

Confirmed Minutes of the Strategy & Delivery Committee
Tuesday 14th January – 9:00am – 12:00pm
Executive Meeting Room, Woodland House

Chair:

Charles Janczewski CJ UHB Interim Chair & Committee Chair

Members:

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

In Attendance:

Kerry Ashmore KA Information Liaison Manager
Steve Curry SC Chief Operating Officer
Lisa Dunsford LD Director of Operations - PCIC
Martin Driscoll MD Deputy CEO / Executive Director of Workforce & Organisational Development

Nicola Foreman NF Director of Corporate Governance
Fiona Kinghorn FK Executive Director of Public Health
Anna Kuczynska AK Clinical Board Director - PCIC
Christopher Lewis CL Deputy Director of Finance
Sara Moseley SM Committee Vice Chair & Independent Member – Third Sector

Len Richards LR Chief Executive Officer
David Thomas DT Director of Digital & Health Intelligence

Secretariat:

Laura Tolley LT Corporate Governance Officer

Apologies:

Gary Baxter GB Independent Member – University
Robert Chadwick RC Executive Director of Finance

S&D 20/01/001	Welcome & Introductions	Action
	The Committee Chair (CC) welcomed everyone to the meeting in Welsh and English.	
S&D 20/01/002	Quorum	
	The CC confirmed that the meeting was quorate.	
S&D 20/01/003	Apologies for Absence	
	Apologies for absence were noted.	
S&D 20/0/004	Declarations of Interest	
	There were no declarations of interest.	
S&D 20/01/005	Minutes of the Committee Meeting held on 29th October 2019	

	<p>The Committee reviewed the minutes of the meeting held on 29th October 2019.</p> <p>Resolved – that:</p> <p>(a) the Committee approved the minutes of the meeting held on 29th October 2019 as a true and accurate record.</p>	
<p>S&D 20/01/006</p>	<p>Action Log following the Meeting held on 29th October 2019</p> <p>The Committee reviewed the action log and the following comments were made:</p> <p>19/06/008 – It was agreed the report on Maximising Prevention in the UHB would be brought to the next meeting in March 2020.</p> <p>19/10/008 – It was confirmed that this action was complete.</p> <p>19/10/010 – It was agreed that the report outlining how development would be monitored to ensure Amplify outcomes were delivered would be brought to the meeting in March 2020.</p> <p>19/10/013 – It was agreed that the Director of Digital & Health Intelligence (DDHI) would provide and update on this action at the meeting in March 2020.</p> <p>19/10/015 – The Chief Operating Officer (COO) explained a number of discussions had been held regarding the potential regionalisation of ambulances due to ambulance response times and pressures on the service. Concern had been expressed about moving to a regional, centralised service and it was proposed that ambulances could only be diverted to Cardiff & Vale UHB (“the UHB”) on an exceptional basis, not routinely and the UHB would have to be informed prior to receiving a patient. An official document confirming this was pending.</p> <p>The Chief Executive Officer (CEO) added that this would become a key discussion in the Chairs meeting as there was a lot of concern surrounding the potential move to centralisation. The CEO explained that no Health Board should be able to send a patient to another hospital without the receiving Health Board first being made aware and this should only occur in exceptional circumstances. This was a crucial point and if a Health Board was unable to take their own patient, they would need to raise their own escalation levels to support pressure. The CEO further explained that the UHB would be the receiving hospital in most cases due to current good performance. The CEO requested that the CC raise the concern through the Chairs meeting.</p> <p>The Executive Medical Director (EMD) requested that the CC ask, during the Chairs meeting, what was the Clinical Governance sign off process for the policy as he was not aware that it had been signed off Nationally.</p>	<p>FK</p> <p>MD</p> <p>DT</p> <p>CJ</p> <p>CJ</p>

