

Healthcare Professional Forum Annual Report 2018/19

1. Title of Advisory Group:

Healthcare Professionals Forum (HPF)

2. Name and role of person submitting this report:

Prof Michael Rees, Chair of the Forum from July 2015 – February 2019

Mr Gareth Evans, Chair of the Forum from March 2019

Mr Adrian Thomas, Executive Director Therapies and Health Sciences

3. Dates covered by this report:

1st April 2018 to 31st March 2019

4. Number of times the Forum met during this period: 5

The Forum was scheduled to meet five times or otherwise as the Chair of the Forum deemed necessary. During the reporting period, it met on six occasions with one of the dates being an additional workshop (9th November 2018).

Attendance at meetings is detailed within the table below:

Members of the Forum	4 th May	6 th July	7 th Sept	7 th Dec	15 th Mar
Advisory Group members - Representative group					
Prof Michael Rees – Chair Specialist and Tertiary Care medical representative (Chair to February Meeting)	√	√	√	√	A
Mrs Joanne Kember – Vice Chair (to November Meeting) Community Pharmacists representative – until 7.9.18	√	√	√	◆	◆
Mr Alton Murphy Optometry representative, Deputy – Bryn Jones	√	A	A	√	√

Dr Sandra Sandham Dental representative	√	√	√	√	√
Dr Jay Nankani Primary and Community Care Medical representative	√	√	√	A	√
Mrs Susan Murphy Hospital and Primary Care representative	√	√	√	√	√
Keith Jones – until 07.09.18 Nursing representative	A	A	A	◆	◆
Mrs Mandy Jones – from 7.12.18 Nursing representative	◆	◆	◆	√	√
Mrs Polly Ferguson until 7.12.18 Midwifery representative	A	A	A	A	◆
Mrs Fiona Giraud – from March 2019 Midwifery representative	◆	◆	◆	◆	A
Mr John Day – until 07.09.18 Scientific representative	√	√	√	◆	◆
Mrs Jane Wild – from 07.12.18 Scientific representative	◆	◆	◆	√	√
Mr John Speed – from 07.12.18 Community Pharmacy representative	◆	◆	◆	√	√
Mr Gareth Evans Therapies representative (Vice Chair from December meeting. HPF Chair from March 2019)	√	√	√	√	√
Lead Health Board Officer					
Mr Adrian Thomas Executive Director Therapies and Health Sciences	√	√	√	√	√

D	Deputy	A	Apologies	◆	Not a member of the Committee at this time
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5. Assurances the Forum is designed to provide:

The Forum is designed to provide advice to the Board on the following key areas as set out in its Terms of Reference in appendix 1.

- Facilitate engagement and debate amongst the wide range of clinical interests within the LHB's area of activity, with the aim of reaching and presenting a cohesive and balanced professional perspective to inform the LHB's decision making.

The Audit Committee annual review in 2018 acknowledged the forums concerns regarding representation. Nursing and Midwifery membership had been rectified, however Mental Health representation is lacking, the previous Chair and Lead Director have both spoken to colleagues in Mental Health and Learning Disabilities. The MH&LD team have been contacted again to request membership.

6. Overall *RAG status against Forum's annual objectives / plan: Green

The summary below reflects the Forum's assessment of the degree to which it has met these objectives. The supporting narrative included alongside the assessment below describes this in more detail.

Objective as set out in Terms of Reference	Was sufficient assurance provided?	Was the assurance positive?	Supporting narrative
	RAG	RAG	
Facilitate engagement and debate amongst the wide range of clinical interests within the LHB's area of activity, with the aim of reaching and presenting a cohesive and balanced professional perspective to inform the LHB's decision making.	Green	Green	Meetings have functioned effectively throughout the year, and the group has fulfilled its advisory role to the Health Board.

7. Main tasks completed / evidence considered by the Forum during this reporting period:

Regular Items and updates

- Corporate Planning – including updates on AOP/IMTP/3 year plan
- LHSW Strategy A Place to Call Home – Impact & Analysis
- Workforce & Organisational Development update
- Annual discussion with CEO
- Membership
- Seasonal Plan update
- North Wales Stroke Services Review
- Update of the Services for Smiles document

Governance and Standing Items

- Chairs written updates
- Members written updates
- Review of minutes and actions
- Committee Annual Report
- Review and refresh of Forums terms of reference
- Minutes Quality, Safety & Experience Committee meetings
- Minutes of Professional Advisory Group meetings
- NJPAC approved minutes
- Team Briefing Updates

