

AGENDA ITEM

4.2

POPULATION HEALTH & PARTNERSHIPS COMMITTEE
**UNIVERSITY HEALTH BOARD DESIGNATION STATUS
GOVERNANCE & ASSURANCE**

Date of meeting	1 st February 2023
FOI Status	Open/Public
If closed please indicate reason	Not Applicable - Public Report
Prepared by	Marc Penny – Director of Improvement & Innovation
Presented by	Marc Penny – Director of Improvement & Innovation
Approving Executive Sponsor	Executive Director of Public Health
Report purpose	ENDORSE FOR BOARD APPROVAL

Engagement (internal/external) undertaken to date (including receipt/consideration at Committee/group)

Committee/Group/Individuals	Date	Outcome
Carolyn Donoghue - Independent Member	Nov 22	SUPPORTED
Victoria Wallace - Deputy Director Strategy & Partnerships	Nov 22	SUPPORTED
Janet Gilbertson - Head of Clinical Education	Nov 22	SUPPORTED
John Geen - Assistant Director for Research & Development	Nov 22	SUPPORTED
Rhian Beynon – Research & Development Manager	Nov 22	SUPPORTED
Tom Powell - Head of Innovation	Nov 22	SUPPORTED
Dafydd Evans - Deputy Director Welsh Government	Nov 22	NOTED
Cally Hamblyn - Assistant Director of Governance & Risk	Nov 22	SUPPORTED



ACRONYMS	
CTMUHB	Cwm Taf Morgannwg University Health Board
UHB	University Health Board
R&D	Research & Development
WG	Welsh Government
PHPC	Population Health & Partnerships Committee
IM	Independent Member

1. SITUATION/BACKGROUND

- 1.1 Cwm Taf Local Health Board (as was) achieving University Health Board status in December 2013 was a major achievement, recognising the hard work and collaborative effort of the workforce across the organisation.
- 1.2 In the first Triennial review of University Health Board status in 2016, Cwm Taf UHB successfully maintained its full university status and in 2021 Cwm Taf Morgannwg University Health Board (CTMUHB) also maintained its full university status.
- 1.3 In 2022 the Welsh Government changed its process for reviewing University Health Board status and moved from a triennial review process to a continual process which advocates continued close working arrangements with stakeholders, other organisations and partners, including Welsh Government, to ensure that we continue to make collective progress at pace (**Appendix 1 and 2**).
- 1.4 From 2022 onwards, the Integrated Medium Term Plan (IMTP) planning framework will incorporate 'university' activity as part of the regular planning and performance management cycle. University organisations will be required to provide a brief 'mid-year update' on university activity starting September 2022 (**Appendix 3**)
- 1.5 On an annual basis the Health Board must provide evidence of purposeful university, giving examples of how that is improving services and benefitting our population, setting out our plans for further improvement over the next period aligned to the IMTP across R&D, Training & Education and Innovation

- 1.6 The University designation is critical for demonstrating that the NHS in Wales has strong, dynamic and evolving partnerships with both the HEI / FEI, Life Sciences, industry and Third sectors.
- 1.7 University designation is a commitment on behalf of the Health Board to ensure that university activity is demonstrably improving the quality of care and improving patient outcomes. We also want to ensure that university activity is promoted with confidence, strengthening workforce engagement and development, enhancing the reputation of the Health Board attracting people to work for us.
- 1.8 University Health Board Designation Status will be assessed against 7 principles:
- **Priorities** - Health Boards and Trusts should use strategic analysis to identify areas of opportunity for research, innovation, training and education, for example through considering: need and demand, health outcomes inequality, service pressures, areas of strength, and key stakeholder and partner interests. Priorities should be reviewed regularly.
 - **Leadership** - Senior leaders should show strong commitment against the criteria for University Designation, aligned to priorities. This should be reflected in key policy documents, and in organisational roles and responsibilities.
 - **Planning** - Priorities and leadership commitments should be reflected in organisation plans, and in targeted action plans.
 - **Delivery** - Health Boards and Trusts should develop frameworks, processes and tools which encourage and enable staff to make progress against plans and priorities.
 - **Skills and Capacity** - Health Boards and Trusts should have an understanding of their current capacity and capability, and plans to meet future requirements, aligned to plans and priorities.
 - **Assurance** - Delivery against plans and priorities should be reviewed at Board level, as part of regular reporting to Welsh Government.
 - **Strategic Review** - The Health Board shall provide assurance in reviewing its strategic approach to ensure continual improvement. The system for managing University designation should be reviewed by the Board to continually improve with a focus on the Organisation's most critical gaps and deviations.

