

MAIN REPORT	ABM University Health Board
Health Board	Meeting On 29th March 2018
	AGENDA ITEM: 1 viii
Subject	Joint report of the Chairman and Chief Executive
Prepared by	Pam Wenger, Director of Corporate Governance/ Board Secretary
Approved & Presented by	Andrew Davies, Chairman Tracy Myhill, Chief Executive

1. PURPOSE

The purpose of this report is to keep the Board up to date with key issues affecting the organisation, some of which feature routinely within the Board's business, whereas others have previously been presented to the Board.

This report is set in two sections, the Chair's update and the Chief Executive's update.

2. CHAIR'S UPDATE

a) External Partnerships

From my very first Board meeting in January 2013 I have stressed the importance of ABMU operating in a collaboration health economy based on partnership with key stakeholders such as our local authority partners, universities and the Third Sector. Although I believe these relationships have developed well, given recent developments and the appointment of Tracy Myhill as our new Chief Executive and the establishment of a new Board, I thought it was an opportune time to review these arrangements.

Swansea University: colleagues will be aware that I wrote to the Vice Chancellor, Professor Richard Davies, suggesting a review of the current partnership and governance arrangements between the two organisations. Following a helpful meeting that Sian Harrop-Griffiths and I held with the Vice Chancellor, new partnership arrangements have been established with the university and the university is looking internally at how its great strengths in medicine, health and health science, can be aligned to work better with ABMU and the wider NHS.

Local authorities and third sector: These relationships have now largely been put on a statutory footing as a result of the Social Services & Wellbeing (Wales) Act 2015 and the Wellbeing of Future Generations (Wales) Act 2014. However, the governance arrangements have become complex and demanding in terms of management resources for all partner organisations. With the potential move of Bridgend County Borough Council into Cwm Taf University Health Board, I have

suggested to the political leadership of Swansea and Neath Port Talbot councils that we use this opportunity to streamline and simplify the partnership and governance arrangements of the Western Bay Regional Partnership Board and the two Public Service Boards. Discussions have progressed well, and as a result a joint review of the various governance arrangements has been commissioned.

These discussions provided the basis for the positive discussions the Leaders & Cabinet Members of the two local authorities, together with Tracy and myself, had with Vaughan Gething, Cabinet Secretary for Health and Huw Irranca-Davies, Minister for Social Services & Children on 15th March. It was an opportunity for us collectively to respond positively to the recommendations in the Welsh Government commissioned Parliamentary Review of Health and Social Care, and concrete proposals for greater integration of services will be developed at meetings on 23rd March.

Public Service Boards: At our Board meeting on the 29th March we will be considering the Wellbeing Plans agreed by our three Public Service Boards.

Partnership with Hywel Dda University Health Board: I believe this partnership has progressed strongly. A Board briefing was held on 21st March to discuss Hywel Dda's emerging Clinical Service Strategy, to better align our two health board's planning and service delivery. It is clear that a regional perspective is now increasingly embedded in joint regional service design and delivery. We have seen this approach adopted successfully in Renal, Cardiac and Cancer services and a very successful joint Orthopaedics Summit Workshop was held on 15th March under the auspices of the ARCH programme. The next ARCH Programme Board takes place on 28th March and it will be a first opportunity for Tracy Myhill to assess progress on this crucial partnership.

b) Chairman's Values Into Practice Awards

The Chairman's awards ceremony is taking place on 5th July 2018 to coincide with the wider ABMU plans to commemorate the 70th anniversary of the NHS. The awards give staff the opportunity to acknowledge the inspirational work of individuals and teams across the health board. They recognise individuals and teams who live our organisational values in their day-to-day roles, those who go the extra mile and those who deliver exemplary services and exceptional care.

c). Awards and Staff Recognition

Since the last board meeting, JIG-SO, a joint ABMU and Swansea Council project which sees a team of Families First midwives, community nursery nurses, family facilitators and early language development workers offering support to young women aged 25 and their partners, won the Reducing Inequalities category at the Royal College of Midwives (RCM) Awards.

Colleague Julia Atterbury, who works with mums-to-be at Neath Port Talbot Hospital's antenatal clinic, missed out on the Maternity Support Worker of the Year title at the awards. She had been shortlisted after her passion for breastfeeding and talent for explaining its benefits to pregnant women was credited with helping to improve breastfeeding rates in Neath Port Talbot.

d). Royal celebration for Morrison Hospital League of Friends

Prince Charles paid a special visit to the hospital on 23 February 2018 to meet the Morriston Hospital League of Friends, who were celebrating their 75th anniversary, having been formed in 1943. His Royal Highness was able to get a close-up look at some of the equipment and services Friend's hard work has paid for, and also to chat to staff, volunteers and patients in the hospital's outpatients department and education centre.

