

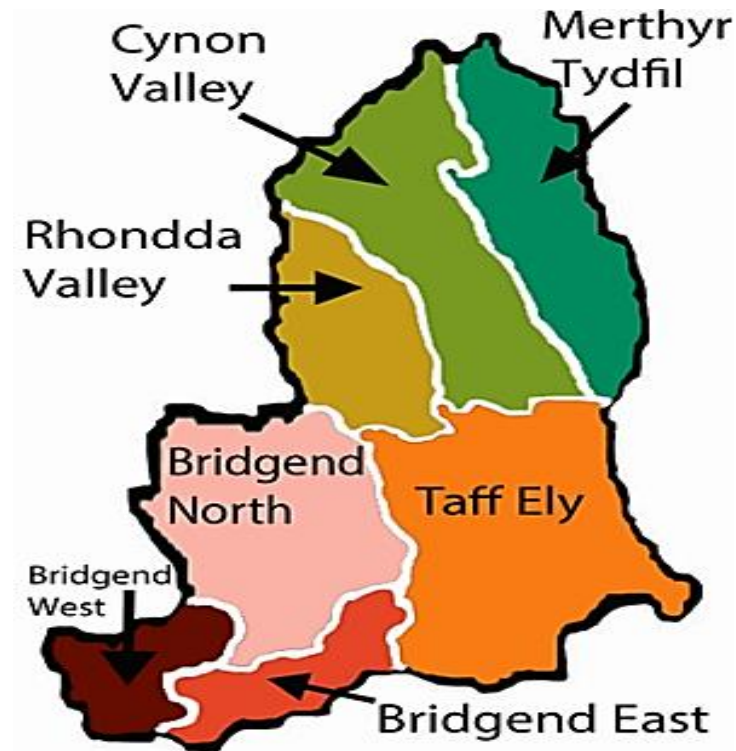
Chief Executive's Report



January 2020

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External Reports received in period:

Using these reports to identify themes to reflect in our improvement and development programmes is progressing well: Always asking "how do we know our services are high quality and safe".

- **HIW/WAO Joint Review into the quality governance arrangements:**

The joint review of quality governance arrangements by Heath Inspectorate Wales (HIW) and the Wales Audit Office (WAO) was published on the 19 November 2019. The management response to the recommendations was presented to Q&S Committee on the 14 January 2020. The focus of Management Board's "learning" agenda item on the 16 January 2020 was on the report findings and reflecting on these.

- **HIW Royal Glamorgan Hospital: Wards 12 and 19 (November 2019)**

Immediate improvement plan in place, proving HIW sufficient assurance. Awaiting final report.

- **HIW Maternity Services Prince Charles Hospital (November 2019)**

Immediate improvement plan in place, providing HIW sufficient assurance. Awaiting final report.

- **DU targeted intervention at Princess of Wales, urgent and emergency care performance (December 2019)**

Work has commenced working with the DU. Delivery Unit Colleagues have met with us on 8th January to discuss draft Terms of Reference and approach which will build on the existing infrastructure already in place to support unscheduled care improvement, with an Executive Director led weekly improvement action sessions taking place.

- **Receipt of Royal Colleges report into "Intensive Care Service for General Surgery patients at PoW (December 2019)**

We welcome the report which will drive improvement into the service. An action plan is being developed in response to this report, and will be monitored via the Quality and Safety Committee.

- **HIW IRMER Radiology Dept. RGH inspection carried out on 11 and 12 December 2019**

Finalisation of the report expected in the next month, the progress made by our teams has been notable.

Learning

Maternity Services

- Working with the IMSOP women and their families to ensure continual learning about communication and engagement, with community engagement events to take place in Merthyr, Llantrisant and Bridgend commencing in February 2020. The second quarterly report from the IMSOP confirms the progress being made by all our teams working in maternity.

Let's Talk with staff in January 2020

- Highlighted the need to review how we run bank and the need for change and improvement.
- Many fantastic ideas and solutions for issues and concerns raised, which are being looked at to see how we can progress.

Visit to Dewi Sant Health Park

- I had the pleasure of visiting and meeting colleagues working at the Dewi Sant Health Park, including the @Home service, Integrated Sexual Health and the Resource Hub. The purpose of the @home service is to move healthcare out of hospitals and into the local community, closer to people's homes. I was able to see the work to develop and extend services at home, trialling Elastomeric Pumps (Accufuser®) to enable 3 and 4 daily intravenous antibiotics to be easily accommodated at home, great for our patients and a first in Wales.



Headlines

- **Welsh Government escalation and intervention arrangements** – The tripartite meeting (WG, WAO, HIW) took place in December 2019, to discuss Cwm Taf Morgannwg's escalation status, confirming a recommendation to the Minister that our escalation status remains unchanged (at special measures for maternity services and targeted intervention for quality and governance). Good progress continues to be made, however, we recognise the serious nature of our situation and the issues we are dealing with.
- **Development of our Operating Model** – Our operating model reflects the developing ethos and driving principles for CTM, the structures are devised to deliver against this. Conversations have been happening with staff across all groups on how the future Operating Model should look, based on our design principles developed:
 - Empowering People
 - Community Leadership and Involvement
 - Clinically Led, Community Focused Services
 - Learning and Innovating for Continual Quality Improvement
 - Robust, Simplified and Safe Decision Making.
- The design of our Operating Model completed in December 2019 with implementation beginning in mid December. Clinical Leaders have now been appointed for our three Integrated Locality Group following a competitive internal process with each showing an inspiring vision to improve community health and wellbeing and delivering truly integrated health services for the CTM population. All our newly appointed leaders will have support and development opportunities, beginning as we mean to go on, as we develop our organisational wide staff development and support programmes, closely aligning to the values and behaviours development work. The process to appoint leaders to other key posts began in mid-January and continues over the coming months.
- Our operational governance systems and frameworks that will empower the Localities to operate in a community focussed, robust and transparent way are in design. Recruitment to lead the clinical collaboratives that will deliver whole organisation clinical standards and improvements, the 'Systems Groups', begins in February.