Full details of the issues considered and discussed by the Forum are documented within the agenda and minutes which are available on the Health Board's website and can be accessed from the following link:-

<http://www.wales.nhs.uk/sitesplus/861/page/88168>

8. Summary of key advice/feedback for the Board identified by this Forum in-year which have been submitted as part of the Chair's reports to the Board:

Meeting Date	Summary of key advice / feedback for the Board:
4 th May 2018	<p>The Forum were introduced to Sue Green, the Executive Director of Workforce, Organisation and Development (WOD). A discussion regarding priorities for WOD undertaken and the various areas were noted. Members agreed to have a regular WOD item on the HPF agenda.</p> <p>Members discussed "A Place to Call Home": Impact & Analysis report published on the 23rd January 2018 and received the improvement plan. Members received an update and briefing paper on the improvement plan. Members noted the update endorsed the recommended course of action to ensure implementation of the actions.</p> <p>Stroke Services: The Forum received an update on the Stroke Services Review from the Assistant Director for Health Strategy. Members were informed of the comprehensive service redesign that had taken place including engagement with stakeholders and stroke survivors.</p> <p>Annual Report (HPF) 17/18: Members received the HPF Annual Report for 2017/18 and approved the report which had been submitted.</p>
6 th July 2018	<p>Corporate Planning Update: The Forum received an update from the Head of Health Strategy & Planning & the Assistant Director, of Corporate Planning including a presentation regarding the Living Healthier Staying Well Phase 1 - Service review, redesign and transformation. The forum welcomed "Our</p>

	<p>Strategy for the future”. Concern had been noted with regards to Dental Health for Children not being incorporated within the public information booklet at an earlier meeting. It was noted that at the point it had been presented it hadn’t been possible to change the document however, it was confirmed that it is included in the detailed plan.</p>
<p>7th September 2018</p>	<p>Corporate Planning Update: Health Board Planning for 2019-2022. The Forum received a presentation from the Head of Health Strategy and Planning and the Assistant Director, Corporate Planning. A discussion took place regarding “7 day working” to support weekend discharge planning. It was highlighted that seven day working was about transformation over the 7 days, key areas of focus and doing things differently. The Outline Planning Timetable had been noted by the group. The Forum also noted the additional targeted funding from Welsh Government to augment management capacity and requested that the Health Board ensures that new managers have the skills to effectively transform services.</p> <p>Dental - “Services for Smiles” draft document. The Forum received an update regarding the Strategy for the Development of Community Dental Services in North Wales for the period 2017 to 2022. SS agreed to update in line with the new Welsh Government Strategy. It was noted that decay rates had risen, models of promotion noted along with closures of various sites. The use of welsh language within medical schools had also been discussed along with highlighting of positive discrimination. The report also explained the Welsh Health Circulars and Reports previously issued which had been influential in determining the Strategy for the North Wales Community Dental Service (CDS). Key actions and service responses were noted along with Good Practice cited by Welsh Government. Oral Health and access to services were also highlighted within the document.</p> <p>‘Together We Care’: Prof Michael Rees presented a synopsis of the All Wales Medical Workforce Strategy ‘together we care’. The forum felt that many of the issues dealt within the report were more widely applicable for other professional groups</p> <p>Therapies: National Allied Health Professions Day 15th October 2018. BCUHB were active participants and undertook a range of events to mark the day.</p> <p>Vice Chair of the HPF: The Forum endorsed GE’s nomination as Vice Chair.</p> <p>HPF Workshop: The workshop had taken place on the 9th November 2018.</p>

7th December
2018

Workforce and Organisational Planning update {Sue Green in attendance} SG had received the notes provided from the recent workshop in relation to workforce issues. SG gave an overview to the Forum of the Draft 3 Year Workforce Strategy.

GMC headlines – MR referred to a recent article published by the GMC in relation to workforce assessment of medical practice.

Timescales to appointing within BCUHB raised. Issues of skill mix, recruitment and the impact of contract reform were noted in dentistry. Internal progression and the ripple effect this had on the filling of posts was also raised. MJ noted the positive work that was being done with local schools to raise awareness of careers within the health sector.

Representation of the HPF on the newly created Workforce Transformation Group. It was agreed that updates and highlights from the Workforce Transformation Group would be reported to the HPF.

Corporate Planning Update - BCU Health Board Planning – Working Draft 3 year plan. {John Darlington in attendance}

- The Forum received an update from the Head of Health Strategy, Corporate Planning. JD confirmed that the final report would be submitted to the January Health Board for discussion with key milestones before being amended and submitted to Welsh Government.