Now the oldest hospital league in the UK, in the last 75 years the group has been responsible for raising a remarkable £2,100,000 which has gone directly into supporting patient care. Pre-dating the NHS, it was established to provide film shows and concerts for wounded servicemen during the second world war and the very first pieces of equipment it bought were headphones for each hospital bed. The members told him about their fundraising activities, including a popular annual golf tournament, craft fairs, cake and Christmas card sales, which all help to buy vital equipment for departments across Morriston.

e) Visit by the Minister for Lifelong Learning and the Welsh Language

Welsh Government Minister Eluned Morgan visited the Health Board on 28 February 2018 to find out more about apprenticeships in ABMU. Professor Tom Crick represented the Board and welcomed the Minister, who dropped in to attend one of the regular workshops held at Morriston Hospital by the Health Board's Apprentice Academy, which bring its new recruits together for training and support. The Minister for Lifelong Learning and the Welsh Language heard from both current apprentices and their line managers about what they have gained from taking up the training opportunities.

An update on Welsh Language issues will be presented to the next Board. The importance of meeting language needs and the impact this can have on the delivery of safe, high quality care and a positive patient experience cannot be underestimated.

Pending the implementation of the Welsh Language Standards (WLS) which set out how bilingual services are to be delivered, Health Boards are currently required to follow their existing Welsh Language Schemes. The draft WLS were laid before the Assembly at the end of February 2018 in anticipation of the vote in Plenary on 20th March 2018. Following the confirmation of the final version of the WLS we will be working with Welsh Language Commissioner's office to discuss implementation and lead-in times.

f) Lady of the Lake / Llyn Y Fach sculpture: This important work of art, situated in a courtyard alongside the Welsh Burns Centre at Morriston Hospital, was commissioned to mark the strong relationship that has developed over many years between the Burns Centre and the workforce and company at Port Talbot steelworks. I am very grateful for Community Union for funding this and for Tata Steel in donating the steel that was used by Sarah Tombs, the sculptor, in creating this beautiful piece of work. I would urge everyone to visit and see the work.

g) Non Officer Members: Since the last meeting arrangements have been put into place to advertise two further Non Officer Member/Independent Member positions; that currently held by Chantal Patel who has decided to step down in March 2018 and secondly the third sector position.

The Standing Orders allow for Health Boards to appoint an additional Associate Member to assist in discharging its functions. It is proposed that Professor Malcolm Lewis OBE be appointed for a three-year term as an ABMU Board Associate Member. This proposal has been approved by the Cabinet Secretary.

h) Executive Team Update

Since the last meeting Tracy Myhill has taken up her appointment as Chief Executive which took effect from 1st February 2018.

Furthermore I am pleased to confirm that Hazel Robinson has been appointed as ABMU's new Director of Workforce & Organisational Development and that she will be taking up post as of 9th April 2018. On behalf of the Board I want to take this opportunity to pay tribute to Kate Lorenti who has acted as interim Director of Workforce & Organisational Development over the past 18 months.

3. CHIEF EXECUTIVE'S UPDATE

a) First Two Months

It has been an exciting and challenging two months as Chief Executive of the Health Board. In such a short period of time, I have had the opportunity to meet so many staff (getting close to 1000) across the organisation.

I have attended team briefs at Morriston and Singleton hospitals and Mental Health and Learning Disabilities. I've also been able to meet trade union partners; our Community Health Council; colleagues from local authorities; the Wales Audit Office; internal audit; our senior clinical leaders at the clinical cabinet at Morriston and board colleagues at the Health Board's Performance and Finance Committee.

I have received a warm welcome to the organisation and I have witnessed fantastic and innovative work that is being undertaken.

There are many challenges for us too and a lot to do. I am pleased that staff are coming forward and telling me some of their challenges and how we can do better to achieve a strong, cohesive and successful organisation. It's going to be challenging and rewarding with such great opportunities for the Health Board.

My commitment to strong leadership for the Health Board is paramount and I am progressing at pace to secure appointments to vacancies in the Executive Team.

I will continue my focus to listen, observe and learn in the coming months to help me understand what we need to focus on to inform our immediate, medium and longer term actions.

b) Operational Pressures

I would wish to take this opportunity to formally thank and pay tribute to our staff and those across health and social care more generally, including our third sector colleagues, for their support and excellent work over recent challenging months to ensure that we serve our patients during a period of intense and prolonged pressure. During the severe weather conditions at the beginning of the month, the efforts our staff went to making sure we were able to continue to deliver safe services in the

most challenging of circumstances was outstanding. The resilience of our people is incredible but we must recognise that staff are tired and continue to provide all the support we can to help maintain resilience at such a challenging time.

