

Confirmed Minutes of the Strategy & Delivery Committee
Tuesday 14th July – 9:00am – 12:00pm
Nant Fawr 2 & 3, Woodland House / Via Skype

Chair:

Charles Janczewski CJ UHB Interim Chair & Committee Chair

Members:

Sara Moseley SM Committee Vice Chair & Independent Member – Third Sector

Rhian Thomas RT Independent Member – Estates

In Attendance:

Caroline Bird CB Deputy Chief Operating Officer

Marie Davies MD Deputy Director of Planning

Lisa Dunsford LD Director of Operations – PCIC (*for part of the meeting*)

Martin Driscoll MD Executive Director of Workforce & Organisational Development

Nicola Foreman NF Director of Corporate Governance

Jonathon Gray JG Director of Transformation & Informatics

Fiona Kinghorn FK Executive Director of Public Health (*for part of the meeting*)

Ian Langfield IL Corporate Planning Manager

Victoria LeGrys VL Programme Director – Dragons Heart Hospital

Nav Masani NM Consultant Cardiologist

Stuart Walker SW Executive Medical Director

Secretariat:

Laura Tolley LT Corporate Governance Officer

Observers:

Anne Began AB Audit Wales

Apologies:

Steve Curry SC Chief Operating Officer

Abigail Harris AH Executive Director of Strategic Planning

Ruth Walker RW Executive Nurse Director

S&D 20/07/001	Welcome & Introductions	Action
	The Committee Chair (CC) welcomed everyone to the public meeting in Welsh & English and extended a special welcome to Anne Began from Audit Wales who was observing the meeting.	
S&D 20/07/002	Quorum	
	The CC confirmed the meeting was quorate.	
S&D 20/07/003	Apologies for Absence	
	Apologies for absence were noted.	

S&D 20/07/004	<p>Declarations of Interest</p> <p>There were no interests declared.</p>	
S&D 20/07/005	<p>Minutes of the Committee Meeting held on 10th March 2020</p> <p>The Committee reviewed the minutes of the meeting held on 10th March 2020.</p> <p>Resolved – that:</p> <p>(a) the Committee approved the minutes of the meeting held on 10th March 2020 as a true and accurate record.</p>	
S&D 20/07/006	<p>Action Log following the Meeting held on 10th March 2020</p> <p>The Committee reviewed the action log and the following comment and update was made:</p> <p>The Executive Director of Public Health (EDPH) requested that an action be logged for ‘Are we improving the Health of the Population?’ to create a roadmap / ‘plan on a page’ between the strategy and indicators.</p> <p>Resolved – that:</p> <p>Subject to the above amendment;</p> <p>(a) the Committee reviewed the action log following meeting held on 10th March 2020 and noted the updates provided.</p>	
S&D 20/07/007	<p>Chair’s Action taken following the meeting held on 10th March 2020</p> <p>There had been no Chair’s actions taken following the meeting held on 10th March 2020.</p>	
S&D 20/07/008	<p>Report outlining deferred agenda items due to COVID-19 pandemic</p> <p>The Director of Corporate Governance (DCG) introduced the report and confirmed it outlined items that had been deferred due to COVID-19. The DCG asked that report authors adhere to the agreed new dates included within the report.</p> <p>Resolved – that:</p> <p>(a) The Committee noted the report outlining deferred agenda items due to COVID-19 pandemic.</p>	
S&D 20/07/009	<p>Ensuring that service provision, quality, finance and workforce elements are aligned and integrated – Dragons Heart Hospital</p> <p>The Director of Transformation & Informatics (DTI) and Programme Director – Dragons Heart Hospital (PD-DHH) introduced the presentation and confirmed the following:</p>	

	<p>Mission was to bring 2500 beds into the Health System within 4 four weeks; Purpose was clear, partnership was exceptional, phasing worked well and Welsh Government Support was fantastic; Tent contained within the Bowl of the Principality Stadium was one of the largest in Europe; Contracted Mott Mcdonald as they were very familiar with the Stadium; Level 5 was the first level used for patients, it was a nice environment for patients however it presented challenges for nurses and communication teams; The team made the decision early not to develop Level 6 due to demand changes; Dragons Heart Hospital were very lucky to secure the two oxygen tanks at the site; CT Scanner and Lab was installed; At the peak of the build, there were 600 contractors and 1000 delivery lorries on site; At the early development stages the Minister visited, assurance was received in relation to the cost of the development during the build from open conversations with the Chief Executive Officer (CEO) and Welsh Government; Within 4 weeks, the team delivered 335 beds, two weeks later the surge hospital was officially opened by HRH Prince of Wales.</p> <p>In relation to next steps, the team were discussing options with the CEO on how the UHB could have a rapid response function, creating a Dragons Heart Hospital Institute / Learning Academy – the development of Dragons Heart Hospital demonstrated the need for the UHB to have a project support office.</p> <p>The Committee Vice Chair / Independent Member – Third Sector (CVC/IM-TS) asked if the learning academy / project support office would be for the second phase of COVID-19 or for the UHB going forward. In response, the DTI confirmed it would be a recognised value across the UHB.</p> <p>The Independent Member – Capital & Estates (IM-CE) asked in relation to learning from other field hospitals, would there be any further plans for long term learning from each other in the future. In response, the PD-DHH confirmed the team were very closely aligned with NHS Wales & England and joined up learning is what the UHB were hoping to achieve.</p> <p>The CC thanked the DTI and the whole team involved with Dragons Heart Hospital, the scale and speed of the operation was exceptional and everyone involved pulled together to serve the population. The CC commented that this was a fantastic example of integrated working.</p> <p>Resolved – that:</p> <p>(a) the Committee noted the Dragons Heart Hospital presentation.</p>	
S&D 20/07/010	<p>Update on Home First – PCIC</p> <p>The Deputy Director of Planning (DDP) introduced the report and it was</p>	

