GIG CYMRU NHS WALES Bwrdd Iechyd Prifysgol Aneurin Bevan University Health Board

BWRDD IECHYD PRIFYSGOLN ANEURIN BEVAN/ANEURIN BEVAN UNIVERSITY HEALTH BOARD

DATE OF MEETING	**Wednesday 20th May 2026 at 09:30**
VENUE	**Conference Centre, St Cadoc's Hospital and Microsoft Teams**

PRESENT	Andrew Morgan	Chair
	William Smart	Vice Chair
	Paul Deneen	Independent Member (Community)
	Dafydd Vaughan	Independent Member (Digital)
	Iwan Jones	Independent Member (Finance)
	Neil Patrick	Independent Member (Community)
	Penny Jones	Independent Member (Community)
	Akmal Hanuk	Independent Member (Third Sector)
	Helen Sweetland	Independent Member (University)
	Helen Cunningham	Independent Member (Local Authority) (From Item 6.3)
	Nicola Prygodzicz	Chief Executive
	Tracy Daszkiewicz	Director of Public Health
	Jennifer Winslade	Director of Nursing
	Rob Holcombe	Director of Finance & Procurement
	Paul Solloway	Director of Digital
	Hannah Evans	Director of Strategy, Planning and Partnerships
	Sarah Simmonds	Director of Workforce and OD
	Dr Seema Srivastava	Medical Director
	Phil Robson	Special Advisor
IN ATTENDANCE	Rani Dash	Director of Corporate Governance
	Bryony Codd	Head of Corporate Governance
	Naomi Murtagh	Board Business Manager
	Lisa Charles	Regional Director, Llais Cymru
	Collette Kiernan	Deputy Director of Allied Health Professions (AHPs) & Health Science
	Indu Jacob (Item 3.1)	Ward Manager

	Kelly Downes (Item 3.1)	Deputy Director of Nursing
APOLOGIES	Peter Carr	Director of AHPs and Health Science

	PRELIMINARY MATTERS
ABUHB 2005/01	**Welcome and Introductions** The Chair welcomed everyone to the meeting, in particular members of the public who had joined the meeting to observe. It was noted that the meeting would be livestreamed and published on the Health Board's website following the meeting.
ABUHB 2005/02	**Declarations of Interest for Noting** There were no declarations of interest raised.
ABUHB 2005/03	**Consent Agenda** The Chair introduced the Consent Agenda and asked if there were any items to be brought forward for discussion. There were no requests made.
ABUHB 2005/04	**Staff Story: First Gold Accredited Ward** Andrew Morgan (AM), Chair, welcomed Indu Jacob (IJ), Ward Manager, and Kelly Downes (KD), Deputy Director of Nursing, to the meeting to present the Staff Story on the Health Board's first Gold Accredited ward. KD introduced the accreditation programme as an evidence-based framework designed to assess and improve the quality, safety and consistency of care, supported by robust audit, independent review and real-time data to provide assurance from ward to Board. KD outlined that the programme had been rolled out across clinical areas, with teams progressing through staged accreditation levels, and confirmed that the first gold accreditation had been achieved in April 2026.

The Board viewed a video highlighting the accreditation approach and its focus on patient feedback, quality improvement and sustained improvement. IJ described the ward's journey, noting that whilst the process had been demanding, it had embedded a strong culture of continuous improvement and teamwork. IJ highlighted tangible improvements in quality measures, including reductions in medication errors and improvements in safety indicators, alongside a reduction in staff sickness, attributed to a more positive and supportive working environment.

Board Members welcomed the presentation and commended the ward team. Akmal Hanuk (AH), Independent Member, sought assurance regarding the roll-out of the programme across the organisation, and KD confirmed that a structured delivery plan was in place, with a multi-professional approach and ambition for implementation across all areas. Penny Jones (PJ), Independent Member, queried whether accreditation was implemented nationally, and Jennifer Winslade (JW), Director of Nursing, confirmed that whilst this was not currently a national model, work was underway across Wales to consider a consistent approach.

Will Smart (WS), Vice Chair, asked about the criteria for accreditation levels and progression to platinum; IJ and KD explained that this was based on a defined set of quality and professional standards, alongside evidence of sustained improvement.

