

WELSH AMBULANCE SERVICES NHS TRUST

CONFIRMED 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 NHS England 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