



**AGENDA ITEM**

4.3

**CTM BOARD**

**CONTINUOUS IMPROVEMENT SELF ASSESSMENT PROCESS IN  
RESPONSE TO TARGETED INTERVENTION (TI)**

<b>Date of meeting</b>	27/05/2021
<b>FOI Status</b>	Open/Public
<b>If closed please indicate reason</b>	Not Applicable - Public Report
<b>Prepared by</b>	Richard Morgan-Evans, Chief of Staff
<b>Presented by</b>	Richard Morgan-Evans, Chief of Staff
<b>Approving Executive Sponsor</b>	Chief Executive
<b>Report purpose</b>	FOR APPROVAL

**Engagement (internal/external) undertaken to date (including receipt/consideration at Committee/group)**

<b>Committee/Group/Individuals</b>	<b>Date</b>	<b>Outcome</b>
CTMUHB TI Self Assessment Board session	26/04/21	ENDORSED FOR APPROVAL
Management Board	27/05/2021	ENDORSED FOR BOARD APPROVAL

**1. SITUATION/BACKGROUND**

- 1.1 This paper seeks to formally update the Board as to the progress within the Targeted Intervention Improvement Programme and specifically update on the maturity matrix position across the key improvement domains.
- 1.2 On the 26 April, a TI self-assessment board session was held involving all Directors and Independent Members as well as involving

members of staff including representatives from Integrated Locality Groups (ILGs). The session's purpose was to allow holistic updates to be delivered by the TI improvement domain Senior Responsible Officers (SROs) before inviting input and discussion from ILGs and wider members. By utilising this format it allowed a collaborative discussion and ensured all views were taken into account.

1.3 There were external observers also present including representatives of Welsh Government, who were invited to provide initial observations and feedback at the end of the session.

1.4 There were four key areas discussed, in line with the agreed improvement scope:

- Leadership & Culture
- Trust & Confidence
- Quality & Governance
- Special Measures update regarding Maternity & Neonatology

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

2.1 The general update overall was positive with a great deal of work being conducted despite the covid pressures experienced since the second wave. However it was fully acknowledged that covid had taken its toll and there had been an unfortunate loss of momentum as a result.

2.2 The three components of Targeted Intervention and the perceived progress was shared and agreed - outlined below:

### Leadership & Culture

	Level 1 Basic	Level 2 Early Progress	Level 3 Results	Level 4 Maturity	Level 5 Exemplar
	Principle accepted and commitment to action	Early Progress in development	Initial achievements realised	Results consistently achieved	Others learning from our consistent achievements
Leadership... Capability, Capacity, Development	✘	✘ → ✘ → ✘			
Values and Behaviours	✘	✘ → ✘ → ✘			
Inspired Shared Purpose	✘	✘ → ✘			
Employee Experience	✘	✘ → ✘			

✘ TI Self-assessment Score March 2020  
 ✘ TI Self-assessment Score Sept 2020  
 ✘ TI Self-assessment Score January 2021  
 ✘ TI self-assessment Score April 2021



## Re-building Trust & Confidence

	Level 1 Basic	Level 2 Early Progress	Level 3 Results	Level 4 Maturity	Level 5 Exemplar
	Principle accepted and commitment to action	Early Progress in development	Initial achievements realised	Results consistently achieved	Others learning from our consistent achievements
Patient and Public Engagement and Involvement	✘	✘ → ✘ → ✘			
Staff Engagement and Involvement		✘ → ✘ → ✘			
Partnership Engagement and Involvement	✘	✘ → ✘ → ✘			
Promoting the work of the organisation	✘	✘ → ✘ → ✘			

✘ TI Self-assessment Score March 2020  
 ✘ TI Self-assessment Score Sept 2020  
 ✘ TI Self-assessment Score January 2021  
 ✘ TI self-assessment Score April 2021

