

**CYFARFOD BWRDD IECHYD PRIFYSGOLN
ANEURIN BEVAN/ANEURIN BEVAN UNIVERSITY
HEALTH BOARD MEETING**

**MINUTES OF THE PARTNERSHIPS, POPULATION
HEALTH AND PLANNING COMMITTEE MEETING**

DATE OF MEETING	Wednesday 1 st November 2023
VENUE	Microsoft Teams

PRESENT	Ann Lloyd- Chair Louise Wright- Independent Member Dafydd Vaughan- Independent Member
IN ATTENDANCE	Tracy Daszkiewicz- Director of Public health Hannah Evans- Director of Strategy, Planning and Partnerships Rani Dash- Director of Corporate Governance Michelle Jones, Head of Board Business Lucy Windsor- Head of Risk and Assurance Trish Chalk- Assistant Director of Planning Eryl Powell- Consultant in Public Health Marie-Claire Griffiths- Head of Strategic Planning Stephen Chaney- Head of Audit, NWSSP Emma Guscott- Committee Secretariat
APOLOGIES	Paul Solloway- Director of Digital Rob Holcombe- Director of Finance Philip Robson- Special Advisor Richard Clark- Independent Member

PPHPC/0111/01	Preliminary Matters
PPHPC/0111/01.1	Welcome and Introductions The Chair welcomed everyone to the meeting.
PPHPC/0111/01.2	Apologies for Absence Apologies for absence were noted.
PPHPC/0111/01.3	Declarations of Interest There were no declarations of interest raised to record.
PPHPC/0111/01.4	Minutes of the previous meeting



	<p>The minutes of the meeting held on the 12th of July 2023 were agreed as a true and accurate record.</p>
<p>PPHPC/0111/01.5</p>	<p>Committee Action Log- November 2023</p> <p>The Committee received the action log.</p> <p>The Chair requested a target date for the completion of the estate's strategy. Hannah Evans (HE), Director of Strategy, Planning and Partnerships would be meeting with WGOV before the end of 2023 and would provide the Chair with a target date for the completion of the Estates Strategy outside of the meeting. Action: Director of Strategy, Planning and Partnerships</p> <p>The Chair requested clarity on the term 'Place Based Care'. HE informed members that place based care would be referred to as Cluster Plans moving forward. The Cluster Plans were to be submitted to WGOV in January 2023. Noting the timeframe, the Chair requested that the Cluster Plans were submitted through the RPB and the Health Board prior to submission to WGOV. Rani Dash (RD), Director of Corporate Governance, to liaise with HE outside of the meeting. Action: Director of Corporate Governance/Director of Strategy, Planning and Partnerships</p> <p>The Chair discussed the action marked as complete <i>PPHPC 1705/01.5 Review of the Major Trauma Centre</i> and flagged that they had not yet received the review. RD to pick up the review of the Major Trauma Centre with the Chief Executive and the Joint Committee. Action: Director of Corporate Governance</p> <p>Members were content with progress made in relation to completed actions.</p>
<p>PPHPC/0111/02</p>	<p>Items for Approval/Ratification/Decision</p>
<p>PPHPC/0111/02.1</p>	<p>Committee Self-Assessment</p> <p>Rani Dash (RD), Director of Corporate Governance, provided the Committee with an overview of the approach for the annual Committee Self-Assessments. Findings of the Committee Self-Assessments would be presented to members in January 2024. Action: Committee Secretariat</p>



