

**CONFIRMED MINUTES OF A MEETING OF CARDIFF AND VALE
UNIVERSITY HEALTH BOARD HELD AT 1PM ON 28 SEPTEMBER 2017
BOARD ROOM, UNIVERSITY HOSPITAL LLANDOUGH**

Present:

Maria Battle	Chair
Len Richards	Chief Executive
Abigail Harris	Director of Planning
Akmal Hanuk	Independent Member – Community
Prof Elizabeth Treasure	Independent Member – University
Dr Fiona Jenkins	Director of Therapies and Health Sciences
Dr Graham Shortland (part)	Medical Director
Ivar Grey	Independent Member – Finance
John Antoniazzi	Independent Member – Estates
Julie Cassley	Interim Director of Workforce and OD
Professor Marcus Longley	Vice Chair
Margaret McLaughlin	Independent Member - Third Sector
Martyn Waygood (part)	Independent Member - Legal
Robert Chadwick	Director of Finance
Ruth Walker (part)	Executive Nurse Director
Dr Sharon Hopkins	Director of Public Health
Steve Curry	Interim Chief Operating Officer
Stuart Egan	Independent Member – Trades Unions
Cllr Susan Elsmore (part)	Independent Member – Local Authority

In Attendance:

Peter Allen	Aneurin Bevan CHC
Peter Welsh	Director of Corporate Governance

Secretariat

Julia Harper

Apologies:

Eileen Brandreth	Independent Member – ICT
Alan Brown	Vice Chair, Cardiff and Vale of Glamorgan CHC
Indu Deglurkar	Chair, SMSC
Paula Martyn	Associate Member - Chair, SRG
Sue Bailey	Associate Member - Chair, HPF
Stephen Allen	Chief Officer, Cardiff and Vale of Glamorgan CHC

UHB 17/177 PATIENT STORY

The Executive Nurse Director, Mrs Ruth Walker introduced the recorded patient story from Mr Stuart Humphreys who had complex medical conditions and had been a patient for many years.

The most significant message from Mr Humphreys was the importance of good communication between medical teams and between staff and patients. In his experience, he had found this to be excellent. In addition, he said that

being admitted to regular wards gave a great sense of comfort where staff were familiar to him and understood his medical needs.

Mr Humphreys commended his treatment and how arrangements were made for certain procedures to be carried out in England when a beneficial treatment was not available at UHW.

Mr Humphreys also commented on how communication and engagement with patients had changed over the years. In the early days, patients were told what would happen to them, whereas now this was a process of consideration, agreement and partnership.

Mrs Walker reminded the Board that poor communication was often a theme in complaints and this story was an excellent example of how all standards improved when it was good. It also demonstrated the importance of keeping promises made. Mr Humphreys continued to work with the UHB on the LIPS programme.

The Chair invited the Board to reflect on the story and asked Mrs Walker to thank Mr Humphreys for sharing his experiences.

UHB 17/178 WELCOME AND INTRODUCTIONS

The Chair welcomed everyone to the public meeting and requested that business be conducted as swiftly as possible given the large agenda.

UHB 17/179 APOLOGIES FOR ABSENCE

Apologies for absence were noted.

UHB 17/180 DECLARATIONS OF INTEREST

The Chair invited Members to declare any interests in the proceedings on the agenda. None were declared.

UHB 17/181 MINUTES OF THE BOARD MEETING HELD ON 27th JULY 2017

The Board **RECEIVED** and **APPROVED** the minutes of the meeting held on 27th July 2017. The typo on page 15, “disciple” would be corrected to “discipline”.

UHB 17/182 ACTION LOG FOLLOWING THE LAST MEETING

The Board **RECEIVED** the Action Log from the meeting of 27th July 2017 and **NOTED** the following:

UHB 17/006 No Smoking Policy – Work on the provision and use of e cigarettes was well underway and could be removed from the action log. It was agreed to determine which committee would monitor in future.

Action – Mr Peter Welsh

UHB 17/054 Traffic Management and Car Parking – Action was being monitored by the Strategy and Engagement Committee and could therefore be removed from the action log.

UHB 17/089 Patient Safety, Quality and Experience Report (CAMHS) – The tertiary element was still being considered at an all-Wales level.

