



AGENDA ITEM

6.2.1

CTM BOARD

ANNUAL PLAN 2021-22 UPDATE ON DELIVERABLES

Date of meeting	(26/05/2022)
FOI Status	Open/Public
If closed please indicate reason	Not Applicable - Public Report
Prepared by	Claire Nelson, Interim Assistant Director of Transformation
Presented by	Linda Prosser, Director of Strategy and Transformation
Approving Executive Sponsor	Executive Director of Strategy and Transformation
Report purpose	FOR NOTING

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

Committee/Group/Individuals	Date	Outcome
		Choose an item.

ACRONYMS

CTM	Cwm Taf Morgannwg University Health Board
IMTP	Integrated Medium Term Plan
PPF	Planning, Performance and Finance
WG	Welsh Government



1. SITUATION/BACKGROUND

- 1.1 For 2021-22 Welsh Government (WG) requested submission of an annual plan rather than a three year Integrated Medium Term Plan (IMTP) in order to reduce the requirements on NHS organisations during the Covid pandemic.
- 1.2 A draft plan was submitted by Cwm Taf Morgannwg University Health Board (CTM) at the end of March 2021 followed by the final submission at the end of June 2021.
- 1.3 Feedback on the achievement of the deliverables included within the Annual Plan for Quarters 1 and 2 were reported to Planning, Performance and Finance (PPF) Committee and Board in November 2021. This report looks at the achievement of the deliverables in Quarters 3 and 4 and the areas which were not achieved.

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

2.1 Deliverables within the Annual Plan 2022-23

No specific deliverables were aligned for achievement in Quarters 3 and 4 of the Annual Plan. However, there were a number of deliverables within the Annual Plan that were not specifically aligned for achievement in a particular quarter. Those that have not previously been reported on or were not previously reported as green are outlined in Table 2 showing whether these have been achieved/improved on and where updates have been reported if applicable.

Table 2: Achievement of Annual Plan undated deliverables

Chapter of Plan	Deliverable	Evidence
1: Strategic context	Continue our improvement journey under each of the work streams identified	Improvement team in place with progress of work-streams reported through Innovation and Improvement Board.
	Progress the actions identified within the TI roadmap	Jan 2022 Board report: "Health Board is now very firmly in 'Level 3 – Results' stage for Targeted Intervention with some domains approaching 'Level 4 – Maturity'".
	Continue to progress all actions in response to the HIW/AW recommendations	Mar 2022 Board report "no changes in escalation level in the short term".



2: Annual Plan focus	Continue to monitor the Covid position	The effects of Covid are monitored through the Integrated Performance reports to Board. Specific focus on Covid in Jan 2022 Population Health report to Board.
3: Transparent Quality, Patient Safety and Improvement	Continue to develop and embed our risk management systems	Jan 2022: Risk Register report to Board advised on risk management awareness and training sessions in place.
	Continue to progress the actions identified in response to the recommendations to the independent maternity services review	Mar 2022: Regular updates to Board.
	Progress the implementation of a Value Based Health Care approach, with work streams in Cardiac, Diabetes and Eye Care. Develop a prioritisation process for phase 2 going forwards	Ongoing. Programme of work outlined in 2022/23 Annual Plan.
4: Covid 19 Public Health Protection	In conjunction with Public Health Wales, publish report on inequalities related to COVID and progress related actions e.g. targeted messaging and testing, utilising BAME Outreach Workers.	Ongoing. Update to Board in Jan 2022 Population Health report.
	Continue with the established vaccination service provision, expanding the priority groups in line with WG guidance.	Ongoing. Update to Board in Jan 2022 Population Health report.
5: Strengthening the CTM Health and Care System	Deliver each of the priority areas that have been identified for our four System Groups.	Continue to be delivered in 2022/23.
	Continue to focus on a Population Health Management approach, prioritising prevention and early detection in our	Ongoing. Update to Board in Jan 2022 Population Health report.



	pathways and striving to improve the equity of care delivered.	
	Delivery of the Population Health Management Programme and the further progression of the work on population segmentation and risk stratification at a Health Board level.	Ongoing. Update to Board in Jan 2022 Population Health report.
	Continue to progress work focussed on the Health Wales Healthy Weight strategy, including the development of an Adult Weight Management Service, obesity pathways and whole system approach to childhood obesity.	New Multi-Disciplinary Team to deliver level 2/3 service in place in 2022/23.
	Continue to deliver the services funded through the Transformation Fund, undertaken an evaluation of these during 2021 and seeking to sustain into 2022 where demonstrated to be effective.	Evaluation of services reported through Regional Partnership Board meetings.
6: Healthcare Reset & Recovery	Continue to provide Long COVID services and utilising the COVID-19 Recovery App.	Update on continued Long Covid service provision and App reported at CTM Stakeholder Group Feb 2022.
	Continue the clinical harm review process for patients with cancer pathways over 104 days.	Ongoing, updates provided at the Cancer Programme Board.
7: Workforce wellbeing and development	Continue to focus on employee wellbeing, delivering a wide range of services, including supporting staff initiatives around increasing physical activity.	Wellbeing initiatives reported at CTM Stakeholder Reference Group Feb 2022.
	Continue to embed our values and behaviours into every stage of the employee journey.	Ongoing. Launch of 'Your Conversation' PDR puts values at heart of development review process.
	Review our Strategic Equality Plan, ensuring that it fully reflects our	Strategic Equality Plan 2020-24 was reviewed in March 2021.



	commitment to create a culture of genuine inclusion, fairness and equity for all of our people.	
	Continue to progress our work in promoting the Welsh language.	Promotion of Welsh Language courses, evident in Welsh Languages event Dec 2021.
	Develop bespoke management and leadership development programmes, rooted in values based leadership principles, rolling out our new online Managers Development Programme and followed by an enhanced programme for established managers focusing on developing leadership skills.	Feb 2022 CTM Leadership and Management Programmes launched.
	Work with HEIW on the commissioning of Physician Associates for the 2024 graduate outturn and seek to recruit into 10 additional PA roles for 2022.	Work ongoing to embed Physician Associate roles within organisation.
	Review our existing Health Board offer for apprenticeships.	Reviewed ahead of National Apprenticeship week Feb 2022. Resources on Intranet.
8: Finance	Deliver breakeven in year.	

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

3.1 There are a number of deliverables that were not progressed in 2021/22 as planned. These include:

- Further development of the Contact First model as this has been put on hold by WG following benchmarking of the Health Board proposed models. Meetings are in place with WG to progress this.
- The Planned Care Recovery Programme being implemented at the pace described in the Annual Plan. Reasons for this and mitigating actions being taken are described in the monthly Performance reports to Board.
- Development of a Collaborative Bank with Swansea Bay UHB and expanding this with other Health Boards.
- Establishing a Medical Bank, supported by an IT solution (Patchwork), providing visibility on all shifts across the Health Board.
- Planning for a more significant savings plan in 2022/23 to reduce the contribution to reducing the recurrent deficit and a sustainable plan for out of hospital transformation.

The majority of these areas are looking to be progressed in the 2022/23 Annual Plan.

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)	Governance, Leadership and Accountability All Healthcare Standards relate to the IMTP
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. The IMTP is a strategic document and does not specifically make changes to any policies and services.
Legal implications / impact	There are no specific legal implications related to the activity outlined in this report.
Resource (Capital/Revenue £/Workforce) implications / Impact	There is no direct impact on resources as a result of the activity outlined in this report.



Link to Strategic Goals	Improving Care
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5. RECOMMENDATION

5.1 The Board is asked to **NOTE** the Annual Plan 2021-22 Update.