










CTMUHB - BOARD ASSURANCE FRAMEWORK REPORT

Section 1 - Summary

Risk no	Strategic Principal Risk /	Strategic Goal	Lead(s) for this risk	Assurance committee(s)	Current score	Trajectory (since the last report received by the Board)
1.	Sufficient capacity to meet emergency and elective demand Click Here for Risk 1	Improving Care 	Chief Operating Officer Executive Director of Strategy and Transformation	Quality and Safety; Planning, Performance and Finance	20 (C4xL5)	↔ No change as at March 2023
2.	Ability to deliver improvements which transform care and enhance outcomes Click Here for Risk 2	Improving Care 	Executive Dir. Of Nursing, Midwifery Executive Medical Director	Quality and Safety	16 (C4xL4)	↔ No change as at March 2023
3.	Finance Revenue Resources Click Here for Risk 3	Sustaining our Future 	Executive Director of Finance;	Planning, Performance and Finance; People and Culture	20 (C4xL5)	
4.	Sufficient workforce to deliver activity and quality ambitions of the organisation Click Here for Risk 4	Sustaining our Future 	Executive Director of People	People & Culture Committee	20 (C5xL4)	↔ No change as at March 2023
5.	Community and Partner Engagement Click Here for Risk 5	Creating Health 	Executive Director of Public Health	Population Health & Partnerships	12 (C4xL3)	↔ No change as at March 2023
6.	Delivery of a digital and information infrastructure to support organisational transformation Click Here for Risk 6	Improving Care 	Director of Digital	Digital & Data	16 (C4xL4)	↔ No change as at March 2023

Risk no	Strategic Principal Risk /	Strategic Goal	Lead(s) for this risk	Assurance committee(s)	Current score	
7.	Leadership and Management Click Here for Risk 7	Inspiring People 	Executive Director for People	People and Culture	12 (C4xL3)	↔ No change as at March 2023
8.	Culture, Values and Behaviours Click Here for Risk 8	Inspiring People 	Executive Director for People	People and Culture	12 (C4xL3)	↔ No change as at March 2023
9.	Fulfilling our Environmental and Social Duties and ambitions Click Here for Risk 9	Sustaining our Future 	Executive Director of Strategy and Transformation	Population Health and Partnerships	16 (C4xL4)	↔ No change as at March 2023 (DoN)

[Click here to view CTMUHB's Risk Appetite Statement](#)

[Click here to view CTMUHB's Risk Domain and Scoring Matrix](#)

Section 2 Strategic Risk Heat Map


Current risk scores in **black**

Target risk scores in *grey italic*

Consequence	5				4	
	4		<i>5,7,8</i>	1,5,2,3,4,6,8,7	,6,9,2	1,3
	3			9		
	2					
	1					
CxL	1	2	3	4	5	
	Likelihood					



Section 3 – Strategic Risks

Strategic Goal: Improving Care 		Risk score 20
Strategic Risk: Sufficient capacity to meet emergency and elective demand - (Risk No.1)		
If the Health Board is unable to meet demands for services at all points in the patient journey, exacerbated by the impact of the Covid-19 pandemic	Then its ability to provide high quality care and to meet access targets will be reduced	Resulting in avoidable harm to patients, poor patient experience, diminished staff morale, and loss of trust and confidence from the wider community

	Consequence	Likelihood	Score	Risk Trend ↔ No change as at March 2023
Initial	4	5	20	
Current	4	5	20	
Target	4	3	12	
Risk Appetite	Cautious (<i>quality and safety; trust and confidence; legal and regulatory</i>)			

Risk Lead	<ul style="list-style-type: none"> Chief Operating Officer Executive Director of Strategy & Transformation 	Assurance committee	<ul style="list-style-type: none"> Quality & Safety Committee (<i>potential harm</i>) Planning, Performance and Finance (<i>performance targets</i>)
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Controls	Assurances reported to Board and committees
Six Goals for Urgent and Emergency Care Programme: <ul style="list-style-type: none"> Admission Avoidance Integrated Front Door Acute Hospital Flow and Discharge Integrated Discharge <p>This programme expedited the development and mobilisation of the “Front Door” and “Back Door” elements of the Navigation Hub as separate pieces of work for a period of several months, to best enable the launch of Navigation Hub component supporting discharge pathways to be planned and expected on 5th December 2022. Electronic</p>	<ul style="list-style-type: none"> Integrated Performance Report Nurse Staffing Act twice-yearly compliance reports Harm Reviews Assessment Dashboard Update reports on specific services experiencing pressure, e.g. Ophthalmology Follow-up reports on outpatients not booked Urgent Care six goals progress reports Planned Care Recovery Update report Escalation processes leading to Chief Operating Officer Report to Quality & Safety Committee including Care Group performance review meetings.

referrals have gone live in to the discharge hub and the navigation hub is operational.

Planned Care Recovery Programme

- Enhanced monitoring process for Cancer Services – **Weekly focussed meetings.**

Specific Improvement Groups/Boards

- Stroke Strategy Improvement Group
- Ty Llidiard Improvement Board
- Pathology Improvement Group
- Ophthalmology Improvement Board
- Dermatology Improvement Board

Established a Mental Health Services Recovery Programme – Which includes CAMHS, Adult Mental Health and Demand and Capacity improvement activity.

Annual Planning Process

Winter Pressures Plan

Annual Capacity Plan established April 2022.

NHS run care capacity development

Escalation Status programme work

Regional Working

- A Residential and Nursing Care for Older People Report has been completed and approved by the Regional Partnership Board and actions being implemented.
- Alternative bed options being worked-up by all CTM local authorities to aid patient flow and 'Discharge to Recover then Assess' (D2RA) out of hospital stabilisation and onward decision-making.
- Welsh Government supporting intervention with Bridgend County Borough Council regarding backlog of patients Medically Fit for Discharge.
- Regional Pathology Steering Group
- South East Regional Programmes of work – Collaborative approach to restoration with a number of targeted work streams.
- Integrated Health & Social Care Programme Board.

- Organisational Risk Register via **Care Group** Risk Registers.
- Integrated Health & Social Care Plan to be received in November 2022 by Board.
- Board Members received an update on Winter Plan in October 2022.
- Command Structure initiated to manage periods of Industrial Action in order to minimise risk impact.**



- Regional Integrated Fund (RIF)
- Governance Structures**
- Operational Services Management Board (Health Board wide)
 - Improving Care Board (Health Board wide)
 - Six Goals Board
 - Cancer Board
 - Weekly Cancer Meetings
 - Planned Care Recovery Board
 - Innovation Board
- Operational Processes**
- Clear criteria to prioritise based on clinical need
 - Centralised decision-making around use of spare capacity across the organisation

Gaps in Controls and Assurances

- Annual Operational Plans will be addressed by the current development of the IMTP.
- Central digitally-based Capacity Management System
- Robustness of cancer tracking and specialty-specific elective data – Improvements being made in elective care trajectories albeit not fully embedded.

Mitigating Actions

- Speciality Specific and Cancer Improvement Trajectories
- As part of the Six Goals Framework a range of Task and Finish Group have been established to scope options for a digital alternative e.g. e-whiteboards. Timeline projector available upon request within the six goals information pack.
- Additional Winter Bed Capacity being mobilised from November 2022. **Completed.**
- Reconfiguration of elective surgery from October 2022 **has seen an increase in activity. This will continue to be monitored and developed.**
- In sourced additional staff to open up additional two theatres **went live from 9th January 2023 has seen an increase in activity. This will continue to be monitored and developed. A third theatre team will commence on the 1st March 2023 at Princess of Wales Hospital.**
- Effective initiation of business continuity plans to respond to increased capacity pressures and challenges in the service.
- Development (and from November 2022) implementation of Winter Plan. Pressures upon capacity continually being monitored to feed into Winter Plans.

- In Development – Tactical Service Reconfiguration Plan.