	<p>The CC confirmed that this was a great concern for himself and other Independent Members of the UHB due to the significant pressure already on front line staff, therefore he agreed to raise this appropriately.</p> <p>Resolved – that:</p> <p>(a) the Committee reviewed and noted the updated action log following meeting held on 29th October 2019</p>	
S&D 20/01/007	<p>Chairs Action taken since last meeting</p> <p>There had been no Chairs actions taken since the last meeting.</p>	
S&D 20/01/008	<p>Primary Care – Peer Review</p> <p>The COO introduced the paper and confirmed that the second Primary Care Peer review was positive and recognised the good progress made since the previous review.</p> <p>The Clinical Board Director – PCIC (CDB – PCIC) explained that both Multi-Disciplinary Team and Demand & Capacity work was noted as exemplary across Wales along with recognition of good Executive support.</p> <p>It was explained that a decision had not yet been made regarding the Out of Hours Service (OOH) operating out of University Hospital of Wales. This needed to become a priority so that a final decision could be made. The COO added that the team were waiting for a Clinical Board proposal which would go to Management Executives and he confirmed that a decision would not be made until after the Winter period.</p> <p>The CC requested an update and action plan to be brought to the Committee in July 2020.</p> <p>The CBD – PCIC advised that roles would be explored within the OOH as a 24/7 Healthcare model developed with the potential for some roles having the opportunity to work in both areas which would be an exciting prospect.</p> <p>The COO added, more transformation work would be required to signpost people to social needs and other services. The COO further explained that a more integrated approach with health and care services was something that would develop as a 24/7 Healthcare model progressed.</p> <p>The CC congratulated the team on the positive peer review letter and explained it was good to see the progress made.</p> <p>Resolved – that:</p> <p>(a) The Committee noted the Primary Care – Peer Review.</p>	SC
S&D 20/01/009	Excel at Teaching, Research, Innovation & Improvement	

	<p>The EMD introduced the paper and confirmed that a key objective outlined within the report was to convert to a multidisciplinary teaching arrangement. It was also an aim to align processes with patient outcomes which would align with the UHB modernisation.</p> <p>An objective was to have an enhanced working relationship with HEIW, Cardiff University and other stakeholders. The EMD added that the HEIW meeting in the coming weeks had half of its time allocated to multidisciplinary teaching for the first time.</p> <p>The CC explained that teaching across the UHB needed to be addressed.</p> <p>The Executive Nurse Director (END) requested to bring a report to the Committee on teaching across nursing and midwifery.</p> <p>The Committee Vice Chair & Independent Member – Third Sector (CVC) asked if the timescales on the objectives were ambitious enough and how the report linked with UHW2? In response, the Executive Director of Strategic Planning (EDSP) explained that it was ambitious enough to date, however, when the Joint Research Office was operating, they would need to be refreshed.</p> <p>The CVC also queried the number of highlighted risks within the report. The EMD advised that whilst they were identified risks, they were not unusual for the size of the UHB and he was assured that risks were being addressed in a robust way.</p> <p>Resolved – that:</p> <p>(a) the Committee approved the strategic direction in teaching and research.</p>	RW
S&D 20/01/010	<p>Update on Healthy Travel Charters</p> <p>The Executive Director of Public Health (EDPH) introduced the report and explained that the Committee would recognise the changes and improvements made within the report.</p> <p>The EDPH further advised that the recent staff survey indicated a positive improvement. A charter was being developed with the business sector, third sector and education sector which explored ways that regional support could be provided.</p> <p>The Committee were advised that the Cardiff Council Clean Air Plan had been approved by Welsh Government and would be launched in the coming days. This outlined an ambitious plan to reduce pollution levels within Cardiff, in addition to a Next bike scheme being explored within the Vale of Glamorgan.</p> <p>The CC thanked the team for the good work being carried out within the Healthy Travel Charter.</p>	

