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Bwrdd Iechyd Prifysgol
Caerdydd a'r Fro
Cardiff and Vale
University Health Board

Annual Report of the Local Partnership Forum 2021/22

1.0 INTRODUCTION

In accordance with best practice and good governance, this Annual Report sets out how the Local Partnership Forum (LPF) has met its Terms of Reference during the financial year 2021-22.

2.0 MEMBERSHIP

LPF is co-chaired by the Chair of Staff Representatives and the Executive Director of People and Culture. Members are Staff Representatives from accredited Trade Unions recognised as part of the Partnership and Recognition Agreement, the Executive Team and Chief Executive, the 3 Assistant Directors of Workforce and OD, the Head of Workforce Governance and the General Manager for UHL and Barry. The Independent Member for Trade Unions has a standing invitation to attend, as does the Chair of the Board.

3.0 MEETINGS AND ATTENDANCE

The Local Partnership Forum met six times during the period 1 April 2021 to 31 March 2022. This is in line with its Terms of Reference.

Attendance is fluid compared to Board and Committees as it is often dependant on the release of staff representatives from their substantive roles and while there are regular attendees from the staff side there is a degree of variation from meeting to meeting. Quoracy is determined by the number of management and staff representatives present, not specific individuals, as set out in the Terms of Reference.

Members of the Forum who are unable to attend a meeting may send a suitable deputy who will contribute to the meeting being quorate.

Current Executive / Management attendance is as follows (n.b.* denotes that a deputy attended in their place):

	22.04. 21	17.06. 21	18.08. 21	21.10. 21	01.12. 21	17.02. 22
Director of People and Culture (co-Chair)	Y	Y	Y	Y	*	Y
Chief Executive	*	Y		Y	Y	Y
ED of Finance	Y	*	Y		Y	
ED Nurse Director	Y	*	Y	Y		*
Medical Director						
ED of Strategy and Planning			*		Y	Y

ED of Therapies and Health Science		*	Y			
Deputy Chief Operating Officer (Interim COO since Jan 2022)	Y	Y	Y	Y	*	Y
ED of Public Health	Y	Y	Y	Y	Y	Y
Director of Corporate Governance				Y		Y
Director of Communications and Engagement	Y	Y	*	Y	Y	Y
AD of Organisational Development					Y	Y
AD of Workforce	Y	Y		Y	Y	Y
AD of Workforce Resourcing					Y	
Head of Workforce Governance	Y	Y	Y	Y	Y	
Head of People Services (previously Head of HR Ops)	Y	*	Y		Y	Y
General Manager, UHL and Barry	Y	Y	Y	Y		Y

Note:

Chief Executive: Len Richards April – August, Stuart Walker (interim) October/December, Suzanne Rankin February 2022

Assistant Director of Workforce: Julie Cassley April/June, Lianne Morse August – February

Head of HR Operations / People Services: Lianne Morse April/June, Katrina Griffiths August – February

AD of Workforce Resourcing commenced November 2021

AD of Organisational Development commenced October 2021

4.0 TERMS OF REFERENCE

The Terms of Reference are incorporated into the Partnership and Recognition Agreement. This was reviewed by the Local Partnership Forum on 17 June 2021 and was approved by the Board on 29th July 2021.

5.0 WORK UNDERTAKEN

LPF is the formal mechanism for the Health Board and Trade Union/Professional Organisation Representatives to work together to improve health services. Its purpose, as set out in the Terms of Reference, fall into four overarching themes: communicate, consider, consult and negotiate, and appraise.

Key topics considered during the period April 2021 – 2022 include:

22 April 2021

- The Forum received a presentation from the Programme Director on Shaping Our Future Clinical Services. There had been a previous discussion with the Forum prior to the formal launch of the engagement process. This was now complete and an analysis of the feedback had begun.
- The Deputy Director of Operations for Mental Health Clinical Board, was in attendance to provide a joint presentation on the Covid-19 Response and recovery in Mental Health with Peter Hewin (lead staff rep for MHCB). As a Clinical Board they tried to ensure readiness for an expected increase in demand while also keeping momentum around their transformation agenda and keeping safe. 4 priority areas were identified as staff and team resilience, outpatient models and locality working, effective home working and co-production (including the use of peers with experience of mental health conditions and services). A number of challenges were also identified including activity and demand, but also new ways of working and positive risk taking.
- A new All-Wales Respect and Resolution Policy has been developed which superseded both the Dignity at Work Process and Grievance Policy. It was approved at an All-Wales level and was going through local ratification processes ahead of the official launch date of 1 June 2021. The new Policy builds upon an approach started with the Maximising Attendance at Work Policy which recognises that treating people fairly doesn't mean treating everyone the same. It requires us all to make sure we approach difficult workplace issues with the aim of resolving them at an early stage and without formal policy and processes being invoked. The Policy is ACAS approved and includes tools and flowcharts to support staff and managers find solutions earlier. There would also be an All-Wales mediation network and training delivered in partnership with staff representatives.

