



AGENDA ITEM

2.9

CTM BOARD

**TARGETED INTERVENTION
"PROGRAMME FOR CONTINUOUS IMPROVEMENT IN RESPONSE TO
TI"**

Date of meeting

28/05/2020

FOI Status

Open/Public

**If closed please indicate
reason**

Not Applicable - Public Report

Prepared by

Chris Darling, Head of Executive Business

Presented by

Sharon Hopkins, Chief Executive Officer

Approving Executive Sponsor

Director of Corporate Governance

Report purpose

FOR NOTING

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

Committee/Group/Individuals

Date

Outcome

Management Board
Welsh Government TI Bi-Weekly
Meeting
Management Board

22/04/2020
07/05/2020
20/05/2020

NOTED

ACRONYMS

CTMUHB

Cwm Taf Morgannwg University Health Board

TI

Targeted Intervention



| | |
|----|------------------|
| SM | Special Measures |
| WG | Welsh Government |

1. SITUATION/BACKGROUND

- 1.1 Following the Welsh Government escalating the status of CTMUHB to Special Measures for Maternity and Targeted Intervention for Leadership & Culture, Trust and Confidence, and Quality and Governance, the Health Board has developed a programme management approach to structure the work underpinning continuous improvement in response to TI.
- 1.2 With the agreement and support from Welsh Government, Targeted Intervention Programme arrangements have continued to progress in a light touch manner during the COVID-19 pandemic.

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

- 2.1 The Health Board have worked with officers in the Welsh Government to design a TI improvement framework (maturity matrix) through which the Health Board will be expected to evidence continued and sustainable improvement in response to TI. Work is progressing to develop and agree a self-assessment process (across TI and SM) that can be owned at Board level.
- 2.2 The final draft Maturity Matrices were presented to WG at the CTMUHB WG Escalation meeting held on the 28 February 2020 (Appendix A, B, C), and went to the CTMUHB Board at its meeting on the 26 March 2020. The initial self-assessment scores (Appendix D, E, F) provide a baseline self-assessment position against each of the TI categories, these are summarised below:
- Leadership and Culture – **Overall Score: Level 1 Basic**
 - Leadership capacity, capability and development – Level 1 (basic)
 - Values and Behaviours – Level 1 (basic)
 - Inspiring shared purpose – Level 1 (basic)
 - Employee Experience – Level 1 (basic)
 - Trust and Confidence – **Overall Score: Level 1 Basic**



- Patient and Public Engagement and Involvement – Level 1 (basic)
 - Staff Engagement and Involvement – Level 2 (early progress)
 - Partnership Engagement and Involvement – Level 1 (basic)
 - Promoting the Work of the Organisation – Level 1 (basic)
 - Quality and Governance – **Overall Score: Level 1 Basic**
 - Quality Planning – Level 1 (basic)
 - Quality Assurance (in the context of a Quality Strategy) – Level 1 (basic)
 - Quality Improvement – Level 1 (basic)
 - Risk and Assurance – Level 1 (basic)
 - Governance – Level 1 (basic)
- 2.3 The formal WG escalation meetings to assess progress against the Special Measures and TI improvement programme have been put on hold during the COVID-19 outbreak, and continue to be on hold at the time of writing this report. During this period two weekly meetings (via Skype) with the WG Escalation Team have been taking place to ensure WG remain updated on progress against TI, throughout the COVID-19 period.
- 2.4 In agreement with Welsh Government, CTMUHB's response to COVID-19 will be used to demonstrate evidence and assess CTMUHB's progress against the TI improvement framework. It should be noted however, this may not be demonstrable across all areas of TI in equal measure due to the priority needs of the service to plan to respond and recover from COVID-19.
- 2.5 Positive verbal feedback from the WG Escalation Team has been received on the evidence captured relating to work undertaken responding to COVID-19, which align to the areas of TI included in the maturity matrix. In particular the new ways of working, clinical and community leadership, innovation, robust, simplified and safe decision making, learning through quality improvements and strengthening two way communication and involvement of patients, communities, staff and partners.
- 2.6 TI requirements are also being incorporated into the CTMUHB 'new re-setting operating framework'.



- 2.7 Work is progressing to update the self-assessment of the TI Maturity Matrix, to include COVID-19 response evidence, for consideration by Board members over the coming weeks and months. This will include assessment of where the CTMUHB approach might need to adapt and change (to reflect the 'new re-setting operating framework') its approach to achieving the Maturity Matrix desired outcomes in some areas.
- 2.8 The first refreshed maturity matrix self-assessment and self-assessment scores will go to Management Board in June 2020 for consideration and discussion.
- 2.9 A Board development session is being planned to take the Board through each workstream to ensure scrutiny and challenge in relation to the self-assessment process prior to receipt at a subsequent Board meeting.

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

- 3.1 The Health Board continue to await feedback on the additional TI investment bid to WG.

4. IMPACT ASSESSMENT

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| Quality/Safety/Patient Experience implications | Yes (Please see detail below) |
| | 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". |
| Related Health and Care standard(s) | Governance, Leadership and Accountability |
| | All Health and Care Standards are relevant to the programme. |
| Equality impact assessment completed | No (Include further detail below) |
| | EQIA will be arranged once final draft of the PID is complete. |



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|---|---|
| Legal implications / impact | There are no specific legal implications related to the activity outlined in this report. |
| Resource (Capital/Revenue £/Workforce) implications / Impact | Yes (Include further detail below) Resources to support the Programme of work have been mapped and the Health Board is awaiting confirmation. Work has commenced within the current resources available to the Health Board. |
| Link to Main Strategic Objective | To Improve Quality, Safety & Patient Experience |
| Link to Main WBFG Act Objective | Service delivery will be innovative, reflect the principles of prudent health care and promote better value for users |

5. RECOMMENDATION

5.1 The CTMUHB Board is asked to **NOTE;**

- 5.1.1 The current status relating to CTMUHB's escalation status and reporting to WG during COVID-19, and plans over the coming months to review and undertake a second self-assessment against the TI maturity matrices.