UHB 17/141 Patient Safety Solutions, Alerts and Notices – The Executive Nurse Director anticipated that a proposal on wristbands would be available for the Quality, Safety and Experience Committee in December.

Action – Mrs Ruth Walker

UHB 17/144 IMTP Development Process – The full integration of finance and workforce plans was ongoing as part of the IMTP process.

UHB 17/183 CHAIR'S REPORT

The Board **RECEIVED** the oral report of the Chair. The following points were highlighted:

- 1. Diary of Events Attended** – The Chair shared the events attended in the last two months.
- 2. New Member of the Stakeholder Reference Group** – 4 new members had been appointed to the SRG: Cllr Ben Gray, Cllr Iona Gordon, Darren Panier from WAST and Suzanne Duval from Diverse Cymru.
- 3. Committee Changes** – Two sub committees were being merged into a new Information Governance, Management and Technology Sub Committee (IGMTSC).
- 4. New Independent Members (IM)** – 3 new IMs had been appointed to start on 1st October: John Union, Sara Mosely and Michael Imperato. In addition, a Vice Chair had been appointed although an announcement was yet to be made on the name of the individual.

As a result, the Chair was considering appointments to all the Board Committees and the changes would be announced in the next couple of days. This would require a change to a number of committee Terms

of Reference and these would be considered at the Board in November.

Action – Mr Peter Welsh

- 5. Finishing Independent Members** – The Chair thanked those IMs who were attending their last Board meeting: Prof Marcus Longley, Ivar Grey, Martyn Waygood and Margaret McLaughlin. The Chair commended their work and the legacy statements they had produced

The Board **NOTED** the oral report of the Chair

UHB 17/184 CHIEF EXECUTIVE'S REPORT

The Board **RECEIVED** the oral report of the Chief Executive. The following points were highlighted:

- 1. Board Papers** – The Chief Executive apologised to the Board for the length of the papers (800 pages) and advised that he would be reviewing the format and presentation of future papers ensuring they were risk orientated. Members would be asked for their views as part of this review.
Action – Mr Len Richards
- 2. Personalia** - Martin Driscoll the new Director of Workforce and OD would commence with the UHB on 2nd October. Julie Cassley was thanked for providing interim cover during the appointment process. The appointment of a substantive Chief Operating Officer would be made in early October.
- 3. Corporate Health Standard** – The UHB was recently awarded the Gold Standard. Feedback was excellent and Welsh Government had requested the UHB become a showcase organisation. Work was ongoing for the Platinum Standard.
- 4. Disability Confident Employer Status** – This had been achieved to September 2019. This ensured that employees with long term health conditions had opportunities to fulfil their potential.
- 5. Ombudsman's Annual Report** – This report had been published. It was good news that the UHB had not required the allocation of an improvement officer. In addition, the UHB had not received any public interest reports since June 2015 and a number of cases investigated were not upheld in the last year.
- 6. Visit from Canterbury Health Board, New Zealand** – Members had visited the UHB to share their strategic journey to transform health care following the major earthquake. Their vision was similar to that of the UHB and therefore it was hoped to develop a stronger relationship with

them in the future. One of the key themes was the need for clinically led reform and good evidence to drive forward changes.

- 7. Let's Talk Travel** – The UHB was about to commence engagement with stakeholders to introduce new parking arrangements. Staff were thanked for all their work in developing the strategy.

An Executive and Independent Member would be required to sit on the tender panel for the management of car parking contract.

- 8. Health Education and Improvement Wales (HEIW)** – The new organisation to commission and oversee all health education would commence in April 2018. This would bring together a number of budgets and develop comprehensive workforce planning. However, the Deanery was concerned that it did not have a place on the HEIW Board but there would be opportunities for Independent Members.

The Board **NOTED** the oral report of the Chief Executive.

UHB 17/185 PATIENT SAFETY, QUALITY AND EXPERIENCE REPORT

The Executive Nurse Director, Mrs Ruth Walker, highlighted the following within the comprehensive report:

- The variation in 30 day response times to complaints varied in Clinical Boards from 33% to 82%.
- The focus on falls, pressure damage and infection prevention and control.
- The level of Health Inspectorate Wales activity.
- The increased scrutiny of personal injury claims where some staff had made more than one claim.

