

Cardiff and Vale Stakeholder Reference Group

Tue 26 July 2022, 13:30 - 14:20

Teams

Agenda

13:30 - 13:30 **1. Welcome and Introductions**
0 min

Geoffrey Simpson

13:30 - 13:35 **2. Apologies for Absence**
5 min

Geoffrey Simpson

13:35 - 13:35 **3. Declarations of Interest**
0 min

Geoffrey Simpson

13:35 - 13:40 **4. Minutes and Matters Arising from the SRG Meeting on 24 May 2022**
5 min

Geoffrey Simpson

 Unconfirmed Minutes of SRG Meeting 24 May 2022.pdf (6 pages)

13:40 - 13:50 **5. Feedback from Board**
10 min

13:50 - 14:20 **6. Shaping Our Future Wellbeing Strategy Update**
30 min

Marie Davies

Lloyd Gareth
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**UNCONFIRMED MINUTES OF CARDIFF AND VALE STAKEHOLDER REFERENCE
GROUP MEETING HELD ON TUESDAY 24 MAY 2022
CONDUCTED VIA MICROSOFT TEAMS**

Present:

Sam Austin	Llamau (Chair)
Frank Beamish	Volunteer
Shayne Hembrow	Wales and West Housing Association
Duncan Innes	Cardiff Third Sector Council
Zoe King	Diverse Cymru
Paula Martyn	Independent Care Sector
Geoffrey Simpson	One Voice Wales
Siva Sivapalan	Third Sector, Older Persons
Lauren Spillane	Care Collective

In Attendance:

Marie Davies	Deputy Director, Strategy & planning, UHB
Rachel Gidman	Executive Director of People and Culture, UHB
Jessica Mannings	Community Health Council

Apologies:

Jason Evans	South Wales Fire and Rescue
Tim Morgan	South Wales Police
Lani Tucker	Glamorgan Voluntary Services

Secretariat:

Gareth Lloyd, UHB

SRG 22/17 WELCOME AND INTRODUCTIONS

The Chair welcomed everyone to the meeting.

The Chair noted that the March meeting had been Anne Wei's last before retiring from the NHS. On behalf of the SRG the Chair wished to record her thanks to Anne Wei for the tremendous contribution she had made to the SRG over the past few years. Marie Davies reported that the UHB was in the process of recruiting to the post vacated by Anne Wei and it was anticipated that an appointment would be made within the next few weeks.

SRG 22/18 APOLOGIES FOR ABSENCE

Although not members of the SRG apologies had been received from Nikki Foreman, Abigail Harris, Angela Hughes and Wendy Orrey.

SRG 22/19 DECLARATIONS OF INTEREST

There were no declarations of interest.

SRG 22/20 MINUTES AND MATTERS ARISING FROM STAKEHOLDER REFERENCE GROUP MEETING HELD ON 22 MARCH 2022

The SRG **RECEIVED** and **APPROVED** the minutes of the SRG meeting held on 22 March 2022.

SRG 22/21 FEEDBACK FROM BOARD

The draft Minutes of the UHB Board meeting held on 31 March 2022 had been circulated to the SRG in advance of the meeting for information. It was agreed that if SRG members had any questions relating to the Minutes they should forward them to Gareth Lloyd who would co-ordinate a response.

Action: All

SRG 22/22 SHAPING OUR FUTURE WELLBEING STRATEGY

The SRG received a presentation from Marie Davies on updating the UHB's Strategy.

The SRG was reminded of the problems that the UHB had been trying to solve when the Shaping Our Future Wellbeing Strategy 2015-2025 was first developed. The Strategy and the Clinical Services Plan which followed were developed using the principle of co-production with partners and stakeholders and both had people at their centre.

In 2020 at the mid-point of the ten-year Strategy, the UHB had reviewed where it was in terms of the outcomes against the strategic principles and objectives. The review concluded that the vision of the Strategy remained appropriate as did the design principles. Further work was however required to define the outcomes the UHB wanted to achieve, how progress would be measured and the key programmes needed to ensure these outcomes were met. These programmes had now been established

The UHB is undertaking a Strategy refresh as a lot has changed since it was published. The UHB needs a long-term plan to ensure it has sustainable services taking account of demographic changes, epidemiology, the financial climate, workforce, changes in clinical practices, technological advances,

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environmental impact and the estate. The UHB will produce a detailed engagement plan with clear outputs and timelines and undertake internal and external engagement June-September 2022. A draft Strategy will be produced by October/November 2022 which will then be tested with stakeholders during December and January with the aim of publishing the updated Strategy in March 2023. The current intention is to have a Strategy that would take the UHB up to 2035 however, this might change as the Chief Executive has suggested that it should perhaps have a five year timeframe.

