4. Improve Population Health through prevention and early intervention, supporting people to live happy and healthy lives

<b>Gwybodaeth Ychwanegol: Further Information:</b>	
Ar sail tystiolaeth: Evidence Base:	Enabling action to support further recovery of long waiting times.
Rhestr Termiau: Glossary of Terms:	Contained within the report
Partion / Pwyllgorau â ymgynhorwyd ymlaen llaw y Cyfarfod Bwrdd Iechyd Prifysgol: Parties / Committees consulted prior to University Health Board:	N/A (due to requirement for urgent action following Welsh Government approval of additional recovery allocation)

<b>Effaith: (rhaid cwblhau) Impact: (must be completed)</b>	
Ariannol / Gwerth am Arian: Financial / Service:	Referenced in the report
Ansawdd / Gofal Claf: Quality / Patient Care:	Inability to maximise the volume of patients who can be treated prior to March 2025 if approval is not granted.
Gweithlu: Workforce:	N/A
Risg: Risk:	Proposal will reduce risk of delays in patient treatments.
Cyfreithiol: Legal:	N/A
Enw Da: Reputational:	Inability to maximise the volume of patients who can be treated prior to March 2025 if approval is not granted.

<b>Gyfrinachedd: Privacy:</b>	N/A
<b>Cydraddoldeb: Equality:</b>	Proposal would increase the volume of patients who can be treated according to length of wait.

## NWSSP PROCUREMENT SERVICES - CONTRACT RATIFICATION BRIEFING

<b>Contract:</b>	<b>HDD-MIN-54747 – Insourcing of Trauma &amp; Orthopaedic Procedures (Hips &amp; Knees)</b>
<b>Contract period:</b>	<b>January 1<sup>st</sup>, 2025 – March 31<sup>st</sup> 2026, including possible extension of twelve (12) months to 31<sup>st</sup> March 2027.</b>
<b>No of tenders issued:</b>	<b>Fifteen (15)</b>
<b>No of tenders received:</b>	<b>Five (5)</b>
<b>Value of current contract:</b>	<b>N/A</b>
<b>Proposed value of new contract:</b>	<b>£ 1,203,400 exc VAT</b>

### 1. Contract Overview

Hywel Dda University Health Board seek to commission insourcing services to support with Welsh Government referral to treatment times for trauma and orthopaedic. Speciality includes orthopaedic joint replacement for hips and knees procedures.

The Scheduled Care Division provides a wide range of services including Orthopaedic services, which delivers a combined total of approximately 21,000 new, minor op and follow up outpatient attendances.

The COVID pandemic has led to an increased patient backlog which needs to be addressed via internal and external activity plans. In 2024/2025 onwards, the commissioning Health Board faces capacity challenges in recovering this position and is therefore seeking to Insource some of this activity.

Having exhausted internal options, the Health Board has had to consider using an external provider to create capacity in order that treatment backlogs can be delivered. A prime concern for the Health Board is to treat patients as close to home as possible, and therefore deliver an insourcing solution.

The commissioning Health Board is inviting bids from suitably qualified providers to deliver an Insourced package for:

- An estimated volume of up to 400 cases for Orthopaedic hips and knees procedures. Full packages of care are expected to be delivered, to include pre-assessment, treatment, and follow-up, as necessary.

Volumes are not guaranteed and will largely be determined by funding availability, patient cohort, and capacity of the provider(s).

## **2. Contract Process**

### Route to Market

The contract will be initiated utilising NHS Wales's Framework Agreement for Outsourcing/Insourcing of Clinical, Surgical & Diagnostic Services (OJEU ref PRO-OJEULT-50776) under Lot 2a Insourcing (mini competition).

This framework includes twenty-three (23) potential providers who had achieved inclusion onto the framework following a compliant qualification process for outsourcing of orthopaedic specialities.

### Expressions of Interest

To determine market capacity, an expression of interest (EOI) activity was undertaken via the Bravo e-tender Wales portal on October 18<sup>th</sup>, 2024, under reference HDD-MIN-57547.

All providers eligible to respond under the orthopaedic speciality were invited to respond to the EOI.

EOI were closed midday on October 24<sup>th</sup>, 2024. Of the twenty-three (23) providers invited to submit responses, fifteen positive responses (15) were received. Reviewing the suppliers who declined or did not respond, one (1) response noted on the EOI that they were declining to participate on this occasion stating 'Regrettably, due to capacity, we need to opt-out on this occasion. We do however look forward to being able to support the Health Board with future contracts.'. A further seven (7), did not reply and did not provide a reason for this decision.

The providers who responded positively were:

1. 18 Week Support
2. Caredig Healthcare Group
3. Gutcare.org Ltd
4. Healthcare Business Solutions
5. ID Medical Group Ltd
6. Key Performance International Healthcare Ltd
7. Medacs Healthcare PLC
8. Medinet Wales Ltd
9. Outpatient Network
10. Pertemps Medical Ltd
11. Portland Clinical Ltd
12. SHS Partners Surgical Ltd
13. Sirona Medical Ltd
14. The Endoscopy Group
15. Your World Recruitment Ltd

## Mini Competition Issued

The mini competition and embedded output-based specification, under reference HDD-MIN-57547, was issued to the fifteen (15) providers named above via Bravo e-tender Wales portal on November 18<sup>th</sup>, 2024, with a return date of December 3<sup>rd</sup>, 2024.

Of the fifteen (15), eight (8) did not respond, two (2) declined to respond but did not state a reason and bid were received from five (5) providers.

Bids were received from the following providers:

1. 18 Week Support
2. Gutcare.Org
3. Healthcare Business Solutions
4. Medacs Healthcare
5. SHS Partners Surgical Ltd

## **6. Tender Evaluation**

To provide a quantifiable method of evaluating the qualitative aspects of the bids, a set of weighted decision criteria were produced based on Technical, Social Value, and Cost.

