



Healthcare Professionals Forum (HPF)

Minutes of the meeting held on Friday 6 March 2026 via Microsoft Teams

	<u>07.03.25</u>	<u>06.06.25</u>	<u>19.09.25</u>	<u>05.12.25/ HPF/IMTP Workshop</u>	<u>06.03.26</u>
Executive Health Board Lead Officer – Teresa Owen	P	P	P	P	P
<u>Welsh Medical Committee:</u>					
Primary and Community Care Medical Representative – Dr Tim Davies	P	P	P	P	A
Mental Health Medical Representative – Faye Graver	P	P	A	P	P
Specialist and Tertiary Care Medical Representative – Vacant	◆	◆	◆	◆	◆
<u>Welsh Nursing and Midwifery Committee:</u>					
Community Nursing and Midwifery Representative – Emma Adamson (Chair HPF)	P	P	P	P	P
Hospital Nursing and Midwifery Representative – Naomi Holder	P	A	P	P	
<u>Welsh Health Professions Committee:</u>					
Allied Health Professions Representative – Dawn Leoni	P	A	P	P	P
<u>Welsh Scientific Advisory Committee:</u>					
Scientific Representative – Jane Wild (Chair HPF)	P	P	A	P	P
<u>Welsh Optometric Committee:</u>					
Optometry Representative – Sian Joesbury	◆	◆	◆	◆	P

Optometry Representative – Manon Haf	P	◆	P	P	◆
Optometry Representative – Geraint Allport	◆	P	A	◆	◆
<u>Welsh Dental Committee:</u>					
Dental Representative – Jeremy Williams	P	P	A	P	A
<u>Welsh Pharmaceutical Committee:</u>					
Hospital and Primary Care representative – Sarah Kingman	P	P	P	P	P
Community Pharmacists Representative – Sally Harris	P	P	P	P	P
<u>Guests in attendance:</u>					
Debbie Eyitayo – Executive Director of People Services & Organisational Development					P*
Emma Lea – Head of IMTP Development					P*
<u>Corporate Governance Directorate:</u>					
Harriet Abbott – Corporate Governance Officer (supporting)	P	A	P	A	P
Secretariat HPF - Rona Newton	A	P	A	P	A

Key:

P - In attendance / P* - Present for part meeting / A – Apologies submitted

X – Not in attendance / MC – Meeting cancelled

◆ Not a member of the Healthcare Professionals Forum at this time/Vacant post

It was noted that the meeting was recorded for administration purposes.

H26/01 Welcome, introductory remarks and apologies

H26/01.1 The Chair, Emma Adamson, welcomed members to the meeting and members introduced themselves, including their roles and affiliations.

H26/01.2 Apologies received from:

Dr Tim Davies, Primary and Community Care Medical representative.

Dr Jeremy Williams, Dental representative.

Naomi Holder, Hospital Nursing and Midwifery representative

Dr Clara Day, Executive Medical Director. (Guest)

Carol Shillabeer, CEO, BCUHB (Guest)

H26/02 Declarations of Interest

No declarations of interest were received.

