

**Betsi Cadwaladr University Health Board (BCUHB)**  
**Approved minutes of the Health Board meeting held in public**  
**on 25 May 2023 at Reichel Hall, Bangor University and via zoom live stream**

<b>Board Members Present</b>	
<b>Name</b>	<b>Title</b>
Dyfed Edwards	Independent Member/Chair (Chair)
Clare Budden	Independent Member
Gareth Evans	Acting Director of Therapies & Health Science (ADTHS)
Prof Mike Larvin	Independent Member
Dr Nick Lyons	Executive Medical Director/Deputy Chief Executive (MD)
Phil Meakin	Interim Board Secretary (BS)
Teresa Owen	Executive Director of Public Health (DPH)
Fon Roberts	Associate Member
Carol Shillibeer	Interim Chief Executive Officer (CEO)
Lesley Singleton	Independent Member
Chris Stockport	Executive Director of Transformation and Planning (DTP)
Rhian Watcyn Jones	Independent Member
Steve Webster	Interim Executive Director of Finance (DF)
Gareth Williams	Independent Member
Jane Wild	Associate Member
Angela Wood	Executive Director of Nursing and Midwifery (DNM)

<b>In Attendance</b>	
Richard Coxon	Interim Head of Corporate Affairs (minutes)
Dr Tom Davies	Integrated Health Community Medical Director
Nick Graham	Associate Director of Workforce Planning and Performance
Jeremy Griffith	Welsh Government Advisor
Lowri Gwyn	For Translation
Ffion Johnstone	Integrated Health Community Director (West)
Matthew Joyes	Associate Director of Quality, Patient Safety and Experience
Billy Nicholls	Secretary Trade Union Partners
Dylan Roberts	Chief Digital Information Officer
Olivia Shorrocks	Welsh Government Advisor
Helen Stevens-Jones	Director of Partnerships and Stakeholder Engagement
<b>Observing (via live link)</b>	
David Jenkins	Independent Adviser
Marty McAuley	Interim Deputy Director of Governance and Deputy Board Secretary

Agenda Item	Action
<b>HB23.91 OPENING BUSINESS</b>	
<p><b>HB23/92 Welcome, introductions and apologies for absence</b></p> <p>HB23/92.1 The Chair welcomed to everyone to the Board meeting of Betsi Cadwaladr University Health Board (BCUHB) at Reichel Hall in Bangor University. The Chair reminded the Board that they were welcome to make their contributions in either Welsh or English. He explained that the meeting was being live streamed via zoom with translation.</p> <p>HB23/92.2 The Chair welcomed Carol Shillibeer, Interim Chief Executive Officer, Lesley Singleton, Independent Member and Professor Mike Larvin, Independent Member for Bangor University to their first board meeting since been appointed.</p> <p>HB23/92.3 The Chair reminded everyone that the reports that were to be discussed had been published on the website and most had been reviewed by the boards sub-committees.</p> <p>HB23/92.4 Apologies were received from: Karen Balmer, Independent Member Jason Brennan, Deputy Director of Workforce &amp; OD Gill Harris, Executive Director of Integrated Clinical Delivery</p>	
<p><b>HB23/93 Declarations of Interest on current agenda</b></p> <p>HB23/93.1 There were no declarations of interest made.</p>	
<p><b>HB23/94 Draft Minutes of the Health Board Meeting held in public on 30 March 2023 for accuracy</b></p> <p>HB23/94.01 The draft minutes of the Board held on 30 March 2023 were received and one amendment was requested. Mandy Jones had been recorded in attendance twice and in paragraph HB23/72, thanks to be recorded for North Wales police. Subject to that amendment the minutes were agreed as a true and accurate record of business.</p> <p>HB23/94.02 The questions pre-submitted by members of the public prior to the last board meeting were annexed along with the responses for information.</p>	



## HB23/95 Matters Arising and Summary Action Log

HB23/95.01 The Board reviewed the action log.

HB23/95.02 It was noted that there was one action that the Associate Director of Workforce Planning and Performance explained would be taken forward and reported back under Special Measures work so would be closed.

## HB23/96 Patient Story

HB23/96.01 The Associate Director of Quality introduced the patient story which illustrated the importance of the Welsh language in caring for patients. The patient, Mrs Morris had shared her story via an audio-visual recording which was played at the board meeting.