Nicola Prygodzicz (NP), Chief Executive, reflected on the pride demonstrated across teams and the scale of activity underway, and noted the importance of aligning workforce metrics with quality measures to strengthen understanding of impact.

Board Members also reflected on the reported reduction in sickness absence and the potential organisational benefits. AM highlighted the importance of further evaluation, including consideration of pre- and post-accreditation data, and JW confirmed that a formal evaluation was planned.

	The Board **NOTED** the Experience Story.
ABUHB 2005/05	**Update from the Chair** Andrew Morgan (AM), Chair, provided a verbal update on his initial period in post and key areas of focus. • The Chair reported that he had been in post for two weeks and expressed thanks to Phil Robson (PR), Special Advisor, for his support during the transition period, alongside Nicola Prygodzicz (NP), Chief Executive, and Rani Dash (RD), Director of Corporate Governance, for their support with induction arrangements. • The Chair reflected positively on a programme of site visits undertaken with Will Smart (WS), Vice Chair, noting that these had been valuable in understanding operational challenges and opportunities across services. • The Chair advised that priorities set by the Cabinet Secretary had been cascaded to the Chief Executive and Executive Directors, with a particular focus on de-escalation and urgent and emergency care. AM confirmed that dedicated Finance and Performance Committee meetings had been established to provide enhanced scrutiny during the escalation period. • The Chair provided an update on national developments, including the appointment of a new First Minister and two Deputy Ministers with responsibility for Social Care, Mental Health and Women's Health in Wales, and Public and Preventative Health, and noted alignment of these roles with the Health Board's strategy, *Better Health, Better Care, Better Lives*. • The Chair noted that meetings with Local Authority leaders and Chief Executives were being scheduled to strengthen partnership working. • The Chair reported on engagement with national and regional partners, including meetings with Health Board Chairs across Wales and with the General Medical Council, and advised that he would be attending a national digital conference shortly.

	AM concluded by thanking Board members and colleagues for their support during his initial period in post and highlighted the positive working relationship established with WS as Vice Chair. The Board **NOTED** the update.
ABUHB 2005/06	**Update from the Chief Executive** Nicola Prygodzicz (NP), Chief Executive, provided a verbal update on organisational activity and key areas of focus. • The CEO welcomed Andrew Morgan (AM), Chair, and Will Smart (WS), Vice Chair, and reflected positively on recent site visits, noting the opportunity this had provided to share both challenges and opportunities across the organisation and to observe strong staff engagement and positivity. NP also expressed thanks to Phil Robson (PR), Special Advisor, for his support during the transition period. • The CEO reported on year-end performance, confirming delivery against a challenging financial forecast and highlighting significant progress in reducing long waits, including a substantial reduction in overall waiting lists and a reduction in patients waiting over 104 weeks to almost zero, notwithstanding residual pressures linked to specific operational challenges. NP also noted improvements in urgent and emergency care performance over the winter period. • The CEO advised that the Annual Plan had been submitted to Welsh Government and that further work was ongoing in response to feedback, particularly in relation to financial challenges and key priority areas, including urgent and emergency care. The CEO confirmed that a new accountability framework had been agreed by Welsh Government, with updated escalation arrangements and meetings scheduled to commence in June.

	• The CEO further reported on national and organisational developments, including engagement with NHS Performance and Improvement, continued Chief Executive collaboration across Wales, and the increasing focus on Public Health and Prevention. • The CEO highlighted recent organisational activity, including a successful Allied Health Professionals conference and patient awards events, and noted high levels of engagement in the forthcoming staff awards. The Board **NOTED** the update.
ABUHB 2005/07	**Urgent and Emergency Care Improvement and Stabilisation Plan** Leanne Watkins (LW), Chief Operating Officer, presented the Urgent and Emergency Care (UEC) Improvement and Stabilisation Plan for 2026/27. LW outlined that UEC remained a key organisational priority, particularly in the context of the Health Board's escalation status. LW advised that, whilst progress had been made, this had not been at the pace required and acknowledged ongoing pressures, including high demand and increasing patient acuity. LW explained that the plan focused on improving whole system flow, reducing delays and harm, and delivering sustained improvements in patient experience and outcomes. LW highlighted a number of priority areas, including operational grip and control, integrated discharge, transformation of older persons' pathways, and improvements to the acute medical model. LW also set out the governance arrangements underpinning delivery, noting strengthened oversight through programme structures and enhanced scrutiny via the Finance and Performance Committee. LW advised that a number of key risks and challenges remained, including revised national expectations on ambulance handover times, the impact of planned building