The Chair invited comments and the following points were raised:

- It was confirmed that the variation in the number of patient safety incidents by location reflected the number of patients being treated.
- One of the opportunities to whistleblow, “freedom to speak up” was not being used (page 30). It was noted this would be refreshed and re-launched.
- It was agreed that the higher proportion of facilities staff making personal injury claims would be investigated further and fed back to the Concerns Group.

Action – Mrs Abigail Harris

- The Chair had appointed Cllr Susan Elsmore as the new Chair of the Quality, Safety and Experience Committee (QSE) and had asked that consideration be given to the big rise in community infection and what preventative action could be taken.

Action – Mrs Ruth Walker

- QSE was also asked to further investigate falls and this was on the agenda for the special meeting in October.

Action – Mrs Ruth Walker

ASSURANCE was provided by:

- The current position on all key indicators relating to Quality, Safety and Patient Experience presented in the Board Report.
- Comparison with peers across Wales.
- Evidence of the action being taken to address key outcomes that were not meeting the standards required.
- A culture of openness and transparency within the UHB to examine all available sources of information to provide assurance on the quality, safety and experience of services.

The Board:

- **CONSIDERED** the content of this report.
- **NOTED** the assurance in relation to the action being taken to improve the quality, safety and experience of care.

UHB 17/186 WELLBEING AND FUTURE GENERATIONS ACT – UHB PROGRESS

The Director of Public Health, Dr Sharon Hopkins, advised that this was still very new legislation and it would take time to understand the requirements and the opportunities. The UHB was in the process of changing arrangements to accommodate the Act and ensure it was an integral part of core business and not an add-on.

The Act would be considered in more detail at a Board Development session. In addition, consideration would be given to whether the Act should be given a specific section in the format of Board and Committee reports.

Action – Mr Peter Welsh

LIMITED ASSURANCE was provided by:

- The Health Board had achieved its initial statutory requirements with regard to the Wellbeing of Future Generations (Wales) Act.
- The Health Board was making progress in identifying and articulating what it would do to embrace opportunities to embed the Act across the organisation.

The Board:

- **SUPPORTED** the proposals to extend the approach to delivering WFGA duties into 2018-19.
- **NOTED** the UHB response to the WAO call for evidence as the first stage of its Year One Commentary.

UHB 17/187 INTEGRATED MEDIUM TERM PLAN (IMTP) 2018-2021 DEVELOPMENT

The Director of Planning, Mrs Abigail Harris, advised that the Plan had already been considered at the Strategy and Engagement Committee and that the Board was just being asked to approve the commissioning intentions.

ASSURANCE was provided through:

- Continued routine formal dialogue through the Welsh Government targeted intervention process and planning liaison meeting.
- Compliance with the NHS Wales Planning Framework timeframes and requirements (updated 2018/19 Framework was not due to be published until October 2017).
- Regular review by the Strategy and Engagement Committee.

The Board:

- **APPROVED** the 2018-2021 Cardiff and Vale UHB Commissioning Intentions (Appendix 2).

UHB 17/188 FINANCE REPORT

The Director of Finance, Mr Robert Chadwick advised that the report had been presented to the Finance Committee earlier in the day. He drew attention to the risk of achieving the stretch savings target and the cost of funded nursing care following a recent court case that was not included in the UHB's forecast position.

The Chair advised that she had appointed John Union as the new Chair of the Finance Committee and that she would also remain a member of it.

LIMITED ASSURANCE was provided by:

- The work that had been undertaken to develop the 2017/18 draft operational plan;
- The scrutiny of Financial Performance undertaken by the Finance Committee;
- The month 5 position which was broadly in line with the profiled deficit within the draft operational plan.

The Board:

- **NOTED** that the UHB had an unapproved draft one year operational plan that had a planned deficit of £30.900m for the year;
- **NOTED** the £12.805m deficit at month 5 which included a planning deficit of £12.875m and budget underspends of (£0.070m);
- **NOTED** the risks that needed to be managed especially the identification of £8.8m further savings required to deliver a £30.9m deficit plan.

