



**AGENDA ITEM**

6.1

**CTM BOARD**

**RESETTING CWM TAF MORGANNWG UNIVERSITY HEALTH BOARD  
OPERATING FRAMEWORK 2020/2021**

<b>Date of meeting</b>	28/05/2020
<b>FOI Status</b>	Open/Public
<b>If closed please indicate reason</b>	Not Applicable - Public Report
<b>Prepared by</b>	Clare Williams, Executive Director of Planning & Performance (Interim)
<b>Presented by</b>	Clare Williams, Executive Director of Planning & Performance (Interim)
<b>Approving Executive Sponsor</b>	Clare Williams, Executive Director of Planning & Performance (Interim)
<b>Report purpose</b>	FOR APPROVAL

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

<b>Committee/Group/Individuals</b>	<b>Date</b>	<b>Outcome</b>
Executive Team	18/05/2020	SUPPORTED
Quality and Safety	12/05/2020	NOTED
Planning, Performance and Finance	19/05/2020	NOTED
Management Board	20/05/2020	ENDORSED FOR APPROVAL

**ACRONYMS**

IMTP	Integrated Medium Term Plan
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## 1. SITUATION/BACKGROUND

- 1.1 The purpose of this report is to seek approval for the Health Board's 'Resetting Cwm Taf Morgannwg' Operating Framework 2020/21.
- 1.2 The management of the COVID19 pandemic across the Health Board has been through an emergency response command and control structure, with Bronze, Silver and Gold meetings taking place each week. The strategic aims of the COVID19 emergency response have been:
- Strategic Aim No 1 – Protect the health of people in our communities;
  - Strategic Aim No 2 – Prevent deaths from COVID19; and
  - Strategic Aim No 3 – Protect the health and well-being of staff in our public services.
- 1.3 With the first COVID19 peak cleared in April 2020, our current health and care system is significantly out of balance. Across NHS Wales, non-essential work was necessarily reduced in order to free capacity and staff to prepare for a COVID19 emergency response. As the dramatic impact of what has taken place is evaluated and understood, plans to cautiously rebalance the system must be progressed.
- 1.4 On 6 May 2020, Welsh Government, issued 'NHS Wales COVID19 Operating Framework, Quarter 1', **Appendix 1**. This overarching Operating Framework, recognises the continued need to respond to: COVID19, potential future peaks in COVID19 demand and progressing, with caution, the delivery of essential services.
- 1.5 The 'NHS Wales COVID19 Operating Framework, Quarter 1', reflects the need to consider 4 types of harm, and to addressing all of them in a balanced way.
- 1.6 Also contained within the 'NHS Wales COVID19 Operating Framework, Quarter 1' is the Welsh Government, 'Essential Services Framework', **Appendix 2**. This Framework is designed to support clinical decision-making in relation to the assessment and treatment of individual patients; with the ultimate aim to ensure harm is minimised from a reduction in non-COVID19 activity. The Framework states ".....essential services should remain available across NHS Wales during the outbreak. However, this Framework does not mandate that specific interventions must be provided to all patients, where that is not in their overall interest."