	<p>taken as read by the Committee. The DDP advised the Committee in relation to funding sustainability, the team were looking at slippage from the ICF programme to be rolled forward to fund capacity for next year in addition to looking at other exit strategies and were working with Local Authorities and Third Sector to discuss this further.</p> <p>The DDP advised that the UHB invested in screen and prevention within the Community and the benefits of this would be monitored.</p> <p>The CC confirmed that Home First was a very important piece of work and there was a significant amount of work being undertaken at RPB level to look at funding.</p> <p>Resolved – that:</p> <p>(a) the Committee noted the Update on Home First – PCIC.</p>	
<p>S&D 20/07/011</p>	<p>Service Delivery Plan 2020-21 - Quarter 2 Update</p> <p>The CC advised the Committee that the timescales set by Welsh Government had been difficult in terms of Executive and Board to submit admissions, the plan would be submitted to Welsh Government for final review and Board would look to approve this at the end of July 2020. The CC added the Committee needed to ensure progress was monitored.</p> <p>The DDP informed the Committee the UHB had an approved IMTP and monitoring was currently suspended due to COVID-19. Welsh Government had requested an interim plan on a quarterly basis. The plan included a strong focus on track, trace and protect which the EDPH was leading on.</p> <p>The IM-CE asked in relation to improvements in R&D Preparedness and Pharmacy Set Up times, how the UHB could sustain these and take them forward. The CC advised that Executive colleagues were looking at how the UHB captures the benefits and improvements made during COVID-19 and how they can be sustained, Board Development may be a good opportunity to discuss this further.</p> <p>The Executive Director of Workforce & Organisational Development (EDWOD) added the Health & Wellbeing Group addressed the immediate need during COVID-19 and were now looking at plans to support the workforce in the coming months, in addition to how the UHB could bring people back into work, currently the UHB had 1500 – 1600 employees at home shielding or isolating. The All Wales Group had looked at how the UHB could protect BAME colleagues during COVID-19 as much as possible as they would potentially be more affected. The EDWOD further advised the Committee that Management Executive would be discussing how the UHB could improve inclusion and diversity within the organisation.</p> <p>The IM-CE asked for an update on the status on UHW2. In response, the DDP advised the team would be working towards finishing the full business case to submit to Welsh Government by early 2021.</p>	

	<p>Resolved – that:</p> <p>(a) the Committee noted the Service Delivery Plan 2020-21 - Quarter 2 Update</p>	
<p>S&D 20/07/012</p>	<p>Research & Development</p> <p>The EMD introduced the report and it was taken as read by the Committee. The EMD advised that the UHB were UK Level Leaders in Research during the COVID-19 Pandemic, there was an exceptional research based performance which was recognised at 10 Downing Street.</p> <p>The Research & Development team had strong connections between Medical Directors, Clinical Board Directors, Research & Development teams and Cardiff University, this good relationship enabled the success of Research & Development throughout COVID-19.</p> <p>The IM-TS explained it was exciting that the team could deliver this during real time which was a testament to the strong relationships built and queried if this could be captured and shape the future direction of research & development. In response, the EMD advised some positive changes had already been implemented i.e. 24/7 research staff available for emergencies. The EMD advised there had been a fantastic response from pharmacy in relation to turning around studies. The EMD informed the Committee that the governance framework was very different for COVID so this would need to be addressed when the UHB returned to normal business.</p> <p>The EMD advised the Committee that significant progress had been made with the Joint Research Office within Cardiff University and a date of October 2020 had been suggested for opening.</p> <p>The CC congratulated the EMD and colleagues, in particular Chris Fegan who had been instrumental in his contribution to research and development.</p> <p>Resolved – that:</p> <p>(a) The Committee noted the Research and Development Report.</p>	
<p>S&D 20/07/013</p>	<p>Tertiary Services Update & Presentation</p> <p>The Consultant Cardiologist (CtC) and Corporate Planning Manager (CPM) introduced the presentation and confirmed the following:</p> <ul style="list-style-type: none"> • Tertiary Services was not included in Shaping our Future Wellbeing (SOFW) Strategy, therefore the team designed a strategy which aligned with SOFW; • The team carried out a baseline assessment to identify areas and services provided; • Risk assessment undertaken identified three domains, Quality & Patient Safety, Sustainability and Delivery & Performance; • Internal & External engagement had been undertaken; 	

