

**Betsi Cadwaladr University Health Board (BCUHB)**  
**Minutes of the Health Board meeting held in public**  
**on 31 July 2023 at Conference Room, Optic Centre, St Asaph and**  
**via zoom livestream**

<b>Board Members Present</b>	
<b>Name</b>	<b>Title</b>
Dyfed Edwards	Chair
Karen Balmer	Independent Member
Jason Brannan	Deputy Director of People
Clare Budden	Independent Member
Russell Caldicott (RC)	Interim Executive Director of Finance
Gareth Evans	Acting Executive Director of Therapies & Health Science
Prof Mike Larvin	Independent Member
Dr Nick Lyons (NL)	Executive Medical Director/Deputy Chief Executive
Phil Meakin (PM)	Interim Board Secretary
Teresa Owen	Executive Director of Public Health
Carol Shillabeer	Interim Chief Executive Officer
Helen Stevens-Jones	Director of Partnerships, Engagement & Communications
Dr Chris Stockport (CS)	Executive Director of Transformation and Planning
Rhian Watcyn Jones	Independent Member
Gareth Williams	Independent Member
Angela Wood (AW)	Executive Director of Nursing and Midwifery

<b>In Attendance</b>	
Richard Coxon	Interim Head of Corporate Affairs (for minutes)
Jody Evans	Corporate Governance Officer (remote Live stream support)
Lowri Gwyn	For translation
Fiona Lewis	Corporate Business Officer
Marty McAuley	Deputy Director Corporate Governance/Deputy Board Secretary
Llinos Roberts	Executive Business Manager (Managing zoom link)
Rebecca Sands	Team Leader, 111 press 2 Service (Item HB23.154 only)
<b>Observing</b>	
Barbara Cummings	Interim Director of Performance
Adele Gittoes	Interim Executive Director of Operations (designate)
David Jenkins	Welsh Government Advisor
Matthew Joyes	Deputy Director of Quality
Geoff Ryall-Harvey	Chief Officer, North Wales Community Health Council
Iain Wilkie	Interim Director of Mental Health and Learning Disabilities (MHLD)

Members of the Public

Agenda Item	Action
<b>OPENING BUSINESS</b>	
<p><b>HB23/150 Welcome, introductions and apologies for absence</b></p> <p><b>HB23/150.1</b> The Chair welcomed everyone to the Board meeting.</p> <p><b>HB23/150.2</b> Apologies were received from:</p> <ul style="list-style-type: none"> <li>• Dylan Roberts, Chief Digital and Information Officer</li> <li>• Fôn Roberts, Associate Member</li> <li>• Jane Wild, Associate Member</li> </ul>	
<p><b>HB23/151 Declarations of Interest on current agenda</b></p> <p>No declarations of interest were received.</p>	
<p><b>HB23/152 Draft minutes of the previous meetings held on 25 May 2023 and 22 June 2023</b></p> <p><b>HB23/152.1</b> The draft minutes of the meeting held on the 25 May 2023 were approved. The minutes of the 22 June 2023 were approved subject to the following <i>amendments</i>:</p> <ul style="list-style-type: none"> <li>• HB23.137.18 Prof Mike Larvin stated that the <i>mandated national curriculum</i> for trainee doctors now included how to deal with patients challenging behaviours</li> <li>• He also reported that Bangor University was increasing the number of students for dental <i>hygienists</i></li> <li>• An Independent Member noted that the smoke free policy was not as clear on vaping as it could have been, therefore the policy was approved <i>subject to the inclusion of reference to vaping</i>.</li> </ul>	
<p><b>HB23/153 Action Log</b></p> <p><b>HB23/153.1</b> The Acting Board Secretary, highlighted the actions that had been completed. It was noted that remaining open items would be addressed at the meeting to be held on 28 September 2023.</p>	

