



Sharon Hopkins  
Interim Chief Executive  
Cwm Taf Morgannwg UHB

Our Ref:  
2 March 2020

Dear Sharon,

Thank you for submitting your draft IMTP for 2021-2023 in January. I can confirm that a rapid review and informal assessment has been undertaken.

The assessment has highlighted that there are notable aspects to the plan, in particular the work being done on workforce and organisational development. However the review also identified significant areas that will require further work and revision prior to final submission by the end of March.

There are some issues in relation to the flow and structure of the document but there are also some more fundamental aspects of the plan that need to be considered. The reviewers concluded that the tone and approach taken did not reflect the significance of the situation, challenges or concerns within the organisation.

Other key findings were that the plan:

- narrative did not present or build a picture of a new, integrated organisation, including the opportunities that the boundary change has brought;
- was considered to be overly positive;
- should also reflect the journey that the organisation is on to rebuild trust and confidence with the public and how, through quality and governance, the organisation can demonstrate its commitment to doing so;
- does not currently provide sufficient alignment to the targeted intervention framework;
- omitted reference to relevant and important areas that would be expected to be included, such as the Independent Maternity Oversight Group.

There was some concern about inaccuracies or out of date references to organisations or services. While we appreciate this is a draft plan, overall the issues have highlighted a material challenge for the organisation in delivering an approvable IMTP by the end of March.



In addition to the issues above, we also recognise the quality, financial and performance challenges that are still to be articulated within the plan as well as the immediate sensitivities in relation to services at the Royal Glamorgan hospital.

I understand that it will be disappointing to receive this feedback and I am happy to discuss in further detail at our meeting with members of your team scheduled for 5 March. In the meantime if you have any immediate questions please do not hesitate to contact me.

Yours sincerely

A handwritten signature in dark ink, appearing to read 'S. Saeed-Edmonds'.

Samia Saeed-Edmonds  
Planning Programme Director

CC:  
Ruth Treharne, Director of Planning  
Claire Williams, Assistant Director of Planning