I would like to thank our patients for their support during this time and to apologise to our patients who have had to wait longer than expected. Despite the extensive planning to prepare for the winter, with many great examples of improvements and new models of care we have introduced, a number of factors have made this period exceptionally challenging with the flu and sustained cold weather having a significant impact on us. It is without doubt that these relentless pressures have had an impact on the delivery of national targets with further detail contained within the Performance Report.

c) Annual Plan 2018/19

The Director of Strategy, with support from the Director of Finance and Director of Workforce & Organisational Development, will present in summary, key areas of the Annual Plan, which requires Board approval prior to its submission to Welsh Government.

Members will be aware of the engagement work in place to support development of the plan and the related scrutiny that has taken place via the Performance and Finance Committee.

The theme of the Annual Plan is to improve quality and safety, and performance through an integrated service, workforce and financial plan which will be delivered through our Recovery and Sustainability Programme. The Board has previously determined that it will submit an annual plan for 2018/19 with the intention of preparing a three year Integrated Medium Term Plan (IMTP) for 2019/20 onwards, and Welsh Government has been advised of this.

d) Integrated Performance Dashboard

The Director of Strategy, supported by all the Executive Directors will present the detailed integrated performance dashboard and covering summary report, which outlines the UHB's reported position against key targets and provides updates on areas of performance that require more focused and targeted work.

The five non-financial Targeted Intervention Priority performance measures are drawn out in more detail in this report. These are: -

- Unscheduled care
- Stroke
- Planned care
- Cancer
- Healthcare acquired infections

e) Financial Position

The Director of Finance will present a summary update on the Month 11 position and the financial assumptions being considered and managed by the Board are also being discussed in some detail at the March Performance and Finance Committee.

The report advises the Board that the revenue financial position has continued to improve during Period 11 (end February) to an in-month overspend of £0.633m and £27.43m cumulatively, and seeks the Board's comments and consideration.

f) Major Trauma Network

The Director of Strategy will present the outcome of the consultation process into the Major Trauma Centre later on the agenda.

Members will note that the Board considered proposals associated with the development of Major Trauma Networks and a Major Trauma Centre for Mid and South Wales. The Health Board considered proposals during September 2017 and approved the recommendations proposed within the report.

The detailed recommendations were generated by an Independent Panel of experts and formed the basis of a 12 week public consultation exercise which ended in February. They state that:

- A major trauma network for the region should be quickly developed
- The adult and children's major trauma centre should be on the same site
- The major trauma centre should be at University Hospital of Wales, Cardiff
- Morriston Hospital should become a large trauma unit and should have a lead role in the major trauma network
- A clear and realistic timetable for putting the trauma network in place should be set

The Health Board is grateful for the significant efforts by the CHC Chief Officers and the Health Board Engagement Leads who were instrumental in teasing out the key issues arising from the consultation responses which led to the focus on the mitigating actions.

Such developments will provide significant improvements to the safety for our population with South Wales currently being the only part of the UK without such support for trauma patients.

g) Proposals for a partnership between ABM UHB and Cardiff & Vale UHB

South Wales has two main tertiary and regional provider units which are primarily based at Morriston Hospital in Swansea provided by ABMU Health Board, and at UHW in Cardiff provided by Cardiff and Vale UHB.

Both health boards providing these services in South Wales recognise that there is merit in developing a partnership approach to planning the delivery of regional and tertiary services, so that a longer term plan can be developed for services to ensure that they remain sustainable, provide the best outcomes for patients and provide the best value for money. The Director of Strategy will present the proposal later on the agenda.

h) Bridgend Local Government changes and implications for Health Board boundaries

The Health Board is supportive of the recommendations contained within the consultation document, and believes that it could deliver significant benefits to the population of Bridgend. However, we are also clear that if the consultation proposal

is agreed there will be significant implications for the Health Board in terms of senior management, and potentially senior clinical, time required to manage a smooth transition. The impact of this, whilst continuing to deliver financial and performance improvements, will need to be carefully considered.

The Director of Strategy will provide an update later on the agenda in relation to the response to the consultation as agreed at the Board Development in February 2018.

i) Parliamentary Review

Members will be aware of the Parliamentary Review and the Health Board’s contribution to it, which published its report earlier in the month. The report ‘A Revolution from Within: Transforming Health and Care in Wales’. The Report makes the following 10 ‘high level’ recommendations;

Recommendation 1	One Seamless System for Wales
Recommendation 2	The Quadruple Aim for All
Recommendation 3	Bold New Models of Seamless Care – national principles local delivery
Recommendation 4	Put the People in Control
Recommendation 5	A Great Place to Work
Recommendation 6	A Health & Care System that’s always learning
Recommendation 7	Harness Innovation, and Accelerate Technology and Infrastructure Developments
Recommendation 8	Align System Design to achieve results
Recommendation 9	Capacity to Transform, Dynamic Leadership, Unprecedented Cooperation
Recommendation 10	Accountability, Progress & Pace

Whilst the report and its recommendations are to the Welsh Government, NHS Chairs and Chief Executives have been meeting to consider its response to the review.

4. RECOMMENDATION

The Board is asked to note the foregoing.