The SRG was then asked to consider some specific questions

- How can we ensure that key stakeholders are truly meaningfully engaged – especially as our workforce, partners and communities are exhausted and still dealing with the ongoing consequences of the pandemic?
- How and how often does SRG want to engage or receive updates on progress?
- Are there critical considerations of which we need to take account that haven't been covered in the presentation?

The SRG raised a number of questions and made several observations.

- Is there a document describing progress against the Strategy that sets out precisely what has been implemented? Marie Davies explained that the report of the review undertaken in 2020 showed progress against each of the priority deliverables. The UHB was developing a Regional Outcomes Framework with its partners and a local Outcomes Framework to help with monitoring short and long term outcome changes. The report of the mid-point review would be circulated to the SRG for information.

Action: Marie Davies

- The 2025-35 timescale is welcomed as it is difficult to have a five year strategy.
- Specific Third Sector workshops with a wide range of groups would be helpful provided they had clearly defined aims and questions. The subject headings on the first slide could form the basis of discussions with the third sector.
- Consideration be given to using a simple 'Survey Monkey' type questionnaire as part of the engagement process.
- The stakeholder engagement plan should be circulated to the SRG for comment

Action: Marie Davies

- Did the COVID 19 pandemic blow the Strategy off course and can the UHB learn anything from the pandemic in terms of its future strategy? Marie Davies explained that the Strategy was not 'blown off course' but conceded that progress in some areas had slowed down due to the imperative on investing in changes that it would not otherwise have introduced, for example, the temporary transfer of Cardiothoracic services to UHL. On a more positive note some developments have been accelerated such as greater use of virtual clinics which have been a great success.
- Concern was expressed about the lack of available capital and revenue funding.
- During the engagement the UHB must be open about the potential tension between what it would like to do and the need to recover backlog activity lost during the pandemic. It will be important to clearly set out its priorities.
- Equality and diversity must have greater prominence as problems with inequality of health and inequality of accessing treatment have been exacerbated during the pandemic.
- Appropriate remuneration is required to help with staff retention.
- A wide range of engagement techniques should be employed including face to face meetings and events in places where groups that have not traditionally engaged congregate
- The SRG would like to remain fully engaged in the Strategy refresh process.

SRG 22/23 PEOPLE AND CULTURE PLAN

The SRG received a presentation from Rachel Gidman on the UHB's People and Culture Plan.

The SRG was informed that the Plan is built around seven themes based on the Health and Social Care Workforce Strategy for Wales:

- Seamless workforce models;
- Engaged, motivated and healthy workforce;
- Attract, recruit and retain;
- Building a digitally ready workforce;
- Excellent education and learning;
- Leadership and succession; and
- Workforce supply and shape.

The key objectives under each of these themes was briefly explained together with the achievements to date.

The SRG was then asked to consider two specific questions:

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- How can we ensure that this is a truly integrated People and Culture Plan?
- What one thing can we do differently to move this integrated agenda forward?

The SRG raised a number of questions and made several observations.

- Different terms and conditions between health and social care can create difficulties. Rachel Gidman agreed that further discussions were required regarding greater alignment of terms and conditions although this was very political and she was aware that the Chief Executive Officers of the Local Authorities would be leading on this.
- The Third Sector is good at training staff but they frequently leave for statutory organisations which pay better salaries. The Regional Partnership Board has discussed the need for salary alignment.
- One of the members of the SRG stated that good cultures take a long time to develop but are easily destroyed. The UHB should not be over ambitious but build a number of 'small' successes. Rachel Gidman agreed that quick wins and actions were imperative to give confidence to staff. The plan illustrates short / medium and long-term goals
- A suggestion was made about exploring opportunities around joint training across sectors to help build trust and relationships.
- Evidence highlights that the happier the workforce the better the patient outcomes. Staff must be given the appropriate resources to help them deliver the best outcomes
- The challenges of workforce were not under estimated by the group. New workforce models are required in the future. To enable this to happen, leads in each profession need to be engaged and to work in partnerships with colleges and universities to build the right curriculum / competencies
- One member of the SRG suggested that consideration should be given to exit interviews. Rachel Gidman explained these are undertaken but generally had a poor return response. The UHB was exploring what would keep staff in work before leaving.

It was agreed that if SRG members had any questions relating to People and Culture Plan or the presentation they should forward them to Gareth Lloyd who would co-ordinate a response.

Action: All

SRG 22/24 ANY OTHER BUSINESS

None.

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SRG 22/25 NEXT MEETING OF SRG

Microsoft Teams meeting, 1.30pm-4pm, Tuesday 26 July 2022.

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