



### Local Partnership Forum

**Draft minutes of the meeting held on 13<sup>th</sup> April 2021**

**Via Teams**

<b>Present</b>	
Ms Jan Tomlinson (JT)	UNISON and Trade Union (TU) Partners (Chair)
Mrs Sue Green (SG)	Executive Director Workforce and OD
Ms Cheryl Brown (CB)	Royal College of Midwives
Ms Sharon Cawdell (SC)	UNISON ( <i>part meeting</i> )
Dr Kate Clark (KC)	Acting Deputy Medical Director
Mr Gareth Evans (GE)	Organisational Development Manager
Ellen Greer (EG)	Acting Associate Director Of Organisational Development
Ms Lesley Hall (LH)	Associate Director Human Resources
Mrs Sue Hill (SH)	Executive Director of Finance
Ms Jackie Hughes (JH)	SoR and (Trade Union) Independent Member
Ms Deborah Humphries	Chartered Society of Physiotherapy
Mrs Lynne Joannou	Assistant Director Primary Care Contracting
Ms Catherine Jones	Royal College of Midwives
Mr Billy Nichols (WN)	Royal College of Nursing
Mr Richard Oldfield (RO)	UNISON
Miss Teresa Owen (TO)	Executive Director of Public Health
Ms Alison Pawley (AP)	Unite
Georgina Roberts (GR)	Senior Head Of HR - West And Womens
Ms Nicola Roberts (NR)	Society of Chiropodists & Podiatrists
Mr Michael Shaw (MS)	Strategic Organisational Development Consultant
Mr Richard Tanswell (RT)	UNISON
Mr Iain Wilkie (IW)	Interim Director of Mental Health and Learning Disabilities
Mr Mark Wilkinson (MW)	Executive Director for Planning & Performance ( <i>part meeting</i> )
Ms Sarah Wynne-Jones (SW-J)	BCUHB - Head Of Occupational Health & Wellbeing
Ms Pat Youds (PY)	Professional lead and Head of Service for Radiology
<b>In Attendance</b>	
Mrs Kate Dunn	Head of Corporate Affairs ( <i>for minutes</i> )

<b>Agenda Item Discussed</b>	<b>Action By</b>
<b>L21/14 Apologies for Absence</b>	

Received for Jo Whitehead, Ffion Johnstone, Susan Williams, Geoffrey Armstrong, Richard Hayes, Alex Tapley, Helen Roberts and Chris Tanski	
<p><b>L21/15 Draft Minutes of meetings held on 19/1/21 - for approval - and Summary Action Plan</b></p> <p><b>L21/15.1</b> The minutes were approved as an accurate record pending a correction that Mr Michael Openshaw was present.</p> <p><b>L21/15.2</b> Updates were provided to the summary action log. It was noted that there were many old and outstanding actions. It was agreed that the action plan would be reviewed and consolidated.</p>	LH FL
<p><b>L21/16 Raising Concerns / Speak out Safely</b></p> <p><b>L21/16.1</b> Gareth Evans delivered a presentation which encompassed:</p> <ul style="list-style-type: none"> <li>• Background and drivers to the new approach for Raising Concerns</li> <li>• The refresh of related policy and procedure</li> <li>• The proposed engagement and involvement platform “WorkInConfidence”</li> <li>• “Speak Out Safely” approach including improved accountability oversight, multidisciplinary approach, dedicated administrative support and a champions network</li> <li>• Progress in implementation</li> <li>• Next steps</li> </ul> <p><b>L21/16.2</b> A discussion ensued. Jan Tomlinson was pleased to see this work being developed but indicated there was a significant difference between Trade Union (TU) representation and a champion role which needed to be explored and clarified. Billy Nichols raised a point around job description versus post outline for the Guardian. Sue Green assured the Forum that experience from similar roles in England had been built upon, and there was a clear expectation that the Guardian be independent and that the postholder would need to inspire credibility and confidence. She added that the secondees would transfer on their existing terms and conditions therefore job matching for the role was not required. Jackie Hughes added that these concerns had also been subject to a rigorous discussion at the Task and Finish Group. Catherine Jones raised a point around learning lessons. Sue Green stated that this was a key driver for the new arrangements and that a multi-disciplinary approach would be put in place to ensure effective navigation from the point a concern was raised, through to resolution and sharing learning. Gareth Evans supported this point and noted the importance of identifying underlying themes and trends.</p> <p><i>[Sharon Cawdell joined the meeting]</i></p>	GE

