

Betsi Cadwaladr University Health Board (BCUHB)
Minutes of the bilingual, livestreamed
Health Board meeting
held in public on 30.11.23 at the Optic Centre, St Asaph

Board Members present	
Name	Title
Dyfed Edwards	BCUHB Chair
Clare Budden	Independent Member
Russell Caldicott	Interim Executive Director of Finance
Gareth Evans	Acting Executive Director of Therapies & Health Science
Urtha Felda	Independent Member
Adele Gittoes	Interim Executive Director of Operations
Dyfed Jones	Independent Member
Prof Mike Larvin	Independent Member
Phil Meakin	Acting Board Secretary
Dr Nick Lyons	Executive Medical Director/Deputy Chief Executive
Teresa Owen	Executive Director of Public Health
Mike Parry	Associate Member – Chair Stakeholder Reference Group
Dylan Roberts	Chief Digital and Information Officer
Carol Shillabeer	Interim Chief Executive Officer
Helen Stevens-Jones	Director of Partnerships, Engagement & Communications
Dr Chris Stockport	Executive Director of Transformation and Planning
Dr Caroline Turner	Independent Member
Rhian Watcyn Jones	Independent Member
Gareth Williams	BCUHB Vice Chair
Jane Wild	Associate Member – Chair Healthcare Professionals Forum
In Attendance	
Nick Graham	Associate Director - Workforce Optimisation
Mandy Jones	Deputy Executive Nurse Director
Ceriann Tunnah	Consultant in Public Health (part meeting)
Laura Jones Jody Evans	Corporate Governance meeting support
John Morrell David Beard	IT Support
Lowri Gwyn Catherine Gilkes	Translation services
John Bowden	Audio visual support
Diane Davies	Corporate Governance Manager – for minutes
Observing	
Public	
Audit Wales representative	
Llais North Wales Officers	

Agenda Item	Action
OPENING BUSINESS	
<p>HB23/247 Welcome, introductions and apologies for absence</p> <p>HB23/247.1 The Chair was pleased to welcome observers online and in person which included senior officers of Llais North Wales. He explained that a new regular report would be developed in the new year in conjunction with Llais and BCU's Director of Partnerships, Engagement and Communication, which would further address patient experience, questions from the public and communication with partners. He was pleased to introduce 3 new Board Members and invited them to briefly introduce themselves: Dr Caroline Turner and Ms Urtha Felda as Independent Members and Cllr Mike Parry as Associate Member / Chair of BCUHB's Stakeholder Reference Group. Warm congratulations were also extended to Board members Carol Shillabeer, who had been appointed as substantive CEO in the new year, and Gareth Williams whom had been appointed as BCUHB's Vice Chair.</p> <p>HB23/247.2 Apologies were noted from:</p> <ul style="list-style-type: none"> • Angela Wood, Executive Director of Nursing and Midwifery • Karen Balmer, Independent Member • Fôn Roberts, Associate Member – representative of Social Services Directors • Jason Brannan, Deputy Director of People 	
Preliminary matters	
<p>HB23/248 Declarations of interest (DoI) on current agenda</p> <p>There were no declarations of interest made in respect of items on the agenda.</p>	
<p>HB23/249 Draft minutes of the previous meeting held on 28.9.23 and the Annual General Meeting held on 27.9.23</p> <p>It was resolved that the Board approved the minutes of the meetings held on 27.9.23 and 28.9.23.</p>	
<p>HB23/250 Matters arising from the minutes and Action Log</p> <p>There were no matters arising regarding the minutes, closed actions were accepted and remaining open actions updated.</p>	
<p>HB23/251 Patient Story – Inflammatory Bowel Disease (IBD) Service</p> <p>The Board listened with gratitude to a patient sharing his experience of the organisation's IBD service and the joined up provision of health care within it. The Board was keen to understand the number of patients across North Wales who accessed the service and whether provision and accessibility were similar across all areas. In the discussion which ensued it was noted that increasingly Advanced Nurse Practitioners were being recruited and trained to enhance</p>	

