

Swansea Bay University Health Board

Unconfirmed

**Minutes of the Meeting of the Health Board
held on 29th May 2019
in the Millennium Room, Headquarters, Baglan**

Present

Andrew Davies	Chairman
Chris White	Chief Operating Officer/Director of Therapies and Health Science
Gareth Howells	Director of Nursing and Patient Experience
Tracy Myhill	Chief Executive
Martyn Waygood	Independent Member
Jackie Davies	Independent Member
Richard Evans	Medical Director
Hazel Robinson	Director of Workforce and Organisational Development
Siân Harrop-Griffiths	Director of Strategy
Lynne Hamilton	Director of Finance
Tom Crick	Independent Member
Martin Sollis	Independent Member
Reena Owen	Independent Member
Pam Wenger	Director of Corporate Governance

In Attendance:

Darren Griffiths	Associate Director, Performance
Andrew Biston	Head of Accounting and Governance
Liz Stauber	Corporate Governance Manager

01/05/19	WELCOME	Action
	Andrew Davies welcomed everyone to the special meeting of the board in-line with the end-of-year arrangements.	
02/05/19	APOLOGIES	
	Apologies for absence were received from Matt John, Interim Chief Information Officer; Chris White, Chief Operating Officer; Gareth Howells, Director of Nursing and Patient Experience; Sandra Husbands, Director of Public Health and Malcolm Lewis, Associate Board Member.	
03/05/19	DECLARATION OF INTERESTS	
	There were no declarations of interest.	
04/05/19	FINANCIAL ANNUAL ACCOUNTS 2018-19	

A report outlining the audited annual accounts for 2018-19 was **received**.

In introducing the report, Andrew Biston highlighted the following points:

- The Audit Committee had received the accounts in draft and final form and had agreed to recommend them to the board for approval that afternoon;
- Capital resource performance had an underspend of £40,000, which was 0.11% of the target, which meant that the duty to break even against the capital resource limit over the three years (2016-17 – 2018-19) had been met;
- The health board had failed to meet two statutory duties:
 - Revenue resource performance had an overspend of £9.879m, which was 0.87% of the target;
 - It did not have an approved integrated medium term plan (IMTP – three year plan)
- It also failed to meet the Welsh Government best practice target of paying non-NHS invoices within 30 days;
- Expenditure in primary care had increased by £6m (1.4%) which reflected the health board's ambition to move more services into the community;
- The impact of the Supreme Court ruling in relation to funded nursing care had been accounted for along with continuing healthcare costs;
- Staff costs had increased by £29.9m; £20m of which was attributed to the pay award;
- The increase in nursing pay related to the Nurse Staffing Levels (Wales) Act 2016 but use of an off-contract agency had also risen;
- The largest provision on the balance sheet was for clinical negligence, for which obstetrics and gynaecology was the highest paid area;
- It was the intention of the Auditor General to issue a qualified opinion on the accounts;
- The audited accounts were to be submitted to Welsh Government on 31st May 2019 and laid before the National Assembly for Wales on 11th June 2019.

In discussing the report, the following points were raised:

Martin Sollis advised that the Audit Committee had considered the draft accounts on 16th May 2019 and few changes had needed to be made.

	<p>He added that the work of Andrew Biston and his team had been fantastic and they were to be commended.</p> <p>Andrew Davies stated that a recent freedom of information act request had revealed the health board to be an outlier in terms of outsourcing. He also noted the increase of agency costs, particularly in regard to the off-contract company, stating that it was of his understanding that the health board had ceased commissioning its services. Tracy Myhill responded that agency costs were subject to regular review by the Performance and Finance and Workforce and Organisational Development (OD) committees. She added that discussions had been undertaken in relation to the off-contract agency but there were some quality and safety concerns if commissioning was to cease immediately. However there was learning to be taken from the implementation of the Nurse Staffing Levels (Wales) Act 2016 which could provide significant opportunities for the way in which staffing models were designed.</p> <p>Gareth Howells commented that more benchmarking was needed in terms of agency staff spend, with a robust investigation of the crude figures, and as such, a high value opportunity workstream had been established. Part of this work included planning off-duties four weeks in advance, as opposed to two; it was to be tested in the coming weeks to determine the impact. He added that there was a shortage of nurses, especially in specialist areas such as emergency medicine and neonatal, which increased the reliance on agency nurses, however significant progress was being made to improve performance.</p> <p>Malcolm Lewis referenced the small increase in expenditure for enhanced services, stating that the health board needed more structure in its planning if it was to effectively move services from secondary care to primary. Chris White concurred, adding that a review was not always undertaken once an investment had been made to determine if it was having the desired impact. He stated more evidence as to the outcomes was required.</p> <p>Malcolm Lewis commented that the costs in relation to litigation were significant, adding that there was a requirement from Welsh Risk Pool for learning to be identified but it was unclear as to how this was demonstrated. Richard Evans responded that some cases took several years to settle, therefore the learning was evident at the time of the incident rather than the conclusion of the case, but more could be done to share it more widely, as at the heart of every one was a patient or family.</p> <p>Darren Griffiths stated that a number of the health boards did not have a backlog of planned care cases but Swansea Bay University Health Board did and in order for this to be addressed robustly, the appetite to work out-of-hours needed to increase. He added that by July 2019, four specialties would be in a sustainable position and the remaining by</p>	
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	<p>December 2019 and discussions were being undertaken with Welsh Government in relation to additional monies.</p> <p>Lynne Hamilton advised that the Performance and Finance Committee was already using the intelligence provided from the accounts and had commissioned a ‘deep dive’ into continuing healthcare.</p> <p>Martin Sollis stated that no clinical negligence claim was reimbursed without learning so it was important that this was given focus. Tracy Myhill concurred, adding that she and Andrew Davies had met with Healthcare Inspectorate Wales to review the organisation’s learning approach.</p> <p>Andrew Davies advised that he had recently visited the renal unit at Morriston Hospital which was an exemplar of a patient focused service which was treating more patients at a lower cost through multi-disciplinary working.</p> <p>Tom Crick commented that nurse and medical agency spend was a standing item on the Workforce and OD Committee agenda and opportunities around service redesign were being discussed in the context of recent external reviews.</p> <p>Andrew Davies echoed Martin Sollis’s earlier comments as to the work of the finance team to prepare the annual accounts and thanked them for its commitment to producing high quality documents. He added that this was the first year that Wales Audit Office had not been in attendance which was testament to the work.</p>	
Resolved:	The audited annual accounts for 2018-19 be approved .	
05/05/19	WALES AUDIT OFFICE’S ISA 260 AUDIT OF FINANCIAL STATEMENTS	
	The Wales Audit Office ISA 260 audit of financial statements was received and accepted .	
06/05/19	ACCOUNTABILITY REPORT 2018-19	
	<p>The accountability report for 2018-19 was received.</p> <p>In introducing the report, Pam Wenger highlighted the following points:</p> <ul style="list-style-type: none"> - It was part of the Chief Executive’s responsibility to sign the statement by 31st May 2019; - The draft had been taken through the executive board and Audit Committee; 	