H26/03 Draft minutes of previous meeting held on Friday, 5 December 2025 - for approval Minutes were accepted by the Forum members as a true and accurate record with no amendments.	
H26/04 Matters arising and summary action plan H25/39.1 The action log was reviewed and updates noted on various items, including expressions of interest for vacant roles. H25/39.2 Medical Representative: Ongoing gap remains for a secondary/tertiary medical representative. Dr Clara Day's PA has been asked to re-raise nomination. Action remains open. H25/39.3 Optometry Representative: Now fulfilled with Sian Joesbury joining. Action closed.	
H26/05 Integrated Mid Term Plan (IMTP) update - Presentation by Emma Lea, Head of IMTP Development The Chair welcomed Emma, introductions of the members ensued followed by a presentation of slides. Emma provided a comprehensive update on the IMTP development process, noting: • 366 separate asks from Welsh Government across multiple frameworks. • IMTP will not be financially balanced; an Accountable Officer letter has been submitted. • Prioritisation is essential given flat-cash position. • Shift to a continuous planning cycle, not annual cycles. Four overarching organisational strategic intent statements were outlined: • Health and Wellbeing (prevention, inequalities, population health) • Enhancing Care Coordination (primary and community care, health & wellbeing hubs, Community by Design) • Improving Access, Experience & Outcomes (UEC, planned care, MHLD, challenge services) • Modern, People-Centred Healthcare System (clinical leadership, interprofessional working, digital enablers) Key Concerns Raised by Members: 1. Clinical Services Plan (CSP) • Members unclear how CSP aligns with IMTP. • Clinical leaders feel disconnected and uncertain how to influence CSP. • Emma Lea to request Kamala Williams attend HPF for dedicated CSP briefing. 2. Prevention & Primary Care Work • Members felt these areas received insufficient prominence in the draft plan. • Concern that planned "shift left" is unrealistic given pressures on secondary care and limited investment.	

3. Primary/Secondary Care Interface

A recurring theme throughout the discussion:

- Challenges with prescribing responsibilities.
- Risk that services avoid testing/interventions due to unclear follow-through pathways.
- Lack of contractor engagement in planning.

4. Care Coordination

- Members asked for clarity on who would coordinate care and how—noting this is a structural weakness contributing to admissions and delays.

The Chair gave thanks to Emma for the comprehensive update on the IMTP development process.

[Emma Lea left the meeting]

H26/06 CEO annual update – postponed due to apologies.

Verbal update by Carol Shillabeer, CEO BCUHB - apologies received 04.03.26

H26/07 Introduction to Executive Director of People Services & Organisational Development

Introduction to recently appointed Debbie Eyitayo (DE), Executive Director of People Services & Organisational Development.

The Chair welcomed Debbie Eyitayo to the Health Board and to the HPF meeting, and introductions were made. DE noted she is 25 days into post, with 35 years of HR experience across the NHS and civil service, including senior roles in Swansea and England.

The following points were highlighted:

- A warm welcome from colleagues and positive early impressions.
- A recognition of historic gaps in executive leadership in People Services.
- The importance of cultural work, visibility, and listening to staff.
- An acknowledgement of organisational change fatigue.

A discussion ensued in relation to ‘culture and behaviours’ during which multiple members reflected on challenges of embedding culture change, particularly:

- Maternity: longstanding cultural issues not always recognised by all staff; difficulty evidencing “poor culture” in tangible ways.
- Mental Health: stigma from other specialties; challenges maintaining a positive culture despite pressure.
- AHPs & SLT: cultural complexity across three geographical regions (East/Central/West).

DE emphasised the need for improved triangulation of intelligence (speak-up concerns, R&Rs, never events) to better identify cultural hotspots.

There was further discussion reflecting on leadership visibility highlighting:

- The perceived widening gap between senior leadership teams and frontline clinical staff.

- Members emphasised the importance of Board-to-Floor visibility and practical methods to improve this.

The progression of 'Foundations for the Future' was discussed. Members raised concerns that uncertainty about the programme was causing delays in decision-making.

DE agreed to escalate concerns to the Executive Team.

The members requested the following:

- Early involvement of HPF in the development of People Services strategy and work programmes.
- Recognition that HPF should influence, not merely receive information.
- Collaborative approach to culture and workforce transformation.

The Chair thanked DE very much for joining the HPF and wished her well in her new role within the Health Board.

[Debbie Eyitayo left the meeting]

H26/08 Membership update – February 2026

- Specialist & Tertiary Care Medical Rep: Executive Medical Director (Clara Day) supportive of identifying a representative; aim for appointment by next meeting.
- Deputies: all members to confirm named deputies to the Secretariat by the next meeting.
- Dr Tim Davies, Primary and Community Care representative: Tenure ends June 2026.
- Faye Graver, Mental Health Medical representative: Tenure extended temporarily due to service pressures.
- Jane Wild, Scientific advisory: Tenure ends December 2026 (early notice only).