17 June 2021

- The Forum received a presentation from the Health Improvement Team looking at the purpose of the team, work completed since the team started in April 2021 and the approach adopted, and the 5 ways to wellbeing concept which is being utilised (give, take notice, connect, be active, keeping planning). During the presentation the HIT team asked the following three questions as part of their wider consultation exercise:
 - What does wellbeing mean to you?
 - What would an organisation with excellent standards of wellbeing look like?
 - What change would you make to enhance staff wellbeing in the organisation?
- The Deputy COO delivered a presentation on the UHB Reset and Recovery Plan. It was noted that while this was the latest position, it was an iterative process and the plan will change as we go forward and learn more. She talked about the impact of covid, the context of the plan, the principles of the response and the approach adopted.
- The revised Terms of Reference for the Employment Policy Sub Group were considered and approved

August 2021:

- The Director of Operations, PCIC Clinical Board, was in attendance to deliver a presentation on the current operational situation within PCIC. The Primary Care and Community position and priorities (including recovery priorities) were noted, along with continuing developments around unscheduled and urgent care. The Forum was advised that joint Executive discussions are taking place with the Local Authorities regarding pressures within the community, especially relating to social care and domiciliary care. The importance of working in partnership across the whole system pathway and ensuring that silos are reduced was discussed. Trade Unions expressed a strong interest in being involved in conversations taking place about a potential staffing model which would extend beyond traditional health and care approaches in relation to social and domiciliary care.
- The Forum received an update on the development of the IMTP 2022-25 as part of the ongoing engagement process. The themes, priorities and deliverables were shared and members were asked for views on whether the triangulation and balance of priorities was right. One of the themes is 'taking great care of our staff': the Executive Director of People and Culture explained that this will be driven by a new People and Culture Plan which is in the very early stages of development. It was noted that that engagement should not

be about touchpoints, but should be ongoing as part of business as usual. A further update on the development of the IMTP would be provided to LPF in the Autumn.

- The Deputy Executive Director of Nursing gave a presentation on the situation in relation to the Nurse Staffing Act. He reminded the Forum that the Act had come into force via a staged approach, with the first sections being implemented from 2018. Prior to Covid-19 good progress had been made but the current reporting period (April 2020-21) had been a period of unprecedented disruption with wards being repurposed and increased operational capacity, however, within the UHB a decision had been made to provide assurance to the Board through exception reporting from July 2020 and formal monthly reviews were held to monitor staffing. The reporting schedule for April 2021 – May 2024 was shared and it was noted that from September 2021 Paediatric wards will be included for the first time. A 3 year report will be submitted to Welsh Government at the end of this year.

21 October 2021:

- The Director of Transformation was in attendance to give presentation on the Dragon's Heart Institute. The Executive Director of People and Culture noted the alignment with the People and Culture Plan currently under development and advised that there would be an in-house leadership programme from January 2022.
- The Deputy COO gave an operational update. It was noted that there are system wide operational pressures with an increase in demand across the board. Covid admissions were increasing and non-covid demand was back to pre-pandemic levels. It was acknowledged that this was a challenging time for the workforce and staff were thanked for all their efforts. LPF was advised that steps are being taken ahead of winter to alleviate the pressures, including working with Local Authorities to address the issue of delayed discharges.
- The Equality Manager gave an update on the Strategic Equality Plan as we approached the end of the first year of the Plan. There had been good progress made on the SEP during this period, with some key milestones being met including completion of the Stonewall Workplace Equality Index and Welsh Language Standards Annual Report.
- This year's statutory Annual Report of the Director of Public Health (DPH) was shared with the Forum. It focused on how Cardiff and the Vale of Glamorgan can emerge positively from the COVID-19 pandemic, with a spotlight on prevention and addressing the inequities exacerbated by the events of the last

18 months.. It described the impact of the pandemic on our population, identified priority areas for attention and set out a vision for future partnership working.

1 December 2021:

- The Head of Integrated Care was in attendance to give an update on the D2A model and activity taking place to address the issue of medically fit patients, including the introduction of transitional care beds. The Executive Nurse Director thanked staff for the flexibility they had shown by moving round the system to support the management of these pressures.
- The Local Partnership Forum gave their support and endorsement to proposals to support the implementation of the Smoke-Free Premises and Vehicles Regulations, including the engagement and training of dedicated Enforcement Officers who are able to issue Fixed Penalty Notices.
- The Operational Delivery Director was in attendance to provide an Operational Update. A site based leadership model was being introduced to enable a system wide, co-ordinated response to current pressures. This approach was temporary but allowed delegated authority and autonomy to enable timely decision making. The next steps which had been identified around systems, processes and capacity were highlighted, along with a high-level timeline against the unscheduled care schemes. The need to be prepared for surges and spikes was noted, along with the need to continue to hold system risks collectively. It was noted that one of the benefits of the site based leadership approach is that they will be better able to articulate to staff the reasons behind the things they were being asked to do.
- The Executive Director of Strategy and Planning provided an update on the IMTP, with a summary of decisions taken to date and seeking views, in particular on the design of the plan. It was noted that it is a strategic Plan and does not attempt to describe everything we do as an organisation.
- The Assistant Director of Workforce Resourcing delivered a presentation on a number of actions have already been taken and additional ideas have been put forward for further exploration under three areas: Attract; Recruit; and Retain. This is one of themes of the People and Culture Plan.

