

Bundle Academic Partnership Committee Open 25 April 2023

Agenda attachments

Item 00 APC Agenda.docx

- 0 OPENING ITEMS
- 1 09:30 - Chair's welcome, apologies and confirmation of quorum
- 2 Declarations of Interest
*[Board and EMT Register of Interests - 31 March 2023](https://ambulance.nhs.wales/files/publications/annual-reports/2022/board-member-register-of-interests-2023/)
*
- 3 Minutes of last meeting - 17 January 2023
Item 03 UNCONFIRMED APC MINUTES JAN 23.doc
- 4 Action Log and matters arising
Item 04 Action Log.docx
- 4.1 ITEMS FOR APPROVAL, ASSURANCE AND DISCUSSION
- 5 09:45 - Task & Finish Group Update
Item 05 APC TFG Highlight Report for APC April 2023.docx
Item 05a Academic Partnerships Task and Finish Group TORs DRAFT.docx
- 6 09:55 - Life Sciences Hub
Estelle Hitchon - Director of Partnerships and Engagement
Cari-Ann Quinn - Chief Executive Officer, Life Sciences Hub Wales
Item 06 LifeSciencesHubAPCApril23.docx
- 7 10:15 - IMTP 2023 - 2026 priorities relevant to Committee
Item 07 APC and UTS IMTP priorities 2023-26.docx
Item 07a APC priorities Apr 2023.pptx
- 7.1 CONSENT ITEMS
- 8 Highlight report from January meeting
Item 08 Academic Partnership Committee Jan Highlight report.docx
- 8.1 CLOSING ITEMS
- 9 10:35 - Summary of actions and key decisions made/Key decisions
- 10 Any learning from the meeting to share: ideas and feedback welcomed
- 11 Any other business
- 12 Date and time of next meeting - 11 July 2023



MEETING OF THE ACADEMIC PARTNERSHIP COMMITTEE

Held in public on 25 April 2023 from 09.30

Meeting held via Teams

AGENDA

No.	Agenda Item	Purpose	Lead	Format	Time
OPENING ITEMS					
1.	Chair’s welcome, apologies, and confirmation of quorum	Information	Hannah Rowan	Verbal	15 mins
2.	Declarations of interest	Information	Hannah Rowan	Verbal	
3.	Minutes of last meeting	Approval	Hannah Rowan	Paper	
4.	Action log and matters arising	Review	Hannah Rowan	Paper	
ITEMS FOR APPROVAL, ASSURANCE AND DISCUSSION					
5.	Task & Finish Group update	Assurance	Trish Mills	Paper	10 mins
6.	Life Sciences Hub	Discussion	Estelle Hitchon Cari-Ann Quinn	Presentation	20 mins
7.	IMTP 2023–26 elements relevant to Committee	Discussion	Alex Crawford	Paper	20 mins
CONSENT ITEMS					
The items that follow are for information only. Should a member wish to discuss any of these items they are requested to notify the Chair so that time may be allocated to do so.					
8.	Highlight report from January 2023 meeting.	Information	Trish Mills	Paper	N/A
CLOSING ITEMS					
9.	Summary of actions and decisions made/Key decisions	Discussion	Hannah Rowan	Verbal	10 Mins
10.	Any learning from the meeting to share; ideas and feedback welcomed	Discussion		Verbal	
11.	Any other business	Discussion		Verbal	
12.	Date and time of next meeting –11 July 2023 09.30	Information		Verbal	



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Lead Presenters

Name	Position
Mrs Trish Mills	Board Secretary
Ms Estelle Hitchon	Director of Partnerships and Engagement
Mrs Hannah Rowan	Non-Executive Director and Committee Chair
Mr Alex Crawford	Assistant Director Strategy and Transformation
Ms Cari-Ann Quinn	Chief Executive Officer Life Sciences Hub Wales

WELSH AMBULANCE SERVICES NHS TRUST

UNCONFIRMED MINUTES OF THE OPEN MEETING OF THE ACADEMIC PARTNERSHIP COMMITTEE OF THE WELSH AMBULANCE SERVICES NHS TRUST HELD ON TUESDAY 17 JANUARY 2023 VIA TEAMS

MEMBERS:

Hannah Rowan	Non-Executive Director and Committee Chair
Kevin Davies	Non-Executive Director (from 10:11)
Paul Hollard	Non-Executive Director (joined during GOSH item))
Martin Turner	Non-Executive Director

IN ATTENDANCE:

Alex Crawford	Assistant Director of Planning and Transformation
Chris Evans	Research Innovation and Improvement Lead
Estelle Hitchon	Director of Partnerships and Engagement
Caroline Jones	Corporate Governance Officer
Jo Kelso	Head of Workforce Education & Development
Mark Marsden	Trade Union Partner (1)
Trish Mills	Board Secretary
Alex Payne	Corporate Governance Manager
Keith Rogers	Trade Union Partner (2)
Andy Swinburn	Director of Paramedicine

APOLOGIES:

Angela Lewis	Director of Workforce and OD
Duncan Robertson	Interim Assistant Director of Research, Audit & Service Improvement
Jonathan Turnbull-Ross	Assistant Director of Quality Governance

01/23 WELCOME AND INTRODUCTION

The Chair welcomed everyone to the meeting, and that Kevin Davies' extensions as Vice Chair of the Board and therefore membership of the Committee has continued.

The Chair confirmed that both Kevin Davies and Paul Hollard would be joining the meeting shortly.

02/23 DECLARATIONS OF INTEREST

The standing declarations of interest of Hannah Rowan and Professor Kevin Davies were recorded, and no other members had declarations to disclose.

03/23 MINUTES OF THE LAST MEETING

The minutes of the meeting held on 25 October 2022 were approved as a correct record.

04/23 ACTION LOG

39c/22 – Director of Partnerships and Engagement Update - TU Partners to relay to colleagues the opportunities that University status/partnerships would bring to ensure all staff felt included.

