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Abertawe Bro Morgannwg
University Health Board



Health Board Meeting	28th March 2019	Agenda Item	1.9
Report Title	Chairman & Chief Executive's Report		
Report Author	Pam Wenger, Director of Corporate Governance		
Report Sponsor	Pam Wenger, Director of Corporate Governance		
Presented by	Andrew Davies, Chairman; Tracy Myhill, Chief Executive		
Freedom of Information	Open		
Purpose of the Report	<p>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.</p> <p>This report is set in two sections; the Chair's update and the Chief Executive's update.</p>		
Key Issues	<p>This report provides key updates to the Board including:</p> <ul style="list-style-type: none"> • Board matters; • King's Fund Development Programme; • Bridgend boundary change; • Partnership Working; • Transformation proposals; • Maesteg Day Hospital; • Recent awards • Communications support for cancer charity; • The most recent 'Targeted Intervention' meeting with Welsh Government; • The latest performance and financial reports; • Interim cover arrangements for Morriston Hospital; • Engagement activity. 		
Specific Action Required (please ✓ one only)	Information	Discussion	Assurance
	✓		
Recommendations	<p>Members are asked to:</p> <ul style="list-style-type: none"> • NOTE the report. 		

CHAIRMAN & CHIEF EXECUTIVE'S REPORT

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. CHAIRMAN'S UPDATE

Board Matters

Colleagues will be aware that Professor Ceri Phillips, our Swansea University representative on the board, stood down in January 2019 as the university representative. I am delighted to announce that his replacement has been appointed and we welcome Professor Julian Hopkin to the board.

With the Bridgend transition on April 1st, Sue Cooper's eligibility to be an associate member of our board, representing local authority social services, will unfortunately end. I would like to thank Sue for her great contribution to the work of the Board and in helping to build the exceptionally strong relationship we have with Bridgend County Borough Council. We have been successful in appointing Andrew Jarrett, Director of Social Services for Neath County Borough Council as the new Associate Board Member and he will take up post next month.

King's Fund Leadership Development Programme

There continues to be good progress on the development programme facilitated by the King's Fund. Since the last Board meeting, there has been a session which focused on the Executive Team's development. A further session will take place tomorrow (29th March 2019) with the senior leadership team and then with the full Board on 26 April.

Bridgend Boundary Change

We rapidly approach the 1st April and the transfer of responsibility for the healthcare services of the population of the Bridgend local authority area from ABMU to Cwm Taf. From that date our health board will become Swansea Bay University Health Board. As colleagues will know, changing the name of the organisation has been a long-standing ambition of mine, which will allow us to develop a new identity and align ourselves even more closely with Hywel Dda University Health Board and Swansea University.

This has been a very significant change programme and the extent of the change cannot and should not be underestimated. I would like to thank all our staff who have worked incredibly hard to deliver what has been, on the surface at least, a seamless change at a time when the health board has been under tremendous operational and financial pressure. I would also like to take the opportunity to thank staff who are transferring into Cwm Taf for their individual and collective contributions to the organisation and wish them well for the next phase in their working and professional careers with Cwm Taf. Similarly, my thanks goes to our local authority, third sector and other partners from the Bridgend area.

In terms of preparedness for the transfer, a more detailed update is included in the Board papers and I will take the opportunity to update from the next Joint Transition Board on 27th March.

Partnership working

Strengthening our partnership arrangements has been a priority for me since I became Chairman. Today's agenda includes an update on progress made in implementing the review of the Western Bay Regional Partnership Board, its programme and structures, and on the work of the Neath Port Talbot and Swansea Public Service Boards of which we are members. I attended a Welsh Government all-Wales workshop on 20th March on aligning and integrating Regional Partnership Boards and Public Service Boards, and discussions are well advanced locally on how we simplify and make more effective the work of the Western Bay RPB and our two PSBs. (*n.b. from 1st April, following the Bridgend boundary change, Western Bay RPB will be called West Glamorgan RPB.*)

Our relationship with Hywel Dda is now in a different league from what it was in 2013 when I became Chairman, and joint regional working is now the norm. There is virtually no clinical service across the two health boards which is not jointly planned, commissioned and delivered on a regional basis. Building on the establishment of the ARCH (A Regional Collaboration for Health) programme in 2015, we now have the Joint Regional Planning and Delivery Committee. On 7 March the Interim Chair of Hywel Dda University Health Board and I, together with Tracy Myhill and Executives, met Vaughan Gething, the Minister of Health and Social Services, to update him on the regional working between the two Health Boards. We committed to provide further detail of plans and progress of the inter-dependent elements of both organisations' clinical services plans.

