

bulletin

Post-Conference Special

Issue 11 27 November 2002

Policy priorities for 2003 - your views sought

Over the next few weeks we will be developing our business plan for 2003 and we are very keen to hear members' views about what our policy priorities should be. At present we are considering the following four areas:

- Engaging clinicians in management
- Information and IT
- Non-executive directors
- Acute care issues, especially capacity

We very much welcome comments and suggestions. Please contact Kevin.Sullivan@confed.wales.nhs.uk by 2 December.

Management committee report back to members

The Welsh NHS Confederation management committee met on Thursday 7 November. Key points to report back are as follows:

- **LHB representation:** A warm welcome was extended to Dr Mike Robinson, chair-designate of Cardiff Local Health Board, who is taking up one of the LHG/B places on the committee
- **Information and IT:** The committee welcomed the setting-up of a working group made up of experts from member organisations, to help shape the Confederation response to Informing Healthcare
- **Volume of information required by government:** Gill Morgan reported that the Confederation would be gathering evidence to show how much data members had to collect and submit to government. We will be conducting this exercise in Wales too and will shortly be contacting Welsh members with details.
- **Developing the Confederation as a UK-wide organisation:** The following outcomes from the recent meeting of the UK-wide management team were reported and welcomed: The organisation was stronger with all 4 country Confederations together. The purpose and function of council and trustees' meetings would be reviewed and the agenda set by the management team. With effect from 2003/04 onwards, the financial contributions by Scotland, Northern Ireland and Wales to the centre would cease, and the 3 countries would retain income generated from all sources and events (which means an extra £36,000 in income for Wales).

Director's meeting with Ann Lloyd

At his regular meeting with NHS Wales Director Ann Lloyd, Richard Thomas raised the following issues which were also discussed by the management committee:

- Concern over the difficulties in the recruitment of professional, lay and voluntary members of Local Health Boards.
- Need for chairs to provide ministers with their views on prospective NEDs
- Lack of co-ordination and the timing of the release of badged allocations of money from the National Assembly
- The GMS contract negotiations and the need for Local Health Boards to be supported in the implementation process as far as possible
- The pros and cons for Wales proceeding with a Welsh consultants' contract as a consequence of the no vote on the consultant contract in England and Wales.
- Concerns over the level of indicative budgets for LHBs

Developments will be covered in future issues of Bulletin.

Bulletin is a regular update for members on the work being carried out by the Welsh NHS Confederation on their behalf. It complements *Interchange Alert*, published by our London office, which gives members an overview of the Confederation's work at UK-wide level. If you have any queries about either publication, please contact kevin.sullivan@confed.wales.nhs.uk.

The Welsh Connection 2002 - biggest and best Confed event to date say delegates

"The Welsh Connection 2002" was a major success, according to the delegates who attended the Welsh NHS Confederation annual conference. In keeping with the theme of "learning across boundaries," speakers were drawn from Wales, the rest of the UK, and elsewhere in Europe. There was diversity too amongst the delegates, with representatives from Confederation member organisations across NHS Wales being joined by colleagues from other sectors and from outside the principality. Director Richard Thomas said: "We are extremely pleased that delegates judged the conference to be a big success. We worked hard to develop an event with the focus not only on scale, but also on quality across the board, from the speakers to the venue. The many evaluation forms we received, along with the informal feedback, show that, overall, delegates rated the event very favourably indeed. I'd like to take this opportunity to thank all our speakers, delegates, exhibitors and sponsors for helping us to make a success of this year's conference. We hope to see you at our other events and of course at The Welsh Connection 2003!"



I'd like to take this opportunity to thank all our speakers, delegates, exhibitors and sponsors for helping us to make a success of this year's conference. We hope to see you at our other events and of course at The Welsh Connection 2003!"

Date for your diary

7-8 November 2003 - Welsh Connection 2003, Hilton Hotel, Cardiff

To register your interest now please send your details to info@confed.wales.nhs.uk

Management matters - chairman's message to politicians at reception

The pre-conference drinks reception brought together members from all parts of the NHS, other public figures, and politicians from across the political spectrum. Minister Jane Hutt, Shadow Health Minister Dr Dai Lloyd and Conservative health spokesman David Melding were amongst the guests at the reception, which was organised in collaboration with BT. In his speech, outgoing Welsh Confederation chairman Hugh Thomas launched a new Confederation policy paper: "Management Matters" which tackled some of the myths about NHS management and underlined that investment in management is an investment in patient care. Minister Jane Hutt said that management was very important in delivering improvement through innovation. Head of BT Wales Ann Beynon agreed, saying that "good management is like gold" as "it enables quality services to be delivered." Director Richard Thomas said: "We were very pleased that so many senior figures took time from their busy schedules to join us, and we are very grateful to BT for their support. Informal gatherings like this help to strengthen the links between all of us who share an interest in delivering a first-class NHS for the people of Wales."

AGM headlines

- Lloyd Fitzhugh, chairman of North-East Wales Trust, confirmed as new chairman of Welsh NHS Confederation
- New constitution approved, giving equal LHB representation on Confederation management committee
- From 2003 onwards, 100% of all income generated in Wales, including subscriptions, will be retained to strengthen the Welsh Confederation.