**L21/17 Mewn Undod mae Nerth - Stronger Together**

**L21/17.1** Sue Green introduced this item, setting out that the project aimed to establish a strategic organisation and system development route map to improve ways of working and build on the work undertaken during the pandemic in terms of listening and acting upon colleagues' views. She felt it was an exciting opportunity to move to a position of co-design and co-creation in terms of culture and desired behaviours. She acknowledged the significance of the task and confirmed that the team had been supplemented with some additional expertise and leadership to take the project forward.

**L21/17.2** Michael Shaw went on to explain more about the project. He felt that one of the main challenges for BCUHB was to develop an Organisational Development (OD) Strategy and suggested that the organisation would need to go back to basics of agreeing the scope and purpose of such a Strategy and clearly describing why BCUHB needed one. His view was that an OD Strategy should enable a workforce to be the best it could be through supporting them to deliver the organisation's strategic aims. He also suggested that behaviours, culture processes, structures and systems were critical aspects and were inter-dependent. In terms of timeframe it was likely to take around three years to implement but years to reap all the benefits. Michael Shaw then went on to describe the next steps in that an engagement process would commence and that key themes would be identified from that exercise. He asked for the Forum's support and assistance in connecting with staff groups throughout this engagement period.

**L21/17.3** Sue Green suggested that a copy of the slides that Michael Shaw had developed be circulated for Forum members' information as, whilst detailed, gave some useful information on the structure supporting the wider conversation. She also added that various options had been considered around how to implement the project and the strongest message had been that it needed to be owned by the organisation and the workforce. She acknowledged that a piece of work as large and complex would need the involvement of a number of groups as well as TU partners.

**L21/17.4** A discussion ensued. Jan Tomlinson welcomed the intention to ensure ownership within the workforce and felt that partnership working was demonstrably stronger as a result of the pandemic. Alison Pawley suggested that the communication plan around the project would be key to ensuring staff sign-up. Catherine Jones enquired whether there was an identified budget for the project and Sue Green confirmed that there was protected funding following a submission to Welsh Government (WG) relating to transformation across performance, delivery and OD. Billy Nichols asked what sort of measurable outcomes could be identified and Sue Green indicated these would flow out of the discovery element.

MS

<p><b>L21/20 Staff Support and Wellbeing</b>  <i>[Agenda item taken out of order at Chair's discretion]</i></p> <p><b>L21/20.1</b> Ellen Greer introduced this agenda item. She highlighted that the Well Being Cell had a wide range of representation and had been reviewing existing services against the new model. The intention was to deliver a cohesive model which could be accessed in a number of ways. She displayed a slide which summarised a 'pyramid' approach covering levels 1-5 from self help and self care, up to needing mental health support. The communication with staff would be key to ensure people were aware of the support available and how to access it. She concluded by referencing the interim support that had been put in place such as access to clinical psychology support.</p> <p><b>L21/20.2</b> A discussion ensued. Pat Youds made reference to a specific case of an unacceptably long wait by a staff member to see a clinical psychologist, which Ellen Greer would take up outside of the meeting. More generally in terms of access to services she confirmed that colleagues in the Health and Well Being cell were all well linked in. Sue Green suggested that LPF representatives encourage colleagues to share their experiences as it was not always appropriate for Workforce and OD to approach individuals. Jan Tomlinson enquired regarding support for sufferers of long covid. Sarah Wynne-Jones acknowledged there was a known gap but that the Expert Patient Programme (EPP) did now have a specific module and staff were being signposted to that programme which aimed to help with chronic pain management, musculoskeletal problems, emotional stress and fatigue. She acknowledged that identification of this particular cohort of staff was important. Sue Green added that a paper was going to the Executive Team meeting on the 14<sup>th</sup> April relating to identifying support for those staff who had been shielding, those struggling to get back to work and those with long covid. She also noted that Adrian Thomas (Executive Director of Therapies and Health Sciences) was leading a clinical group focused on research and support services for long covid. Jackie Hughes made reference to a link between mental and physical health and a holistic multi-disciplinary team approach that would pick up long covid. Ellen Greer confirmed that the parallel requirement around holistic health was fully acknowledged.</p>	EG
<p><b>L21/19 Corporate Planning Update inc. Annual Plan</b>  <i>[Agenda item taken out of order at Chair's discretion]</i></p> <p><b>L21/19.1</b> Mark Wilkinson joined the meeting and delivered a presentation which encompassed the following:</p> <ul style="list-style-type: none"> <li>• The Board had now approved a draft plan for 2021-22. This was in line with WG expectations due to the recognition of uncertainty across NHS Wales.</li> <li>• There was an assumption that Covid would continue to be a significant factor in the first half of the year with an intention to move towards business as usual in the second half.</li> <li>• Resource allocation had been confirmed from WG.</li> <li>• The role of the Board in commissioning and delivering care.</li> <li>• Commitments to what the North Wales population could expect to see at the end of 2021-22.</li> </ul>	