Linked National Priority Measures

Ministerial Measures:

Six Goals of Urgent and Emergency Care:

- Percentage total conveyances taken to a service other than a Type One Emergency Department;
- Number of people admitted as an emergency who remain in an acute or community hospital over 21 days since admission; and
- Percentage of total emergency bed days accrued by people with a length of stay over 21 days.

Access to Timely Planned Care

- Number of patients waiting more than 104 weeks for treatment;
- Number of patients waiting more than 36 weeks for treatment;
- Percentage of patients waiting less than 26 weeks for treatment;
- Number of patients waiting over 104 weeks for a new outpatient appointment;
- Number of patients waiting over 52 weeks for a new outpatient appointment;
- Number of patients waiting for a follow-up outpatient appointment who are delayed by over 100%;
- Number of patients waiting over 8 weeks for a diagnostic endoscopy; and
- Percentage of patient starting their first definitive cancer treatment within 62 days from point of suspicion (regardless of the referral route).
- Patient and delayed ambulance handovers (15min handover)

Current Performance - Highlights

The following key performance indicators should be considered from the Integrated Performance Dashboard:

- Urgent care
- planned care,
- cancer
- and diagnostic indicators

Were there any significant incidents affecting this strategic Risk this period:

None identified for inclusion in the BAF Report.

Associated Risks on the Organisational Risk Register

Risk no.	Description	Current score
3826	Emergency Department overcrowding	20
4071	Failure to sustain services as currently configured to meet cancer targets	20
4103	Sustainability of a safe and effective Ophthalmology service	20
4491	Failure to meet the demand for patient care at all points of the patient journey	20

4632	Demand and capacity across the stroke pathway	20
4743	Failure of appropriate security measures / safety fencing	20
4721	Shift of the boundary for attendances at the Emergency Department	20
5036	Pathology services unable to meet current workload demands.	20 16
3131	Mortuary Capacity (New Risk escalated to the Organisational Risk Register in January 2023)	20 16
2721	Capacity to deliver POCT training to Health Board Nursing Staff (New Risk escalated to the Organisational Risk Register in January 2023) De-escalated from the Organisational Risk Register in March 2023.	16
4458	Failure to deliver Emergency Department Metrics (including 15 minute handover and 4 and 12 hour breaches)	16
4149	Failure to sustain Child and Adult Mental Health Services De-escalated from the Organisational Risk Register in March 2023.	16
1133	Long term sustainability and staffing of the Emergency Department (ED) at the Royal Glamorgan Hospital	16
4152	Back log for Imaging in all modalities / areas and reduced capacity	16
2808	Waiting Times/Performance: ND Team	15
5207	Care Home Capacity	15
5323	Fluoroscopy Room has become Obsolete (New Risk escalated to the Organisational Risk Register in January 2023)	15

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Strategic Goal: Improving Care	Risk score 16
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Strategic Risk: Ability to deliver improvements which transform care and enhance outcomes (Risk No.2)

If the Health Board fails to achieve fundamental quality standards or implement improvements in practice and innovations	Then we may not be able to deliver safe, timely, compassionate and effective care in accordance with the Duty of Quality	Resulting in avoidable harm to patients, poor patient experience, diminished staff morale, potential for greater regulatory intervention and loss of trust and confidence
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	Consequence	Likelihood	Score	Risk Trend ↔ No change as at March 2023 (DoN)
Initial	5	4	20	
Current	4	4	16	
Target	4	3	12	
Risk Appetite	Cautious (<i>quality and safety; trust and confidence; legal and regulatory</i>)			

Risk Leads	<ul style="list-style-type: none"> Executive Nurse Director Executive Medical Director 	Assurance committee	Quality and Safety
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Controls	Assurances reported to Board and committees
<p>Quality Frameworks and Policies</p> <ul style="list-style-type: none"> Quality Governance Framework approved by the Board in January 2023. (will be updated to reflect new National Quality and Patient Safety Framework) and is aligned to new Care Group Model. Clinical Guidelines Suite of Standard Operating Procedures Clinical Education Framework Incident Management Framework launched June 2022 to reflect national changes in national incident reporting. Incident Investigation training established and being rolled-out across the Health Board on a monthly basis. Improvement and Innovation Board Clinical Education Forum (providing overarching Governance) established, with its inaugural meeting in July 2022 and meetings scheduled for 2023. Listening & Learning Framework launched and implemented at the Listening and Learning Event in September 2022. 	<p>Annual Reports</p> <ul style="list-style-type: none"> Clinical Audit Annual Report Clinical Education Annual Report Safeguarding Annual Report Putting Things Right Annual Report Infection Prevention and Control Annual Report Medicines Management Expenditure Committee Annual Report Health and Care Standards Annual Report (incorporating patient survey) GMC Survey <p>Quarterly Reports</p> <ul style="list-style-type: none"> Quality Dashboard Integrated Performance Dashboard Quality Governance – Regulatory review progress updates IPC Highlight reports Integrated Locality Group reports High level update on mortality indicators Research and Development Update National Clinical Audit and NCEPOD studies

- Quality Strategy endorsed at the Quality & Safety Committee in November 2022 and approved by the Board. Launch events planned during February 2023.
- Implementation Board for the Duty of Quality and Candour being established – inaugural meeting undertaken. Board Briefing held October 2022.

Learning from Experience

- Mortality Review programme. Medical Examiner reviews fully incorporated. Focus level 2 / 3 reviews across CTM
- Shared Listening and Learning Forum
- Community Acquired Pressure Ulcer Collaborative. Forum for shared learning on prevention and improvement with internal and external stakeholders e.g. (Welsh Wound Innovation Centre (WWIC) and Local Authorities).
- Weekly executive-led patient safety meetings
- Service Level Patient Safety meetings incorporate learning from events.
- Joint Executive and Independent Member Walkarounds
- Patient and Staff Stories received at Board Meetings and Quality & Safety Committee
- Active Forums such as “My Maternity My Way” which includes past and present service users.
- Real-time patient feedback (Civica System) being rolled out across the Health Board (PREMS).
- Following discussions in relation to the operating model that will support the new Care Groups it is considered that Quality Assurance will be incorporated within these new structures which plan to be introduced in September 2022.
- Patient Safety Clinics, targeting service areas with high or low incident reporting.
- Learning from events coordinator role in place, with lesson of the week via social media and a monthly newsletter is shared across the Health Board sharing learning around incidents and concerns.
- Patient Reported Outcomes Measures system procured and piloted in Heart Failure / Cardiology services and plans in place to roll out across HB (PROMS).

- Targeted intervention process – continuous improvement self-assessment reports to board
- Maternity and Neonatal Improvement Programme Highlight Report
- Community Health Council briefing papers
- RADAR Reports
- Improvement portfolio report
- Multiple engagement events underway

Ad hoc Assurances

- PCH spot visits to services – improvement programme
- ~~Covid 19 updates to Quality and Safety Committee~~
- Executive and Independent Member Patient Safety Walkabouts framework currently under review and will recommence in 2023. Purpose, Form and Function of IM Walkaround Visits and the development of a clear framework is crucial to supporting the intelligence that can be gathered (when circumstances permit)
- Peer reviews of specific services e.g. critical care
- Community Health Council visits.
- Health Inspectorate Wales unannounced visits.
- Medication Prescription and Administration incident update
- Bridgend Safeguarding Hub
- Planned Level 3 Safeguarding training for all Senior Clinical leaders (Execs – Care Group directors)
- Contacted (letter, key message and verbal reminders) all medical teams to emphasise, and expect, need to complete level 2 Safeguarding training and certain areas level 3
- Community Acquired Pressure Damage
- Patient Safety Solutions – safety alerts and notices
- Mental Capacity Act (LPS)
- Ad-hoc visits to Ty Llidiard (CAMHS) facility and ad hoc review of clinical records
- Executive Director of Nursing and Executive Director of Therapies and Health Sciences have undertaken the relevant training on Duty of Quality & Duty of

- Staff ideas scheme launched across CTM for staff to provide ideas for improvement and collaborate on solutions.
- RADAR (Recognition of Acute Deterioration & Resuscitation) Committee. – Training standards and compliance. This is now a work stream within the Unscheduled Care Group.
- It is anticipated that the New Operating Model will support the triangulation and learning across the Health Board as one CTM.
- Advanced Clinical Practice Board established to provide governance oversight with regards to advanced practice professionals.