	<p>Members were assured of alignments between Gwent Marmot Region report and the Gwent Public Service Board (PSB) Wellbeing Plan.</p> <p>TD informed members that whilst the Fairer Gwent Report used statistical evidence to explain <i>why</i> the outlined priorities would be taken forward, the Gwent Public Services Wellbeing Plan described in more detail <i>what</i> would be done. The PSB Officers group would be producing the delivery plan outlining <i>how</i> things would be done.</p> <p>Members were informed that a meeting had been scheduled with Welsh Government to discuss the Strategy for Children.</p> <p>The Committee NOTED the update on the Gwent Marmot Region report and the Gwent Public Service Board (PSB) Wellbeing Plan.</p>
<p>PPHPC/0111/03.3</p>	<p>To discuss work ongoing within the Regional Partnership Board;</p> <p>An update on Partnership Capital Strategy and Plans;</p> <p>Hannah Evans (HE), Director of Strategy, Planning and Partnerships, provided the Committee with an overview of the report, including information on the Partnership Capital Strategy and Plan and the Regional Partnership Board (RPB) Governance Review.</p> <p>Members were informed of the following key points; -</p> <ul style="list-style-type: none"> • The RPB had not achieved the ambitious timescales identified for developing the plan. • The RPB had endorsed discussions on the Capital Strategy and Plan with each statutory body. • HE assured members that there had been positive engagement in the development of the Capital Strategy and Plan within the Health Board, including good representation at partnership workshops. <p>Dafydd Vaughan (DV), Independent Member, requested assurance on how the Health Board plans to monitor the RPB Capital Strategy and was aligned to internal Health Board plans. HE highlighted that the Capital Strategy and Plans included individual business cases that would also be</p>



reviewed internally, in partnership and by Welsh Government. HE informed members that the Health Board would review all internal and partnership plans regularly to ensure alignment with our strategic direction. In addition, HE informed members that regular work on benefits realisation would be a requirement both internally and within the RPB.

The Chair advised of the following: -

- That concerns had been raised in relation to the Eliminate agenda and requested that this was emphasised with Welsh Government. It was noted that the principle was acceptable but could not be universally applied in health care as it would not take into consideration the best interests of the individual.
- Further work would be required over the next 12 months to improve and strengthen the strategy for older adults.
- The Chair intended to meet with the RPB and PSB to discuss the rationalisation of the work programmes to ensure there was no duplication.
- Quantifiable evidence was required to support the delivery of Capital and Strategy plans, and this would require close monitoring by the Health Board.

Members were assured that; -

- the Health Board had fully engaged in the development of a Partnership Capital Strategy and Plan, and that it had been evaluated through the internal capital governance structure.
- Strategic capital projects funded by Welsh Government were being progressed.

Members noted the update on the proposals for Estate Rationalisation in the context of correspondence from Welsh Government and a review of the prioritisation the Estate Strategy Objectives.

The Committee **RECEIVED** the reports for **ASSURANCE**.

RPB Governance Review; -

HE provided an overview of the review, noting that the RPB had established a task and finish group with the Director of Corporate Governance as the ABUHB representative. The Chair noted that the RPB partners had welcomed the review. Rani Dash (RD), Director of Corporate Governance, informed members that the governance of the RPB allowed



	<p>the Health Board to internally review its governance arrangements and have internal oversight of RPB business; further reviews of the ISPBs and clusters would commence shortly. An RPB governance workshop had been arranged for the 14th of November 2023.</p> <p>The Committee NOTED the update and report.</p>
<p>PPHPC/0111/03.4</p>	<p>To receive an update on the Vaccination Programme</p> <p>Tracy Daszkiewicz (TD), Director of Public Health, supported by Eryl Powell (EP), Consultant in Public Health, provided an overview of the Vaccination Programme.</p> <p>The following key points were discussed; -</p> <ul style="list-style-type: none"> • Vaccination uptake of 81% in Care Homes; this was above the Welsh average. • There had been a good response across schools in Gwent for those pupils who had an identified Additional Learning Need (ALN). • Targeted outreach work had been undertaken and well received throughout Gwent diverse communities. • Vaccination services were now integrated into Health protection and Health Board vaccination services. • There were challenges to the uptake of vaccinations with Health Board and Care Home staff. • The risk of leases on additional vaccination centres that were scheduled to end and the plans for pop-up delivery models were discussed. <p>The critical risk of a shortage of one third in the vaccinated workforce was flagged; this would have implications for meeting the Welsh Government winter targets, and risk of increased hospitalisation and staff sickness associated with missed targets for winter vaccinations. There was a critical risk of potentially not achieving the Winter Flu and COVID vaccination targets on the provision services and the population would be discussed at the Executive Committee and the Board. Action: Director of Public Health</p> <p>Louise Wright (LW), Independent Member, expressed concern that the Health Board might not meet the winter vaccination targets and queried the following:</p> <ul style="list-style-type: none"> • Was the Health Board looking to recall vaccinators who had supported the service during the pandemic? EP informed members that the teams would look to utilise the vaccination bank to support the service.



