



Strategy, Partnerships and Population Health Committee (SPPHC)
Minutes of meeting held on 4.7.19
in the Boardroom, Carlton Court

Present:

Mrs Marian Wyn Jones	Independent Member (Chair)
Ms Helen Wilkinson	Independent Member
Mrs Lyn Meadows	Independent Member (<i>part meeting</i>)**

In Attendance:

Mr John Darlington	Assistant Director ~ Corporate Planning (<i>part meeting</i>)
Mrs Alaw Griffiths	Welsh Language Standards Compliance Officer (<i>part meeting</i>)
Mrs Sue Green	Executive Director Workforce & Organisational Development (OD)
Mrs Lynne Grundy	Associate Director Research and Innovation (<i>part meeting</i>)
Ms Fflur Jones	Wales Audit Office (<i>observing</i>)
Mr Rob Nolan	Finance Director ~ Commissioning & Strategy (<i>part meeting</i>)
Miss Teresa Owen	Executive Director Public Health
Mr Rob Smith	Area Director (East) (<i>part meeting</i>)
Dr Chris Stockport	Executive Director Primary and Community Services(<i>part meeting</i>)
Mr Mark Wilkinson (MW)	Executive Director Planning and Performance
Ms Diane Davies (DD)	Corporate Governance Manager ~ Committee secretariat

AGENDA ITEM	ACTION
<p>SP19/40 Apologies for absence</p> <p>Apologies were received from Cllr Medwyn Hughes – it was noted that he was available to attend the original set date. It was noted that Mrs Lyn Meadows had been co-opted to attend the meeting as Committee membership had been reduced pending the appointment of an Independent Member.</p>	
<p>SP19/41 Draft minutes of meeting held on 2.4.19 for accuracy, matters arising and review of Summary Action Log</p> <p>SP19/41.1 The minutes were approved as an accurate record and the summary action plan was updated.</p> <p>SP19/41.2 Discussion ensued on previous item SP19/25.5 Third Sector Strategy. The Chair requested that an update to the strategy be provided to the next meeting and ensure that the following was addressed:</p> <ul style="list-style-type: none"> engagement allocation format of devolved budgets re 3rd sector 	MW

<ul style="list-style-type: none"> • clarification on how third sector organisations could be commissioned • communication detail on how the third sector would be sighted on the policy <p>It was noted that Independent Member Ms Helen Wilkinson would follow up the committee's comments whilst involved in the strategy's ongoing development work.</p>	
<p>SP19/42 Annual Operating Plan 2018/19 quarter 4 report</p> <p>SP19/42.1 The Assistant Director ~ Corporate Planning joined the meeting and presented the item. He highlighted the level of achievements including excellent examples such as Improving Health and Reducing Inequalities. It was noted that learning from good performance delivery would be shared within the organisation and that it would also be important to reinforce that planning was a continuous process and not an event.</p> <p>SP19/42.2 The Committee questioned why the report did not address reasons and impact where there was non-achievement, it was noted that whilst the document was provided as a high level summary, more detailed information was available and this would be improved upon in the following year report format. He also advised that going forward more detail would be provided on how actions taken had improved patient experience, as detailed in the revised action plan and framework.</p> <p>SP19/42.3 The Committee was pleased to recognise details of service improvements within the report which provided a balance to BCU's areas of low performance.</p> <p><i>The Committee resolved to</i></p> <p>note the report</p> <p>note the positive progress made at the end of Q4 alongside the transition of outstanding actions into the 2019/20 work programme</p>	
<p>SP19/43 Annual Plan 2019/20 progress monitoring report</p> <p>SP19/43.1 The Executive Director Planning and Performance introduced the new format report which was being monitored by the Finance and Performance Committee on a monthly basis. He advised that the report would be amended to indicate measures which were within the remit of the Committee. The Committee discussed the evidence approach which had been highlighted by the F&P Committee. The Committee indicated a preference for a pragmatic approach, ie select 2 actions at random from each priority area to be documented briefly within the report, which would provide a greater level of assurance.</p> <p>SP19/43.2 In response to the Chair, the Executive Director Planning and Performance advised that Accountability Reviews were taking place in February, June and August, with the Accountability Framework being reviewed in the Autumn to consider the efficacy of arrangements. He stated that feedback had been positive to date around health economies. The Chair pointed out whilst the services highlighted at 'red status' had been discussed by the SPPH Committee during the present and previous meeting, she questioned whether arrangements were on schedule to consider the Wrexham Redevelopment programme at the July Finance and Performance</p>	

