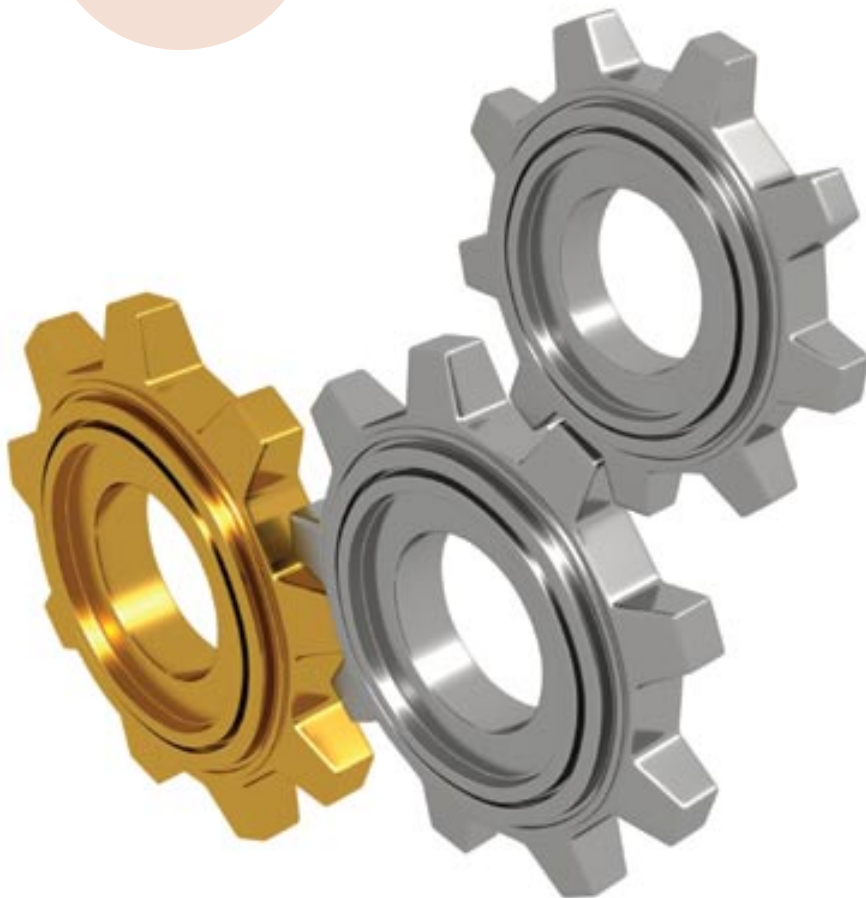


THE **WELSH NHS** CONFEDERATION  
CONFFEDERASIWN **GIG CYMRU**



# Annual Review 2010



## Foreword



The past year has seen public sector spending at the forefront of the public's consciousness like never before. How the NHS spends its money, and how it plans to do so in the future, has come under the spotlight from government, the media and the public. During this time of political change and intense financial scrutiny, the Welsh NHS Confederation has been supporting members to inform the public debate, influence the political decision-making process, and provide a collaborative all-Wales voice on a range of complex and contentious issues.

Throughout the year, we have undertaken a variety of projects to support members on matters of strategic importance as the NHS in Wales seeks to modernise and improve services at the same time as achieving an unprecedented level of savings.

This annual review presents an overview of the work we have undertaken on behalf of members throughout this challenging time. Much of the work we do takes place behind the scenes, with our political and media work often based on relationship building and background briefings. This work, although not always visible, allows us to successfully inform the decision-makers and influencers, and ensure that the viewpoint of the NHS in Wales is represented in the public debate.

Our support to members is often in the form of practical help, such as our corporate support function that facilitates all-Wales executive groupings to undertake their joint business effectively and promote collaborative working across organisational boundaries. We also act as a central co-ordinating hub in forming unified responses to consultations and committee inquiries.

Our annual conference attracted over 250 delegates in 2009 and again provided much to inspire and challenge, as well as a unique opportunity to network with leading figures from across health and the public services. This year has also seen us take a growing role in supporting the NHS in its communications with the public, whether it is through our own press comments and interviews, or through our training events designed to equip board members with the tools and knowledge they need to communicate effectively through the media.

The work of the Welsh NHS Employers' Unit has gone from strength to strength and during 2009/10, we project managed a number of high-profile pieces of work on workforce development. The involvement and leadership of the Employers' Unit has given NHS Wales a stronger voice in UK-wide negotiations, and has also led to a more collaborative and unified approach to workforce policies and procedures across Wales.

