

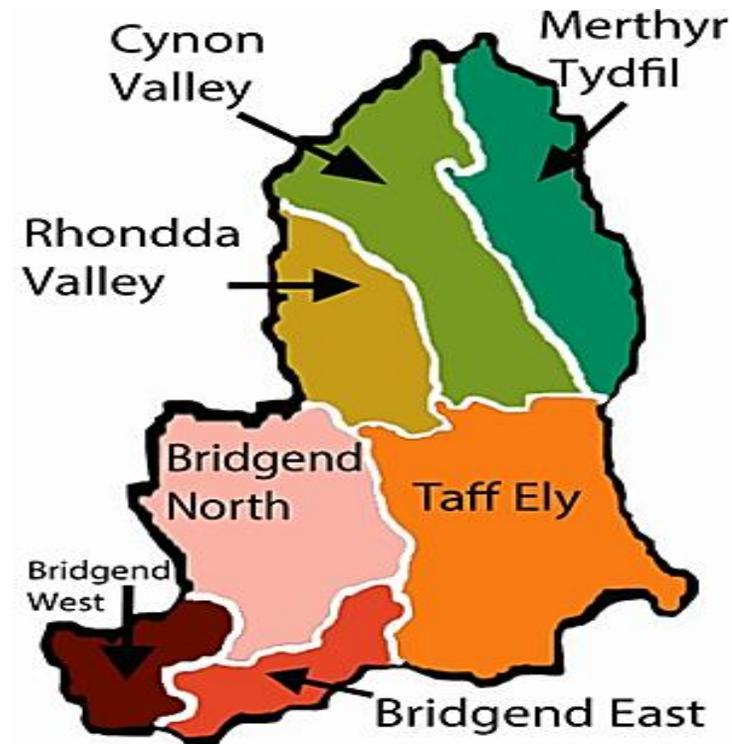
Chief Executive's Report



July 2020

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Learning

External Reports received in period:

The majority of regulators have not been operating business as usual since the start of the COVID-19 pandemic, however regulator work is slowly recommencing and the internal audit programme for 2020/21 has now been agreed.

- **HIW Unannounced Mental Health Hospital Inspection – Ward 7 Ysbyty Cwm Cynon** – Following the unannounced inspection in January 2020, and the immediate action plan put in place by CTMUHB. The final report has recently been published by HIW. [HIW web link](#). Learning from the report will be used to ensure that a range of information is provided and displayed for patients within wards across CTM including how to provide feedback and guidance around relevant legislation.
- **Targeted Intervention (TI) Board Development Session** – Regulator and partner colleagues were invited to join the Board Development session focused on our escalation status of Targeted Intervention for Quality and Governance, our approach to self-assessment and sharing progress to date. Useful learning and sharing took place.
- **CEO Staff Briefing** – Over 300 staff members tuned in for the first CTM CEO staff briefing via Teams. Since the COVID-19 pandemic we have had to use different ways to communicate and engage our staff, and we have had lots of positive feedback about this initial virtual session, with more planned.
- **COVID-19 Kepak Meat Plant Infections** – A cluster of confirmed coronavirus cases were identified in the Merthyr Tydfil Kepak Meat Plant at the end of June. The identification of these cases is evidence that the Test, Trace, Protect strategy is being effective, and we are confident that all appropriate action is being taken in partnership to control this cluster.
- **Quarter 1 to Quarter 2 Re-setting CTM Plans** – Building on the themes and principles of Quarter 1, CTMUHB submitted the Quarter 2 plan to WG on the 3 July 2020, learning lessons from Quarter 1, aiming to restore services to our communities as safely as we can whilst working with COVID-19.

Headlines

A&E Services – Following the Board meeting on the 29 June 2020 commitment to the ongoing, long-term, delivery of emergency medicine services through a 24/7 consultant-led Emergency Department at the Royal Glamorgan alongside those at Prince Charles and Princess of Wales Hospitals was given. Positive feedback has been received from communities and stakeholders regarding this commitment. Further information on this is included in the main Board papers.



