



Strategy, Partnerships and Population Health Committee (SPPHC)
Minutes of meeting held on 5.2.19
in the Boardroom, Carlton Court, St Asaph

Present:

Mrs Marian Wyn Jones	Independent Member (Chair)
Mrs Bethan Russell Williams	Independent Member
Ms Helen Wilkinson	Independent Member

In Attendance:

Mr Neil Bradshaw	Assistant Director Planning ~ Capital (<i>part meeting</i>)
Mr John Darlington (JD)	Assistant Director ~ Corporate Planning
Mrs Sue Green	Executive Director Workforce and Organisational Development
Mrs Eleri Hughes-Jones	Head of Welsh Language Services (<i>part meeting</i>)
Mr Rob Nolan	Finance Director ~ Commissioning and Strategy
Miss Teresa Owen	Executive Director Public Health
Mrs Katie Sargent	Assistant Director Communications and Engagement (<i>part meeting</i>)
Dr Chris Stockport	Executive Director Primary and Community Care
Mr Mark Wilkinson (MW)	Executive Director Planning and Performance
Ms Diane Davies (DD)	Business Support Manager ~ Committee secretariat

AGENDA ITEM	ACTION
<p>SP19/1 Apologies for Absence</p> <p>Apologies were received from Cllr Medwyn Hughes</p>	
<p>SP19/2 Declaration of Interest</p> <p>It was noted that Mrs Bethan Russell Williams and Ms Helen Wilkinson declared their interests in items pertaining to the Third Sector due to their substantive roles as Chief Officers of local voluntary councils. In addition, Mrs Marian Wyn Jones declared her interest in the Estate Strategy due to her position as Chair of Bangor University Council.</p>	
<p>SP19/3 Draft minutes of meeting held on 4.12.18 for accuracy, matters arising and review of Summary Action Log</p> <p>The minutes were <i>approved</i> as an accurate record and the summary action plan updated.</p>	
<p>SP19/4 Committee Cycle of Business</p>	

<p>highlighted that more work was required on Alcohol awareness and MECC. It was highlighted that a GP practice in Flintshire had achieved the highest flu immunisation uptake in Wales out of 416 GP practices by exceeding 90.2% for the 65 and over patient group. Discussion ensued on how lessons could be learned from this, especially with the success of cluster lead involvement. The Executive Director of Public Health invited members to attend the fortnightly ongoing flu immunisation debriefs, should they wish to do so.</p> <p>SP19/5.4 In respect of Care Closer to Home, the Committee praised the development of the Ambulatory Care Unit at Llandudno hospital and subsequent improvements for patients which had ensued. The Executive Director of Primary and Community Care highlighted areas which were reported as amber.</p> <p>SP19/5.5 Good progress in respect of Women’s Services was noted, being at ‘green status’ overall. The Executive Director of Public Health drew attention to the work required to move forward the transformation of the Gynaecology service. She also advised that the Maternity dashboard had progressed as well as more substantive appointments within Women’s services. In response to the Committee, the Executive Director of Public Health agreed to clarify progress in respect of BCU’s breastfeeding strategy which had been delayed due to the expected introduction of a national breastfeeding strategy.</p> <p>SP19/5.6 In respect of Children and Young People, the Executive Director of Public Health advised that rebasing was required due to an over ambition in target setting and lack of capacity, however good work had been achieved over quarter 3. She advised that a report on Adverse Childhood Experiences would be provided to the next meeting. The Committee was keen to understand the self harm pathway, especially in respect of referrals.</p> <p>SP19/5.7 Progress in respect of Mental Health was noted. The Committee Chair commented that the Unscheduled and Planned Care plans were less developed and appeared to be in a similar position to the previous year. Discussion ensued on the likely outcome of Quarter 4 progress, which was due to be submitted to the Committee in June. The Committee suggested it would be important to demonstrate within the final quarter report major area focus, “where next” focus, outcomes on key indicators and metrics, learning and recognition. The inclusion of a patient story, and also a staff story, to demonstrate significant impacts were also suggested.</p> <p><i>The Committee resolved to</i></p> <ul style="list-style-type: none"> • Receive and note the positive progress made at the end of Q3. • Note the further remedial actions identified for Q4. • Agree the submission of a Q4 report in June. 	<p>TO</p> <p>TO</p> <p>JD</p> <p>JD</p>
<p>SP19/6 Development of the Three Year Plan 2019/21</p> <p>SP19/6.1 The Executive Director of Planning and Performance advised that BCUHB’s 3 year draft plan had been presented to the Board on 24.1.19 and would continue to be developed, including engagement activities eg with voluntary sector and Local</p>	