<ul style="list-style-type: none"> <li>• Transformation progress including strengthening capacity and capability.</li> <li>• Focused priorities for 2021-22.</li> <li>• Key enablers.</li> </ul> <p><b>L21/19.2</b> A discussion ensued. Billy Nichols enquired around the Kaizen methodology which was referenced in the slides. Mark Wilkinson explained this was an overall approach to transformation utilising agreed techniques and tools to ensure consistency and unified approach. Sue Green added that the principles were aligned to those of Improvement Wales (formerly 1000 Lives) and focused on enabling individuals to access systems and tools to help them improve. Catherine Jones raised a question around access to dentistry particularly for children. Mark Wilkinson acknowledged there were long-standing concerns within dentistry and alluded to work progressing around developing a dental training facility in Bangor. Jan Tomlinson noted that the Plan set out the intention for leadership posts to support transformation and asked whether succession planning was being considered for current staff. Mark Wilkinson supported an approach of offering opportunities to staff and he would also like to see less reliance on interim appointments. Pat Youds noted the reference to the development of a Diagnostic Treatment Centre and enquired as to the scope and timeframe. Mark Wilkinson stated that this was an extremely high level proposal to separate out diagnostic and planned care from unscheduled care as there was emerging evidence that this would allow services to be delivered more efficiently. He would estimate the timeframe to be easily four years.</p>	
<p><b>L21/18 LPF Annual Report with Cycle of Business 2021-22</b></p> <p><b>L21/18.1</b> The Forum suggested that the draft report be amended to reflect some of the additional informal work that it had undertaken outside of formal meetings to respond to Covid. Sue Green also suggested that some of the discussions from this latest meeting could strengthen the section on the focus for the next 12 months.</p>	LH
<p><b>L21/21 Issues for discussion, to be raised by Trade Union Representatives</b></p> <p><b>L21/21.1</b> Jackie Hughes suggested it would be helpful for the Forum to receive an update on Targeted Intervention and Sue Green suggested that information be circulated via email and the matter also be added to the next agenda.</p>	SG FL
<p><b>L21/22 Quality &amp; Performance Report</b></p> <p><b>L21/22.1</b> Noted. Jackie Hughes noted that the recommendation still referred to the Finance and Performance Committee and suggested that papers always needed to be clear in their status if using material originally written for another forum.</p>	
<p><b>L21/23 Welsh Partnership Forum Minutes</b></p> <p><b>L21/23.1</b> Noted. Billy Nichols expressed concern at the organisational readiness for the new Respect and Resolution Policy. Sue Green accepted there were some</p>	

process elements yet to be resolved and a need to ensure alignment with other discussions today.	
<b>L21/24 BCUHB Annual Audit Report</b>  <b>L21/24.1</b> Noted	
<b>L21/25 Strategic Occupational Health &amp; Safety Group</b>  L21/25.1 It was noted that the incorrect attachment had been uploaded. The correct document would be circulated.	FL
<b>L21/26 Any Other Business</b>  <b>L21/26.1</b> Sue Green made reference to International Workers Memorial Day on the 28 <sup>th</sup> April and would be happy to receive details of volunteers to assist in marking the day.	
<b>L21/27 Date of next meeting</b>  26th July 2021 @ 2pm	