<p>Committee meeting, which was confirmed.</p> <p>The Committee resolved to</p> <p>note the report</p> <p>endorse the assurance sampling method approach discussed</p>	
<p>SP19/44 Three Outlook and 2019/20 Annual Plan Update</p> <p>SP19/44.1 The Assistant Director ~ Corporate Planning reminded the Committee that the Board approved the Three Year Outlook and 2019/20 Annual Plan in March 2019 as an interim plan pending work to conclude BCU's implementation plan as a result of the Financial review, RTT Taskforce and results of ongoing discussions with colleagues in Welsh Government (WG). It was noted that the conclusions of the financial review would allow BCU to determine whether an approvable IMTP could be submitted for 2020/23. In addition, feedback from Welsh Government highlighted the need for more emphasis within the plan around the following key areas: 'A healthier Wales', organisational reputation – communications and engagement and also outpatient follow up. He reported that work had commenced to develop plans for 2020/23, building upon the Health Economy planning approach developed in 2019/20 and that the current assumption was to develop a refreshed Three Year Outlook for 2020/23 alongside an Annual Plan for 2020/21 in the context of BCU's statutory duty to produce a three-year plan and a Service Strategy for submission to Welsh Government in December 2019. It was noted that this was earlier than previous years however, a timetable had been prepared to address this as provided.</p> <p>SP19/44.2 In respect of performance delivery the Assistant Director ~ Corporate Planning advised that there had been a more focussed approach and also included involvement of WG's Delivery Unit whom had generated short term actions. He emphasised the need for a realistic assessment of actions to be included within the plan during the critical April to June period.</p> <p>SP19/44.3 The Chair questioned whether learning was taking place from the Unscheduled Care 90 day programme which had not been achieved and whether improved plans had been put in place for the next 90 day cycle. She also questioned what Executive level action had been undertaken. The Executive Director of Workforce and OD explained the improved clarity, delivery focus, priority linkage and increased organisational traction taking place. She also assured that there was greater tenacity and consistency being directed at follow up actions, providing examples also of the programme management methodology which was being instilled.</p> <p>SP19/44.4 The Assistant Director ~ Corporate Planning advised that he would include references to clarity on communication and governance within the refreshed paper. The Committee discussed the backlog profile including questioning perceptions within the organisation's specialties of expectations and efficiencies. The Chair reminded the Committee of BCU's statutory requirement duty and that this work was part of BCU's Special Measures.</p> <p>The Committee resolved to</p>	

<p>note the report and areas of the Three Year outlook and 2019/20 work programme being revised.</p> <p><i>The Assistant Director ~ Corporate Planning left the meeting</i></p>	
<p>SP19/45 Presentation: Services Strategy</p> <p>SP19/45.1 The Executive Director Planning and Performance provided a presentation which outlined progress against the delivery timeline, update on the review being undertaken of current strategy, services currently identified within scope and a road map for delivery of the strategy to Board. The Committee debated whether the strategy should be referred to as Clinical Services Strategy or Services Strategy in order to provide a more inclusive understanding of the areas within its scope. The need to include a clear reference to 'clinical' was supported by the Committee, given that BCU had been criticised for not having a clinical services strategy in place; it was equally noted that the use of the word 'clinical' may be less engaging with some partners. It was understood that BCU aimed to develop a 3 year services strategy and 3 year financial recovery plan by the end of December 2019 for submission to Welsh Government</p> <p>SP19/45.2 The Executive Director of Public Health emphasised the need to bolster references to A Healthier Wales and give further consideration in respect of referencing social care. The value healthcare approach framework was noted in the presentation along with the review of current BCU strategies and evidence. Attention was drawn to the reaffirmation that each of BCU's 3 acute hospitals would remain with an Emergency department. The Executive Director Planning and Performance advised that the Deputy Chief Executive had been tasked with supporting engaging with BCU's staff and partners to help drive the development of BCU's Services Strategy along with a number of other key developments. Considerable discussion ensued on whether there was sufficient engagement assurance given the timeframe indicated, especially in respect of clinical engagement. The Finance Director ~ Strategy and Commissioning reminded that the plan would provide the detail in order for a supportive financial plan to be developed.</p> <p><i>The Committee resolved to</i></p> <p>Request that a report be prepared for the July Board meeting to include detail on</p> <ul style="list-style-type: none"> • more engagement detail reflecting with whom and by when • clarifying the strategy as an enabler • amending the presentation in line with the comments received and emphasising that the strategy was key to BCU operations as well as a requirement for WG. 	MW
<p>SP19/46 Review of the Committee's allocated Risks extracted from the Corporate Risk Register</p> <p>The Committee considered the relevance of the current controls and reviewed the actions in place. In consideration of the risk scores of the risks assigned to the Committee, it was resolved that the Committee</p>	