The Chair spoke about the action as being ongoing with communications and engagement to help staff understand the benefits. The action was closed.

40/22a and 46/22– Digital Opportunities - The Director of P&E ask a member of the WIIN team to contact Great Ormond Street to look at learning

The Research Innovation and Improvement Lead began by explaining that the Great Ormond Street Hospital (GOSH) data research innovation and virtual environments unit (DRIVE) was a bespoke model with a central innovation and a research and development hub (R&D).

The innovation hub reviews ideas with capital and / or revenue potential, and then coordinates their translation into tangible solutions.

The R&D hub is the link with Health Education and Improvement Wales (HEIW) partners and key stakeholders for designing and delivering formal academic programmes, with continued analysis of data for trends, themes and hot topics which springboards formal research projects to enhance service delivery.

The Research Innovation and Improvement Lead highlighted how the Welsh Ambulance Services NHS Trust (WAST) was aligned with the GOSH model and believed that Welsh academia could support the Trust in aligning its research portfolio with strategic planning. Health Informatics (HI) partnerships would enable better evaluation of the Trust's services for benchmarking purposes, not only initially, but post intervention.

HI partnerships could include strategic oversight of current and future graduates in terms of their dissertation or thesis design which would lead to rapid pilot designs. An example of which was clinical academic placements, where links between researchers and practitioners with protected research time to promote continued collaboration and professional development, could result in a researcher in resident model.

He closed by highlighting a few partnership creation suggestions.

Members raised questions about the intensive learning academies which were about translating ideas to practical solutions and the funding streams that could be accessed. The Research Innovation and Improvement Lead emphasised how the innovation hub was key in terms of sustainability for WAST, and that in a financially challenged environment potential for income generation would be helpful, especially as WAST is a much smaller organisation than some of the competing Health Boards; even though the aspirations of WAST are great, recognising that WAST does not have the same profile as GOSH.

Innovation was key to work with industry, so that companies that have made money using

WAST as part of their models, direct money back to WAST to fund research to enhance that original programme of work, which would require innovative contracts between WAST and industry.

Members recognised that this was an aspirational piece of work which would take time to build and embed.

A discussion relating to portfolios was still to be had which the Director of Partnerships and Engagement confirmed was in train.

The Director confirmed that research versus innovation versus commercialism and how that could be harnessed needed to be given more thought, recognising that academic partnerships which were not in a clinical space also needed to be coupled. Members agreed a member from the Strategy and Planning directorate would be welcome on the Committee. The Board Secretary confirmed that the Committee has oversight of translational and applied research within its remit and how this model could be used.

Members agreed that how conversations were translated into action and outcomes was crucial together with accountability. Once a pilot had been trialled, the “what next” and how it could be taken forward needed to be addressed.

Members discussed the research that was ongoing within the Trust, that did not appear to be centrally held and therefore could not be recognised, i.e., what and who do the Trust engage with, if it was industry, University or other Health Boards. The Research Innovation and Improvement Lead confirmed that he had developed a data dashboard to collate this information and agreed to share this with Committee members.

RESOLVED: That

1) actions 39c/22, 40/22 and 46/22 were closed as set out above; and

2) the Research Innovation and Improvement Lead agreed to share the data dashboard with Committee members.

05/23 UNIVERSITY TRUST STATUS UPDATE AND PROPOSAL FOR TASK & FINISH GROUP

The Board Secretary updated the members on the discussions with Welsh Government (WG) around the requirement to have an independent member from a university as part of the process in achieving University Status. WG had confirmed this requirement and the Trust was looking for the next natural vacancy on the Board which would be April 2024. The recruitment process with the Public Appointments Team will commence in approximately October 2023.

The Board Secretary recommended that a Task and Finish Group be established to advise this Committee what the approach to attract candidates to align to the Trust’s ambition would be. Additionally, a change of name and brand would also need to be considered by the group. The membership and terms of reference were still work in progress and it was recognised that there would be conflicts of interest from the successful candidate, which would need to be managed.

Members agreed that risks and mitigations needed to be clearly flagged with the Committee as the work progressed.

The Committee was assured that work was ongoing with the Public Appointments Team to

review role descriptions for independent members, and WG recognised that WAST would not be considering medical or dental school alignment. Members were also reminded that the successful candidate would need to understand the different aspirations, strengths and staff base of WAST in relation to other health boards with university trust status.

RESOLVED: That the Task & Finish Group be established to look at

- 1) the strategic approach to attract candidates to align to WAST's long term strategy, for consideration by the Committee;**
- 2) proactively plan for management of conflicts of interest;**
- 3) Logistics related to change of name and brand; and**
- 4) Alignment to the legislative docket in Welsh Government to change our Establishment Order**

06/23 COMMITTEE EFFECTIVENESS REVIEW AND ANNUAL REPORT

The Board Secretary confirmed the requirement to undertake a review of effectiveness for each Committee, which was done by way of a questionnaire issued to members for them to complete anonymously, following which there was a meeting between the Board Secretary, Chair and Executive Lead to review the results and the Committee Terms of Reference.

Members were provided with presentation slides and a link to the source document, which totalled 27 questions over five themes. The Chair thanked the Board Secretary for the work involved in pulling all this information together.

Key elements and proposed changes were drawn out for the attention of members including showcasing WAST Improvement and Innovation Network (WIIN), celebrating research and innovation, a need to re look at the visit to Swansea to engage with the immersive learning suite as well as deputies to attend meetings should members not be available were some of those highlighted. Members also recognised the maturity journey of the committee.

The Board Secretary confirmed that the research governance framework currently within the Quality, Patient Experience & Safety Committee (QUEST) portfolio would move to this Committee following the review of the ToR; an action supported by the Chair of QUEST.

Research and innovation risks were in discussion and would be worked through and, if necessary, would feature on both Directorate and the Corporate Risk Register if required.

