

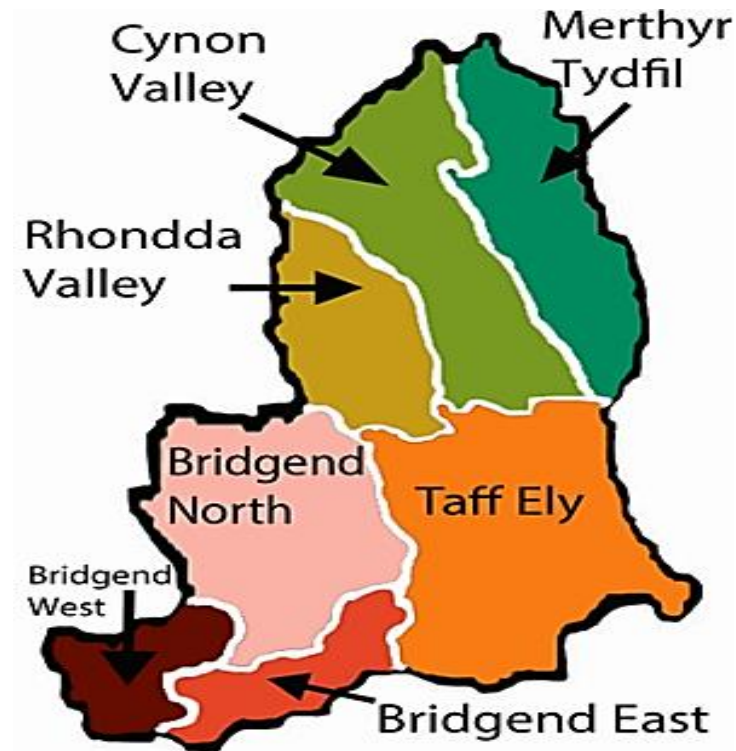
Chief Executive's Report



May 2020

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External Reports received in period:

The majority of regulators have not been operating business as usual over the past two months, Healthcare Inspectorate Wales (HIW) have confirmed that they will not carry out inspections during the COVID-19 outbreak.

- **Third IMSOP Report** – the report was published on the 30 April 2020 and provides further evidence of the ongoing improvement work within the health board. The Panel have assessed that **further incremental progress** has been made during the last three months and that they believe that the health board is firmly on track to deliver against all of the Royal Colleges' recommendations.

COVID-19 Learning:

- The need to respond to the COVID-19 pandemic with pace and organisational agility has meant that there will be many lessons we will take from the experience and apply to how we operate moving forward, as we embed our new operating model.
- Exceptional clinical and community leadership has been demonstrated in responding to COVID-19 with empowerment closer to the front line.
- We have also notably found a way to deliver enabled and agile governance arrangements with robust, simplified and safe decision making, underpinned by the command and control structure established to respond to COVID-19.
- Strengthening our communication and involvement with patients, communities, staff and partners has been noticeable, making use of new and digital engagement methods.
- Learning from the planning, response, and recovery to COVID-19 continues to be captured formally via a lessons learnt log, to ensure we really understand what has enabled some of the changes to take place so quickly, so we are able to amplify areas of good practice as we move forward.

Learning

COVID-19 Learning:

- Some of the COVID-19 learning has been as a result of investment, and other cases have seen significant innovation without any additional investment, to include:
- Establishment of a Respiratory Hub in primary care to bring a more cohesive approach to the management of patients across secondary, primary and community care.
- Applying a quality improvement review of the staff COVID-19 testing process, to significantly speed up the time from swab testing staff to receiving the results, ensuring more staff can remain in work when they are healthy and able to.
- Learning from partner Health Boards, to include Aneurin Bevan UHB on the use of continuous positive airway pressure (CPAP) in treating patients with confirmed or suspected COVID-19. This has directly impacted on the CTMUHB approach to ventilation requirements.
- Utilising technology to provide virtual consultations. Over 65% of CTMUHB GP practices are now using Attend Anywhere to undertake video consultations with patients.
- As at the 7th May, 37% of new outpatient attendances post COVID-19 were non face to face, compared to 4% pre-COVID-19. 59% of outpatient follow-up attendances post COVID-19 were non-face to face, compared to 8% pre-COVID-19.