<p>CRR01 Population Health</p> <p>agreed</p> <ul style="list-style-type: none"> to arrange for date last reviewed to be updated addition of 3rd Sector Strategy to further actions the risk score remained unchanged <p>CRR09 Primary Care Sustainability</p> <p>agreed</p> <ul style="list-style-type: none"> graph to be brought up to date the risk score remained unchanged <p>CRR14 Staff Engagement</p> <p>agreed</p> <ul style="list-style-type: none"> the risk score be decreased as indicated (due to significant work undertaken in this area) <p>CRR15 Recruitment and Retention</p> <p>agreed</p> <ul style="list-style-type: none"> the risk score remained unchanged <p>CRR17 Development of an IMTP</p> <p>agreed</p> <ul style="list-style-type: none"> the risk score remained unchanged <p>CRR18 EU Exit – Transition Arrangements</p> <p>agreed</p> <ul style="list-style-type: none"> the risk score be decreased as indicated (acknowledging that a Task and Finish Group has been formed in preparation for requirement at a later date) 	<p>TO TO</p> <p>SG</p> <p>MW</p>
<p>SP19/47 Equalities Annual report 2018/19</p> <p>SP19/47.1 The Executive Director Workforce and OD presented this item. She highlighted a number of improvements including the recent appointment of Mr Peter Bohan as Associate Director Health, Safety and Equality, changes to governance structures, work on gender pay gap and an improved Stonewall employer rating. In addition, she reported that the Equalities team had won an award at the BCU staff achievement awards and been shortlisted for their Human Rights excellence work. Moving forward it was noted that the team’s priority objective in 2019/20 was to develop a new Strategic Equality Plan in line with BCU’s operational planning.</p> <p>SP19/47.2 The Committee discussed the issues within Mental Health (MH) in relation to access and equality which the Executive Director Workforce and OD confirmed had been raised with the MH Director. The Committee was supportive of a change in</p>	

<p>name of the Equality <i>Impact</i> Assessment to Equality <i>Improvement</i> Assessment to encourage a more positive approach to the process. In response to the Chair, the Executive Director Workforce and OD advised that targeted training had been discussed by the Portfolio Management Group.</p> <p>SP19/47.3 The Committee acknowledged that the Equalities Team had provided a very positive annual report which was an exemplary example of a small team within BCU achieving great improvements, recognised both within and external to BCU. The Executive Director Workforce and OD undertook to congratulate the team on behalf of the Committee.</p> <p><i>The Committee resolved to</i></p> <ul style="list-style-type: none"> • note progress and the focus for 2019/20 • approve the report and formally inform the Board via the Committee Chair's assurance report 	MWJ
<p>SP19/48 Review of Committee Cycle of Business</p> <p><i>The Committee resolved to</i></p> <p>approve the addition of 'Welsh Government review of partnership arrangements' and rearrange the presentation of the 4 yearly 'Strategic Equality Plan' to the December meeting.</p>	DD
<p><i>The Area Director East joined the meeting</i></p> <p>SP19/50 North Wales Public Service Boards update</p> <p>SP19/50.1 The Area Director East presented this item providing an update on the work of the Wrexham and Flintshire Public Service Boards. He pointed out that whilst PSBs in the West and Central areas had worked together to provide 2 joint well-being plans, Flintshire and Wrexham were producing individual plans. In Flintshire it was noted that 5 priorities had been identified and a number of in year priorities for each overall priority, whilst Wrexham had agreed 7 well-being goals.</p> <p>SP19/50.2 He advised how BCU's involvement as a member of each PSB provided added value especially in respect of having other partner organisations involved in discussion, sharing information and providing a foundation for future engagement. The Executive Director of Public Health advised that she was not a member of the Flintshire PSB as noted in the paper, however she attended to deputise for BCU's CEO should the need arise.</p> <p>SP19/50.3 The Chair noted the challenges of working with 2 separate PSBs and drew attention to a WG review which was currently taking place on strategic partnership.</p> <p><i>The Committee resolved to</i></p> <p>note the report</p>	