Optometry: Contact Lens provision. AM to update the group at a future meeting with regards to current provision.

Hospital and Primary Care Pharmacy: SM reported that the Medicines Code MM01 was being consulted on, which would soon become a Policy.

Therapies: Work in progress to develop an all Wales Therapy Framework. It was also noted that there will be an All Wales Consultant Allied Health Professional for Dementia and BCUHB had expressed an interest in hosting the post. BCUHB to host the advert and recruitment.

Dental: Consultant Paediatric Dentistry - A meeting had taken place with Liverpool and Cardiff regarding the feasibility of appointing to a shared Consultant in Paediatric Dentistry. The post would be shared across the North West.

Community Pharmacy: It was noted that pharmacy courses had been oversubscribed and that advanced services were soon to be offered to take pressures off GP's regarding current service

	<p>provisions and common elements. The falsified medicines directive had also been noted. SM confirmed that the item had been recognised upon the departmental risk register.</p> <p>Nursing: It was confirmed that new NMC standards for education (for newly trained nurses) within Wales had been adopted with the 1st meeting being undertaken recently.</p> <p>Chair’s report: “Together We Care” had been presented to the Executive Management Group and had been well received. Findings from 3D events and the struggle to recruit and retain staff raised. The unquantified aspects of Brexit were raised and the unknown impacts.</p> <p>Multidisciplinary Networking - MR highlighted the need to reinvent the multidisciplinary networking within cardiology across NHS Wales. The need for networks across various other disciplines had been also been suggested and discussed.</p> <p>Chair of Forum: The December HPF Meeting was Professor Michael Rees’ last meeting as Chair of the HPF, although he would continue as a member. The HPF thanked Prof Rees for his support, commitment and valuable input to the Forum the role of which has grown and developed during his tenure.</p>
<p>15th March 2019</p>	<p>Chief Executive Officer – Annual Discussion - GD acknowledged the significance of health professionals working together in the Forum and the importance of this. He then outlined the BCUHB and NHS environment and challenges, including Special Measures, Workforce, Finance, RTT and Unscheduled care. Following this, he and then took Questions from the forum members and GD encouraged members to email him directly with any further issues that they wished him to note.</p> <p>Corporate Planning Update – BCUHB Draft Three Year Plan 2019/22 - The Forum received the presentation from the Head of Health Strategy and Planning, in relation to the BCUHB Draft Three Year Plan 2019/22.</p> <p>Nursing - MJ provided a written update for nursing which included:</p> <ul style="list-style-type: none"> • Ward Accreditation <p>Pharmacy - JS reported that:</p> <ul style="list-style-type: none"> • The first wave of community pharmacist independent prescribers would qualify in Summer 2019, with additional training intakes to continue. An enhanced service is under development to allow these pharmacists to prescribe medications from their pharmacy for some acute conditions that would normally be managed by a GP.

- Concerns raised regarding supply issues and the potential that the situation will worsen due to Brexit. It was noted that Community pharmacists are being encouraged to be proactive and assist GPs with suggesting alternative drugs to prescribe.

Health Sciences - JW reported that:

- The Primary Care Audiology have been shortlisted in the UK Advancing Healthcare Awards for Innovation in Healthcare Science. The annual Awards event celebrates the contributions of Allied Health Professionals and Healthcare Scientists and will take place on April 12th 2019
- A North Wales Collaborative Care Group for Hearing Loss has been convened.

Therapies - GE reported that:

- The Head of Dietetics in the West had been shortlisted in the “Realising potential through creativity” category of the UK Advancing Healthcare Awards (as above)
- The first ever post for a Consultant AHP for Dementia in Wales would be advertised this Spring; BCUHB have declared interest in hosting the post.
- The launch of the Allied Health professions framework for Wales, will be held later this Spring.

Dental - SS reported that:

- The target set by Welsh Government for 20% of general dental practices to become involved in the dental contract reform initiative had been achieved.
- Access to Pre-Operative Assessment Clinic approved for adult community dental services dental patients requiring general anaesthetic for treatment had been reported as good progression going forwards.
- It was noted that funding for paediatric dentistry within North Wales would be sought as part time funding, in conjunction with Liverpool Hospital.

Optometry and Ophthalmology – AM:

- There was discussion regarding the Service Risks of Contact Lens Provision and equipment.