We aim to be an organisation that works to enhance public confidence in the NHS in Wales and its management. As the squeeze on public sector spending tightens its grip in the coming months, our success as an organisation will rely upon our ability to anticipate and respond to the changing environment around us and provide the right support to our members when it is needed. Our forward work programme is included in this annual review to provide an overview of our future plans.

I hope this review gives you a useful overview of our work and achievements throughout the past year. Thank you for all your continued support.

**Kate Watkins**  
Acting Director

## About Us

The Welsh NHS Confederation brings together all of the statutory organisations that make up the NHS across Wales. Working with our members, we support the NHS in improving the health of the population and in the planning and delivery of high quality healthcare, through our following core activities:

### **Connecting**

We bring people together from all parts of the NHS and from the wider health community, in order to strengthen relationships and share innovation.

### **Influencing**

We ensure that the overall direction of the health debate in Wales is informed and influenced by the views of our members. We work closely with the media to support the better understanding of the NHS amongst the citizens of Wales.

### **Supporting**

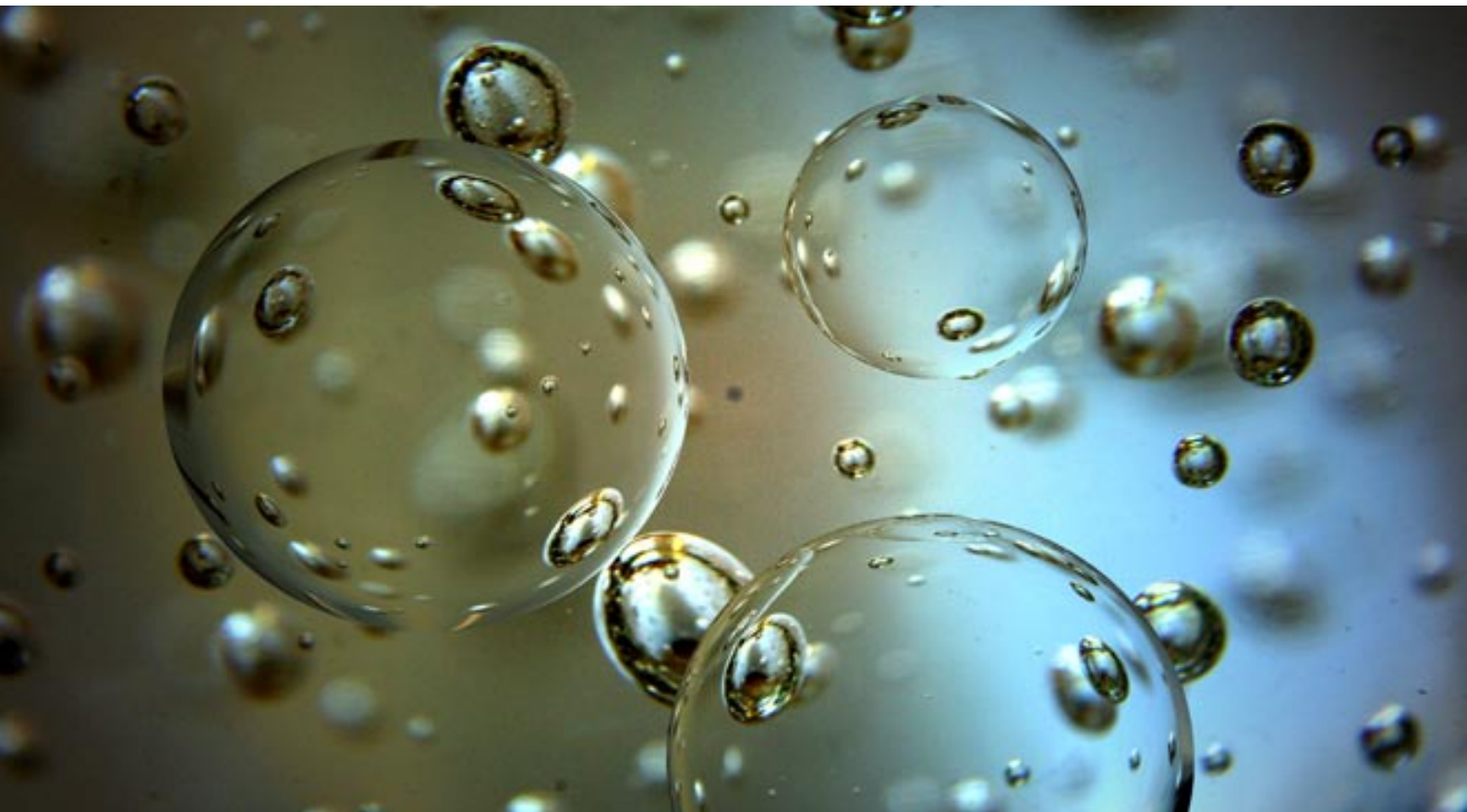
We provide practical support to our members through events, publications and the co-ordination of consultation responses.