	<p>Resolved – that:</p> <p>(a) the Committee noted and supported the introduction of a Healthy Travel Charter to the Vale of Glamorgan.</p>	
S&D 20/01/011	<p>A Long Term Health and Social Care Plan – A Healthier Wales</p> <p>The Executive Director of Strategic Planning (EDSP) introduced the paper and advised the Committee that a number of improvements were being made across the whole system and confirmed that the recently appointed Director of Transformation & Informatics (DTI) would take the lead on moving transformation into the next phase. The DTI would also work on objectives within the UHB strategy and analyse how the UHB were delivering against them.</p> <p>The EDSP informed the Committee of a shared concern amongst Executives in relation to the Welsh Government transformation funding not being received. She added that an announcement addressing this, from Welsh Government, was expected over the coming days.</p> <p>Resolved – that:</p> <p>(a) the Committee noted the Long Term Health and Social Care Plan – A Healthier Wales.</p>	
S&D 20/01/012	<p>Ensuring that service provision, quality, finance and workforce elements are aligned and integrated.</p> <p>The END introduced the paper and advised the Committee that an Enhanced Supervision Framework (ESF) had been developed which built a better outcome for patients and reduced costs. These outcomes could be seen within the report.</p> <p>The END advised the Committee that there had been a slight increase in the number of falls reported, however, these have been non-serious, therefore, the risk was controlled.</p> <p>The END added that the ESF had been shared across the UHB, and Cardiff & Vale had been deemed best practice in Wales which was very positive.</p> <p>The CVC commented that the human side of the ESF shone through within the report and explained having staff who know patients and their needs made a significant difference and that was an example of the Health Board Values.</p> <p>The CC welcomed the very positive piece of work undertaken.</p> <p>Resolved – that:</p> <p>(a) The Committee noted the quality, finance and workforce benefits provided by the Enhanced Supervision Framework.</p>	

<p>S&D 20/01/013</p>	<p>Scrutiny of the Capital Plan</p> <p>The EDSP advised the Committee that the Capital Plan was a complex programme of work that was reviewed monthly.</p> <p>The CVC questioned, as it was such a complex programme, how would full assurance be gained that it was monitored appropriately? In response, the EDSP confirmed that two Executives had oversight of the Capital Plan to ensure full assurance was gained.</p> <p>The EDSP advised that the Director of Estates & Facilities would develop an action plan that would be brought to the next Committee meeting.</p> <p>The CC explained that estates was a concern, therefore the paper was good for understanding and provided the Committee with assurance that the Capital Plan was monitored appropriately.</p> <p>Resolved – that:</p> <p>(a) the Committee noted and were assured that the capital programme was being closely monitored.</p>	<p>AH</p>
<p>S&D 20/01/014</p>	<p>IMTP Quarterly Report</p> <p>The EDSP explained that the report was in the format agreed with Welsh Government and had been submitted to Welsh Government for approval.</p> <p>The CEO added that the last Joint Executive Meeting was very positive and the UHB were waiting for a letter from Andrew Goodall to confirm this.</p> <p>The CC requested that the letter be shared with him once received. The CC added that the report drew against key issues which was very useful and gave the Committee the relevant assurance.</p> <p>Resolved – that:</p> <p>(a) the Committee discussed and noted the IMTP Quarterly Report.</p>	<p>LR</p>
<p>S&D 20/01/015</p>	<p>Equality Champions</p> <p>The Deputy Chief Executive Officer / Executive Director of Workforce & Organisational Development (DCEO / EDWOD) introduced the report and explained that an Equality Strategy & Welsh Language Standards Group had been set up to help drive both Equality & Welsh Language forward across the UHB. The DCEO / EDWOD confirmed that he would Chair the group. The terms of reference would be set up after the Committee meeting and the Equality Manager would drive the agenda forward.</p> <p>The DCEO / EDWOD acknowledged the significant amount of work that needed to be undertaken relating to Welsh Language, however, it was confirmed that he met with the Welsh Language Commissioner during</p>	

