



Finance, Performance & Workforce Committee Meeting

**'Confirmed' Minutes of the meeting held on
18 April 2019
Ynysmeurig House, Abercynon**

Present

Mel Jehu	Independent Member (Chair)
Paul Griffiths	Independent Member
Robert Smith	Independent Member
Dilys Jouvenat	Independent Member

In attendance

Ruth Treharne	Deputy Chief Executive/Director of Planning & Performance
John Palmer	Chief Operating Officer
Joanna Davies	Director of Workforce & Organisational Development
Steve Webster	Director of Finance (In part)
Gwenan Roberts	Interim Board Secretary
Emma Walters	Corporate Governance/Committee Secretariat
Wendy Penrhyn-Jones	Head of Corporate Administration
Paul Dalton	Head of Internal Audit, NHS Wales Shared Services Partnership (In part)
Marcus Longley	UHB Chair (In part)

FPW/19/050 **WELCOME AND INTRODUCTIONS**

Mel Jehu **WELCOMED** everyone to the meeting.

FPW/19/051 **APOLOGIES FOR ABSENCE**

Apologies for absence were **RECEIVED** from Alan Lawrie, Alan Roderick and Keiron Montague.

FPW/19/052 **DECLARATIONS OF INTERESTS**

There were no additional declarations of interest declared other than those stated previously.

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FPW/19/053 **MINUTES OF THE LAST MEETING**

The minutes of the meeting held on 21 March 2019, were **RECEIVED** and **APPROVED** as a true and accurate record.

FPW/19/054 **ACTION LOG**

Members **RECEIVED** and **REVIEWED** the Finance, Performance & Workforce Committee Action Log.

Members **NOTED** that in relation to Follow Up Outpatients Not Booked, a trajectory had been developed and would now be included in the Performance Dashboard reports moving forward. Members **NOTED** that in relation to Ophthalmology, 5500 patients had now been outsourced for follow up with an indication that 66% of these patients would now be referred back into Primary Care. Members **NOTED** that 10% of the cohort would be complex cases which would need to be reviewed further. Members **NOTED** that the quality aspect would continue to be monitored by the Quality, Safety & Risk Committee. Following discussion, it was **AGREED** that this item could be removed from the action log and monitored further through the Performance Dashboard report (**removed from the action log**). Ruth Treharne also suggested that the Committee may wish to consider requesting that a Deep Dive on Follow Up Outpatients Not Booked was presented to a future meeting. Members **NOTED** that the programme of Deep Dives would be discussed later in the meeting.

Mel Jehu advised that he had discussed the input required with neurodevelopment and Specialist CAMHS areas with Alan Lawrie. Members **NOTED** that a significant amount of work was ongoing in this area and **NOTED** that Alan Lawrie would present an update at a future meeting. John Palmer advised that Cwm Taf achieved a good end of year performance on specialist CAMHS and advised that some financial changes had been made to assist with improving performance in neurodevelopmental services.

FPW/19/056 **MATTERS ARISING**

Page 3, Integrated Medium Term Plan (IMTP) – Ruth Treharne advised that the Board had approved the IMTP which was subsequently submitted to Welsh Government (WG) for approval. Members **NOTED** that the UHB had now received correspondence from WG confirming that the IMTP had been approved. Members were reminded that this was the fifth year that the UHB had achieved an approved IMTP.

Page 6, Performance Dashboard – Ruth Treharne presented Members with the year-end position against the following performance areas:

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Referral to Treatment

- The confirmed position was no patients waiting over 36 weeks and no patients waiting over 52 weeks;
- 91.6% performance was achieved against the 26 weeks position;
- There were 27 patients waiting over 8 weeks for Diagnostics against a committed position of 0 patients waiting;
- There were 0 patients waiting for Therapies treatment.

Unscheduled Care

- 83.2% performance was achieved against the 4 hour target with 437 patients waiting over 12 hours;
- Performance at the Princess of Wales Hospital had been poorer which would need to be addressed within the next year;
- Members **NOTED** that there had been 47 elective cancellations during the year as a result of bed availability which was an improved performance.

