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WELSH AMBULANCE SERVICES UNIVERSITY NHS TRUST

CONFIRMED MINUTES OF THE OPEN MEETING OF THE ACADEMIC PARTNERSHIP COMMITTEE OF THE WELSH AMBULANCE SERVICES UNIVERSITY NHS TRUST HELD ON FRIDAY 18 NOVEMBER 2024 VIA TEAMS Chair: Hannah Rowan

MEMBERS:

Hannah Rowan	Non-Executive Director and Committee Chair
Ceri Jackson	Non-Executive Director
Hayley Hutchings	Non-Executive Director

IN ATTENDANCE:

Julie Boalch	Assistant Director of Corporate Governance & Risk
Alex Crawford	Assistant Director of Planning and Transformation
Estelle Hitchon	Director of Partnerships and Engagement
James Houston	Head of Strategy Development
Caroline Jones	Corporate Governance Officer
Jo Kelso	Head of Workforce Education & Development
Carl Kneeshaw	Director of People
Trish Mills	Director of Corporate Governance/Board Secretary
Alex Payne	Corporate Governance Manager
Kerry Robertshaw	Professional Development Lead- Advanced Practice
Jonny Sammut	Director of Digital Services
Andy Swinburn	Executive Director of Paramedicine
Jonathan Turnbull-Ross	Deputy Director of Remote Clinical Care

APOLOGIES:

Jonathan Chippendale	Assistant Director for Clinical Development
Mark Marsden	Trade Union Representative
Nigel Rees	Assistant Director of Research and Innovation
Keith Rogers	Trade Union Representative

48/24 WELCOME AND INTRODUCTION

Hannah Rowan welcomed everyone to the meeting bilingually and confirmed quorum.

She invited all members to introduce themselves for Hayley Hutchings and Carl Kneeshaw and Kerry Robertshaw attending the meeting today for the first time.

49/24 DECLARATIONS OF INTEREST

There were no additional declarations to those already recorded on the register.

RESOLVED:

There were no additional declarations raised to those recorded on the register.

50/24 MINUTES OF THE LAST MEETING

The minutes and the addendum of the meeting held on 19 July were approved as a correct record.

RESOLVED: That the minutes and addendum from the meeting held on the 19 July 2024 were approved,

51/24 ACTION LOG AND MATTERS ARISING

The Action log was discussed with all the actions being proposed and accepted by Members for closure.

RESOLVED: That the action log was reviewed, and actions closed as proposed.

52/24 RESEARCH AND INNOVATION NEXT STEPS (POSITION PAPER)

Andy Swinburn stated that the Research and Innovation (R&I) team was starting from a low base in terms of resilience with Nigel Rees leading most research activities, supported by individual researchers focused on specific trials.

The set up currently lacked organisational resilience with funding and time primarily dedicated to specific research projects, limiting broader R&I across the Trust. The aim was to embed R&I activities throughout the Trust, not just within specific trials, with a focus on building resilience.

Andy Swinburn recognised the significant innovation across the Trust with an end goal of developing an evidence base for these innovations, ensuring they were grounded in research and could be further developed.

Estelle Hitchon emphasised the importance of making research accessible and supporting innovation at all stages to build confidence and capability within the team. She noted that research could be off-putting due to its perceived complexity and required skills and stressed the importance of supporting people with good ideas to help them translate these into actions.

Ceri Jackson supported the foundational approach and suggested a timeline, highlighted the significant potential of broader charity sector collaboration for funding opportunities, and questioned the effective use of current resources to inform the strategic direction.

Hannah Rowan confirmed the need for better alignment between the Trust's stated commitment to research and the actual investment, suggesting a more proactive approach to securing and prioritising funding with a conversation needed at Board level. The push for research funding aligned with the new clinical model.

Andy Swinburn confirmed that financial support to build resilience in the research team outlined the dependency to proceed with plans, recognising there were always more demands for funding than available resources.

Jonathan Turnbull-Ross appreciated the clarity within the report for brokering the right conversation and noted the need for clear direction, specific goals and Board level support to empower innovation and manage resources effectively. He mentioned the success of Craig Brown's journey to studying a PhD due to having strong support.

Hayley Hutchings stressed the importance of changing perceptions about research and encouraging participation and utilising existing projects for additional research opportunities. She also highlighted that impactful research could be achieved with limited resources and suggested providing online resources and ideas for engaging in research without a higher degree.

Hannah Rowan proposed an action for Andy Swinburn Nigel Rees and Haley Hutchings to meet before the next meeting to explore avenues for resource allocation and come back with a practical next steps update regarding the required resources. This would help present a tangible proposal to the Board for funding.

Trish Mills underscored the importance of Board level support and engagement to address resourcing challenges efficiently and suggested including this issue in the alert section of the highlight report for Board. She also mentioned a key takeaway from the NHS confederation breakout session was the importance of Board level buy in for the research and developing governance framework.

Jo Kelso noted the importance of changing perceptions, encouraging incidental research engagement and leveraging shared resources to foster internal interest and attract funding.

RESOLVED: That

- 1) the Committee had a full discussion on the Research and Innovation next steps, recognising the need to prioritise the foundation building process; and**
- 2) a paper on practical next steps and required resources would be presented to the next meeting.**

For the benefit of the new members Hannah Rowan updated on the Trust having been awarded University Trust Status (UTS) in April 2024, with the task now of articulating what the benefits are to the Trust of UTS and what the next steps should be. Estelle Hitchon spoke of the broad ranging discussion at the last meeting that needed to be translated into organisational objectives.