H26/09 HPF Chair and member updates – March 2026 – key notes

Maternity & Neonatal

- Improvement programme completed; concern over falling use of midwifery-led care
- PREMs rollout delayed; full implementation required by June
- Perinatal review identified 8 improvement areas
- BadgerNet launching next week – high workload, hybrid system needed

Healthcare Science

- First HSST qualification achieved in Wales (BCUHB)
- Mandatory training burden excessive and not user-friendly
- Network progressing national improvement work

Allied Health Professions

- Bevan project showcased nationally (Senedd)
- Workforce issues impacting stroke rehab and orthotics
- Estates for physiotherapy improving

- AI tool not approved; alternative digital solutions needed

Mental Health & Learning Disabilities

- New Director of Nursing in post
- Progress on reviews, waits, and EHR procurement

Key concerns:

- Inpatient detox service at risk – potential gap, urgent mitigation required
 - Improvements in out-of-area placements
 - New national gambling service hosted by BCUHB
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Community Pharmacy

- Strong flu uptake
- Digital discharge working very well
- EPS widely implemented (88%)

Key concerns:

- GP resistance slowing full rollout
 - Need urgent progress on out-of-hours prescribing
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Optometry

- Activity increasing

Key concerns:

- Gaps in glaucoma services
 - Prescribing/admin barriers for optometrists
 - No formal engagement structure with ophthalmology (safety risk)
 - Digital referral system pending but no training yet
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General Medical

- New contract positive
- Improved morale
- No concerns to escalate

H26/10 To be received for information:

H26/10.1 Minutes of the Planning, Population Health and Partnerships Committee held on 28 October 2025

Approved minutes for the previous meetings can be found here:

[Planning, Population Health and Partnerships Committee - Betsi Cadwaladr University Health Board \(nhs.wales\)](#)

H26/10.2 Minutes of the Quality, Safety and Experience Committee held on 6 November 2025

Approved minutes for the previous meetings can be found here:

[Quality, Safety and Experience Committee - Betsi Cadwaladr University Health Board \(nhs.wales\)](#)

H26/11 Summary of information to be included in Chair's AAA report to the Board (March 2026)

The Health Care Professional Forum wish to alert members of the Board that there are:

1. Concerns regarding primary/secondary care interface, especially unclear prescribing responsibilities and pathway gaps; these issues will need further consideration as part of the IMTP and Clinical Services Plan
2. Risks in relation to a potential service gap for inpatient detoxification provision from May due to provider relocation and unsuccessful tender process.
3. Concerns regarding safety and governance risks given the dissolution of local eye care groups with limited structured engagement between Optometry and Ophthalmology.
4. Progress updates are required on the forthcoming organisation changes via Foundations for the Future

The Health Care Professional Forum wish to assure members of the Board that:

1. Digital transformation progressing well including Electronic Prescribing Medicines Administration (ePMA), Radiology Informatics System Programme (RISP) and forthcoming BadgerNet go-live in Maternity. The staffing pressures are noted.
2. Stroke pathway innovations (community-based rehabilitation programmes) show positive impact though workforce fragility remains.
3. Electronic discharge summaries now improving the Digital Medicines Review (DMR) processes across Community Pharmacy.

The Health Care Professional Forum wish to advise members of the Board that:

1. Further strengthened engagement with clinical leaders regarding the Integrated Mid Term Plan (IMTP), Clinical Services Plan (CSP) and Foundations for the Future (FtF) programme is welcomed.
2. HPF seeks early involvement in People Services strategy development.
3. Mandatory training should be reviewed and reformed to ensure applicability to role / position and to deliver more value-based learning.

H26/12 Date of next meeting: Friday 5 June 2026 - 9.30-12.30 via MS Teams

(Future dates: 18 Sept 2026; 4 Dec 2026; 5 March 2027)