HB23/96.2 Mrs Morris shared her experience of her care in Ysbyty Gwynedd and in particular Conwy Ward. Mrs Morris had lived away from North Wales for 50 years and returning for Christmas, had become unwell on Christmas Eve, unable to catch her breath and needing help. Following triage and treatment in the Emergency Department, Mrs Morris had been admitted to hospital for treatment and spent Christmas on Conwy Ward.

HB23/96.3 Mrs Morris had shared her experience with the aim of highlighting the importance of the opportunity to speak her first language Welsh with nursing staff and other patients and how this made her feel 'more comfortable and reassured' and safe. She highlighted the exemplary nursing care that she received and her positive experience of patient nutrition and hydration.

HB23/96.4 The Deputy Ward Manager for Conwy Ward described the importance of offering every patient on the ward the ability to communicate in their first language of choice to ensure patients understand every aspect of their treatment and feel empowered to make choices and decisions regarding their care. Staff who were Welsh speakers wore a badge to identify them and posters around the hospital illustrated that Welsh speaking staff were available.

HB23/96.4 The Associate Director of Quality summarised that this story showed the importance of patient interaction in their chosen first language and also the importance of how food could bring comfort as well as nutrition to patients. The Welsh Language Team also supported staff who wanted to learn Welsh and provided support when required.

HB23/96.5 In discussion, it was noted that North Wales had the highest number of Welsh speakers in Wales and patients who were Welsh speakers were

<p>identified on the boards behind their beds. It was agreed that it would be useful for the Board to have the percentage of staff who were Welsh speakers as well as those who were actively learning Welsh.</p> <p>HB23/96.6 The Board received the report and thanked everyone concerned for their contribution.</p>	<p><b>DWOD</b></p>
<p><b>HB23/97 Report of the Chair</b></p> <p>HB23/97.1 The Chair introduced his update report the Board which was taken as read. The report highlighted where he had visited in the organisation since the last meeting, as he had made the decision to spend much of his time getting out and about meeting people during his first months in this role. He had done this not only to connect with people, but also to learn of people’s hopes and concerns. He had met up with staff and others right across the region and acknowledged the commitment and dedication of our workforce. He had also been sharing his thoughts and information with staff via a weekly video message available on Betsinet.</p> <p>HB23/97.2 He had met with Senedd Members in the region, mostly in person, as he recognised that relationships with elected representatives was also key as they were in daily contact with their constituents and their concerns. It was noted that the dialogue we have with them and their staff is very important and can help inform us of issues that need to be addressed so we can continually improve. Equally, we can inform elected representatives of developments and ensure they are aware of the progress we are making.</p> <p>HB23/97.3 The Chair highlighted that he had spent half a shift with the porters at Glan Clwyd Hospital which he had found very interesting. Their role was vital for patients in reassuring them and making them comfortable as well as delivering food and cleaning and they covered 10-15km a shift! He had felt privileged to have had the opportunity to spend time with them.</p> <p>HB23/97.4 In discussion it was agreed that it was important for board members to be visible to staff and get the opportunity to share their experiences and thoughts directly. It was noted that additional Independent Members would be joining the board in coming months.</p> <p>HB23/97.5 The Board received the report.</p>	



## **HB23/98 Report of the Interim Chief Executive Officer**

HB23/98.1 The Interim Chief Executive Officer (CEO) introduced herself and thanked everyone for the warm welcome she had received. She explained that she was the substantive CEO of Powys Health Board and had been seconded into this role until a permanent CEO was recruited and appointed.

HB23/98.2 She stated that this was a particularly difficult and challenging time for the organisation and that it had been good to meet so many extremely keen and committed staff on her site visits.

HB23/98.3 She felt confident and optimistic that improvements can be made. She felt there were plenty of examples of good practice in the organisation and wanted those to be shared. The work around deep vein thrombosis is a great example and we have Staff Awards coming up.

HB23/98.4 In response to a question raised on the Elective Surgical Hub in Llandudno, it was reported there were two productive workshops held last week on surgery and orthopaedic waiting lists. It is now much clearer what is needed and an approach agreed for the business case which will be brought back for the board's approval.

HB23/98.5 The Director of Partnerships and Stakeholder Engagement reported that there was ongoing consultation work with local partners and the public in North Wales on waiting list times. We will be having full conversations with partners and patients how these can be influenced going forwards.

HB23/98.6 The report was received by the Board.