Harm from COVID  
itself

Harm from  
overwhelmed NHS  
and social care  
system

Harm from  
reduction in non-  
COVID activity

Harm from wider  
societal  
actions/lockdown

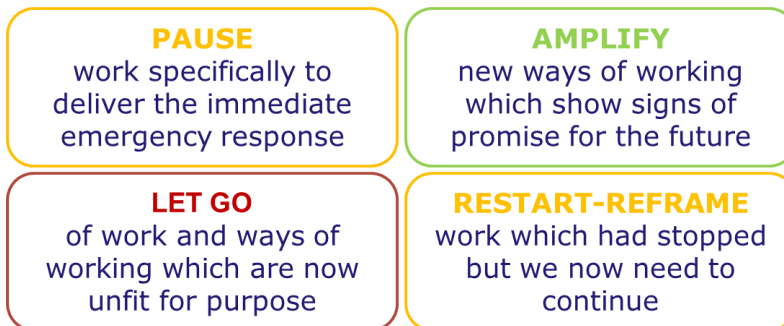


- 1.7 The 'Resetting Cwm Taf Morgannwg' Operating Framework 2020/21, **Appendix 3**, responds to the Health Boards need to rebalance the response to COVID19, with the clear need to deliver essential health and care services for our population; all the while, protecting the health and well-being of staff.
- 1.8 The draft 'Resetting Cwm Taf Morgannwg' Operating Framework 2020/21 was submitted to Welsh Government by their deadline of 18 May 2020. Informal feedback from Welsh Government is expected by 29 May 2020.

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

- 2.1 Since the declaration of the COVID19 pandemic, work has been undertaken, at speed, to ensure that patients with suspected or confirmed COVID19 receive safe care. This has included changes in how some services are delivered, expansion of beds in acute and community settings, adaptations to current services and in some instances pausing of services. Direction in relation to this has been provided by Welsh Government and Royal Colleges.
- 2.2 Changes to service have been logged, with patient information for each service, included on the Health Board website, <https://cwmtafmorgannwg.wales/latest-information-on-novel-coronavirus-covid-19/service-changes-for-covid19/>. This information has been reviewed by the Community Health Council (CHC) and appropriate links between the CHC and Health Board websites will be made.
- 2.3 As set out in the Integrated Medium Term Plan 2020-23, the Health Board has established three Integrated Locality Groups to deliver services on behalf of the Cwm Taf Morgannwg population. These are complemented by four Systems Groups who, adopting value based healthcare principles, will establish consistent clinical standards and outcomes across the Health Board.
- 2.4 The operating model is embedding across the organisation and the resulting clinical and community leadership will ensure we deliver robust, simplified and safe decision making; learning through quality improvements and strengthening involvement of patients, staff and partners in service redesign. All these traits have been in evidence during our COVID19 emergency response and will be amplified in 'Resetting Cwm Taf Morgannwg'.
- 2.5 'Resetting Cwm Taf Morgannwg' sets out how we intend to move out of the current period of COVID19 emergency response and reset our operating model. In support of this, a set of principles have been developed to guide us in letting go of ways of working which are now

unfit for purpose, whilst restarting and reframing the work which urgently needs to continue.



- 2.6 Whilst the COVID19 pandemic has tested the resolve of the Health Board and its staff; our mission, vision, values and strategic well-being objectives remain valid. Indeed, given our experience of COVID19 infection rates and deaths, has never been more necessary:

Mission: Building healthier communities together

Vision: Across every community people begin, live and end life well, feeling involved in their health and care choices

Draft Values: Listen and take action; Respect each other; Teamwork with everyone

- 2.7 Aligned to the Health Boards Strategic Well-being Objectives are nine, Executive led, workstreams which will deliver 'Resetting Cwm Taf Morgannwg':,

- Work with communities and partners to reduce inequality, promote well-being and prevent ill-health.
  1. COVID19 public health protection, through contact tracing and case management, surveillance and sampling and testing;
  2. Communication and community involvement and engagement, targeted where required; and
  3. Actively engage in growing community resilience, social prescribing and the wellbeing offer.
- Provide high quality, evidence based, accessible care.
  4. Develop whole system pathways with primary care professionals, local authority and third sector partners, ensuring care close to home; and
  5. Using flexible capacity, enable care and minimise harm through a balanced approach to delivering COVID19, essential and routine services.