	works within emergency departments over the summer period, and the introduction of new national data standards. Andrew Morgan (AM), Chair, and Nicola Prygodzicz (NP), Chief Executive, emphasised the importance of robust data and reporting to track delivery and impact. Penny Jones (PJ), Independent Member, sought clarification on the acute medical model and local authority engagement, and LW confirmed that a single local authority representative would be identified to support programme governance. Will Smart (WS), Vice Chair, sought assurance regarding clinical leadership and prioritisation within the programme, and Seema Srivastava (SSr), Medical Director, confirmed that strong multi-professional clinical leadership was embedded across the programme, supported by clinical reference structures. Members raised questions regarding governance arrangements, financial implications and system-wide pressures, including pre-hospital demand and ambulance conveyance rates. LW and NP confirmed that work was ongoing to strengthen system-wide collaboration, review resource utilisation and ensure that governance arrangements remained focused on delivery and outcomes. The Board emphasised the importance of maintaining a clear organisational focus on UEC improvement and recognised the scale and complexity of the challenge. AM confirmed that progress would continue to be overseen through the Finance and Performance Committee and reported to the Board on a regular basis. The Board took **ASSURANCE** from the Urgent and Emergency Care Improvement and Stabilisation Plan 2026/27.
ABUHB 2005/08	**Delivery Framework for the Annual Plan 2026/27**

	Hannah Evans (HE), Director of Strategy, Planning and Partnerships, presented the Delivery Framework for the Annual Plan 2026/27. HE outlined that the framework had been developed to provide clarity on the tracking and delivery of the Annual Plan, supported by a programme approach to drive improvement. HE advised that delivery would be structured through a number of strategic change programmes, including prevention, place-based care, cancer, urgent and emergency care, and mental health, with oversight of progress against all commitments set out in the Plan. Board Members welcomed the report and discussed a number of areas. Iwan Jones (IJ), Independent Member, sought clarification on workforce reporting and corporate metrics, and HE confirmed that these were captured through existing workforce planning arrangements, supported by Sarah Simmonds (SS), Director of Workforce and Organisational Development. Dafydd Vaughan (DV), Independent Member, raised considerations regarding digital and technology enablers, and HE and Paul Solloway (PS), Director of Digital, highlighted opportunities to support delivery through improved alignment of digital priorities. Paul Deneen (PD), Independent Member, queried alignment with ministerial priorities and the risk of duplication across programmes. HE confirmed that the Health Board would maintain focus on delivery of its agreed plan, with any new requirements subject to review and alignment through established governance arrangements. The Board took **ASSURANCE** that the Delivery Framework would support delivery of the Annual Plan 2026/27.
ABUHB 2005/09	**Board-Level Committee Governance Arrangements during Escalation**

	Rani Dash (RD), Director of Corporate Governance, presented the report on Board-level Committee governance arrangements during the escalation period. RD outlined the proposed approach to strengthen governance and oversight to ensure effective scrutiny of both routine business and escalation-related matters. RD confirmed that the arrangements had been designed to support robust monitoring and timely decision-making during the escalation period, and would remain in place until the Health Board was de-escalated, at which point they would be reviewed. The Board **APPROVED** the proposed approach for the Finance and Performance Committee during the period of Level 4 escalation and took **ASSURANCE** that appropriate governance arrangements were in place. The Board **NOTED** that the arrangements would remain in place for the duration of the escalation status and would be reviewed following de-escalation.
ABUHB 2005/10	**Integrated Performance Report** Hannah Evans (HE), Director of Strategy, Planning and Partnerships, introduced the Integrated Performance Report. HE advised that the report provided an overview of performance against key metrics, progress against IMTP Quarter 4 deliverables, and progress against enabling actions. HE highlighted that there had been positive contributions from primary care contractors, particularly pharmacy, and noted improvements in urgent and emergency care performance, whilst acknowledging that further improvement was required. HE reported that cancer pathway performance had improved in March, although additional work was required to meet national standards, and outlined performance across mental health services, noting improvements during the year with some deterioration in recent months. HE also referenced progress in

vaccination programmes, whilst recognising that further work was required to strengthen uptake.