Innovation & Improvement Programmes

- iCTM (Improvement & Innovation) department in place and 2022-2025 iCTM business plan developed aligned to CTM 2030 focusing on Experience, Efficiency and Effectiveness all underpinned by Improved outcomes and Patient Safety.
- Leading for Patient Safety with Improvement Cymru and Institute for Healthcare Improvement (IHI) launched. ~~Work plan established and programme continuing for 2023. Draft work programme to be discussed with Executive Leads during November 2022.~~
- Improvement and Innovation CTM are actively supporting a number of services
 - ~~CAMHS~~ Completed and will continue under business as usual arrangements/monitoring.
 - Maternity & Neonates
 - Urology
 - General Medicine (RGH) e.g. ~~CAMHS~~
 - ~~Prince Charles Hospital improvement~~ Completed and will continue under business as usual arrangements/monitoring.
 - ~~Scoping a falls prevention improvement collaborative to launch later this year.~~
 - Pressure Ulcer Improvement with WWIC
 - Engaging with external partners to ensure collaboration in relation to multiple stakeholder working to realise benefits for the communities we serve.
- Targeted Intervention / Special Measures programme work

Candour to ensure that there is sufficient knowledge and influence in relation to the legislation at Board level.

Qualitative Intelligence

- Patient and Staff Stories
- Executive & Independent Member Walkarounds
- Executive Nurse Director weekly clinical focussed site visits.
- Improvement case studies
- Social Media feedback and intelligence
- Listening and Learning forum
- Weekly executive-led patient safety meetings
- Delivery Unit (DU) Dashboard reports inform the Health Board in terms of compliance across the Patient, Care and Safety portfolio.
- ~~iCTM joint working with academic partners to explore cutting edge quality and safety activity to support the Health Board's continuing improvement journey.~~
- ~~The Health Board is represented at the Duty of Quality & Duty of Candour all wales meetings. and Safety Learning Network meeting. Inaugural meeting due to take place in September 2022.~~
- Partnership Working with Cardiff & Vale re South Central Regional Stroke Network.
- Board Briefing regarding ~~Regional Stroke Developments taking place~~ held in December 2022 and followed up in January 2023.
- Regular Director of Therapies & Health Sciences Team quality assurance visits to clinical services.

External Assurance

- Ombudsman's Annual Letter
- Internal Audit Review – CSG & ILG Quality Assurance. August 2022 – outcome of Reasonable Assurance.
- Healthcare Inspectorate Wales reports e.g. Prince Charles Hospital (PCH) Improvement Programme
- ~~The Health Board is in the process of strengthening the internal governance of all HIW open action plans by developing a central tracker system where any exceptions will be reported to the weekly~~

<ul style="list-style-type: none"> Removed as now integrated as business as usual. Immediate make safes complete. Enhanced monitoring and support for specific services e.g. CAMHS Monthly Quality Improvement (QI) training commenced from June 2022 and ongoing on a monthly basis. Patient Safety Clinics commenced June 2022 and will run bi-monthly or as required by services. Investigation and Putting Things Right (PTR) Training commenced during July 2022 Value Based Healthcare programme in place aligned to national Value in Health priorities Enhanced resources in place for business analysis / data analysis to identify areas of improvement and change through data Innovation programme aligned to Value Based Healthcare principles Building leading and empowering Improvement and Innovation into the new Ignite, Aspire and Inspire leadership programmes Implementation of Care Group Improvement Faculties Medical Workforce & Nursing Workforce Productivity Programme established. Speciality Teams across CTM are now regularly meeting to enhance shared learning amongst doctors. This will be enhanced further by the care group model currently being rolled-out. Appointment of the Bereavement Clinical Lead to support the implementation of the All Wales Care of the Bereaved Framework and Pathways. <p>Research</p> <ul style="list-style-type: none"> Research & Development Programme 	<p>clinical executive patient safety catch-up. Local governance of HIW actions will take place through our new Care Group quality and safety committees. The system will allow for the Care Group leads to have a dashboard of all their HIW Inspection activity and continuous monitoring of the improvement plans.</p> <ul style="list-style-type: none"> Audit Wales review of Quality Governance arrangements and follow up Delivery Unit governance and incident management Delivery Unit Maternity and Neonatal SI closures Annual Undergraduate Review General Medical Council National Survey Feedback External Independent Maternity Services Oversight Panel - Maternity and Neonates. Positive IHI and Improvement Cymru visit feedback as part of Leading for Patient Safety received and feedback to Board received. scheduled for later in 2022. National Safe Care Collaborative Programme Audit. Presented findings to the Board in December 2022. WHSSC and NCCU supportive review of Ty Llidiard. Positive report received during December 2022 resulting in de-escalation to level 3.
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Gaps in Controls and Assurances	Mitigating Actions
<p>1. Data :</p> <ul style="list-style-type: none"> Real-time performance and quality data accessible via electronic systems across the organisation <p>Fundamentals of Care Audit (under development - piloted in Maternity Services & Paediatrics)</p>	<p>1. Central Patient Safety Team are manually reviewing and validating data currently in relation to locally reportable incidents. In progress, pace impacted by the implementation of the new Operating Model.</p>

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| <ol style="list-style-type: none"> 2. Raising awareness of staff responsibilities under the Duty of Quality and the Duty of Candour linking in with the actions arising out of the All Wales forum for which the Health Board is represented, which will include the development and roll out of training packages. 3. Plans now in place to address any legacy issues to resolve any duplications identified on implementation. Resolved as at January 2023 report. 4. Feedback from staff and our communities on the ability to raise ideas, freedom and support to make change and empowerment. Holding engagement sessions for staff. 5. Gap in terms of a consistent approach to nursing and midwifery standard audits. | <ol style="list-style-type: none"> 2. Medical & Nursing Workforce Productivity Programmes operating within the transformational programme governance structure and delivering to plan. Group now operational with initial meetings underway. Completed so moved to a control in January 2023. 3. Nursing Productivity Groups operational. 4. Medical Day Surgery expansion expanded to address the backlog in the light of capacity challenges. Plans in place for four specialties with a view to increasing day case surgery throughput. Pace impacted bed pressures – revisit in next review. 5. Following pilot the Health Board will be implementing an Annual Nursing Ward Assurance Audit, which will report into the Quality & Safety Committee. Specific Mental Health metrics in development – timeframes 31.3.2023 end of June 2023. 6. CTMUHB is represented on the work being undertaken with the Delivery Unit to explore how benchmarking in quality performance can be shared across NHS Wales. The Delivery Unit are also rolling out a National Quality Safety Framework to support a consistent approach to quality reporting. Timescales dependent on external sources. 7. The Health Board is represented on the programmes of work supporting the roll out of the Duty of Candour and Duty of Quality. Focus in terms of quality will be on the Code of Practice and the implementation of any training. Timescales: by April 2023. 8. Speciality Teams across CTM are now regularly meeting to enhance shared learning amongst doctors. This will be enhanced further by the care group model currently being rolled-out. Complete and move to a control. 9. Ambition to develop live clinical quality dashboard. 10. Quality Strategy in draft for approval with plan for presentation to approved in November 2022 at Quality & Safety Committee and the Board thereafter. Launch events planned for end of February 2023. |
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- 11.Improving Care Group focus will be on four areas and ten metrics to demonstrate improvement. Current position is consideration of metrics. Timeframe: March 2023.
- 12.National Safe Care Collaborative Programme Audit recommendations and action plans led by IHI and Improvement Cymru.
- 13.Executive and Independent Member Patient Safety Walkabouts framework currently under review. The revised framework will include 'Purpose, Form and Function' of IM Walkaround Visits. Timeframe: July 2023.
- 14.The Health Board is in the process of strengthening the internal governance of all HIW open action plans by developing a central tracker system where any exceptions will be reported to the weekly clinical executive patient safety catch-up.

