

Pre-appointment hearing: Chair of Powys Teaching Health Board

Pre-appointment questionnaire

September 2022

You are being asked to complete this questionnaire because you are the Welsh Government's preferred candidate for the post of Chair of Powys Teaching Health Board.

Your answers to this questionnaire will be published with the meeting papers for the pre-appointment hearing, and will be used to inform Members' preparation for the hearing. Your response to each question should be no more than around 250 words.

Providing Written Evidence

The Senedd has two official languages, Welsh and English.

In line with the [Senedd's Official Languages Scheme](#) the Committee requests that documents or written responses to consultations intended for publication or use in Senedd proceedings are submitted bilingually. When documents or written responses are not submitted bilingually, we will publish in the language submitted, stating that it has been received in that language only.

Please see [guidance for those providing evidence for committees](#).

Disclosure of information

Please ensure that you have considered the Senedd's [policy on disclosure of information](#) before submitting information to the Committee.

1. What motivated you to apply to be the Chair of Powys Teaching Health Board?



Having worked in Powys for over 14 years, I care deeply about its people and communities. Due to the very grass roots nature of the third sector, I have had an inspiring and humbling opportunity to get to know people and communities across this very large and deeply rural area. Powys has the largest & most vibrant third sector in Wales, which is testimony to the strength of community that exists across the county.

I have served on and chaired a number of committees, boards and partnerships in Powys, the majority of which have related to health, care and wellbeing. I have experienced instances of services being developed and/or strengthened that have had a fabulous and beneficial impact upon the lives of people, households and communities. The opposite has also been the case, where services have occasionally not been adequately coordinated or sufficiently reliable and people have not received the support they deserve and should be able to expect. I am both motivated and committed to building on the good and positive experiences in order to ensure that Powys' citizens receive the best possible care and support.

I would enthusiastically welcome the opportunity to continue to serve the people of Powys in this important role.

2. Why do you think you are well-suited for the role?

Over the years I have gained significant experience, knowledge and skills that would lend themselves to the requirements of this role.

I have served as a non-exec board member, and chaired boards within the voluntary, public and university sectors. I have served on several advisory committees such as BBC's Audience Council and Welsh Language Commissioner's Advisory Panel. I have also chaired a number of strategic partnerships that bring together sectors and agencies to collaborate as regards the planning and delivery of services. Of particular and current relevance to this role, I am a member of the Board of Social Care Wales, chair of its Audit, Risk & Assurance Committee as well as being chair of Powys' Regional Partnership Board (RPB), the latter being Welsh Government's principle vehicle for enabling the coproduction of services to deliver what matters to people within a region.

In the above roles I have led the development of governance arrangements that have improved board effectiveness and efficacy, particularly in relation to shaping culture, setting strategy and scrutinising performance. These have respected the distinctive and complementary responsibilities of the executive and the non-executive, thereby nurturing a healthy, values-based culture.

My various roles have required abilities and skills in building productive partnerships, nurturing relationships with others, working positively within political environments at local and national level, and ensuring transparency and accountability in all things.

As one who has spent his whole working life in rural, bilingual Wales, I am personally and professionally committed to ensuring we offer services with people in their preferred language and in ways that best deliver what matters to them.

3. What are the three main outcomes that you want to achieve during your tenure?

- 1. Greater Health & Social Care Integration:** The current pressures within the health & care system are producing unacceptable outcomes for some patients, clients & citizens. The challenges faced within the care system are having a direct & indirect impact on our ability to offer the right care at the right time in the right place. I would seek to ensure that health and care services are sufficiently aligned & coordinated in order to significantly alleviate the pressures and improve outcomes for people.
- 2. Sufficient and Sustainable Workforce:** Staff recruitment and retention is difficult generally. It is particularly difficult in Mid-Wales. The development of the new Health & Care Academy has great potential in promoting Powys as a great place to work & live. I would ensure that we exhaust all possibilities to grow, nurture & sustain a motivated, skilled and supported health & care workforce across agencies & sectors, including the paid & unpaid voluntary sector workforce.
- 3. Evidence-based Transformation:** Studies have shown that 80% of transformation initiatives are not successful. However, 20% make a real & positive difference. As Powys develops a new, integrated model of care based on the N. Powys Wellbeing Programme, I will ensure that we build on the extant body of learning in order to foster what has proven to work effectively. This will be particularly important in relation to prevention / early help, the co-production of services and the reduction of health inequalities.