17 February 2022:

- The Executive Director of Strategy and Planning advised the Forum that a draft IMTP would be presented to the Board the following week. She advised that the main issues faced include not having the workforce needed to deliver the full range of services that we want to provide and keeping some of the good practices picked up during the pandemic, but in a sustainable way. The People and Culture Plan will be central to how this is achieved.

The importance of engaging with Trade Union colleagues at Clinical Board level was noted.

- The Interim COO delivered a presentation on the current operational position and the application of the Local Choices Framework, noting that while there is whole system pressure the real issue is around occupancy and discharges. Staff were thanked for their flexibility and assurances were given that work was taking place to identify what could be done differently to improve the situation for both patients and staff.
- The Assistant Director of OD delivered a presentation on Employee Health and Wellbeing. She noted that a physically and psychologically safe and healthy workforce is essential for excellent healthcare. There were issues before the pandemic and work has been done before and during it, including work by the Health Charity. As we move to recovery we need to determine the best way to support our staff to reflect and move on, acknowledging that a longer term approach is needed as this will not happen overnight. Research told us that staff wanted: improvements to the working environment; compassionate leadership; EWB services; peer support; more regular feedback; and a holistic approach to wellbeing. Our response is underpinned in the People and Culture Plan – not just in theme 2 (Engaged, healthy and motivated workforce) but also in how we recruit, retain, offer learning and development, our systems, and ways of working. Examples of progress to date include:
 - Winning Temp – a weekly engagement survey to be piloted with nursing staff
 - Schwartz Rounds
 - Staff rooms, water bottles and hydration stations
 - A more visible EWB team and HIT team
 - Additional OH support which has reduced waiting times
 - Leadership and development programmes.

It was noted that this is part of the bigger picture and that staff health and wellbeing should be included in all of our strategies and underpinned by our values and behaviours.

STANDARD AGENDA ITEMS

Chief Executives Report

22 April 2021:

The Deputy Chief Executive updated the Forum on the following:

- A Programme Business Case had been submitted to Welsh Government (WG) for UHW2 asking for endorsement. If approved, this would allow us to proceed to the Strategic Outline Case stage.
- The Annual Plan had been submitted to WG. This set out the approach to be taken over the next year in regards to: our response to the pandemic; short and medium term recovery plans; and links with the longer term strategy

17 June 2021:

In the absence of the Chief Executive, the Chief Operating Officer attended to update LPF on the following topics: current pressures in the system; reset and recovery; the Annual Plan; a Joint Executive Team (JET) meeting; the vaccination position; and the appointment of a new CEO.

18 August 2021:

The Chief Executive updated LPF on the following topics: current pressures in the system; collaborative work taking place around cancer and vascular services, and developments with Cardiff University to enable easier and less bureaucratic research.

21 October 2021:

The Interim Chief Executive updated LPF on the following topics: the appointment of Suzanne Rankin as our new Chief Executive; the appointment of Judith Paget as NHS Wales Chief Executive for a period of 18 months; the allocation of Recovery funding; exciting developments within the genomics service; an update on the UHW2 business case; and an update on the development of the IMTP.

1 December 2021:

The Interim Deputy Chief Executive updated the Forum on the following matters: system pressures; the Reset and Recovery Programme; the Omnicron variant and the current uncertain picture we have; and steps being taken to support the wellbeing of our staff.

17 February 2022:

Suzanne Rankin attended her first LPF meeting since she joined the organisation as Chief Executive. She introduced herself and her reasons for moving to Cardiff and Vale, including the alignment of her personal values with our strategy *Shaping Our*

Future Wellbeing. She set out her developing priorities and provided a brief summary on each of them:

- Team resilience and wellbeing
- Digital infrastructure
- Urgent emergency care pathway
- Our approach as we move from the pandemic response and restrictions lift
- The underlying financial position
- Refreshing our strategy in the context of the post pandemic world
- Embedding our values

Integrated Performance Report

In December 2021 the LPF received a copy of the Integrated Performance Report developed for Board as a new standing agenda item. Prior to this, the separate Finance and Patient Safety, Quality and Experience Reports received by the Board had also been noted at LPF.

LPF also receives a copy of the People Dashboard and WOD KPIs developed for the Strategy and Delivery Committee. In 2021-22 these have included 'deep dives' into the following topics:

- Turnover
- Employee relations
- Statutory and Mandatory Training
- Values Based Appraisal
- Sickness

6.0 REPORTING RESPONSIBILITIES

The Local Partnership Forum has reported to the Board after each meeting by presenting a summary report of the key discussion items. Copies of the approved minutes are also provided.