Bids were evaluated against the agreed Award Criteria, as detailed below. The bidder that is judged to offer the most economically advantageous tender and the best combination of value for money and quality of service will be awarded the contract. Bids were evaluated on the basis of pre-determined criteria, which are listed below.

<b>Criteria</b>	<b>% Weighting</b>
<b>Mandatory Questions</b>	<b>Pass/Fail</b>
<b>Technical Response</b>	<b>55%</b>
<b>Social Value (scores were awarded at the outset of the framework)</b>	<b>15%</b>
<b>Commercial Response</b>	<b>30%</b>

Details of the award criteria and the scoring methodology were included in the mini competition document issued to the market.

## **7. Evaluation Scores**

Bids received were scored by a cross section evaluation team that included:

<b>Name</b>	<b>Job Title</b>
Stephanie Hire	General Manager Scheduled Care
Ken Harries	Consultant
Lianne Gregory	Service Delivery Manager
Amorelle Jones	Service Delivery Manager (Performance & Transformation)

Mollie Preece	Service Delivery Manager (Elective Surgery Waiting List)
Sharon Morris	Service Support Manager

The evaluation process was facilitated by Gemma Deverill and Lucy Hill from the NWSSP HD Frontline Procurement team, with the bidder responses being evaluated in accordance with the evaluation criteria set out in the mini competition document.

The evaluation methodology was prescribed within the mini competition with regards to meeting the output-based specification, and an assessment of the sustainability and overall value for money.

Cost was scored on a comparative basis with the lowest tender receiving 100% of the available marks (following weighting). All other bids will be compared against that lowest bid.

### Summary of Score

Whilst the majority of bidders demonstrated a high standard within their technical proposal, Healthcare Business Solutions scored highest due to the quality of response which was comprehensive and provided clarity and assurance in line with Health Board expectations.

The Social Value score awarded to each bidder was determined at the outset of NHS Wales's Framework Agreement for Outsourcing/Insourcing of Clinical, Surgical & Diagnostic Services. These scores were not subject to change.

Costs were determined against the National Tariff, with providers unable to bid in excess of the percentage cap committed to at the outset of NHS Wales's Framework Agreement for Outsourcing/Insourcing of Clinical, Surgical & Diagnostic Services.

Taking Technical, Social Value and Cost into consideration, the scores outlined below were unanimously agreed by the evaluation team.

		18 Week Support	Gutcare.org	Healthcare Business Solutions	Medacs Healthcare	SHS Partners Surgical Ltd
	Level 1 Weighting	Weighted Score	Weighted Score	Weighted Score	Weighted Score	Weighted Score
Technical	55%	35.00%	38.00%	43.00%	37.00%	18.00%
Social Value	15%	7.50%	7.50%	11.00%	15.00%	7.50%
Commercial	30%	30.00%	26.17%	28.27%	24.32%	23.09%
<b>Total</b>	<b>100%</b>	<b>72.50%</b>	<b>71.67%</b>	<b>82.27%</b>	<b>76.32%</b>	<b>48.59%</b>
<b>Rank</b>		3	4	1	2	5

## 8. Financial Implications

18 Week Support scored the maximum 30% in the commercial section quoting 37.27% of the national tariff for HRG code HN22E - very major knee procedures for non-trauma with CC score 0-1 and 27.12% below for HRG code HN12F - very major hip procedures for non-trauma with CC score 0-1. Healthcare Business Solutions were second in the commercial section quoting 40% of the national tariff.

## 9. Contract Proposal

In line with the scores achieved using the evaluation criteria, as set out above, the evaluation team recommend that a contract is awarded Healthcare Business Solutions.

The evaluation team were satisfied with the quality of the tender submissions and would like to move to award.

Approval, therefore, is sought to award the contract to the successful bidder, Healthcare Business Solutions for a contract term of fifteen (15) months, January 1st, 2025 – March 31st, 2026, including possible extension of twelve (12) months to 31st March 2027.

### Next Steps

The next steps required are as follows:

- Formal approval to proceed required from HDUHB.
- Subject to HDUHB approval, call off agreement to be prepared by NWSSP and executed by HDUHB; and
- Ongoing referrals and contract management to be undertaken by HDUHB.

### Further Information

If you have any issues you wish to discuss, please do not hesitate to contact:

Name	Title	Email
Sian John	Procurement Business Manager	<a href="mailto:Lucy.hill2@wales.nhs.uk">Lucy.hill2@wales.nhs.uk</a>
Gemma Deverill	Assistant Head of Procurement	<a href="mailto:Gemma.deverill@wales.nhs.uk">Gemma.deverill@wales.nhs.uk</a>

Contract briefing presented/  
circulated to: \_\_\_\_\_ Hywel Dda University Health Board Date: 6<sup>th</sup> December 2023

Response required by date: \_\_\_\_\_

### **Agreement to proceed to award:**

Health Board: Hywel Dda University Health Board \_\_\_\_\_

Budget Holder's Name: \_\_\_\_\_

Position: \_\_\_\_\_

Signed: \_\_\_\_\_



\_\_\_\_\_

Date: \_\_\_\_\_

**NB. Your prompt response to this document is critical to maintain agreed timelines.**

**Agreement to proceed to award:**

Health Board: \_\_\_\_\_

Health Board decision maker: \_\_\_\_\_

Position: \_\_\_\_\_

Agreement to proceed  
*(if different from above):* \_\_\_\_\_

Signed: \_\_\_\_\_

Date: \_\_\_\_\_

**NB. Your prompt response to this document is critical to maintain agreed timelines.**