Headlines

Test, Trace, Protect Programme (TTP) – A multi-agency response programme for CTM TTP has been established, with excellent progress made. The strategic aim for the COVID-19 Test, Trace and protect programme is to: To put in place appropriate systems and capacities to ensure that, following the easing of lockdown measures, we do not see a rapid increase in illness and deaths in our communities due to COVID-19 infection.

The TTP strategic plan has been approved, however it is important to note that plans will continue to develop and be reviewed as context changes, but we know that the TTP programme is going to be a vital way of keeping our communities safe, whilst we learn to co-exist with COVID-19.



Headlines

Re-launch Values and Behaviours – Work to develop the CTMUHB values and behaviours was unexpectedly paused as a consequence of COVID-19 in March 2020. The work recommenced in June 2020 with the aim of revisiting and refining the draft values and behaviours in light of staff’s experience through the pandemic, and to gather baseline information about staff wellbeing. Significant engagement work has taken place during June 2020, with 1,445 pieces of feedback collated. This feedback added to the staff, patient and service user feedback received pre COVID-19 amounts to a total of 6,445 comments which have been collected and analysed.

This feedback has helped develop and refine the final draft values and behaviour statements. The focus will turn to the formal approval of the draft Values and Behaviours for CTM, their launch in autumn 2020, and most importantly to fully embed the values and behaviours into the organisation and enhancing the employee experience by ensuring the values and behaviours feed directly into the employee journey. NB: Photo’s taken pre COVID-19.



Headlines

Workforce Wellbeing – We have focused on increasing support to the health and wellbeing services for our staff, both in terms of resources, communication and engagement, and we will continue to take much learning from this approach.

Inaugural Integrated Locality Group Performance Review Meetings with the Executive – The inaugural Executive led Review and Forward Look meetings with each of the three ILGs took place in July. It was encouraging to hear all the progress made by the ILGs in such a short period of time since their establishment, and although there are clear challenges ahead, the ILGs have developing plans for these.

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. The formal escalation meetings with Welsh Government have not taken place since the start of the COVID-19 pandemic, with the last meeting held on the 28th February 2020. These meetings are now being scheduled, with the first meeting since February to take place on the 7th August 2020.
- Work continues to progress the Targeted Intervention Programme arrangements with progress against the TI Maturity Matrices starting to be assessed at ILG level, ensuring areas of good practice and progress can be identified and learnt from across the organisation.
- Our assessment for CTM against the TI matrix, for which there are five criteria levels, is at early progress, for the majority of areas, an improvement from basic for all but one areas when last assessed.
- The work of the IMSOP continues, the clinical review work is progressing and the learning from this work will continue to influence how maternity care is provided in Cwm Taf Morgannwg University Health Board.