Linked National Priority Measures

Current Performance - Highlights

Care Closer to Home

- 6. Percentage of patients (aged 12 years and over) with diabetes who received all eight NICE recommended care processes
- 7. Percentage of patients (aged 12 years and over) with diabetes achieving all three treatment targets in the preceding 15 months

Patient Safety Solutions

Infection Prevention and Control

- Six Tier One IP&C Targets
- National IP&C Guidance – to include implementation of respiratory and non-respiratory pathways.
- NHS Wales National Framework – Management of patient safety incidents following nosocomial transmission of Covid-19

Children’s Charter

To reinforce children’s rights and endorse CTM’s commitment to upholding these rights within its services.

Safeguarding

Please refer to the following sections of the Integrated Performance Dashboard to triangulate risk, assurance and performance:

- Cancer Standards
- Unscheduled Care
- Six Goals Programme (Emergency & Urgent Care, D2RA)
- Waiting List Delays
- Mortality Indicators
- Tier 1 IP&C Indicators
- Nurse Sensitive Outcome Measures – Falls, Pressure Ulcers, medication administration.
- Sepsis
- Mental Health Measures.
- Putting Things Right Compliance
- Patient Safety Solutions compliance

- National Improvement Plan
- Preparation for Liberty Protection Safeguards (LPS).
- Independent Review of CTM Region Safeguarding Boards in relation to Child Protection Practices.

Chief Nursing Officer’s Launch of the Nursing and Midwifery Priorities – 2022-2024

New national nurse education standards

Dementia Standards - which include standards for inpatient hospital admissions.

NHS Wales Quality and Safety Framework: Learning & Improving.
Published by WG September 2021.

The Health & Social Care (Quality & Engagement) (Wales) Act 2020
Improving quality and public engagement in health and social care.

National Value Based Healthcare Strategy – alignment of CTMs programme of work to meet national priorities

Were there any significant incidents affecting this strategic Risk this period:

Significant incidents (NRI or LRI) are managed in according with the Incident Framework and reported to the Quality & Safety Committee.

Associated Risks on the Organisational Risk Register

Risk no.	Description	Current score
4479	No centralised decontamination facility in Princess of Wales Hospital	20
4907	Failure to manage Redress cases efficiently and effectively	20
5214	Critical Care Medical Cover	20
4922	Covid-19 Inquiry Preparedness – Information Management	20
5267	There is a risk to the delivery of quality patient care due to difficulty recruiting & retaining sufficient numbers of nurses.	20
5254	Failure to manage redress cases efficiently and effectively in respect of the Duty of Candour. New risk escalated November 2022.	20 16
3133	Non-attendance at medical gas safety training and courses being rescheduled	16
3585	Princess of Wales Emergency Department hygiene facilities	16
4148	Non-compliance with Deprivation of Liberty Safeguards legislation and resulting authorisation breaches	16

4906	Failure to provide evidence of learning from events (Incidents and Complaints)	16
4940	Delay to full automated implementation of Civica De-escalated from the Organisational Risk Register in March 2023.	16
4908	Failure to manage legal cases efficiently and effectively De-escalated from the Organisational Risk Register in March 2023.	16
2787	Absence of a robust Health Surveillance Programme for employees	16
4417	Management of Security Doors in All Hospital Settings	16
5014	Care of Obstetrics & Gynaecology patients in the ED at the Royal Glamorgan Hospital	16
3993	Fire enforcement notice – POW Theatres	15
4512	Care of patients with mental health needs on the acute wards	15
4590	Critical care pharmacist resource	15
4732	Replacement of press software on the 13 & 10 stage CBW presses	15
4920	Capacity within the ED/ Medical/ Rehabilitation and Orthopaedic Inpatient Occupational Therapy Service within Princess of Wales	15
2987	Fire enforcement order First Floor PCH	15
4691	New Mental Health Unit	15
5207	Care Home Capacity	15
4217	No infection prevention and control resource for primary care	15

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Strategic Goals: Sustaining our Future	Risk score 20
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Strategic Risk: Finance Revenue Resource - (Risk No.3)		
If the Health Board fails to manage its revenue resources that are appropriate and sufficient for now and the future	Then we may fail to fulfil our financial and other statutory duties in 2022-2023.	Resulting in inability to fund planned improvements and new services, and increased regulatory scrutiny and enforcement

	Consequence	Likelihood	Score	Risk Trend
Initial	5	5	25	
Current	4	5	20	
Target	4	3	12	
Risk Appetite	Minimal (<i>financial stability</i>) Cautious (<i>legal and regulatory</i>)			

Risk Lead	<ul style="list-style-type: none"> Executive Director of Finance 	Assurance committee	<ul style="list-style-type: none"> Planning, Performance and Finance (<i>finance and estates issues</i>)
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Controls	Assurances reported to Board and committees
Financial Management <ul style="list-style-type: none"> Budget setting process Budgetary control and management accounting Standing Financial Instructions Scheme of Reservation & Delegation Local Counter-Fraud Service Monthly financial performance reviews for Care Groups and corporate directorates Recovery plans for financially challenged services accompanied by enhanced monitoring and support Internal Audit Programme External Audit Programme 	Financial Management <ul style="list-style-type: none"> Annual Report and Accounts Monthly Finance Reports Monitoring Returns to Welsh Government Internal Audit Programme External Audit Programme Losses and Special Payments Report to Audit & Risk Committee
Gaps in Controls and Assurances	Mitigating Actions
Finance <ul style="list-style-type: none"> Understanding of budgetary control and procurement processes in some services A recognised risk of in year inflationary pressures. Reporting of performance information to Board and committees regarding estates and premises 	Finance <ul style="list-style-type: none"> Deliver training to budget holders within Care Groups/Directorates – <i>ongoing, for completion by end 2022.</i> Deliver procurement training to departments where compliance with procurement processes is low - ongoing, for completion by end 2022.



- Developing the Health Board's understanding and use of Value Based Healthcare principles to drive service planning and improvement going forward.
- Developing a more a more project and programmatic approach to planning and delivery of efficiency savings schemes, with focus on pipeline schemes as well as schemes in delivery. Including the development and implementation of the CTM Improvement Plans.
- Developing the Value & Efficiency Programme with a focus on 'Enabling schemes' to support savings identification and delivery.
- The funding position for 22/23 in relation to exceptional items and ongoing Covid-19 response costs has now been clarified. ~~However, further discussions needed with Welsh Government to understand the likely funding position for 22/23 in relation to the Core plan deficit.~~

Linked National Priority Measures

Workforce

- 23. Agency spend as a percentage of the total pay bill

Public Sector Prompt Payment (PSPP) Performance

Current Performance - Highlights

- The Month 10 year to date 8 position is a £22.1m ~~18.0m~~ deficit. This represents a ~~breakeven position £0.3m—adverse variance~~ compared to 10/12ths ~~8/12ths~~ of the planned £26.5m core plan deficit (~~£22.1m~~) (~~£17.7m~~).
- The M10 year-end forecast has now been reduced to £24.5m. This represents a £2.0m improvement from the original planned deficit of £26.5m.
- The Month 8 savings position is forecasting ~~£17.0m~~ ~~£17.5m~~ of savings in 22/23 but only £10.1m ~~£10.6m~~ on a recurrent basis. The savings target for 22/23 is £17.3m. The Recurrent savings gap is therefore ~~£7.2m~~ ~~£6.7m~~.
- The Month 8 year to date agency spend was ~~£49.7m~~ ~~£38.7m~~, which represents 9.2% ~~8.9%~~ of the total pay costs of ~~£539.8m—£430.5m~~.
- PSPP performance at M10 ~~M8~~ was ~~94.9%~~ ~~93.9%~~, which is just below the 95% target.