Work Shop time (proposal) – Adrian Thomas

AT proposed the Forum should have some dedicated workshop time to consider, discuss and inform strategies under development. The forum agreed collectively to take this forward.

Vice Chair role – The role of vice chair is now vacant and expressions of interest are to be sought.

9. Focus for the year ahead:

The primary focus of the Forum over the next twelve months will be *as stated* within Appendix 2 – Cycle of Business for the year 2019/2020.

Strategies under development - Work Shop time (proposal) – Adrian Thomas

There will be some informal workshop time at the meeting to allow the discussion of strategies under development.

The Forum has established a Cycle of Business for the year ahead covering the breadth of its work, and primarily focussing on its key areas of risk, as defined in the Board's Corporate Risk and Assurance Framework. This is attached as Appendix 2.

**Key:*

Red	= not on target to achieve all actions, and may not achieve these actions by the next quarter
Amber	= not on target to achieve all actions, but has plans in place to see these actions achieved by the next quarter
Green	= on target to achieve all actions

V4.0

Betsi Cadwaladr University Health Board

Terms of Reference and Operating Arrangements

The Healthcare Professionals Forum

INTRODUCTION

The Healthcare Professionals Forum's role is to provide a balanced, multi disciplinary view of professional issues to advise the Board on local strategy and delivery. Its role does not include consideration of professional terms and conditions of service.

PURPOSE

The purpose of the Healthcare Professionals Forum, hereafter referred to as "the Forum", is to:

- facilitate engagement and debate amongst the wide range of clinical interests within the LHB's area of activity, with the aim of reaching and presenting a cohesive and balanced professional perspective to inform the LHB's decision making.

DELEGATED POWERS AND AUTHORITY

The Forum will, in respect of its provision of advice to the Board:

- offer advice to the LHB when specifically requested on any aspect of its business
- offer advice and feedback even if not specifically requested by the LHB.

Authority

The LHB may specifically request advice and feedback from the Forum on any aspect of its business, and the Forum may also offer advice and feedback even if not specifically requested by the LHB. The Forum may provide advice to the Board:

- at Board meetings, through the Forum Chair's participation as Associate Member;
- in written advice; and
- in any other form specified by the Board.

Sub Committees

The Board may determine that the Forum should be supported by a range of sub fora to assist it in the conduct of its work, e.g., special interest groups, or the Forum may itself determine such arrangements, provided that the Board approves such action.

MEMBERSHIP

Chair	nominated from within the membership of the Forum by its members and approved by the Board
Vice Chair	nominated from within the membership of the Forum by its members and approved by the Board
Members	<p>The membership of the Forum reflects the structure of the seven health Statutory Professional Advisory Committees set up in accordance with Section 190 of the NHS (Wales) Act 2006. Membership of the Forum shall therefore comprise the following eleven (11) members:</p> <ul style="list-style-type: none"> • Welsh Medical Committee <ul style="list-style-type: none"> ○ Primary and Community Care Medical representative ○ Mental Health Medical representative ○ Specialist and Tertiary Care medical representative • Welsh Nursing and Midwifery Committee <ul style="list-style-type: none"> ○ Community Nursing and Midwifery representative ○ Hospital Nursing and Midwifery representative • Welsh Therapies Advisory Committee <ul style="list-style-type: none"> ○ Therapies representative • Welsh Scientific Advisory Committee <ul style="list-style-type: none"> ○ Scientific representative • Welsh Optometric Committee <ul style="list-style-type: none"> ○ Optometry representative • Welsh Dental Committee <ul style="list-style-type: none"> ○ Dental representative • Welsh Pharmaceutical Committee <ul style="list-style-type: none"> ○ Hospital and Primary Care representative ○ Community Pharmacists representative
Lead Health Board Officer	Executive Director of Therapies and Health Sciences
Secretary	As determined by the Board Secretary
In attendance	The Board may determine that designated Board members or LHB staff should be in attendance at Advisory Group meetings. The Forums Chair may also request the attendance of Board members or LHB staff, subject to the agreement of the LHB Chair.

Member Appointments

Appointments to the Forum shall be made by the Board, based upon nominations received from the relevant professional group, and in accordance with any specific requirements or directions made by the Welsh Government. Members shall be appointed for a period of no longer than 4 years in any one term. Those members can be reappointed but may not serve a total period of more than 8 years consecutively.

