

**UNCONFIRMED MINUTES OF THE OPEN MEETING OF THE WELSH  
 AMBULANCE SERVICES NHS TRUST, HELD ON THURSDAY 26 MARCH  
 2015, IN VANTAGE POINT HOUSE, CWMBRAN**

**BOARD MEMBERS**

**PRESENT:**

Mick Giannasi	Chairman of the Board
Tracy Myhill	Interim Chief Executive
Mike Coupe	Director of Strategy, Planning and Performance
Emrys Davies	Non Executive Director
Kevin Davies	Non Executive Director
Pam Hall	Non Executive Director
Judith Hardisty	Director of Workforce and Organisational Development
Sara Jones	Director of Quality and Nursing
Brendan Lloyd	Executive Medical Director
John Morgan	Non Executive Director and Vice Chair
James Mycroft	Non Executive Director
Gordon Roberts	Head of Operations Betsi Cadwaladr University
Patsy Roseblade	Director of Finance and ICT
David Scott	Non Executive Director
Martin Woodford	Non Executive Director

**TRUST BOARD**

**REPRESENTATIVES:**

Leanne Hawker	Partners in Healthcare Lead
Nigel Heal	Staff Side Representative (RCN)
Nathan Holman	Staff Side Representative (GMB)
Melfyn Hughes	Welsh Language Officer
Lee-Anne Leyshon	Head of Communications
James Moore	Assistant Director, Organisational Design & Development
Steve Owen	Corporate Governance Officer
Bleddyn Roberts	Staff Side Representative (UNITE)
Ruth Saele	Quality and Nursing Manager
Dawn Sharp	Corporate Secretary

**APOLOGIES**

Mike Collins	Director of Operations
Michael Jose	Staff Side Representative (UNISON)

**OBSERVERS**

Susan Sandham	CHC Representative (Left during Minute 25/15)
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## 12/15 CHAIRMAN WELCOME AND UPDATE

The Chairman of the Board, Mick Giannasi, opened the meeting and reminded everyone that it was being audio recorded. He welcomed everyone to the main part of the meeting in particular Ruth Saele, Quality and Nursing Manager, Susan Sandham, CHC representative, James Moore, Assistant Director Organisational Design and Development, Lee-Anne Leyshon, Head of Communications and Gordon Roberts, Head of Ambulance Operations Betsi Cadwaladr University Health Board Area.

The Chairman of the Board notified Members that there were, amongst other issues, important items which required discussion. They included the Integrated Medium Term Plan (IMTP) which would be the Board's final opportunity to consider it prior to submission to Welsh Government (WG), the finance report and the proposed changes to the Board and Committee structure.

There had been an improvement in performance, however there were still significant pressures within the unscheduled health care system. An immense amount of work to address these issues had been carried out and it was to be noted that the Interim Chief Executive had provided the Trust with effective leadership which had resulted in the Trust's overall improving position and external perception of the Trust.

Staff Side representation at the Board was to be reduced to two and it had been confirmed that Nigel Heal (RCN) and Bleddyn Roberts (UNITE) would be the representatives and that this would take effect from 1 April 2015.

**RESOLVED: That the oral report of the Chairman of the Board be received.**

## 13/15 INTERIM CHIEF EXECUTIVE'S REPORT

The Board received the oral report of the Interim Chief Executive. The following points were highlighted:

- **Performance** - During the last few months there had been continuous improvement in performance commenting that 66% of red calls had been reached within 11 minutes; the significant reduction of hospital handover in most areas had contributed to the overall improvement in performance. An 'Explorer' project was due to be conducted within the Cwm Taf area to determine the issues surrounding poor performance, other areas where performance could be improved would also be looked into.
- **Trade Union** - Further progress was being made in improving partnership working. The first of the series of three partnership workshops had been very positive and a valuable use of time for all concerned.
- **Social Media** - The Trust now had a Facebook account as well as a Twitter account both of which provided the ability for the public to engage with the Trust.
- **Key posts** - there were several key posts, critical to the Trust's development in going forward which had been filled or were due to be filled in the near future. These included a lead for the Workforce and OD programme, posts within the Corporate governance function, a new Head of Performance, and Head of Control.

- **Corporate functions** - There were several issues which required addressing including the establishment of performance management arrangements for the Corporate areas.
- **Senior Management Team** - This team had been established which was an opportunity for the Trust to create more breathing space and allow for the Executive Directors to focus on key strategic issues.
- **Community First Responder (CFR)** - The CFR development day held on 21 March had been a tremendous success and a note of thanks was recorded for all those involved.

**RESOLVED: That the oral report of the Interim Chief Executive be noted.**

#### **14/15 PROCEDURAL MATTERS**

The Corporate Secretary brought the Board's attention to two changes with regard to the Interim Chief Executive's update which had been amended and circulated prior to the meeting.

