

POWYS TEACHING HEALTH BOARD

CONFIRMED

PERFORMANCE & RESOURCES COMMITTEE MINUTES OF THE MEETING HELD ON TUESDAY 6 OCTOBER 2020 VIA MICROSOFT TEAMS

Present:

Mark Taylor	Independent Member (Chair)
Mel Davies	Independent Member
Ian Phillips	Independent Member
Tony Thomas	Independent Member

In Attendance:

Carol Shillabeer	Chief Executive
Pete Hopgood	Director of Finance and IT
Hayley Thomas	Director of Planning and Performance
Julie Rowles	Director of Workforce and Organisational Development
Jamie Marchant	Executive Director of Primary, Community and Mental Health Service
Claire Madsen	Director of Therapies and Health Sciences
Alison Davies	Director of Nursing and Midwifery
Jayne Lawrence	Assistant Director of Primary Care Services

Observers:

David Collington	Community Health Council
Rebecca Collier	Health Inspectorate Wales
Elaine Matthews	Audit Wales

Apologies for absence:

Rani Mallison	Board Secretary
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Committee Support:

Liz Patterson	Corporate Governance Manager
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MEETING GOVERNANCE	
P&R/20/16	<p>WELCOME AND APOLOGIES FOR ABSENCE</p> <p>The Chair welcomed everyone to the meeting and confirmed the meeting was quorate. Apologies for absence were noted as recorded above.</p>
P&R/20/17	<p>DECLARATIONS OF INTEREST</p> <p>No declarations of interest were received.</p>
P&R/20/18	<p>MINUTES OF THE PREVIOUS MEETING: 30TH JUNE 2020</p> <p>The minutes of the meeting held on 30th June 2020 were AGREED as being a true and accurate record.</p>
P&R/20/19	<p>MATTERS ARISING FROM THE PREVIOUS MEETING</p> <p>There were no matters arising.</p>
P&R/20/20	<p>PERFORMANCE AND RESOURCES COMMITTEE ACTION LOG</p> <p>The Committee RECEIVED the updated Action Log.</p> <p>P&R/19/64 – Board Development Session on Decarbonisation. This session had been held and the action was closed.</p> <p>P&R/20/12 – Waste Management Procurement Process. An update will be brought back to Committee</p>
ITEMS FOR APPROVAL/RATIFICATION/DECISION	
There were no items for approval, ratification or decision at this meeting.	
ITEMS FOR DISCUSSION	
P&R/20/21	<p>CONTINUING HEALTH CARE ANNUAL REPORT 2019-20</p> <p>The Director of Nursing and Midwifery presented the report which largely covered the period prior to the covid-19 pandemic.</p> <p>Independent Members queried the clarity of parts of the report and it was suggested that a small group meet to discuss this matter. Executives welcomed this constructive challenge and it was AGREED that the following participants meet for this purpose: Director of</p>

	<p>Nursing, Director of Primary, Community Care and Mental Health, IM Mark Taylor (Chair) and IM Ian Phillips. Action: Director of Nursing</p>
P&R/20/22	<p>PERFORMANCE OVERVIEW</p> <p>The Director of Planning and Performance presented the report advising that this was the same report which had been presented to Board the previous week. Normally this report would have come to Performance and Resources Committee first but alterations in Committee dates due to the pandemic had meant this had not been possible.</p> <p>An update was given in respect of missing data provided to Board regarding the number of patients in August 2020 waiting more than 52 weeks which was confirmed as 73. The error was due to reporting issues in relation to Robert Jones and Agnes Hunt hospital which NWIS are working to correct. Local tracking of cases had enabled this discrepancy to be identified.</p> <p>Welsh Government were reviewing performance arrangements and changes may be implemented to the national reporting arrangements. In respect of wait times there is a discussion regarding how to capture the clinical need and priority on a case by case basis and also how to capture the new digital ways of working.</p> <p><i>Given that performance indicators are a blunt tool it would be good to be able to receive assurance that urgent cases are being given the necessary priority.</i></p> <p>It is also intended to report performance on essential and routine services.</p> <p><i>The report on restarting services is useful and a report including performance would be welcome.</i></p> <p>The Director of Planning and Performance indicated a consolidated report would be provided to the next meeting. Action: Director of Planning and Performance.</p> <p>The contents of the Performance Overview were NOTED.</p>
P&R/20/23	<p>FINANCIAL PERFORMANCE MONTH 05, 2020-21</p> <p>The Director of Finance and IT presented the report advising it was the same report which had been presented at Board the previous week. Attention was drawn to the blended forecast on page 8 of the report which set out six scenarios depending on the level of</p>