The **Chair** will be nominated from within the membership of the Forum, by its members, in a manner determined by the Board, subject to any specific requirements or directions made by the Welsh Government. The nomination will be subject to consideration by the Board, who must submit a recommendation on the nomination to the Minister for Health and Social Services. Their appointment as Chair will be made by the Minister, but it will not be a formal public appointment. The Constitution Regulations provide that the Welsh Ministers may appoint an Associate Member of the Board, and the appointment of the Chair to this role is on the basis of the conditions of appointment for Associate Members set out in the Regulations.

The Chair's term of office will be for a period of up to two (2) years, with the ability to stand as Chair for an additional one (1) year, in line with that individual's term of office as a member of the Forum. That individual may remain in office for the remainder of their term as a member of the Forum after their term of appointment as Chair has ended.

The **Vice Chair** shall be nominated from within the membership of the Forum, by its members by the same process as that adopted for the Chair, subject to the condition that they be appointed from a different clinical discipline from that of the Chair.

The Vice Chair's term of office will be as described for the Chair.

A member's tenure of appointment will cease in the event that they no longer meet any of the eligibility requirements determined for the position. A member must inform the Forum Chair as soon as is reasonably practicable to do so in respect of any issue which may impact on their eligibility to hold office. The Forum Chair will advise the Board in writing of any such cases immediately. The LHB will require Forum members to confirm in writing their continued eligibility on an annual basis. Where a member is unable to attend for 3 consecutive meetings, except in exceptional circumstances, the Chair would request that the member consider their continued membership on the Forum.

Support to Committee Members

The Board Secretary, on behalf of the Chair, will ensure that the Forum is properly equipped to carry out its role by:

- ensuring the provision of governance advice and support to the Forum Chair on the conduct of its business and its relationship with the LHB and others;
- ensuring that the Forum receives the information it needs on a timely basis;
- facilitating effective reporting to the Board; and
- enabling the Board to gain assurance that the conduct of business within the Forum

accords with the governance and operating framework it has set.

COMMITTEE MEETINGS

Quorum

Quorum agreed as 6 members or more and to include Chair or Vice Chair

Frequency of Meetings

- Meetings to take place each quarter consistent with Betsi Cadwaladr University Health Board annual plan of Board Business.
- Additional meetings can be called at the Chair and 2 other members discretion. The Lead Executive may also request additional meetings via the Chair.
- Meetings to be arranged prior to the Full Board meetings so that effective reporting can take place.

Openness and transparency

The Board's commitment to openness and transparency in the conduct of all its business extends equally to the work carried out by others to advise it in the conduct of its business. The Board therefore requires, wherever possible, the Forum to hold meetings in public unless there are specific, valid reasons for not doing so.

REPORTING AND ASSURANCE ARRANGEMENTS

The Chair is responsible for the effective operation of the Forum:

- chairing meetings;
- establishing and ensuring adherence to the standards of good governance set for the NHS in Wales, ensuring that all business is conducted in accordance with its agreed operating arrangements; and
- developing positive and professional relationships amongst the Forum's membership and between the Forum and Betsi Cadwaladr University Health Board, and in particular its Chair, Chief Executive and Directors.

The Chair shall work in close harmony with the Chairs of Betsi Cadwaladr University Health Board other advisory groups, and, supported by the Lead Executive, shall ensure that key and appropriate issues are discussed by the Forum in a timely manner with all the necessary information and advice being made available to members to inform the debate and ultimate resolutions. Where appropriate and within their area of responsibility, the Forum may be requested by the Health Board to review and comment on draft documents prior to formal approval by the Board.

As Chair of the Forum, they will be appointed as an Associate Member of the LHB Board on an ex officio basis. The Chair is accountable for the conduct of their role as Associate Member on the Betsi Cadwaladr University Health Board to the Minister, through the Health Board Chair. They are also accountable to the Betsi Cadwaladr

University Health Board for the conduct of business in accordance with the governance and operating framework set by the Health Board.

RELATIONSHIP WITH THE BOARD AND ITS COMMITTEES/GROUPS

The Forum's main link with the Board is through the Forum Chair's membership of the Board as an Associate Member.

The Board should determine the arrangements for any joint meetings between the Betsi Cadwaladr University Health Board and the Forum.

The Health Board's Chair should put in place arrangements to meet with the Forum Chair on a regular basis to discuss the Forum's activities and operation.

The forum shall embed the corporate goals and priorities through the conduct of its business and in so doing and transacting its business shall ensure that adequate consideration has been given to the sustainable development principle and in meeting the requirements of the Well-being of Future Generations Act.