## **HB23.99 STRATEGY**

### **HB23/100 Special Measures Report**

HB23/100.1 The Interim Chief Executive Officer introduced the report and apologised for the late publication and explained that this had been due to timings with Welsh Government who were thanked for their support. She was pleased with the clear direction and co-operation and support from staff and acknowledged there was a lot to do to make firm improvements and sustainable steps in the journey.

HB23/100.2 The organisation was working in a way to respond to issues and lay foundations for future based on an outcomes approach, with work identified for the next 90 days. This will be a major issue for committees and the board to review going forward.

HB23/100.3 It was noted that there were eight areas of concern identified and ten independent reviews that have either started or about to start which will impact on the first 90-day phase. A number of independent advisers will be supporting us which is really helpful.

HB23/100.4 This has been quick turnaround on the organisational response which is structured and systematic in approach. A Special Measures Group is meeting weekly to review and provided useful support. Special Measures will also be reflected in the Annual Plan as they are so closely linked.

HB23/100.4 It was noted that the Interim Chief Executive Officer was the responsible officer for the implementation of this plan and the Executive Director of Transformation and Planning would support. The Executive Team will be reviewing the risks regularly.

HB23/100.5 Olivia Sharrocks, Welsh Government Adviser was introduced and explained that her role was to help, support and advise the Board on how to run the organisation. It was noted that the work should not be rushed and agreed that the first 90 days was a discovery phase with second 90 days as a stabilisation phase.

HB23/100.6 Everyone she has met has been very open and helpful. It was noted that there were examples of some good work and this should be celebrated. The Health Minister for Wales had visited Ysbyty Gwynedd last week and was complimentary about services and work being undertaken. However, it was noted that there were serious issues in several areas and a lot of intense scrutiny on the organisation.

HB23/100.7 It was noted that a Governance Review was underway which the organisation was being supported with. This would give a better understanding of what committees the organisation required going forward. It was noted that assurance and outcomes would be assessed by Audit Wales, improvements would be monitored internally through the performance report. Culture was a large piece of work especially 'sub-cultures' within the organisation and working with staff and in partnership working with the trade union representatives. The Secretary, Trade Union Partners, asked about the Social Partnership working and the Interim Chief Executive Officer agreed that she was keen to develop and meet with Trade Union representatives as soon as possible.

HB23/100.8 The report and response to Welsh Government was agreed by the Board.



<p><i>Claire Budden, Independent Member joined the meeting at 10:20, delayed due to transport issues.</i></p>	
<p><b>HB23.101 Finance Report M1</b></p> <p>HB23.101.1 The Interim Executive Director of Finance introduced the report which was taken as read. It was noted that the report covered month 12 for last year and month one for the current financial year. The draft unaudited year end position for 2022-23 achieved a surplus of £0.4m. The initial financial plan for 2023-24 is to deliver a deficit position of £134.1m.</p> <p>HB23.101.2 The April position is reporting an in-month deficit of £12.2m, which is £1.0m higher than the £11.2m profiled financial plan for Month 1, due essentially to outsourcing costs. Outsourcing costs are £1.0m over the profiled £27.1m resource for planned care sustainability. This results from patients being transferred to private providers before the decision was made to pause certain aspects of outsourcing to keep costs within the £27.1m available.</p> <p>HB23.101.3 Gareth Williams, Independent Member and Chair of the Performance, Finance and Information Governance Committee agreed with the report and supported the actions being undertaken as well as the summary sheets. It was agreed that it would be a difficult financial year for all Health Boards in Wales this year.</p> <p>HB23.101.4 In discussion it was noted that agency staff spend was high due to challenges in recruiting staff to substantive roles and the following key points were made:</p> <ul style="list-style-type: none"> <li>• Initiatives to grow our own qualified staff</li> <li>• Partnership working with Bangor University over courses and training support</li> <li>• Welcoming international nurses and student nurses</li> <li>• Creating different roles and opportunities</li> <li>• Better use of Bank staff</li> </ul> <p>HB23.101.5 The Board agreed the report.</p>	
<p><b>HB23.102 Community Complex Conditions Service Business Case</b></p> <p>HB23.102.1 The Acting Executive Director Therapies &amp; Health Science presented the Community Complex Conditions Service Business Case which was taken as read.</p>	

HB23.102.2 The Board was asked to approve Option four in the business case. This option would establish a Community Complex Conditions Service in BCUHB, integrating Long COVID, Chronic Fatigue Syndrome/Myalgic Encephalomyelitis, Breathing Pattern Disorders, Persistent Physical Symptoms, and Frequent Attenders. The service would improve patient outcomes, provide sustainability and address current and future demand for services and gaps in service provision

HB23.102.3 It was agreed that this was a fantastic piece of work which provided patients with support and care they needed. It was noted that the service was funded by the Welsh Government and there is still a lot unknown about the effects of long covid and long-term impact on healthcare.

