



AGENDA ITEM

5.2

CTM BOARD

CHIEF EXECUTIVE'S REPORT

Date of meeting	25 th May 2023
FOI Status	Open/Public
If closed please indicate reason	Not Applicable - Public Report
Prepared by	Matthew Butt, Chief of Staff
Presented by	Paul Mears, Chief Executive Officer
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
(Insert Name)	(DD/MM/YYYY)	Choose an item.

ACRONYMS

IQPD	Integrated Quality, Performance and Delivery
------	--

1. SITUATION/BACKGROUND

- 1.1** The purpose of this report is to keep the Board up to date with key issues affecting the organisation. A number of issues raised within this report feature more prominently within key reports on the main Board agenda.

1.2 This overarching report highlights for Board Members the key areas of activity of the Chief Executive, some of which is further referenced in the detailed reports, and also highlights topical areas of interest to the Board.

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

2.1 Escalation Status

On 20th April, the Executive team met with Welsh Government officials for the second quarterly escalation meeting. The next tripartite meeting will take place at the end of June. As a reminder, the current escalation status of Cwm Taf Morgannwg University Health Board is as follows:

- **Targeted Intervention for:**
 - **Maternity and Neonatal** – The Health Board continues to focus on sustaining the improvements across both services. The Maternity and Neonatal Improvement Programme has now formally closed and management of the remaining scope (long term actions) has fully transitioned into the business as usual governance framework.
 - **Quality and Governance, Leadership and Culture, Trust and Confidence** – The Health Board continues to implement phase two of the Care Group operating model and has recruited to the Director of Corporate Governance vacancy.
 - **Quality related to performance and long waiting times** – There has been an initial focus to enhance cancer performance as well as immediate improvements to urgent and emergency care targets. The Health Board has already seen early indications of improvement including reductions in ambulance handover delays and greater compliance against 4 hour targets.
- **Enhanced Monitoring for Planning and Finance** – The Health Board has been unable to produce an approvable and balanced three-year financial plan.

Performance (waiting times) will continue to be the key focus of escalation over the coming months as we begin a series of Welsh Government supported interventions. The Health Board has agreed

a set of performance improvement trajectories and progress against the recovery plan will be monitored via fortnightly touchpoints with the Welsh Government Escalation Team, IQPD and quarterly meetings.

2.2 Annual Plan 2023/24

On 31 March 2023 we submitted the 2023/24 annual plan to Welsh Government. The Executive team subsequently attended a scrutiny session with Welsh Government colleagues earlier this month to address key points within our submission. We have been advised the plan submission is not currently in a position to be approved by government. The Health Board is now in the process of compiling a second submission of the plan at the end of May. This will set out more details on the delivery of the plan and our approach to reducing the inherent risks, highlighting improvements to the overall position where possible.

2.3 Regional Working – Llantrisant Health Park (LHP)

The Health Board continues to collaborate with its neighboring partners to support and develop the regional programmes, with each Health Board taking the lead responsibility for hosting a programme of work on behalf of the region.

We are continuing to work with Welsh Government, Shared Services Estates and our internal Capital team to stand up a programme structure. To support this work, we have engaged the services of a specialist healthcare planning consultancy, to assist us with developing the programme architecture and approach to progress a master plan for development of the site.

In April, we submitted a request to Welsh Government Capital for year one funding to enable us to resource our programme structure. We have since met with Ian Gunney, Deputy Director, Welsh Government Capital to present an overview of the year one anticipated deliverables and resource profile. We are expecting confirmation of initial capital funding this month. Finally, I am pleased to report Lynda Thomas, Independent Member, has been nominated by the Chair to sit on the LHP programme board.

2.4 Executive Leadership Team Update

Executive Director of Public Health – Following a recent expression of interest process, I am pleased to confirm Philip Daniels has been appointed to this role on an interim basis, until October 2023.

2.5 Emergency Medical Retrieval and Transfer Service Review (EMRTS)

Public engagement is now underway as part of the EMRTS Service Review, being led by the Chief Ambulance Services Commissioner for Wales. The Emergency Ambulance Services Committee (EASC) is hosting an engagement process on the future airbase locations of the air ambulance service in Wales – a partnership between the Wales Air Ambulance Charity and EMRTS.

EASC are currently working with health board engagement, communication and service change leads and with Community Health Council colleagues to develop and agree appropriate engagement materials including an engagement timetable.

2.6 CTM Operating Model Update

A central project team has been established to oversee the implementation of phase two of the Care Group operating model. Due to the numbers of staff to be included within the organisational change process (OCP), the implementation of phase two is to be delivered in two component parts.

The project team are currently supporting the care group triumvirates to finalise the management structures (operations, nursing and medical) to be embedded across the care groups. It is anticipated the Band 8a-d consultation will begin next month, subject to a final design review being coordinated by the project team. The central project team will then support the care group leadership teams and senior managers to implement the remainder of the model and OCP within their structures, aiming to complete by September.

2.7 Princess Royal Visits Maternity Unit at Prince Charles Hospital

Gill Walton, Royal College of Midwives Chief Executive, Rebeccah Davies, UK RCM President, and Julie Richards, Wales RCM Director, supported a recent visit to Prince Charles Maternity Unit by the Patron of the Royal College of Midwives Her Royal Highness the Princess Royal in April.

Her Royal Highness had opportunity to meet with over 70 members of the multi professional team at PCH including recent service users, student midwives, newly qualified midwives, neonatal nurses, midwives and medical staff. Dr Suzanne Hardacre, CTM UHB Director of Midwifery, escorted HRH on a tour of the facilities in the alongside birth centre and delivery suite where she was able to hear about the

facilities on offer and learn of the work that has been progressed as part of our improvement journey.

3 KEY RISKS/MATTERS FOR ESCALATION TO BOARD

3.1 There are no key risks or matters for escalation to the Board.

4 IMPACT ASSESSMENT

Quality/Safety/Patient Experience implications	Yes (Please see detail below)
Related Health and Care standard(s)	Governance, Leadership and Accountability It is anticipated that all elements of quality, safety and patient safety will be impacted positively by the implementation of the "Continuous Improvement in response to TI Programme".
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
Resource (Capital/Revenue £/Workforce) implications / Impact	There are no specific legal implications related to the activity outlined in this report.
Link to Strategic Goals	There is no direct impact on resources as a result of the activity outlined in this report.
	Improving Care

5 RECOMMENDATION

The Cwm Taf Morgannwg University Health Board is asked to **NOTE** this report.