Dafydd Vaughan (DV), Independent Member, welcomed the report and sought clarification on stroke performance data, and HE confirmed that a stroke improvement plan had been developed and would be considered through Committee's.

Will Smart (WS), Vice Chair, highlighted the need for greater inclusion of volume metrics to provide a clearer sense of organisational scale and activity.

Tracy Daszkiewicz (TD), Director of Public Health, highlighted the importance of maintaining a strong focus on prevention, particularly in relation to vaccination. Penny Jones (PJ), Independent Member, sought assurance regarding vaccination delivery in schools, and TD confirmed that targeted work was underway to improve uptake.

Sarah Simmonds (SS), Director of Workforce and Organisational Development, outlined the workforce section of the report. SS reported that a refreshed administrative and clerical review was underway to support efficiencies through a defined workstream, and advised that sickness absence had slightly decreased, with ongoing fluctuations attributed to seasonal variation, but overall demonstrating a continued positive trend.

SS further advised that workforce performance continued to be monitored through established metrics and workforce planning processes, including considerations relating to headcount, vacancies and reliance on temporary staffing.

Jennifer Winslade (JW), Director of Nursing, presented the quality section of the report and advised that the Health Board had established a quality management system to strengthen assurance, improvement and planning. JW outlined key areas of focus, including patient experience and safety, reporting that performance measures such as Emergency Department feedback response rates remained strong.

	JW provided an update on complaints and Patient Advice and Liaison Services (PALS), and highlighted ongoing improvement work in areas such as pressure ulcer prevention, alongside broader health, safety and compliance arrangements. The Board **NOTED** the Integrated Performance Report.
ABUHB 2005/11	**Financial Performance Report, Month 12** Rob Holcombe (RH), Director of Finance, presented the Financial Performance Report for Month 12. RH outlined the year-end financial position, explaining how the final outturn had been achieved. RH advised that, whilst the Health Board had not achieved its in-year financial balance target, performance continued to be assessed against the overall annual position, which remained the primary measure of accountability. RH confirmed that the financial accounts had been presented to the Audit, Risk and Assurance Committee. Iwan Jones (IJ), Independent Member, noted that the accounts had been considered by the Audit, Risk and Assurance Committee and that Audit Wales had provided positive feedback. Andrew Morgan (AM), Chair, sought clarification on the status of the 2026/27 financial plan, noting that it had been approved by the Board but was yet to receive formal approval from Welsh Government. Rob Holcombe (RH), Director of Finance, confirmed that the plan had been submitted and that further work was ongoing in response to feedback. Will Smart (WS), Vice Chair, queried the variance between Month 11 and Month 12, and RH explained that this reflected a range of factors, including planned care activity and associated initiatives. The Board **NOTED** the Financial Performance Report and took **ASSURANCE** on the Health Board's financial position.

ABUHB 2005/12	**Key Matters from Committees of the Board** Committee Chairs presented updates on key matters arising from recent Committee meetings. Penny Jones (PJ), Independent Member and Chair of the Mental Health and Learning Disabilities Committee, provided an update from the meeting held on 24th March 2026. PJ highlighted key areas of focus, including trends in Section 136 detentions, digital maturity and the requirement for investment, developments relating to the Mental Health Act Bill, dementia services, and quality and safety at Maindiff Court. Neil Patrick (NP), Independent Member and Chair of the Finance and Performance Committee, provided an update from the meeting held on 21st April 2026. NP reported that the Committee continued to monitor key performance indicators, including planned care, performance delivery and process changes, and noted that developments discussed at Board would support future improvement. Paul Deneen (PD), Independent Member and Chair of the Charitable Funds Committee, provided an update from the meeting held on 22nd April 2026. PD noted that there were no additional matters to highlight and expressed appreciation to those supporting the Committee, whilst noting opportunities to further promote its work. Iwan Jones (IJ), Independent Member and Chair of the Audit, Risk and Assurance Committee, provided an update from the meeting held on 28th April 2026. IJ advised that there were no additional matters to report beyond those included within the paper, and noted positive feedback received regarding the work of the finance team. Helen Sweetland (HS), Independent Member and Chair of the Patient Quality, Safety and Outcomes Committee, provided an update from the meeting held on 6th May 2026. HS noted that