**RESOLVED: That**

- (1) **the standing declaration of Mr Emrys Davies as a retired member of UNITE be noted;**
- (2) **the declaration of interest appointment of Martin Woodford as Vice Chair as referred to in item 13 of this agenda be noted**
- (3) **the Minutes of the open and closed sessions of the Board held on 23 January 2015 be confirmed as a correct record subject to the corrections as circulated; and**
- (4) **the urgent business approved by the Chairman and Interim Chief Executive in consultation with other Non Executive Directors since the last meeting – Ref 2/2015 - Extension to Car Park at Headquarters and Reroof of Newtown Ambulance Station, 3/2015 Procurement of 130 “corpuls 3” ambulance defibrillator and cardiac monitors, 4/2015 Lease Renewal – Porthmadog Ambulance Station and 5/2015 Further procurement of additional 13 “corpuls 3” ambulance defibrillator be approved.**

#### **15/15 ACTION LOG**

**RESOLVED: That the update on the Action Log be noted.**

#### **16/15 PATIENT EXPERIENCE**

The Chairman of the Board welcomed Leanne Hawker, Partners in Healthcare Lead who presented the patient story.

The story featured Elizabeth Nicholas from Cardiff who related the events of Sunday 1 February 2015 through an audio recording which concerned her father. Her father, who suffered with Alzheimer's and was profoundly deaf, had fallen at home. The family were very anxious and concerned not only with the issue surrounding communication, but also

what the fall had been attributed to. Verbal communication with him was very difficult and a 'white board' was used as a form of messaging with him. The story had focused primarily on the dignity and respect the ambulance crew involved had shown to her father which she recalled had been exemplary.

Elizabeth had been very keen to ensure that all staff involved in responding to her father were thanked for the excellent care and attention they provided.

The Welsh Government had published a vision and action plan for improving the support and care of people with dementia in Wales. These prioritised improving service and information provision, ensuring earlier diagnosis and improvement of the relevant training.

The Partners in Healthcare Lead further added that there were a number of initiatives the Trust was taking forward with regard to Dementia and Deafness which included:

- Launch of 'hello my name is'.... campaign
- Dementia training and 'This is me'.... initiative launched by the Alzheimer's society
- Promotion of the principles of the dignity in care; and
- Convening a task and finish group to implement elements of the accessible healthcare standards

**RESOLVED: That**

- (1) the patient story be noted; and**
- (2) a note of thanks be recorded and forwarded to the crew involved.**

## **17/15 MINUTES OF COMMITTEES AND OTHER BODIES**

### **Minutes of the Quality Delivery Committee held on 27 January and 24 February 2015.**

Emrys Davies, Non Executive Director provided Members with an overview of various issues that had been discussed at previous QDC meetings and asked Members to receive the Minutes and endorse the items as detailed within those Minutes:

**RESOLVED: That the Minutes of the Quality Delivery Committee held on 27 January and 24 February 2015 and the recommendations and resolutions contained therein be endorsed.**

### **Minutes of the Audit Committee open and closed sessions held on 8 January 2015**

David Scott, Non Executive Director provided Members with an overview of the matters considered by the Committee and Members were asked to receive the Minutes of the Audit Committee noting the specific items within those Minutes:

**RESOLVED: That the Minutes of the open and closed sessions of the Audit Committee held on 8 January 2015 and the recommendations and resolutions contained therein be endorsed.**

### **Emergency Ambulance Services Joint Committee**

**RESOLVED: That the Minutes of the Emergency Ambulance Services Joint Committee held on 25 November 2014 and EASC summary report of 27 January 2015**

**be received.**

**Welsh Ambulance Services Partnership Team (WASPT)**

**RESOLVED: That the Minutes of the Welsh Ambulance Services Partnership Team held on 5 November 2014 be received.**

**Welsh Health Services Specialised Committee (WHSSC)**

**RESOLVED: That the Minutes of the WHSSC Committee meeting held on 25 November 2014 and 27 January 2015 be received.**

**18/15 INTEGRATED PERFORMANCE REPORT (IPR)**

The Director of Strategy, Planning and Performance introduced the report and assured the Board that the format of the IPR would in future mirror the structure and contents of the Integrated Medium Term Plan.

The Interim Chief Executive brought Members attention to the new Committee structures and explained how by adopting the new systems within, a more streamlined and efficient approach within the organisation would be created.

**RESOLVED: That**

- (1) the update be noted; and**
- (2) the Integrated Performance Report be remitted to the Quality Delivery Committee for detailed discussion.**

**19/15 FINANCE REPORT – MONTH 11 2014/15**

The Director of Finance and ICT presented the financial position at the end of month 11. Members' attention was drawn to the Voluntary Early Release Scheme (VERS) and whether the VERS funding allocated to the Trust was required to be returned to WG. The Director of Finance and ICT explained that ongoing discussions would provide a final solution in terms of the way forward in this regard.