Were there any significant incidents affecting this strategic Risk this period:

~~Volatile economic and UK political instability has a significant impact upon this strategic risk.~~



Associated Risks on the Organisational Risk Register		
Risk no.	Description	Current score
5153	Failure to achieve financial balance in 2022/23.	20
5154	Failure to reduce the planned recurrent deficit of £28.0m at the end of 2022/23.	20

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Strategic Goals: Sustaining our Future	Risk score 20
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Strategic Risk: - Sufficient workforce to deliver the activity and quality ambitions of the organisation (Risk No. 4)
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If the Health Board fails to identify and plan for its future workforce requirements, and to promote CTMUHB as an attractive place to work	Then we may fail to recruit and retain staff with the right skills and experience	Resulting in Loss of skills and talent, staffing shortages which adversely affect the quality of care and employee experience and prevent us from delivering services fit for today and tomorrow
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	Consequence	Likelihood	Score	Risk Trend
Initial	5	5	25	↔ No change as at March 2023
Current	5	4	20	
Target	4	3	12	
Risk Appetite	Minimal (<i>financial stability</i>) Cautious (<i>quality and safety, (legal and regulatory)</i>)			

Risk Lead	<ul style="list-style-type: none"> • Executive Director for People 	Assurance committee	<ul style="list-style-type: none"> • People and Culture
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Controls	Assurances reported to Board and committees
Recruitment <ul style="list-style-type: none"> • Online recruitment through TRAC • Overseas recruitment of clinical professionals • Pathways to Employment programmes (Kick Start, Project Search, apprenticeships) • NHS Wales and Academi Wales public sector graduate trainee programmes • Living Wage employer status • Local Recruitment & Retention Premium Payment Protocol • Medical Recruitment plan in development Retention <ul style="list-style-type: none"> • Career development opportunities, e.g. Pathways into Management programme • Moving on questionnaires to be launched January 2023 to understand reasons for leaving. Temporary staffing solutions <ul style="list-style-type: none"> • New Medical Bank • Modernised processes for Nurse Bank • Locum Managed Service Agreements 	<ul style="list-style-type: none"> • Workforce and Organisational Development Metrics report (includes key performance indicators such as staff in post, turnover, unfilled hours, sickness) which is regularly reported to the CTM to People & Culture Committee. Data also included in Integrated Performance Report to the Board. • Bi-annual Medical Workforce and Medical Efficiency Reports • Twice yearly nurse staffing assurance reports to the Board • Benchmarking analysis • Annual Education Commissioning Submission

Day-to-day management of staffing levels

- Electronic rostering
- Medical job planning
- Sickness absence management process

Workforce Planning

- Assistant Director role established to lead strategic workforce planning
- Health Education Improvement Wales (HEIW) Workforce Planning Tool and Skills for Health modelling tool
- Establishment Control
- Procured 'expert' workforce planning to support CTM to identify immediate tactical priorities that inform our existing plans. This will also identify longer term opportunities for workforce redesign.
- As part of an all-Wales piece of work, Nurse Workforce Modelling will provide high level indication of vacancies and routes to fill.
- Workforce Strategy development for Health Care Sciences and AHPs is a key priority.
- Attendance at National Careers Fairs with learning to inform future attendance.
- Engagement with national programme to review Advanced and Consultant level framework.
- **Work experience programmes now considered in conjunction with ongoing work in relation to pathways to employment.**

Gaps in Controls and Assurances

Workforce Planning

- Workforce Planning process not yet in place – currently at very early stage
- Establishment control not in place

Recruitment

- ~~Work experience programmes to be considered in conjunction with ongoing work in relation to pathways to employment.~~ Now in controls.

Retention

- ~~The Health Board does not currently have a Retention and Recruitment Plan. Organisational approach to retention including key workforce metrics to be developed.~~

Mitigating Actions

As noted in the controls, the Workforce & Organisational Development department have **procured external consultants who our working with the Health Board January to March 2023, to take forward the following activities, which will commence end of October / early November 2022.**

- Development of local, operational workforce resourcing plans that minimise vacancies and optimise the skills of the existing workforce to ensure opportunities to grow our own are maximised.
- Design a workforce planning approach that will encompass all elements from establishment control and improved workforce analytics to ensure we



understand who CTM has and who it needs, to improved attraction and recruitment approaches to employ the best people from the widest possible pool.

- The strategic lens approach will drive consideration of the shape of the workforce, seamless workforce models that are multi professional and multi-agency and consider the roles that are needed in a technology driven workplace where robotics and AI are commonplace.
- Plans will be developed that take account of workforce trends and horizon scanning to inform consideration of future models of care and an understanding of the skills and capabilities needed and education required to deliver the future health needs of the CTM population.
- Scoping of work to develop CTM approach to retention building on National Programme of work for nursing workforce.
- Collaborative development of a CTM Strategy for Allied Health Professionals & Health Care Sciences.
- **Retention Group established to consider all programmes of work in this area of activity.**

Linked National Priority Measures **Current Performance - Highlights**

<p>Workforce</p> <ul style="list-style-type: none"> • 23. Agency spend as a percentage of the total pay bill • 27. Percentage sickness rate of staff 	<p>The following key metrics are set out within the Workforce and Organisational Development Metrics section of the Integrated Performance Report:</p> <ul style="list-style-type: none"> • The number of job plans for consultants and other senior doctors needs to be improved. • Sickness absence currently remains above target • Staff in post stands at 12,548 with staff turnover at 13.22% <p>The Health Board’s integrated dashboard sets out further details in respect of workforce related performance metrics.</p>
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Were there any significant incidents affecting this strategic Risk this period:
None identified for inclusion in the BAF Report.

Associated Risks on the Organisational Risk Register

Risk no.	Description	Current score
4080	Failure to recruit sufficient medical and dental staff	20

4827	Lack of lead for Face Fit Training along with Face Fit Trainers	20
5214	Critical Care Medical Cover	20
4780	Patient Handling Training. Risk rated as a 16.	20
4722	Senior Medical Workforce Shortfall— Adult Mental Health. Risk scored at a 16. De-escalated from the Organisational Risk Register in March 2023.	16
4106	Increasing dependency on agency staff cover impacting on continuity of care and patient safety	16
4157	Difficulty recruiting sufficient numbers of registered nurses and midwives	16
4798	Unsafe therapy staffing levels for critical care services at Prince Charles Hospital, Royal Glamorgan Hospital and Princess of Wales Hospital	16
4997	Consultant Physician in Ysbyty Cwm Cynon (YCC).	16
4500	Difficulty recruiting sufficient numbers of registered therapists and healthcare scientists	15
4971	Adult Special Care Dentistry Risk Closed March 2023	15
4315	Non Compliance of Fire Training – Provision	15
4809	Non Compliance with Mandatory Violence and Aggression Training	15

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Strategic Goal: Creating Health 		Risk score 12
Strategic Risk: Community & Partner Engagement - (Risk No.5)		
If the Health Board does not engage effectively with our population to understand their needs, and with partners in local government social care and the third sector, to understand their viewpoints	Then we will fail to prioritise our efforts and resources appropriately, and to achieve a consensus for change in implementing our Population Health Strategy	Resulting in continuing health inequalities and poor population health outcomes, including in relation to Covid-19

	Consequence	Likelihood	Score	Risk Trend ↔ No change as at March 2023
Initial	4	5	20	
Current	4	3	12	
Target	4	2	8	
Risk Appetite	Cautious (<i>quality and safety; trust and confidence</i>)			

Lead Director	Executive Director of Public Health	Assurance committee	Population Health & Partnerships
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Controls	Assurances reported to Board and committees
Strategies & Plans <ul style="list-style-type: none"> 2030 Strategy – ‘Our Health Our Future’ (in development) Public Engagement Plan for ‘Our Health Our Future’ Becoming an Engaging Organisation Work programme set out in ‘Becoming a Population Health Organisation: a discussion and options paper for Board’, May 2021 Public Service Board – Well Being Plans (CT and Bridgend). Integrated Level 2 and Level 3 Weight Management Services – established in September 2022. Engagement Forums <ul style="list-style-type: none"> Regional Partnership Board Public Service Board Stakeholder Reference Group Strategy Groups: Born Well, Growing Well, Living Well, Ageing Well and Dying Well 	Reports to Board <ul style="list-style-type: none"> Director of Public Health Annual Report (estimated January / February 2023) Population Health Board Report <p>CTM Public Health Team have established baselines for high level indicators in the Population Health Plan to enable system performance accountability and measure the impact of our work which will be reported to Board through update reports. However there are further baseline measures that require engagement with Public Health Wales to develop.</p> Reports to Population Health & Partnerships Committee <ul style="list-style-type: none"> Covid-19 and Vaccination Programme Reports Regional Partnership Board Annual Report