HB23.102.4 The Board agreed the business case.

### **HB23.103 QUALITY & SAFETY**

#### **HB23.104 Anglesey and Gwynedd Wellbeing Plan**

HB23.104.1 The Executive Director of Transformation and Planning presented the Anglesey and Gwynedd Public Services Board (PSB) Wellbeing Plan report which was taken as read. The Plan had been developed to respond to the updated Well-being Assessments for the Anglesey and Gwynedd area produced in 2022. It sought to address the key areas which pose the greatest need or challenge for communities and where the PSB can make the greatest contribution towards social, environmental, cultural and economic well-being, adding value to existing partnerships and core services.

HB23.104.2 It was noted that the production and implementation of the Well-being Plan is a key task of the PSB and part of the Health Board's statutory duty under the Well-being of Future Generations (Wales) Act 2015. The Plan supported:

- our strategic well-being goal of improving health and well-being.
- delivery against the relevant priority areas described within the NHS Planning Framework and ministerial priorities.
- a joined-up, partnership approach to maximise our contribution to the wider well-being agenda.

HB23.104.3 The Board:

- Received the Well-being Plan for 2023 – 2028.
- Approved the Plan as part of the partner scrutiny and approval process, prior to formal sign off by the PSB and publication by the 31 May 2023.



### HB23.105 Integrated Performance Report

HB23.105.1 The Interim Executive Director of Finance presented the Integrated Performance which related to the Month 12, 2022-23 and provided the Board with an update of performance against the Board's Key Performance metrics, the key measures contained within the 2022-23 National Performance Framework and Welsh Government Ministerial Priority Measures under the Quadruple Aims set out in "A Healthier Wales". It was noted that the report had been reviewed by PFIG Committee.

HB23.105.2 He highlighted the following from the report:

- Performance delivery in March 2023 against the four-hour AE/MIU target was 65.6%, at BCU level - a deterioration from the position in February 2023 of 70.3%.
- There was also significant deterioration in performance in relation to ambulance handover waits. The number of over 1 hour handover delays increased to 2192 in the month, an increase of 813 on February 2023. This was the highest monthly volume of such delays in the whole of 2022-23.

HB23.105.3 In discussion it was agreed that a Board workshop on waiting lists and increasing capacity should be arranged.

HB23.105.4 The report was received by the Board.

**BS/MD**

### HB23.106 Quality & Patient Safety Report

HB23.106.1 The Executive Director of Nursing and Midwifery presented the Quality & Patient Safety Report which provided the Board with information and analysis on significant quality issues arising during the prior two-month period, alongside longer-term trend data, and information on the improvements underway. It was noted that the report had been received by the Quality, Safety and Experience Committee.

HB23.106.2 She highlighted the following points from the report:

- One overdue Safety Alert remains.
- The number of overdue complaints remains unacceptably high, with an impact on the closure target compliance. As with incidents, services report pressures as being the cause. Support is being provided to all divisions from the corporate teams and a recovery plan has been developed. It is likely to take several months to address the backlog position and the risk of ongoing or greater pressure on services is a risk to success.

- The overall rate of Nationally Reportable Incidents (NRIs) remains constant – the main themes remain falls, healthcare acquired pressure ulcers, and the recognition and action on deteriorating patients. Improvement work for all these areas is progressing under the leadership of senior clinical staff.
- The rate of surgical safety NRIs (specifically Never Events) has reduced.

HB23.106.3 In discussion it was agreed that prevention and reducing harm was paramount. Complaints were important in identifying themes with some things that can be changed immediately and working with all services for shared learning to improve the organisation.

HB23.106.4 The Board received the report.

### **HB23.107 Vascular Quality Panel Report**

HB23.107.1 The Executive Medical asked the Integrated Health Community Medical Director to present the Vascular Quality Panel Report. It was noted that going forward the vascular reporting to the Board will come under the Special Measures report.