In terms of capital expenditure, Members were informed that the Trust had recently been allocated an additional amount (£161,000) which had been used to improve its ICT functionality.

The Chairman of the Board welcomed comments from Members: The following points were raised:

- What would the consequences be should the contract award regarding the software licences not be returned from the Minister's office in time to meet the deadline. The Director of Finance and ICT explained that should that be the case, there were other software licences that the Trust would be able to purchase that would otherwise be purchased in 2015/16.
- In terms of savings, were there any opportunities within the existing savings plan that had not been realised and exploited and would be carried forward. The Director of Finance and ICT's response was yes there were and that this would happen.

- The Director of Finance and ICT provided further clarity on the Voluntary Early Release Scheme (VERS). It had recently been agreed with the WG Director of Finance for Health that the funding allocated could be used for redundancy which had originally not been the case when the Trust had started to accrue for it.

**RESOLVED: That the financial position as reported for month 11 and the associated key risks and issues be noted.**

## **20/15 STRATEGIC TRANSFORMATION PROGRAMME (STP) - UPDATE**

The Director of Strategy, Planning and Performance presented the report which demonstrated how the projects and workstreams of the STP had been included within the Integrated Medium Term Plan (IMTP).

The Chairman of the Board reminded Members that the Strategic Transformation Board had been established to create the means to drive forward the strategic change of the ambulance service. He stressed that the Trust should not lose the reporting strands with WG it already had in place and the transformation process must continue at pace.

**RESOLVED: That**

- (1) the attached update be noted;**
- (2) the future status of the STP in that it be integrated within the IMTP be agreed; and**
- (3) an interim benefits realisation update be provided to the Board on 30 July 2015**

## **21/15 MOVING TOWARDS BEING A QUALITY LED ORGANISATION**

The Director of Quality and Nursing presented the report which provided an update in terms of progress in moving towards a quality led organisation. Furthermore the Director of Quality and Nursing informed the Board it was her intention that future papers would provide details of the Trust's learning from patient experience and how it could understand the quality of the patient experience and care.

Members further discussed at length how the Trust intended to develop the way forward in moving towards being a quality led organisation.

**RESOLVED: That**

- (1) the work undertaken to date including the development of a framework for the Quality Improvement Strategy, supporting Operations with the development of the local Performance Framework, establishment of a Mortality Review Group, approved Quality Impact Assessment Process and an Infection Prevention & Control Code of Practice be acknowledged;**
- (2) the internal reviews of 'Putting Things Right' and Safeguarding to be completed by the end of March 2015 be noted;**
- (3) the implementation of the Welsh Government 'Quality Themes' to enable a**

**consistent Trust wide approach and message regarding what quality means be endorsed and that these themes be incorporated into both corporate and local documents;**

- (4) the likelihood of the Trust undergoing a Health Inspectorate Wales (HIW) inspection based on one or more of the quality themes during 2015/16 be noted;**
- (5) the Standards for Health internal assessment progress with the outcomes based assessment, which will provide a baseline to move forward with the new standards and Health Inspectorate Wales inspection approach be noted; and**
- (6) the Corporate Secretary provide clarification the in terms of the date and membership of the Scrutiny Panel.**

## **22/15 VIOLENCE AND AGGRESSION UPDATE REPORT – MARCH 2015**

The Director of Workforce and Organisational Development presented the report which illustrated how the Trust was dealing with the challenges faced by operational staff in dealing with violence and aggression directed against them.

Members raised the following comments:

- Further discussion should take place between the Association of Chief Police Officers (ACPO) and the Interim Chief Executive in terms of dealing with alcohol related assaults on ambulance staff and how this issue should be dealt with.
- It transpired there was general reluctance amongst ambulance crews to report incidents involving violence and aggression to the police as this might have repercussions if assailants knew the staff.

**RESOLVED: That**

- (1) the report be noted; and**
- (2) the Interim Chief Executive be asked, in future discussions with ACPO, to raise the issue of alcohol related assaults on ambulance crews.**

## **23/15 HEALTH COURIER SERVICE (HCS) TRANSFER FROM WAST TO NHS WALES SHARED SERVICES PARTNERSHIP (NWSSP)**

The Director of Workforce and Organisational Development provided the Board with an overview of the details involved concerning the HCS transfer. The Director commented that the transfer process had progressed very proficiently which was further echoed by the Director of Finance and ICT.

The following comments were raised:

- The Director of Finance and ICT referred Members to paragraph 26 of the report and explained it had been agreed that the HCS contribution into the Trust of £150k would be invoiced to the NHS Wales Shared Services Partnership which would therefore increase the Trust's income level by that amount.

