

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 24 OCTOBER 2023 VIA TEAMS

MEMBERS:

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| Hannah Rowan | Non-Executive Director and Committee Chair |
| Kevin Davies | Non-Executive Director |
| Paul Hollard | Non-Executive Director |

IN ATTENDANCE:

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| Alex Crawford | Assistant Director Strategy and Planning (attended for item 44/23 only) |
| Colin Dennis | Trust Chair |
| Estelle Hitchon | Director of Partnerships and Engagement |
| James Houston | Head of Strategy Development |
| Jo Kelso | Head of Workforce Education & Development |
| Angela Lewis | Director of People and Culture |
| Mark Marsden | Trade Union Partner |
| Trish Mills | Board Secretary |
| Alex Payne | Corporate Governance Manager |
| Duncan Robertson | Assistant Director for Clinical Development |
| Jonny Sammut | Director of Digital Services |
| Andy Swinburn | Director of Paramedicine |
| Jonathan Turnbull-Ross | Assistant Director of Quality Governance |

APOLOGIES:

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| Chris Evans | Research Innovation and Improvement Lead |
| Nigel Rees | Assistant Director of Research and Innovation |
| Keith Rogers | Trade Union Partner |
| Martin Turner | Non-Executive Director |

38/23 WELCOME AND INTRODUCTION

Hannah Rowan welcomed everyone to the meeting bilingually and particularly welcomed

Jonny Sammut to his first meeting of the Committee. She also welcomed Colin Dennis, the Trust Chair, who was observing the meeting.

Apologies were received from Martin Turner, Chris Evans, Nigel Rees, and Keith Rogers.

Hannah Rowan gave an overview of the items of business being discussed during the meeting and asked if anyone had any additional items of business they would like to discuss later.

Kevin Davies asked for an update on the academic NED appointments and Estelle Hitchon agreed to provide an update as part of the UTS update later in the meeting.

39/23 DECLARATIONS OF INTEREST

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

40/23 MINUTES OF THE LAST MEETING

The minutes of the meeting held on 15 August 2023 were approved as a correct record.

41/23 ACTION LOG AND MATTERS ARISING

The Action log was discussed, noting that there were two actions requiring an update.

Action 25/23 relating to the memorandum of understanding with the Life Sciences Hub Wales, was agreed to be brought back to the January meeting for a more complete update and was considered work in progress.

Action 32/23 concerning the engagement mapping - providing the name of the internal contact had been completed and the action was closed. Estelle Hitchon agreed to work with Jonny Sammut on how best to share the document with Committee members together with Non-Executive colleagues to update in a secure way.

RESOLVED: That the

- 1) action log was reviewed and updated; and**
- 2) Highlight report was received.**

42/23 INTERPROFESSIONAL FRAMEWORK FOR SIMULATION EDUCATION

Hannah Rowan provided some background information for members in terms of the Committee encouraging research innovation, enhancing partnerships with other organisations both academic and otherwise, with the potential for the Committee to host a meeting at Matrix House to see first hand the work that was happening around education in the Trust.

Due to the current financial climate together with the time cost to staff, Jo Kelso offered to share elements of the ongoing work by way of a presentation to learn about simulation-

based education.

Jo Kelso began by saying the Interprofessional Simulation Based Education and Training was a collaboration inside both the NHS and Social Care and it was a Pan-Wales project.

An example of a cross sectoral initiative that sees Health and Social Care organisations working together to co-produce a solution for the furtherment of meaningful lifelong learning that ensures employers and awarding institutions (such as the universities the Trust commissions future workforces through) have a shared approach enabling learners to focus on developing their knowledge, understanding and skills, not navigating different approaches every time they encounter interprofessional simulation-based learning activities'

Jo Kelso spoke of the fantastic feedback received by staff who enjoyed the scenario-based approach as opposed to a theoretical one, which gave an insight into understanding boundaries of scope of practice, empathy for the roles colleagues play, and seeing advanced skills in practice, which ignited the passion to study further. It was expected to include colleagues from 111 and the Clinical Service Desk in time.

Jo Kelso confirmed the intention to publish the framework and its findings to expand the approach with assistance from Welsh Government, to ensure all organisations in both NHS Wales and Social Care use this framework. There was also ambition for this to become an international publication.

Kevin Davies commented on the powerful messages in the presentation and how this experience could be shared with a wider audience. It was mentioned that Cardiff Metropolitan University had an all-Wales accreditation initiative underway with Welsh Government.

Jo Kelso confirmed that quality was not a variable and people should be using the framework as a statutory minimum and a tool to push themselves. People with expertise had been brought together to combine their knowledge to merge them in a meaningful way to ensure that wherever someone received this education it would be an equally good experience.

Paul Hollard queried the opportunities to engage with private providers of social care, blue light partners, and St John. He mentioned the opportunity of income generation and the impact on patient experience.

Jo Kelso confirmed that representation from private social care were included and commented on the need to educate people to do the right thing in the right way to ensure a workforce focussed on excellent patient care delivery, which could be done efficiently.