- Ensure sustainability in all that we do, economically, environmentally and socially.
    6. Fully utilise the data and information available to provide health intelligence and insight which informs service management, improvement and transformation; and
    7. New ways of working: agile, flexible, digital, clinical practice, staffing skills, partnerships.
  - Co-create with staff and partners a learning and growing culture.
    8. Through leadership and culture protect staff physical and emotional well-being; and
    9. Learning into action, developing the skills and leadership for improvement
- 2.8 Forming part of 'Resetting Cwm Taf Morgannwg', within workstream 4, is a review of essential services. In defining services considered essential, the Welsh Government Essential Services Framework gives consideration to the following factors:
- Level of impact of any interruption to services on mortality and significant longer term morbidity (i.e. the degree of harm) and avoidable morbidity in life shortening illness (palliative and end of life care);
  - Degree of the time sensitivity of interventions (noting that some services may not be essential in the immediate short term, but may become so over longer periods); and
  - Value of interventions in value based healthcare.
- 2.9 As a result, services deemed essential are broadly defined as services that are life-saving or life impacting i.e. where harm would be significant and irreversible, without a timely intervention. Irreversible for purposes of palliative and end of life care includes anything that will not realistically improve within the remaining life span.
- 2.10 During the early stages of the pandemic, whilst most services changes were logged, there was some variation, by Integrated Locality Groups, in how adaptations were made across the Health Board. As a consequence a further assessment of services is underway which will confirm current access and pathway and any resultant quality impact. Initial work indicates the following actions have been undertaken to maintain essential services:
- Pathway adaption (coordinated through the Medical Director's office): examples include; urgent cancer, early terminations and end of life care;



- Policy adaption (database held by Director of Nursing, Midwifery and Patient Care's office): examples include; visiting policy, uniform policy and end of life care;
- Quality Impact Assessments (QIAs) (reported and reviewed as required through Gold): examples include; increasing bed capacity, overarching cancellation of services, urgent cancer care, end of life care, termination of pregnancy and a change in theatre for fractured neck of femur.

2.11 The mission of the Health Board has population health and well-being at its heart. As we 'Reset Cwm Taf Morgannwg' we must reflect on, and address: the underlying physical and mental health of the Cwm Taf Morgannwg population; and the wider determinates of health; which have meant that our communities have been at greater risk from COVID19.

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

3.1 The remainder of 2020/21 is likely to be characterised by peaks and troughs in COVID19 demand, balanced with delivery of essential and routine health and care services. Framed by the 'Resetting Cwm Taf Morgannwg Operating Framework 2020/21, short, agile planning cycles, will seek to amplify recent positive working whilst minimising harm to our population and staff; and rebalancing the system.

3.2 The detailed plans to deliver against each workstream within the Framework are at different stages of development, their further refinement and an agile programme management approach will ensure that there is clarity on what, how and when plans will deliver.

3.3 The following actions are underway in relation to the non-COVID19 essential services:

- Finalise the assessment of non-COVID19 essential services in order to understand services availability and equity of access;
- Identifying any gaps and risk assess;
- Develop plans with the context of the 'Resetting Cwm Taf Morgannwg Operating Framework 2020/21.
- Implementing appropriate pre assessment arrangements for elective patients.



#### 4. IMPACT ASSESSMENT

<b>Quality/Safety/Patient Experience implications</b>	Yes (Please see detail below)
	This report relates to all three domains
<b>Related Health and Care standard(s)</b>	Choose an item.
	Applies to all Health and Care standards
<b>Equality impact assessment completed</b>	No (Include further detail below)
	Applies equally to all
<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>	Yes (Include further detail below)
	Costs associated with the provision of COVID19 and non-COVID19 services are being assessed alongside the service delivery plans.
<b>Link to Main Strategic Objective</b>	To Improve Quality, Safety & Patient Experience
<b>Link to Main WBFG Act Objective</b>	Provide high quality care as locally as possible wherever it is safe and sustainable

#### 5. RECOMMENDATION

- 5.1 **NOTE** the 'NHS Wales Covid-19 Operating Framework, Quarter 1', Appendix 1.
- 5.2 **NOTE** the 'NHS Wales Essential Services Framework', Appendix 2.
- 5.3 **APPROVE** 'Resetting Cwm Taf Morgannwg' Operating Framework 2020/21 Appendix 3.