<p>service provision for various specialties and this also included strengthening support within primary care.</p> <p>The Board was pleased to recognise that the patient had experienced trust in regard to self-management which was an important environment to cultivate and support to ensure patient confidence as service pathways developed. The Chair and Interim CEO reflected that developing services in this way helped patients to better manage their conditions and avoid presentation at Emergency Departments (EDs).</p> <p>It was resolved that the Board</p> <ul style="list-style-type: none"> • noted the presentation and report and • extended gratitude to the patient for sharing their personal experiences • agreed that a Committee of the Board would consider further the discussion regarding advanced practitioner utilisation within BCU's services. 	NL/PM
<p>HB23/252 Chair's Report</p> <p>HB23/252.1 Whilst the Chair drew attention to the various meetings listed within the report since the previous Board meeting, he also highlighted meetings held with Welsh Government (WG), the Minister and also others scheduled with partner organisations. He emphasised the importance of this form of scrutinising BCU's provision which enabled the organisation to better consider prioritisation within its services.</p> <p>HB23/252.2 The Chair was grateful of the opportunities to speak directly with staff and participate within community events, sharing his experience of the enthusiastic Diwali celebrations that had recently taken place in Bethesda with many NHS employees, their families and also wider community enjoyed. He recognised the equal importance of all employees' contribution to health services across the various services, citing the incredible long service and commitment of Tommy Stone whose 50 years of NHS service he recently joined to celebrate at Ysbyty Glan Clwyd on his retirement.</p> <p>HB23/252.3 The Chair stated that the common question arising at many meetings he had attended was "Where is BCU on its journey?" He emphasised that BCU was moving forward, and at its heart was the importance of ensuring that the highest standards and quality were embedded across all health care provision and support services, underpinned by the ambition to provide the best for the population of North Wales. He was committed to ensure this theme was grasped and embedded within the improvement journey of special measures.</p> <p>It was resolved that the Board noted the report</p>	
<p>HB23/253 Chief Executive's (CEO) Report</p> <p>HB23/253.1 The Interim CEO was pleased to advise that the report provided detail of many visits she had undertaken with staff across many services within the Health Board, emphasising the opportunity it afforded to make improvements</p>	

<p>for staff and patients. She stated that quality was a major area of focus for the Board, reflecting that the public judges the organisation on the quality of care that they receive. Whilst much work was ongoing to develop skills and effective processes, she acknowledged the financial pressures that BCU was required to operate within and the challenges of winter resilience ahead.</p> <p>HB23/253.2 The Interim CEO was pleased to draw attention to the Speak Out Safely work she had been involved with. She expressed gratitude for the Staff Award ceremony that had taken place which showcased staff contributions across BCU and which also demonstrated how BCU was building on the effectiveness of the organisation through its special measures journey. Following a point raised by an Associate Member, it was agreed that the Speak Out Safely section of the staff intranet would be further highlighted for ease of access and added to the Stakeholder Reference Group work plan as an agenda item for information at a future meeting.</p> <p>It was resolved that the Board noted the report</p>	<p>HSJ</p>
<p>HB23/254 Special Measures Report</p> <p>HB23/254.1 The Executive Director of Transformation and Planning presented the report which provided progress on actions undertaken within the second 90 day cycle of assessment required by Welsh Government and which also demonstrated improvements within clinical areas. He drew attention to the four independent reviews and management responses provided and advised that plans were in place to provide the remaining reports by the end of February 2024.</p> <p>HB23/254.2 The Interim CEO was keen to highlight that BCU had set itself ambitious plans to address the special measures imposed on the organisation and she would be keen to make an assessment of the overall 9 month planning at that time.</p> <p>HB23/254.3 The Chair sought clarification on what BCU's transition from 'Stabilisation' towards 'Standardisation' meant for service users. The Executive Director of Transformation and Planning advised that this involved focus on standardising decision making to provide greater assurance on governance and clinical matters, considering standardisation of processes across North Wales to minimise variation, sharing learning to become a learning organisation and that the sharing of practices would lead to being seen as one integral organisation rather than several different internal areas. The Interim CEO also referred to consistent, measurable standards that were important to embed within the organisation and that would be easily understood externally.</p> <p>HB23/254.4 The Vice Chair emphasised the importance of recognising and dealing with challenging internal issues, implementing a strategy review with effective objective setting and clarifying decision making within the operating</p>	