The alert, advise assure reports which were forwarded to Board Members following the meeting, were also to be circulated to Committee members to allow them to provide feedback on the meeting should they wish to.

The Chair requested that opportunities for income generation be considered as one of the priorities for the Committee noting the difficult financial landscape at this time.

RESOLVED: That

- 1) the proposed changes to the Terms of Reference, to include a member of the Strategy and Planning directorate be approved;**
- 2) the changes proposed following the effectiveness review were confirmed;**

3) the annual report was approved.

07/23 UTS PRIORITIES 2023-2026 (CONTAINED WITHIN THE INTEGRATED MEDIUM TERM PLAN) (IMTP)

The Director of Partnerships and Engagements provided the background on the original presentation to Welsh Government and the priorities of the Trust for the 2022/23 year recognising the pressures the Trust were and continue to be under.

The priorities that were selected were already organisational priorities and fitted with the research innovation best practice.

The Assistant Director of Planning and Transformation set out how the IMTP would this year be set around three pillars, those being our people, patients and value of sustainability which is underpinned by the partnerships that the Trust has. A section of the IMTP is around how research innovations are used, and how the Trust delivers on the priorities within the University Trust application.

Whilst it was recognised that the Finance and Performance Committee have oversight of the IMTP, this committee was able to undertake deep dives.

The priorities set for 2022/23 were Digitisation; Advanced Practice and Decarbonisation, and members were asked to consider if any of these priorities could be concluded. An example of which was the ePCR programme which was due to complete at the end of March; however, the benefits realisation and sharing of best practice was still very much topical. The mid-year review for WG evaluated the position on the priorities, which also highlighted the progress to date.

The Assistant Director of Planning and Transformation continued to apprise members on the messaging around the digital strategy with the ongoing work with digital first in 111 and how the data was being used to inform the work in inverting the triangle.

The Board Secretary confirmed that the deliverables such as those around people and culture, would be for the People and Culture Committee to ensure their alignment with the strategic direction and approve them, ahead of being included within the IMTP. The Finance and Performance Committee would have oversight of the IMTP and any deep dives or exception reporting could be explored by this Committee. This Committee explores opportunities for the development of those priorities for the whole workforce with criteria to work through, ensuring that they are appropriately resourced with a scrutiny element of what goes into the IMTP.

It was decided that some thought was required on what members felt the priorities should be, and the Director of Planning and Transformation agreed to share the presentation slides with members after the meeting alongside some specific questions, to allow members to feedback. It was noted that developing new priorities may not be able to be commissioned in the current climate, therefore connecting existing or future priorities that appear in the IMTP that the Trust are committed to delivering that the committee are comfortable with or if there was something the Committee really must do to advance the UTS.

RESOLVED: That the Assistant Director of Planning and Transformation circulate the slides and questions for members to feedback on priorities to align with the IMTP;

08/23 SUMMARY OF ACTIONS, DECISIONS MADE AND KEY MESSAGES

- 1) Chris Evans to share the data dashboard with colleagues;
- 2) Interesting learning from GOSH with research and innovation work to follow;
- 3) Effectiveness review completed;
- 4) A Task & Finish Group be established to ensure the right candidate can be attracted in April 2024;
- 5) A member of the Strategy and Planning department be added to the Terms of Reference;
- 6) The Assistant Director of Planning and Transformation share the slides and questions for members to consider around future priorities.

09/23 ANY OTHER BUSINESS

The Board Secretary thanked the Chair for the clarity around actions and direction. She asked members for feedback on the presentation of the effectiveness review results to assist in presentation at the other Committee meetings.

It was suggested that the detail be provided to members ahead of the meeting with just a couple of slides explaining the proposed changes at the meeting, ensuring more effective use of Committee time.

10/23 DATE OF NEXT MEETING:

25 April 2023

Date	Agenda Item	Action Note	Responsible	Due Date	Progress/Comment	Status
26 October 2022	Mapping Engagement	The Director of Partnerships and Engagement paper looked at areas where the Trust was engaged with academia, commercial and industrial organisations, recognising the need to look at the benefits offered in driving the organisation forward. The Director of Partnerships and Engagement to discuss with Board Secretary and Director of Paramedicine how best to engage with Executives for messaging to be cascaded via directorates to reach all staff and also review portfolio and organisational alignment.	Estelle Hitchon	25 April 2023	Meeting arranged for 7 February - Update for April meeting - There is nothing further to add at the moment.	Open
17 January 2023	Action Log	Chris Evans Research Innovation and Improvement Lead to share the data dashboard with members	Chris Evans	10 February 2023	Update for April meeting - Chris has not been able to share the document prior to this meeting however will circulate shortly	Open
17 January 2023	T&F Group Proposal	The proposal for a T&F group was approved. TM EH and AS to agree membership of the group, agree ToR and convene 1st meeting ahead of the next Committee meeting.	Trish Mills	25 April 2023	Update for April meeting - This is an agenda item for this meeting	Complete
17 January 2023	Committee Effectiveness Review	A representative from the Strategy and Planning Team become a regular attendee of the Committee to be included within the ToR prior to submission to Board in May.	Trish Mills	25 April 2023	Update for April meeting - Member of the team agreed and included on the ToR.	Complete
17 January 2023	UTS priorities 2023-26	Alex Crawford to share the IMTP slides which specifically considered the UTS priorities, with Committee and members to share feedback with Hannah Rowan	Alex Crawford	31 January 2023	Update for April meeting - Slides shared and feedback from members requested.	Complete



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ACADEMIC PARTNERSHIPS TASK & FINISH GROUP HIGHLIGHT REPORT TO COMMITTEE

Academic Partnerships Committee Meeting Date	25 April 2023
T&F Group Meeting Date	3 April 2023
Chair	Estelle Hitchon, Director of Partnerships and Engagement