## Quality & Governance

<u>Quality &amp; Governance</u>					
	Level 1 Basic	Level 2 Early Progress	Level 3 Results	Level 4 Maturity	Level 5 Exemplar
	Principle accepted and commitment to action	Early Progress in development	Initial achievements realised	Results consistently achieved	Others learning from our consistent achievements
Quality Planning	✘	✘ → ✘ → ✘			
Quality Assurance	✘	✘ → ✘ → ✘			
Quality Improvement	✘	✘ → ✘			
Risk and Assurance	✘	✘ → ✘ → ✘			
Governance	✘	✘ → ✘ → ✘			

✘ TI Self-assessment Score March 2020  
 ✘ TI Self-assessment Score Sept 2020  
 ✘ TI Self-assessment Score January 2021  
 ✘ TI Self-assessment Score April 2021

\*Please note that it was concluded at the self-assessment that Quality improvement should be put within Level 1 basic as there had been a lack of progress in this area. The Board agreed with this view.

## Special Measures progression

The progress of the special measures improvement work, focussing on Maternity and Neonatal services, was also updated at the self-assessment session. Aligned with supporting evidence, the level of believed progress was shared against the three overall TI component areas (Quality & Governance, Trust & Confidence and Leadership & Culture). After a discussion it was felt that this was not the best way to articulate progress and therefore the original Matrices, as understood by the IMSOP panel, would continue to be used (Safe & Effective Care, Quality of Women's Experience, Quality of Leadership & Management).

It was agreed that there would be a future split out of 'maternity' service progress and 'Neonatal' progress. This would allow for a more focussed and informed discussion.

The special measures team shared that they felt good progress had been made and that they felt they were within the Level 3 results phase. Any formally agreed progression would be conducted in collaboration with the IMSOP panel, however the Board were pleased to see progress and acknowledged there were key elements of work to be undertaken.

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

- 3.1 Over the coming weeks plans will be drawn up to show the forward 'roadmap' of activities planned to develop the organisation. A new monthly working group has been established that will coordinate the progression of this plan and ensuring TI improvement work stays high up the organisational agenda.
- 3.2 The TI Improvement programme will seek to understand and demonstrate its progression / level of maturity by seeking objective and external views on the development of the Health Board. This will aid the Health Board in displaying progression as it look towards moving into the 'results' phase of improvement across all domains as well as beginning to consider activities to show a level of maturity.

### 4. IMPACT ASSESSMENT

<p><b>Quality/Safety/Patient Experience implications</b></p>	<p>There are no specific quality and safety implications related to the activity outlined in this report.</p>
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<b>Related Health and Care standard(s)</b>	Governance, Leadership and Accountability
	If more than one Healthcare Standard applies please list below:
<b>Equality Impact Assessment (EIA) completed - Please note EIAs are required for <u>all</u> new, changed or withdrawn policies and services.</b>	No (Include further detail below)
	<p>If yes, please provide a hyperlink to the location of the completed EIA or who it would be available from in the box below.</p> <p>If no, please provide reasons why an EIA was not considered to be required in the box below.</p>
<b>Legal implications / impact</b>	There are no specific legal implications related to the activity outlined in this report.
<b>Resource (Capital/Revenue £/Workforce) implications / Impact</b>	There is no direct impact on resources as a result of the activity outlined in this report.
<b>Link to Strategic Well-being Objectives</b>	Co-create with staff and partners a learning and growing culture

## 5. RECOMMENDATION

- 5.1 The Board is asked to **ENDORSE** the agreed level of TI progression as outlined and agreed at the TI Self-Assessment Board on the 26 April.
- 5.2 The Board is asked to **NOTE** that the Special Measures Improvement work will continue to report under the originally agreed improvement headings, as aligned and understood by IMSOP. The Maternity and Neonatal progress will be separated to ensure a focussed understanding of onward improvement.
- 5.3 The Board is asked to **SUPPORT** the re-build in momentum planned to encourage onward progression of the TI agenda.