UHB 17/189 PERFORMANCE REPORT

The Director of Public Health, Dr Sharon Hopkins advised that the format of the report was being reviewed and expected it would change significantly in future.

The Chair invited questions and comments:

- The improved performance (95%) against the cancer target was commended.
- Other positives included the reduced number of 12 hours waits in the EU and continued improvement in referral to treatment times. Overall, against the key Welsh Government targets, the UHB was performing well.
- Stroke performance had deteriorated slightly to a grade B, but 7 day therapy working was progressing.
- Patient feedback was obtained from the Out of Hours service. 17 of the 20 reporting measures had held or improved. It was agreed that it would be beneficial to get more feedback on the service.

Action – Mr Steve Curry

- Discussions were ongoing regarding the setting up of a regional out of hours service. This would remove the issue of differential pay rates that was currently a problem for the whole service.
- In terms of staff mix in the out of hours service, it was noted that discussions were being held with pharmacists, GP practices, nursing homes, WAST and mental health liaison staff to support a more comprehensive service and reduce hospital admissions.
- It was noted that in Canterbury, NZ, GP practices operated on a 24/7 basis with the support of other disciplines. UHB teams were reflecting on this in order to support people at home for longer.
- Work was ongoing on new ways of thinking to address the increasing number of referrals for primary mental health assessment.

REASONABLE ASSURANCE was provided by:

- the fact that the UHB was making progress in delivering its Operational Delivery Plan for 2017/18 by achieving compliance with 18 of its 60 performance measures.

The Board:

- **CONSIDERED** the UHB's current level of performance and the actions being taken where the level of performance was either below the expected standard or progress had not been made sufficiently quickly to ensure delivery by the requisite timescale.

UHB 17/190 MAJOR TRAUMA NETWORK DEVELOPMENT

The Director of Planning, Mrs Abigail Harris, advised Board that the report was going to all Health Boards and that the Community Health Council was helping to shape the public consultation.

The Chair invited comments:

- There was concern that this was being considered in isolation and that other factors/changes should be considered at the same time. It was confirmed that the Board was only agreeing to go out to consultation at this stage.
- It was expected that the Trauma Centre could be accommodated without other movement apart from those changes associated with transformation.
- The risk of activity drifting into UHW before the end of the consultation would have implications on finance.
- There was an opportunity for an early win on repatriation as new protocols were being developed.
- A final decision was expected in March 2018.

ASSURANCE was provided by:

- The NHS Wales Health Collaborative had led on the development of a service model for a major trauma network for South Wales.
- The resulting service model and proposed consultation were based on the advice of the Collaborative Leadership Forum and Major Trauma Project Board.

The Board:

- **CONSIDERED AND AGREED** the actions recommended in the Health Collaborative Report attached as Appendix 1 (draft terms of reference for the Project Board).

UHB 17/191 SHAPING OUR FUTURE WELLBEING – DEVELOPING OUR ESTATES PLAN

The Planning Director, Mrs Abigail Harris advised the Board that a long term plan was being developed to build on rationalisation plans for the estate.

ASSURANCE was provided through

- The Strategy and Engagement Committee's scrutiny of the Capital Programme on a quarterly basis. Individual business cases would be signed off by the Capital Management Group for consideration by the Board. The final estates plan would be scrutinised by the Strategy and Engagement Committee before coming to the Board for approval.

The Board:

- **NOTED** the work being undertaken on the development of the UHB's Estates Plan.
- **CONSIDERED** the implications and requirements of the plan over the next decade, recognising that the Estates Plan would need to be regularly refreshed to reflect the emerging clinical services plan.
- **CONFIRMED** that the direction of travel was in line with *Shaping Our Future Wellbeing* and the Wellbeing of Future Generations legislation.
- **AGREED** to receive the Estates Plan for approval in Spring 2018.

UHB 17/192 FUTURE SHAPE OF THORACIC SURGERY SERVICES IN SOUTH WALES

The Planning Director, Mrs Abigail Harris advised the Board that the Review was a WHSSC led process, and as with the trauma network, involved independent experts. Consultation would be undertaken in October/November with an outcome expected in the Spring of 2018. The UHB would be commencing discussion with stakeholders and engagement with staff. Meetings were being arranged with ABMU Health Board to consider at risk services due to manpower shortages and to make recommendations to WHSSC for a new service model. It was important to learn lessons from previous changes and involve and support staff early in the process.