Paul Griffiths welcomed the position which illustrated the focus placed on achieving year end performance. Paul Griffiths added that as an Independent Member he would like to see the UHB consistently delivering the targets on a daily basis. Members **NOTED** that the UHB had made a commitment to WG that the RTT target would be achieved from September onwards.

Mel Jehu advised Members that the agenda was not as full as previous agenda's and advised that following the Urology update report a discussion would be held in relation to the forward work programme for the Committee to identify and agree what themes should be presented to future meetings.

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UPDATE ON THE DEEP DIVE IN UROLOGY CANCER SERVICES

John Palmer presented the report which provided Members with an update on progress made to address the challenges identified within the last report to the Committee.

Members **NOTED** that performance had been achieved at year end as a result of investment made in Clinical Nurse Specialist time alongside other initiatives. Members **NOTED** that the number of breaches had improved to an average of 2 breaches. Members **NOTED** that focus had also been placed on improving the Radiology position.

Members **NOTED** that focus would also need to be placed moving forward on performance within the Princess of Wales Hospital and **NOTED** that meetings were being held with Consultant groups on how to sustain services over the next few years.

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Members **NOTED** that a significant amount of data analysis had been undertaken for the former Cwm Taf UHB with job planning reviews also undertaken. Members **NOTED** that consideration may need to be given to potential regional solutions and that investment had been made into a urology tracker at an administrative level.

Members **welcomed** the report which they found to be very positive. Paul Griffiths made reference to the areas identified within the report where further improvement was required, for example recruitment of staff at a Consultant level and questioned if this was maintained throughout the year would the UHB be in danger of not achieving what had been set out in the IMTP. John Palmer advised that long term locums were in place and had not expressed any desire to leave the UHB.

Mel Jehu expressed his thanks to John Palmer for presenting the report and acknowledged the work undertaken by Tim Appanna and the Urology team. Mel Jehu recognised the challenges moving forward and advised that the Committee would closely monitor the position. John Palmer agreed to convey the Committee's thanks back to the team.

Members **RESOLVED** to:

- **NOTE** the content of the report

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FINANCE, PERFORMANCE & WORKFORCE COMMITTEE DEVELOPMENT SESSION

Mel Jehu advised that this part of the meeting was an open forum and the purpose would be to discuss the Committee's work programme moving forward. Mel Jehu also questioned whether Independent Members required further development in terms of scrutinising the business moving forward.

Steve Webster suggested that some focus could be placed on undertaking a review of benchmarking and on the work Kelechi Nnoaham is undertaking on intervention, with a view to focus on areas where there value/no value and the plans that were in place to address.

Paul Griffiths reminded Members that there were 10 meetings per year, 6 of which were devoted to the scrutiny of the finance, performance and workforce dashboards, which left 4 meetings to focus on deep dives into areas of concern highlighted within the dashboard reports. A discussion was held as to how Independent Members would decide which areas would require a deep dive and it was felt that support would be required from Executive Directors in identifying the emerging areas of concern.

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Paul Griffiths advised that it would be important and helpful if the Committee understood which of the targets were the most important, and if there was poor performance in one area would serious issues emerge in a few months. Steve Webster advised that the key area would be variance on plan and questioned to what extent would Members would want to get ahead of any variances in order to identify future pressures that the Committee may wish to request a deep dive into, for example, emerging workforce issues.

Marcus Longley arrived at 14.03pm.

Robert Smith advised that some of the areas of focus would have been identified and discussed as part of the Chair's appraisal with the Minister and added that it would be the role of Independent Members to assist the Chair in achieving this. Members **NOTED** the importance of the role of the Integrated Governance Committee moving forward.

