

**Cyfarwyddwr Cyffredinol Iechyd a Gwasanaethau Cymdeithasol/
Prif Weithredwr GIG Cymru
Grŵp Iechyd a Gwasanaethau Cymdeithasol**

**Director General Health and Social Services/
NHS Wales Chief Executive
Health and Social Services Group**



**Llywodraeth Cymru
Welsh Government**

Allison Williams
Chief Executive
Cwm Taf Morgannwg University Health Board
Headquarters
Ynysmeurig House
Abercynon
Rhondda Cynon Taff
CF45 4SN

Our Ref: AG/BS/SB

3rd June 2019

Dear Allison

Integrated Medium Term Plan 2019-22

Further to the Minister's announcement of approval plans on the 27th March, I am writing to confirm that the Minister for Health and Social Service has approved your Integrated Medium Term Plan (IMTP) which you submitted on the 31 January.

The Minister and I expect that the Board ensures it is effective at scrutinising and monitoring progress against your plan, has accepted any risks within it, and has transparent mechanisms to ensure delivery. This will be particularly important given the recent escalation to special measures for maternity services and the increase to the health board's overall escalation to targeted intervention. Whilst these subsequent issues have not changed the plan's approval status, they clearly raise the need for the organisation to be focused, to understand a higher level of scrutiny and maintain delivery on the plan objectives. In addition, the organisation needs to understand that, beyond special measures allocated to maternity, the organisation's overall status has been increased to Targeted Intervention reflecting a higher level of concern about leadership and governance, notably in respect of quality and governance. There were additional levels of concern, beyond those areas highlighted in the enhanced monitoring decision.

Your plan included good evidence of partnership working, prevention and primary care, supported by examples such as your approach to population health management and the recent implementation of regional commissioning. I would encourage you to continue to develop your approach to integrated planning.

Despite the good progress made across a range of areas, I remain concerned about the risks and challenges that exist in relation to quality and governance. I, and the Minister, will require detailed assurance on these matters throughout the year, as reflected by the organisation's escalation status. These areas will be subject to review through escalation and regulator related actions, including assessment through David Jenkins' role.

The Ministerial letter to your Chair formally confirmed the Minister's approval in accordance with the NHS Wales Planning Framework and section 175(2) of the National

Health Service (Wales) Act 2006. The terms and conditions of the approval are set out below.

Details of the specific and ongoing requirements that must be reported to Welsh Government, on the template provided, and on a quarterly basis, are attached at **Annex 1**. This will form a reference document as part of the Joint Executive Team meetings going forward and be the basis of the ongoing engagement with the Welsh Government Planning team and policy leads.

The performance and delivery of your plan will continue to be monitored through the profiles which you have committed to as part of your IMTP. These will be monitored through the existing Quality and Delivery meetings and any additional mechanisms as agreed through the escalation arrangements put in place.

You will also note that the accountability conditions set out in Annex A identifies specific actions to improve governance and quality priorities which must be taken as part of the escalation arrangements. Further correspondence on this will be issued separately in due course.

The IMTP must be published on your organisation's public facing website.

Any additional national or local priorities that emerge during the year will need to be fed into your ongoing planning cycle and addressed as part of your operational, service and quality improvement processes.

As articulated in the Ministerial letter, the approval of the Integrated Medium Term Plan does not equate to agreement to the detailed service changes, business case proposals or capital assumptions indicated within it. Nor does the plan approval confirm any validity in funding assumptions around additional revenue or capital funding other than that specified below. All service change and business case proposals will still be subject to:

- compliance with extant requirements set out in guidance or in legislation, and
- business cases and bids being subject to the normal business case approval process, including capital, and Invest to Save bid approval process.

You have not requested financial flexibility as part of your IMTP, and none has been granted.

I trust that this letter provides clarity on our expectations, but should you have any queries then please do not hesitate to contact me.

Yours sincerely



Dr Andrew Goodall

cc: Simon Dean, Deputy Chief Executive NHS Wales
Samia Saeed-Edmonds, Planning Programme Director
Trish Harper, Head of NHS Wales Operational & Strategic Planning

Annex 1

Cwm Taf Morgannwg UHB - Integrated Medium Term Plan 2019-22 Accountability Requirements

The following requirements must form the basis of the delivery and internal monitoring of your plan.

