



**Strategy, Partnerships and Population Health (SPPH) Committee
Minutes of meeting held in public on 12.8.21
via Teams virtual platform**

Present:	
Lyn Meadows	Independent Member (Chair)
Nicky Callow	Independent Member
John Cunliffe	Independent Member
Linda Tomos	Independent Member
In Attendance:	
Sally Baxter	Assistant Director ~ Health Strategy
Louise Brereton	Board Secretary
Ben Carter	Regional Commissioning Manager, North Wales Area Planning Board (APB), Substance Misuse Services (SMS) (part meeting)
Sue Green	Executive Director of Workforce and Organisational Development (OD)
Lynne Joannou	Assistant Director ~ Primary Care Contracting
Ffion Johnstone	Area Director (West) (part meeting)
Amanda Lonsdale	Interim Deputy Director Mental Health & Learning Disabilities (MHLD) (part meeting)
Lea Marsden	Programme Director – North Wales Medical & Health Sciences School (part meeting)
Rob Nolan	Finance Director – Commissioning and Strategic Financial Planning
Teresa Owen	Executive Director Public Health
Katie Sargent	Assistant Director Communications (part meeting)
Jo Whitehead	Chief Executive
Kamala Williams	Acting Director of Performance (part meeting)
Diane Davies	Corporate Governance Manager (Committee secretariat)
Observing	
Andy Burgen	Vice Chair North Wales Community Health Council
Andrew Doughton	Audit Wales

Agenda item in order of discussion	Action By
<p>SP21/67 Chairs opening remarks and apologies for absence</p> <p>SP21/67.1 Apologies were noted for Mark Wilkinson for whom Sally Baxter deputised, Chris Stockport and Clare Darlington for whom Lynne Joannou deputised,</p> <p>SP21/67.2 The Chief Executive, on behalf of the Chairman and herself, thanked Mrs Lyn Meadows for her diligence and commitment during her period leading the Committee, noting that this was her last meeting as Chair. All members present commended this recognition.</p>	

<p>SP21/68 Declarations of Interest</p> <p>Professor Nicky Callow – Independent Member (University) declared an interest in item SP21.72 North Wales Medical and Health Sciences School, given her substantive role within Bangor University.</p>	
<p>SP21/69 Draft minutes of the meeting held on 17.6.21 for accuracy, matters arising and summary action log</p> <p>The minutes were approved as an accurate record and updates were provided against the summary action log.</p>	
<p>SP21/70 Board Assurance Framework – Review of the Committee’s allocated risks</p> <p>SP21/70.1 The Board Secretary presented the item, noting that this was a further iteration of the previous BAF document. The Committee Chair and members reflected on the positioning of the item within the agenda, it was noted that, following the recent governance review approved by the Board, each relevant Committee would consider the risks as a standardised item within the agenda framework. The Board Secretary advised that further detail of risk target gaps would be included within the next iteration given the ongoing work on the Risk Management strategy review and would also take into account scheduling of RM Group meetings to improve fit with the Committee.</p> <p><i>The Interim Director of Performance joined the meeting</i></p> <p>SP21/70.2 In general discussion of the BAF the Committee suggested that the risks could be presented in rotational format in order to provide all risks an opportunity for consideration with equal rigour. In addition, it was suggested that both Mental Health and Wellbeing needed to be elevated given the ongoing issues that had been raised through the Covid19 pandemic in these areas.</p> <p>SP21/70.3 The Committee Chair emphasised the pivotal opportunity for better alignment of the operational plan with the organisation’s risks especially in regard to Health Improvement and Inequalities. The Board Secretary affirmed that, following a refresh of the Board’s Living Healthier, Staying Well strategy, further alignment of the BAF and Operational Plan would be undertaken.</p> <p>SP21/70.4 Whilst noting the comments within each risk assigned to the Committee since the previous report, the Committee Chair questioned the volume of work required in addressing Primary care Sustainable Health Services (BAF21-03) risk. In response to the Committee Chair, the Assistant Director ~ Primary Care Contracting outlined progress on the current investments being moved forward and explained the level of reliance on the development of Urgent Primary Care Centre pathfinders.</p> <p>The Committee noted the progress on the Principal Risks as set out in the Board Assurance Framework (BAF)</p>	