	<ul style="list-style-type: none"> - Comments from Audit Committee, executive team, internal and external audit and Welsh Government had been incorporated; - The overall head of internal audit opinion had improved this year to reasonable assurance and thanks were offered to the executive board for the support shown to address audits; - A number of limited assurance reports had been issued by internal audit for which action plans were in place and arrangements had been strengthened within the Audit Committee to review any outstanding recommendations; - Risk management arrangements had improved and a governance work programme had been established to bring together all recommendations and action plans for external reviews; - A board self-assessment in April 2019 had identified priorities for the year. <p>In discussing the report, the following points were raised:</p> <p>Andrew Davies thanked Pam Wenger for the work to develop the accountability report which reflected the improvements made to governance within the organisation. Tracy Myhill concurred, adding that the improvements had been recognised externally which was encouraging. She added her thanks to the full executive board for its support shown to internal audits which had resulted in an improved head of internal audit opinion but noted that there were opportunities to improve this further.</p> <p>Tracy Myhill stated that as the accountable officer, the report was an accurate reflection of the health board's position and it was recommended to the board for approval.</p>	
Resolved:	The accountability report for 2018-19 be approved .	
07/05/19	ANNUAL QUALITY STATEMENT 2018-19	
	<p>The annual quality statement for 2018-19 was received.</p> <p>In introducing the report, Gareth Howells highlighted the following points:</p> <ul style="list-style-type: none"> - It provided an honest overview for service users on progress related to quality and safety, both in terms of improvements and areas requiring more work; - Some of the highlights included a reduction in falls resulted in harm by 16% and 33% fewer <i>clostridium difficile</i> cases. Friends and family performance remained around 95%; 	

	<ul style="list-style-type: none"> - There had been a 23% reduction in grade three and four pressure ulcers which was a significant piece of work; - The statement had been developed with input from across the health board and had been scrutinised by the Audit and Quality and Safety committees as well as internal audit; - An 'easy read' version was in development. <p>In discussing the report, the following points were raised:</p> <p>Martyn Waygood advised that the Quality and Safety Committee had considered the statement in detail and had provided significant feedback which had been taken into account. He commended the work by Gareth Howells's team to develop the document, adding it had done a great job.</p> <p>Andrew Davies echoed the compliments of Martyn Waygood, adding that at the start of his term of office, the majority of the correspondence received from assembly members and members of parliament had related to patient experience but this had improved significantly. However there was still work to be done.</p> <p>Tracy Myhill stated that she liked the way in which the statement was presented but suggested that the section on staff be called 'our people' to take into account groups such as volunteers. This was agreed.</p> <p>Pam Wenger advised that a Welsh version needed to be available for publication. This was agreed.</p> <p>Hazel Robinson advised that compliance with statutory and mandatory training should read 75% and no percentage sign was required for the all-Wales response rate of 3.8. Gareth Howells undertook to make these changes.</p>	<p>GH</p> <p>GH</p> <p>GH</p>
Resolved:	The annual quality statement for 2018-19 be approved , subject to the discussed amendments.	GH
08/05/19	HEAD OF INTERNAL AUDIT'S OPINION AND ANNUAL REPORT	
	The head of internal audit's opinion and annual report for 2018-19 was received and approved .	
09/05/19	ANY OTHER BUSINESS	
	There was no further business and the in-committee session was closed.	
10/05/19	DATE OF NEXT BOARD MEETING	
	Thursday, 30 th May 2019.	

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Andrew Davies (Chairman)

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