This paper sets out the recommendations for proposed governance and assurance model for CTMUHB for UHB Designation Status.

2. SPECIFIC MATTERS FOR CONSIDERATION BY THIS MEETING (ASSESSMENT)

Improved Governance and Oversight

- 2.1 CTMUHB has an Executive Lead for UHB Designation Status (Director of Public Health) as well as an IM with specific oversight.
- 2.2 R&D, Clinical Education and Innovation all have their own operational governance structures as below, however there is currently no overarching governance and assurance process in place for UHB Designation Status.

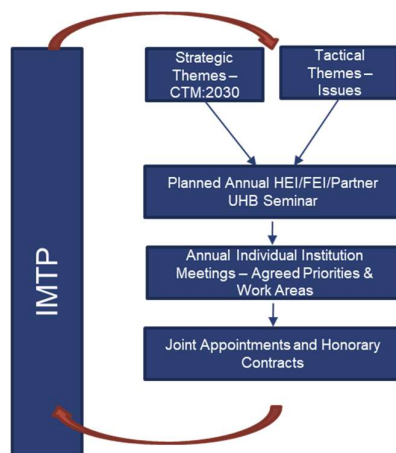


- 2.3 It is proposed that existing operational governance and oversight for the individual areas remain as is however that the Population Health and Partnerships Committee provide the strategic oversight of UHB Designation Status – receiving assurance that CTMUHB is meeting the requirements as set out in the WG guidance for UHB Designation Status and that the ‘whole’ of University Designation is greater than the sum of the individual delivery parts of R&D, Clinical Education and Innovation, supporting CTM:2030 Strategy.
- 2.4 To enable oversight it is proposed that attendees for the Population Health and Partnerships Committee is updated to include ‘Director of Improvement & Innovation’, ‘Assistant Director for R&D’, ‘R&D Manager’, ‘Head of Clinical Education’ and ‘Head of Innovation’ and that a twice yearly update is provided to the Population Health and Partnerships Committee on UHB Designation Status. (**Appendix 4**)
- 2.5 To provide assurance to the full Board it is proposed that the Population Health and Partnerships Committee reports routinely on University Status activity to the Board via the Committee Highlight Report annually for University Designation Status Assurance through its Committee Annual Report.

- 2.6 The above recommendations will strengthen our alignment to the following priorities which are used to assess UHB designation Status:
- **Leadership**
 - **Assurance**
 - **Strategic Review**

Enhanced Engagement with HEI/FEI and Life Science Partners

- 2.7 To ensure that CTMUHB continues to leverage the relationships with partners and builds on them further for the benefit of our people, patients and communities it is proposed to further strengthen the current engagement framework.
- 2.8 To ensure alignment between key activities with our partners our strategic and tactical priorities it is proposed to introduce an annual 'HEI/FEI/Partner Seminar' allowing CTMUHB to share its strategic vision and goals, key priority areas and tactical challenges where joint work, research, education and innovation needs to be focused.
- 2.9 The joint event will allow for sharing of partner organisation visions and priorities and identification of mutual alignment and synergies.
- 2.10 After the annual event (proposed January / February each year), CTMUHB will continue with its existing individual partner meetings where specific activities and joint work for the year ahead will be agreed and monitored.



- 2.11 CTMUHB will also seek to strengthen joint working across organisations with Joint and Honorary Appointments
- 2.12 The outputs from these individual partnership meetings will feed into the annual IMTP.
- 2.13 To assess and monitor the maturity of our relationships it is proposed to introduce a 360 degree maturity assessment of our partnership

working with our academic and life science partners which will allow us to jointly assess the maturity of our relationship and identify areas for improvement which will be agreed and built into our joint plans with partners, enabling further development and strengthening relationships.