	the meeting had been chaired by Penny Jones (PJ), Independent Member, in her absence and reported that key areas considered had included the Qlik reporting system and the Learning from Deaths report. PJ added that the meeting had been positive. The Board **NOTED** the report and the updates provided from Committees of the Board.
ABUHB 2005/13	**Executive Committee Chair's Report** Nicola Prygodzicz (NP), Chief Executive, presented the Executive Committee Chair's report. NP outlined the key areas of business considered by the Executive Committee, highlighting its role in overseeing delivery of organisational priorities, monitoring operational performance and providing assurance on key areas of risk and performance. NP advised that the Committee continued to support coordinated decision-making across the organisation and provided a forum for escalation, scrutiny and alignment of Executive actions. The Board **NOTED** the report.
ABUHB 2005/14	**Strategic Risk Report, May 2026** Nicola Prygodzicz (NP), Chief Executive, presented the Strategic Risk Report for May 2026. NP outlined the current strategic risk position and highlighted that the Board was asked to consider whether it had sufficient assurance that strategic risks were being appropriately identified, assessed and managed. NP advised that no changes to the existing risk ratings were being proposed at this time. Iwan Jones (IJ), Independent Member, sought clarification on the effectiveness of planned controls and the need to

	strengthen the articulation of mitigation. NP confirmed that this was a focus for further development, with greater emphasis on evidencing the impact of mitigation actions. Rani Dash (RD), Director of Corporate Governance, added that work was ongoing with risk leads to strengthen the risk profile, alongside enhanced reporting through the Executive Committee. Will Smart (WS), Vice Chair, queried the absence of a specific cyber security risk at a strategic level. RD advised that cyber security risks were captured within the developing Corporate Risk Register and referenced a recent audit which had highlighted this area for further consideration. The Board **CONSIDERED** the Strategic Risk Report and **NOTED** the programme of work underway to strengthen assurance.
ABUHB 2005/15	**Report from Llais, Gwent Region** Lisa Charles (LC), Regional Director, Llais Cymru, presented the Llais Gwent Region report for noting. LC provided an overview of current areas of focus, including engagement activity and feedback from communities, highlighting issues being raised by citizens and the ongoing work to gather further insight to inform service improvement. Paul Deneen (PD), Independent Member, raised the importance of engaging with young people and suggested consideration of digital approaches to support engagement. LC confirmed that work was progressing and that wider community engagement would take place as the programme developed, including consideration of digital solutions. Dafydd Vaughan (DV), Independent Member, raised concerns regarding missed referrals from GP surgeries, and Paul Solloway (PS), Director of Digital, confirmed that this would be followed up. The Board **NOTED** the report.

	CONSENT AGENDA
ABUHB 2005/16	The Board **APPROVED** the Draft Minutes of the Health Board Meeting, held on 25th March 2026
	The Board **APPROVED** the Report on Sealed Documents and Chair's Actions.
	The Board **APPROVED** the NHS Wales Joint Commissioning Committee Terms of Reference, Standing Orders and Standing Financial Instructions
	The Board **NOTED** the Board Action Log with Updates
	The Board **NOTED** the Welsh Government, Accountability Interface Arrangements
	The Board **NOTED** the UK Covid-19 Inquiry, Module 3: The impact of the Covid-19 pandemic on the healthcare systems of the United Kingdom
	The Board **NOTED** the Strategic Partnership Updates: a. Regional Partnership Board b. Public Service Board
	The Board **NOTED** the overview of Joint and Partnership Committee Activity a. NHS Wales Joint Commissioning Committee b. NHS Wales Shared Services Partnership Committee
	The Board **NOTED** the Committee Annual Reports 2025/26 and Terms of Reference
	OTHER MATERS
ABUHB 2005/17	**Any Other Business** There were no further items raised for discussion.
ABUHB 2005/18	**Date of the Next Meeting:** Wednesday 24th June 2026