- The Director of Workforce and OD informed the Board that there would be a change of livery on the vehicles and a new uniform for staff would be issued. The general view of the staff involved in the transfer ranged from ambivalence to excitement.

**RESOLVED: That**

- (1) **the transfer of HCS to NHS Shared Services Partnership with effect from 1 April 2015 be ratified; and**
- (2) **a note of thanks be recorded for all staff involved in the process, in particular to Tony Chatfield, Phillippa Doble, Anna Stein, Dylan Parry and Dave Fisher.**

#### **24/15 MENTAL HEALTH ANNUAL PLAN UPDATE 2014**

The Executive Medical Director presented the Trust's Mental Health Annual Plan and Annual Report and thanked all staff involved in its production.

**RESOLVED: That the Trust's Mental Health Annual Report 2012 - 2013 with addendum 2014 be approved.**

#### **25/15 PROPOSED BOARD AND COMMITTEE STRUCTURE FROM 1 APRIL 2015**

The Chairman of the Board outlined the proposed Board and Committee structure which was to become effective from 1 April 2015.

**RESOLVED: That**

- (1) **the revised structure as set out in Table 2 with effect from 1 April 2015, with terms of reference for the new bodies as set out in Annex 1 and 2 to the report be adopted and be subjected to review both at their first meeting and six months hence;**
- (2) **the timetable of meetings as set out in Annex 5 to the report be agreed;**
- (3) **the Chairman and Membership of Committees as set out in Table 4 be agreed;**
- (4) **the appointment of Non Executive Director Martin Woodford as Vice-Chairman of the Board from 1 April 2015 be agreed; and**
- (5) **the Corporate Secretary be authorised to make the necessary changes to the key governance documentation.**

#### **26/15 INTEGRATED MEDIUM TERM PLAN (IMTP) - DRAFT**

The Director of Strategy, Planning & Performance presented the IMTP. He emphasised that, in line with expectations, the Plan set out an ambitious strategy which also met with Commissioner requirements and also provided evidence that the Trust was financially viable, had a grip on the quality agenda and was well managed. He also emphasised the close working relationship that was evolving with the new Chief Ambulance Service Commissioner.

The Medical Director provided the Board with a more detailed description of the new model

of care for EMS and the five steps of the new emergency ambulance pathway.

The Director of Finance & ICT provided the Board with an update on progress in the modernisation of PCS. The Director of Finance and ICT also noted that the income projection for 2015/16 provided the Trust with the most robust financial baseline for many years.

In response to the Chairman's invitation to comment, Members raised the issue of capacity to deliver the number of projects within the four IMTP programmes. The Director of Strategy, Planning & Performance confirmed that an exercise was planned to confirm priorities for year one, which projected required additional support and the adequacy of current project and change management resources.

The Interim Chief Executive also confirmed that additional external support was now available to support this exercise. It was agreed that the Board should be appraised of the outcome.

**RESOLVED: That**

- (1) the report be noted; and**
- (2) subject to the alterations as discussed, the IMTP be approved for submission to WG**

**27/15 2015/16 BUDGET UPDATE**

The Director of Finance and ICT presented an update on the 2015/16 budget. There were significant cost pressures which were brought to the Board's attention and these were due to be discussed at length at the next Executive Team meeting. The Trust must achieve £4.5m savings in the next financial year and the Trust had currently identified £104k of actual deliverable savings.

Members raised the following points:

- Caution must be applied in terms of how the additional £8m of funding was to be expressed and it was confirmed by the Director of Finance and ICT that it sat under Transformation funding.
- The approved development list at this stage was not yet complete and would be further ratified at the next Executive Team meeting.
- Finance Managers had used due diligence to identify savings, taking into account the levels of expenditure from the previous year, however this had not identified any savings.
- The Trust must agree a budget that both demonstrated it was deliverable and was balanced.
- A further iteration of the Budget was required and it was agreed that a special Board meeting be convened as soon as possible to apply further scrutiny of the Budget.
- It was agreed that the Director of Finance and ICT and Non Executive Director, Martin Woodford prepare the necessary wording that would meet the Board's need for

assurance and entry into the finance framework.

**RESOLVED: That**

- (1) the working draft budget recognising that individual directorate budgets would, at this stage, be set excluding the additional £8m funding received and excluding development requests be approved; and**
- (2) a special Board meeting be convened as soon as possible to consider, scrutinise and approve the Budget.**

**RESOLUTION TO MEET IN CLOSED SESSION**

*Representatives of the press and other members of the public were excluded from the remainder of the meeting having regard to the confidential nature of the business to be transacted in accordance with the requirements of Section 1(2) of the Public Bodies (Admissions to Meetings) Act 1960.*

Reports relating to the items of business in these minutes can be found on the Trust's website, [www.ambulance.wales.nhs.uk](http://www.ambulance.wales.nhs.uk)