KEY ESCALATION AND DISCUSSION POINTS

ALERT

(Alert the Committee to areas for their attention)

1. There were not alerts from this meeting.

ADVISE

(Detail any areas of on-going monitoring, approvals, or new developments to be communicated)

2. The Group's **terms of reference** were agreed and are attached at Annex 1 for approval by the Academic Partnerships Committee. As discussed at the January Committee meeting, the remit of the Group will encompass the following and it is intended that it will close its work by October:
 - Develop a work plan;
 - Develop a strategic approach to attract candidates to align to WAST's long term strategy, for consideration by the Committee;
 - Proactively plan for management of conflicts of interest;
 - Consider logistics related to change of name and brand;
 - Alignment the work to the legislative docket in Welsh Government to change the Trust's Establishment Order; and
 - Make recommendations to the Committee.
3. The Committee will be aware that the appointment of an academic Non-Executive Director (NED) is not made by the Trust, but by the Public Appointments Unit of the Welsh Government. However, this Group is established to make recommendations to the Committee to proactively support that campaign.
4. The role of the academic NED includes all elements of Board business, and they would be expected to fully participate in other Committees and the Board. There are agreed Welsh Government role profile and person specifications for NEDs, however the additional profile elements for statutory roles such as the academic/university NED have not been standardized. We therefore have an opportunity to shape that part of the role profile and it was felt that that should not be restricted to the more traditional clinical academic representative. Given the ambition to open up research and innovation across the Trust there is a desire to develop a wider profile to attract a more diverse and entrepreneurial candidate - perhaps from the business, finance, or digital faculties. **The Committee's view on whether this is the right direction of travel is sought** ahead of developing the role profile further.
5. Once the role profile is further developed a narrowing of institutions where candidates may be drawn from will be discussed. Members of the Groups recommend calling on the expertise of organisations



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that are prominent in the academic innovation space such as Life Sciences Hub Wales and MediWales to narrow that pool.

6. The **work plan will be developed** and reviewed at each meeting.

ASSURE

(Detail here any areas of assurance the Committee has received)

7. The Group does not have issues of assurance before it at this stage.

RISKS

Risks Discussed: TBC.

New Risks Identified: TBC

COMMITTEE AGENDA FOR MEETING

Terms of Reference and Work Plan	Strategic approach to attract candidates	
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COMMITTEE ATTENDANCE

Name	3 April 2023	[insert date]	[insert date]	[insert date]	[insert date]
Estelle Hitchon					
Andy Swinburn					
Trish Mills					
Duncan Robertson					
Liz Rogers					
Jo Kelso					

	Attended
	Deputy attended
	Apologies received
	No longer member



ACADEMIC PARTNERSHIPS COMMITTEE TASK AND FINISH GROUP

TERMS OF REFERENCE

APPROVED BY ACADEMIC PARTNERSHIPS COMMITTEE [DATE]

1 BACKGROUND

- 1.1. The Trust has made a submission to Welsh Government for University Trust Status and has been advised by Welsh Government of the policy requirement to appoint an Independent Member to the Board from a University in order to secure that status.
- 1.2. Independent Members, or Non-Executive Directors as they are known in NHS Trusts, are appointed by the Public Appointments Unit in Welsh Government. The first natural vacancy on the Board is April 2024, requiring a campaign to commence by the Public Appointment Unit in or around October 2023.
- 1.3. The traditional model for a Health Board University Independent Member being from a University with a medical or dental school (as envisaged by the NHS (Wales) Act 2006) does not align with the Trust's core business. The Academic Partnerships Committee has therefore established a Task and Finish Group (the Group) to review options to inform the Public Appointments Unit campaign to attract a candidate aligned to WAST's long term strategy.
- 1.4. The granting of University Trust Status will require an amendment to the Trust's Establishment Order to 'University Trust'. The Group has been established to consider the logistics of a change of name and brand, including a potential wider change of name for the Trust aligned to its long term strategy.
- 1.5. These terms of reference will be approved by the Academic Partnerships Committee.

2. ROLE AND REMIT

The Group will:

- 2.1 Develop a work plan;
- 2.2 Develop a strategic approach to attract candidates to align to WAST's long term strategy, for consideration by the Committee;
- 2.3 Proactively plan for management of conflicts of interest;
- 2.4 Consider logistics related to change of name and brand;



- 2.5 Alignment the work to the legislative docket in Welsh Government to change the Trust's Establishment Order; and
- 2.6 Make recommendations to the Committee.

The role and remit may be amended and the Group may be asked to consider issues outside of the items listed above by the Academic Partnerships Committee.

3. MEMBERSHIP

The Group will consist of:

- Estelle Hitchon, Director of Partnerships and Engagement (Chair)
- Andy Swinburn, Director of Paramedicine
- Trish Mills, Board Secretary
- Duncan Robertson, Assistant Director for Clinical Development
- Liz Rogers, Deputy Director of Workforce and Organisational Development
- Jo Kelso, Head of Workforce Education and Development

Others will be invited to attend meetings as required to assist the Group with the discharging of these terms of reference.

4. OPERATING ARRANGEMENTS

- 4.1 The Group will meet every five weeks.
- 4.2 Quoracy will be the Chair (or their nominated deputy) and two members.
- 4.3 The secretariat will be provided by the Corporate Governance Team.
- 4.4 The agenda will be agreed with the Chair and be driven by the work plan. The agenda and accompanying papers will be circulated 3 days prior to the meeting and agreed actions will be circulated within one week of the meeting.
- 4.5 The Group will report to the Committee following each meeting by way of a AAA report. The AAA report will be the record of meetings in addition to an action log.
- 4.6 The Group will conclude its work when the actions have been completed and no later than October 2023.
- 4.7 The Group will prepare a report on the review findings to include recommendations confirming the ongoing 'ownership' of actions/products where required.