	<p>December 2019 and demonstrated that the area was being worked on which was seen as positive.</p> <p>The CC queried whether the Equality Strategy & Welsh Language Standards Group planned to send a paper to the Committee going forward to enable assurance to be gained that both aspects were being driven forward across the UHB? In response, the DCEO / EDWOD confirmed that this was the intention and he would be discussing governance around setting up a sub-committee with the Director of Corporate Governance (DCG) outside of the meeting.</p> <p>The CVC added that the paper needed to be moved to a strategic level.</p> <p>Resolved – that:</p> <ul style="list-style-type: none"> • The Committee noted and supported the Equality Champions Report with understanding it will be amended slightly. • An updated report would be brought back in May 2020. 	MD/NF
S&D 20/01/016	<p>Developing a Performance Framework Update</p> <p>The Director of Digital & Health Intelligence (DDHI) explained that the mapping of measures for Committees had been completed and work to map nationally was being undertaken.</p> <p>The DDHI informed the Committee that a new Digital Group had been set up to manage the mapping with the aim to map the National Framework and identify lead indicators.</p> <p>The DDHI added that more discussion with Executives would be required to ensure measures were correct.</p> <p>The Information Liaison Manager (ILM) informed the Committee of good progress made with the dashboard. The Quality, Safety & Experience Committee had trialed this in the first instance and this had gone well, therefore, the process would be rolled out with the other Committees.</p> <p>The DDHI explained that Value Based Healthcare was not a performance measure which meant the team may not be able to populate this area onto the dashboard.</p> <p>The EDSP added that Clinicians needed to see the data so they would know where improvements needed to be made.</p> <p>The END commented that live data was extremely important to aid function and the data needed to align to relevant pathways so Clinicians could view the live data and the Board and Committees could see the data strategically.</p> <p>The CC confirmed that the Performance Framework was a key element that was missing for the Committee therefore the initiative was welcomed.</p> <p>The CC requested a progress update be brought to the Committee in May 2020.</p>	DT

	<p>Resolved – that:</p> <ul style="list-style-type: none"> The Committee noted the Performance Framework Update Presentation. 	
<p>S&D 20/01/017</p>	<p>Primary Care Milestones and Delivery against them</p> <p>The DO – PCIC delivered the presentation and confirmed the following:</p> <ul style="list-style-type: none"> Cluster IMTP <p>Workshops had been completed to progress these and the team were waiting for a final, formal publication date from Welsh Government.</p> <p>The EDSP confirmed that this would be raised with Welsh Government at a meeting on 17th January 2020 and asked the Committee to note that the IMTP’s brought to the Board meeting at the end of January would be in draft format.</p> <p>The CC explained that the UHB had been given additional time to develop IMTP’s this year, however, there would be a tight deadline next year to get all clusters ready, so he asked how the clusters were being encouraged to develop these to ensure the timeframe would be met? In response, the CBD – PCIC explained that the Primary Care Conference in April 2020 would be focussed on showcasing what other clusters have developed and achieved to create ambition across the UHB.</p> <ul style="list-style-type: none"> Preventing Falls <p>Good work had progressed in this area with a reduction in conveyance to hospital. Further clarification from Welsh Government was needed in this area to understand what targets they would like met.</p> <ul style="list-style-type: none"> Access to GP,111 & OOH Service <p>Access standards had been refined and work had commenced on the 111 service. The DO –PCIC added that an Access Forum had been established, which was a requirement.</p> <ul style="list-style-type: none"> Reporting & Escalating <p>An Out of Hours Service escalation tool was already in place and this had been reported to Welsh Government.</p> <ul style="list-style-type: none"> Communication <p>Primary Care Choices launched with a good response and the second phase of the communication plan was in development. The EDSP asked if the communication plan would feature patient and service users? The END confirmed that the Patient Safety team would work with PCIC to develop this.</p>	

