



AGENDA ITEM

2.2.9

CTM BOARD

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

Date of meeting

30/09/2020

FOI Status

Open/Public

**If closed please indicate
reason**

Not Applicable - Public Report

Prepared by

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Presented by

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Approving Executive Sponsor

Director of Corporate Governance

Report purpose

FOR APPROVAL

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

Committee/Group/Individuals	Date	Outcome
Management Board	22/07/2020	SUPPORTED
Board Meeting	30/07/2020	
WG Escalation Meeting	07/08/2020	
Management Board	23/09/2020	

ACRONYMS

ILG	Integrated Locality Group
TI	Targeted Intervention



SM

Special Measures

1. SITUATION/BACKGROUND

- 1.1 Following the Welsh Government (WG) escalating the status of CTMUHB to Special Measures for Maternity and Targeted Intervention for Leadership & Culture, Re-Building 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 progressed in a light touch manner during the response to the first peak of the COVID-19 pandemic. Since this time the CTM TI/SM Project Steering Group has been reinstated. A formal WG Escalation meeting took place on the 7 August 2020, the first since the 28 February 2020.

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 – seen as Appendix A – C) through which the Health Board will be expected to evidence continued and sustainable improvement in response to TI. The maturity matrix levels can be seen as Appendix D and the self-assessment process (across TI and SM) can be seen as Appendix E.
- 2.2 The initial baseline self-assessment against the Maturity Matrices was presented to WG on the 28 February and went to the CTMUHB Board on the 26 March 2020.
- 2.3 Progress against each area of the Maturity Matrices, since the baseline assessment, has taken place by Senior Responsible Officers (SROs) and the self-assessment scores went to the CTM Board for approval on 30 July, and were presented to WG at the escalation meeting held on 7 August. These scores incorporate evidence and organisational maturity and growth in response to the COVID-19 pandemic, and as a result of the implementation of the new operating model.
- 2.4 A further review of self-assessment scores has taken place by SROs in August – September taking into account ILG self-assessment feedback and evidence, with no changes in the self-assessment score levels



identified since the 30 July 2020. The TI self-assessment scores therefore remain:

TI Category	Baseline score	Proposed score - June 2020	Comments
Leadership and Culture	Level 1 basic	Level 1 basic	
○ Leadership capacity, capability and development	Level 1 basic	Level 2 early progress	
○ Values and Behaviours	Level 1 basic	Level 2 early progress	'Potential' to move to level 3 results quickly.
○ Inspiring shared purpose	Level 1 basic	Level 1 basic	Close to level 2
○ Employee Experience	Level 1 basic	Level 1 basic	
Re-building Trust and Confidence	Level 1 basic	Level 2 early progress	
○ Patient & Public Engagement & Involvement	Level 1 basic	Level 2 early progress	
○ Staff Engagement & Involvement	Level 2 early progress	Level 2 early progress	Close to level 3
○ Partnership Engagement & Involvement	Level 1 basic	Level 2 early progress	
○ Promoting the work of the organization	Level 1 basic	Level 2 early progress	



Quality and Governance	Level 1 basic	Level 2 basic	
○ Quality planning	Level 1 basic	Level 2 early progress	
○ Quality assurance and control	Level 1 basic	Level 2 early progress	
○ Quality improvement	Level 1 basic	Level 2 early progress	
○ Risk and assurance	Level 1 basic	Level 2 early progress	Close to level 3
○ Governance	Level 1 basic	Level 2 early progress	

- 2.5 TI evidence to support the maturity matrix scores have been uploaded to Objective Connect, an electronic file sharing platform agreed with WG as a repository for TI evidence. Work to agree outcome measures for each of the maturity matrix sub-categories is being taken forward.
- 2.6 The above assessment has started to incorporate ILG self-assessments and feedback for their areas. This approach aims to ensure locality TI related intelligence and evidence which helps inform self-assessment scores, and aids shared learning and good practice.
- 2.7 Positive feedback was received at the WG escalation meeting on the 7 August 2020 in terms of the progress made to develop a robust TI framework and the progress made in each of the TI areas in response to learning.
- 2.8 CTMUHB recognises the scale of the work ahead in relation to TI, however, with the TI programme improvement framework now in place and the New Operating Model established, there is an ambition to move all areas of TI to 'early progress' and onto 'results' during 2020/21, in an embedded and sustainable way.
- 2.9 This report should be read in conjunction with the update on the Maternity Services Improvement Programme, noting the Health Board's Special Measures escalation status for Maternity Services. Work to align the approach relating to TI and Special Measures continues with input from Welsh Government.
- 2.10 A copy of the TI self-assessment dashboard for September 2020 can be seen as Appendix F.



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

- 3.1 There is a risk that progress and improvement in response to TI may go back to light touch arrangements (as established during the first COVID-19 peak) if a significant second wave of COVID-19 develops and impacts CTMUHB.

4. IMPACT ASSESSMENT

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.
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 Board is asked to **APPROVE**;

- 5.1.1 The Maturity Matrix self-assessment scores for September 2020, noting there has been no change in self-assessment score levels since the scores were scrutinised by the full Board on 30 July 2020.

The Board is asked to **NOTE**;

- 5.1.2 That the ILG TI self-assessment is now informing the overarching Health Board self-assessment scores.
- 5.1.3 The self-assessment dashboard scores for September 2020, as set out in Appendix F.