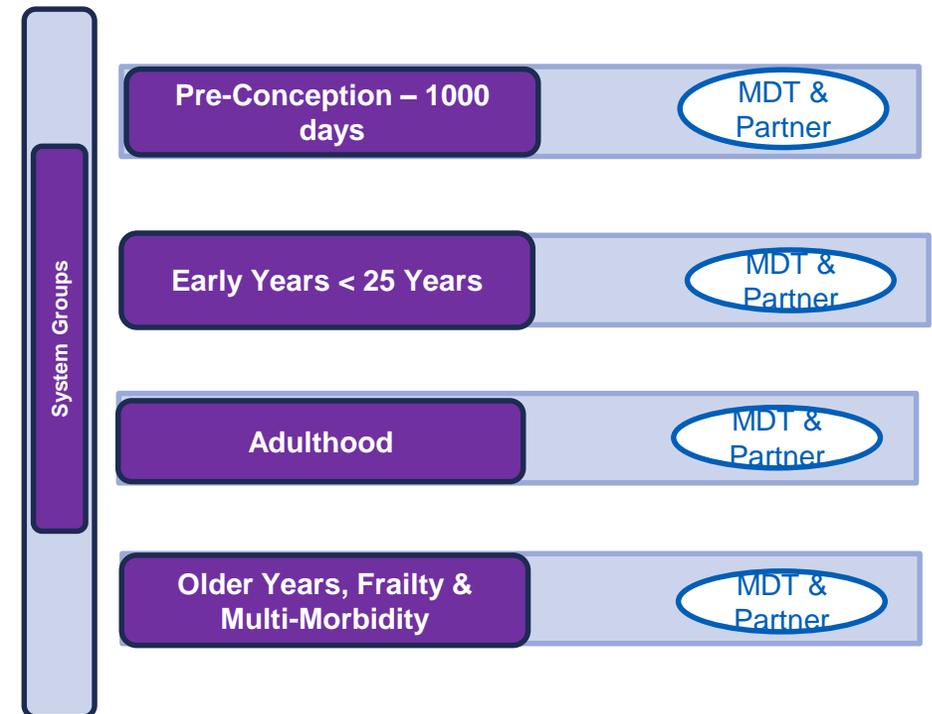
Criteria	Definition
1 Basic Level Principle accepted and commitment to action	Health Board is aware of the requirement but is unable to demonstrate meeting it and/or cannot evidence clear plans or approaches to meet the criteria.
2 Early Progress Early Progress in development	The Health Board recognises what is required for the criteria. The Health Board is able to evidence being able to meet <i>some</i> of the criteria but cannot evidence being able to meet all aspects in full. The Health Board plans to meet all the criteria in full
3 Results Initial achievements realised	The Health Board meets some of the criteria, inline with its agreed milestones, it has clear and credible plans to continually and sustainably improve service provision.
4 Maturity Results consistently achieved	The Health Board meets all the criteria to a high standard, can evidence many examples of good practice against the criteria which are routinely shared and adopted by others.
5 Exemplar Others learning from our consistent achievements	The Health Board’s excels at all criteria, service provision and patient experience is excellent. The Health Board is leading the strategic agenda through the implementation of innovative practice that is shared with other Health Boards and beyond the organisation to others, enabling realisation of long term sustainability.

Headlines

- **System Group Director Appointments** – The establishment of Systems Groups, based on a ‘life course approach’ are a critical part of the establishment of the New Operating Model, and embedding a clinical leadership model.
- System Group Director appointments were delayed due to the need to focus on the COVID-19 response. I am pleased that the four System Group Directors have now been appointed to, and a warm welcome to:
 - Jane O’Kane, Pre-conception to first 1000 days
 - Dr Mair Strinati, Children and Young People
 - Dr Neil Hawkes, Adulthood
 - Dr Manjula Kavisekara, Older Years, Frailty and Multi-morbidity

Bringing with them experience from a range of backgrounds including paediatric nursing, general practice, gastroenterology and older persons mental health.

- **Director of Corporate Governance / Board Secretary Appointment** – I am pleased to say that Georgina Galletly has been appointed to the role of Director of Corporate Governance, congratulations!