### **Informing**

Our publications connect people with information and ideas to aid shared learning across the service and present innovative thinking from outside the usual sources.

### **Supporting Workforce Development**

By co-ordinating and representing the interests of NHS organisations as employers, we are able to act as their voice in negotiations inside Wales and on the UK stage.





## Working for Members 2009/2010

### Political influencing

The Welsh NHS Confederation has again this year supported the NHS in seeking to influence Welsh Assembly Government, Assembly Members and senior officials to shift opinions, attitudes and strategic outcomes. We have liaised with government, politicians, special advisors and officials on a number of specific designated areas of policy.

#### *Influencing the political debate*

The topic of maintenance of the NHS estate was high on the political agenda in January. Ahead of a Liberal Democrat debate on NHS estates that took place in the Senedd, we held discussions with members, NHS Estates, AMs and Special Advisors to produce a briefing document prior to the debate entitled *Maintaining the Estate: The £505 million challenge?*

This document sought to challenge some of the assumptions upon which the debate was based, influence the debate itself and provide the NHS perspective on this issue to a wider audience. We further sought to tie the issue of estate maintenance to the wider issues surrounding the future configuration and usage of our hospitals.

The outcomes of our intervention on this issue included: -

- A robust debate in the chamber that included several references and quotes from our briefing.
- An accurate NHS point of view was fully aired as part of a debate that would otherwise have been absent.
- Follow up interest from the media that gave us further opportunity to present the NHS view on the current situation and future direction of NHS estate – in particular through our regular column in the Western Mail.
- Increased trust and influence within the Welsh Assembly Government.

## **National Assembly Committees**

LHBs and NHS Trusts in Wales along with the Welsh NHS Confederation are often the recipients of requests to provide either written and/or oral evidence to National Assembly legislative and scrutiny committees.

Consequently, further to discussion between the Welsh NHS Confederation and its members, we secured an agreement to adopt a standardised approach to ensure that all calls for evidence are processed in a timely, efficient and effective manner by the Welsh NHS Confederation on behalf of the NHS in Wales.

This year we have provided this service to members for the following committee requests:

- Legislation committee inquiry into the proposed Mental Health (Wales) Measure
- Health, Well-being and Local Government Committee inquiry in relation to Local Safeguarding Children Boards
- Petitions Committee inquiry into staffing levels in A&E departments
- The Health, Wellbeing and Local Government Committee inquiry into Orthodontic Services in Wales
- The Health, Wellbeing and Local Government Committee inquiry into Post Traumatic Stress Disorder Treatment Services for Veterans

In responding to calls for evidence, we work to ensure that the response given is fully informed, and represents the views of NHS Wales as a whole. We also ensure that representatives at oral evidence sessions are fully supported throughout the process. For example, during the Health, Wellbeing and Local Government Committee inquiry into Orthodontic Services in Wales, we fielded the call for evidence, determined with the CEO group the best way forward, requested and collated the written evidence for submission, handled the request for oral evidence and negotiated who would be attending, briefed, accompanied and de-briefed the NHS staff attending the committee.

For more information on our political influencing work, and our work with the National Assembly committees, please contact Kate Watkins: - [kate.watkins@welshconfed.org](mailto:kate.watkins@welshconfed.org)



## **Corporate Support**

The corporate support function is a valued service provided by the Welsh NHS Confederation to the chairs, chief executives and boards of the NHS organisations in Wales. The Confederation acts as a central liaison and communication point between all the statutory NHS organisations in NHS Wales, promoting effective partnerships with each other, and with local government and the Welsh Assembly Government. In 2009/10 we have had the following key achievements: -

### **Executive grouping support**

We have expanded the support we provide to executive groupings which has allowed us to build relationships with and between board secretaries. We attend their monthly meetings to ensure appropriate linkage with discussions held at other all-Wales executive meetings. We also facilitate direct reporting from the all-Wales Directors of Finance executive grouping to the all-Wales CEO grouping and we are key members of the Workforce and OD Directors group.

### **Vice-chair support**

We co-ordinate all-Wales meetings for vice-chairs and Directors of Primary, Community and Mental Health Services, ensuring linkage with the voluntary sector where appropriate.

### **Cross public sector collaboration**

We have begun discussions to reconvene the strategic liaison group, bringing together representatives from local government and the NHS.

### **All-Wales correspondence**

We support the preparation of routine correspondence, submissions and responses on behalf of NHS Wales, such as responses to information requests and progress reports from a variety of external organisations and individuals.