	<p>service required. The intention was to reduce the potential scenarios to three or four but this was proving difficult due to the number of variables. Current block contracts were likely to continue in Wales for Welsh providers whilst in England the intention was to continue block arrangements but with a decrease in cost to recognise the significant under performance during the first six months of the year. Confirmation has been received from Welsh Government that £15.5million would be made available to cover covid-19 direct and indirect costs.</p> <p><i>Does the funding confirmed provide the organisation with the flexibility required in the coming months?</i></p> <p>The Director of Finance and IT confirmed that the organisation plan could operate within the confirmed funding (with a number of risks and opportunities to be managed) but any future demand for surge capacity above planned levels would result in additional cost pressure and a potential deficit position.</p> <p><i>Have Welsh Government considered the range of forecasts that has been included in this report?</i></p> <p>The returns to Welsh Government have clearly set out the assumptions used to produce the range of scenarios for the blended forecast. The forecasts are as accurate as can be produced with clear identification of the assumptions made and the risks to delivery of the forecast. Surge capacity will only be provided if and when required.</p> <p>The Director of Workforce and OD confirmed that a paper would be submitted to the next Gold meeting with workforce and finance working closely on these issues.</p> <p><i>Can the key message on page 11 'general expenditure to remain at 2019/20 level' really be considered to be accurate?</i></p> <p>The Director of Finance and IT advised that the inclusion of covid related spend complicates the picture but overall this statement remains correct.</p> <p>The Financial Performance Report was NOTED.</p>
P&R/20/24	<p>FRAMEWORK FOR DELIVERY AND PERFORMANCE OF THE HEALTH BOARD EFFICIENCY AND SAVINGS PROGRAMME</p> <p>The Director of Finance and IT presented the paper and explained how this framework was an important step in supporting the Health Board moving to a value based approach. This moves away from historic allocation of savings target on a department basis to an approach focusing on pathways and best outcomes with resources allocated to the appropriate areas. The steps to developing the framework moves across Technical Efficiency, Operational Efficiency, Clinical Variation and</p>

	<p>Outcomes with the organisation moving along the continuum towards outcomes.</p> <p><i>This is a significant shift in focus from the approach taken over the last 30 years. The last page of the framework includes the statement 'Where a scheme is not delivering agree the action required to get the scheme back on track'. How will this be assured?</i></p> <p>The Director of Finance and IT noted that the organisation had an agreed level of funding and was ambitious in its priorities and plans. To achieve this ambition, it was necessary for savings / efficiencies to be made to increase funding available above the levels as allocated, and these need to be delivered. The position on spend and savings is reported to this Committee and the framework will support and strengthen increased visibility and actions in this area.</p> <p>The Director of Planning and IT noted the importance of making the right choices of where to focus intention and the need to approach this from the perspective of value-based health care. A decision on where to focus resources would need to be taken in alignment with other Health Boards from which services are commissioned.</p> <p>The Director of Workforce and OD advised that her team were working with Finance to develop a cost-conscious culture.</p> <p>The Chief Executive noted this different approach and advised that the Interim Medical Director was working closely across different teams to maximise the ability to deliver across pathways which should improve outcomes.</p> <p><i>This is an excellent paper but it is not clear on the timeline of when altered arrangements achieve the outcome of reduced expenditure.</i></p> <p>The Director of Finance and IT advised that the programme reporting arrangements included reports to Performance and Resources Committee where progress against targets would be open to challenge.</p> <p>The Efficiency Framework and implementation date of October 2020 was NOTED.</p>
P&R/20/25	<p>INFORMATION GOVERNANCE PERFORMANCE REPORT</p> <p>The Director of Planning and Performance presented the report on behalf of the Board Secretary noting that arrangements for Information Governance were generally</p>

	<p>improving but there was some way to go before becoming fully compliant. There was confidence that the necessary improvements could be made however, there is also an acknowledgement that the pandemic may have an impact on this.</p> <p><i>Does the organisation have the right structures to deliver arrangements in respect of information governance post covid-19?</i></p> <p>It is the view that the right structures are in place at present but with respect to arrangements post covid-19 this position may need to be reconsidered.</p> <p>It was noted that some Freedom of Information requests are extremely complex and can take a considerable amount of time and co-ordination to process.</p> <p><i>Do any of the problems relate to records management?</i></p> <p>It is understood that progress is being made in relation to arrangements with records management. There is a strong push for staff to use WCCIS which will assist with records management arrangements.</p> <p>The Information Governance Performance Report was NOTED.</p>
P&R/20/26	<p>PRIMARY CARE SERVICES PERFORMANCE REPORT</p> <p>The Director of Primary, Community Care and Mental Health presented the report together with the Assistant Director of Primary Care Services.</p> <p><i>Why is the practice at Builth Wells unable to demonstrate that calls are answered within 2 minutes?</i></p> <p>The Builth Wells practice invested in a new phone system to meet the new access standards but the reporting module was not purchased. Although assurance frameworks were suspended due to the pandemic the Health Board are not receiving information from other sources that this is a particular problem.</p> <p><i>What steps are being taken to return to normal services when there are such variances between practices?</i></p> <p>It has been a challenging time for health care professionals and the Health Board has worked closely with practices. Strong relationships are in place with GPs, in particular in the way that hospitals are supported, however, Powys covers a huge area and it is acknowledged that different practices have been affected differently by the pandemic.</p>