Spaces had been opened up to the use of immersive suites, not for income generation at this time, but for use by palliative care specialists for recruitment purposes, which was providing good visceral results. It was noted that the Trust needs would need to be met initially to ensure best practice prior to looking at income generation.

Major incident training was undertaken in an outside space and with upcoming events planned, footage would be recorded for use in the immersive suites, which would be used to

run off drills and reinforcing.

Estelle recognised the statutory and mandatory training staff had to undertake and asked if there were opportunities to transfer some of the training into this space, appreciating that corporate staff undertake a different role to front line staff. It was noted that everyone needed to complete the Prevent Learning.

All training that the Trust mandates could be put into this new environment working with colleagues to get ideas and put the educational slant on it, which could be monitored and would allow the Trust to say it had done everything possible to ensure the people had the knowledge and could apply it.

Jonathan Turnbull-Ross commented on the real opportunity to bring the role to life, especially with areas such as health and safety, infection control etc, all of which was key to keeping people safe in a real-life setting.

It was recognised that much training had been done with care homes, however due to the turnover of staff, it was important to find a framework with understanding on both sides to bring the role to life.

Jonathan Turnbull-Ross also spoke of the positioning of this work being important for the University Trust Status (UTS).

Jo Kelso confirmed she was already engaged with other ambulance services to ensure modules were relevant to job roles and Yorkshire Ambulance Service led on a piece of work on how to manage a fire in your vehicle which would be a package on our system shortly, in addition to the ESR requirement.

Ensuring styles to suit all individuals was important for those staff who connected better in a reading and audio environment.

The Committee commended Jo Kelso on the standard of her presentation and noted the learning techniques used and asked that thanks be passed to the team involved behind the scenes.

RESOLVED: that the publication of the research be brought back to a future meeting of the Committee when available.

43/23 UNIVERSITY TRUST STATUS UPDATE

Estelle Hitchon provided the most recent update, and explained that the policy lead at Welsh Government had changed since the commencement of the process and advice received was that nothing was yet to be considered by the Minister, due to having been preoccupied with the response to the current national financial situation.

Estelle Hitchon thanked all those who had shared the academic Non-Executive Director (NED) job advert and noted there had been some interest in the role. However, a disconnect still remained between the policy and legal position where Welsh Government continue to suggest that to change the establishment - with respect to applying for University Trust

Status (UTS) - would require recruitment of an academic NED from a University with a medical or dental school, which conflicted with previous advice which was that this would not be a requirement of being awarded UTS.

It was being viewed by the Trust as a hurdle to be overcome as there has been a precedent set with Public Health Wales not having the same requirement for University status. Recruitment for an academic NED will continue at this time until further advice had been received from Welsh Government.

Hannah Rowan confirmed that the Trust's confidence in the direction of travel had not changed despite recent challenges. She was grateful for the patience and persistence of Estelle Hitchon and Trish Mills, acknowledging that written confirmation of the outcomes had been recorded.

Trish Mills confirmed that conversations had been held around the Trust being different to Health Boards but were unable to have these conversations directly with the Welsh Government's legal team. The Committee were sufficiently assured of progress through the rigorous conversations and the necessary steps taken.

RESOLVED: That the update from Welsh Government was awaited to inform if a change to the recruitment process was needed.

44/23 UNIVERSITY TRUST STATUS (UTS) AND OTHER COMMITTEE RELATED ITEMS IN IMTP 2024-2027

The Committee took the opportunity to review afresh the elements of the Integrated Medium Term Plan (IMTP) for 2024-27. Noting the three UTS priorities have progressed, morphed and changed over the last two years. The priorities are as follows:

Priority 1 – digitisation enabling better outcomes.

Priority 2 – advanced practice and specialist working, consult and close and service transformation, including research

Priority 3 – decarbonisation, fleet modernisation and sustainability

Recognising that it had not been easy to track back to the IMTP, focus on the progression of the UTS together with the adoption and embedding of the Research Governance Framework had been progressed by the Committee.

Estelle Hitchon and Alex Crawford spoke to the Committee about the work already ongoing in the IMTP, what was relevant to the work of the Committee and what the explicit connections were that the Trust wanted to make around UTS and the Trust priorities.

The context of the presentation was about clarity, understanding the current position, what the options were, and how to define the UTS priorities going forward.

Estelle Hitchon suggested modifying the priorities to ensure they were more aligned to the

direction of travel.

The original priorities sat with other areas of the organisation and reported to different places with Finance and Performance Committee having the oversight.

Alex Crawford highlighted key areas of work that were already ongoing in each of the priority areas identified.

Andy Swinburn stated that a pot of research money was needed as the opportunity to secure funds from elsewhere were not necessarily aligned to the Trust's business objectives with bigger players bidding for the same money in areas where it was more aligned.

Recognising that Directorates are doing work in the research and innovation space, academic rigour was required, and the Committee was well placed to do that.