Conference Report

If you would like copies of any of the presentations given during the conference, please contact us (info@confed.wales.nhs.uk). We will shortly be making them available on the Confederation website (www.nhsconfed.org/wales)

Management, the Confederation and the UK-wide picture all essential, says Gill Morgan.

In her address to delegates, the NHS Confederation chief executive said management was a key function, involving clinicians and a range of other professions, which should be clearly focused on benefiting the patient. In keeping with the theme of learning across boundaries, Gill also emphasised the importance of the UK-wide dimension. Asking "So why the Confederation?" she argued that promoting management, and representing members in all NHS organisations and in all four countries of the UK, was its key role, before going on to explain how the Confederation's key messages about investing in capacity and infrastructure were being taken forward in influencing and policy work.



Minister says learning across boundaries is a must

In her keynote address, health and social services minister Jane Hutt said that learning across boundaries about how best to improve patient care was essential. "We need to seek out and implement best practice, from whatever quarter, adapting it as necessary" she said. With major changes due over the next few months, including the advent of Local Health Boards, the likely start of a new contract for GPs, a new resource allocation formula, plus National Assembly elections, the minister also made it very clear that the top priority had to remain delivering real improvements to the service provided to Welsh patients.



Clinical leadership and clinical governance

Effective management means patients and staff benefit, and engaging clinicians in the management process is essential. This was how NHS Confederation Policy Director Nigel Edwards opened a wide-ranging and lively session which brought together consultant oncologist Fergus Macbeth and clinical governance experts Professor Pieter Degeling and Professor Michael Deighan. Fergus Macbeth outlined recent research into perceptions of clinical governance which showed widely-differing views amongst different professional groups. Michael Deighan focused on strategic responsibility at board level for clinical governance, explaining development work under way in England and underlining key issues for non-executive directors in particular. These contributions gave plenty of food for thought to delegates, and produced a fascinating and wide-ranging discussion with plenty of contributions from the floor.

The Audit Commission role - David Thomas

David Thomas outlined the remit of the Commission and emphasised that it looked at public services from the user's perspective. He gave an overview of some of the recent work carried out by the Commission in health, including a series of reports on various aspects of NHS performance and the acute hospitals portfolio. There was a lot of health work in the pipeline; he said, and the Commission was taking this forward in consultation and partnership with NHS organisations.

Good people management really does matter, says Michael West

In a captivating and thought-provoking session, leading HR expert Professor Michael West of Aston Business School shared some powerful insights from an academic perspective into managing "the human workforce." He demonstrated how employee satisfaction is clearly linked to productivity, drawing on research which showed that HR management was by far the most significant factor. This point applied equally to NHS organisations, and he described how his analysis of data from NHS trusts had shown that HR accounts for 33% of the variance in hospital mortality - in other words, good people management really does have a positive impact on patient care. Knowing and implementing good HR practice was therefore critical, he suggested, and he argued that the most important characteristics of this were training, appraisal, and effective teamwork.

Learning across national boundaries - the European perspective

David Edwards of Cardiff and Vale Trust outlined how the AMICE network, of which all the speakers were members, helped to encourage the sharing of learning and ideas across Europe. Frans Jaspers of the University Hospital at Groningen in the Netherlands showed how establishing links with other countries had benefited his organisation, and Marc Segers, Director of Nursing from Brussels, gave examples of the real benefits which his nursing staff had gained from these links. Ian Carter from St James' Hospital in Dublin explained the context for healthcare organisations in Ireland and then described his organisation's innovative approach to measuring performance.

Keep up the good work (and publicise it), says Ann Lloyd

NHS Wales Director Ann Lloyd told delegates that although restructuring posed major challenges, the NHS in Wales was continuing to deliver improvements to patients, for example in reducing waiting lists. There was so much good work going on, she said, and the service should not hide their lights under a bushel.

She was pleased that the Confederation management awards helped to promote some of this good work being carried out, and she urged delegates to pay more attention to creating positive publicity, for the sake of patients, staff and the wider public. Turning to the issue of management Ann Lloyd said that her department will also be looking to rationalise some of the management processes which NHS organisations currently need to go through and to undertake a full analysis of the true cost of carrying out the management function in NHS Wales.

Powys LHG wins Welsh NHS Confederation management award 2002

The climax of the 2002 award competition came at the conference dinner on Thursday evening when this year's winner was announced: Powys Local Health Group. Their initiative was the Dyfed Powys Dermatology network, which linked together health organisations from across the region. GPs and other primary care professionals with a special interest in dermatology played a key role, diagnosing and treating conditions which previously required a hospital visit. The project has cut skin cancer waiting times across Dyfed.

Presenting the award, managing director of GlaxoSmithKline UK Mr Eddie Gray said that GlaxoSmithKline were pleased to be working in partnership with NHS organisations, supporting management innovation which brings real benefits to patients.

Accepting the award from First Minister Rhodri Morgan and Mr Gray, Powys LHG general manager Jackie Roberts said: "The award is a real tribute to the teamwork we have in Powys, and it's proof that rural areas can show the innovation and leadership which is needed to bring real improvements to patient care."

The award, provided by GlaxoSmithKline, has a value of £4000 and can be used to support training and development for members of the winning team at a range of prestigious institutions specialising in management and leadership. We are hoping that the award will become an annual event. Copies of the entries are available (info@confed.wales.nhs.uk)