Headlines

COVID-19 Planning and Governance – CTMUHB have been operating in Emergency planning mode since mid-March 2020 – with the establishment of a Gold (strategic), Silver (Tactical), Bronze (operational) command and control structure.

The Gold Command established a strategic plan and 3 strategic aims:

- Prevent deaths from COVID19
- Protect the health of people in CTM communities
- Protect the health and wellbeing of staff in our public services



An agreed scheme of delegation (including quality and finance) to govern the parameters within which the command structure can operate has been established. The structure has been in place to oversee the initial peak, and arrangements are being made to close the command structure at the appropriate time to ensure transition to the new post COVID-19 normal operating framework.

Headlines

- **A&E Services (South Wales Programme)** – To facilitate the response to COVID-19 the South Wales Programme work has been paused, to include activities relating to considering the future of emergency medicine (A&E) and other related services at the Royal Glamorgan Hospital. However, during this period the recruitment drive to recruit the required clinical personnel to staff A&E services at the Royal Glamorgan Hospital site have continued.
- **Third IMSOP Report** – As mentioned the third IMSPOP report was received at the end of April. The work of the Panel continues, the clinical review work is very much ongoing. The learning from this work will continue to influence how maternity care is provided in Cwm Taf Morgannwg University Health Board. It is a tribute to the staff involved to hear that the Panel have assessed that further incremental progress has been made during the last three months. It is encouraging that just over half of the recommendations have been addressed and are being embedded in operational practice.

Headlines

- **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. With the agreement and support from Welsh Government, the Targeted Intervention Programme arrangements have progressed in a light touch manner during the COVID-19 pandemic, including the work to assess progress against the TI Maturity Matrices.
- **Development of our Operating Model** – The new operating model was implemented on the 1st April 2020 with the establishment of three Integrated Locality Groups (ILGs) – Merthyr Cynon, Rhondda Taff and Bridgend. The operating model has been introduced in the context of the COVID-19 pandemic, and as a result a number of actions relating to the full roll out of the new operating model were put on hold as CTMUHB focused on responding to COVID-19. The three ILGs have played vital roles forming Bronze control units in the command and control structure.
- Since the start of May 2020 an ILG Implementation Group has been established, meeting on a weekly basis, led by the Executive Director of Operations. This has accelerated the implementation of the new operating model, with formal governance and performance management arrangements to commence from 1st June 2020.

Diary Highlights

- Conference Calls with NHS Wales CEO (up to 3x per week skype)
- Chair and CEO Conference Call with NHS Wales CEO (via skype)
- Weekly briefings (via skype/TEAMS) with Local Authority Chief Executives and Leaders
- Weekly briefings (via skype/TEAMS) with Independent Members
- Weekly briefings (via skype/TEAMS) with AM/MPs
- Weekly briefings (via conference call) with UNIONS
- Call with WAO
- Gold Command meetings
- Daily debriefs with Chair
- Daily Executive Huddle Meetings
- Media interviews for Field Hospital
- Weekly videos messages
- Meet with the Military Support Officers
- Management Board Meeting
- Board Update on IMSOP (via TEAMS)
- Walk round Wards with Head of Nursing – Prince Charles Hospital
- Walk round Wards with Head of Nursing – Princess of Wales Hospital
- Walk round Wards with Head of Nursing – Royal Glamorgan Hospital
- Testing Track and Trace Programme Board (Welsh Government) (via skype)
- Daily messages to staff on COVID-19