<p><b>HB23/153.2</b> The action HB23.137.16 would be updated to provide greater clarity on the request for the Executive Director of Public Health to provide feedback on the use/training of Health Advocates following discussion with Universities.</p> <p><b>It was resolved that</b> the Board noted the updated action log.</p> <p><b>ACTION: The Interim Board Secretary advised that action HB23/137.18 would be assigned to the correct minute for ease of understanding.</b></p>	<b>PM</b>
<p><b>HB23/154 Patient Experience – Mental Health Service ‘111 press 2’</b></p> <p><b>HB23/154.1</b> The Executive Director of Public Health introduced the patient story which focussed on the NHS 111 Press 2 Service launched across North Wales on 17 January 2023 providing 24/7 telephone support for the urgent mental health concerns of individuals or those known to them.</p> <p><b>HB23/154.2</b> The Executive Director of Public Health reported that the NHS 111 Press 2 Service was based in the East Region within the Heddfan Unit, although the service covered the North Wales area. The service had been utilised extremely well by citizens across North Wales and positive feedback had been received from partner agencies both internally and externally including feedback from GP Clusters, Welsh Ambulance Service Trust and North Wales Police.</p> <p><b>HB23/154.3</b> The Board viewed a digital story about the service and heard from Gareth who shared his journey of accessing the service when his wife was terminally ill and the subsequent ongoing support following the sad passing of his wife. Gareth expressed his deepest gratitude to all of the Call Handling staff who had supported him and described the service as a ‘life saver’</p> <p><b>HB23/154.4</b> Rebecca Sands, Team Leader for the 111 press 2 service joined the meeting and explained that the service was a key part of mental health crisis work. It was noted that the service had received over 5,000 calls since it began, in line with the forecast level. The report outlined the key aims of the service.</p> <p><b>HB23/154.5</b> In response to a question raised regarding training and support for staff, the Team Leader reported that they were well prepared for their role having received an intense induction, training, peer support and therapy advice. Additional support was also available at all times. It was noted that the service was also working closely with police on patient referrals.</p> <p><b>HB23/154.6</b> It was agreed that this was a very positive service which reduced attendance at Emergency Departments and general reduction in admissions. It was noted that there was potential to develop similar models in Primary or</p>	

Emergency Care however, further review work was being undertaken to move this forward.

**It was resolved that** the Board received the report and expressed thanks to everyone involved with the service.

### **HB23/155 Chair's Report**

**HB23/155.1** The Chair introduced his report and emphasised that he was continuing to learn much from his many visits to various locations across North Wales including Tywyn and Dolgellau the previous week. He stressed the benefits of listening directly to staff concerns and ideas.

**HB23/155.2** He also reported that he and the Interim Chief Executive Officer (CEO) had attended a closed session of the Public Accounts and Public Administration Committee of the Senedd, followed by a presentation by the Interim CEO for elected members on BCU's work around special measures. It was anticipated that there would be an opportunity to follow this up with a further presentation and discussion in the autumn.

**HB23/155.3** It was noted that Welsh Government (WG) had moved to a new appointment process for Independent Members (IMs) and Vice Chair. Adverts for these roles within BCU were now live on the WG website. WG confirmation was awaited regarding the Trade Union Independent Member vacancy, it was anticipated that further clarity would be provided by the next Board meeting.

**HB23/155.4** Various IMs acknowledged how much work the Chair had contributed and expressed the appreciation of Board members. In response to an IM's question regarding tenures and when further IM appointments would be advertised, the Chair advised that he intended to encourage four-year term appointments going forward. This would be discussed prior to the next recruitment campaign expected before the end of the 2023 calendar year.

**HB23/155.5** An IM stated that she and other IMs would welcome the opportunity to meet with patients and staff across BCU's sites and requested that a planned programme of visits be developed for the autumn.

**HB23/155.6** The Executive Director of Nursing and Midwifery confirmed that she was working with the patient experience team to develop a proposed programme of visits for Board members.

