

## Management Board

The confirmed minutes of the second meeting held at 14.00 on Wednesday 25<sup>th</sup> March 2009 via video-conference in meeting room 8, the John Bull Building, Plymouth, the Conference Room, PMS building, Royal Devon & Exeter Hospital, Exeter and room F05, the Knowledge Spa, Royal Cornwall Hospital, Truro.

### Attendees

Peninsula College of Medicine and Dentistry PenCLAHRC	Professor Sir John Tooke College Dean (in the Chair) Dr Peter Aitken Devon Partnership Trust
NHS South West	Mr Rob Checketts Strategic Development Directorate
NHS Plymouth Director of PenCLAHRC	Ms Debra Laphorne Director of Public Health Professor Stuart Logan
University of Exeter	Professor Janice Kay Deputy Vice Chancellor
Plymouth Hospitals NHS Trust	Dr Alex Mayor Medical Director
Royal Devon & Exeter Healthcare Foundation Trust PenCLAHRC	Dr Vaughan Pearce Joint Medical Director Professor Ken Stein Implementation
Devon Partnership NHS Trust	Mr Iain Tulley Chief Executive
University of Plymouth PenCLAHRC	Professor Mary Watkins Deputy Vice Chancellor Professor John Zajicek Neurology
Secretary to the Management Board	Helen Papworth Operational and Finance Manager

### Apologies:

NHS South West	Mr John Bewick Director of Strategic Development
Cornwall Partnership Trust	Ms Lezli Boswell Chief Executive
PenCLAHRC	Professor John Campbell Mental Health/Primary Care
PenCLAHRC	Professor Michael Depledge Environment and Human Health

PenCLAHRC	Professor Andrew Hattersley Diabetes and Cardiovascular Health
South Devon Healthcare NHS Trust	Mr Sasha Karakusevic Director of Performance & Development
Peninsula Dental School	Professor Liz Kay Dean
NHS Cornwall	Dr Felicity Owen Director of Public Health
NHS Devon	Dr Virginia Pearson Director of Public Health
PenCLAHRC	Professor Rod Sheaff Implementation
Torbay Care Trust	Mrs Debbie Stark Acting Director of Public Health

12/08-09 Minutes

APPROVED:

The minutes of the first meeting of the Peninsula CLAHRC Management Board held on Wednesday 5<sup>th</sup> November 2008 (PCMB 06/08-09).

13/08-09 Membership and Terms of Reference

RECEIVED:

The revised membership and terms of reference of the Peninsula CLAHRC Management Board (PCMB 07/08-09), noting:

- (a) That, from academic year 2009/10, the PCMD Joint Board of Management would be replaced with a Joint Strategy Board.
- (b) That, following the recent resignation of the Medical Director, a new representative from Royal Cornwall Hospitals NHS Trust would be sought.
- (c) That Anthony Farnsworth, Acting Chief Executive of Torbay Care Trust, would act as representative of the Chief Executives of the four primary care trusts (minute 01/08-09 (f) refers).

RESOLVED:

That item (vi) be amended to state "To review performance of PenCLAHRC within its five year pilot phase and recommend appropriate action to assure the collaboration's longer term sustainability."

15/08-09      National Developments

## TO RECEIVE:

(a) An oral report from the Dean of the Peninsula College of Medicine and Dentistry regarding the development of Health Innovation and Education Clusters (HIECs), noting:

(i) That the Dean was represented on the national Department of Health project board for this initiative, which was producing a prospectus for the application process.

(ii) That the current timetable was as follows:

April 09	Distribution of national prospectus to outline HIECs concept, development support and selection process
End April 09	Further details published on the selection process
End April/ May/June 09	Regional stakeholder events (run by SHAs, supported by DH)
31 July 09	National closing date for applications (to be submitted by SHAs)
September 09	National panel to select successful applications
October 09	First wave of HIECs announced
Early 2010	HIECs established

*Secretarial Note: Details were eventually published by the Department of Health on 7<sup>th</sup> May 2009 and may be accessed through this [link](#).*

(iii) That one proposed model was a partnership board of the local strategic health authority (SHA), commissioners, providers and higher education, working with relevant expertise from other sectors to utilise education as a means to improve quality of care and, ultimately, health outcomes.