<p>SP21/71 Operational Plan Monitoring (OPMR) position at 30.6.21</p> <p>SP21/71.1 The Acting Director of Performance presented this item outlining that whilst additional information had been suggested for inclusion, the report set out the priority actions agreed by the Board in July 2021. She set out the reasons why not all the information was provided and undertook to circulate a complete report to all Board members on receipt of the outstanding data.</p> <p>SP21/71.2 In response to the Committee’s question regarding confidence in the Green reporting within the report, given that the Board was operating under tremendous pressure, the Acting Director of Performance advised that more triangulation work needed to be moved forward with the Accountability Framework, including closer monitoring. The Chief Executive emphasised that the organisation was encouraged to engage in a more active conversation in respect of performance, especially in key areas in order that richer information could be gained as an example she highlighted the visibility of the Stroke business case which had been discussed at the recent Executive Management Group and the focus on outcomes.</p> <p>SP21/71.3 In discussion of the report format, the Committee commended the approach which was gaining improved traction. However, it was suggested that highlighting where dependency of an action affected other areas of the plan would be helpful. The Executive Director of Public Health (PH) reflected on the visibility of improving Health and Wellbeing outcomes concerning Population Health, which would be important for the PH Team, Partners and the Health Board.</p> <p>SP21/71.4 In discussion of the Amber and Red actions and their priorities, in response to the Committee the Chief Executive highlighted the Health Board’s staff recruitment challenges, which, whilst acknowledged at red status, should not diminish the organisation’s ambition to aim high. She also highlighted the ambition to address Planned Care and risk, emphasising that actions such as engaging external providers to address these should not be considered failure, as there were challenges to delivery at present. In order to ensure pace, Chair’s actions would be necessary to undertake between meetings such as the recent Orthopaedics outsourcing tender. The Chief Executive emphasised the importance of reflecting the impact that Covid19 had placed on the whole health care system, which was exceptional. The Wales Audit Office representative observed that the Workforce issues were concerning.</p> <p>It was resolved that the report was noted</p>	KW
<p>SP21/72 North Wales Medical and Health Sciences School progress</p> <p>SP21/72.1 The Programme Director NWM&HS school presented the report. The Independent Member Prof Nicky Callow highlighted that a new group was addressing strategic work and would focus on shared BCU and Bangor University areas, which the System Readiness Group workstream had not undertaken.</p> <p>SP21/72.2 In response to the Chair, the Chief Executive affirmed that the programme had been developed in strong collaboration with Bangor University and was moving forward with involvement of other Universities, which would include shared learning that provided</p>	

<p>opportunities to increase improvements. She emphasised the importance of all working together.</p> <p>It was resolved that the report was noted</p> <p><i>The Programme Director NWM&HS school left the meeting</i></p>	
<p>SP21/73 Welsh Language annual monitoring report</p> <p>SP21/73.1 The Executive Director of Public Health presented this item commending the work of the Welsh Language service within the Health Board and their achievements. The Committee acknowledged the impressive work being undertaken to actively promote the Welsh Language during a lengthy period of intense operational pressures especially in winning over hearts and minds. It was suggested that a future period could include a mapping exercise to highlight availability against the areas of greatest need within the organisation.</p> <p>SP21/73.2 In response to the Committee, it was noted that the newly returned Head of Service was undertaking a capacity assessment within the Team to consider sustainability, which would be discussed at the next Welsh Language Forum. The Executive Director of Public Health informed that action had already been taken to recruit an additional translator in order to address the translation of job descriptions as delays to delivery had impacted upon recruitment advertising.</p> <p>It was resolved to approved the report</p>	TO/EHJ
<p>SP21/74 North Wales Together: Seamless Service for People with Learning Disabilities Strategy 2018-2023:</p> <p>Programme response to Covid-19: Highlight Report and Recovery Plan</p> <p>SP21/74.1 The Interim Deputy MHLD Director presented this item it was noted that the report advised that the North Wales Regional Partnership Board (RPB) led the development of the Learning Disability Strategy, which set out the plan to improve services for people with learning disabilities across North Wales. '<i>North Wales Together</i>' was a partnership of six local authorities and Betsi Cadwaladr University Health Board who were jointly implementing the strategy through the <i>Seamless Services for People with Learning Disabilities</i> Programme. Due to the response to Covid 19, the transformation team members/ the local authorities and BCUHB staff were redeployed into key clinical areas to support patient care. This impacted on the progression of some of the work streams. However, during this time 3 main areas continued to be progressed with the Learning Disability Senior leadership team's support that added value to the Covid 19 response. The three areas were:-</p> <ol style="list-style-type: none"> 1. Get Checked Out North Wales websites 2. Learning Disability Transformation Fund: small projects - : of the original 52 pilot projects, 24 were continuing to be developed. The projects being fundamental to supporting people with a learning disability to transform their lives. 3. New activity in response to Covid-19 emergency measures 	

