



AGENDA ITEM

7.5

CTM BOARD

**CONTINUOUS IMPROVEMENT SELF ASSESSMENT PROCESS IN
RESPONSE TO TARGETED INTERVENTION**

Date of meeting

29th September 2022

FOI Status

Open/Public

**If closed please indicate
reason**

Not Applicable - Public Report

Prepared by

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Presented by

Richard Morgan-Evans, Chief of Staff

Approving Executive Sponsor

Chief Executive

Report purpose

FOR NOTING

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

Committee/Group/Individuals

Date

Outcome

ACRONYMS

TI

Targeted Intervention

SM

Special Measures

HIW/AW

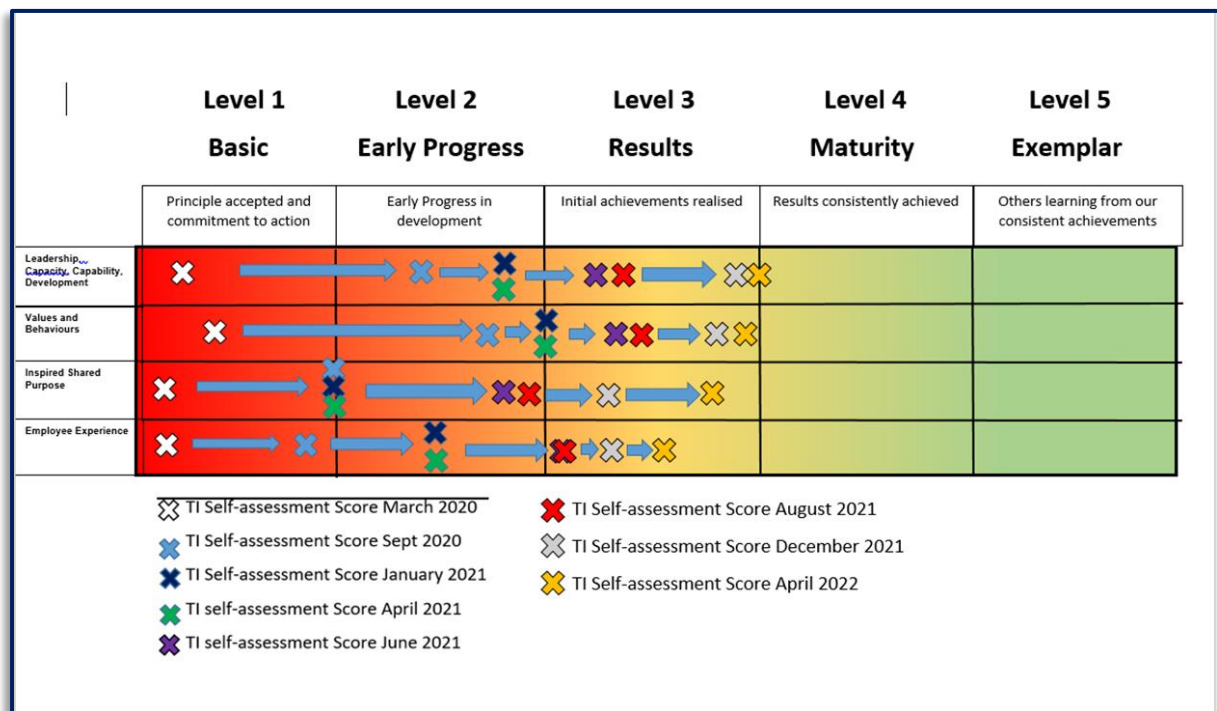
Healthcare Inspectorate Wales/Audit Wales

1. SITUATION/BACKGROUND

- 1.1 This paper seeks to formally update the Board as to the progress within the Targeted Intervention Improvement Programme and provide an update on progress after the TI & SM Board on 22nd August and the Welsh Government escalation session on the 1st September.
- 1.2 There are three overarching areas within the agreed targeted intervention improvement scope:
- Leadership & Culture
 - Trust & Confidence
 - Quality & Governance
- 1.3 As a reminder to the Board the final maturity matrix 'self-scores' are presented below. These were presented to the Board in May 2022:

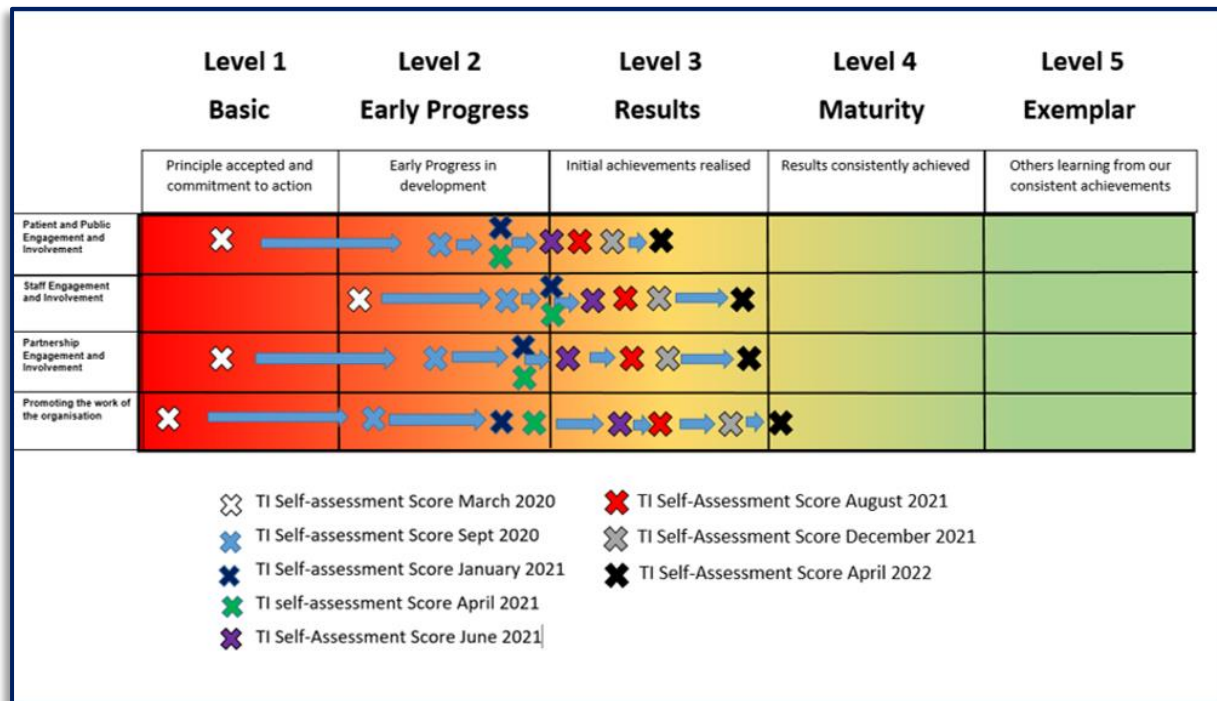
Maturity Matrix progress

1. Leadership & Culture

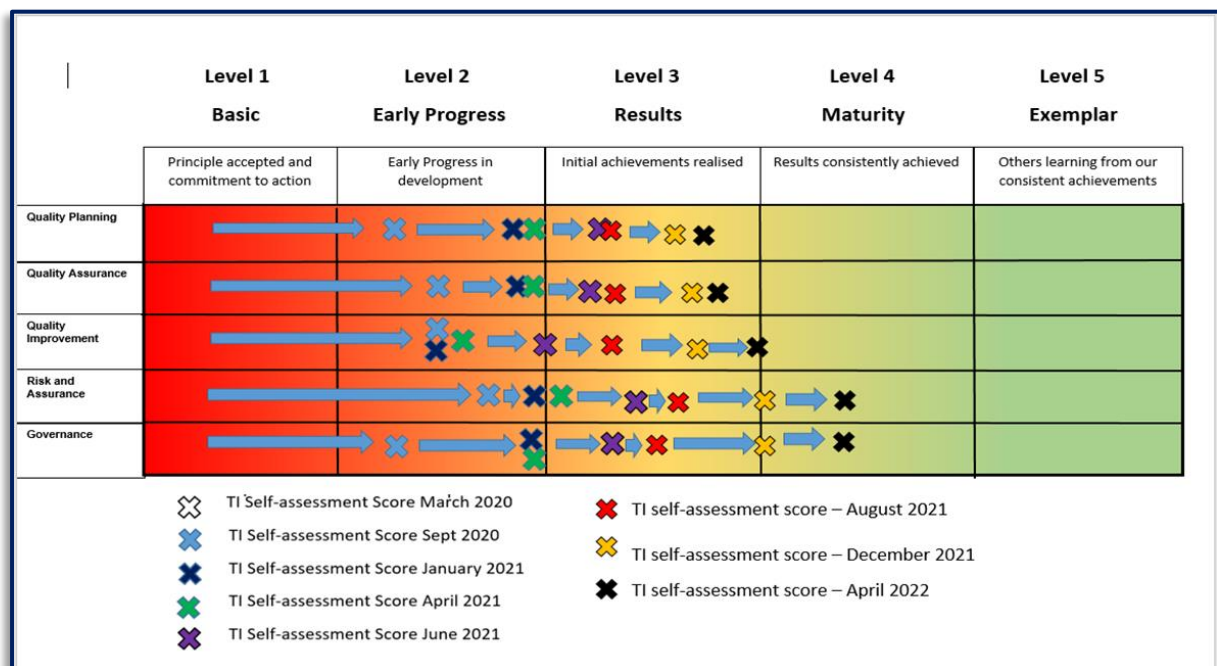




2. Re-building Trust & Confidence




3. Quality & Governance




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

2.1 The focus within TI is now around the 'conditions for sustainability', outlined below:



CTMUHB - Targeted Intervention

Conditions for Sustainability one pager



<h4 style="text-align: center;">Quality & Governance</h4> <ul style="list-style-type: none"> • Embedding Improvement – Ensuring all staff groups have the required skills and support to enable continuous improvement. This should be focussed 'bottom up'. Priorities for improvement are clearly understood and constantly reviewed to maximise the use of experts within iCTIM. • Integrated Performance & Quality – Ensuring CTM is a data-driven organisation that ensures data is understood and utilised in decision making at all levels. Demonstrating a strong link between ensuring quality and performance improvement. A culture of listening and learning is embedded throughout the organisation based on early and rapid triangulation and resolution of issues from a variety of sources, including patient, user and staff feedback. • Structures & Delivery – Ensuring the proposed operating model is clear on accountability and expectations at all levels to ensure successful delivery. Empowering effective decision making and a constant focus on performance improvement in a post-pandemic set up. 	<h4 style="text-align: center;">Leadership & Culture</h4> <p>Leadership & Management overall focus at all levels:</p> <ul style="list-style-type: none"> • Ongoing development of leadership & management skills @ all levels / professions to strengthen management maturity. • Ensuring the organisation is focussing on all aspects of strategic workforce planning and maximising the skills of its current staff. • Continuation of embedding/demonstrating lived values and behaviours throughout the organisation. 	<h4 style="text-align: center;">Trust & Confidence</h4> <p>Staff, Patient & Public Engagement & Involvement:</p> <ul style="list-style-type: none"> • Ensure a greater emphasis on both staff and public involvement and engagement. • This will be most notably through the development of the Clinical Services Strategy and the revisions to the operating model.