<p>model. He commented that the conclusions of the Executive Portfolio Review were also important to draw forward outside the special measures framework.</p> <p>HB23/254.5 In regard to the Review of the Office of the Board Secretary, it was agreed this would be drawn forward to Cycle 3 and that matters related to Executive Recruitment would be under the ownership of the Interim Chief Executive rather than the Acting Board Secretary.</p> <p>HB23/254.6 In response to a Board member’s concern, the Interim Executive Director of Operations clarified the organisation provided a treat in turn referral service based on clinical priority, she also advised that a plan was in place to make appointments for long waiting vascular patients which were non-urgent, and advised that dermatology services had been the subject of a recent service re-design meeting to address availability issues. The Executive Medical Director acknowledged the potential risk involved whilst patients were awaiting their appointments.</p> <p>HB23/254.7 The Chair concurred with the Acting Executive Director of Therapies and Health Sciences in his emphasis that a key message of the success of standardisation for the public would be that “BCU is improving” and “demonstrates improvement” within its services. The Chair also emphasised the need for excellent leadership skills in moving this forward.</p> <p>It was resolved that the Board</p> <ul style="list-style-type: none"> • received assurance on the progress made in the second 90-day cycle, acknowledging the areas of challenge • approved the approach for the second 90-day cycle closure and third 90-day cycle commencement • approved the items of change control listed in the paper • noted the Welsh Government Independent reviews and management responses that have been considered at BCUHB’s Committees as indicated below <ul style="list-style-type: none"> • Safety Review BCUHB Mental Health and Learning Disabilities In patient units (Quality, Safety and Experience Committee) • Review of concerns raised around BCUHB affiliated patient safety (Quality, Safety and Experience Committee) • Rapid review of interim executive posts at BCUHB (Remuneration Committee) • Rapid review of the Office of the Board Secretary, BCUHB (Audit Committee) 	PM
<p>HB23/255 Executive Director of Public Health Annual Report 2022/23 “Collective action for a healthier North Wales – taking a whole system approach”</p> <p>HB23/255.1 The Executive Director of Public Health introduced the annual report which focused on the whole system approach to tackling multifactorial, complex health issues being utilised within Public Health services. She stated this was an important way to systemically address issues which required a collaborative approach as well as potentially within BCU. The report included a</p>	

<p>number of case studies on Healthy Weight led by BCUHB as well as examples of work by partners operating across Local Authorities. The Public Health Consultant/lead author lead the Board through the presentation.</p> <p>HB23/255.2 The Board questioned the efficacy of measuring the public's response to Public Health messages conveyed through social media. It was pleased to note that diabetic services was to be a focussed area of work within the next annual report, given that this was identified within special measures.</p> <p>HB23/255.3 The Vice Chair was concerned with the accessibility of Talking Therapy for patients whom required the service along with referral through Primary Care. He drew attention to the inspirational approach being undertaken within the prison service in regard to suicide prevention within the report.</p> <p>HB23/255.4 An Independent Member was concerned that there was potential for Local Authority expenditure on services which enabled the population to be healthy (e.g. Leisure Centres) could be affected by current financial pressures and should be a consideration in whole system approach thinking for the Health Board. Discussion ensued on Regional Partnership Board (RPB) engagement in this area as well as the Health Minister's steer in seeking more focus on the public taking responsibility for their own health. The Chief Digital and Information Officer was keen to comprehend data availability which was understood to be challenging to attain. The Interim CEO reflected on the positive way BCU could utilise the whole system methodology approach on larger collaborative issues and with those identified internally along BCU's improvement journey.</p> <p>It was resolved that the Board noted the content of the 2023 Annual Report and supported the conclusions</p>	
<p>HB23/256 Financial Performance 2023/24 Month 7</p> <p>HB23/256.1 The Interim Executive Director of Finance highlighted a key change in the overall planned deficit target which had reduced to £33m deficit due to the receipt of £121m WG allocation. However, there was an additional request to deliver £13m savings. The Interim Executive Director of Finance drew attention to a key risk arising from the non-recurrent allocation to understand if this could result in a potential 10% income reduction to the subsequent financial year. Clarification was being sought with WG. The monthly position was currently £24m adverse to plan, which needed to be addressed and improvements were being made. He highlighted work being undertaken to improve and attain grip on the financial position including the conclusion of an investment review which would be shared at the next Performance, Finance and Information Governance Committee. The Interim Executive Director of Finance advised that additional control targets had been introduced since the previous meeting which received Executive oversight. There was potential for capital slippage.</p> <p>HB23/256.2 The Interim Executive Director of Finance reported that significant progress had been made in regard to savings schemes and their development which he was confident would be delivered. He explained the reasoning of the £54m strategic cash flow request.</p>	RC



