



AGENDA ITEM

5.1

CTM BOARD

CHIEF EXECUTIVE'S REPORT

Date of meeting

24th November 2022

FOI Status

Open/Public

If closed please indicate reason

Not Applicable - Public Report

Prepared by

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Presented by

Paul Mears, Chief Executive Officer

Approving Executive Sponsor

Chief Executive

Report purpose

FOR NOTING

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

Committee/Group/Individuals

Date

Outcome

(Insert Name)

(DD/MM/YYYY)

Choose an item.

1. SITUATION/BACKGROUND

- 1.1** The purpose of this report is to keep the Board up to date with key issues affecting the Organisation. A number of issues raised within this report feature more prominently within key reports on the main Board agenda.
- 1.2** This overarching report highlights for Board Members the key areas of activity of the Chief Executive, some of which is further referenced in the detailed reports, and also highlights topical areas of interest to the Board.

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

2.1 Special Measures - Maternity & Neonatal Services

On the 7th November 2022, the Independent Maternity Services Oversight Panel (IMSOP) published the September 2022 Progress Report which summarises its assessment of the progress made by the Health Board in Maternity and Neonatal services.

I am pleased to report that the panel's assessment of each of the conditions have been met and the Health Board's maternity and neonatal improvement journey can now be considered sustainable. The Minister for Health and Social Services announced the decision to de-escalate the Health Board's maternity and neonatal services from special measures to targeted intervention. The Health Board remains committed to delivering on the remainder of the neonatal improvement plan and service development activities.

On behalf of the Health Board, I would like to take this opportunity to thank staff and families for their clear commitment to ensuring maternity and neonatal services meet the expectations of local communities.

2.2 Targeted Intervention

Welsh Government (WG) officials met with Audit Wales and Healthcare Inspectorate Wales in October 2022 to discuss the overall assessment of Cwm Taf Morgannwg University Health Board's escalation and intervention arrangements. WG have confirmed the escalation status of Cwm Taf Morgannwg University Health Board as follows:

- **Targeted Intervention for:**
 - **Maternity and Neonatal** -The group acknowledged the progress made and acknowledged the implementation of many of the recommendations of the Independent Maternity Services Oversight Panel (IMSOP). However, there is still further work to do, especially in neonatal services.
 - **Quality Governance** - the group noted the considerable progress made in this area but was aware that the Health Board is in the process of implementing its new operating model and would like to see how that is embedded across the Health Board and the impact.
 - **Quality related to performance and long waiting times** - Performance areas in both planned care and urgent and emergency care remains challenging with lengthy waiting lists.
- **Enhanced Monitoring for Planning and finance** – The Health Board has been unable to produce an approvable and balanced three-year financial plan.

The Health Board is working hard to address the above areas and will continue to keep the Board apprised on the work plans and progress through the appropriate forums. The focus continues to be around 'conditions for sustainability' and the Health Board remains committed to improvement and service development in all areas.

Our Team will work with WG officials to agree an appropriate work plan and targeted intervention framework that will seek to put in place the necessary conditions for de-escalation.

2.3 Executive Leadership Team Update

- **Kelechi Nnoaham, Executive Director of Public health** - Kelechi will leave CTMUHB at the end of November to join lead international health programmes for Shell based in London. In his new role Kelechi will be tasked with setting up the Health Programmes Development work.
- **Georgina Galletly, Director of Corporate Governance** - Georgina will be joining Welsh Government's NHS Executive Implementation Programme Team on 14 November 2022 to support the transition arrangements for the establishment of the NHS Executive as a unified body.

Both Kelechi and Georgina have provided exceptional leadership and built robust structures for their professions within CTMUHB and the wider NHS. I am sure that the Board will join me in thanking Kelechi and Georgina for their leadership and commitment to the Organisation during their time with us.

2.4 Winter planning with Local Authority partners

Our Health Board's winter plan is working to a number of assumptions around demand. Our teams are working on implementing the local plans as part of the Welsh Government's national 6 goals programme for unscheduled care.