Headlines

- **New Appointments** – Dr Ruth Alcolado has been appointed as Deputy Medical Director and Hywel Daniel as Interim Workforce and OD Director. In addition Integrated Locality Group Director appointments have been made: Dr Anthony Gibson for Bridgend, Dr Sarah Spencer for Merthyr and Cynon, Dr Stuart Hackwell for Rhondda and Taff – **many congratulations to them all**, it is a very exciting time to make a real difference in delivering the health board's emerging ambition for our communities and staff.
- **Let's Talk with the Executives** – drop in sessions took place across the three DGHs in December and more briefing sessions have taken place across a range of sites throughout January. The growing energy is palpable and the ideas are beginning to flow.
- **New monthly performance meetings with Directorates** – the second round of executive led performance review meetings with Directorates have taken place which has seen some progress in balancing the management of directorate level resources, performance and quality. The third round will commence shortly and I look forward to seeing further progress made.
- **Ambulatory Emergency Surgical Unit** – opened in Princess of Wales on the 20 January 2020, an exciting clinically led development benefiting our patients.
- **Paramedics working alongside nursing teams 7 days a week** – commenced on 20 January 2020 in PoW and we look forward to seeing the benefits of this to our patients and for our very hard pressed staff.

Headlines

Let's Talk Culture – It has been fantastic to see how many staff and patients have supported the Let's Talk Culture programme, by taking part in our survey and signing up to one of our 20 listening workshops.

The survey has received more than 4,000 responses (nearly 35% of our staff) and more than 600 staff have attended a workshop to share their views. The thoughts and ideas shared by staff, and patients are currently being analysed and will be used to begin developing the values and behaviours that the Board and wider organisation can own and use in our day to day work to help shape the culture of Cwm Taf Morgannwg University Health Board.



Diary Highlights

- Meeting with WAST at Princess of Wales – developing solutions for unscheduled care
- Monthly Let's Talk Sessions (including Christmas sessions) with our staff
- Planned Executive Walkabouts – Ward 3 Trauma and Orthopaedics RGH, Palliative Care Wing in PoW
- Health and Safety Executive meeting
- Development Days – Executive Team
- Children's party – children's ward – PoW
- Special Measures/TI meeting with Welsh Government
- Visit to Dewi Sant Health Park
- Opening of the Palliative Care wing in RGH



Looking Outwards

- Meeting with Merthyr Council Chief Executive and team to discuss the Prince Charles Hospital site and surrounding areas.
- South East Wales Vascular Network Executive Meeting - work continues to be progressed across the region to strengthen the delivery of 24/7 consultant led vascular surgery to deliver optimal care across South East Wales. It is proposed that the regional model will be in place for August 2020.
- Learning from Imperial College Healthcare NHS Trust on their industry leading work on leadership development



Looking Ahead

- **Let's Talk Culture feedback sessions** – we will be hosting a number of short feedback sessions planned across each of our DGH sites during February 2020. During these sessions we will: share what we've heard at our listening workshops and the insights gathered from our survey; check that we have heard correctly; and gather feedback on a first draft of values and behaviours for Cwm Taf Morgannwg.
- **Let's Talk with the Executives drop in staff sessions continue**
- **Let's Talk – your healthcare public events in the community**
- **Next phase of appointments as part of the implementation of our new operating model**
- **Finalising our IMTP 2020-23**
- **Engagement events on the CTMUHB Integrated Health and Care Strategy**
- **Forthcoming engagement and involvement with communities, partners and stakeholders on A&E services (SWP)**

 FEEDBACK SESSIONS Click HERE to register	MONDAY 24 th Feb	TUESDAY 25 th Feb	WEDNESDAY 26 th Feb
	PCH	PoW	RGH
	9:30 - 10:45 11:15 - 12:30	9:30 - 10:45 11:15 - 12:30	9:30 - 10:45 11:15 - 12:30



Let's Talk... Your Healthcare
Join us at our drop-in events to find out more about health in your area.

GP and community services
Maternity services
Medicines advice
Hospital plans and developments
Support for carers
Support for your health and wellbeing

Feel free to call in for a cup of tea and a chat about the above or anything that's important to you.
Children and families welcome!
You're welcome to use Welsh and an interpreter will be available, please give 48 hours notice before the meeting.

19th February
4pm-6pm
Bridgend Life Centre
(Halo Leisure) Bridgend.

GIG CYMRU NHS WALES | Bwrdd Iechyd Prifysgol Cwm Taf Morgannwg University Health Board | For more information follow us on Facebook, Twitter or Instagram or call 01443 744800