<p><i>The Executive Director Primary and Community Services left the meeting</i></p>	
<p>SP19/49 Stroke Services review position report</p> <p>SP19/49.1 The Area Director East presented this item advising that current stroke services were delivered inconsistently across BCU, therefore the programme being developed would enable significant gains in moving forward the service. He advised that there were significant challenges in respect of finance and recruiting appropriate staff within the timescale outlined however there would be many improvements including better patient outcomes, rehabilitation and access to services. The Chair recognised the staged approach needed due to the financial envelope available however she was concerned that BCU was behind most areas of the UK.</p> <p>SP19/49.2 The Area Director East advised that the outline programme business case sought to agree a direction of travel, with the submission having been discussed at the Executive Management Group. The presentation provided detail of the case for change, process and a proposal which outlined phasing, improvement targets and financial implications. The Committee noted that a site had not been agreed in respect of a Hyper Acute Stroke Unit.</p> <p><i>The Committee resolved to</i></p> <p>be supportive of the direction of travel to develop stroke services however, the Committee was mindful that financial expenditure required further detail and that business plans needed to be developed. As the Committee was unable to take a decision on the proposal provided, due to the required further work, the Committee sought that further clarity be provided within a presentation scheduled to be submitted to the Board in July.</p> <p><i>The Area Director East left the meeting</i></p>	<p>MW</p>
<p>SP19/51 NW Regional Partnership Board - draft minutes 10.5.19</p> <p>In discussion of the NWRPB, the Committee agreed that further discussion was required in respect of BCU's 3rd Sector Strategy. It was agreed that the Executive Director Planning & Performance, Assistant Director Health Strategy (SB) and the Committee members present would meet to discuss. The Chair drew attention to the WG review of Partnership currently underway and requested that an update prepared by the Assistant Director Health Strategy be shared with members.</p> <p><i>The Committee resolved to</i></p> <p>note the minutes</p>	<p>MW/SB/ MWJ/HW MW</p>
<p>SP19/52 Staff Engagement - NHS Wales Staff Survey 2018 – Delivering Improvement Progress Report</p> <p>SP19/52.1 The Executive Director of Workforce and OD presented this item. She drew attention to the concern which had previously been highlighted in respect of general level of staff engagement and with Executive and senior management visibility, drawing attention to the actions taken to address this These included</p>	

<p>developments such as walkrounds, leadership network and a workforce management programme. It was agreed that a paper be circulated in respect of the leadership network. The Committee commended the work undertaken.</p> <p>SP19/52.2 Discussion ensued on the national proposals regarding potential bi-annual surveys and the Committee's concern with the timescales and need to fit into BCU's Integrated Medium Term plans. The Executive Director of Workforce and OD advised that an organisational survey had been distributed the previous month, the outcomes of which were anticipated to be reported to the Board in July.</p> <p>SP19/52.3 In discussion of measuring improvement and accountability, it was noted that PADRs, whilst based on the behaviours framework, was not currently mandated in respect of staff management and was the subject of ongoing discourse. The Executive Director of Workforce and OD emphasised the importance of the Divisional Improvement Plans which would progress both engagement and service improvement.</p> <p><i>The Committee resolved to</i></p> <p>note progress against the Organisational Improvement Plan.</p> <p>note monitoring processes were in place to ensure progress against the Divisional improvement plans.</p> <p>note and endorse the link between the national NHS Wales Staff Survey and the BCUHB Byddwch yn Falch / Be Proud survey work.</p> <p>note the national changes to the approach of collecting colleague experiences.</p> <p>note the approach taking place with the Local Partnership Forum in respect of accountability</p>	SG
<p><i>The Associate Director Research and Innovation joined the meeting</i></p> <p>SP19/53 BCUHB University Health Board Designation Review 2019</p> <p>The Associate Director Research and Innovation advised the Committee that the Welsh Government triennial review was due to be undertaken in 2019. She reported that, as the criteria had not yet been made available from WG, evidence was being gathered on the basis of previous year's submissions. In response to the Committee, the Associate Director Research and Innovation confirmed that there was sufficient capacity within the organisation to fulfil this requirement.</p> <p><i>The Committee resolved to</i></p> <p>note the progress report</p>	
<p>SP19/54 BCUHB Research, Development and Innovation Strategy Development Progress Report</p> <p>It was noted that BCU had a strong desire to develop an integrated research and innovation strategy that integrated research, development and innovation aims that</p>	