<p>SP21/74.2 The Committee commended the number of projects being progressed and suggested that a link up with projects the National Trust were progressing could also be pursued. In discussion of areas of challenge it was noted that the Executive Director of Public Health and Executive Director of Primary and Community services were working towards improving collaboration in relation to Learning Disability and Primary Care services, an example of modular work was provided.</p> <p>SP21/74.3 The Interim Deputy MHL D Director also highlighted the gap in step up accommodation options available, which needed to be addressed with partners. In response to the Committee Chair, she advised that there were no extreme negative impacts upon Learning Disabilities known at present. She also advised that there were no overly significant risks at present due to good partnership working.</p> <p>It was resolved that the Committee noted the updates aligned to the Learning Disability (LD) Strategy to enable BCUHB to continue to work alongside partner agencies, including the 6 Local Authorities, to ensure the delivery of the recommendations outlined within the LD strategy.</p>	AL
<p>SP21/75 Transformation Programme update: ‘A Healthier Wales – North Wales Together for Mental Health’</p> <p>SP21/75.1 The Interim Deputy MHL D Director presented this report highlighting the ambition of the MH&LD division to continue to support people to maintain good mental health, renewing BCU’s focus on delivering the prevention agenda and to provide high quality, safe care in the right setting at the right time. Based on the Together for Mental Health Strategy, the MH&LD Division had developed an overall transformational plan that was based on developing new care models that span organisational and service boundaries; and which would be clinically and financially sustainable through greater integration of care and with a focus on improving population health and wellbeing. The overall investment into the MH transformational plan is £6.7m and aligned to the 4 key divisional strategic priorities of :</p> <ul style="list-style-type: none"> • Review of capacity and capability • Stronger and aligned management & governance • Engagement with staff, users and stakeholders • Delivery of safe and effective services in partnership <p>SP21/75.2 Discussion ensued on the future given that the transformation funding which had been made available was due to end. The Interim Deputy MHL D Director was requested to circulate a note to members in regard to the programme’s recruitment position.</p> <p>It was resolved that the Committee noted</p> <ul style="list-style-type: none"> • the Mental Health and Learning Disabilities (MH&LD) Division’s over-arching transformation work programme; • the update on the ‘A Healthier Wales – North Wales Together for Mental Health’ transformation programme – ICAN Offer which is a fundamental element within the MH&LD transformation work programme; • further update reports would be provided at 6 monthly intervals. 	AL

