



AGENDA ITEM

5.4

CTM BOARD

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

Date of meeting

29/07/2021

FOI Status

Open/Public

**If closed please indicate
reason**

Not Applicable - Public Report

Prepared by

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Presented by

Richard Morgan-Evans, Chief of Staff

Approving Executive Sponsor

Chief Executive

Report purpose

FOR APPROVAL

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

Committee/Group/Individuals

Date

Outcome

CTMUHB TI Self Assessment
Board session

21/06/21

ENDORSED FOR
APPROVAL

1. SITUATION/BACKGROUND

- 1.1 This paper seeks to formally update the Board as to the progress within the Targeted Intervention (TI) Improvement Programme and specifically update on the maturity matrix position across the key improvement domains.
- 1.2 On the 21st June, a TI self-assessment board session was held involving all Directors and Independent Members as well as involved members of staff including representatives from Integrated Locality Groups.

- 1.3 These self-assessment boards now take place every other month, with monthly TI 'Working Groups' supporting the onward monitoring and control of the TI Improvement Programme on a more granular level.
- 1.4 As in previous TI Self-assessment Boards, the purpose was to allow holistic updates to be delivered by the TI improvement domain Senior Responsible Officers (SROs) before inviting input, scrutiny and discussion from wider Health Board staff. By utilising this format it allows for a collaborative discussion and ensures all views are taken into account.
- 1.5 There were four key areas discussed, in line with the agreed improvement scope:
 - Leadership & Culture
 - Trust & Confidence
 - Quality & Governance
 - Special Measures update regarding Maternity & Neonatology

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

- 2.1 The meeting allowed for a useful discussion and it outlined a positive level of progress across all areas of TI improvement. The recent progress agreed at the June Self-Assessment Board is laid out below across the three maturity matrix heat maps.
- 2.2 The Health Board is now in 'Level 3 – Results' stage for almost all TI domains, with three domains very close to being accepted as delivering initial achievements. This is due to the hard work and collaboration between Health Board staff as well as receiving Welsh Government support and feedback, which is very welcome.
- 2.3 A complementary forward roadmap of key milestones and activities was shared with the membership and is attached as an appendix to this update paper. As with any active plan, this will be continually updated to show scheduled improvement activities and also to ensure we are delivering against targets we have set ourselves. This is important as it helps us to remain on track in our improvement journey.
- 2.4 It is widely regarded that this improvement framework / methodology is a very useful tool whether the Health Board is in a heightened level of escalation or not. It ensures we as a large organisation are always



striving to do things better and make improvements for the benefit of our patients and staff.

Leadership & Culture

	Level 1 Basic	Level 2 Early Progress	Level 3 Results	Level 4 Maturity	Level 5 Exemplar
	Principle accepted and commitment to action	Early Progress in development	Initial achievements realised	Results consistently achieved	Others learning from our consistent achievements
Leadership... Capacity, Capability, Development	✗	→ ✗ → ✗ → ✗	✗		
Values and Behaviours	✗	→ ✗ → ✗ → ✗	✗		
Inspired Shared Purpose	✗	→ ✗ → ✗ → ✗			
Employee Experience	✗	→ ✗ → ✗ → ✗	✗		

Re-building Trust & Confidence

	Level 1 Basic	Level 2 Early Progress	Level 3 Results	Level 4 Maturity	Level 5 Exemplar
	Principle accepted and commitment to action	Early Progress in development	Initial achievements realised	Results consistently achieved	Others learning from our consistent achievements
Patient and Public Engagement and Involvement	✗	→ ✗ → ✗ → ✗			
Staff Engagement and Involvement		✗ → ✗ → ✗ → ✗	✗		
Partnership Engagement and Involvement	✗	→ ✗ → ✗ → ✗	✗		
Promoting the work of the organisation	✗	→ ✗ → ✗ → ✗	✗		



Quality & Governance

	Level 1 Basic	Level 2 Early Progress	Level 3 Results	Level 4 Maturity	Level 5 Exemplar
	Principle accepted and commitment to action	Early Progress in development	Initial achievements realised	Results consistently achieved	Others learning from our consistent achievements
Quality Planning					
Quality Assurance					
Quality Improvement					
Risk and Assurance					
Governance					

Special Measures update

- 2.5 The Special Measures Improvement Programme outlined recent activities and improvements taking place. This included the sharing of a Maternity and Neonatology specific improvement roadmap, which was well received and will guide activity through the year.
- 2.6 As agreed previously, the Self-Assessment Board did not score progress as there is already a process in place where the Special Measures programme works closely with the Independent Maternity Services Oversight Panel (IMSOP) panel to develop and deliver improvements. Despite this it is important that the TI and Special Measures work remains aligned and all stakeholders are aware of progress and how different streams of work relate and are dependent on each other. A dedicated update on Special Measures will be submitted by the improvement team.

3. KEY RISKS/MATTERS FOR ESCALATION TO BOARD

- 3.1 Now that there is a good level of momentum developed and activities are taking place and plans shared, the Self-Assessment Board considered what was required to take progress forward through 'Results' and eventually into a level of 'Maturity'.
- 3.2 It was widely agreed that being able to articulate important outputs and metrics from the wealth of activities taking place is very important. From this we can start to have more confidence that the improvement programme is having a genuinely positive impact as it filters throughout the organisation.

- 3.3 Over the following months the main central area of focus will be on highlighting the key indicators for change and ensuring we are constantly asking the question of 'So what?' in relation to all the activity taking place. At the next Self-Assessment Board in August this will be the theme to take the programme to the next level. These key indicators for change may come in different forms, qualitative and quantitative but it is agreed that capturing all forms of this 'data' is important as we take stock as a leadership group.
- 3.4 Key forward dates include the next Self-Assessment Board session to be held on the 16th August. On the 26th August the Health Board will then meet with Welsh Government NHS colleagues again to update on the progress with reference to its escalation status. At this forum CTM will outline the key focussed activities, plans and outputs derived from the improvement work to showcase the improvement journey so far.

4. IMPACT ASSESSMENT

Quality/Safety/Patient Experience implications	There are no specific quality and safety implications related to the activity outlined in this report.
Related Health and Care standard(s)	Governance, Leadership and Accountability If more than one Healthcare Standard applies please list below:
Equality Impact Assessment (EIA) completed - Please note EIAs are required for <u>all</u> new, changed or withdrawn policies and services.	No (Include further detail below) If yes, please provide a hyperlink to the location of the completed EIA or who it would be available from in the box below. If no, please provide reasons why an EIA was not considered to be required in the box below.
Legal implications / impact	There are no specific legal implications related to the activity outlined in this report.
Resource (Capital/Revenue £/Workforce) implications / Impact	There is no direct impact on resources as a result of the activity outlined in this report.



Link to Strategic Well-being Objectives

Co-create with staff and partners a learning and growing culture

5. RECOMMENDATION

- 5.1 The Board is asked to **APPROVE** the level of TI progression as outlined and endorsed at the TI Self-Assessment Board on the 21st June
- 5.2 The Board is asked to **SUPPORT** the ongoing improvement programme to ensure the momentum is sustained through the year.

Appendix papers:

- Targeted Intervention and Special Measures Plan on a Page
- Governance timeline to ensure the Improvement programme remains on track
- Slide pack from the June TI Self-Assessment Board session