The Health Board will continue to work closely with our external partners including the Chief Executives of the three Local Authorities to ensure a joined approach and to do all that we can to avoid severe pressures this winter.

2.5 Bridgend Health & Social Case for Change

There is a strong history of the Health Board and Bridgend County Borough Council working together to deliver integrated services for the local population. We already have an integrated team of health and social care professionals working in the locality and there has been good progress on developing these relationships over the past year.

Recently the Chairman and I met with the Leader and Chief Executive of the council as well as the Director of Social Services and Cabinet Member

for social care to discuss how we could further advance our approach to integrated health and social care in Bridgend. We have agreed that there is an opportunity to move to a single operational head of service to lead the adult health and social care services within Bridgend working to the Deputy Chief Operating Officer in the Health Board and the Director of Social Services in the Council.

This development is an exciting step forward for the two organisations and could provide a model for us to explore with the other two Councils with whom we work. We will be keeping the Board updated as these plans progress and will be planning a series of engagement events with staff working in health and social care in Bridgend as well as local residents and other stakeholders.

2.6 Development of Maesteg Community Hospital

I am pleased to say that we have recently begun a series of discussions with local councillors and stakeholders in Maesteg on the potential development of Maesteg Community Hospital.

The Health Board is keen to engage with the local community in Maesteg how we can deliver an improved range of services on the hospital site in partnership with other agencies including the Council. We wish to discuss with residents the services which are important to them as well as recognising the significant health inequalities in the area which we would want to respond to in any future site development.

Having briefed local elected representatives and the League of Friends we are now planning a series of engagement events in Maesteg and the surrounding area to further these discussions and shape the service provision we would want to provide on the hospital site. We will be undertaking these events in December and January and will continue to update the board on these discussions.

2.7 Healthcare Inspectorate Wales (HIW) Inspection at Princess of Wales - Feedback

We had excellent and positive feedback on the quality of patient experiences from an unannounced HIW Inspection of the Emergency Department at Princess of Wales in October.

Patients praised the compassion and care of the staff and HIW noted that there was accurate and timely record keeping from both doctors and nurses. The inspectors recognised that there were good clinical pathways in place, evidence of learning from events and incidents and they recognised the leadership of the frontline team.

There was a recognition of the considerable challenges of patient flow and the impact of the high number of delayed transfers of care. HIW recognised the excellent care that our staff gave to patients despite the significant challenges they were under and I am sure that the Board will join me in thanking staff for their continued commitment and hard work.

2.8 CTM Operating Model Update

As a reminder to the Board, the Care Groups model was launched in August 2022 with the majority of appointments now made to the Care Group Leadership Teams. The next phase will focus on the best structure for the Clinical Service Group layer of the Health Board and we are undertaking a mapping exercise to help inform discussion and engagement about the way we want to establish and manage our services in the future.

3 KEY RISKS/MATTERS FOR ESCALATION TO BOARD/COMMITTEE

- 3.1** The Board should note the changing context and environment for commissioning and delivering healthcare and wellbeing services, in the context of balancing the need to continue to respond to the COVID-19 pandemic, as well minimising harm from non-COVID-19 activity, winter pressures and providing essential and routine services to our communities. This balance will bring a new set of issues to manage and risks to consider.

4 IMPACT ASSESSMENT

Quality/Safety/Patient Experience implications	Yes (Please see detail below)
Related Health and Care standard(s)	Governance, Leadership and Accountability It is anticipated that all elements of quality, safety and patient safety will be impacted positively by the implementation of the "Continuous Improvement in response to TI Programme".
Equality Impact Assessment (EIA) completed - Please note EIAs are required for <u>all</u> new, changed or withdrawn policies and services.	No (Include further detail below) If no, please provide reasons why an EIA was not considered to be required in the box below. Not required in terms of this update.
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 Goals	Improving Care

5 RECOMMENDATION

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