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AGENDA ITEM No	06
OPEN or CLOSED	Open
No of ANNEXES ATTACHED	None

Life Sciences Hub: Opportunities to Learn and Collaborate

MEETING	Academic Partnerships Committee
DATE	25 April 2023
EXECUTIVE	Director of Partnerships and Engagement
AUTHOR	Director of Partnerships and Engagement
CONTACT	estelle.hitchon2@wales.nhs.uk

EXECUTIVE SUMMARY

Committee has previously briefly discussed how best to broaden the scope of our innovation and commercial connections and work to ensure that, as a Trust, we are optimising the opportunities available to us.

Cari-Anne Quinn, Chief Executive Officer of the Life Sciences Hub Wales, will present to committee on the work of the Hub, the interfaces it already enjoys with the Welsh Ambulance Service and further opportunities for development.

A presentation delivered via Teams will be followed by a question and answer session, affording all committee members an opportunity to participate in this important discussion.

KEY ISSUES/IMPLICATIONS

- Innovation and engagement with commercial partners is an avenue of potential opportunity as the Welsh Ambulance Service seeks to advance its long term strategy
- The Life Sciences Hub Wales (LSHW) is well placed to support aspects of our innovation and commercial developments
- This is a “first steps” presentation to understand the art of the possible and to test with committee members their thoughts on these matters. Any initial further work (beyond what is already underway with LSHW) will be undertaken by organisational leads and reported back to both Executive Management Team and committee

REPORT APPROVAL ROUTE
Academic Partnerships Committee, 25 April 2023

REPORT APPENDICES
None

REPORT CHECKLIST			
Confirm that the issues below have been considered and addressed		Confirm that the issues below have been considered and addressed	
EQIA (Inc. Welsh language)	x	Financial Implications	x
Environmental/Sustainability	x	Legal Implications	x
Estate	x	Patient Safety/Safeguarding	x
Ethical Matters	x	Risks (Inc. Reputational)	x
Health Improvement	x	Socio Economic Duty	x
Health and Safety	x	TU Partner Consultation	x



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AGENDA ITEM No	7
OPEN or CLOSED	Open
No of ANNEXES ATTACHED	1

Integrated Medium Term Plan (IMTP) 2023–26 elements relevant to the Committee

MEETING	Academic Partnerships Committee
DATE	25 April 2023
EXECUTIVE	Estelle Hitchon, Director of Partnerships and Engagement Trish Mills, Board Secretary
AUTHOR	Alex Crawford, AD Planning and Transformation
CONTACT	Alexander.crawford2@wales.nhs.uk

EXECUTIVE SUMMARY

The purpose of this paper is to update Academic Partnership Committee (APC) on the elements of the IMTP relevant to the committee, including research, development and innovation and those priorities for University Trust Status that were rolled over from the IMTP 2022-25.

It is recommended that APC:

1. Notes the update provided;
2. Confirms the focus of APC on the key issues set out in this report;
3. Advises on any further key issues set out in this report that should be considered by the Committee in line with the IMTP deliverables around research, innovation and University Trust Status.

KEY ISSUES/IMPLICATIONS

The IMTP sets out three priorities for University Trust Status, under the Partnerships and Engagement section of the plan that have been rolled over from 2022-25 IMTP. These are:

- **Priority One:** Digitisation enabling better outcomes (see IMTP sections 4.1, 4.2 & 7)
- **Priority Two:** Advanced practice and specialist working, consult and close and service transformation, including research (see IMTP sections 4.2 & 8.3)
- **Priority Three:** Decarbonisation, fleet modernisation and sustainability (see IMTP section 6)

Delivery of these elements of the plan will be through directorate, programme or project structures which report through Strategic Transformation Board to Finance and Performance (F&P) Committee. Whilst APC is not required to provide this monitoring and scrutiny function, F&P Committee may request deep dives through other governance arrangements, such as APC.

The IMTP also sets out deliverables which will be implemented through a Task and Finish group reporting into APC which includes the structures, leadership and academic representation required at Board level as we transition to UTS as well as the 'brand' required for UTS, aligned to the Trust's purpose and its strategic direction.

Furthermore, the IMTP also includes a set of priorities for research and innovation to be delivered during the term of the plan, with an ask that APC focusses on some key issues:

- Championing research and innovation
- Understanding where we have partnerships with key stakeholders
- Promote collaboration
- Supporting the ongoing research and innovation agenda
- What can we learn from new partnerships
- Keeping a line of sight to alignment with Trust purpose and strategy
- Developing the WAST 'brand'
- Delivery of leadership and structures through T&F group

REPORT APPROVAL ROUTE

REPORT APPENDICES

APC Priorities Apr 2023.pptx

REPORT CHECKLIST

Confirm that the issues below have been considered and addressed		Confirm that the issues below have been considered and addressed	
EQIA (Inc. Welsh language)	n/a	Financial Implications	n/a
Environmental/Sustainability	n/a	Legal Implications	n/a
Estate	n/a	Patient Safety/Safeguarding	n/a
Ethical Matters	n/a	Risks (Inc. Reputational)	n/a
Health Improvement	n/a	Socio Economic Duty	n/a
Health and Safety	n/a	TU Partner Consultation	n/a

Welsh Ambulance Services NHS Trust

APC IMTP Priorities



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APC IMTP Priorities
Version 1.0
Released: April 2023

by Strategy, Planning and Performance
alexander.crawford2@wales.nhs.uk

The Trust is now well on its journey to **attaining university trust status (UTS)** from Welsh Government, and 2023/24 will see the establishment of a task and finish group to explore the necessary governance processes needed as the organisation works towards the appointment of an academic non-executive director in 2024/25, something which is a requirement for university trust status.

