



AGENDA ITEM
2.2.13

CTM BOARD

STRATEGY DEVELOPMENT UPDATE

Date of meeting	27/05/2021
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FOI Status	Open/Public
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If closed please indicate reason	Not Applicable - Public Report
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Prepared by	Richard Morgan-Evans, Chief of Staff
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Presented by	Paul Mears, Chief Executive
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Approving Executive Sponsor	Chief Executive
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Report purpose	FOR NOTING
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Engagement (internal/external) undertaken to date (including receipt/consideration at Committee/group)		
Committee/Group/Individuals	Date	Outcome
(Insert Name)	(DD/MM/YYYY)	Choose an item.

1. SITUATION/BACKGROUND

The challenges of the past year have given Cwm Taf Morgannwg (CTM) a strong rationale to reflect on the future direction of the Health Board, learning lessons from the past as well as ensuring we involve our staff in deciding the best course of action to take.

After two thought provoking and inspiring strategy days held in April, which involved the full board as well as key clinical and non-clinical leaders, it has provided the 'kick start' in our ambition to begin to develop key clinical strategies. Hearing from experienced internal and external speakers

provided chance not only to reflect but to pose potential plans for the future.

There is a need to be able to clearly articulate the overarching strategy and vision for the Health Board as well as to define specific and more detailed clinical plans. We can then use this work to engage and involve our communities from an early stage before beginning to deliver against agreed pathways and milestones.

Being able to do this in an efficient way will support the organisation as it begins to resume elective routine activity as well as meet the increasing non-covid unscheduled care demand being experienced by primary and secondary care.

2. SPECIFIC MATTERS FOR CONSIDERATION BY THIS MEETING (ASSESSMENT)

The development of an overarching vision for the Health Board that sets the foundation for the strategy is important as we continue to drive improvements for the benefit of our population.

The overarching vision to guide us will be completed and communicated by the Health Board, however there is a requirement to seek support in light of the key challenges and opportunities specific to the organisation. We need to ensure we involve our clinical services to help define and co-develop future pathways, taking account of technological development and local population needs.

A collaborative approach will ensure a multitude of opinions and expertise is considered. To best achieve this we want to engage with an external partner to help facilitate and challenge thinking as well as to bring wide experience and relevant research.

The Health Board will be seeking to conduct a number of workshop sessions to develop specific areas of our clinical organisation. This will include formulating a strategy development group before running a series of sessions to understand the priority service areas. These will include clinical areas of interest such as:

- Elective care
- Urgent and Emergency Care
- Long term chronic conditions

These workshop sessions will have system-wide input – primary and community care, medical and non-medical professionals, patient and carer representatives.

Recent facilitated work conducted by Cardiff & Vale UHB in support of the development of their Programme Business Case underpinning 'UHW2' provided positive feedback that utilising a workshop series approach will attract wide clinical and non-clinical input and ensure the accepted norms are being challenged by external specialists.

The output of this work will provide a valuable foundation to develop our clinical services and put us in a position to begin to articulate not only the immediate vision and principles for change but also where the Health Board is going over the next 5 years and beyond this. This work is important as it will act as a framework to guide future service redesign work and business case creation.

3. KEY RISKS/MATTERS FOR ESCALATION TO BOARD/COMMITTEE

The Board will be kept appraised as to the progress and outcome of the proposed strategy work. At relevant points, specific updates will be shared to ensure a wide input and understanding. There is nothing further to escalate to the Board at this time.

4. IMPACT ASSESSMENT

Quality/Safety/Patient Experience implications	There are no specific quality and safety implications related to the activity outlined in this report.
Related Health and Care standard(s)	Effective Care If more than one Healthcare Standard applies please list below:
Equality Impact Assessment (EIA) completed - Please note EIAs are required for <u>all</u> new, changed or withdrawn policies and services.	No (Include further detail below) If yes, please provide a hyperlink to the location of the completed EIA or who it would be available from in the box below. If no, please provide reasons why an EIA was not considered to be required in the box below.
Legal implications / impact	There are no specific legal implications related to the activity outlined in this report.
Resource (Capital/Revenue £/Workforce) implications /	Yes (Include further detail below)



Impact	There will be a requirement for temporary funding to support an external partner providing professional services to the Health Board.
Link to Strategic Well-being Objectives	Provide high quality, evidence based, and accessible care

5. RECOMMENDATION

It is requested that the Board **NOTES** the ambition to move forward with developing our clinical strategy in a structured and inclusive way. The approach outlined in this paper will ensure a wide level of involvement as well as ensuring that as a Health Board we challenge ourselves, learning lessons from external sources and taking account of technological developments.