Diary Highlights

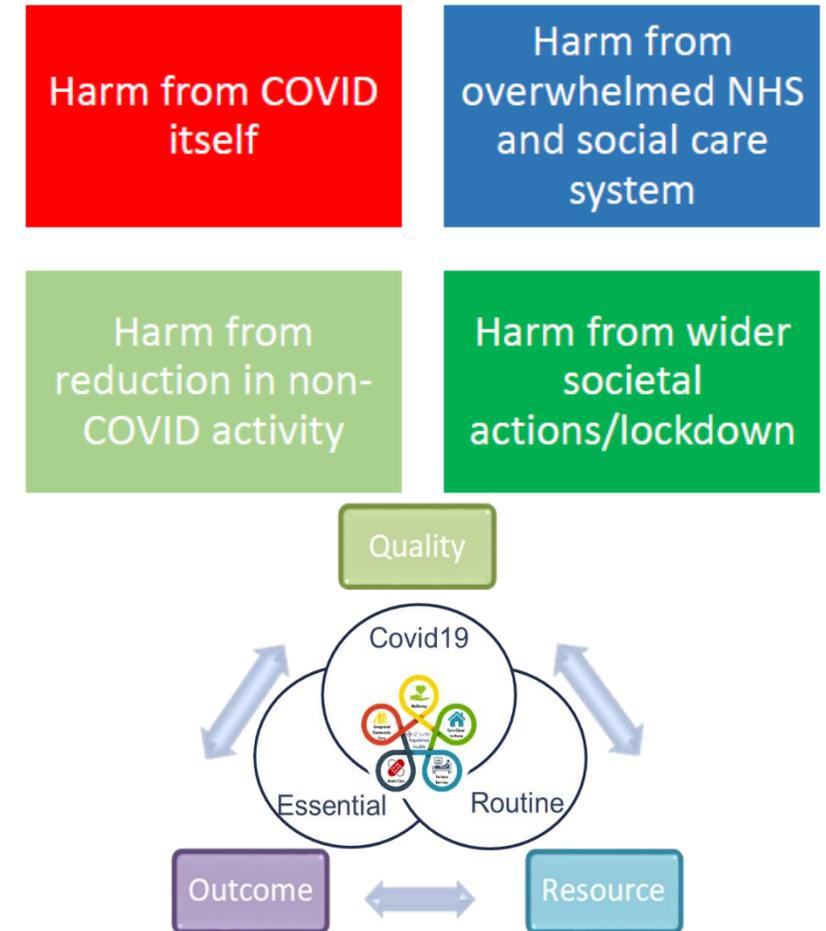
- Weekly Conference Calls with NHS Wales CEO
- Chair and CEO Conference Call with NHS Wales CEO (via skype)
- Weekly briefings with Local Authority Chief Executives and Leaders
- Weekly briefings with Independent Members
- Weekly briefings with AM/MPs
- Bi weekly briefings with Unions
- Quarterly meeting with the CHC/Chair
- Interview Panel for Board Secretary/Director of Corporate Governance Appointment
- Joint Executive Group with Swansea Bay
- Weekly CTMUHB Re-setting meetings
- Audit of annual accounts meeting
- Staff filming session
- CTM staff Briefing via teams
- Executive Review and Forward Look performance meetings with Bridgend/Rhondda and Taf/Merthyr and Cynon ILGs
- Health Social Care and Sport Committee Evidence Session
- IMSOP formal Meeting
- Bi weekly TI and SM meetings reintroduced
- Brief with RG A&E campaign group

Looking Outwards

- **Views from CTM Communities** – We circulated a survey during late May / early June 2020 across our channels and with our Local Authority partners. We received 6,938 responses which gave us great insight into the community's views and thoughts on COVID-19 and has allowed us to tailor our communications and engagement work to respond to these views and feedback.
- **Royal Colleges 'views' on COVID-19** – We continue to review the learning and evidence relating to COVID-19, including views from the Royal Colleges, and consider the scientific papers to inform our views including articles in the Lancet and the BMA.

Looking Ahead

- Re-setting Quarter 2 and beyond** – Resetting CTM Operating Framework sets out how we intend to move out of the COVID-19 emergency response and reset our operating model. In support of this, a set of principles have been developed to guide CTMUHB in letting go of ways of working which are now unfit for purpose, whilst restarting and reframing the work which urgently needs to continue.
- The remainder of 2020/21 is likely to be characterised by peaks and troughs in COVID-19 demand, balanced with delivery of essential and routine health and care services. Framed by the Resetting CTM 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.
- Winter Planning** – Will become part of the short, agile planning cycles, with significant planning and resilience required.



Looking Ahead

- **Appointment of new Chief Executive Officer (CEO)** – Paul Mears has been appointed as the new CEO for Cwm Taf Morgannwg UHB and will commence on the 14th September 2020. Paul brings a wealth of experience to the role, having previously been CEO of Yeovil District Hospital NHS Foundation Trust, the Chief Operating Officer at Torbay Hospital and Director of Operations of Torbay Care Trust (an integrated community health and social care organisation).



Thank You

- **Thanking all staff** – I'd like to finish this update with a continued thank you to all our CTMUHB staff, you all continually go over and have worked with professionalism and dedication in responding to the challenging and uncertain times we continue to experience responding to COVID-19, and now resetting and refreshing all our services to enable our communities to have access to services they need #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.