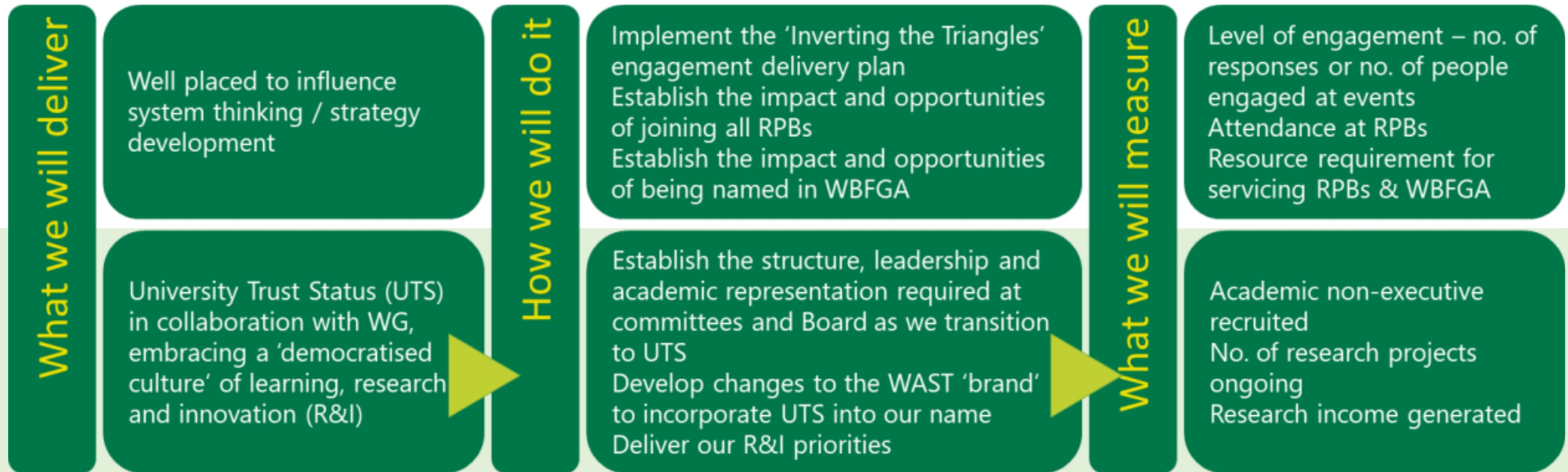
In the meantime, the organisation's Academic Partnership Committee is starting to build momentum, with a focus in the next 12 months on understanding where our opportunities lie, the work currently underway and how we spread and celebrate our engagement with higher and further education, as well as life sciences and industry partners.

There is much to do in this realm, particularly in respect of **delivering a culture of 'democratised learning'**, where opportunity is available for all our people, from the achievement of recognised qualifications through to post-doctoral research. One of the Trust's key facets is that its research and innovation is largely focused on solving real world issues. Given the challenges the organisation and the sector is facing, there is a real opportunity to work collaboratively with partners across academia and commercially to drive real and sustainable improvement and change as the organisation continues to evolve.

Whilst formal confirmation of university trust status (UTS) is awaited, the **Academic Partnership Committee** will now drive development and delivery of our plans by setting up a specific task and finish group to develop the academic offer further.



Partnerships and Engagement Deliverables



University Trust Status Priorities



Delivering a culture of 'democratised learning'.

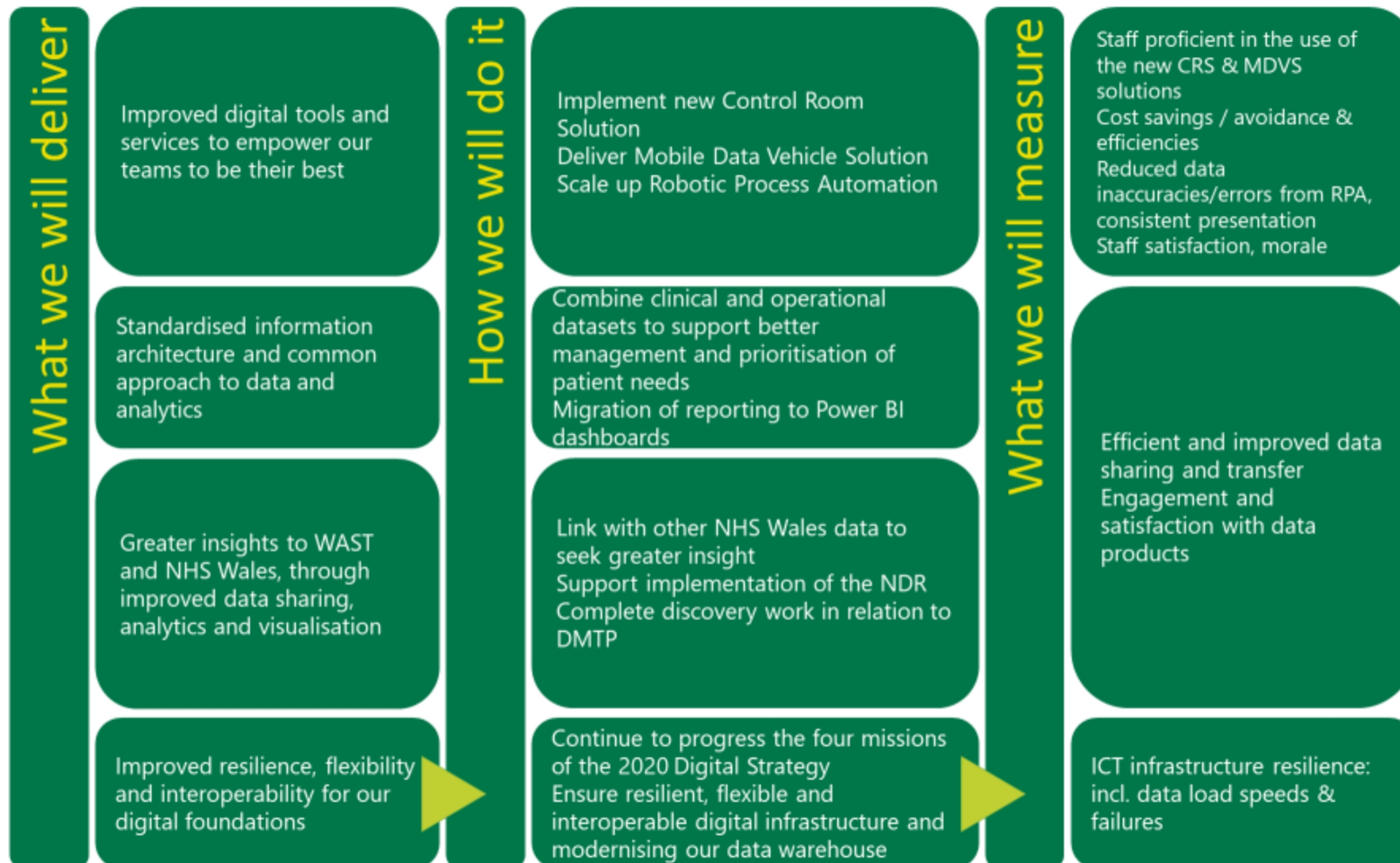
Academic Partnership Committee **agreed the three priorities from 2022/23 would roll over.**