2.14 This additional engagement is not meant to replace or stop more organic engagement and initiatives but to ensure a balance between organically developed changes and strategic / tactical priorities the organisation needs to address.

2.15 The above recommendations will strengthen our alignment to the following priorities which are used to assess UHB designation Status:

- **Priorities**

Improved Planning Alignment

2.16 Outputs from the individual partnership meetings will be included as part of our IMTP.

2.17 Additional advice and requirements for Care Groups and Operational areas for the next IMTP planning cycle have been included in guidance to ensure all areas of the CTMUHB are considering R&D, Clinical Education, Innovation and Value Based Healthcare; and the overall University Designation Status as part of their normal planning cycle.

2.18 Delivery monitoring will form part of the normal IMTP review and assurance process with overall UHB Designation Status assured through the Population Health and Partnerships Committee.

2.19 The above recommendations will strengthen our alignment to the following priorities which are used to assess UHB designation Status:

- **Planning**
- **Delivery**
- **Skills and Capacity**



3. KEY RISKS/MATTERS FOR ESCALATION TO BOARD/COMMITTEE

3.1 Without a review and implementation of the proposed recommendations then there is a risk:

- That CTMUHB will not be able to evidence criteria needed for continuation of University health Board Status
- That there will be minimal governance and assurance of the University designation Status of CTMUHB
- That the Board will not have line of sight and assurance of University designation Status of CTMUHB
- CTMUHB doesn't further and deepen its relationships with partners resulting in risks to delivery of its strategic aim of CTM:2030 or addressing its tactical challenges

4. IMPACT ASSESSMENT

Quality/Safety/Patient Experience implications	There are no specific quality and safety implications related to the activity outlined in this report.
Related Health and Care standard(s)	Governance, Leadership and Accountability If more than one Healthcare Standard applies please list below:
Equality Impact Assessment (EIA) completed - Please note EIAs are required for <u>all</u> new, changed or withdrawn policies and services.	No (Include further detail below) If yes, please provide a hyperlink to the location of the completed EIA or who it would be available from in the box below. If no, please provide reasons why an EIA was not considered to be required in the box below.
Legal implications / impact	No new policy or service change, report is concerned about strengthening governance arrangements and Board assurance of HUB designation Status There are no specific legal implications related to the activity outlined in this report.
Resource (Capital/Revenue £/Workforce) implications / Impact	There is no direct impact on resources as a result of the activity outlined in this report.
Link to Strategic Goals	Improving Care



5. RECOMMENDATION

5.1 To **NOTE** the 2022 mid-year update on CTMUHB University Designation Status.

5.2 **Endorse for Board Approval** that:

Improved Governance and Oversight:

- 5.2.1 Population Health and Partnerships Committee take on a formal role in terms of the strategic oversight of UHB Designation Status
- 5.2.2 That attendees for the Population Health and Partnerships Committee is updated to include the 'Director of Improvement & Innovation', 'Assistant Director for R&D', 'R&D Manager', 'Head of Clinical Education' and 'Head of Innovation'
- 5.2.3 That a twice yearly update is provided to the Population Health and Partnerships Committee
- 5.2.4 That the Population Health and Partnerships Committee reports to the overall Board annually for University Designation Status Assurance

Enhanced Engagement with HEI/FEI and Life Science Partners

- 5.2.5 Introduce an annual 'HEI/FEI/Partner Seminar' allowing CTMUHB to share its strategic vision and goals, key priority areas and tactical challenges where joint work, research & development, clinical education and innovation needs to be focused
- 5.2.6 Continue with its existing individual partner meetings where specific activities and joint work for the year ahead will be agreed and monitored
- 5.2.7 Introduce a 360 degree maturity assessment off our working relationships with academic, life science and other identified partners which will allow us to jointly assess the maturity of our relationship and identify areas for improvement and collaboration.