



**AGENDA ITEM**

2.3.5

**CTM BOARD**

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

**Date of meeting**

30/07/2020

**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**

Board  
Management Board  
Management Board

28/05/2020  
22/06/2020  
22/07/2020

NOTED

**ACRONYMS**

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 continued to progress in a light touch manner during the initial response to the COVID-19 pandemic, with previous arrangements now re-established. A formal WG Escalation meeting has been requested 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 matrices – seen as Appendix A - C) through which the Health Board will be expected to evidence continued and sustainable improvement in response to TI. The self-assessment process (across TI and SM) can be seen as Appendix D.
- 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 Work to review progress against each area of the Maturity Matrices, since the baseline assessment has taken place over the past month by Senior Responsible Officers (SROs) and the self-assessment and evidence scores can be seen as Appendix E – G, to include 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. A summary of the baseline scores and proposed scores (suggested by SROs) as of July 2020, is set out in the table below:



<b>TI Category</b>	<b>Baseline score – Mach 2020</b>	<b>Proposed score - July 2020</b>	<b>Comments</b>
<b>Leadership and Culture</b>	<b>Level 1 basic</b>	<b>Level 1 basic</b>	
○ 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	
○ Employee Experience	Level 1 basic	Level 1 basic	
<b>Re-building Trust and Confidence</b>	<b>Level 1 basic</b>	<b>Level 2 early progress</b>	
○ Patient & Public Engagement & Involvement	Level 1 basic	Level 2 early progress	Consideration being given to splitting out 'patient' and 'public' engagement
○ Staff Engagement & Involvement	Level 2 early progress	Level 2 early progress	
○ Partnership Engagement & Involvement	Level 1 basic	Level 2 early progress	
○ Promoting the work of the organization	Level 1 basic	Level 2 early progress	
<b>Quality and Governance</b>	<b>Level 1 basic</b>	<b>Level 2 basic</b>	
○ 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	
○ Governance	Level 1 basic	Level 2 early progress	

- 2.4 In particular progress has been made relating to 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.
- 2.5 Work with WG has progressed use of an electronic file sharing platform 'Objective Connect' identified as a repository for TI evidence to support the maturity matrix scores, providing additional detail for WG and Board assurance. Work to agree outcome measures for each of the maturity matrix sub-categories is being taken forward.
- 2.6 A development session on TI with the CTMUHB Board took place on the 25 June, to ensure a common understanding of the TI categories and the process for self-assessment and Board ownership. External regulators attended the session as observers and feedback has been received.
- 2.7 Sessions are being held with each Integrated Locality Group (ILG), to ensure the TI maturity matrix is assessed at ILG level going forward, and that this locality TI related intelligence and evidence helps inform future self-assessment scores, and aids shared learning and good practice.
- 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 a sustainable way.
- 2.9 Consideration is also being given to including some external assessment of TI progress against the maturity matrix, recognising the challenge

that undertaking a self-assessment can bring in terms objectivity (not under-scoring, or over-scoring).

- 2.10 This report should be read in conjunction with the update on Maternity Services improvement, noting the Health Board's Special Measures escalation status for Maternity Services. Work to align the work and approach relating to TI and Special Measures continues with input from Welsh Government.

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

- 3.1 There is a risk that TI arrangements 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

<b>Quality/Safety/Patient Experience implications</b>	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".
<b>Related Health and Care standard(s)</b>	Governance, Leadership and Accountability
	All Health and Care Standards are relevant to the programme.
<b>Equality impact assessment completed</b>	No (Include further detail below)
	EQIA will be arranged once final draft of the PID is complete.
<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)
	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.
<b>Link to Main Strategic Objective</b>	To Improve Quality, Safety & Patient Experience



<b>Link to Main WBFG Act Objective</b>	Service delivery will be innovative, reflect the principles of prudent health care and promote better value for users
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## 5. RECOMMENDATION

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

5.1.1 The Escalation meeting scheduled with WG on the 7<sup>th</sup> August 2020, for the first time since 28 February 2020

Review, **APPROVE** and provide any **FEEDBACK** on:

5.1.2 The proposed Maturity Matrix scores and current self-assessed position for TI.