## **Board champions**

We are co-ordinating work to establish a consistency of approach to the role and function of board “champions”. Our work will identify the aims and responsibilities of each of the different board champion roles to ensure consistency across Wales.

## **Service representation**

We play a central role in identifying, nominating and supporting service representation on all-Wales Task & Finish Groups and steering groups, such as the all-Wales Dementia Action Plan Implementation Group, and the Autistic Spectrum Disorder Action Plan Implementation Group.

## ***Efficiency and Innovation Programme***

The Efficiency and Innovation Board was set up by the Minister for Business and Budget this year with the aim of transforming the operational efficiency of public services, promoting innovation and workforce engagement in the way that services are designed and delivered to citizens.

The emphasis of the Board is on working together across public services and with the citizens of Wales in the co-ownership and co-design of services.

The Welsh NHS Confederation is represented on the Board, and we actively support the New Models of Service Delivery Workstream, led by the chief executive of Aneurin Bevan Local Health Board, Andrew Goodall. The Confederation is also represented by Jonathan Davies on the Efficiency and Innovation Communications Steering Group, which has a remit to provide communications support during this time of transformation in public services.

As part of the ongoing work of the Efficiency and Innovation Programme, the Public Services Summit took place in early July, with a focus on health as its key theme. The Welsh NHS Confederation produced a publication for the event to demonstrate how the NHS is developing new models of service delivery through strategic change and partnership working.

The document, entitled ***Efficiency, Innovation and Collaboration: How the NHS in Wales is meeting the challenge***, featured an inventory of innovative projects taking place across Wales that involve joint working between health and social care. It was the first time an exercise had taken place in Wales to produce an overview of joint working projects, and served to highlight the innovative practice being taken forward by our members to a high-profile audience.

For more information please contact Neil Desmond: [-neil.desmond@welshlhb.org](mailto:-neil.desmond@welshlhb.org)

## Workforce Development

The Welsh NHS Employers' Unit supports the strategic agenda of the NHS in Wales from a workforce perspective. The Employers' Unit represents health boards and trusts in Wales on workforce issues at a strategic level; helping employers to make the most of the potential of their workforce; and as a consequence improve the quality of service and provide better patient care.

The Unit co-ordinates and represents the interests of NHS organisations as employers, acting as their voice in discussions and negotiations both inside Wales and on the UK stage. In 2009/10 we have had the following key achievements: -

### Representing the NHS as an employer

We represent employers on the Welsh Partnership Forum to ensure a co-ordinated employer voice is heard, and we attend the UK NHS Staff Council and its Executive Committee to present the case for Welsh employers in national-level discussions. We represented the NHS at a number of Wales wide and UK fora, including the Wales Revalidation Delivery Board, Junior Doctors Review Group, Joint Negotiation Committee for Junior Doctors, Joint Wales Consultant Contract Committee, Wales Modernising Scientific Careers Implementation Group, and the NHS Employers Modernising Scientific Careers Reference Group.

In addition to our representation role on the Wales Revalidation Delivery Board, we also actively supported the IT/Appraisal and Remediation workstreams until resources were made available by WAG and the Deanery, respectively.

### Supporting all-Wales workforce development

We supported the Employment Strategy Practice Group and facilitated a piece of work to identify workforce related efficiency savings.



We led on the development of a workable and acceptable proposal for the establishment of pay thresholds for both qualified and unqualified bank workers, as well as developing generic terms of engagement for bank workers.

### **Providing an all-Wales voice on employment issues**

We co-ordinated a number of responses to national consultations on behalf of the service including the responses to the GMC consultation on Revalidation and the NHS Employers consultation on the harmonisation of non-core hours arrangements.

### **Developing all-Wales HR policies**

We continue to lead on the development of all-Wales HR policies. Policies completed during the year included grievance, disciplinary and sickness absence. We continue to work on policies for capabilities, rehabilitation, secondment, dignity in the workplace and special leave.

### ***Bank Nursing***

Under the direction of the Welsh Partnership Forum, a group of management (HR, nursing, finance and payroll) and staff side representatives was tasked with undertaking a piece of work to consolidate the terms and conditions of bank nurses across Wales.

The Welsh NHS Employers' Unit project managed the development of this work, co-ordinating and leading the project, as well as facilitating discussion between management and staff side representatives and undertaking specific areas of research. During initial meetings, we discovered the complex nature of the issues and very diverse practice across the NHS in Wales relating to pay rates, annual leave, sickness, application of KSF, and approach to orientation and training.