Strengthening our relationship with Swansea University - "Developing the 'U' in ABMU" - has also been a priority for me since becoming Chairman and the development of the ARCH programme has been one of the major outcomes of this strong partnership.

I would therefore like to congratulate Professor Paul Boyle on his recent appointment as Vice Chancellor of Swansea University. Professor Boyle is currently Vice Chancellor of Leicester University and intends to take up his new appointment at Swansea very soon. Professor Boyle's appointment, and that of Professor Julian Hopkin to our Board, provides us with an excellent opportunity to review and further strengthen our relationship with Swansea University, and an initial meeting has been arranged next month to discuss an even closer, more strategic partnership between the two organisations.

We held one of our regular meetings with Assembly Members, Members of Parliament and their representatives on 15 March at which we updated on the Health Board's Annual Plan, the transformation proposals, the Bridgend boundary change as well as service developments.

Transformation proposals

We were pleased to receive confirmation of the Minister for Health and Social Services' approval of our region's Primary Care Cluster transformation proposal. It comes with an offer of support from the Transformation Fund up to £8,883,000 over the funding period.

This proposal forms part of a suite of proposals which scale up the successful approach of strengthening clusters in conjunction with community-based social services and healthcare. Key aims include increasing the scale and effectiveness of clusters in respect to preventative care, self-care, and care closer to home.

It links to the “New Western Bay Regional Offer Our Neighbourhood Approach” which will provide the social care wrap around service. Funding to support the rollout out of the Neighbourhood Approach to two clusters has been agreed and the bid for rollout out to all clusters will be submitted in April.

Porthcawl Primary Care Centre

I was delighted to open formally open the new centre on March 12th. Again this has been a long-standing commitment to the local community by the Health Board and it is a real pleasure that we have delivered on this commitment. As Porthcawl, being part of the Bridgend Transition, will be transferring to Cwm Taf Morgannwg University Health Board on April 1st, I extended an invitation to Professor Marcus Longley, my opposite number from Cwm Taf UHB, to jointly open the new Porthcawl Centre.

It is pleasing to see the development of our primary care estate over the last few years, with new centres having been developed at the Beacon Centre in SA1 Swansea; Maesteg Hospital; Briton Ferry; Brynhyfryd; Mayhill and with a new Vale of Neath centre in Glynneath which hopes to open its doors next month. Thinking about what is needed by local communities has developed so that primary care centres now include a very wide range of services, with centres becoming public service hubs rather than just GP practices. The Board is discussing our exciting plans for the development of a Swansea Wellness Centre at our meeting on the 28th March.

Maesteg Day Hospital

Further to the temporary closure of Maesteg Day Hospital service in November 2017, a community engagement exercise took place in the autumn of 2018 regarding the permanent move of the service to Princess of Wales Hospital due to ongoing staffing difficulties.

The outcome of the engagement was presented to the ABMU Health Board on 31st January 2019. The concerns raised by the community were fully acknowledged and the board accepted the recommendation for a further period of engagement during February and March 2019 before making any decision.

Subsequent to the board meeting, discussions have taken place with Cwm Taf University Health Board, who will take the responsibility for the commissioning and delivery of services to residents of the Bridgend County Borough Council area from 1st April 2019. Having reviewed the responses, the Chief Executive of Cwm Taf University Health Board has requested that any decision is deferred. This will allow the new organisation to engage more widely with the community about the broader shape of services delivered from Maesteg Hospital.

In the meantime, the temporary closure of the day hospital will remain in place and Cwm Taf Morgannwg University Health Board will meet with the new community health council in April 2019 to discuss and agree arrangements for further engagement.

Therapies & Health Sciences conference

Together with Emma Woollett, our Vice Chair, I attended a very successful ABMU Therapies & Health Sciences conference at the Liberty Stadium on March 14th. This is the third such conference I have attended and it was a great opportunity for colleagues to promote and learn from each other about the huge amount of excellent work that is delivered across the health board by the very varied group of disciplines within this professional grouping, the third largest in the organisation. Congratulations are due to Alison Clarke and her team on delivering a very successful event.

Cefn Coed Hospital Exhibition

On March 1st I opened an exhibition on the history of Cefn Coed Hospital. Helped with a £10,000 grant from the Heritage Lottery Fund, the exhibition has been curated by Martin Thomas and Rebecca Kelly, our Heritage Team, who have done a brilliant job in describing the fascinating history and development of Cefn Coed Hospital, which, built in 1932 was, at the time, a pioneering hospital. The exhibition is in Swansea Museum (next to the National Waterfront Museum and LC2) and I would strongly urge colleagues to see the exhibition.