- Would there be later opening hours to accommodate staff? EP informed members that due to staffing issues there were limited opening hours at present.
- Do we understand why staff uptake is low, and what was being done to support those staff concerned about the side effects? EP informed members that feedback indicated that staff were finding it difficult to obtain the vaccination during the working day. EP informed members that the Public Health team would look at further communications to further support staff concerns. **Action: Director of Public Health**

Dafydd Vaughan (DV), Independent Member, noted the Occupational Health system issues flagged within the report, and requested further information. EP advised that the system was an All-Wales Occupational Health system, that did not hold individual staff vaccination records, and a local workaround had been developed.

Members requested an update on the progress of vaccinations and winter uptake be provided outside of the meeting. **Action: Director of Public Health**

The Chair requested that value for money be included in future reports. Members noted that this would be included in the Health Protection report presented at the next Committee meeting. **Action: Director of Public Health**

The Chair expressed concern on the vaccination uptake for Care Home staff and requested further information. EP informed members that the Health Board was presently collating this data, whilst working in partnership with local authorities, to provide a targeted vaccination offer. The meeting noted that this would be reviewed over the coming weeks and actions escalated where necessary.

The Committee received the report for **ASSURANCE** and **ENDORSED** the plans to mitigate the critical risk of meeting the vaccination targets for winter flu and COVID vaccinations. It was agreed that this would be reported as a risk to the main Board meeting.

Eryl Powell left the meeting.

Strategic Planning and Developments

**PPHPC/0111/
03.5**

To discuss and endorse the approach to developing the Long-Term Strategy



Hannah Evans (HE), Director of Strategy, Planning and Partnerships supported by Marie-Claire Griffiths (MG), Head of Strategic Planning, provided an overview of the report outlining the Long-Term strategy, key timelines and governance.

It was noted that a Board Briefing session on the Long-Term Strategy had been held on the 29th of September 2023. The report outlined links with strengthening partnership working through the PSB, Marmot and the RPB. It was noted that the strategy incorporated meaningful engagement with staff and communities.

HE assured members that the reconfiguration of Health Board services would take place in parallel with the development of the Long-Term Strategy and the IMTP.

MG discussed the request for organisational values to be incorporated into the Long-Term Strategy at the Board Briefing session. MG informed members that collaboration had commenced with organisational development colleagues to progress this.

Dafydd Vaughan (DV), Independent Member noted the plans for large scale population engagement, as outlined in the report; DV requested that small scale patient engagement also be utilised to adapt to ever changing population needs.

The Chair asked whether or not the proposed timescales were achievable for the teams and the timeliness of the engagement with staff. He advised that the Health Board was committed to the timescales outlined in the report and that there would be an offer for staff engagement throughout the winter.

Louise Wright (LW), Independent Member, informed HE of the opportunities to attend the local trade union forums to engage with staff, and queried whether or not current internal information was being utilised to develop the strategies. HE informed members that the local trade union fora were being considered for staff engagement and that the teams would factor in the staff engagement information that is already available.



	<p>The Committee RECEIVED the report and ENDORSED the approach to developing the long-term strategy for Board approval.</p>
<p>PPHPC/0111/03.6</p>	<p>To receive an update on the development of the Integrated Medium-Term Plan 2024-2027</p> <p>Hannah Evans (HE), Director of Strategy, Planning and Partnerships, supported by Marie-Claire Griffiths, Head of Strategic Planning and Trish Chalk (TC), Assistant Director of Planning provided an overview of the proposed approach to the development of the plan for 2024/25.</p> <p>Members discussed the proposed approach, noting that a detailed discussion would take place at the Board Briefing scheduled for the 8th of November 2023.</p> <p>The following key points were noted:</p> <ul style="list-style-type: none"> • Members were assured that the IMTP had been linked to the Clinical Advisory Board targets previously discussed by Board members. • Members discussed the use of the words 'sickness targets' and requested that the well-being of staff be included as a priority within the IMTP. • In respect of managed practices, the target of no managed practices by April 2024 was acknowledged and discussed. Members requested that further discussion, including the evidence to support the privatisation of managed practices, take place at the upcoming Board Development session. • The Chair requested that further assurance on Nevil Hall Hospital service planning after RAAC would also be discussed at the upcoming Board Development session. <p>The parameters in the plan would be amended to reflect the importance of community-based care and prevention.</p> <p>The Committee NOTED the report.</p>
<p>PPHPC/0111/03.7</p>	<p>To receive and discuss an update on Regional Planning</p> <p>Hannah Evans (HE), Director of Strategy, Planning and Partnerships, provided the Committee with an update of progress in respect of ongoing regional and South Wales service planning programmes for information.</p>