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2.2 On the 1st September a joint escalation meeting was held between the CTM Executive Team and Welsh Government colleagues. At this meeting many aspects which support the conditions for sustainability were outlined, including the development of the incident management toolkit, unified transformation portfolio, Care Group delivery model as well as ongoing leadership, management and values development work.

2.3 The Executive Team received very positive feedback from Welsh Government colleagues. The improvements made over a range of domains was noted and thanks given to the Health Board for its hard work to get to where we are today.

2.4 As part of this assurance process the Special Measures Improvement programme conducted their final self-assessment utilising the integrated performance assessment & assurance framework. This was approved by the membership of the TI&SM Board and communicated to Welsh Government, which received positive feedback.



Integrated Performance Assessment & Assurance Framework - August 2022		
Quality of Leadership & Management (QLM)	Maternity	Neonates
	Early Maturity	Results
Safe & Effective Care (SEC)	Maturity	Results
Quality of Women & Families Experience (QWE)	Exemplar	Results

3. KEY RISKS/MATTERS FOR ESCALATION TO BOARD

- 3.1 As outlined in the last Board report in July, the next Healthcare Inspectorate Wales / Audit Wales joint review is due to take place from October 2022. This will be a key review to allow the organisation to be truly assessed externally rather than only rely on internal self-assessments. This will provide both ourselves and Welsh Government key feedback as to where progress has been strong and where there is more to focus on.

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 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	Not required.
	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	Sustaining Our Future

5. RECOMMENDATION

- 5.1 The Board is asked to **note** the report and further updates with regards to the HIW/AW Joint Review will be presented once fieldwork completes and recommendations are shared with the Health Board.