**HB23/155.7** An IM recognised the value of visits and openness of staff. He thanked the Chair and Interim CEO who had attended the General Medical

<p>Council (GMC) North Wales Medical School approval visit. He commented that the University would be recruiting the first medical students shortly. The Interim CEO and Chair were pleased to have been involved in the successful event.</p> <p><b>HB23/155.8</b> It was also noted that an IM had been very encouraged by conversations with staff in several departments which he had already visited. Whilst valuing the opportunity to listen to staff, he also noted that many had expressed their thanks for Board Members visiting.</p> <p><b>It was resolved that</b> the Board received the report.</p> <p><b>ACTION: The Executive Director of Nursing and Midwifery to circulate proposed programme of visits to the Board</b></p>	<b>AW</b>
<p><b>HB23/156 Chief Executive's Report</b></p> <p><b>HB23/156.1</b> The Interim CEO talked of her programme of visits and was energised by the motivation of staff, managers and clinical leaders who sought improvements. In conversations with medical students, she learned of their enthusiasm to gain knowledge in mental health services, community and primary care not only hospital-based care. She learnt of some of the real challenges around pathways and admissions which was an issue covered in the special measures work. Much partnership work had been undertaken during the previous months which had also been highlighted to the GMC.</p> <p><b>HB23/156.2</b> The Board was very pleased to support the Climb project at Bangor University and to establish a Leadership Alumni. She reported that BCUHB had some very strong clinical and non-clinical leaders which the organisation were keen to grow and nurture going forward. Other projects included supporting people into employment and providing development opportunities, some of which had also received awards.</p> <p><b>HB23/156.3</b> In response to an IM, the Interim CEO was pleased to advise that the Engage to Change project had resulted in the successful recruitment of half the current interns to roles within BCU.</p> <p><b>It was resolved that</b> the Board received the report.</p>	
<p><b>HB23/157 Questions from the Public</b></p> <p><b>HB23.157.1</b> The Chair reported that 20 questions submitted by members of the public prior to the meeting had been responded to and were now available on</p>	

BCU's public website. He summarised the themes which included Pandemic plans and Board and WG responses; Coroner's reports and Tywyn Action Group.

**HB23/157.2** The Chair stated that the Board was open to transparency and sharing information with the public, he also extended the invitation to submit questions, at any time, to himself or the Interim CEO directly.

**It was resolved that** the Board received the report.

#### **HB23/158 ITEMS FOR APPROVAL/RATIFICATION/DECISION**

#### **HB23/159 Special Measures report**

**HB23/159.1** The Interim CEO introduced this report, noting that BCU was approximately two thirds of the way through the first 90-day cycle and had set an ambitious response program which it was working hard to deliver on. It was noted that some actions would carry through to the second cycle and that a number of independent reviews were taking place which would give the Board additional insight into the challenges and help to inform the second 90-day cycle.

**HB23/159.2** The Interim CEO was pleased to report that 500 leaders within BCU were engaged across the organisation to help staff understand the approach to special measures and how it affects their daily practice.

**HB23/159.3** The Executive Director of Transformation and Planning stated that of the 51 completed milestones, there were some areas which were a little further behind than had been anticipated. This mostly related to delays in receipt of some external reviews, however, a number of the reports had now been received which would have a positive impact on time scales.

**HB23/159.4** It was noted that BCU had adopted the three lines of defence assurance model and preparations were now in place to ensure a seamless transition from cycle one to cycle two. The Minister had responded positively to the progress made to date.

**HB23/159.5** An IM provided positive feedback on the layout and design of the report, which was clear and an easy aid to understanding the issues at the appropriate level of strategic oversight. In relation to questions raised regarding the challenges in Orthodontics highlighted in a number of reports, particularly the 156 week patient waiting times, the Executive Director of Transformation and Planning advised this related to specialist complex Orthodontics provision as opposed to routine dental treatment. Whilst Orthodontics was excluded from the national matrix, he undertook to explore the data further. The Interim CEO concurred that Orthodontic provision was also a challenge in some other Health