ASSURANCE was provided by:

- The review was being led by the WHSSC Joint Committee made up of the Chief Executives of all seven Health Boards in Wales, WHSSC officers, independent members and an independent chair.
- WHSSC had established a Thoracic Surgery Project Board to oversee the review, with representatives from all the Health Boards.

The Board:

- **NOTED AND SUPPORTED** the planned engagement exercise supporting the Thoracic Surgery Services Review.

UHB 17/193 WAO REPORT – UHB'S CONTRACTUAL RELATIONSHIP WITH RKC ASSOCIATES LTD AND ITS OWNER

The Chair, Miss Maria Battle reported that she had attended the Welsh Government Public Accounts Committee with the Chief Executive on Monday. She thanked Mr Len Richards for making immediate improvements and confirmed that the action plan had been shared with Wales Audit Office.

ASSURANCE was provided by:

- The Audit Committee's monitoring of the action plan provided as part of this report.

The Board **NOTED** the contents of this report.

UHB 17/194 FINANCIAL GOVERNANCE REVIEW OF THE UHB – DELOITTE'S REPORT

The Chief Executive, Mr Len Richards advised the Board that the UHB had developed an action plan in response to the recommendations made and this had been considered at the Finance Committee earlier in the day.

ASSURANCE was provided by:

- The review was commissioned by Welsh Government.
- The report was an independent review of the financial governance of Cardiff and Vale University Health Board carried out by Deloitte's LLP.
- The methodology that was used for the review was agreed between Deloitte's and Welsh Government.

The Board:

- **NOTED** the contents of the report on the independent review of financial governance of the Health Board.
- **AGREED** for the Audit Committee to progress and monitor the recommendations in the report and receive assurances where necessary.

UHB 17/195 CHAIR'S ACTION TAKEN ON BEHALF OF THE BOARD

ASSURANCE was provided by adherence to UHB Standing Orders. The Board **RATIFIED** the action taken by the Chair.

UHB 17/196 CORPORATE RISK AND ASSURANCE FRAMEWORK UPDATE

The Director of Corporate Governance, Mr Peter Welsh reported no change with the risk register. Work was underway with Wales Audit Office developing a new Board assurance framework. The UHB's new look risk register would be ready for the start of the new financial year.

ASSURANCE was provided by:

- Mitigation of our risks being monitored by the appropriate Committees of the Board albeit the information provided via the CRAF required strengthening.

The Board **CONSIDERED** the CRAF Update Report.

UHB 17/197 RESEARCH AND DEVELOPMENT IMPLEMENTATION PLAN

The item was withdrawn from the agenda.

UHB 17/198 ANNUAL REPORTS

1 DIRECTOR OF PUBLIC HEALTH

Dr Sharon Hopkins, Director of Public Health advised that the report had been written in collaboration with partners and that the recommendations were all collective. It was acknowledged that work with the Third Sector could be and would be improved. Thanks were given to Dr Tom Porter who had produced the report and would drive work forward.

ASSURANCE was provided by:

- The statutory requirement for an Annual Report by the Director of Public Health being met.
- The recommendations for the Health Board being monitored, with a 6 month update on progress provided to the Strategy and Engagement Committee, and updates to the Well-being of Future Generations UHB working group.

The Board:

- **NOTED** the Annual report, including the impacts on health and well-being of sedentary behaviour and air pollution, and the potential benefits of supporting active travel in our communities and staff.

2 HEALTH AND SAFETY

The report and detail had been considered at the Health and Safety Committee. Page 514 demonstrated the effectiveness of the Health and Safety Committee.

ASSURANCE was provided by:

- Health and safety aspects were being monitored and progressed as appropriate.

The Board:

- **NOTED** the content of this report

3 SUBSTANCE MISUSE AREA PLANNING BOARD (APB)

Dr Sharon Hopkins, Director of Public Health presented the report and commended the exemplary partnership working between the UHB, Local

Authorities and the Police. Lessons could be learned in other areas from the successful ring fencing of money and use of pooled budgets. Staff worked directly with users, carers and stakeholder groups.