- **Priority One:** Digitisation enabling better outcomes (see IMTP sections 4.1, 4.2 & 7)
- **Priority Two:** Advanced practice and specialist working, consult and close and service transformation, including research (see IMTP sections 4.2 & 8.3)
- **Priority Three:** Decarbonisation, fleet modernisation and sustainability (see IMTP section 6)



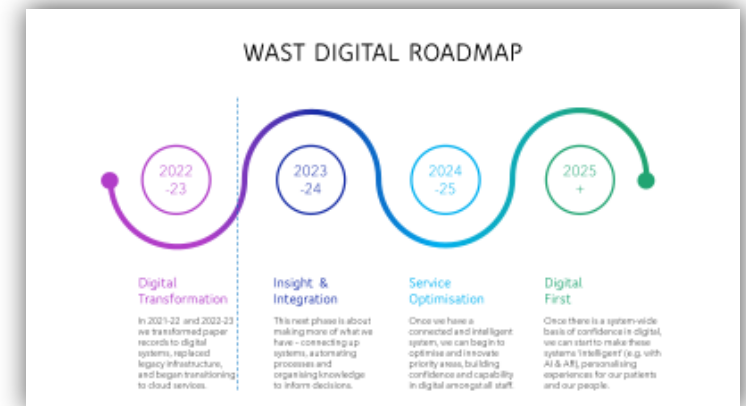
Priority One:

Digitisation enabling better outcomes



'Digital has a key part to play in the transformation of urgent and emergency care – not only as an enabler of innovation within clinical and operational services, but as a direct driver of better access and empowered service users, and appropriate demand management.

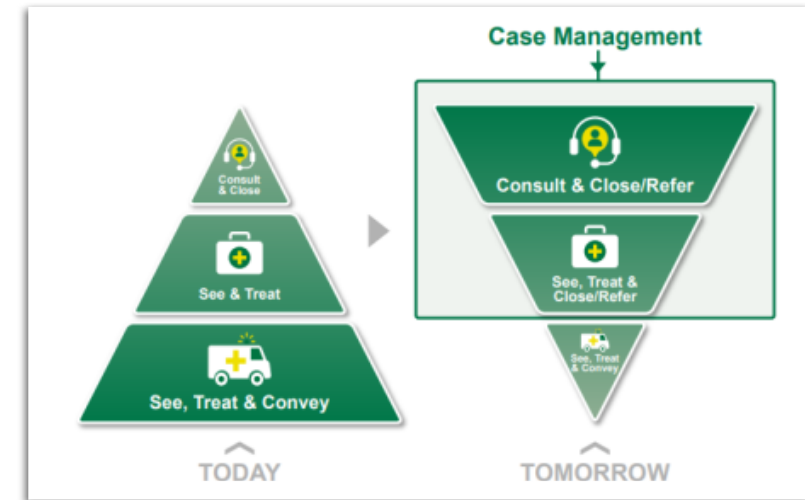
Over the course of the next 12 months, we will be building on the foundational transformation of the past couple of years, connecting up the recently embedded digital platforms and services, and automating processes around the organisation, to **fundamentally change the way we conduct our business.'**



Priority Two:

Advanced practice and specialist working, consult and close and service transformation, including research

Maximise the impact and benefit of the **Clinical Support Desk (CSD)**. As part of the work they are already doing, we are confident that we can **increase consult and close rates to 17%**. One of our priorities for this year, which mirrors that of ambulance commissioners, is to commence **hot clinical reviews** of a proportion of red calls to confirm appropriate category. Discussions are ongoing in terms of the additional resource that would be needed to do this on top of the consult and close priority. We know that to fully realise the value of this growing part of our service, we will need to grow and mature clinical leadership to support the team, and plans are being drawn together to do that.



Continue to develop the **Advanced Paramedic Practitioner (APP)** role, supporting not just our response but the wider health care system (funding dependent). We have a cohort of eligible staff who will become available through the year and we will want to ensure that value is created as a result of the costs incurred in their training. A **bid** will be submitted to Welsh Government as part of their £5m allocation to increased AHPs within Wales. We will also be undertaking some **'tests of change' or creating 'perfect days'** through Q1 where we will work with a Health Board partner to flood an area with APPs to identify the benefits to patients and the system.

Priority Two

Advanced practice and specialist working, consult and close and service transformation, including research



Pilot, evaluate and grow the new **'Virtual Ward' concept**, delivered initially in partnership with St John Cymru. This new service and way of working will move us away from our traditional core service. CSD clinicians will retain clinical oversight of patients, with on the ground St John resource available to undertake face to face observations and provide elements of care which will allow patients to **remain in their homes until the right service for them is available**. As a clear example, patients could remain in their homes overnight until community services open in the morning. There are plans for this service to grow in phases and for it to eventually be a service that maximises our expertise in **remote clinical management** and use of remote technology in a 'once for Wales' approach.