The following key points were discussed:

- Ophthalmology: the original business case was based upon £10m funding; the available funding was now £7m. As a result, the business case had been amended and was being reviewed through regional governance processes. It was noted that the Committee will be sited on any changes.
- 'Open Eyes', the regional ophthalmology patient record system led by DHCW: the 'Open Eyes' implementation had been delayed and DHCW would share revised timescales in November 2023. Dafydd Vaughan (DV), Independent Member, requested that DHCW finalised plans and timelines for 'Open Eyes' when available be shared with members outside of the Committee meeting. **Action: Director of Digital**
- Diagnostics: other health boards were prioritising the use of a managed service contract with a private sector partner; however, the Health Board was pursuing an in-house development, as this was considered to provide the best option in terms of affordability, deliverability, and sustainability.
- Hepato-Biliary services; the project team were escalating the risk of the pace of the service improvement through their project board.
- The failure of the Interventional Radiology (IR) service in Swansea was identified as a risk. It was noted that two of the Health Boards Interventional Radiologists were currently supporting this service. The Chair requested that the fragility of services be discussed at the Planning meetings. HE informed members that plans were being reviewed, including the implications on vascular services and options for sustainability.

DV flagged discussions with DHCW and WGOV for a Digital Cellular Pathology Service and requested an update. HE informed members that no decision had been made on this service and it would be discussed with Welsh Government at the next Capital review meeting.

The Chair requested that any risks to Health Board services associated with delayed DHCW digital services be quantified. A report on the quantified effects of service delivery delays in digital projects provided by DHCW come to the next Committee meeting. **Action: Director of**



	<p>Strategy, Planning and Partnerships/Director of Digital</p> <p>The Chair requested an update on the timeline for the centralisation of Thoracic Services. HE informed members that the outline business case has not yet been approved by Welsh Government and further conversations were required with the South and East Wales Directors of Planning.</p> <p>The Committee RECEIVED the report for INFORMATION.</p>
<p>PPHPC/0111/03.8</p>	<p>To receive an update on the National Commissioning Implementation Programme</p> <p>Rani Dash (RD), Director of Corporate Governance, provided an update to the Committee of the Welsh Government led National Commissioning Implementation Programme.</p> <p>The Committee received the report outlining the approved Programme Initiation Document (PID) for National Commissioning, noting that Welsh Government had accepted all recommendations as outlined.</p> <p>The Committee RECEIVED the report and NOTED the final PID for National Commissioning Implementation Programme.</p>
<p>PPHPC/0111/03.9</p>	<p>Review of Development of Plans in Respect of the Key Clinical Future Priorities</p> <p>To receive an overview of the Clinical Futures Programme including the Planned Care Programme and Decarbonisation</p> <p>Hannah Evans (HE), Director of Strategy, Planning and Partnerships, provided an overview of the Health Board's Clinical Futures Programme priorities.</p> <p>HE informed members that the alignment of the Clinical Futures key priorities would be scrutinised at the upcoming Clinical Futures Board meeting. It was noted that the ELGH programme was driving forward priorities linked to the financial plan, including bed base, Stroke and Minor Injuries Units.</p>



Members supported the format of the report outlining the key milestones, Rag Rating and key workstreams. Dafydd Vaughan (DV), Independent Member, discussed the length of time some workstreams were taking, and queried how this could be addressed to see earlier benefits. HE informed members that some programmes were taking longer due to capacity and capability in some areas, and that these programmes and priorities would be considered when planning for 2024. DV suggested that when planning for the IMTP in 2024 the Health Board should try to limit the number of programmes that were 'work in progress' to ensure full attention is provided on some key programmes of work. The Chair noted the importance of being clear on the priority programmes of work, being logical in considering the pressures in which the service is trying to deliver.