Estelle Hitchon accentuated the importance of accessible learning at all levels, broadening strategic partnerships and setting ambitious, yet achievable goals for the Trust. She talked of a proposal to establish a Centre of Excellence by 2028, potentially in remote clinical triage, in partnership with academic and commercial entities.

Hannah Rowan expressed her gratitude for the thoughtful and strategic approach taken in summarising and aligning the discussion with organisational goals and took the opportunity to congratulate some of the recent award winners at the Committee today. Jo Kelso noted her appreciation of the effort in distilling broad thoughts into actionable and measurable objectives, highlighting the importance of inclusive learning, promoting excellence, and supporting staff development.

Ceri Jackson agreed with the broader approach to the Centre of Excellence and stressed the importance of clearly communicating the benefits to staff and patients to foster cultural change and recognition. She suggested an adjustment to the paper to ensure the points were clear in the next iteration of the Integrated Medium-Term Plan (IMTP).

James Houston suggested considering how the Strategic Transformation Board (STB) links into the Academic Partnership Committee to ensure its role in horizon scanning is taken into the right forums.

Trish Mills spoke of the importance of aligning R&I with the Duty of Quality, reconsidering the placement of learning and development from People and Culture Committee to this Committee to better allow for alignment and focus at this Committee, and maintaining a proactive approach to setting priorities.

Alex Crawford noted the value of connecting the strategic roles, reviewing and updating priorities, and aligning metrics to demonstrate benefits to people and patients.

Members indicated their approval for the paper to move forward with the discussed additions. Hannah Rowan thanked everyone for their engagement and contributions.

RESOLVED: That the UTS benefits realisation paper was considered, and the priorities identified reflected a consensus position prior to wider consultation and inclusion as part of the IMTP 2025-28 development process.

54/24 PROPOSED REVISED COMMITTEE PRIORITIES AND CYCLE MONITORING REPORT

Hannah Rowan opened the item by saying the priorities were consistently revisited to ensure they were manageable and that a small revision have been discussed at the last meeting.

Last year's priorities:

- Achieving University Trust Status (UTS) (successfully managed).
- Implementing the research governance framework (ongoing refinement).

Julie Boalch confirmed the discussion on UTS benefits realisation lead into the Committee's priorities for 2024/25 which had been slightly reframed to better reflect the current business needs. The revised priorities:

- Clarity on the purpose and focus of the Committee to be communicated to the wider organisation.
- Articulating the benefits realisation of University Trust Status (UTS).

RESOLVED: That the Committee noted the update regarding the Cycle of Business and associated Monitoring Report and agreed the revised priorities for the Committee for 2024/25.

55/24 RESEARCH GOVERNANCE FRAMEWORK UPDATE

Andy Swinburn confirmed that some content had already been covered, and with the report being self-explanatory did not go into detail. Members noted the frequency of the reports with a fuller report annually to align with Health and Care Research Wales (HCRW) reviews. A visit from HCRW is scheduled for March 2025 to assess the Trust against the Research Governance Framework. It was noted the Trust is still refining its approach to research governance and the HCRW feedback will be valuable.

The Research Governance Framework is an opportunity to showcase strengths and identify gaps in the Trust's Research Governance, with a focus on challenges, opportunities and timeframes.

Hannah Rowan confirmed that she holds the Research Champion Role and maintains an ongoing relationship with HCRW to support and challenge the Trust on its research governance arrangements. She also shared her insights from the HCRW conference which had engaging content:

1. **Collaboration Pyramid:** Dr. Paul Hull discussed a model for impactful collaboration, emphasising quality communication, definition of excellence, and supportive environments.
2. **Grease and Glue:** Another talk highlighted the importance of roles that facilitate and smooth the way for effective collaboration.
3. **Using Existing Data:** A discussion on leveraging existing data for research and innovation, with an example of early diabetes identification in children using historical data.
4. **Information Governance:** Emphasis on the importance of information governance in using existing data for research.

Hannah Rowan agreed to share insights from future conferences and encouraged Members to attend if they were able as the content was valuable.

Hannah also wanted to ensure that directorates provide input for reviews related to the Research Governance Framework and would encourage colleagues to respond to requests for input ahead of each update.

Jonny Sammut explained how the Trust was data rich but information poor. He spoke of ongoing efforts to improve data utilisation, integrate data sets and develop advanced data capabilities.

Jonny Sammut highlighted a couple of key areas:

1. Data Science Initiative: Leanne Smith was looking at organically growing a data science capability next year to move beyond just accessing data to predictive modelling and using information to drive decision-making. A business case for data science will be developed and go through governance routes next year. A substantive agenda item was expected by mid-next financial year, with a briefing to the committee on plans and progress.
2. National Data Repository: An update on the national data repository and related health system work is anticipated around March next year.
3. Data Quality and Recruitment: Data quality work and recruitment efforts will be discussed at the FPC meeting tomorrow. These efforts are crucial as they will support ongoing data conversations within the committee.

Hannah Rowan concluded by saying the evolution of data science work is a promising area that could significantly benefit this Committee. Whilst the initiatives may not always receive the attention they deserve, they have the potential to be major enablers of improved practices and real quality of care.

Hannah Rowan asked Jonny Sammut if there was anything to be actioned in the digital space.

RESOLVED: That

- 1) **The Committee discussed and noted the content of the report; and**
- 2) **The Committee continue to review self-assessments against the framework.**

56/24 ANY OTHER BUSINESS

No business raised.

57/24 KEY MESSAGES FOR BOARD DECISIONS / ACTIONS

The Highlight report would be a high-level update to provide the Board with a summary of the meeting for information.

58/24 DATE OF NEXT MEETING:

The date of the next Committee meeting is 23 January 2025.