HB23.107.2 It was noted that vascular services were centralised in April 2019 with arterial and endovascular surgical services provided from a newly built hybrid theatre at Ysbyty Glan Clwyd and a “hub and spoke” model of care ensuring vascular presence in Ysbyty Gwynedd and Ysbyty Wrecsam Maelor. Patients are now getting a more positive experience.

HB23.107.3 He highlighted three areas of significant improvement:

- Consultant appointment made
- Fully staffed middle grade support out of hours care
- Multi-disciplinary team working improvements with regular meetings

HB23.107.4 He also highlighted three areas of focus:

- Vascular improvement group for delivery
- Working with Welsh Government on Key Performance Indicators on delivering targets and efficiencies in the service
- Developments on pathways which need to embed and monitor impact on patients

HB23.107.5 The report was received by the Board.

<p><b>HB23.108 Staff Survey and actions</b></p> <p>HB23.108.1 The Associate Director of Workforce Planning and Performance introduced the report on the Staff Survey and actions which was taken as read.</p> <p>HB23.108.2 He reported that the next staff survey will take place in September 2023 as part of a national survey with an option to localise questions. These localised surveys could report quarterly to support Special Measures work which will be offered in non-digital format for those staff who are not in front of a computer. Professor Michael West has been part of this work and is supporting Health Education Improvement Wales with the development of the new NHS Wales Staff Survey. It was noted that engagement with staff was key.</p> <p>HB23.108.3 In discussion it was noted that the provider would be able to give granular detail which be an improvement on what had been provided in previous years.</p> <p>HB23.108.4 The Board received the report.</p>	
<p><b>HB23.109 Update of Register of Approved Clinicians and of Section 12(2) Doctors</b></p> <p>HB23.109.1 The Executive Medical Director introduced the Update of Register of Approved Clinicians and of Section 12(2) Doctors report which was taken as read. It was agreed that this was a good and efficient use of governance.</p> <p>HB23.109.2 The Board was received.</p>	
<p><b>HB23.110 Nurse Staffing Levels Annual Assurance Report for Spring 2023</b></p> <p>HB23.110.1 The Executive Director of Nursing and Midwifery introduced the Nurse Staffing Levels Annual Assurance Report for Spring 2023 which had already been reviewed by the QSE Committee.</p> <p>HB23.110.2 In line with the Nurse Staffing Levels (Wales) Act 2016, Health Boards are required to calculate and take all reasonable steps to maintain the nurse staffing levels in acute adult medical &amp; surgical inpatient wards and paediatric inpatient wards using the processes prescribed within the Act. The report covered the period from 6 April 2022 - 5 April 2023.</p> <p>HB23.110.3 It was noted that data was not available to do a comparison with other Health Boards and better to compare year on year for improvements. Staffing</p>	

<p>levels are reviewed regularly and can be challenged by the Executive Director of Nursing and Midwifery.</p> <p>HB23.110.4 The Board received the report.</p>	
<p><b>HB23.111 GOVERNANCE &amp; RISK</b></p>	
<p><b>HB23.112 Reports of Board Committees: Performance, Finance and Information Governance Committee (PFIG), Audit Committee (AC), Quality Safety &amp; Experience Committee (QSE) and Remuneration and Terms of Service Committee</b></p> <p>HB23.112.1 The Interim Board Secretary introduced the reports from the revitalised Board sub-committees and handed over to Gareth Williams, Independent Member and Chair of PFIG. GW reported that all reports had been covered in Board discussion today and could also confirm the Audit Committee report. He noted that he was pleased that the Scheme of Delegation was being reviewed as the level of reporting was too detailed for assurance. It was noted that there was follow up on the outstanding actions for Audit Committee.</p> <p>HB23.112.2 Rhian Watcyn Jones, Independent Member and Chair of the QSE Committee, reported that QSE met last Friday so was unable to provide a written report in time for today's meeting. The meeting had been short with a second meeting to be held next month but many of the reports had been reviewed by the Board today. She agreed that short concise reports were most welcome.</p> <p>HB23.112.3 The Chair reported that the Remuneration Committee had met at the end of last month and approved the interim appointment of Phil Meakin as Interim Board Secretary and Carol Shillibeer as Interim Chief Executive Officer.</p> <p>HB23.112.4 The Board received the reports.</p>	
<p><b>HB23.113 Remuneration Committee Terms of Reference</b></p> <p>HB23.113.1 The Interim Board Secretary introduced the updated the Remuneration Committee Terms of Reference. It was noted that new guidance had been received from the Welsh Government concerning interim members of staff and would need to be updated and taken through the Audit Committee and back to Board for approval.</p> <p>HB23.113.2 The Board noted the report.</p>	
<p><b>HB23.114 Corporate Risk Register</b></p>	