Suicide & Self Harm Prevention workshop

I gave the opening address at a workshop on March 11th organised by Sandra Husbands and Jennifer Davies of our Public Health Team. While there has been an understandable focus on Bridgend in recent years given the tragic cluster of suicides in that area some years ago, the suicide rates in Neath Port Talbot and Swansea are well above the Welsh average. Suicide is now the main cause of death for young men under 40. It is an area we need to give urgent focus to and the above workshop will be developed by an action plan to shape a collective response to this priority.

Unveiling of ABMU Time-Capsule

On March 19th I unveiled a time capsule in Waiting Room 2 in the Outpatients department at Morriston Hospital. The capsule commemorates our 'NHS@70' celebrations and also marks the 'end' of ABMU Health Board and the beginning of Swansea Bay University Health Board. The time capsule is enclosed in a glass exhibition case and contains a range of objectives, including our Values & Behaviour Framework, and is to be opened on the 100th anniversary of the founding of the NHS in 2048. A very large number of our staff made this possible and had an input into this but I'd personally like to thank Julie Lloyd from our Staff Experience team in the Workforce & OD department for pulling all this great work together.

Awards

2019 Chairman's VIP Awards

The annual Chairman's VIP (Values in Practice) awards take place on Thursday 6th June and nominations for the awards are now open. The Awards give staff the opportunity to acknowledge and celebrate the inspirational work of individuals and teams across the Health Board. It recognises 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.

Entries invited for NHS Wales Awards 2019

The NHS Wales Awards are now open to all NHS Wales staff including students with a closing date of 5.00pm on the 23rd April 2019. This year the categories have been revised to align with 'A Healthier Wales'. The eight categories are ; Delivering

higher value health and care, Delivering person-centred services, Empowering people to co-produce their care, Enriching the wellbeing, capability and engagement of healthcare workforce, Improving health and wellbeing, improving patient safety, Providing services in partnership across NHS Wales and Working seamlessly across the public and third sector. An Outstanding Contribution for Transforming Health and Care Award will also be presented to the overall winner from the eight categories. The awards are an opportunity to celebrate the talent, commitment and ingenuity of staff who strive to improve outcomes for people using service in Wales.

Clinical Trainee Scientist wins award for 3D printing project to support wheelchair users.

Jonathan Howard, a trainee clinical scientist based at Morriston hospital, as part of his Master's degree in clinical science, won the best presentation at the 2018 All-Wales Medical Physics and Clinical Engineering Meeting. Jonathan has played a key part in the manufacturing of 3D bespoke head supports for patients using wheelchairs.

Launch of the Welsh Centre for Emergency Medicine Research

We are pleased to welcome Health and Social Services Minister Vaughan Gething to Morriston Hospital on 7 March to officially launch the Welsh Centre for Emergency Medicine Research. The centre, located in the hospital's Emergency Department, is a hugely successful partnership between the Health Board and Swansea University. I would like to congratulate Professor Adrian Evans on his commitment and tenacity in establishing Morriston as a centre for excellence in this crucial field. The launch builds on years of cutting-edge work in emergency, biomedical, epidemiological and clinical research by a multidisciplinary team.

Success for Cancer Charity

The ABMU communications department has run a successful social media campaign to assist a cancer charity operating from the Maggie's Centre in Singleton Hospital, which was struggling to continue its work locally. *Look Good Feel Better* has been running regular beauty sessions for ladies with cancer since 2007, but because of the ongoing recession in the retail industry, the numbers of department store volunteers taking part had fallen away, meaning sessions had dropped to just once a month and the charity's local service was at risk. Following a call for help from *Look Good Feel Better*, an ABMU social media appeal for trained beauty therapists to come forward was launched, and reached over 80,000 people. This resulted in 19 beauticians offering their services for the charity's events at Maggie's, and three have already begun their initial induction.

3. CHIEF EXECUTIVE'S UPDATE

Targeted Intervention (TI)

Board members will be aware of the 'Targeted Intervention' status of the organisation and that regular meetings take place between the Executive Team and Welsh Government to review performance and delivery. A meeting took place on 21st February 2019 and began by me providing an overview of my first year in post. Welsh Government acknowledged and recognised the progress being made.

In the detailed discussion that followed we focused on our waiting time position for both planned and unscheduled care, an update on which is provided later on in this report and in detail within our Integrated Performance Report agenda item. The meeting also noted there had been a successful recruitment campaign particularly in relation to nursing and discussed the challenges which we faced in terms of both our

current financial position and future financial plans – these will also be the subject of updates as part of separate agenda items at the Board meeting.