The Chair sought the following information:

- Requested assurance that the Mental Health transformation programme reflected the current issues within the service. HE informed members of plans to bring together the improvement and transformation plans for Mental Health services.

The Planned Care Programme

HE provided an update to the Committee on the six (6) workstreams within planned care.

HE discussed the reduction of waiting lists and managing demand, noting the plans for Health Pathway transformation. The meeting noted that fifty Health Pathways would go live in March 2024, spread across different services.

To provide enhanced assurance, members requested a detailed update on Planned Care to come back for further discussion at the next meeting. **Action: Director of Strategy, Planning and Partnerships**

The Committee **RECEIVED** the update for **INFORMATION**.

Decarbonisation Programme

Trish Chalk (TC), Assistant Director of Planning, presented an annual update on the Decarbonisation Framework, noting that it was now aligned with the National Programme.



	<p>Members were reminded of the achievements and key risks associated with the Health Boards target to achieve a reduction of 34% by 2023. Members were assured that the risks associated with the sustainability of resources and funding were being closely monitored and tracked.</p> <p>Decarbonisation slides would be shared with members outside of the meeting. Action: Assistant Director of Planning/Secretariat</p> <p>The Chair and members thanked TC and the teams for the continued hard work. The Committee RECEIVED the update for INFORMATION.</p>
<p>PPHPC/0111/03.10</p>	<p>To receive an update on Capital & Estates</p> <p>Hannah Evans (HE), Director of Strategy, Planning and Partnerships, provided an update on Strategic Capital Projects and Estate Rationalisation to the Committee.</p> <p>The following key points were highlighted:</p> <ul style="list-style-type: none"> • The Ysbyty Ystrad Fawr (YYF) Breast Unit was nearing completion. • The Royal Gwent Hospital (RGH) Endoscopy Suite would be taking its first patients the week commencing the 6th of November 2023. • Phase 1 of the Bevan Health and Wellbeing Centre (Tredegar) was now nearing completion, noting previously identified issues and risks had not resolved. <p>Members were assured that the delivery of Capital business cases and benefits realisation was reported and monitored through the Finance and Performance Committee.</p> <p>HE informed members of continued risks as outlined in the report. Members noted the potential risk of the <i>Hollow Beam Survey</i> currently taking place in Nevil Hall Hospital (NHH), associated with RAAC. Plans for services at NHH were being worked through by the Health Board to present to Welsh Government in 2024. RAAC risk to be flagged to the Board. Action: Director of Strategy, Planning and Partnerships/Secretariat</p> <p>The Chair discussed the requirement for an overhaul of the current Estates Strategy. To provide further assurance, members requested a detailed update on Capital and</p>



	<p>Estates strategic objectives, including a review of associated risks and rag ratings to come back for further discussion at the next meeting. Action: Director of Strategy, Planning and Partnerships/Secretariat</p> <p>Dafydd Vaughan (DV), Independent Member, requested high level objectives for each estates strategy and location to be included in future reports. Action: Director of Strategy, Planning and Partnerships</p>
PPHPC/0111/04	Items for Information
PPHPC/0111/04.1	<p>Committee Work Programme 2023/24</p> <p>The Committee received the forward work programme, noting that amendments would be made to align with Health Board priorities and risks. Action: The Head of Board Business and Director of Strategy, Planning and Partnerships to meet to discuss the forward workplan for 2024/25 outside of the meeting.</p> <p>The Committee RECEIVED the report for INFORMATION.</p>
PPHPC/0111/05	Other Matters
PPHPC/0111/05.1	<p>Items to be Brought to the Attention of the Board and Other Committees</p> <p>The Chair requested the following matters to be discussed at Board level;</p> <ul style="list-style-type: none"> • Potential additional risks associated with RAAC at NHH. • IMTP • Strategic and Estates reset plans. • Place based Care. Winter Flu and COVID Vaccination Risk. Critical risk of potentially not achieving the Winter Flu and COVID vaccination targets on services and the population.
PPHPC/0111/05.2	<p>Any Other Urgent Business</p> <p>There were no further matters arising to be discussed.</p>