'We have long recognised the aspiration for **R&I to feature as a golden thread across all of our activities**. This, however, continues to be difficult given the challenges faced by the Trust and other ambulance services. We do however continue to embed and integrate R&I within service delivery and care pathways. We recognise how R&I should be a core activity and should be 'everybody's business'. There is recognition for an **R&I culture of openness**, where ideas are discussed and developed at all levels; being inextricably linked to quality & improvement.'



Priority Three

Decarbonisation, fleet modernisation and sustainability

The Welsh Government **targets of a net-zero position by 2030** pose real and complex challenges for the Trust. In response to this, we have established a Decarbonisation Programme Board to take forward the development of our Sustainability and Infrastructure investment requirements in line with our Estates and Fleet SOP deliverables, which will outline the financial and resource implications for the move to a carbon-neutral ambulance Trust. This will need significant input from our colleagues across the Trust and builds on additional investment within the Finance and Corporate Resources Directorate in 2022/23 to establish a programme team and robust governance processes. The relevant business cases in support of Estates and Fleet developments will continue to reinforce the importance of this agenda, and to push us towards a position of carbon neutrality, maximising our use of new technology and responding in a flexible and agile way to the changing external environment. Our Decarbonisation Action Plan can be found in appendix 4 but also our key decarbonisation priorities can be found throughout this document aligned to our plans.



The ask of APC?

Not monitoring delivery but **reporting into UTS at WG**

F&P monitors the IMTP deliverables that are priorities for UTS but may refer for a deep dive to APC

Key issues for APC

- **Championing research and innovation** through the role of the chair
- Understanding where we have **partnerships with key stakeholders** in the research and innovation space and how we influence through research and innovation
- **Promote collaboration** in the research and innovation
- **Supporting the ongoing research and innovation** agenda
- What can we **learn from new partnerships** for other things we want to do across the Trust?
- Keeping a line of sight to **alignment with Trust purpose and strategy**, delivered through the IMTP
- Developing the **WAST 'brand'** aligned to our purpose, strategic direction and university trust status
- Delivery of leadership and structures through T&F group



Thank you for listening

For any questions and/or support, please contact the Communications Team.

WAS.Communications@wales.nhs.uk



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ACADEMIC PARTNERSHIP COMMITTEE HIGHLIGHT REPORT TO BOARD

Trust Board Meeting Date	26 January 2023
Committee Meeting Date	17 January 2023
Chair	Hannah Rowan

KEY ESCALATION AND DISCUSSION POINTS

ALERT

(Alert the Board to areas of attention)

1. No alerts raised from this meeting.

ADVISE

(Detail any areas of on-going monitoring, approvals, or new developments to be communicated)

2. The Committee looked at the **research and innovation model established by the Great Ormond Street Hospital (GOSH)** and the ways in which their innovation and research hubs work to harness revenue potential and link with academic partners for translation to their strategic objectives. Whilst it was recognised that the GOSH model was very mature and for a much larger organisation with a focus on research, it opened discussion on the potential for WAST to adopt a similar model and the opportunities that could present for commercial partnerships and income generation. Aligned to an action already in progress on mapping existing partnerships, an action was taken for the executive to review portfolio alignment and operating models ahead of further discussions in the Committee.
3. A **task and finish group was established** reporting to the Committee which will work through the steps for the appointment of a Non-Executive Director as part of the requirements Trust's University Trust Status (UTS), as well as associated tasks related to change of name and branding. The group will make recommendations to the Committee on the approach to attract candidates to align with WAST's strategic objectives and their role more generally.
4. This was the last meeting of the 2022-23 financial year and the first meeting under the Chair of **Hannah Rowan** who was welcomed to the meeting in that capacity by members.

ASSURE

(Detail here any areas of assurance the Committee has received)

5. The Committee held its **annual effectiveness review**. Responses to questionnaires were reviewed and changes agreed to membership, terms of reference and operating arrangements. The Committee's annual report and revised terms of reference will be presented to the Audit Committee on 20th April and the Board on 26th May.
6. There was a discussion on the UTS priorities (digitisation, advanced practice, and decarbonisation) and both the prospect of them being 'rolled over' into the IMTP 2023-26 and/or new UTS priorities



being included. Welsh Government require that the UTS priorities are part of the IMTP so there is an increased level of monitoring and oversight. Whilst it was felt that UTS priorities should include opportunities for commercialisation and work connected with inverting the triangles, it was recognised that the programmes of work for the IMTP are advanced in line with expected approval dates in March. It was agreed however that the IMTP deliverables would be reviewed with a view to members providing their thoughts on additional UTS priorities, subject of course to executive support and resourcing.

RISKS

Risks Discussed: No risks raised

New Risks Identified: No risks raised

COMMITTEE AGENDA FOR MEETING

1. University Trust Status update and proposal for task and finish group	2. Committee effectiveness review and annual report	3. University Trust Status priorities for 2023-26 IMTP
4. AAA report from October meeting (information only)		

COMMITTEE ATTENDANCE

Name	26 April 2022	19 July 2022	25 Oct 2022	17 Jan 2023
Prof Kevin Davies				
Paul Hollard				
Martin Turner				
Hannah Rowan				
Estelle Hitchon				
Catherine Goodwin	part meeting			
Angela Lewis				
Andy Swinburn				
Jonathan Turnbull-Ross			Chris Evans	Chris Evans
Duncan Robertson				
Trish Mills		Julie Boalch		
Craig Brown				
Mark Marsden				
Keith Rogers				
Representative from Academia				

	Attended
	Deputy attended
	Apologies received
	No longer member