At the time of preparing this report, executives are also preparing for the next TI meeting with Government scheduled for 21st March 2019. A verbal update on that meeting will be provided at the Board meeting.

Performance Report

The detailed integrated performance dashboard and covering summary report later on in today's meeting agenda outline the health board's reported position against key targets and provides updates on areas of performance that require more focused and targeted work.

Key issues as they relate to the Targeted Intervention areas are as follows:

- **Healthcare acquired infections (HCAs)** – We continue to make good progress in addressing HCAs. All three healthcare acquired infection measures are within profile for the month of February 2019. The number of cases of Clostridium difficile infection remained at seven for the second month in succession which compares very favorably with the monthly average in quarter three of 15 per month. The number of Staphylococcal Aureus bacteraemia cases improved in February from 18 to 16 in January 2019 and whilst the number of E.coli bacteraemia cases increased from 31 from 28 in February, performance remains within profile of 42 for the month. As previously reported, during periods of high bed occupancy, infection risk increases and operational teams have worked hard to manage this as demonstrated by the performance.
- **Unscheduled care** – In February 2019 performance against the 4 hour metric improved from the January position to 77.2% and was 3.4% better than the same period last year. However, performance was below the internal profile of 90.4%. Neath Port Talbot Hospital continues to exceed the national target of 95% but Morriston and Princess of Wales Hospitals were below profile, achieving 67.0% and 77.7% respectively. The 4 hour improvement in February 2019 was mirrored by a reduction in the numbers of patients waiting over 12 hours in our emergency departments and the number of patients waiting over 1 hour for an ambulance handover was 47% lower than the January peak. We are clearly seeing signs of stability in the unscheduled care system now and our plans for 2019/20 are to build on this and secure further improvements to performance levels.
- **Planned care** – There has been a stepped reduction in the number of patients waiting over 36 weeks for treatment in February 2019. Whilst the Health Board is outside of profile in February, the number of patients waiting over 36 weeks reduced by nearly 200 to 2,978 (draft figure at time of writing) and this is the lowest number since April 2014. We have also seen a 32% reduction in the numbers of patients waiting over 52 weeks for treatment in the last 12 months and we plan to reduce this further in 2019/20. Outpatient, therapy and diagnostic access times are all performing well and continue to be amongst the best in Wales in terms of access times. We have experienced some unexpected challenges with outpatient waits in ENT and general surgery in February but plans are in place to recover the position in March. Our plan for service sustainability in 2019/20 has been well received and we are working

with Welsh Government to understand how we can reduce waiting times further in 2019/20.

- **Cancer** – Following performance of 85% in January 2019, it is anticipated that performance against the 62 day Urgent Suspicion of Cancer measure will be a minimum of 81% in February. The main areas of pressure are in the urology, breast and gynaecology tumour sites. Breast radiology is key element of the breast surgery pathway and a locum consultant radiographer has joined the team to provide much needed capacity. A permanent appointment is still desirable and will remain a priority for the service. The new gynaecological clinic timetable has been implemented alongside one-stop Post-Menopausal Bleed clinics to increase capacity. Further, the Board has for some time been looking to appoint a fourth gynae-oncology surgeon to join the clinical team. This post is currently out to recruitment and the team is hopeful of making an appointment.

Brexit

As part of the national preparedness for Brexit following the EU referendum, the NHS in Wales has been working to ensure adequate preparations in the event of a 'no deal' Brexit. The Board has previously received formal updates on the preparatory work undertaken.

Further work has since progressed to minimise the potential disruption of a no deal Brexit; working within the confines of the unknown concluding shape of the settlement. This has included engagement from all service delivery units, corporate services and cross-cutting services. A business impact assessment has been undertaken across all services, which resulted in the required and appropriate mitigation measures to be included in respective current business continuity plans. Particular attention has been paid to specific work groups in order that there are sufficient supplies of clinical and non-clinical goods and consumables available to patients as well as processes to ensure sufficient staff resource. The NHS has been working with suppliers to ensure there is a continuous supply of consumables and medicines according to national guidance:

- Medicine supplies to ensure there are sufficient medicines available to continue to treat patients.
- Workforce to ensure there are support packages for staff and managers in aiding EU national staff to progress with the EU settlement scheme.
- Procurement of medical consumables and devices to ensure a continuous supply and the Department of Health will be managing some suppliers nationally to ensure continuity and routes of delivery.

The Communication Team has developed live intranet and internet web pages to ensure our staff, patients and the public can source accurate and up to date information which includes links to key public facing national web pages. There is full engagement at a multi-agency level with robust information sharing and reporting mechanisms in place.