- Engagement with community groups by Lead Independent Members
- Links with Community Health Council including representation on Board
- Regular joint executive meetings with the three local authorities
- Accelerated Cluster Development Programme Board – engagement across Primary Care
- Health and Social Care Integration Board
- Forum with local authority Chief Executives to address health inequalities

Needs Assessment & Consultation Processes

- Population Segmentation & Risk Stratification
- Pharmaceutical Needs Assessment
- Health Needs Assessments, e.g. Homeless People, Prison Health
- Wellbeing Assessment
- Population Needs Assessment (Regional Partnership Board)
- Formal consultation processes for service reconfiguration, e.g. vascular

Organisational Structures

- Public Health Consultants allocated to support Risk Leads for each priority in the Population Health Organisation plan
- Public Health & Primary Care Oversight Group which is an integrated Group established to bring together Public Health and Primary Care to ensure improved coherence across Population Health Programmes / Projects.
- Locality Structures enabling more engagement with local communities
- Membership of the key partnership forums.

Population Health Assessments

- Completion of the Population Needs Assessments and Wellbeing Assessments undertaken. The community have embraced the themes and CTMUHB along with key partners are taking forward activity as appropriate.

- Transformation Fund and Leadership Board Updates
- Population Health Management Updates
- Mental Health Strategic Update

Reports to other committees

- Community Health Council briefing papers to Quality and Safety Committee

Gaps in Controls and Assurances

- Work to establish statistical baselines delayed / interrupted by Covid pandemic
- Limited analytical and health intelligence capacity, particularly in specialist areas such as epidemiology

Mitigating Actions


- Implementation of key actions in the Population Health Plan approved by Board in May 2021. *Framing and incorporating these actions as part of the Unified*

<ul style="list-style-type: none"> Long-term sustainability of resources to undertake Population Health work 	<p><i>Transformation Programme - Creating Health.</i></p> <ul style="list-style-type: none"> Further baseline work with Public Health Wales in relation to population health outcome measures. <i>Timeframe April 2023.</i> Refocus preventative early years funding from Welsh Government to tackle gaps in resource - <i>Completed for 2022-2023. Requires annual review.</i> Activity underway to evaluate current deployment of community resources with the aim of rationalising resource to deploy the intelligence from population health management. In Progress - target timeframe 28.2.2023. Long Term Conditions Programme established which builds on existing work in CTM to provide AHP-led prehabilitation and rehabilitation services that 'Support People to Live Well both in relation to the effects of Covid-19 infection and other long-term conditions such as cardiac, vascular, diabetes.
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Linked National Priority Measures	Current Performance - Highlights
<p>Population Health – Ministers Measures Phase One</p> <ol style="list-style-type: none"> Percentage of adults losing clinically significant weight loss (5% or 10% of their body weight) through the All Wales Weight Management Pathway Qualitative report detailing progress against the Health Boards’ plans to deliver the NHS Wales Weight Management Pathway Percentage of adults (aged 16+) reporting that they currently smoke either daily or occasionally. Percentage of adult smokers who make a quit attempt via smoking cessation services Qualitative report detailing the progress of the delivery of inpatient smoking cessation services and the reduction of maternal smoking rates 	<p>Integrated Performance Dashboard: Quadruple aim 1: the percentage of adult smokers who make a quit attempt via smoking cessation services. Target 5%</p>
<p>Were there any significant incidents affecting this strategic Risk this period:</p>	
<p>None identified for inclusion in the BAF Report.</p>	
<p>Associated Risks on the Organisational Risk Register</p>	



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Strategic Goal: Improving Care		Risk score 16
		
Strategic Risk: Delivery of a digital and information infrastructure to support organisational transformation – (Risk No.6)		
If the Health Board does not accelerate its journey in becoming a digital and data organisation, that demonstrates an embedded culture of working digitally, organisational agility and strategic and functional clarity underpinned by operational sustainability	Then We will be unable to design and execute a Health Board wide strategy to transform services that are tailored to meet the needs of our people and our communities.	Resulting in Continuing health inequalities and poor population health outcomes, an inability to transform our cost base and our service design, which will result in slow progress towards improving our population's and patients experiences, and continue to constrain our ability to work seamlessly across our region.

	Consequence	Likelihood	Score	Risk Trend ↔ Risk Scoring remains unchanged for March 2023
Initial	4	5	20	
Current	4	4	16	
Target	4	3	12	
Risk Appetite	Cautious (<i>data and information; legal and regulatory</i>)			

Risk Lead	Director of Digital	Assurance committee	Digital & Data
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Controls	Assurances reported to Board and committees
<ul style="list-style-type: none"> Digital & Data Strategy Population Health Strategy Digital & Data Delivery Programme IT Infrastructure Review Digital Delivery Board Digital Investment Fund Information Security, Records Management and Information Governance Policies and Improvement Programmes 	Reports to Digital and Data Committee <ul style="list-style-type: none"> All-Wales Information Governance Toolkit and ICO Audit Review. NIS-D Cyber Assessment Framework and Improvement Plan (CRU). Digital Programme Assurance Report Internal Audit Reports Coding Improvement Plan Bridgend Aggregation Programme Reports to other committees <ul style="list-style-type: none"> Progress updates against Population Health Strategy Planning, Performance & Finance
Gaps in Controls and Assurances	Mitigating Actions
<ul style="list-style-type: none"> Closing the gap in Digital Helplessness Training and Awareness Programme 	<ul style="list-style-type: none"> Work with WG to mandate digital and cyber security training for all staff

<ul style="list-style-type: none"> • Tested and integrated cyber incident management plan • Incomplete asset register • Poor adherence to policies • Insufficient capital and revenue resource allocation and the capacity of the skilled workforce • Integration of information systems for services in the Bridgend area transferred from Swansea Bay University Health Board • Lack of an open architecture • Widespread non-adherence to data standards • Critical supplier(s) unable to respond to the UHB's requirements and ministerial priorities within defined timescales • Capacity within current team to deliver digital transformation agenda • Delayed delivery of the digital patient notes programme • Resourcing of Information Governance function within the Health Board • No function within the UHB focussing on benefits realisation • Limited progress to reduce/remove paper processes and move to a fully integrated digital patient record • Recruitment challenges due to short term funding allocations leading to an increased use of contracting arrangements. • Information Commissioner Office (ICO) Audit planned to be completed March 2023. 	<ul style="list-style-type: none"> • Pursue funding from Government to enable further integration of Bridgend IT systems and support delivery of the digital programme- <i>ongoing</i> • Establish agile change management practices across the organisation • Review of existing resources and structure for Digital Directorate and recommendation of new operating model – <i>June 2022 for review; to be implemented during 2022/23</i> • Make progress in delivering the cyber, IG and digital and data programmes • Work with other NHS Wales partners, industry, academia and third sector organisations to improve our current digital competencies across the Health Board and our communities • Creation of Allied Health Professional Digital Lead. • Creation of a Maternity Digital Lead – (short-term funding).
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Linked National Priority Measures	Current Performance - Highlights
<p>Digital and Technology National Clinical Framework (WHC 2021/03) Welsh Government, March 2021),</p> <p>Quality and Safety Framework: Learning and Improving (WHC 2021/022 September 2021)</p> <p>Value Based Health and Care</p> <p>Coding standards</p>	<ul style="list-style-type: none"> • Deployment of Electronic Whiteboards and Electronic Transfer of Care Forms across the whole of CTMUHB with effect from end of March 2023. • Rolled out Medical Transcription Electronic Discharge and Admissions, Discharges and Transfers in Princess of Wales Hospital as part of the WPAS transition activity and system consolidation. • Majority of agreed digital programmes have delivered (coding, nursing record) or are delivering to timescales however the Emergency Department system implementation is delayed due to funding and capacity constraints.