(iv) That, in addition, a HIEC could be one of the mechanisms through which the outcomes of CLAHRCs or Academic Health Science Centres would be diffused into service.

(v) That the initiative was national in scope with potentially each SHA hosting a HIEC based on these key principles but structured appropriately to reflect the local organisational context.

- (vi) That, within the current economic climate, there were potential benefits for higher education and health service to work together within a HIEC and co-produce new educational tools and resources relevant to the needs of the NHS.

RESOLVED:

That the two universities would be invited to contribute to the HIEC Working Group's current work of developing locally-relevant clinical scenarios to illustrate the preferred model.

- (b) An oral report from the Director of PenCLAHRC regarding recent meetings of the national CLAHRC Directors with the Department of Health's senior responsible officer for HIECs, Pat Hamilton, noting:
  - (i) That the national CLAHRCs had discussed the implications of the HIEC initiative and produced a position paper highlighting possible intersects between the two programmes.
  - (ii) That the directors had emphasised to the Department of Health that education was only one aspect of the implementation of research findings.

16/08-09 Governance

CONSIDERED:

- (a) An oral report from the Director describing the activities of the PenCLAHRC Executive Group since the last meeting, noting:
  - (i) That there had been some difficulties experienced with staff recruitment, with a shortage of appropriate candidates leading to a number of posts being re-advertised.
  - (ii) That, however, some key senior academic appointments were being made, including Professor Chris Hyde from the University of Birmingham, an expert in diagnostic test assessment.
  - (iii) That, within the NHS, the Plymouth locality lead position had been jointly appointed to Bob Freeman and Mark Perry, and the Exeter locality post was currently being advertised internally.

- (iv) That it had been agreed that, due to the very specific skills required for the Deputy Director post, the headhunting firm Perrett Laver would be used to identify applicants.
- (v) That, as a result of appointments made, pressure had increased on accommodation in Exeter and it had been agreed in principle that PenCLAHRC and related PCMD staff would temporarily use a building previously occupied by the University of Plymouth.
- (vi) That the Executive Group received regular progress reports from projects and themes, which included the following highlights:
  - A In mental health, PenCLAHRC had provided additional resource to Richard Byng of PCMD enabling him to successfully tender to evaluate the implementation of the IAPT<sup>1</sup> programme in Devon.
  - B Dave Richards of the University of Exeter was planning to submit a programme development grant regarding stepped care in depression.
  - C Margaret Somerville of PCMD was leading work on a falls intervention package involving Torbay Care Trust.
  - D Rod Sheaff and Peter Aitken were working with Plymouth Hospitals NHS Trust on the implementation of a risk assessment tool for Venous Thromboembolism.
  - E Katrina Wyatt of PCMD had been shortlisted by the new NIHR Public Health programme for the third stage of funding for the ongoing childhood obesity project, a definitive trial of the school-based intervention.
- (b) An oral report from the Director as Lead for the [University of Exeter's Science Strategy Translational Medicine Theme](#), noting:
  - (i) That as part of the matched funding for PenCLAHRC, five academic posts were being recruited in diabetes, behaviour change, sports and exercise science, and mood disorders with interviews scheduled in June for appointments to commence in September 2009.

---

<sup>1</sup> Improving Access to Psychological Therapies: further information is available from <http://www.iapt.nhs.uk/>  
hpapworth

- (ii) That two academics representing Sports and Health Sciences and Psychology with the University of Exeter would be nominated to serve on the PenCLAHRC Strategic Advisory Board.
- (iii) That the next meeting of the Translational Medicine Theme Executive Group would be held on 30<sup>th</sup> March 2009.

## RECEIVED:

- (c) A summary of the main business of the meetings of the PenCLAHRC Executive Group since October 2008 (PCMB 08/08-09).
- (d) The minutes of the University of Exeter's Science Strategy Translational Medicine Management Board meeting held on 4<sup>th</sup> December 2008 (PCMB 09/08-09).

