



**AGENDA ITEM**

2.2.3

**CTM BOARD**

**CHIEF EXECUTIVE'S REPORT**

<b>Date of meeting</b>	26/11/2020
<b>FOI Status</b>	Open/Public
<b>If closed please indicate reason</b>	Not Applicable - Public Report
<b>Prepared by</b>	Chris Darling, Assistant Director of Corporate Business & Transformation
<b>Presented by</b>	Paul Mears, Chief Executive Officer
<b>Approving Executive Sponsor</b>	Chief Executive
<b>Report purpose</b>	FOR NOTING

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

<b>Committee/Group/Individuals</b>	<b>Date</b>	<b>Outcome</b>

**ACRONYMS**

AW	Audit Wales
CTM	Cwm Taf Morgannwg
HIW	Healthcare Inspectorate Wales
IMSOP	Independent Maternity Services Oversight Panel
Q&A	Questions and Answers
Q3/4	Quarter 3/4
WG	Welsh Government



## **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 reports of the Executive Directors as part of the Board's business.
- 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 that follow, and also highlights topical areas of interest to the Board.

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

### **2.1 Launch of the CTM Values and Behaviours**

The 15 October 2020 was world values day, and the day we formally launched our values and behaviours, following formal approval of the values by the CTM Board on 30 July 2020. The virtual launch event included a presentation from renowned expert in compassionate leadership in healthcare, Professor Michael West, CBE and an interactive Question & Answer session with our staff.

Over the last year, more than 6500 pieces of feedback have been received from colleagues, patients and service users to find out what's important to us all, and to shape our values, which are:

- We listen learn and improve
- We treat everyone with respect
- We all work together as one team

Our values are not intended to provide all the solutions but together, working as one team, they are intended to help us focus on how we can be at our best.

It is very important that we help our teams connect with our values, and to help do this we have produced a Manager's guide to help engage and inspire colleagues. In addition we have around 250 values champions and activists at CTM who will help drive awareness and engagement.

### **2.2 Welsh Government Escalation and Intervention Arrangements**

Cwm Taf Morgannwg's escalation status remains unchanged at special measures for maternity services and targeted intervention (TI) for quality and governance. This was confirmed in a letter from Welsh Government on the 5 October 2020 following a tripartite

meeting between WG, HIW and AW. The letter noted the positive way the Health Board has continued to respond in an open and transparent manner, including how it is engaging with external review bodies.

Board members should note a further letter was received from Welsh Government on the 15 October which postponed the planned CTM / WG special measures / targeted intervention meeting for the 6 November 2020, due to the current operational pressures / response to the COVID-19 resurgence. However, an update on key milestones will be provided to WG electronically by the end of November to keep them apprised of plans to respond to our escalation status.

### **2.3 Maternity Services and IMSOP**

During the past two years, Cwm Taf Morgannwg University Health Board (CTMUHB) has been working with the IMSOP panel and service users to put in place a rigorous maternity improvement programme, which is now realising many of the improvement recommendations identified in the report.

We are now entering a new stage of this review process. This is the 'look back' phase which will focus on approximately 160 identified cases between 2016 and 2018.

Clinical review teams have been assigned to review cases within three agreed categories:

- Maternal mortality and morbidity
- Stillbirths
- Neonatal mortality and morbidity

From the week beginning 9 November 2020 the women and families (approximately 25 cases) in the first category (maternal mortality and morbidity) will receive an initial letter from the IMSOP panel inviting them to request the details of their case review. This will be a very personal decision for many families, and so the timescale of them requesting further information will widely vary.

It is very important to us that this process is handled compassionately, not only for the families, but also for our staff. A staff support pack has been put in place for all maternity services staff to guide them through this process.

We have also put in place a range of support for families who contact us and wish to have further information on their case recognising that this process will potentially be upsetting for women and their families.

## **2.4 HIW/AW Follow Up Joint Review into Quality Governance**

The HIW/AW Joint Review into Quality Governance was published on the 19 November 2019, focusing on the Health Board's governance arrangements to support delivery of high quality, safe and effective services. The publication of the report highlighted a number of significant findings for CTMUHB. There were 14 specific recommendations, for which an action plan was developed to address each of the recommendation areas.

HIW/AW have commenced their follow up review, which will take place during November and December 2020. The overall aim of the work is to gauge the progress that the Health Board has made in tackling the substantive concerns and recommendations identified in the joint review. A follow up review report is expected in February 2021 following this field work.