The 'Five Ways of Working' and the Well-being of Future Generations Act must be central to the health board's approach. It is essential that your organisation continues to build on the progress made to utilise the five ways of working, sustainable development principles, to deliver your integrated plan.

Specific Issues: The following areas of risk require distinct focus in the short and medium term to meet core expectations of delivery (with clear and realistic milestones) and to maintain approval of your IMTP:

- the Board must accelerate and strengthen governance and quality throughout the organisation. This must include having a robust improvement plan in place with clear milestones and outcomes to ensure rapid progress is made against key areas (including developing the organisational capacity and capability for improvement and an associated QI hub, maternity services (including achievement of the milestones set by the Independent Oversight Panel), serious incident and concerns management, Board leadership, organisational development and governance) and providing evidence of this through monthly reporting arrangements.

The accountability condition above must be reported against monthly and /or as required.

Other specific accountability conditions

- Ongoing assurance in relation to the transitional arrangements for the Bridgend boundary change, including organisational development arrangements required and financial implications;
- Ongoing assurance and sustained improvement in the health board's role as a provider of specialist CAMHS services to your population and for those services you provide on behalf of other health boards;
- Increased clarity on actions, deliverables and milestones for all aspects of the plan must be in place and scrutinised by the Board; and
- Regional planning commitments and milestones must be transparent and accelerated.

The accountability requirements above must be reported quarterly on the template attached

General accountability conditions (applicable to all health boards)

Quality: The health board must:

- ensure well-being objectives for your organisation are consistent with and supported by your planning arrangements;
- continue to develop the preventative work seeking opportunities through existing and new opportunities;
- ensure that quality standards are maintained and improved across all of your services (primary, secondary and community and social care);

- continue to develop plans for the long term that provide sustainable services and improved outcomes for your population.

Collaboration: Supporting the quality and well-being agenda, the health board must ensure that:

- it works at pace to resolve outstanding service and workforce planning issues for the South Wales Programme and Acute Care Alliances through its regional planning arrangements;
- it continues to extend collaborative working and regional planning with surrounding health boards and trusts to develop regional solutions where applicable;
- continue to prioritise, strengthen and realise benefits through your partnership, collaboration and involvement arrangements, agreements and plans;
- Must be clear on planning commitments and milestones to deliver Major Trauma services; and
- work with internal and external stakeholders (in relation to the Primary Care Model for Wales, third sector, social care and wider local authority partners) to explore potential solutions for transformation and new models of health and care.

Performance: Developing sustainable service delivery, the health board must:

- meet the targets and profiles set out in your plan for year 1 in order to achieve the improved position in line with national priorities and targets and the local service change proposals outlined in your IMTP;
- demonstrate progress towards meeting targets set out in years 2 and 3 of your IMTP;
- continue to have robust delivery, monitoring and performance management arrangements in place to assure your Board and Welsh Government that your plan is on track;
- ensure this information is provided to Welsh Government's planning team through quarterly monitoring template updates on delivery of your IMTP.

Finance: Through sustainable planning, the health board must:

- deliver a balanced financial plan, in line with the agreed plan in your IMTP, and maintain ongoing dialogue between your Board and Welsh Government officials regarding financial assumptions and modelling;
- demonstrate the benefits of any additional investment, in particular any monies received via specific and targeted funding. You will be expected to provide updates on how this investment has yielded benefits at the JET meetings.

These areas must be covered in your quarterly monitoring report by exception.

EXAMPLE TEMPLATE

Quarter 1 - Reporting Proforma for NHS Planning 2019-20

Name of Organisation	
Director of Planning	
Submission date:	

Include RAG Status in quarter just completed and the next quarter ahead

R	Milestones not achieved or off profile to achieve in the period: corrective action required or new milestones to be agreed
A	Milestones off profile to achieve in the period: corrective action can be taken to achieve within the agreed timeline.
G	Milestones achieved or on profile to achieve in the period: maintain trajectory

Please evidence below how your organisation is delivering its specific accountability conditions and raise any other matters by exception. This template must be submitted to HSS-PlanningTeam@gov.wales quarterly. The deadline date for quarter 1 is below:

Quarter 1 – 5 July 2019

Accountability Conditions

Specific conditions

Evidence

The headings below encompass generic conditions set out in your accountability letter. These can be completed at your liberty. Issues defined by your organisation as 'by exception' should be included.

Quality

Collaboration (including RPB priorities) - by exception

Performance - by exception

Finance - by exception

Other comments/issues by exception