As a result, we undertook a comprehensive survey of bank leads to establish a detailed understanding of the current practice in relation to issues such as terms and conditions, pay bands, payment of premium rates, training, management of sickness absence, management of annual leave etc. This information was used as a basis for the development of a model terms of engagement.

Following a financial analysis and detailed negotiations, we facilitated an agreement that as a general principle, NHS organisations pay the equivalent of Agenda for Change pay rates for both qualified and unqualified bank workers at the appropriate band for the level of skills and expertise required for the shift. The proposal was subsequently approved at the Welsh Partnership Forum Business Committee in September and this will be implemented by the Service in the new year.

For more information please contact Andrew Davies: - [andrew.davies@welshemployers.org](mailto:andrew.davies@welshemployers.org)

## Media work and communications support

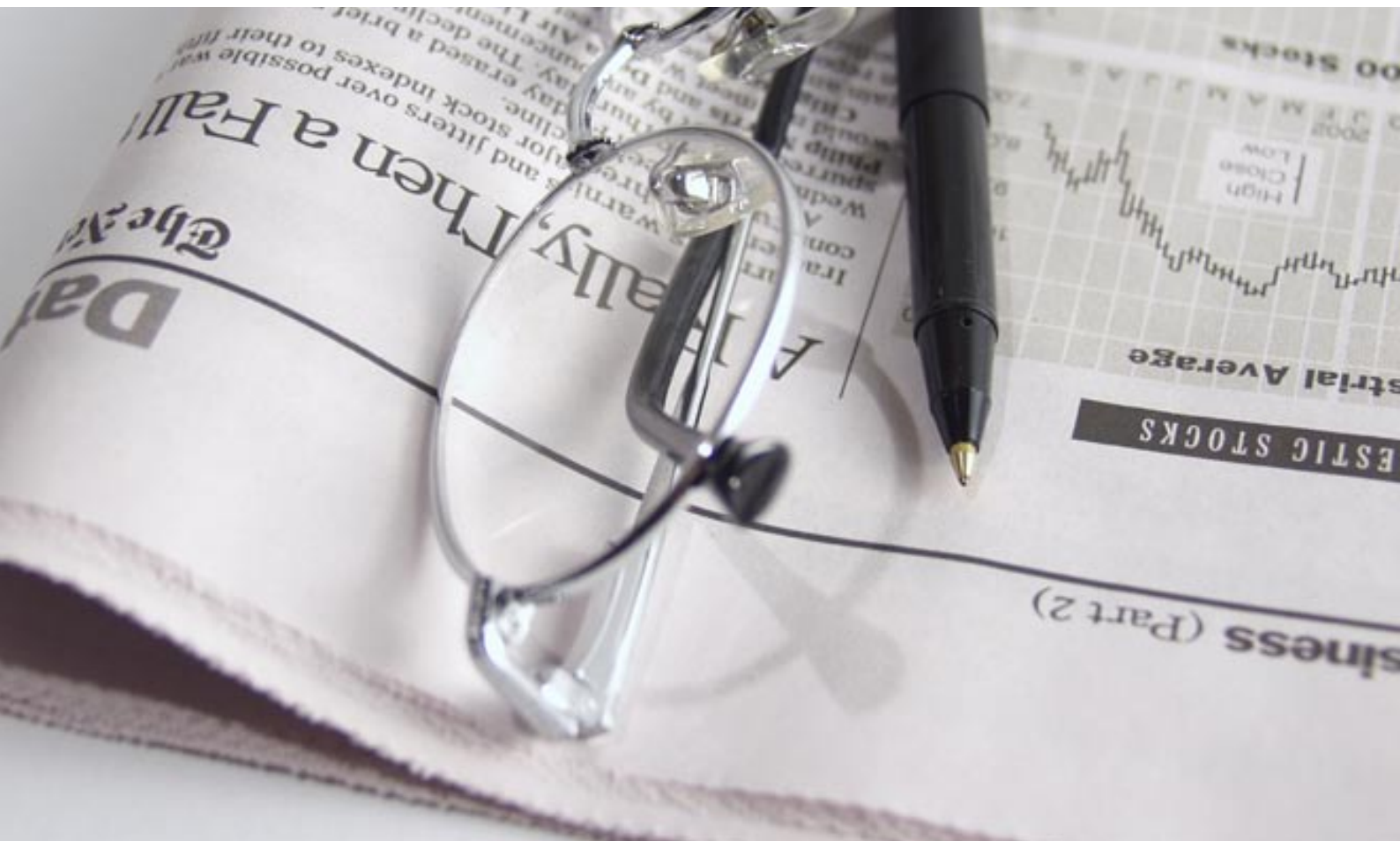
How the NHS spends its money, and how it plans to do so in the future, has come under the glare of the media spotlight this year more than ever before. During this time of intense political and public scrutiny, the Welsh NHS Confederation has been supporting members to inform the public debate and provide a balanced viewpoint on difficult issues. Our unique position as an all-Wales membership body allows us to provide a collaborative voice on how the NHS is steering its course through the challenging environment. In 2009/10 we have had the following key achievements: -