Paul Hollard raised the need to be more succinct in what had been achieved. If the priorities were going to be closed to develop the next, it needed to be clear what was going to be achieved and how as the Committee could not move on to another set without being 100% clear what had been done with the previously agreed priorities. The Committee priorities should be directed by the Trust priorities and was the vehicle through which those priorities were driven, challenged, and supported. Alex Crawford confirmed that scope of pace and simplifying the message would be a discussion to be held at a Board Development session.

The Research Governance Framework included matters which should be priorities for this Committee, such as how research could grow in order to have a stable foundation.

Paul Hollard mentioned that WIIN had not been discussed recently and asked if it integrated into this work. Jonathan Turnbull-Ross confirmed that there had been no investment in Quality Improvement for some time with frustrations around having good ideas but unable to make them happen. He suggested the strength of the Committee could draw all of this together choosing the direction and who the system partners were. Alex Crawford was interested in what the priorities for this Committee gave to the organisation in terms of value from a strategic point of view. There was an opportunity for the Trust to do smaller pieces of research which then would draw attention and bring more funding. Alex Crawford agreed to feed back to the Programme Board.

James Houston acknowledged the size of the organisation in relation to enticing research, however reflected on some of the emerging conversations with Association of Ambulance Chief Executives (AACE) around the ambulance sector visioning and recognising that the Trust was a pacesetter in terms of the level of ambition. How do we leverage this and position ourselves to our benefit to try to attract this research and academia into the organisation. Our level of influence in terms of shaping it is greater than some of the larger trusts.

Hannah Rowan brought the discussion to a close and agreed that growing research capacity would be on the agenda, formalising the partnerships, the engagement mapping and making sure that these connections were there. She was interested in the role that this Committee had in supporting education, the significant link between the work that Jo Kelso

was doing and UTS.

Hannah Rowan thanked Alex for his presentation.

RESOLVED: That the points raised within the discussion would be brought back once drafted to ensure the Committee has a clear understanding of the priorities to be monitored.

45/23 RESEARCH AND GOVERNANCE FRAMEWORK UPDATE

The August meeting saw the first appearance of the Welsh Government and Health and Care Research Wales (HCRW) national NHS Research and Development Framework. The proforma had now been completed by WAST and Andy Swinburn updated members on the intense but positive meeting he attended last week with six attendees from Healthcare Research Wales (HCRW). There was particular interest in the NED academic recruitment and the level of interest shown and how this sits with our University Trust Status. HCRW asked about links with Swansea University given the history of Swansea pre-hospital care space. Andy Swinburn noted there was a need to make the links clearer going forward.

A refresh of the Clinical Strategy was imminent and would become a Clinical Plan, with a separate but linked Research and Development Plan.

A good discussion on succession planning and capacity of researchers and how the Trust could build the team was had with HCRW and members, and the need to build on the existing but small team and support the wider organisation getting involved in research and innovation - not as a separate role but embedded into job descriptions and business as usual.

The submission framework was well received and the structure that this offered whilst noting the issue around acceptance of PhD roles and the Trust being unable to support them. The Committee would continue to monitor the maturity of the framework and support the refreshing of the research and innovation plan in 2024/25.

Hannah requested a report for a future agenda looking at what the opportunities and barriers were to understand why people were not taking them up and how the Trust could increase and grow its capacity.

The next steps were vague and outcomes following the meeting were awaited which would inform the next steps. Andy Swinburn agreed to link in with Trish Mills to discuss how it would relate to the Committee.

It was recognised that there were elements of research within the Advanced Paramedic Practitioner job description, but the level of involvement may be significant and impact their patient facing activity. Further work was needed to review what is done around multi professional advanced practice to ensure the four pillars of advanced practice, were addressed.

Hannah concluded by saying it was a good opportunity for the Trust to think strategically and ensure energy was focused on prioritising and using the capacity to move forward. She thanked Andy Swinburn, Nigel, and the team.

RESOLVED that the contents were noted and assurance of our organisational journey in delivery against the Framework was gained.

46/23 ACADEMIC PARTNERSHIPS COMMITTEE TASK & FINISH GROUP UPDATE REPORT

Hannah Rowan confirmed that much of the business had already been covered and that the report would be taken as read.

Members agreed that as and when the hurdles around the University Trust Status had been overcome, a debate would be had around not just the name change for the insertion of the word 'university', but a broader discussion on the name of the organisation.

RESOLVED: That the update report was received.

47/23 COMMITTEE PRIORITIES Q3 PROGRESS UPDATE AND CYCLE OF BUSINESS MONITORING REPORT

Hannah Rowan commented on the importance of how the Committee holds itself to account and moving forward it would be aligned further to the IMTP priorities.

Attention was needed in communicating to the wider organisation the purpose and focus of this Committee which would be discussed at the next agenda setting meeting, prior to the 2023/24 effectiveness reviews.

RESOLVED: That the report was noted.

48/23 KEY MESSAGES FOR BOARD DECISIONS / ACTIONS

These messages would be picked up in the highlight report and reported to the next Trust Board meeting.

49/23 DATE OF NEXT MEETING:

The date of the next Committee meeting is 16 January 2024.