	<p>The CC advised the Committee that Health Board Vice Chair had given a clear message to Welsh Government that clarity around measures was needed.</p> <p>Resolved – that:</p> <ul style="list-style-type: none"> The Committee noted the Primary Care Milestones and Delivery against them. 	
<p>S&D 20/01/018</p>	<p>Staff Survey Steering Group</p> <p>The DCEO / EDWOD introduced the paper and advised the Committee that a Staff Steering Group had been developed, which consisted of 50 volunteers, to represent Workforce for improvement. The group would track actions that came from staff surveys to ensure they were followed.</p> <p>CAVyour say was developing well and would be published quarterly.</p> <p>The CC confirmed that the paper was very encouraging and welcomed this development.</p> <p>Resolved – that:</p> <ul style="list-style-type: none"> The Committee considered the Staff Survey Steering Group Report. 	
<p>S&D 20/01/019</p>	<p>Key Organisational Performance Indicators including Winter Resilience Update</p> <p>The COO informed the Committee that a significant amount of work undertaken was to back fill and it was unfortunate that despite the letter from Andrew Goodall, which advised clinicians on the pension scheme, improvement had not been seen. This was because no confidence in the pension scheme had been gained and clinicians who had stepped away from additional work have gained a good work / life balance therefore they no longer wish to undertake more work.</p> <p>The COO confirmed the UHB were losing 280 cases per month and whilst there were options to mitigate that over the year, these have been unsustainable. This meant the position against the 36 week wait would continue to deteriorate. The COO added that the position was very similar across Wales with some Health Boards in the same position as Cardiff & Vale, whilst others were significantly below.</p> <p>The CC asked if feedback to Welsh Government had been provided? In response, the COO confirmed that the CEO had written to Welsh Government at the start of every month since July 2019 with an update. The EMD added that NHS England shared the same view and had also informed the Government of this. It was further explained that until the situation was resolved through a fundamental change, the position would remain the same.</p>	

	<p>The COO commented that when the issue was resolved the UHB would need to secure individuals who could perform the relevant roles which could take a significant number of months. The CC asked how the UHB could get ahead of this? In response, the COO explained that the UHB had previously gone at risk to secure anaesthetic posts which had resulted in a good impact.</p> <p>The EMD added that as a University Health Board we needed to provide a strong academic offer to attract and retain medical students.</p> <p>The COO explained that during Winter the media reported a position against 68% compliance in England and since December it had become even more challenging. The COO advised that the team continue to look at several options and ways to mitigate risks within the system.</p> <p>The CVC asked if the trend saw more people becoming ill or if there was a failing in the system? In response, the COO confirmed that two patterns had been identified:</p> <ol style="list-style-type: none"> 1. More Major Incidents – This had increased by 8% in December which placed additional pressure on beds. 2. Paediatric Admissions – This area had increased significantly over the past months. <p>The EMD advised the Committee that the patterns seen in Cardiff & Vale were mirrored throughout the UK.</p> <p>The CC commented that this was a very trying time for the UHB as an organisation, and expressed concern for front line staff. The CC requested the team ensure that the appropriate support was provided to staff when required.</p> <p>Resolved – that:</p> <ul style="list-style-type: none"> • The Committee noted the Key Organisational Performance Indicators including Winter Resilience Update. 	
<p>S&D 20/01/020</p>	<p>Workforce Key Performance Indicators</p> <p>The DCEO / EDWOD introduced the paper and it was taken as read by all present. The DCEO / EDWOD added that absence had not moved and this was an All Wales picture for the past 8 years, where absence had remained at 5%.</p> <p>The CC requested a 6 monthly report be provided that specifically identified themes and trends.</p> <p>Resolved – that:</p> <ul style="list-style-type: none"> • The Committee discussed and noted the Workforce Key Performance Indicators. 	<p>MD</p>