### Public sector spending

The Welsh NHS Confederation has become the authoritative voice for the NHS in Wales on media stories about how the health service is preparing for the impending public sector spending cuts. We have provided balanced, informed and clear comment to the press and media across Wales and the UK explaining what the financial climate means for health services in Wales. In all our media work, we continually stress the key message that the NHS must reduce the unsupportable burden we currently place on our hospital services through better prevention of ill health and a community-based model of care.

### Highlighting examples of good practice

An important part of our role in securing balanced press and media coverage is to provide journalists with examples of good practice by our members. We work with local communications officers across Wales to source case studies which showcase the changes happening on the ground to modernise and improve services. Over the year, we have secured positive coverage for a number of initiatives, including:



- A rapid recovery scheme for orthopaedic patients in north Wales which allows patients to return home sooner.
- A number of projects across Wales which are treating patients at home and preventing hospital admissions, including examples in Rhyl, Carmarthen, and Ebbw Vale.
- A health and resource centre in Monmouth which is reducing travelling times for patients, and promoting closer joint working between secondary and primary care, and social services.
- A scheme in Gwent which is reducing DNA rates for outpatient appointments.

### **Informing the debate**

The majority of the communications support that the Welsh NHS Confederation provides takes place behind the scenes. We work with programme editors, producers and journalists to brief them on the strategic direction of the NHS in Wales. By informing the people who make the stories, we can ensure that coverage is more balanced and informed than it would otherwise have been. Our weekly column in the Western Mail health pages allows us to provide more detailed comment on health policy and is an effective tool to inform the decision-makers in Wales and influence the influencers.

### ***Training communicators***

In this time of change when difficult decisions will have to be made, clear and effective communication with the public is crucial. In order to help our members in this aim, the Welsh NHS Confederation commissioned a series of media training sessions for each Local Health Board and NHS Trust in Wales. Delivering the sessions are Penny Roberts and Tony O'Shaughnessy of Tower Media, previously Chief Reporter and Current Affairs Editor of BBC Wales respectively. Working with Tower Media, we built a bespoke programme designed specifically around the needs of Welsh NHS Confederation members. The training delivers in-depth media skills to four board members or senior clinicians, with a focus on practical exercises to develop interviewing skills as well as an opportunity to learn more about the media environment in Wales and how journalists work. We have received very positive feedback from the sessions so far.

In addition to the media training, we are also hosting a Masterclass with Tower Media for communications officers in Wales. This event will equip communications professionals with the skills to cascade the media training exercises to other members of staff in their organisation, and give them a more in-depth understanding of how to handle relationships with journalists and the media.



*A round-up of our Western Mail articles during 2009/10*

1. December 2009 – How Wales is making the vision of integrated care a reality
2. January 2010 – Tackling the burden of alcohol on NHS services
3. February 2010 – Putting dignity at the heart of services for older people
4. March 2010 – The reality behind the rhetoric about NHS management
5. May 2010 – Beyond efficiency savings
6. July 2010 – Making the case for centralising specialist services
7. August 2010 – The status quo is not an option
8. September 2010 – Why climate change is an issue for us all
9. October 2010 – Upgrading services, not downgrading hospitals

For more information, please contact Sian Owen: - [sian.owen@welshconfed.org](mailto:sian.owen@welshconfed.org)

## Events

Events are a core part of the work of the Welsh NHS Confederation. During the year we run several different types of events for our members. Events serve several purposes. They:

- Connect members across organisations
- Keep them informed of new and interesting ideas
- Provide a platform for our influencing agenda
- Connect members with new thinking

### *Annual Conference*

Our annual conference is our flagship event and the largest health conference in Wales. Each year, we ensure that the programme features a range of world-renowned speakers presenting their insight into the big strategic challenges facing the NHS and public services in Wales.

The conference is attended by leaders from across the Welsh health service, along with representatives from local government, the voluntary sector, the private sector, Welsh Assembly Government officials and Assembly Members. The First Minister for Wales, the Minister for Health and Social Services and the Chief Executive of NHS Wales each address the conference every year, which demonstrates the importance and significance of this annual event.

Our 2010 conference will see a change from our usual format, as we work together with the Welsh Assembly Government, NLIAH and Public Health Wales on a collaborative and international conference focused on chronic conditions.