<p>Boards however, she recognised that progress was required in order for BCU's population to receive swifter access to the service.</p> <p><b>ACTION: The Executive Director of Transformation and Planning to review the data and report back</b></p> <p><b>HB23/159.5</b> In response to an IM, the Interim Board Secretary advised that a more structured and robust induction for future BCU Board members would be supported by an induction pack developed through reviewing the practice of other Health Boards in Wales.</p> <p><b>HB23/159.6</b> It was noted that governance processes were in place to receive Special Measures reports at BCU's Committees, an IM was keen to stress that there should be an awareness of potential 'Special Measures fatigue' and that core business needed to be equally focussed upon.</p> <p><b>HB23/159.7</b> In respect of Orthopaedic improvements highlighted by an IM, the Interim CEO was pleased to report continuing focus across all sites on increasing productivity and drew attention to key work on urgent pathways. She advised that this experience provided the Board with many beneficial learning opportunities.</p> <p><b>It was resolved that</b> the Board approved the report.</p>	<b>CS</b>
<p><b>HB23/160 Annual Plan – Delivery Plan</b></p> <p><b>HB23/160.1</b> The Executive Director of Transformation and Planning confirmed that the draft Annual Plan reviewed at the previous Board meeting had been submitted on time to Welsh Government. It was noted that progress had already been made on monitoring the annual plan which would follow the Special Measures reporting style and be presented at Committee prior to submission to the Board.</p> <p><b>HB23/160.2</b> The Executive Medical Director commented that the plan was challenging however, he was reassured and encouraged by staff discussion which reflected a marked optimism in engaging with opportunities to make improvements through change.</p> <p><b>HB23/160.3</b> In response to an IM, the Executive Director of Transformation and Planning undertook to provide benchmarking data to provide a better understanding of BCU's trajectories and targets against other Health Boards in Wales.</p>	<b>CS</b>



**ACTION: The Executive Director of Transformation and Planning to provide clear benchmarking data**

**HB23/160.4** The Interim CEO made further comment on benchmarking, noting that most Welsh Health Boards were struggling on a couple of the key areas, particularly planned care and urgent and emergency care. She advised that work was progressing in developing a new performance framework for the organisation which would take into account benchmarking in regard to service access and also reflect performance quality together with financial performance. Discussion ensued on benchmarking which included the need for measurable outcomes and broader ambitions. It was also important to recognise good performance and to take opportunities to learn from others where there was poor performance.

**HB23/160.5** In response to an IM, a discussion ensued on the potential future effects on young people not receiving timely interventions. The Board emphasised the need to support future generations, highlighted challenges in BCU and across Wales in the provision of neuro development, recognised good practices being introduced to support early years and the need to listen to the voices of young people and their parents whilst also working in partnership with other organisations.

**HB23/160.6** In relation to the delivery and sustainability of targets, an IM reflected on the need to contextualise that the public's experience of BCU's services was the ultimate measure of performance and it would be important to ensure that the focus on 'hitting the target' would not 'miss the point'.

**HB23/160.7** An IM shared his observation that a theme around the adequacy of Mental Health staffing had been raised during the Annual Scientific Conference of the Royal College of Psychiatrists which could be a subject for consideration by the Board in the future.

**It was resolved that** the Board accepted the report

**HB23/161 Corporate Governance Report**

**HB23/161.1** The Interim Board Secretary presented the new style corporate governance report which incorporated the Corporate Risk Register, an update on the BCUHB response to the Audit Wales Board Effectiveness report, an update on the UK National Covid Inquiry and an update on Chair's actions and Common Seal applications.





**HB23/161.2** In regard to the Corporate Risk Register, the report described the improvements that had been made and, it was noted that a new risk management framework would be submitted for approval at the September Board meeting. The Chair noted that this had been shared with Board members, contributions had been made and questions raised.

**HB23/161.3** The Interim CEO underlined the pending deadline for completion of the risk management framework, emphasising the importance of ensuring a clear and simplified understanding of the organisation's significant high level corporate risks and the mitigation being undertaken to address them.

**HB23/161.4** A range of feedback was provided by IMs which included positive comments in regard to page layout and RAG status clarity. However, further clarity was needed in regard to the difference between the Corporate Risk Register and Board Assurance Framework, potentially some risks were too operational for Board level consideration, IMs also commented on the importance of addressing organisational culture and questioned the use of terms such as catastrophic.