<p>SP21/76 Regional Partnership Board (RPB) Update</p> <p>The Director of Health Strategy affirmed that the Committee going forward would focus further on RPB business and it was the intention to include a workshop session to enable this which was welcomed by members. The increased shared focus on the Living Healthier, Staying Well Strategy refresh was also highlighted. It was noted that the main issues were challenges on short term programme funding, especially in regard to the Integrated Care Fund and transformation programmes. The population needs assessment would also need to be refreshed. The Committee discussed the challenges involved in pooled budgets especially in regard to the vastness of the agenda involved.</p> <p>It was resolved that the Committee noted the updates received at the North Wales Regional Partnership Board and notes of the meeting held on 11.6.21.</p>	
<p>SP21/77 Gwynedd & Anglesey Public Services Board Annual Report 2020/21</p> <p>SP21/77.1 The Area Director West joined the meeting to present this item and advised the information was published in the form of the Wellbeing Assessments. The information gathered from the assessments was used to shape the Board's priorities which had been confirmed in the Wellbeing Plan (2018), ie Welsh Language, Homes for local people, the effect of poverty on the wellbeing of our communities, the impact of climate change on the well-being of communities and Health and care of adults and Wellbeing and success of children and young people. The Area Director West highlighted areas for development as being Mental Health and Unemployment. She drew attention to a recent workshop undertaken in recommencing the Together for Mental Health Strategy and especially the work regarding the ICAN programme which was being introduced within Primary Care.</p> <p>SP21/77.2 In response to the Committee the Area Director West undertook to provide Independent Member Linda Tomos with background detail of the governance and interfaces between BCU and PSB objectives and alignment.</p> <p>It was resolved that the Committee noted progress of the work of the Public Services Board.</p> <p><i>The Area Director West left the meeting</i></p>	FfJ
<p>SP21/80 Corporate Health at Work</p> <p>SP21/80.1 The Executive Director of Workforce and Organisational Development introduced the item drawing attention to BCU's requirement to seek formal re-validation of the Corporate Health Standard Gold and Platinum awards in June 2022. It was noted that work was ongoing to complete this to the timescales outlined and there were no current risks identified in achieving this. The Committee was pleased to note this and questioned how widely these current awards were promoted within BCU's communications.</p>	

<p>SP21/80.2 The Committee Chair was advised that staffing resource within the Occupational Health (OH) Service was being addressed by the Executive Team, given that the OH Team's continued to be significantly involved in the response to the pandemic.</p> <p>It was resolved that the Committee noted the report</p>	
<p>SP21/78 North Wales Substance Misuse Area Planning Board (APB) Update</p> <p>SP21/78.1 The Regional Commissioning Manager, North Wales Area Planning Board (APB), Substance Misuse Services (SMS) joined the meeting to present this item. He commented that the document built on previous reports from the North Wales Substance Misuse Area Planning Board (APB) to the SPPH Committee, and also focussed on performance management and BCUHB partnership working with the APB and partners. A number of examples and associated service user stories/case studies were demonstrated which highlighted how BCUHB works with partners to make a difference to individuals with substance misuse issues. The NWCHC representative commended the use of Bivuidal, which, whilst more expensive, was much more effective and money well spent on patient care. Attention was also drawn to the SMS Liaison service and additional capacity in support of Children and Adolescent Mental Health service where improvement work was ongoing and providing positive outcomes.</p> <p>SP21/78.2 The Committee discussed alcohol abuse during lockdowns and understood that further data was required to understand the position as further complex analysis would be required.</p> <p>SP21/78.3 In response to the Committee Chair, the Regional Commissioning Manager advised the greatest challenges over the next 12 months to be recruitment (especially in domiciliary care) and dealing with the impact of alcohol and mental health as a consequence of pandemic actions. In regard to positive outcomes over the previous 12 months he stated that methods undertaken via IT had supported group and client centred care, although he acknowledged that this was not a panacea for all patients and that face to face contact was important for some.</p> <p>SP21/78.4 The Committee asked that the next annual report also include further detail on working with partners eg current pilot with North Wales Police.</p> <p>It was resolved that the Committee noted within the report</p> <ul style="list-style-type: none"> • the performance management information • the positive examples of partnership working and resulting outcomes for service users, highlighted via the service user stories/case studies 	BC
<p>SP21/81 Health Improvement & Reducing Inequalities Group (HIRIG) – Update report</p> <p>SP21/81.1 The Executive Director of Public Health presented this report which provided an update in regard to the services and projects reporting to the Health Improvement and Reducing inequalities Group including preventative work currently funded through national</p>	

prevention and early years funding (Building a Healthier North Wales funding) and national obesity funding (Healthy Weight; Healthy Wales funding). It was acknowledged that there remained long standing health challenges across the region which were highlighted and the Executive Director of Public Health confirmed that the Health Board remained committed to addressing these, providing an example of a recent workshop though there remained more work to do. She emphasised that it would be an important challenge to prevent the need to use bedspace. Other challenges highlighted were recruitment and funding.