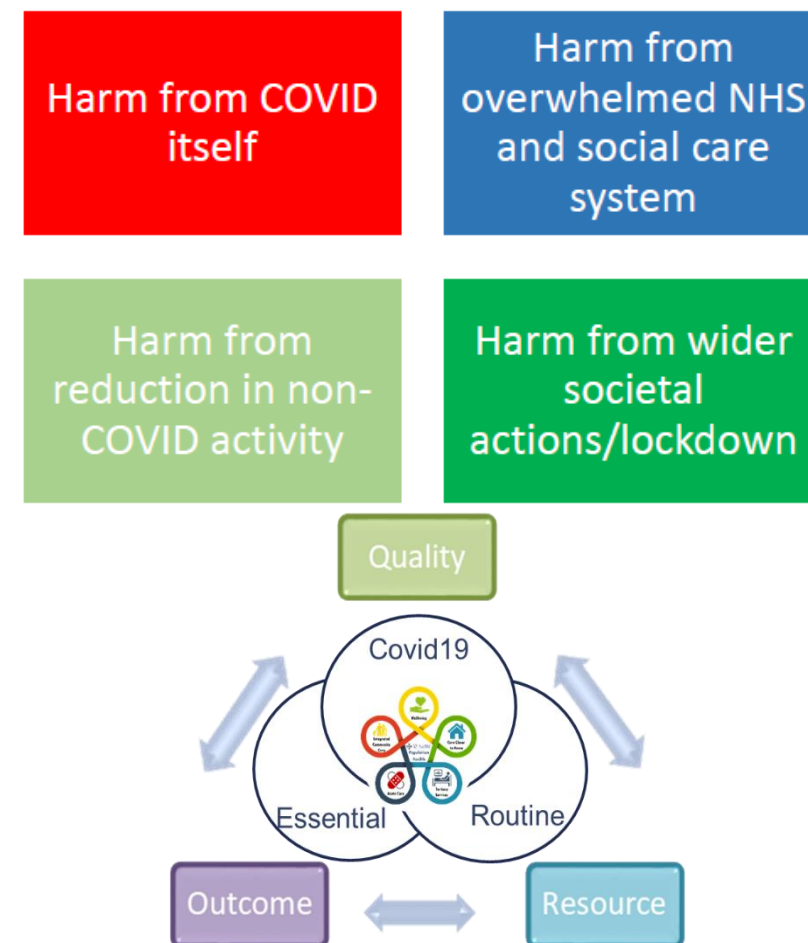
Looking Outwards

- **COVID-19 National and International Collaboration** – COVID-19 has presented the NHS in Wales and across the UK with arguably the greatest challenge it has ever faced. However, the pandemic is a global pandemic, and as such CTMUHB has benefitted from ongoing collaboration and dialogue with UK and international healthcare partners, ensuring knowledge, guidance and best practice is shared. This collaborative approach which has been invaluable will continue.
- Cwm Taf Morgannwg UHB has benefitted from working closely with neighbouring Health Boards during our response to COVID-19. CTMUHB learnt a significant amount from the approach taken by Hywel Dda Health Board on their approach to transforming Parc-y-Scarlets into a Field Hospital to aid the response to COVID-19. In Cwm Taf Morgannwg we were able to take this learning and apply it to working with the Vale Resort, to develop the Ysbyty Seren Field Hospital in Hensol, and subsequently the facility in Bridgend, to support the CTMUHB response and preparedness to COVID-19. The capital, estates and other staff involved have been fantastic driving this work forward.



Looking Ahead

- **Responding to COVID-19 and Resetting to “New Normal”** – On the 6 May Welsh Government published the NHS Wales COVID-19 Operating Framework – Quarter 1, which reflects the continued need to respond to COVID-19 and any potential future peaks.
- The WG framework also reflects the need to consider 4 types of harm, and do our best to address them all in a balanced way.
- Taking into account this national guidance CTMUHB are working hard to develop our operating framework, entitled ‘Resetting to “New Normal”’, setting out the steps which CTMUHB will take in the coming weeks and months to balance the response to COVID-19 with the clear need to deliver essential health and care services for our population; all the while, protecting the health and well-being of staff.



Looking Ahead

- **COVID-19 Testing** – A vital next step in moving to the recovery mode will be working with Public Health Wales, Welsh Government and partners on enhancing health surveillance in the community, as the Public Health Wales Test, Trace and Protect strategy is rolled out.



Looking Ahead

- **New Operating Model Next Steps** – The new operating model was implemented on the 1 April 2020. However, a number of actions were put on hold as CTMUHB focused on its response to COVID-19. These actions are now being taken forward to ensure full implementation of the new model as quickly as is appropriate.
- Learning from the COVID-19 pandemic will feed into how we continue to implement the New Operating Model, and feed into our TI improvement work, particularly: clinical and community leadership, a focus on quality, empowerment and agile decision making, and organisational culture.

Thank You

- **Thanking all staff** – I'd like to finish this update with a huge and heartfelt thank you to all CTMUHB staff who have gone over and above and worked with professionalism and dedication in responding to the challenging and uncertain times we have experienced responding to COVID-19. #OurCTM.
- Thanks also to our communities, and partners for their support during this time. Please continue to adhere to social distancing guidance and stay safe.