**HB23/161.5** In addition, an IM questioned the capture of risks associated with the structure of the new operational model at centre, financial risk around the delivery of targets and financial deficit along with not meeting any statutory duties. Discussion ensued on the need for clear definitions, understanding the difference between strategic and operational level risk, and clarity on whether there were adequate capture of risks associated with not meeting the performance improvements required to exit special measures to the timelines outlined.

**HB23/161.6** It was acknowledged that progress had been made, however further work needed to be undertaken. The Interim Board Secretary advised the comments received would be fed back to the Risk Management Group and work would continue with the Audit Committee to progress this important area. A Board Development session on risk appetite was due to take place on 24 August 2023 which would be facilitated by the newly appointed Head of Risk Management.

**HB23/161.7** In regard to the Board Effectiveness Review which emphasised the need to re-build and strengthen the senior leadership, capacity of BCUHB and create a more cohesive and effective board and leadership team. An IM questioned whether some of the responses included duplication and sought the inclusion of more updates on the changes introduced to address Board culture. The Interim CEO acknowledged the relationship with special measures reporting and reflected on the need to ensure there was alignment. She reported that further updates needed to be incorporated and that Audit Wales would review and discuss BCU's response further as part of their routine structure assessment work.

<p>The ultimate assurance test was whether the Board is effective in discharging its duties.</p> <p><b>ACTION: The Interim Board Secretary would provide the final version of the response to Audit Wales on completion of section 3 updates.</b></p> <p><b>HB23/161.8</b> In regard to the Covid 19 Inquiry report the Interim Board Secretary reported that BCUHB had a duty to respond. It was noted that many Board member changes had occurred since the Health Board first responded to Covid 19. He acknowledged the scale of the task and advised that appropriate legal advice was being sought through the Welsh Shared Services legal team. It was noted that an Interim Head of Covid Inquiry had been appointed, the CEO was the Accountable Officer and the Interim Board Secretary was the Senior Responsible Officer for this project.</p> <p><b>HB23/161.9</b> The IM Gareth Williams reported that he had been asked by the former Council General and Brexit minister to support a rule nine request which related to his previous position from which he had retired in 2021. This was noted.</p> <p><b>HB23/161.10</b> The Interim Board Secretary reported that there had been a nil return in regard to Chair's actions and two formal seal applications had been actioned.</p> <p><b>It was resolved that</b> the Board agreed the following:</p> <ul style="list-style-type: none"> <li>• The Board was assured of the ongoing work on the risk management framework which was good work in progress, following a board development session it was understood that the finalised format would be submitted to the Board in September 2023.</li> <li>• The Board considered the current draft of the corporate risk register of identified risks, noting there would be opportunity to develop these further.</li> <li>• The Board noted the progress of the Audit Wales report.</li> <li>• The Board accepted the progress outlined within the Covid Inquiry report</li> <li>• The Board noted the Common Seal applications</li> </ul>	<p><b>PM</b></p>
<p><b>HB23/162 Report of Audit Committee</b></p> <p><b>HB23/162.1</b> The IM/Chair of the Audit Committee provided a verbal update on the private meeting held on 24 July 2023.</p>	