HB23.114.1 The Interim Chief Executive Officer introduced the Corporate Risk Register report which provided an oversight of the Corporate Risks that have been assessed through the Risk Management Group (RMG) which met on the 5 May 2023. The report includes the Corporate Risks that currently have a risk score of over 15.

HB23.114.2 The RMG had agreed a proposed Terms of Reference which reflected a desire to provide a more effective oversight of Corporate Risks in the organisation. A review of Risk Management arrangements is highly likely to be an integral part of the Special Measures Programme stabilisation plans including review of risk appetite and targets. This will be discussed further with board members at a planned development workshop next month.

HB23.114.3 In discussion it was agreed that 48 strategic risks are too many for the board to review. A formal Risk Management Policy will be agreed and brought back to board for approval.

HB23.114.4 The Board received the report and approved the Terms of Reference.

**HB23.115 Welsh Health Specialised Services Committee (WHSSC) Governance and Accountability Framework**

HB23.115.1 The Interim Board Secretary introduced the WHSSC Governance and Accountability Framework which all HBs in Wales had been asked to formally approve. All Health Boards in Wales are part of the framework for specialised services.

HB23.115.2 The Board:

- Noted the report,
- Approved the proposed changes to the Standing Orders and include as schedule 4.1 within the respective Health Boards Standing Orders,
- Approved the proposed changes of the Memorandum of Agreement and Hosting Agreement in place with Cwm Taf Morgannwg University Health Board and include as schedule 4.1 within the respective Health Boards Standing Orders; and
- Approved the proposed changes to the financial scheme of delegation and financial authorisation matrix updating the Standing Financial Instructions.

**HB23.116 CLOSING BUSINESS**

**HB23.117 Items to Refer to Committees**

<p>HB23.117.1 No items to be referred to Committees. This may change when work programme is reviewed.</p>	
<p><b>HB23.118 Review of Risks Highlighted within the Meeting</b></p> <p>HB23.118.1 The Risk Register was reviewed; nurse staffing levels, vascular services, financial risks; big item savings; unplanned care and direction of travel including planned care and winter care planning.</p> <p>HB23.118.1 In discussion, it was agreed that what are risks and what are issues were important definitions and will be explored at board development session.</p>	
<p><b>HB23.119 Any other business/Questions from public</b></p> <p>HB23.119.1 The Chair reported that three questions had been pre-submitted from members of the public which had been responded to and both questions and answers had been published on the website. One of the questions had been submitted by the Tywyn Hospital Action Group which had multiple parts and asked the Integrated Health Community Director (West) to respond.</p> <p>HB23.119.2 She explained that comprehensive responses to each of the questions raised were available on the website. It was noted that a positive and honest meeting with the Local Authority to explain where we currently are, took place last week. The Board were keen to understand the health needs of the local population in and around Tywyn and how we can support the delivery of services in a new service model which best meets these requirements and will be holding workshops. This will be done in partnership with our Local Authority colleagues and other partners including neighbouring Health Boards and these relationships are already in place with service discussions well embedded.</p> <p>HB23.119.3 It was noted that the full questions and comprehensive answers could be found on the website. Anyone can send in questions to the Chair or Board at any time and do not have to wait for a board meeting.</p>	
<p><b>HB23.120 Summary of Private Board business to be reported in public</b></p> <p>HB23.120.1 A summary report of Private Board business from meeting on the 30 March 2023 to be reported in public was received.</p>	
<p><b>HB23.121 Date of Next Meeting – 27 July 2023</b></p> <p>HB23.121.1 The Chair thanked everyone for attending and their contributions. It was noted that the Board was getting a lot of attention currently and we will work</p>	



<p>to provide the best possible health services for the people in North Wales. The organisation had nearly 20,000 staff with families who we want to support. We recognise that many go the extra mile and we thank them for their continued dedication.</p>	
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<p><b><i>Exclusion of Press and Public for Private Board meeting</i></b></p>	
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