HB23/256.3 The Board questioned the confidence in delivery of the control targets given Integrated Health Communities (IHCs) financial delivery performance to date and the pressures they currently faced. It was noted that a collaborative approach had been undertaken to agree the targets and the Board recognised the importance of using every pound wisely on health services given the budget reductions imposed on other services across Wales. Transformation would be key in providing sustainable services into the future and ensuring support to IHCs to deliver them.

HB23/256.4 In response to the Vice Chair's question on progress in preparation of 2024/25 savings schemes, it was reported there was confidence that plans would be evolving prior the next Board meeting.

HB23/256.5 In response to the question of balance of financial and performance delivery, the Interim CEO advised that unpopular actions would need to be undertaken whilst systemic and cultural transformation improvements were introduced within BCU to enable a more controlled grip on expenditure and improved service delivery into the future. She emphasised that leadership within the organisation was very clear that additional finances were not available.

It was resolved that the Board

- **received** and scrutinise the report
- **supported** the proposed adjustments to the capital programme
- **approved** the request for Strategic Cash Support to Welsh Government

HB23/257 Review of Health Board Scheme of Reserved Delegation

The Interim Executive Director of Finance stated items HB23/257 and HB23/258 had received prior scrutiny by WG and BCU's Audit Committee. The two key changes, which now included executive oversight, were highlighted. In response to a question raised regarding the low levels of expenditure set, the Interim CEO advised that the internal control environment was currently underdeveloped and as authority, autonomy, and accountability systems were in an early stage of development, given recent changes, the levels were appropriate. In regard to the financial management support to budget holders within the organisation, the Interim Executive Director of Finance acknowledged there was a training gap which needed to be addressed to assist managers in determining how higher delegation authority could be sought in a timely manner.

It was resolved that the Board

- **approved** the incorporation and adoption of the revised Scheme of Reserved Delegation as presented.

HB23/258 Review of Health Board Standing Financial Instructions

It was resolved that the Board

- **approved** the incorporation and adoption of the Standing Financial Instructions as Schedule 2.1 of the Standing Orders.

<ul style="list-style-type: none"> • approved the incorporation and adoption of the Standing Orders for WHSSC and EASC as Schedules 4.1 and 4.2 of the Health Board's own Standing Orders. 	
<p>HB23/259 Update of Register of Approved Clinicians (All Wales) and Update of Register of Section 12(2) Approved Doctors for Wales.</p> <p>It was resolved that the Board</p> <ul style="list-style-type: none"> • noted the report and • ratified previous Chair's action letters which contained recommendations to grant approval or reapproval for Approved Clinicians and Section 12(2) Doctors across the Principality. 	
<p>HB23/260 BCUHB Winter Resilience Planning 2023-2024</p> <p>HB23/260.1 The Interim Executive Director of Operations presented the item drawing attention to the risks and mitigating actions outlined within the report. She was particularly concerned with additional capacity issues within the workforce and similar challenges being experienced by other partners. It was noted that there was also potential industrial action being undertaken during the period which was receiving executive and senior leadership attention. Planning had commenced earlier and learning from the previous year had also been factored in. She highlighted the very visible risks within EDs which were similar across the NHS system, and on the need for additional support to care homes to alleviate unnecessary hospital stays for patients. The whole system approach being undertaken in conjunction with various partners to identify issues and make improvements was welcomed by the Chair.</p> <p>HB23/260.2 A discussion ensued in which details of BCU's Winter resilience communication plans were shared by the Director of Partnerships, Engagement and Communication to help avoid presentations at EDs and help signpost patients to other appropriate services where they could be treated in a more timely manner. The Vice Chair was keen to ensure that Minor Injury Units (MIUs) were better utilised by patients to ensure staff time was utilised more effectively. In respect of partnership actions to assist in reducing long stays, the Interim Executive Director of Operations advised of a variety of actions being undertaken.</p> <p>HB23/260.3 The Chair emphasised that winter resilience planning was being undertaken in earnest by executives and senior leadership with particular focus on safety and workforce planning.</p> <p>It was resolved that the Board noted the Resilience Planning Approach for 2023/24, recognising the risks and mitigations that have been identified.</p>	
<p>HB23/261 Chair's Assurance report : Performance, Finance and Information Governance Committee (PFIGC)</p> <p>The PFIGC Chair drew particular attention to the need for strategic objectives to be developed in order to inform the Board Assurance Framework currently under development. The Interim CEO advised that a very recent senior leadership</p>	