*Embracing the Challenges: Changing Conditions* draws on the expertise of leading international specialists on the topics of preventing illness, improving services and finding sustainable and affordable solutions for the future.

Speakers include Professor Chris Ham, Sir Ranulph Fiennes and Dr John Merenich of Kaiser Permanente. Planning for this year's conference is well advanced and we are expecting another strong turnout.

Last year, a packed conference hall of over 250 delegates came together to hear a number of inspiring, thought-provoking and entertaining sessions for our 2009 Annual Conference, *Thinking Forward, Thinking Different*.

Highlights included a frank and entertaining insight into the experiences of Greg Dyke during his time as Director General of the BBC, a fascinating outside perspective on health devolution by Professor Scott Greer, and an inspirational account of the remarkable work carried out by NHS staff in the 203 Field Hospital in Afghanistan.

### **Masterclasses**

In a new format launched this year, the Welsh NHS Confederation hosted a series of early evening Masterclasses, designed to provide an informal environment to learn from expert guest speakers on a range of strategic topics. Topics discussed at the Masterclasses included:

- **Leadership through organisational change** – with Simon Jose, Senior Vice President of GlaxoSmithKline in the UK
- **Friends or foes? Engaging with politicians in Wales** – with former Minister for Health and Social Services, Dr. Brian Gibbons

- **Working in the spotlight: Getting the media inside** – with former BBC Wales chief reporter, Penny Roberts, and former BBC Wales Current Affairs Editor, Tony O'Shaughnessy
- **Taking a strategic approach to your workforce** – with Paul Kearns, HR strategy consultant and author



### **Board development**

In 2009/10, we continued our programme of development events for chairs and independent members of Local Health Boards and NHS Trusts in Wales. The aim of the board development programme is to provide:

- independent board members with a sound understanding of the health and social care environment in Wales,
- training in identified priority policy areas,
- guidance on how to differentiate between the role of the board and that of the executive team, and
- background to governance issues in an NHS environment.

In 2009, we held a series of board development sessions in locations across Wales to introduce new independent members to these concepts in the context of the newly restructured NHS Wales. We built on these sessions with a further two sessions in 2010 focused on the priority area of mental health.

For more information, please contact Sandra Cummings: [-sandra.cummings@welshconfed.org](mailto:-sandra.cummings@welshconfed.org)

## Publications

Publications are an important part of our work. We produce a wide variety of publications throughout the year which serve a number of purposes:

- to update members on the policy developments both inside and outside Wales,
- to present the latest thinking from leading management and health experts, and examples of best practice from around the world,
- to inform external audiences such as politicians or public sector partners on service developments and initiatives taking place in NHS Wales,
- to inform our members of news and updates from the National Assembly and Europe,
- to inform our members of our work on their behalf.

In 2009/10, we produced the following publications:

1. ***The whole is more than the sum of its parts – a new holistic management approach***  
A briefing looking at the concept of systems thinking and its potential benefits for NHS Wales.
2. ***One Step Beyond: A new co-productive community relationship***  
A review of the concept and possible application of co-production as a policy tool for NHS Wales.
3. ***UK Emergency Budget 2010***  
This briefing gave an overview of the headline issues of the UK government's emergency budget in June, outlining the key points for the NHS in England, and also adding the Confederation's viewpoint on what the budget could mean for Wales.
4. ***Dealing with national debt: lessons from Canada and Sweden***  
With UK borrowing at an all-time high and public spending coming under increasing pressure, this briefing looks at the approaches taken by Canada and Sweden when they were facing similar challenges in the 1990s.
5. ***A guide to devolved government in Wales***  
The release of this publication was timed to coincide with the Masterclass on political engagement with Dr Brian Gibbons AM. This briefing gives a comprehensive overview of the how the political process has evolved in Wales since devolution, and explains the workings of the National Assembly, including its committees and how it gains legislative competence.
6. ***Efficiency, Innovation and Collaboration - How the NHS in Wales is meeting the challenge***  
We produced a publication for the Public Services Summit to demonstrate how the NHS is making substantial improvements to its efficiency and effectiveness through strategic change and partnership working.
8. ***Summary of UK election Manifestos***  
This provided a summary of all the main commitments made by each of the four main parties for the recent General Election.
9. ***More than just a press release: NHS Communications: What it means, how to do it, and why bother***  
If the NHS in Wales is to succeed in transforming the services it provides against a challenging financial backdrop, we will need to think radically about our approach to communications. This member briefing sets out the thinking behind successful communications strategies.