were meaningful and engaging to staff and public, met local population needs and jointly shared with our key stakeholders and partners. The Associate Director Research and Innovation advised that the Innovation Agency had agreed to support BCU in the development of the strategy and prepared a proposal that would coach the research, development and innovation strategic partnership group as outlined. It was noted that work had been carried out to clarify the scope, stakeholders and engagement, steps in the strategy development and timelines had also been agreed. In response to the Committee, she confirmed that the overall strategy encompassed non-clinical areas and all staff groups.

The Committee resolved to

note work was being undertaken with the Innovation Agency to develop BCU's Research and Innovation Strategy and was on schedule for submission to the Committee prior to consideration at the November Board meeting

The Associate Director Research and Innovation left the meeting

The Welsh Language Standards Compliance Officer joined the meeting for this item

SP19/55 Welsh Language annual monitoring report 2018/19

SP19/55.1 The Executive Director of Public Health introduced this item, advising that BCU's Welsh language strategy was a key part of BCU's enabling strategies. It was noted that the monitoring report would change format as the new Welsh language compliance standards were introduced with effect from 31.5.19. She praised the efforts of the Welsh language team whom were widely recognised nationally for their excellent service. The Welsh Language Standards Compliance Officer drew the Committee's attention to the key achievements within the document.

Independent Member Mrs Lyn Meadows left the meeting

SP19/55.2 The Committee questioned the level of Welsh language essential posts in front line roles that had been advertised. Discussion ensued on the recruitment process and it was confirmed that this was being explored further by Internal Audit and reported to BCU's Welsh Language Forum. It was noted that there were challenges regarding Primary Care performance targets which were the subject of further clarification.

The Committee resolved to

approve the report.

congratulate the Welsh Language team be on their work which was acknowledged as trail blazing for the rest of Wales.

The Welsh Language Standards Compliance Officer joined the meeting for this item

SP19/56 Update on tobacco control in Betsi Cadwaladr University Health Board (BCUHB)

The Executive Director of Public Health introduced this item. She advised that WG

<p>guidance in respect of smoke free sites was expected in the next month. She drew the Committee's attention to the dashboard information provided and advised that there was currently 19% prevalence of smoking across North Wales. The Executive Director of Public Health reported that there were challenges across Wales and the Chief Medical Officer's opinion on electronic vaping devices was expected in January 2020. She drew attention to services highlighted in the report and their role in improving performance. The Executive Director of Workforce & OD requested that any security developments in respect of smoking monitoring at sites be notified appropriately to BCU's Health and Safety Group.</p> <p><i>The Committee resolved to</i></p> <p>note the opportunity for continued improvement against current Tier One performance in relation to smoking cessation and the critical importance of continued investment in smoking cessation services.</p> <p>endorse the approach being taken to develop an integrated cessation service; and ensure all our hospital sites become smoke free through delivery of the Smoke Free Regulations.</p>	TO
<p>SP19/57 International Health Group annual update</p> <p>The Committee recognised the breadth of work being undertaken in this area and congratulated BCU representatives on their commitment.</p> <p><i>The Committee resolved to</i></p> <p>note the report</p>	
<p>SP19/58 Summary of InCommittee business to be reported in public</p> <p><i>The Committee resolved to</i></p> <p>note the report</p>	
<p>SP19/59 Issues of significance to inform Chair's Assurance Report</p> <p>To be confirmed following the meeting.</p>	
<p>SP19/60 Date of next meeting</p> <p>3.9.19 Committee meeting followed by workshop</p>	