Financial Position

The Health Board remains on track to meet its control total of £10m deficit position by the year end. The Director of Finance will provide an update at the meeting on the financial position to the end of February 2019 and the financial assumptions being considered and managed into the financial plan for 2019/20.

Appointment of a Deputy Chief Executive

I am delighted to announce that Chris White, Chief Operating Officer and Executive Director for Therapies and Health Sciences, has taken on the role of Deputy Chief Executive, initially on a 6 month basis.

Interim Cover Arrangements, Morriston Hospital

Rebecca Carlton, Service Director for Morriston Hospital, left the health board in February 2019 to take up her post as Chief Operating Officer at the Royal United Hospitals Bath. We wish her well in her new role.

We are pleased to announce that Deborah Lewis (currently a senior manager in Cwm Taf University Health Board) has recently been appointed to the service director role at Morriston Hospital and will take up her post in April 2019. In the interim, the unit will be supported by Dr Mark Ramsey in an 'Accountable Officer' role who will provide unit director leadership to the experienced team. Mark is currently the unit medical director and during the transitional period the role will be undertaken by a job share between Dr Andy Macnab and Mr Conor Marnane. The above arrangement will preserve the triumvirate as Mark, Andy and Conor will continue to work with Nicola Williams, unit nurse director.

Changes to the Management of Services Commissioned and Provided to Welsh Health Specialised Services Committee (WHSSC) within ABMU

WHSSC is a Joint Committee of the seven health boards and was established in 2010 in order to commission specialist health services on behalf of the seven Welsh Health Boards – taking over the function previously performed by Health Commission Wales (HCW). WHSSC's commissioning budget is funded by contributions from the seven boards determined on a risk sharing basis and WHSSC enters into contracts with providers in Wales and England for the provision of specialist services for the Welsh population. Examples of specialist service typically commissioned through WHSSC would be specialist cardiac surgery, high and medium secure forensic services, gender identity services and bariatric surgery.

Following a review, ABMU's Director of Strategy and Director of Finance considered there to be an opportunity to further clarify the internal reporting and decision-making arrangements in relation to WHSSC services. This review has now been concluded and recommendations in this regard are being taken forward with arrangements in place to provide a quarterly update for the Board summarising current key issues from a provider and commissioning perspective.

Internal Engagement Activity

Our programme of 'Meet the Executive' team sessions continues with events at the Resource Centre in Port Talbot, Princess of Wales Hospital, and Cefn Coed Hospital held since the last meeting of the Board.

It has been great to see Execs engaging with many of our Health Board apprentices as part of the national Apprenticeship Week during March. The success of our Apprenticeship Academy in supporting our apprentices was profiled via @ABMUApprentices Twitter feed and we are looking forward to hearing more about how we can further improve the apprenticeship experience for our young people as part of our work to ensure we are an employer of choice.

During my regular engagement visits and Meet the Executive Team sessions, I consistently receive positive feedback about my monthly Blog and complementary Vlog where staff appreciate the regular updates as helpful to them, noting the increased visibility of our executive leaders.

New website

The new Swansea Bay University Health Board website is due to be launched on 1st April 2019, in beta format. This is timed to be in line with the health board's name change following the Bridgend boundary change.

The look and feel of the new website is cleaner, less cluttered and more public and patient-focused in its style and tone. The website is on a new, modern, platform called Mura, which NWIS is rolling out across NHS Wales. While ABM/Swansea Bay UHB is the first health board in Wales to pilot Mura – and the first to go live - Public Health Wales and HEIW are also currently developing Mura sites.

RECOMMENDATIONS

Members are asked to :

- **NOTE** the report.

Governance and Assurance					
Link to corporate objectives <i>(please ✓)</i>	Promoting and enabling healthier communities	Delivering excellent patient outcomes, experience and access	Demonstrating value and sustainability	Securing a fully engaged skilled workforce	Embedding effective governance and partnerships
					✓
Quality, Safety and Patient Experience					
Ensuring that the Health Board make fully informed decisions is dependent on 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.					
Financial Implications					
There are no financial implications contained within this report. However, specific impact, where relevant, will have been considered within individual reports referenced within this update.					
Legal Implications (including equality and diversity assessment)					
There are no legal implications contained within this report. However, specific impact, where relevant, will have been considered within individual reports referenced within this update.					
Staffing Implications					
There are no direct implications on workforce in this report. However, specific impact, where relevant, will have been considered within individual reports referenced within this update.					
Long Term Implications (including the impact of the Well-being of Future Generations (Wales) Act 2015)					
There are no direct implications on the Well-being of Future Generations (Wales) Act. However, the specific updates in this report will be subject to full impact against the act where necessary.					
Report History	None				
Appendices	None				