The Health Board Chair, on the advice of the Chief Executive and/or Board Secretary, may recommend that the Board afford direct right of access to any professional group, in the following, exceptional circumstances:

- where the Forum recommends that a matter should be presented to the Board by a particular professional grouping, e.g., due to the specialist nature of the issues concerned; or
- where a professional group has demonstrated that the Forum has not afforded it due consideration in the determination of its advice to the Board on a particular issue, or

The Board may itself determine that it wishes to seek the views of a particular professional grouping on a specific matter.

Members of the Forum may be invited to attend other Board Committees / Groups at the discretion of the Health Board Chair.

RELATIONSHIP WITH THE NATIONAL PROFESSIONAL ADVISORY GROUP

The Forum Chair will be a member of the National Professional Advisory Group. The Forum may be asked to provide NJPAC with comments on national documents and the NJPAC meeting minutes will be shared with Forum Members.

APPLICABILITY OF STANDING ORDERS TO COMMITTEE BUSINESS

The requirements for the conduct of business as set out in the Health Boards Standing Orders are equally applicable to the operation of the Forum, except in the following

areas:

- Quorum

REVIEW

These terms of reference and operating arrangements shall be reviewed annually by the Forum with reference to the Board.

DATE OF ACCEPTING THE TERMS OF REFERENCE AND APPROVAL

Audit Committee 14.9.17
Health Board 21.9.17
Reported to HPF 10.11.17

V5.0 approved

(Version 5 – updated solely to reflect the move to quarterly meetings from bi monthly-agreed by the Board Meeting in September 2018)

Health Professionals Forum - Cycle of Business 2019/20 - Draft

Item		Jun	Sept	Dec	Mar		
Standing items							
Welcome, apologies	Secretariat, HPF	✓	✓	✓	✓		
Declarations of Interest	Members declaration - <i>if applicable</i>	✓	✓	✓	✓		
Items for discussion							
Corporate Planning – including updates on AOP/IMTP/3 year outlook LHSW Strategy	Assistant Director Planning Assistant Director Health Strategy	✓	✓	✓	✓		
Strategies - TBA (per Lead Director) TBC							
Mental Health Strategy - Implementation	Appropriate Executive Director and/or representative						
Primary Care							
Innovation Strategy							
QI Hub		✓					
Others as evolve in year – TBC							
Updates							
Chief Executive	Annual discussion with CEO				✓		
Executive Director	Workforce & Organisational Development				✓		
Executive Director of Planning & Performance	Planning & Performance		✓				
Executive Director of Primary & Community Care	Primary Care		✓				
Executive Director Public Health	HMP Berwyn (NW Prison) – Update						
Executive Director Public Health	Public Health	✓					
Executive Director Nursing, Midwifery & Patient Services	Seasonal Plan						
Director Estates and Facilities	Estates developments						

Director Quality Assurance	Draft Annual Quality Statement	✓			✓		
Performance Director	Performance focus		✓		✓		
Assistant Nurse Director Infection Control	Infection Prevention and Control						
Assistant Director Communications	Engagement						
Head of Quality for CHC & Complex Care	A Place to Call Home – Impact & Analysis						
Head of Equality	Strategic Equality – the year ahead Including annual report and recommendations						
Governance							
Chairs written update	Chair, HPF	✓	✓	✓	✓		
Members written updates	All members HPF	✓	✓	✓	✓		
Summary of information to be included in Chair's report to Board		✓	✓	✓	✓		
Draft Advisory Group Annual report inc <ul style="list-style-type: none"> • COB approval • Terms of Reference review 					✓		
Items received for information							
Adhoc items	Executive Director Therapies & Health Sciences	✓	✓	✓	✓		
Workforce Transformation Group	Office of the Director of Workforce and Organisational Development						
Minutes Quality, Safety & Experience Committee meetings	Office of the Board Secretary	✓	✓	✓	✓		
Minutes of Professional Advisory Group meetings	Office of the Director of Nursing & Midwifery	✓	✓	✓	✓		
NJPAC approved minutes (meet 3x per year dates to be sought)	Nigel Champ Directorate for Health Policy Business Unit, Health and Social Services Group, WG	✓	✓	✓	✓		
Team Briefing Updates	Communications	✓	✓	✓	✓		
Closing business							

Any Other Business	Members to raise with the Chair before meeting	✓	✓	✓	✓		
Forward Plan – <i>next meeting items</i>	Cycle of Business	✓	✓	✓	✓		
Dates of next meetings	Corporate calendar	✓	✓	✓	✓		