<p><b>HB23/162.2</b> A good presentation had been received from the Interim Executive Director of Finance on the 2022/23 Annual Accounts completion where he noted the underspend of cumulative £1.2m and went through the key financial expenditure. IFRS16 challenges were highlighted to the Committee, including indexation. A presentation from the Interim Finance Director was received on the provisions that had been made and accruals of annual leave. He also gave assurance on the timetable of submission of accounts over the next three weeks noting delays in the accounts process. WG was aware and we are working to a new deadline. The accounts were submitted to Audit Wales the same afternoon and a draft ISA260 report was anticipated this week.</p> <p><b>HB23/162.3</b> There would be an Extraordinary Audit Committee and Extraordinary Health Board meeting on the 24 August 2023 to approve the accounts.</p> <p><b>HB23/162.4</b> It was proposed that matters around financial governance and related staffing should be added to the risk register.</p> <p><b>ACTION: Board Secretary to review risk register in relation to the proposal outlined.</b></p> <p><b>HB23/162.5</b> It was noted that the Bribery Act 2010 stated that Board members can be fined. There is a need for our staff and policies to be updated accordingly.</p> <p><b>ACTION: Interim Executive Director of Finance to update relevant Finance Policy/ies and liaise with the Communications Team to address staff awareness</b></p> <p><b>HB23/162.6</b> The Audit Committee Chair commended the Finance team and Audit Wales for the robust processes undertaken, adding that additional work was still required to complete this year's process.</p> <p><b>It was resolved that</b> the Board received the report.</p>	<p>PM</p> <p>RC</p>
<p><b>HB23/163 Report of Remuneration Committee</b></p> <p><b>HB23/163.1</b> The Remuneration Committee Chair confirmed the extension of Carol Shillabeer as the Interim Chief Executive until the end of March 2024, which was excellent news. BCUHB, and particularly the Chair, was grateful to Powys Teaching Health Board for enabling this extension. The Chair also thanked the Interim CEO for the commitment and energy that she continued to bring to the role.</p> <p><b>HB23/163.2</b> It was noted that the date of the August meeting might change.</p>	



**It was resolved that** the Board noted the report.

**HB23/164 ITEMS FOR DISCUSSION/ASSURANCE**

**HB23/165 Financial Performance 2023/24 (Month 2)**

**HB23/165.1** The Chair welcomed the Interim Executive Director of Finance formally to his first meeting, who in turn extended his thanks to everyone who had made him feel so welcome. The report provided data for month 2 however he intended to provide a verbal update regarding month 3.

**HB23/165.2** It was advised that the combined WG deficit was £648million. He reported that this meant that BCU was committing resources in terms of cash that went beyond its earnings for the year. It would be necessary to secure the additional cash through our planned submissions. Month 2 had realised a £2.9 million deterioration in position, whilst month one had a £1 million deterioration therefore BCU was at an accumulative £3.9 million position at the end of month 2. That deterioration had continued into month three, with £5.4 million deficit in month therefore BCU had a cumulative £9.3 million deficit position at the end of month 3.

**HB23/165.3** The Interim Executive Director of Finance advised current cash holdings to be £4.8 million emphasising that we were going beyond the plan and committing more cash resource, he stated that finding the additional cash would be an incredibly challenging task.

**HB23/165.4** An IM expressed disappointment with the position of the month to date.

**HB23/165.5** The Interim Executive Director of Finance reported that the monthly report contained very few savings in the green RAG rated category. He reported that green savings performance had improved quite significantly over month 2 moving to £12.8m of identified green savings and confirmed there was a pipeline and regulated schemes awaiting approval. It was noted this would result in approximately £20 million threshold which would be £4 million short of the £25.2 million target for the year. Agency staff costs were reported to be £6.67 million in May. This had deteriorated and £7m of agency costs had been committed into June which was circa £1 million above BCU's average run rate in prior years, which was concerning given the approach of Winter and associated pressures.

**HB23/165.6** The Interim CEO commented on the seriousness of the current and escalating position. She acknowledged that BCU was not alone as a Health Board however, BCU's key issues were to address the run rate within a very short time

window therefore, focus was required on the process and agreement on what levels of actions needed to be undertaken as a Board. She stated that the Board would need to consider options such as reviewing investments and amending the current operating plan. The importance of working closely with trade union partners was noted.

**HB23/165.7** The Chair suggested a small group be established to have an oversight of this work based on the principles that had been agreed. As the whole organisation needed to be focused, he would welcome engagement across BCU's workforce. The Interim CEO recognised the balance between saving money and protecting performance. The Board noted the need to consider any unintended consequence as part of the bigger picture versus the short term need to reduce cost.

**HB23/165.8** The Interim Executive Director of Finance commented on the potential to look at benchmarking to consider what other opportunities remained available.

**HB23/165.9** In response to the question of whether the 2023/24 pay awards would be fully funded by WG, the Interim CEO confirmed that in principle, WG had always funded pay awards and had not expected Health Boards to do so. She stated the situation required that the Health Board must do something differently in order to address the issues at hand.