- In terms of 'Open Eyes' CTMUHB is planning to deploy for Glaucoma by 31st March 2023. Further roll-out is subject to funding.
- Access to digital funding streams is under review due to proposed decreases in the national digital prioritisation funds
- IG and Cyber programmes are structured but constrained by resources
- Progress continues on infrastructure enhancements across CTM sites
- There are continued gaps in analytical capacity to meet the demands of the service which therefore impacts upon service improvement initiatives
- Prioritisation of key digital initiatives to be considered as part of the IMTP cycle.
- Programme to share data across primary and secondary care on hold due to adverse resource allocation choices.

Were there any significant incidents affecting this strategic Risk this period:

During the period there have been 3 critical incidents and 12 high impact incidents. The critical incidents are outlined below:

- November 2022 – Power Outage at RGH (Service disruption time: 2 hours)
- November 2022 – PSBA failure at RGH (Service disruption time: 3.5 hours)
- December 2022 – National network disruption (Service disruption time: 4 hours)


Strategic risk assessment	Holding information securely and confidentially	Effective governance, leadership and accountability	Obtaining information fairly and efficiently	Recording information accurately and reliably	Using information effectively and ethically	Sharing information appropriately and lawfully
Impact	5	4	4	3	3	3
Likelihood	4	2	2	4	4	5
Risk	20	8	8	12	12	15

Associated Risks on the Organisational Risk Register

Risk no.	Description	Current score
5276	Failure to deliver replacement Laboratory Information Management System, LINC Programme, by summer 2025.	20
4664	Ransomware attack resulting in loss of critical services and possible extortion	20
4887	Retrieval and filing of case notes in the POW Medical Records Library	20
4337	Integrated Patient Records across the Health Board	16
3337	Use of Welsh Community Care Information System (WCCIS) in Mental Health Services	15
4671	NHS Computer Network Infrastructure unable to meet demand	15

4672	Absence of coded structured data & inability to improve our delivery of the national clinical coding targets and standards	15
4772	Replacement of press software on the 13 & 10 stage CBW presses	15
5040	Digital Healthcare Wales (DHCW interdependencies)	15
4699	Failure to deliver a robust and sustainable Information Governance Function	15

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Strategic Goal: Inspiring People 		Risk score 12
Strategic Risk: Leadership and Management – (Risk No.7)		
If we fail to provide compassionate and effective leadership at all levels of the organisation and all professions to empower and enable our workforce	Then there will be lack of confidence to enable informed decision-making at the appropriate level and to implement organisational change	Resulting in lack of commitment and engagement, poor communication, deterioration of staff wellbeing, and difficulty in recruiting and retaining the staff we need

	Consequence	Likelihood	Score	Risk Trend <div style="text-align: center;">↔</div> No change as at March 2023
Initial	4	4	16	
Current	4	4-3	16 12	
Target	4	2	8	
Risk Appetite	Cautious (assets; trust and confidence)			

Risk Lead	Executive Director for People	Assurance committee	People and Culture
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Controls	Assurances reported to Board and committees
Leadership Development <ul style="list-style-type: none"> • Board Development Programme – A session has been completed with Board exploring CTM leadership and similar sessions held with Senior Care Group Leads and Assistant & Deputy Directors in February 2023. • Comprehensive leadership development programmes. • In-house Leadership Development Programme (Senior Leaders / Developing Leaders / Management Essentials) • Learning partnerships with HEIW, The Kings Fund and Academi Wales • HEIW Compassionate Leadership Programme • Establishment of Leadership Coaching & Mentoring Network • Re-launch of Leadership 360 Degree Feedback. • Launch of Leadership Community of Practice and associated Leadership Summit (Conference) 	Internal Assurances <ul style="list-style-type: none"> • Workforce and Organisational Development metrics report • Employee Relations Update • Medical Workforce and Efficiency Report • Statutory and Mandatory Training Compliance Report • Targeted intervention process – continuous improvement self-assessment reports (incorporates leadership and culture) • PULSE surveys themed around particular topics (ad hoc) • Post-implementation evaluation report completed and Leadership Programmes relaunched in October 2022 • Performance Development Review (PDR) processes evaluated quarterly. Bilingual training package launched October 2022 • Living Wage Employer Status – achieved in February 2023. • Disability Competent Leader awarded in February 2023 for a further three years.

<ul style="list-style-type: none"> • Leadership and Culture Workshops for executives and senior leadership teams • Specific & targeted leadership development work within specific services, e.g. Maternity • Launch of Leadership Competency framework. • Training development between DoTHS and University of South Wales to deliver identified leadership priorities for AHP & HCS leads <p>Leadership Engagement with the workforce</p> <ul style="list-style-type: none"> • Leadership Forum • Local Partnership Forum • Clinical Advisory Group • Q&A with the Chief Executive via MS Teams <p>Employee Wellbeing</p> <ul style="list-style-type: none"> • Employee Experience Programme • Occupational Health Services • Employee Assistance Programme • Wellbeing Conversations • Money and Pensions Service 	<p>External Assurances</p> <ul style="list-style-type: none"> • Teaching Hospital status renewal • Corporate Health Standard Gold accreditation received in February 2023. Platinum assessment scheduled for March 2023. • National Staff Survey • Improved levels of leadership accreditation in staff gaining external qualifications (ILM/CMI).
<p>Gaps in Controls and Assurances</p> <ul style="list-style-type: none"> • Full implementation of leadership development programmes and embedding in practice to achieve Level 4 (maturity) and eventually Level 5 (exemplar) • Measuring impact of Organisational Development interventions on improving the leadership and culture of the organisation • Improved accessibility to leadership and management toolkits via an online repository, in partnership with HEIW. 	<p>Mitigating Actions</p> <ul style="list-style-type: none"> • Working with our academic partners at the University of South Wales, participants will be able to accredit their learning with the Institute of Leadership and Management (ILM) from January 2023. • An initial programme evaluation report was published in September 2022; further evaluation reports will be available every quarter. The report provides quantitative and qualitative data, from registrations and completions to participant’s feedback. • Whilst compassionate leadership is interwoven throughout the programme, a dedicated compassionate leadership module and associated resources will be developed which will complement the programme from January 2023. Launched in January and ongoing within programmes of activity.
<p>Linked National Priority Measures</p> <p>Culture, Values and Behaviours</p> <ul style="list-style-type: none"> • 25. Percentage of staff who report that their manager takes a positive interest in their health and wellbeing 	<p>Current Performance - Highlights</p> <p>In April 2022 CTM has self-assessed itself as Level 4(maturity early results) for leadership capacity and capability development; and also for employee experience in the targeted intervention framework, having started at</p>

<ul style="list-style-type: none"> • 26. Percentage compliance with all Level 1 competencies of the Core Skills and Training Framework by organisation • 27. Percentage of sickness absence rate by staff 	<p>Level 1 (principle accepted and commitment to action) in March 2020.</p>
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Were there any significant incidents affecting this strategic Risk this period:

None identified for inclusion in the BAF Report.