Ruth Treharne advised that after being a Member of the Committee for 7 years, she felt that the Committee had lost some momentum. Ruth Treharne suggested that consideration may need to be given to the following:

- Consideration would need to be given as to how the Dashboard was being presented with a traffic light approach required moving forward which would assist the Committee in identifying the areas of focus;
- Deep Dives would be an essential part of the Committee's business and the process would need to be led by the concerns raised by Independent Members. Ruth Treharne suggested that agenda setting meetings would need to be re-established between the Executive lead and Committee Chair in order to set the work programme moving forward;
- More training and support could be provided to Independent Members outside of the Committee to advise of what information was available and how it could be used;
- A discussion could be held outside of the Committee on the development of the dashboard with consideration given to best practice;
- Triangulation would be important, with soft intelligence being gathered from walkabouts, financial information etc., in order to develop a full picture of a particular service;
- Independent Members could be provided with Good Governance guides in order to assist them in undertaking scrutiny of certain areas.

Steve Webster advised that finance, performance and workforce data was being monitored at a Directorate level and added that Quality was being reviewed at a Health Board level, which would need to be considered further.

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Marcus Longley advised that consideration could be given to adopting the process followed at the former Abertawe Bro Morgannwg UHB in holding Independent Member pre meetings prior to each Committee meeting to enable discussions to take place on areas which required further clarity.

Joanna Davies agreed that some traction had been lost in the Committee and advised that more alignment with quality would need to be undertaken at the Integrated Governance Committee. Joanna Davies added that consideration could also be given to looking at how the Primary & Community Care Committee operated with more of a holistic review being undertaken at the Committee on Directorate matters.

Steve Webster left the meeting at 14.13pm.

John Palmer advised that the Committee would become very important over the next year, particularly in light of the challenges that would be faced within the new Cwm Taf Morgannwg footprint in relation to performance and the enhanced monitoring that would be undertaken. Members **NOTED** that quality governance resource would need to be strengthened and that a request for governance resource had been included within the IMTP.

A discussion was held in relation to the Primary & Community Care Committee where it was noted that the Committee had a very clear remit and if the same process was adopted for secondary care consideration would need to be given as to how other Committee's operate. John Palmer advised that within the Committee the Vice Chair constantly engaged with the team and questioned whether consideration could be given to the same level of Non-Executive engagement being undertaken within the Chief Operating Officers portfolio.

Ruth Treharne advised that in relation to deep dives, an analysis would need to be undertaken of the dashboards to identify areas of concern, consideration would need to be given to Delivery Unit reports received which could assist in forward planning and annual review reports on Facilities, Estates and ICT could be presented to the Committee as previously.

Marcus Longley questioned whether the Executive Team needed to consider whether they were doing enough to inform Independent Members of emerging issues and whether consideration would need to be given to bridging the potential gap between Independent Members and the complex health service. Dilys Jouvenat advised that when she joined the Board she was very impressed with the amount of information and advice received from the Executive Team.

Paul Dalton left the meeting at 14.30pm.

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Members **AGREED** that it was important that Independent Members were being given exposure to the service via the Walkabouts undertaken with Executive Directors and that it would be helpful if briefing sessions could be held with Independent Members on different services in order to narrow the knowledge gap.

Gwenan Roberts advised that consideration needed to be given to the amount of time the Independent Members have committed to undertake within the UHB which is limited to one day per week and that the UHB had a responsibility to ensure reports were easy to read and understand by Independent Members and members of the public.

In relation to Deep Dive reports, Joanna Davies suggested that a standardised format and approach would be required and a standard template developed which would identify why the deep dive had been requested. It was also suggested that each Independent Member should be paired up with an Executive Lead and it was **NOTED** that further consideration would be given to this.

It was **AGREED** that Ruth Treharne would now meet with Mel Jehu to discuss and develop a forward work programme (**action log updated**). Members **NOTED** that further consideration would also be given to the role of Integrated Governance Committee moving forward.

Mel Jehu extended his thanks to Members for the discussion held.

FPW/19/059 **ANY OTHER BUSINESS**

There was no other business to report.

FPW/19/060 **DATE OF THE NEXT MEETING**

The next meeting of the Finance, Performance & Workforce Committee was scheduled to be held on Thursday 23 May 2019 at 1pm, in Ynysmeurig House, Navigation Park, Abercynon.

Signed

Mel Jehu, Independent Member

Date