17/08-09 Development of the Engagement by Design<sup>©</sup> model

## RECEIVED:

- (a) An oral report from Professor Ken Stein, Lead for Question Generation and Prioritisation (column 1), noting:
  - (i) That it had not been possible to recruit reviewers to support the Question Generation and Prioritisation process in December as planned, resulting in a reconsideration of the roles as generic health service researchers.
  - (ii) That whilst interviews were scheduled for these positions on 24 April 2009, the process was being progressed with support from Kate Boddy, the PenCLAHRC Information Scientist and Dr Julie Frier, a Public Health trainee.
  - (iii) That the collection of questions would use two major routes, a series of workshops within the NHS and an online, structured submission form.
  - (iv) That the PenCLAHRC Executive Group would involve a small consultation group of stakeholders in the iterative development of the online form over the next month.
  - (v) That the workshops would be enhanced by the contribution of the newly appointed Research Fellow for Public Patient Involvement and the development of a guide for developing research questions.

- (vi) That the workshops would be piloted with groups in NHS Plymouth and Royal Devon and Exeter NHS Foundation Trusts whilst, additionally, efforts were being made to strengthen communication with commissioners.
  - (vii) That the culmination of the process would be the formation of a stakeholder group to review the outputs of the Question Generation process and recommend the next set of priorities for consideration by the Management Board.
- (b) An oral report from Dr Peter Aitken, Lead for Improvement, regarding the development of the online community, noting:
- (i) That the development of a shared culture around applied health research activity in the south west was one of underpinning features of the Engagement by Design<sup>®</sup> model, and.
  - (ii) That, as part of this, the online community was attempting to connect the disparate conversations amongst clinicians and academics, and a needs-led website had been designed to respond to this challenge.
  - (iii) That the public website would provide a gateway to this community which included virtual space and tools to enable groups with shared interests or projects to collaborate together.
  - (iv) That 30 people had joined the community to date in advance of a national CLAHRC Implementation learning event on 31<sup>st</sup> March – 1<sup>st</sup> April, hosted by the NIHR SDO programme, where the concept would be presented to a breakfast meeting.

**RESOLVED:**

That the website and online community would be demonstrated at the next Management Board.

- (c) A paper from Professor Stuart Logan outlining the educational strategy for PenCLAHRC (PCMB 10/08-09), noting:
- (i) That PenCLAHRC was funding seven clinicians attending the next University of Oxford's Centre for Evidence Based Medicine training course.
  - (ii) That the next stage was the development of trainers within this group to lead a bespoke programme, focusing on specific clinical areas to improve local skills in translation of evidence into practice.

18/08-09 Reporting and Performance Management

## CONSIDERED:

A template annual report to address the NIHR's reporting and performance management requirements for CLAHRCs (PCMB 11/08-09), noting:

- (a) That no further detail regarding the specification of the annual report had been received since the outline paper presented (PCMB 02/08-09) at the last meeting.
- (b) That NIHR's request for the first financial report, covering the period October 2008 – April 2009, was expected shortly.
- (c) That a revised version of the template would be produced for the next Management Board meeting, in anticipation of the full annual report being considered in the Autumn.

19/08-09 Risk Management

## CONSIDERED:

The Risk Register for the Peninsula CLAHRC Project (PCMB 12/08-09), noting:

- (a) That, in accordance with the assurance framework, the Management Board would consider in detail only those risks exceeding the acceptable level of risk managed by the Executive Group and Director.
- (b) That the appointment of the Deputy Director, who would also lead the PenCLAHRC implementation unit, was being progressed by head-hunters.
- (c) That the risk of partners failing to provide committed matched funding resources remained high in the current financial budget, particularly given the increased pressure on core service and operational budgets.

## RESOLVED

- (d) That the current controls of risk 1, failure to establish the PenCLAHRC implementation unit, would be amended to include the contribution of Professors Stein and Sheaff, and that the net probability would be reduced to 2 accordingly.
- (e) That, noting the ongoing difficulties with recruitment, additional reflection was required on further actions to mitigate against the risk of failure to recruit high calibre key staff.



- (f) That the Management Board would consider the risk register in its entirety, alongside the Annual Report, at its Autumn meeting.

20/08-09 Project Plan

RECEIVED:

The Project Plan for the Peninsula CLAHRC (PCMB 13/08-09).

21/08-09 Date of Next Meeting

REPORTED:

The next meeting of the Peninsula CLAHRC Management Board will be held on Wednesday 17<sup>th</sup> June at 1600 via video-conference in meeting room 8, John Bull Building, Tamar Science Park, Plymouth and the Conference Room, PMS Building, Royal Devon and Exeter Hospital.