<p>Authorities. He pointed out the importance of articulating key deliverables with outcomes and impacts. He drew attention to the huge amount of work ahead, especially in the areas of Unscheduled and Planned Care as well as financials. In explaining the Assurance checklist provided, he explained the focus on majors ie Finance, RTT and Unscheduled Care.</p> <p>SP19/6.2 Having confirmed that a robust EQIA was in place for the Plan, the Executive Director Workforce & OD requested that this was more explicitly demonstrated in the document as well as addressing the enabling strategies. Discussion ensued on the format and content of the document. The Executive Director of Public Health requested that the Welsh Language needed to be included as an enabler. The importance of engagement was emphasised and it was confirmed by the Assistant Director Communications that a Communications plan would be in place by the end of March 2019.</p> <p>SP19/6.3 The Executive Director of Planning and Performance provided assurance that a paper would be presented to the Executive Management Group the following day outlining how the Plan would be delivered. The Chair summarised that the document was welcomed and noted the priorities and presentation. Whilst there was a need for clarity on implementation, she was assured regarding the development of the Communications plan outlined.</p> <p>The Committee resolved to</p> <ul style="list-style-type: none"> • Note the draft paper • Note areas where there remain gaps and challenges which will require resolution prior to presenting to Board on 28th February 2019. <p><i>The Assistant Director of Planning ~ Capital joined the meeting</i></p>	
<p>SP19/7 Draft Enabling Strategies supporting the 3 year plan – Estate, Workforce and Digital</p> <p>SP19/7.1 Draft Estate Strategy</p> <p>The Assistant Director of Planning ~ Capital presented the draft Estate Strategy. It was noted that prioritisation involved criteria fit, alignment with the 3 year plan and was risk based. The Committee questioned the process of selection which had taken place and requested that an explanatory briefing be provided to members, especially in respect of the Well-Being Centre in Bangor. The Committee suggested that the Strategy’s introduction needed to contain stronger narrative in respect of the difficult decisions to be made in order to better set public expectations, as well as outlining that some areas of estate were not sustainable or not fit for purpose for patients or staff. It was agreed that the Assistant Director of Planning ~ Capital would liaise with the Independent Member concerned for further detail. In response to the Committee Chair, he confirmed that the Ablett Unit redevelopment was included.</p> <p>The Committee resolved to</p> <p>approve submission of the draft Strategy to the Health Board subject to</p> <ul style="list-style-type: none"> • Inclusion of the amendments resulting from the Committee’s discussion • Provision of prioritisation process 	<p>NB</p> <p>MW</p>