**It was resolved that** the Board received the report, and noted the adjustment to the capital report.

**HB23/166 Report of the Performance, Finance and Information Governance (PFIGC) Committee**

**HB23/166.1** The IM/PFIGC Chair presented the report and highlighted the following:-

- Concern regarding patient discharge delays and ambulance handover waiting times
- The shared services partnership had reported on significant savings on drugs and the Committee had asked for more information.
- Concerns regarding the very long timescales in appointing staff as there was potential that during this extended period successful candidates might accept positions elsewhere. An improved process was necessary as there were so many unfilled positions.



<p><b>HB23/166.2</b> The Interim CEO agreed that BCU did not have a comprehensive plan on primary care and delayed discharges. However, work was underway with Local Authority partners to resolve the issue of ‘bed blocking’ to make progress that would benefit patients and our financial position accordingly.</p> <p><b>It was resolved that</b> the Board received the report.</p>	
<p><b>HB23/167 Annual Accounts 2022-23</b></p> <p>The Interim Executive Director of Finance did not have anything further to add regarding the Annual Accounts 2022-23 following the Audit Committee Workshop on the 24 July 2023 and Audit Committee Chair’s report.</p> <p><b>It was resolved that</b> the Board received the report.</p>	
<p><b>HB23/168 Integrated Performance Report</b></p> <p><b>HB23/168.1</b> The Interim Executive Director of Finance presented the report which related to month 3. Key metrics:</p> <ul style="list-style-type: none"><li>• Planned care improvements on waits. Cancer treatment reported good performance against other Health Boards but could improve further.</li><li>• Performance delivery against the 4-hour target in June 2023 improved to 70.4% for the fourth month in succession, incremental performance improvement against this target has been achieved.</li><li>• There was a reduction in the number of over 12 hour waits for admission reporting 2,691 (May 23, 2,994) against a reduction trajectory of 2,640.</li><li>• Year on year staff sickness had reduced since last year.</li></ul> <p><b>HB23/168.2</b> An IM welcomed the report however, he was concerned that BCU was already off target with the Annual Plan. Neuro Development waiting times were an area of particular concern. The Interim CEO reported that there was a workshop planned in the next few weeks with other Health Boards as this was a national issue and often families needed an assessment as a gateway to accessing other help, including education.</p> <p><b>HB23/168.3</b> The Acting Director of Therapies &amp; Health Science advised that Informatics had added 900 patients to the waiting list on neuro physiology due to a previous error.</p> <p><b>HB23/168.4</b> In response to an IM’s query on whether BCU was being proactive in supporting staff wellbeing the Deputy Director of People reported that BCU was accessing external counselling to signpost staff to support, with a range of offers.</p>	



<p><b>HB23/168.5</b> The Executive Medical Director reported that there was much work being progressed on changing patient pathways to enable improved and more efficient practices for staff and patients. BCUHB was exploring best practice from other Health Boards.</p> <p><b>HB23/168.6</b> In response to an IM's query relating to transfers of stroke patients to specialist care which could be critical to their recovery, the Executive Medical Director undertook to provide feedback on the procedure required.</p> <p><b>ACTION: The Executive Medical Director would provide a full response regarding transfer of stroke patients</b></p>	<p><b>NL</b></p>
<p><b>HB23/169 Quality report</b></p> <p><b>HB23/169.1</b> The Executive Medical Director introduced this item and highlighted the following areas within the Quality report:</p> <ul style="list-style-type: none"> <li>• Learning resulting in changing practice</li> <li>• Cdiff in Wrexham, a lot of work with deep clean, teams working together, responsible antibiotic prescribing</li> <li>• Coroner's notices on future deaths, to prevent further work.</li> <li>• Ambulance handover delays</li> <li>• Working with partners</li> <li>• De-escalation of vascular services, with much further work still to do.</li> <li>• A lot of work to be done to ensure timely action on complaints. The quality of responses had improved.</li> </ul> <p><b>HB23/169.2</b> In response to an IM query regarding the timeliness of responses following complaints, it was emphasised that more streamlining was required and learning within the framework emphasised.</p> <p><b>HB23/169.3</b> In response to an IM's query on the volume of complaints, the Executive Director of Nursing and Midwifery advised that, in general, numbers of complaints were consistent, with a recent slight reduction. She also reported that work had been undertaken with patients at the bedside to ensure that issues were dealt with promptly before escalation to a formal complaint.</p> <p><b>It was resolved that</b> the Board received the report</p>	
<p><b>HB23/170 Report of the Quality, Safety and Experience (QSE) Committee</b></p>	