<p>S&D 20/01/021</p>	<p>Terms of Reference</p> <p>The DCG introduced the report and confirmed that it outlined the revised draft Terms of Reference for review and comments before submitting the final Terms of Reference for Board approval at the end of March 2020.</p> <p>The DCG explained changes within the Terms of Reference were based on the Wales Audit Office assessment, therefore an increase in Committee membership had been proposed. It was further explained that the quorum would be 2 members, the EDSP deputies had been taken out as they would only be required to attend in the absence of the EDSP and the DCEO / EDWOD, also the DTI and EMD had been added to the Committee membership.</p> <p>The CC reminded all Committee members that their attendance was a priority before nominating a deputy.</p> <p>Resolved – that:</p> <ul style="list-style-type: none"> • The Committee approved the changes to the Terms of Reference; and • The Committee recommended the changes to the Board for approval. 	<p>NF</p>
<p>S&D 20/01/022</p>	<p>Work Plan 2020-21</p> <p>The DCG introduced the report and requested any suggested changes be provided before the final 2020-21 Work Plan was submitted for Board approval at the end of March 2020.</p> <p>The DCG informed the Committee following a discussion with the DCEO / EDWOD, corporate objectives had been removed from the work plan as this caused duplication. The DCG advised the Committee that the corporate objectives should be identified and focussed on within the quarterly IMTP reports.</p> <p>The CC expressed some concern with this change and proposed a meeting be arranged with himself, the DCG, EDSP and DCEO/EDWOD to discuss further.</p> <p>Resolved – that:</p> <ul style="list-style-type: none"> • The Committee reviewed and approved the Work Plan 2020-21; and • Subject to further discussion, the Committee recommended the approval to the Board of Directors. 	<p>CJ/NF/ MD/AH</p> <p>NF</p>
<p>S&D 20/01/023</p>	<p>Board Assurance Framework Update</p> <p>The DCG introduced the paper and it was taken as read by all present.</p>	

	<p>The DCG confirmed that Workforce was identified as one of the greatest risks with a score of 15, therefore it would be presented to Board as part of the Board Assurance Framework at the end of January 2020.</p> <p>The DECO / EDWOD explained workforce was a risk, however, the Committee was sighted on what actions were being taken to mitigate the risk.</p> <p>The CC emphasised the importance of scoring being reviewed on a regular basis. In response, the DCG confirmed that all scores are reviewed bi-monthly.</p> <p>Resolved – that:</p> <ul style="list-style-type: none"> The Committee reviewed the risk in relation to Workforce to enable the Committee to provide further assurance to the Board when the Board Assurance Framework is reviewed in its entirety. 	
S&D 20/01/024	<p>Staff Flu Policy</p> <p>The EDPH introduced the paper and confirmed it was an update of the policy produced in 2015. The EDPH explained that the vaccination would be offered to all staff, however provision of vaccines was outlined within the policy to explain that this would be given to front line staff / high risk areas in the first instance.</p> <p>The EDPH advised the Committee that the UHB had 57% of staff vaccinated to date, and work was still ongoing to increase this.</p> <p>Resolved – that:</p> <ul style="list-style-type: none"> The Committee approved the updated Staff Influenza (Flu) Vaccination Policy. The Committee approved the full publications of the Staff Influenza (Flu) Vaccination Policy in accordance with the UHB Publication Scheme 	
S&D 20/01/025	<p>Any Other Business</p> <p>Resolved – that:</p> <p>(a) There was no other business to discuss.</p>	
S&D 20/01/026	<p>Items to bring to the attention of the Board</p> <p>Resolved – that:</p> <p>(a) Terms of Reference be submitted to the Board for approval at the end of March 2020;</p> <p>(b) Subject to further discussion, the Committee recommended that the approval of the Work Plan 2020-21 be submitted to the Board at the end of March 2020.</p>	<p>NF</p> <p>NF</p>

S&D 20/01/027	Date & Time of next Meeting Tuesday 10 th March 2020, Nant Fawr 1 & 2, Woodland House.	
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