<ul style="list-style-type: none"> • Include references to partnerships in the overview • Include explicitly the Bangor Well-Being Centre • Reference financial benchmarking • Ensure final read across contains references to partnerships throughout the document <p><i>The Assistant Director of Planning ~ Capital left the meeting</i></p> <p>SP19/7.2 Draft Workforce Strategy The Executive Director of Planning and Performance advised that the draft provided would be amended in line with Board’s comments on 24.1.19 regarding deliverables and be subject to narrative revision by the Communications team. The Committee was keen to understand key deliverables set out in the document which the Executive Director Workforce & OD detailed further, highlighting the need to map to financial sustainability. She also advised that a Workforce Improvement Group was to be formed for an integrated view. The Committee put forward a number of suggestions which included Health Education Improvement Wales work, referencing the Welsh Language Standards and that linkage regarding University should be more clearly drawn out. The ambition to develop an integrated workforce strategy 2022-25 with health and social care partners was highlighted.</p> <p><i>It was resolved that the Committee</i> approve submission of the draft Strategy to the Health Board subject to inclusion of the suggestions discussed.</p> <p>SP19/7.3 Draft Digital Strategy The Committee put forward various suggestions in respect of the draft strategy. This included questioning the inclusiveness of primary care and area team perspectives during development. It was also felt that some of the timescales for implementation could explore interim arrangements due to their length. The Executive Director Planning and Performance pointed out that the context for the digital strategy was different, given the reliance on all Wales systems which had their own governance structures. He questioned the extent to which BCU could develop its own digital strategy which might require clearer articulation in respect of BCU’s freedom to act. The Committee also questioned how partnership working had been addressed and it was noted that the Executive Director of Workforce queried whether the Digital Strategy should be considered following the development of BCU’s Clinical Services Strategy. It was understood that the Information Governance and Informatics Committee would be considering the draft Strategy further on 14.2.19.</p> <p><i>It was resolved that the Committee</i></p> <ul style="list-style-type: none"> • agreed that the Executive Director Planning and Performance provide feedback on the points discussed to the Chief Information Officer and Executive Medical Director ahead of consideration at the next IGIC meeting. 	<p>SG</p> <p>MW</p>
<p>SP19/8 Staff Engagement - NHS Survey 2018 – Draft Organisational</p>	

<p>Improvement plan and Divisional Improvement plans</p> <p>SP19/8.1 The Executive Director of Workforce and OD presented this item. She drew attention to the mixed picture across the Health Board and stated that more engagement was required with Trade Unions which would be discussed further at the next Local Partnership Forum. She highlighted that cross referencing to year one of the 3 year Plan would be more explicit in the iteration to be submitted to the March Board meeting. Discussion ensued on the future format of staff surveys on a national level, in which the Committee emphasised their strong support for a continued survey which would also enable comparability with other Health Boards. The Committee was keen to understand what would replace the national survey if it was to be withdrawn. In respect of the varied quality of Divisional plans provided, it was suggested that good practice examples be shared with others to improve quality.</p> <p>SP19/8.2 The Chair highlighted that Executive (and senior management) visibility and Bullying & Harassment were of concern. The Executive Director Workforce and OD confirmed that an Executive Team Divisional plan was being addressed at the Executive Team meeting to take place on 27.2.19. The Committee also queried accountability and respect which was discussed further.</p> <p>It was resolved that the Committee</p> <ul style="list-style-type: none"> • noted the key results from the survey and raised areas of concern • supported the draft organisational improvement plan for further engagement with staff during February and March. • noted the Divisional improvement plans. • noted oversight of progress against the organisational and divisional improvement plans by the Executive Management Group/Workforce Improvement Executive Group with a further SPPH progress report to be submitted in October 2019. 	
<p>SP19/9 Reconnecting with the Public – an update on public engagement</p> <p>SP19/9.1 The Assistant Director ~ Communications presented this item. She highlighted work within the report that had been undertaken in respect of Special Measures, Living Healthier ~ Staying Well, Wider Public and Stakeholder engagement activity and Planned activity for 2019. In outlining the Stakeholder Consultation Year 2: 2018 and Continuous Engagement Monitoring: Evaluation Study Year 2 surveys which had been undertaken, which indicated a strengthened position in relation to partnerships, she agreed to share the survey reports with members when available. The Assistant Director ~ Communications advised that a communications plan was being developed in respect of the 3 year plan in which the importance of effective messaging was emphasised.</p> <p>SP19/9.2 The Committee highlighted that there was no overlap with the existing third sector network in respect of West engagement and attention was drawn to the need to compliment and not duplicate resources in this area. In the discussion which followed the importance of highlighting collaborative opportunities with partners at events was also raised.</p>	KS