<p><b>HB23/170.1</b> The Chair of the QSE Committee drew attention to the items discussed at the meeting held on 20 June 2023 and noted that the Committee had also met on 25 July 2023.</p> <p><b>HB23/170.2</b> She advised the Committee had received a very powerful patient story who had been an inpatient for 3 years and undergone a double amputation.</p> <p><b>It was resolved that</b> the Board received the report</p>	
<p><b>HB23/171 Update of Register of Approved Clinicians (All Wales) and Update of Register of Section 12(2) Approved Doctors for Wales</b></p> <p>The Executive Medical Director presented the report.</p> <p><b>It was resolved that</b> the Board received the report.</p>	
<p><b>HB23/173 Report of Joint Committees: Welsh Health Specialised Services Committee; Emergency Ambulance Services Committee; Shared Services Partnership</b></p> <p><b>HB23/173.1</b> The Chair introduced the reports from the Joint Committees.</p> <p><b>HB23/173.2</b> The Executive Medical Director reported that he had attended the Emergency Ambulance Services Committee on behalf of the Interim CEO. There was a huge focus on local needs and how provision works. He also attended the Welsh Health Specialised Services Committee discussion around quality monitoring. They had discussed patient funding requests – some very specialist services and a need to ensure correct governance.</p> <p><b>HB23/173.3</b> The Interim Executive Director of Finance advised that the Shared Services Partnership had not met during this period.</p> <p><b>It was resolved that</b> the Board received the reports.</p>	
<p><b>HB23/174 Reports from Advisory Groups: Health Professionals Forum; Stakeholder Reference Group; Local Partnership Forum (Trades Unions)</b></p> <p><b>HB23/174.1</b> The Director of Partnerships, Engagement &amp; Communications reported on the Stakeholder Reference Group (SRG) meeting held on 12.6.23 which was chaired by SRG Vice Chair Mike Parry following the appointment of the SRG Chair to a BCUHB Independent Member role. The Chief of Air Ambulance Charity had provided a presentation which the Group found interesting, together</p>	

<p>with a Special Measures update. The Group were keen to keep up the momentum of work and co-creation.</p> <p><b>HB23/174.2</b> The Interim Board Secretary reported that an election had been progressed for the Chair of the SRG.</p> <p><b>HB23/174.3</b> The Interim CEO reported that the Local Partnership Forum had not met during this period however, it was due to meet in the next couple of weeks.</p> <p><b>It was resolved that</b> the Board received the reports.</p>	
<p><b>HB23/175 OTHER MATTERS</b></p>	
<p><b>HB23/176 Any other urgent business</b></p> <p><b>HB23/176.1</b> An IM asked for clarity on the risk to BCUHB whilst industrial action in NHS England continued.</p> <p><b>HB23/176.2</b> The Interim CEO reported that WG was taking a different approach to the UK Government. There were a number of Unions who were coming to the end of their strike mandates and would need to re-ballot their members which would provide a better understanding of the current position. Some of the issues were wider than pay such as in the case of Junior Doctors' conditions and the wider support available. BCU's offer as an employer, and things we can do differently, were key factors which we can influence in recruitment and retention.</p>	
<p><b>HB23/177</b> Date of next meeting – 24 August 2023 and 28 September 2023</p>	
<p><b>HB23/178</b> Resolution to Exclude the Press and Public</p>	
<p><b><i>Exclusion of Press and Public for Private Board meeting</i></b></p>	