	<p>From October 2020 there is an expectation from Welsh Government that full service provision would be available. All practices will be able to meet this deadline apart from Ystradgynlais who have indicated they are no longer able to provide sexual health services. Alternative arrangements for this service will be put in place. The organisation has worked closely with GPs to amend practice standards within the pandemic environment.</p> <p>A variety of support packages have been made available to practices in respect of recovery plans. The arrangements between the practices and the Health Board is contractual but it is always the intention to agree any changes by consent. It was confirmed that all Care Homes in Powys are covered by a Direct Enhanced Service (DES).</p> <p>The Primary Care Services Performance Report was NOTED.</p>
P&R/20/27	<p>DENTAL SERVICES PERFORMANCE REPORT</p> <p>The Director of Primary, Community Care and Mental Health presented the report together with the Assistant Director of Primary Care Services.</p> <p><i>Are all practices offering a normal service?</i></p> <p>All services are open and offering triage and are bringing people in as necessary. All except for two practices are able to offer Aerosol Generating Procedures (AGPs), however, if a patient requires treatment which is not available in these two practices, the patient can be referred to other practices. Whilst pain relief and urgent support is in place check-ups are yet to be restarted due to the length of time it takes to see a patient and clean the room between patients.</p> <p>The Dental Services Performance Report was NOTED.</p>
P&R/20/28	<p>ESTATES UPDATE</p> <p>The Director of Planning and Performance together with the Assistant Director Estates and Property presented the report.</p> <p><i>With a shortage of plumbers are there enough trained staff to undertake the planned preventative maintenance work?</i></p> <p>The system that has been developed now facilitates an understanding of the workload and the skill sets that are required in this regard.</p>

	<p><i>The graph on page 3 is enlightening showing by a large margin the majority of backlog maintenance work is in Bronllys (£41million). It will be important to focus on an innovative approach to deliver improvements as soon as practically possible. Without this the organisation will never get on top of this problem.</i></p> <p><i>It is acknowledged that the Estates department has achieved much in recent years, however, this is an area where pressure will continue to be felt. It is important that residents and staff have access to the good facilities which are available elsewhere in Wales.</i></p> <p>It is acknowledged that the starting position is low and it is important to develop an environment that people are attracted to work in. This will be a long journey and it will be necessary to attract a considerable amount of funding to address it. In the long-term estate work needs to match the model of care and it is this which will attract support from Welsh Government.</p> <p><i>From what is said in a Committee meeting the direction of travel is clear, however, this is not clearly articulated in the strategic property framework. Including what has been said within the strategy will give confidence to those tasked with assessing funding projects.</i></p> <p>It is agreed that this is important however, it is always necessary to retain a degree of flexibility the importance of which has been demonstrated in the ability of the service to respond to the pandemic. The Innovative Environments Group will closely consider the work programme and it may be necessary to reset the course. If this is necessary a report will be brought back to Committee.</p> <p><i>The importance of ensuring that plans for workforce, digital and environments are all aligned.</i></p> <p>The Estates Update was NOTED.</p>
ITEMS FOR INFORMATION	
P&R/20/29	REVIEW OF COMMITTEE PROGRAMME OF BUSINESS
OTHER MATTERS	
P&R/20/30	<p>ITEMS TO BE BROUGHT TO THE ATTENTION OF THE BOARD AND OTHER COMMITTEES</p> <p>No items were noted.</p>

P&R/20/31	<p>ANY OTHER URGENT BUSINESS</p> <p>Independent Member Tony Thomas was appointed as Vice-Chair for the interim period until the new Independent Members had been appointed and the position would be reviewed.</p> <p>The Chair thanked the previous Chair Independent Member Matthew Dorrance for the work he had undertaken chairing the Committee over the previous year.</p> <p>No other urgent business was raised.</p>
P&R/20/32	<p>DATE OF THE NEXT MEETING: 22 February 2021, via Microsoft Teams.</p>