<p>SP19/9.3 The Executive Director of Public Health welcomed the report, drawing attention the Live Lab update and it was suggested that screening and its impact would be important to highlight moving forward into the future. In response to the Committee Chair question regarding how ‘good’ improvement could be quantified within the stakeholder survey, the Assistant Director ~ Communications advised that a shift of 5% would be indicative, and that BCU was incrementally moving in the right direction. Discussion ensued on the questionnaires undertaken and experiences shared from the perspective of other third sector organisations. The Executive Director of Primary and Community Services took on board comments encouraging the involvement of GP clusters within engagement activities.</p> <p><i>It was resolved that the Committee</i></p> <p>noted the report and welcomed the immense progress made</p>	
<p>SP19/10 no item</p>	
<p>SP19/11 Welsh Language Standards</p> <p>SP19/11.1 The Head of Welsh Language Services joined the meeting to present this item. She informed that the document contained detail of all the standards which BCUBH were required to comply with. It was noted that a project management team had been established to ensure compliance which included representatives of all areas and divisions. She highlighted the good progress achieved since the initial RAG rating had been undertaken in October 2016. The Head of Welsh Language Services also drew attention to four areas of compliance risk which were of concern outlined within the report, namely standards 19, 25, 37 and 63 and the mitigating actions being worked on, with the affected areas, to establish assessments and mechanisms to assist going forward. It was noted that the Board Secretary was undertaking an assessment of potential resource involvement in respect of Board and Committee papers.</p> <p>SP19/11.2 The Welsh Language Board Champion was complimentary of the investment made at an early stage to address compliance with the standards, suggesting that other areas of the organisation could benefit from lessons learned in the Service’s approach. She requested that partnership work also be measured. In response to the Committee Chair’s question, the Head of Welsh Language Services stated that compliance with Standard 19 was of the most concern however, she referenced the Bilingual Skills Strategy which BCU had introduced and gave examples of improvements being made. The Executive Director of Public Health also praised early intervention work that had been undertaken within the Workforce and OD Division which had made a difference. The Committee Chair emphasised that whilst the Welsh Language was implicit within BCU’s plans, it was important to reinforce its importance as an enabling strategy and ensure compliance.</p> <p><i>It was resolved that the Committee</i></p> <p>noted the report and progress achieved.</p>	EHJ
<p>SP19/12 EU Exit Transition planning</p>	

<p>The Executive Director of Planning and Performance drew attention to the risks outlined in the report, highlighting All Wales work that was being undertaken. The Executive Director of Primary and Community Services commented on issues regarding medication and the Executive of Public Health shared discussion undertaken at the Regional Partnership Board.</p> <p><i>It was resolved that the Committee</i></p> <p>note the report</p>	
<p>SP19/13 BCUHB – Main Budget Changes – Additional funding 2019/20</p> <p>The Finance Director ~ Commissioning and Strategy presented this item, drawing attention to the summary of uplift and allocation provided within the report in respect of additional funding allocated for 2019/20 and explained the ‘top slice’ process. He advised that of the £53.103m total revenue resource limit, £20.98m was in respect of the Agenda for Change pay award and did not include the General Medical Services & General Dental Services contracts which were yet to be agreed.</p> <p><i>It was resolved that the Committee</i></p> <p>note the report</p>	
<p>SP19/14 North Wales Regional Partnership Board update</p> <p>The Executive Director Planning and Performance presented this item. He highlighted work being progressed in respect of the Community Services Transformation funding and agreed to provide a further briefing at the next meeting. He also drew attention to the different lead organisations for the various areas of transformation funding. Discussion ensued on the maturity and size of the RPB in which the need for a conversation regarding values needed to be addressed in the near future.</p> <p><i>It was resolved that the Committee</i></p> <ul style="list-style-type: none"> • Note the report • Include Community Services Transformation funding at next meeting via COB, followed by other transformation funding briefings at future meetings 	MW
<p>SP19/15 Public Service Boards (PSB)</p> <p>It was noted that this would be a standard item at future Committee meetings. An Area Director, that represents BCUHB at PSB meetings, would be present in turn, to update on developments taking place at the various Public Service Boards in North Wales going forward.</p>	
<p>SP19/16 Issues of significance to inform Chair’s Assurance Report</p> <p>To be confirmed following the meeting.</p>	

SP19/17 Date of next meeting

2.4.19 at Ysbyty Gwynedd Boardroom, with provision of simultaneous translation, in order to facilitate opportunities for Welsh Language team member skill training and development.