10. ***High Quality Care for All - NHS Next Stage Review Final Report***  
Briefing on the above report in England
11. ***Maintaining the NHS Estate – the £505 million challenge?***  
This briefing was issued to AMs ahead of an Assembly debate on maintenance of the NHS estate.
12. ***Bay Watch***  
We produce Bay Watch, our round-up of health-related news from the National Assembly, on a weekly basis. This is one of our most popular services, which regularly receives positive feedback.
13. ***Bulletin/Workforce Bulletin***  
Bulletin is produced quarterly to keep members, and wider stakeholders, informed of all our activities. Bulletin is complemented by the publication Workforce Bulletin, which gives a more detailed overview of work carried out by the Welsh NHS Employers' Unit on strategic workforce issues.

All of our publications are available to download from our website at [www.welshconfed.org](http://www.welshconfed.org)



# Forward work programme

The Welsh NHS Confederation has a number of projects ongoing that will form part of our work programme for 2010/11. Among the pieces of work being taken forward include:

## **On-call**

The Welsh NHS Employers' Unit will co-ordinate a Wales wide project to ensure that NHS organisations in Wales have on-call payment arrangements that are consistent across Wales and adhere to the principles of equal pay for work of equal value.

## **Publications**

- Mental health: a guide for independent board members
- Sustainability Through Design (Joint work with the Institute for Rural Health)
- Rockies to the Rhondda Revisited
- Transformation for the nation: The case for change in the NHS in Wales
- National Assembly Elections 2011 - Manifesto Summary
- Realising the benefits of NHS Wales restructuring

## **Masterclasses**

A new series of Masterclasses focusing on a range of strategic topics.

## **Workforce and OD Directors**

The Directors of Workforce have requested that the Welsh NHS Employers' Unit provide support for the establishment of an employers' group that will develop and articulate an NHS employers' perspective on workforce issues.

## **Communications support on comprehensive spending review**

After the Comprehensive Spending Review announcement, we will continue to work closely with the media and communications officers in Wales to explain the implications for the Welsh NHS.

## **Manifesto development and Assembly elections**

In the lead up to the Assembly elections in May, we will work with our political and media contacts to influence manifesto development and inform the public debate. We will also be producing or own 'Prescription for Health' that will highlight the issues that we believe will be key for the new Government.

## **Board development**

We have been commissioned to organise a Team Wales event for independent board members in support of our ongoing board development programme.

## **Independent member networks**

We are shortly due to begin establishing a number of specific networks for independent members. The proposed networks will aim to provide members with a range of learning and development opportunities and offer opportunities for information exchange.

For more information please contact Kate Watkins: - [kate.watkins@welshconfed.org](mailto:kate.watkins@welshconfed.org)

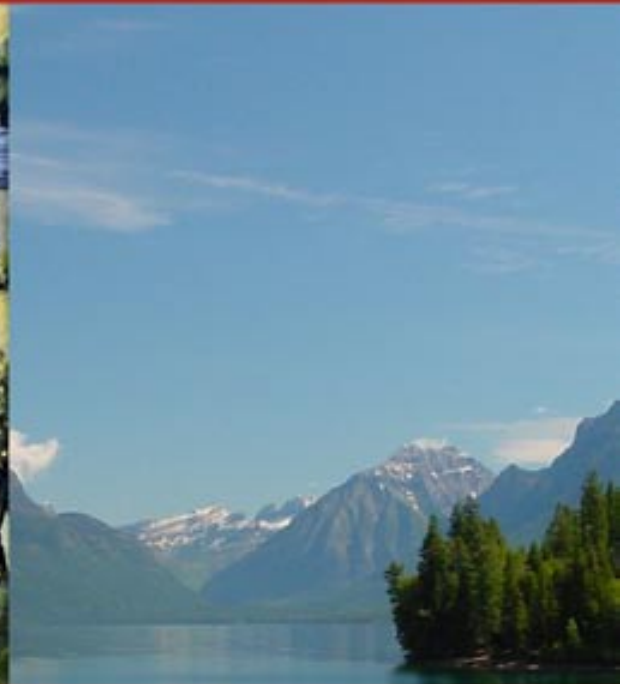
Coming soon

THE WELSH NHS CONFEDERATION  
CONFFEDERASIWN GIG CYMRU



From the **Rockies**  
to the **Rhondda**

**REVISITED**



What has Wales learned from the Kaiser approach to disease management and where are we going next?





THE **WELSH NHS CONFEDERATION**  
CONFFEDERASIWN **GIG CYMRU**



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## About the Welsh NHS Confederation

The Welsh NHS Confederation represents the organisations making up the NHS in Wales: local health boards and trusts. We act as a voice in the drive for better health and better health-care through our policy and influencing work, and by supporting members with events, information and training. To find out more about us go to -

[www.welshconfed.org](http://www.welshconfed.org)



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