	<ul style="list-style-type: none"> • SWOT analysis had been undertaken which identified two main themes: <p>“Create a Clear and cohesive identity for the Health Board as a provider of tertiary services for patients residing within each of its catchment areas”</p> <p>“To identify and address the tensions that currently exist between secondary and tertiary services at both a clinical, operational and strategic level”</p> <ul style="list-style-type: none"> • Vision statement was explained as ‘World Class Specialised Healthcare for Wales <p>The IM-TS congratulated the team on the phenomenal piece of work and commented that it was important to ensure that corporate support was received. The CtC advised that the CEO had been very supportive from the beginning of the process, however a project team would be required to ensure dedicated time to the process.</p> <p>The IM-CE requested that an update on Tertiary Services Progress be brought to a future meeting.</p> <p>Resolved – that:</p> <p>(a) the Committee noted the Tertiary Services Update.</p>	LT
S&D 20/07/014	<p>Primary Care Out of Hours Peer Review – Action Plan</p> <p>The Director of Operations - PCIC (DO-PCIC) introduced the report and confirmed the following:</p> <ul style="list-style-type: none"> • Timeframes included in the report were proposed by the National Peer Review team; • Key decision was how the UHB delivered an Out of Hours Service (OOH) at 3 bases with a recommendation to close the base at University Hospital of Wales (UHW); • Decision made to close the OOH at UHW; • Successful multidisciplinary work had been undertaken which included Mental Health and Mental Illness, this work was being continued; • Progress had been made on the action plan, despite COVID-19; • Regional Dental Service was due to be progressed during July 2020. <p>The CC commented on the major progress made with the CAV247 Out of Hours service which was a significant part of the UHB service to patients. The IM – CE queried if there would be a communications plan to support this which would ensure the message reaches those in most need. In response, the DO-PCIC confirmed conversations were being held with key stakeholders which included, but was not limited to, Local Authorities, Chairs and Chief Executive Officers. A formal communication had been launched. The CC explained he hoped the Minister would make</p>	

	<p>an announcement in relation to CAV247 in the coming weeks which would be a very significant step forward for the UHB.</p> <p>The CC requested that going forward, target completion dates are included within the report.</p> <p>Resolved – that:</p> <p>(a) the Committee noted the Primary Care Out of Hours Peer Review – Action Plan</p>	
S&D 20/07/015	<p>Key Organisational Performance Indicators</p> <p>The Deputy Chief Operating Officer (DCOO) introduced the paper and confirmed that throughout COVID-19, work was clinically led, based on clinical prioritisation.</p> <p>The DCOO confirmed it was unknown when Welsh Government would expect the UHB to return to normal measures.</p> <p>The CC recognised the work undertaken and advised the Committee that the UHB was in a very good position heading into March, prior to COVID-19, and the UHB needed to ensure that it does its best to re-introduce services to patients.</p> <p>Resolved – that:</p> <p>(a) The Committee noted the Key Organisational Performance Indicators</p>	
S&D 20/07/016	<p>Board Assurance Framework Update – Workforce</p> <p>The DCG introduced the report and advised the Committee that the BAF needed to be broadened to include wellbeing and inequality, therefore it would be amended prior to submission to Board to reflect this.</p> <p>Resolved – that:</p> <p>(a) The Committee noted the Board Assurance Framework Update - Workforce</p>	
S&D 20/07/017	<p>Reserve Forces - Training and Mobilisation Policy for NHS Wales</p> <p>The Committee reviewed the Reserve Forces - Training and Mobilisation Policy for NHS Wales.</p> <p>Resolved – that:</p> <p>(a) The Committee adopted the Reserve Forces - Training and Mobilisation Policy for NHS Wales.</p>	

S&D 20/07/018	<p>Any Other Business</p> <p>The CC informed the Committee that it would be the last time he would be Chairing due to being appointed as Chair of the UHB, Michael Imperato would be the Chair of Strategy & Delivery going forward.</p> <p>Resolved – that:</p> <p>(a) The Committee noted the Any Other Business raised.</p>	
S&D 20/07/019	<p>Items to bring to the attention of the Board</p> <p>Resolved – that:</p> <p>(a) There were no items to bring to the attention of the Board.</p>	
S&D 20/07/020	<p>Review of the Meeting</p> <p>The CC facilitated a review of the meeting and attendees confirmed it was a good meeting with an appropriate level of Independent Member challenge and scrutiny.</p>	
S&D 20/07/021	<p>Date & Time of next Meeting</p> <p>Tuesday 15th September 2020 9:00am – 12:30pm Via Skype</p>	