## **2.5 Management of COVID-19 / Gold Command Structure**

Since early September 2020, the number of COVID-19 cases in CTM local communities have risen significantly. I advised in my report to the Board in September that the Gold command structure was re-established to ensure strategic, tactical and operational oversight of the rapidly changing situation. In light of the increase in infection rates across the authority areas served by CTMUHB, as well as the outbreaks experienced and the impact on hospital activity, the command structure continues to operate to maintain oversight of the response, with quality and quality impact remaining at the front of all of our discussions and decision making.

## **2.6 Staff Wellbeing and Feedback**

Protecting staff wellbeing is a top priority for the organisation, particularly at this time of significant pressure for our workforce. A staff wellbeing portal is in place for staff to access which provides access to the latest wellbeing support available across CTM, from helplines and mindfulness courses to wellbeing apps for managing a range of difficult emotions and feelings.

The staff 'Q&A virtual sessions with the CEO' continue and provide vital feedback of staff concerns, issues and good practice.

We continue to review our provision of support to our staff and will develop further offers based on staff feedback.

In addition, the annual NHS Wales Staff Survey launched on the 4 November which will provide a valuable insight into how our staff are feeling about their work and the organisation. I would encourage as many staff as possible to complete the survey.

## **2.7 Re-setting Cwm Taf Morgannwg University Health Board Operating Framework 2020/21 Q3/4 Plan Submission**

The Q3/4 plan was submitted to Welsh Government on the 23 October 2020. The structure of the plan for Q3/4 has been streamlined from Q2 to focus on how the Health Board is preparing for what will be a challenging winter period as Covid-19 infection rates increase.

The Q3/4 plan builds on the organisational learning from Q1 & Q2 as the Health Board increases its capability to undertake agile planning based on an ever-changing situation. The wider planning assumptions include provision for increased COVID-19 demand, winter pressures, and the opening of the Grange University Hospital.

## **2.8 The Grange University Hospital Opening**

Aneurin Bevan University Health Board have brought forward the opening of the Grange University Hospital in Cwmbran, which will now officially open on the 17 November 2020.

We welcome the opening of the Grange and continue to work closely with partners to understand the impact of patient flows on CTMUHB, and in particularly Prince Charles Hospital.

## **2.9 New Appointments / People**

I am pleased to welcome Dr Fiona Jenkins to CTMUHB as interim Director of Therapies and Health Science, until the end of March 2021. Fiona is the Director of Therapies and Health Science at Cardiff and Vale UHB and will spend 2.5 days per week working for CTMUHB and 2.5 days for Cardiff and Vale UHB during this interim period.

Alan Lawrie, Executive Director of Operations has confirmed his plan to retire at the end of March 2021 and we will be starting a recruitment process for Alan's replacement in the near future. There will be the opportunity to thank Alan and celebrate his distinguished career nearer the time of his departure.

## **2.10 Clinical Sounding Board**

I have recently decided to establish a CEO's Clinical Sounding Board made up of frontline clinical staff from across the organisation drawn from a range of backgrounds and professions. I have been discussing this with Dr Dom Hurford since his presentation to a previous Board meeting on the impact of COVID-19 on our clinical teams.

The aim of the group is for frontline staff to feed back to me about issues impacting them, share ideas and thoughts about potential improvements or raise any concerns about what is happening in the Health Board. It will also be an opportunity for me to share ideas or initiatives that the Health Board is considering and their views on these. Membership will be made up of people from across the Health Board from all service areas and will be as representative as possible.

Key themes and issues raised in the Clinical Sounding Board will be fed back to the Executive Team/ILGs and I will also provide regular updates to the Board on their thinking.

### 3. KEY RISKS/MATTERS FOR ESCALATION TO BOARD/COMMITTEE

- 3.1 The Board should note the rapidly 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 minimizing harm from non-COVID-19 activity, 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

<b>Quality/Safety/Patient Experience implications</b>	Yes (Please see detail below)
<b>Related Health and Care standard(s)</b>	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".
<b>Equality impact assessment completed</b>	No (Include further detail below)
<b>Legal implications / impact</b>	There are no specific legal implications related to the activity outlined in this report.
<b>Resource (Capital/Revenue £/Workforce) implications / Impact</b>	There is no direct impact on resources as a result of the activity outlined in this report.
<b>Link to Strategic Well-being Objectives</b>	Provide high quality, evidence based, and accessible care

### 5. RECOMMENDATION

The CTM Board is asked to **NOTE** the report.