Associated Risks on the Organisational Risk Register

Risk no.	Description	Current score
3008	Unavailability of opportunities to train and maintain compliance with Manual handling training	16
3638	Pharmacy & Medicines Management - Training & Development Infrastructure	15

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Strategic Goal: Inspiring People	Risk score 12
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INSPIRING
PEOPLE

Strategic Risk: Culture, Values and Behaviours – (Risk No.8)

If the Health Board fails to put the values of the organisation into practice	Then we will not have a culture that embraces inclusion, openness, innovation and teamwork	Resulting in poor experience for staff and patients alike, diminishing the trust and confidence of our population
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	Consequence	Likelihood	Score	Risk Trend
Initial	4	4	16	↔ No change as at March 2023
Current	4	3	12	
Target	4	2	8	
Risk Appetite	Cautious (<i>assets; trust and confidence</i>)			

Risk Lead	Executive Director for People	Assurance committee	People and Culture
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Controls	Assurances reported to Board and committees
<p>Policies and Frameworks</p> <ul style="list-style-type: none"> Workforce Policies, e.g. Respect and Resolution, Standards of Behaviour Values and Behaviours Framework – co-produced with staff Raising Concerns Procedure All-Wales work to promote speaking up, led by Executive Director for People <p>Communication and Engagement re: values & culture</p> <ul style="list-style-type: none"> Values Cafes and Values Workshops Leadership and Culture Workshops for executives and senior leadership teams Publicity campaign around values following launch in October 2020 Back to Behaviour Basics Training Programme Values based induction run with nurses, healthcare support workers, graduates and junior doctors <p>Putting Values into Practice</p> <ul style="list-style-type: none"> Listening, Learning and Improvement (Just and Learning) Culture programme – 28 Senior Leaders within CTMUHB received training by MerseyCare and Steering Group established to embed approach. 	<ul style="list-style-type: none"> National Staff Survey PULSE surveys themed around particular topics (ad hoc) Values and Behaviours Update Equality Annual Report Welsh Language Standards Annual Report Living Wage Accreditation awarded in February 2023.

<ul style="list-style-type: none"> • Performance and Development Reviews • Values Based Recruitment • Suite of values-based resources and activities for managers and staff on SharePoint. • Celebrated World Values day on 20th October 2022 supporting the Values in our Community. • Cultural Competence session held on 25th November 2022³ for Executive Team and teams reporting directly to them. 	
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Gaps in Controls and Assurances	Mitigating Actions
<ul style="list-style-type: none"> • Embedding values in practice after successful launch and communications campaign • Empowering staff to feed back on, or challenge behaviour which is inconsistent with the organisation's values • Measuring impact of Organisational Development interventions on improving the leadership and culture of the organisation • Cultural Health Check diagnostic tool developed that measures current alignment to values based on participants' contribution to the assessment. The Health Check has been piloted successfully and is being used for subsequent OD interventions. • Current Strategic Equality Plan (SEP) requires review to align with the changing national context. 	<ul style="list-style-type: none"> • Re-launched values-based recruitment pages in October 2022 to provide advice and guidance including values-based questions to support the process. • In response to feedback regarding our leaders embodying our values a reverse mentoring program was launched in October 2022 with senior colleagues and employees from our minority groups. Through our Aspire and Inspire Leadership programmes our approach to leading behaviour change through leadership is paramount and a key feature of the programmes. • Work ongoing to review the Strategic Equality Plan (SEP) to align with the changing national landscape, in particular the Anti-Racist and LGBTQ+ Wales Plan. SEP currently out for consultation.

Linked National Priority Measures	Current Performance - Highlights
<p>Culture, Values and Behaviours</p> <ul style="list-style-type: none"> • 24. Overall staff engagement score • 28. Percentage headcount by organisation who have had a Personal Appraisal and Development Review (PADR)/medical appraisal in the previous 12 months (including doctors and dentists in training) 	<p>In April 2022, CTM has self-assessed itself as Level 3 (initial achievements realised) for values and behaviours; and also for inspiring shared purpose in the targeted intervention framework, having started at Level 1 (principle accepted and commitment to action) in March 2020.</p>

Were there any significant incidents affecting this strategic Risk this period:
None identified for inclusion in the BAF Report.

Associated Risks on the Organisational Risk Register		
Risk no.	Description	Current score
N/A	No directly linked risks on organisational risk register	N/A

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Strategic Goal: Sustaining our Future		Risk score 16
 SUSTAINING OUR FUTURE		
Strategic Risk: Fulfilling our Environmental and Social Duties and ambitions (Risk No.9)		
If the Health Board's decisions fail to reflect our values or consider the long-term environmental or social impact	Then we will not fulfil our Socio-economic duty, our Wellbeing of Future Generations objectives and our value-based healthcare principles	Resulting in negative environmental and social impacts, and loss of trust and confidence among stakeholders

	Consequence	Likelihood	Score	Risk Trend ↔ No change to risk score as at March 2023.
Initial	4	5	20	
Current	4	4	16	
Target	4	2	8	
Risk Appetite	Cautious (<i>assets; trust and confidence</i>) Open (<i>estates</i>)			

Risk Lead	Executive Director of Strategy and Transformation	Assurance committee	Population Health and Partnerships
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Controls	Assurances reported to Board and committees
<p>Wellbeing and Socio-economic duties</p> <ul style="list-style-type: none"> Integrated Medium Term Planning Process aligned to the seven Welsh wellbeing goals and five ways of working. 'CTM 2030' delivery focusses on community developments, employment and local procurement where possible. CTM becoming established as an Anchor Organisation. <p>Environmental Sustainability – Net Zero</p> <ul style="list-style-type: none"> Decarbonisation Strategy Established a CTM Decarbonisation Group which will have oversight and delivery of CTM's decarbonisation agenda 'CTM 2030' seeks to ensure that services take account of the impact on the environment All-Wales approach to sustainable procurement Green CTM Staff Forum Fleet emissions reduction programme and trial of electric vehicles Tree planting initiatives 	<p>Wellbeing and socio-economic duties</p> <ul style="list-style-type: none"> Wellbeing Statement accompanying Annual Plan Progress reports against the Annual Plan Case studies of projects contributing to wellbeing and equality, e.g. Connected Communities, Healthy Schools, Social Prescribing, Sustainable Procurement <p>Environmental Sustainability – Net Zero</p> <ul style="list-style-type: none"> Environmental Sustainability Annual Report ISO 14001 (Certified Environmental Management System) accreditation <p>Commenced reporting to Board / committees regarding Net Zero – Timeframe: June 2022. Complete - moved to assurance.</p>

<ul style="list-style-type: none"> Waste management – elimination of landfill for foodstuffs Use of less environmentally impactful anaesthetic gases 		
Gaps in Controls and Assurances	Mitigating Actions	
<ul style="list-style-type: none"> Dedicated resource to manage and deliver Net Zero programme across the whole Health Board. Enhancing board reports about sustainability issues to address Net Zero 2030 goals. Procurement framework to reduce carbon footprint of goods and services purchased from outside the organisation. Mapping against 'More Equal Wales' guidance for Socio-economic Duty which came into effect in April 2021. Nationally the formula to establish carbon footprint of our organisation has changed CTMUHB's baseline assessment which has placed the organisation significantly further away from its 2025 goal. Global energy crisis will impact on service delivery for our communities and staff, this is being closely monitored as it will impact upon health and wellbeing. 	<ul style="list-style-type: none"> Ensure resourcing to manage Net Zero work programme across the Health Board, taking into account potential savings in energy costs. The delivery of the Health Board's decarbonisation plan 2030 is dependent on capital. Timeframe: Ongoing subject to capital availability. CTMUHB Financial Care Wellbeing Pathway launched to support the workforce recognising the impact of the cost of living increase impacting our workforce and population. 	
Linked National Priority Measures	Current Performance - Highlights	
<p>Economy and Environment</p> <ul style="list-style-type: none"> 32. Emissions reported in line with the Welsh Public Sector Net Zero Carbon Reporting Approach 33. Qualitative report detailing the progress of NHS Wales' contribution to decarbonisation as outlined in the organisation's plan 34. Qualitative report detailing evidence of NHS Wales advancing its understanding and role within the foundational economy via the delivery of the Foundational Economy in Health and Social Services 2021-22 Programme <p>Wellbeing of Future Generations Act</p>	<p>The Health Board is developing its approach for an annual report on performance which is anticipated for the latter part of 2022. An integrated approach across the Health Board will be adopted for reporting our progress against the Environmental Sustainability Plan. Scheduled for autumn 2023.</p>	
Were there any significant incidents affecting this strategic Risk this period:		
Nil		
Associated Risks from the Organisational Risk Register		
Risk no.	Description	Current score
5374	Fulfilling our environmental and social duties. New risk escalated March 2023.	16

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