SP21/81.2 Going forward, the key actions to progress BCU's preventative and health improvement work during 21/22 were noted to be:

- Work meeting the needs of those most at risk through our strategic partnerships - the Alcohol Harm Reduction Strategy, the North Wales Suicide and Self Harm Reduction Strategy, and our Immunisation Strategy.
- Continuation of the key activities outlined in the Infant Feeding Strategy.
- Implementation of the Building a Healthier North Wales programme, Healthy Weight; Healthy Wales plan and obesity pathway.
 - Further growth of the Well North Wales programme of work, which in 21/22 includes expanding our food poverty and homelessness initiatives.
- Links with our community experts and third Sector colleagues to help extend our reach to all vulnerable and hard to reach groups (on all aspects of the lifestyle and resilience work), and through the work of our newly appointed BAME Outreach Officer.
- Expanding the Healthy Hubs model established in Holyhead
- Exploring and agreeing the next steps for of our Arts in Health programme
- Continued support for the Sports North Wales (SNW) programme – to ensure the focus on meeting needs and promoting physical activity.

It was resolved that the Committee noted

- progress of the Health Improvement & Reducing Inequalities Group (HIRIG) and programme of work.
- the current 21/22 workplan for the BCU Public Health Team

SP21/79 Public Engagement Update August 2021

SP21/79.1 The Assistant Director Communications provided an update on recent public engagement activity, highlighting the team's work in supporting the vaccination programme which was resulting in 70/80% of their current output. She also commented on the learning that was taking place as a result. The Committee was supportive of the challenges involved in addressing social media.

SP21/79.2 In response to the Committee Chair, further detail was provided on partnership working with PSBs and the Assistant Director Health Strategy informed of joint engagement work. The NWCHC representative commented on the coproduction and codesign mentioned, and provided his reflections on the ambition outlined, emphasising the need to involve 'real people'. The Chief Executive acknowledged the ambition which would take

<p>time to realise given the huge cultural change required, however BCU was committed to moving this forward.</p> <p>SP21/79.3 The Committee also discussed the apparent disconnect between public perception of primary care access and the Health Board's view. The Chief Executive advised that communication in regard to Primary Care access would form part of the strategic approach being developed over the next 12+ months to improve patients' understanding of the most effective way to communicate with Primary Care centres. The Assistant Director of Health Strategy stated that the huge challenge of codesign in regard to the Living Healthier Staying Well Strategy refresh would be addressed within Autumn workshops and involve pathway working which would involve the Director of Transformation.</p> <p>SP21/79.4 The Committee Chair commended the work of BCU's Engagement Team in challenging circumstances.</p> <p>It was resolved that the Committee noted the report</p>	
<p>SP21/82 Test Trace Protect (TTP) Update</p> <p>SP21/82.1 The Executive Director of Public Health presented this report, highlighting the positive difference that the work of the Director of Well North Wales was bringing to the TTP programme. The biggest challenge was highlighted as the difficulty in assessing future requirements due to the nature of the pandemic. In response to the Committee's concern in regard to a data sharing issue which had been highlighted, she advised this to be part of a national debate and was being addressed. In regard to infection control and the increasing population, the Executive Director of Public Health undertook to follow this up with Independent Member Nicky Callow outside the meeting.</p> <p>It was resolved that the Committee noted</p> <ul style="list-style-type: none"> • That recruitment is undertaken to ensure that all aspects of the Test Trace Protect Service is sufficiently robust to meet service demands until the end of the financial year. • That senior members of the Test Trace Protect Team continue to liaise with partner organisations both locally and nationally to work in partnership to address the changing service requirements. 	TO
<p>SP21/83 Issues of significance to inform the Chair's assurance report</p> <p>The Committee Chair stated that recruitment issues had been a recurrent theme throughout many of the reports, which was of concern.</p>	
<p>SP21/84 Date of next meeting</p> <p>The Committee Chair advised this was the final Strategy, Partnerships and Population Health Committee meeting following the revised Integrated Governance Framework agreed by the Board in July, and she had been privileged to Chair the Committee.</p>	