<p>team discussion had taken place which was supportive of moving this forward as part of developing a 3 year plan.</p> <p>It was resolved that the Board noted the report</p>	
<p>HB23/262 Chair's Assurance report : Audit Committee</p> <p>The Acting Board Secretary highlighted the work being undertaken in tracking recommendations and actions and drew attention to other items on the Board agenda which had received prior scrutiny at the Committee. The Vice Chair emphasised the need to follow up on concerns highlighted within the Falls review.</p> <p>It was resolved that the Board noted the report</p>	
<p>HB23/263 Integrated Performance Report</p> <p>HB23/263.1 The Interim Executive Director of Finance presented the report which was undergoing further development and provided a snapshot of BCU's performance. He pointed out the type of metrics and charts being utilised which would need to be enhanced with articulation of the actions needed to address and monitor progress of areas of concern within the report.</p> <p>HB23/263.2 In the discussion which ensued an explanation of clinical coding was provided by the Chief Digital and Information Officer. He also advised of the staffing issues which had recently affected performance. The importance of their role in data capture for decision making was emphasised. The Board was pleased to note positive Pharmacy services performance highlighted in the report.</p> <p>HB23/263.3 In regard to questions arising, the Executive Director of Public Health provided further detail of Covid and flu vaccinations administered. The Vice Chair questioned whether comparative data could be provided in respect of agency monitoring to provide greater context. Accessibility of mental health services for various age groups was also discussed including the potential effect on patients whilst waiting appointments. The Interim CEO shared recent discussions within this area and undertook to raise the issues highlighted with WG. She concurred that it was very important to ensure accuracy and effective interpretation of data and to capture issues relating to patients transitioning from child and adolescent services to adult service provision.</p> <p>It was resolved that the Board noted the report and provided feedback to enhance further format development.</p>	RC
<p>HB23/264 Annual Plan Monitoring 2023/24</p> <p>The Executive Director of Transformation and Planning presented the report provided progress to the end of quarter 2. He clarified that the report provided</p>	



<p>details of areas not contained within Special Measures reporting. It was noted that 75% of the plans were on track to be achieved in quarters 3/4.</p> <p>It was resolved that the Board noted the report</p>	
<p>HB23/265 Integrated Quality Report</p> <p>HB23/265.1 The Deputy Executive Nurse Director presented the report highlighting positive feedback on the text service messaging service (76.2% of patients reported a very positive experience). Care home support team rollout was also being progressed and Covid reviews were on track for completion. She advised that the Quality, Safety and Experience (QSE) Committee had considered a deep dive report on Falls following a recent review and would also schedule a deep dive in regard to Pressure Ulcer performance.</p> <p>HB23/265.2 The QSE Chair questioned the affordability of the Intervention initiative which was confirmed to be adequately resourced, the Deputy Executive Nurse Director also advised that work was being undertaken with IHCs to understand the challenges they were experiencing in relation to dealing with concerns raised.</p> <p>HB23/265.3 A discussion ensued on the complexity of falls presentations and issues arising, The Interim CEO stated that meetings were shortly to be undertaken with WG to consider the quality agenda, including improvements, learning outcomes, reporting and oversight. She advised that Coroner inquests and investigations required greater attention and that progressing digital health records would be an integral part of the improvements required which were on the radar of all Wales' CEOs.</p> <p>It was resolved that the Board noted the report</p>	
<p>HB23/266 Chair's Assurance report : Quality, Safety and Experience Committee</p> <p>The QSE Committee Chair stated the importance of considering Patient Stories at meetings. She advised that more specific reporting had been requested going forward to demonstrate how learning from investigations/incidents was embedded within the organisation. Greater focus was also needed on Primary Care instead of considering Secondary Care centric reports.</p> <p>It was resolved that the Board noted the report</p>	
<p>HB23/267 Nurse Staffing Act Report</p>	