ASSURANCE was provided by:

- The quarterly APB Executive board meetings that included a review of the APB risk register as a standing agenda item.
- An independent Treatment, Therapies and Clinical Governance advisory group to the APB executive board.

The Board:

- **APPROVED** the Annual Report of the Substance Misuse Area Planning Board.

4 DIRECTORS OF PRIMARY, COMMUNITY AND MENTAL HEALTH

Mr Steve Curry, Chief Operating Officer reminded Board that this was the second all-Wales annual report and contained themes of sustainability and cluster development. In addition there was cross learning from pace setters and all Health Boards were receiving the report.

ASSURANCE was provided by:

- Monthly representation at the All Wales Directors of Primary, Community and Mental meetings where progress against delivery of the Welsh Government Primary Care Plan was monitored. This, in turn, informed the development of the Annual Report.

The Board:

- **NOTED** the Annual Report of the Directors of Primary, Community and Mental Health.

UHB 17/199 REFORM OF WELSH LANGUAGE STANDARDS CONSULTATION RESPONSE

The change in tone of the consultation was welcomed and demonstrated that the UHB's original comments had been taken onboard. The Chair advised that she had appointed the new Independent member, Sara Mosely, as the Welsh Language Champion for the UHB.

ASSURANCE was provided by:

- The UHB was on target to meet the timescale to respond to Welsh Government's consultation.

The Board:

- **NOTED** the response from staff members on the proposed changes to the Welsh Language Standards framework.
- **APPROVED** the organisational response to the Welsh Government's consultation on the reform of the Welsh Language Standards.

UHB 17/200 UHB RESPONSE TO THE WHITE PAPER “SERVICES FIT FOR THE FUTURE, QUALITY AND GOVERNANCE IN HEALTH CARE WALES”

Mr Peter Allen, CHC welcomed the positive comments on the UHB's engagement with Community Health Councils.

ASSURANCE was provided by:

- Consultation with Board Members using the Board Development Day in August plus additional comments received from Members.

The Board:

- **APPROVED** the Health Board's formal response to the White Paper and its submission to Welsh Government.

PART 2 – ITEMS FOR INFORMATION ONLY

UHB 17/201 MINUTES FROM OTHER BOARDS / COMMITTEES

The Board **RECEIVED** the following Minutes and the Chair invited any comments:

1. **Welsh Health Specialised Services Committee – June and July**
2. **Regional Partnership Board – March and June**
3. **Quality Safety and Experience Committee – June**
4. **Strategy and Engagement Committee – July**
5. **Resource and Delivery Committee - August**
6. **Finance Committee – June and July**
7. **Health and Safety Committee – July**

The high non-attendance rate at mandatory training was noted. It was agreed this would be addressed at Clinical Board Performance Reviews. This was a waste of resources and left individuals, patients and the UHB vulnerable. It was noted that this had been a concern for many years. Therefore, it was agreed to receive a report at the next Committee meeting with progress and projections and if there was no assurance, the issue would be referred back to Board.

Action – Mr Peter Welsh

Board was also advised that the face to face training did not cover all 13 modules of the mandatory training and more thought should be given to how this could be addressed. It was important that action be taken with the worst offenders and this would be taken up with the new Director of Workforce and OH.

Action – Mr Len Richards

8. Charitable Funds Committee – March x 2

The Chair advised that wifi had been extended to The Barry and St. David's Hospitals. The Charity's new website was up and running and "Pennies from Heaven" was being relaunched.

9. Mental Health Capacity and Legislation Committee – May

10. Stakeholder Reference Group – July

11. Emergency Ambulance Services Committee – March and June

12. Organ Donation Committee – June

The minutes were **NOTED**.

UHB 17/202 AGENDA OF THE PRIVATE BOARD MEETING

In terms of openness, the agenda for the Private meeting was published and **NOTED**.

UHB 17/203 REVIEW OF THE MEETING

There was nothing further to add to the meeting.

UHB 17/204 DATE OF THE NEXT BOARD MEETING

The next meeting would be held at 1pm on 30th November 2017 in the Board Room, University Hospital Llandough.