4. How will you work with NHS bodies, Welsh Government, universities, local authorities and social care partners?

A particular characteristic of Powys is the many NHS bodies with which PTHB needs to work in partnership, partly due to the county's borders and the numerous, different patient pathways necessary for secondary and tertiary care, including cross-border provision from England. Through commissioned and non-commissioned arrangements, I would ensure that PTHB maintained an effective and productive working relationship with all partners, at all appropriate levels within the organisation, in order to safeguard and promote the interests of Powys patients.

I support the aspiration of PTHB to become a University Health Board. The current working relationships with FE & HE, and the development of the Health & Care Academy help to make further progress in this direction. The work of the Research, Innovation & Improvement Hub also builds on PTHB's academic capacity and credentials. I would ensure that the organisation works increasingly closely with HEIs and further develops an expertise within & beyond Wales in bilingual, rural health care.

The relationship with the local authority is of key importance when considering how to work in an increasingly integrated way with social care, but also with other departments such as housing and education whose impact on health & wellbeing is significant. I would ensure that the two organisations worked closely together at board, executive and operational levels. This would include a shared OD approach, including joint board development activities. I would also prioritise building good relationships with key individuals within the LA, in particular the Leader & the cabinet. The RPB would also be an important environment in which to foster and develop good & productive cooperation.

I would ensure PTHB enjoyed a close and accountable relationship with Welsh Government. Board members, exec and IMs, would commit themselves to nurturing positive working relationships with key officials and ministers. This would, in part, form part of the accountability framework within which PTHB operates, but would also be characteristic of a transparent, mutually supportive culture that the board would establish & develop.

5. How will you work with community groups, patients, the third sector and other stakeholders?

I would ensure that PTHB's engagement / involvement strategy and plans were sufficiently robust and effectively delivered, and that all compliance requirements were met e.g. Stakeholder Reference Group. The relationship with Powys CHC (soon to become CVB) will be key in ensuring the voice of patients is heard and is influential within decision making processes.

A hallmark of good governance is connectedness. It will be important that the board knows and feels that it is linked to the business of the organisation and to those whom the organisation serves. I would ensure informed scrutiny of the effectiveness of PTHB's engagement with people & patients, ensuring that the experience of patients & the voice of citizens are a central factor in determining the planning & delivery of services. This would, in part, be predicated on good qualitative methodology and avoid the risk of selective, anecdotal evidence.

I would build on the existing, good working relationship between PTHB & Powys Association of Voluntary Organisations (PAVO), Powys' County Voluntary Council. This would be done via formal arrangements e.g. RPB and by informal networking and individual working relationships. This would not preclude a direct engagement with voluntary organisations & community groups where that was beneficial and appropriate.

As Powys develops its new model of care, community resilience and resourcefulness are essential components within the prevention & early help strategy. I would ensure that community groups and voluntary organisations are fully involved in the shaping and implementation of the new model.

6. How will you work with Senedd Members and Senedd committees?

I would ensure PTHB's full and open participation within accountability structures and processes, significantly with Ministers and their officials.

I would ensure that PTHB provided all possible evidence and information to Senedd committees in order that it be held accountable via these scrutiny mechanisms and fulfil its commitment to openness and transparency.

I would invest time & effort in nurturing positive and constructive working relationship with all politicians, including local & regional MSs. This would ensure that they were kept fully informed of any matters that were in their constituents' interest, and that they had opportunity to represent the voice & views of their constituents with relevant PTHB personnel and within PTHB processes / procedures. This would foster a mutual & reciprocal dialogue with MSs that facilitated cooperation.