<p>HB23/267.1 The Deputy Executive Nurse Director presented the report highlighting its role within financial planning. It was noted that this most recent biannual review had involved a request to change levels across 4 wards.</p> <p>HB23/267.2 The Vice Chair questioned whether patients were streamed according to the level of nursing required as they improved. The Interim Executive Director of Operations shared the process undertaken as patients were assessed towards being medically fit for discharge.</p> <p>HB23/267.3 It was agreed that the Deputy Executive Nurse Director would share detail of the total numbers of wards within the Health Board to provide greater context to the data provided.</p> <p>It was resolved that the Board received the report to gain assurance in relation to the organisation meeting its statutory <i>“duty to calculate and take steps to maintain nurse staffing levels”</i> in all wards that fall under the inclusion criteria of Section 25B of the Nurse Staffing Levels (Wales) Act 2016.</p>	MJ
<p>HB23/268 Equality Annual Report 2022/23</p> <p>HB23/268.1 The Associate Director of Workforce Optimisation presented the report highlighting the importance of everyone’s duty to equality matters. He drew attention to the objectives outlined within the plan and the importance of considering equality across all areas of service support alongside staff as well as patients.</p> <p>HB23/268.2 The Board suggested that the next submission provide SMART objectives, timelines to monitor progress and also focus on a one team approach. The Interim CEO clarified that the Strategic Equality Plan would address the need for objectives. She was complimentary of the enthusiasm demonstrated within the equality team and considered there was a need to have a more systematic approach to data collation and embrace social responsibility in this area. She also reflected on the need to address how the voices of children were heard.</p> <p>It was resolved that the Board noted the report</p>	NG
<p>HB23/269 Report of the Remuneration Committee</p> <p>It was resolved that the Board noted the report</p>	
<p>HB23/270 Advisory Group Chair report : Stakeholder Reference Group</p> <p>The Chair of the SRG reported that there were attendance issues which he would undertake to address.</p> <p>It was resolved that the Board noted the report</p>	



<p>HB23/271 Corporate Governance Report</p> <p>HB23/271.1 The Acting Board Secretary presented the report highlighting the development of the Board Assurance Framework being lead by the Head of Risk Management and would include strategic objectives when agreed. He also advised the remaining Committees would be established, subject to the successful appointment of further Independent Members. The Acting Board Secretary reported that the Corporate Risk Register had been well received at Committees when presented and acknowledged the insight and assistance provided by Board members.</p> <p>HB23/271.2 The Vice Chair requested that visibility of Primary Care within the Committee Terms of Reference be strengthened.</p> <p>It was resolved that the Board</p> <ul style="list-style-type: none"> • noted the report and received assurance that • progress was being made on Corporate Governance arrangements to establish the Governance of the Health Board • the Chair’s Action and Common Seals enacted since the previous Health Board meeting were included within the report. • the monitoring of risks in relation to delivering on the Annual Plan Strategic priorities, Board Assurance Framework (BAF) was being progressed • the new approach of consolidating all high-extreme operational risks to thematically formulate strategic corporate risks was being undertaken and will be presented. 	PM
<p>HB23/272 Summary of private Board business to be reported in public</p> <p>It was resolved that the Board noted the report</p>	
<p>HB23/273 Any other business</p> <p>None was reported.</p>	
<p>HB23/274 Date of next meeting</p> <p>25.1.24 Venue Cymru, Llandudno and available on livestream</p>	
<p>Resolution to Exclude the Press and Public - "Those representatives of the press and other members of the public be excluded from the remainder of this meeting having regard to the confidential nature of the business to be transacted, publicity on which would be prejudicial to the public interest in accordance with Section 1(2) Public Bodies (Admission to Meetings) Act 1960."</p>	