



AGENDA ITEM

2.1.7

CTM BOARD

**CONTINUOUS IMPROVEMENT SELF ASSESSMENT PROCESS
IN RESPONSE TO TARGETED INTERVENTION**

Date of meeting	25/03/2021
FOI Status	Open/Public
If closed please indicate reason	Not Applicable - Public Report
Prepared by	G Galletly, Director of Corporate Governance
Presented by	G Galletly, Director of Corporate Governance
Approving Sponsor	G Galletly, 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
Chair, IM (Uni), IM (Finance)	11/03/21	SUPPORTED
Exec Team	22/03/21	SUPPORTED

ACRONYMS

TI	Targeted Intervention
AW	Audit Wales
HIW	Healthcare Inspectorate Wales
ILG	Integrated Locality Group
IM	Independent Member
WG	Welsh Government



1. SITUATION/BACKGROUND

- 1.1 This paper seeks Board approval for the revised approach to strengthen the self-assessment process of improvement in response to Targeted Intervention.
- 1.2 Following the Welsh Government escalating the status of Cwm Taf Morgannwg University Health Board (CTMUHB) in April 2019 to Special Measures for Maternity and Targeted Intervention (TI) for Leadership & Culture, Re-Building Trust and Confidence, and Quality and Governance, the Health Board has developed a structured approach to continuous improvement.
- 1.3 Initially, the Health Board's response to TI took a programme approach, but with Board approval, and support from Welsh Government, the TI Maturity Matrix has been the key driver in enabling self-assessment and WG assessment of the Health Board's progress and improvement in response to Targeted Intervention.
- 1.4 With the agreement and support from Welsh Government, arrangements progressed in a light touch manner during the response to the first and more recent peak of the COVID-19 pandemic. Despite the essential focus on responding to the COVID pandemic, progress has continued gathering evidence to demonstrate progress against the maturity matrix. Nonetheless, naturally, a number of TI milestones have slipped.
- 1.5 The latest organisational self-assessment was received at the Board at its meeting in January 2021, and whilst acknowledging and welcoming the involvement of ILG evidence and contribution to the organisational self-assessment, it was agreed the process should be reviewed to improve the involvement of the whole Board and ensuring closer scrutiny and assurance of the breadth of evidence used in arriving at the proposed maturity levels.
- 1.6 The escalation status of CTMUHB was last considered at a tripartite discussion between WG, HIW and AW on 5 October 2020 confirming there was no change.
- 1.7 In order to provide WG assurance of the organisation's improvement journey, in the absence of formal WG / CTM Targeted Intervention and Special Measures meetings during COVID, Paul Mears provided WG with



feedback on his first 100 days reflection as Chief Executive of Cwm Taf Morgannwg University Health Board.

- 1.8 CTMUHB officers have been called to attend an escalation meeting with WG on 21 April 2021 to review progress and provide evidence to demonstrate progress on our improvement journey.

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

- 2.1 In recognition of the importance to ensure the self-assessment of maturity of the Health Board is conducted by a wide range of officers and Independent Members, the self-assessment process has been reviewed.

- Evidence is gathered from across the organisation, from stakeholders and from Executive Leads, to inform the overall maturity level;
- Independent Member 'Partners' have been assigned to work with Executive Leads for each area of TI;
 - Leadership & Culture – Jayne Sadgrove (working with Hywel Daniel)
 - Trust & Confidence – Marcus Longley (working with Lee Leyshon)
 - Quality & Governance – Patsy Roseblade (working with Kelechi Nnoaham/Greg Dix & George Galletly)
- ILGs & Senior Responsible Officers (SROs) submit evidence to Objective Connect (secure file share portal) to inform the self-assessment;
- SRO and Partner IMs to meet to review/scrutinise evidence submitted and inform an initial self-assessment;
- Board self-assessment session to be set up mid/late April to formally assess and agree the maturity levels. The session will include;
 - ILGs
 - All Board Members
 - Invited Board Colleagues (eg Community Health Council (CHC))
 - Observers (WG)

- 2.2 A TI road map to Improvement (incorporating Maternity Services) continues to be developed to evidence progress over a time period, April 2019 to April 2022. The road map development has slipped due to the need to focus on COVID-19 pressures recently, especially from the



Communications and Engagement Team. However, it is anticipated work to finalise this road map will happen in the coming month.

2.3 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 continued operational pressures impact on the pace of improvement and reduced focus on provision of evidence to support scrutiny by WG, HIW and AW.

4. IMPACT ASSESSMENT

Quality/Safety/Patient Experience implications	There are no specific quality and safety implications related to the activity outlined in this report.
Related Health and Care standard(s)	Governance, Leadership and Accountability
Equality impact assessment completed	No (Include further detail below)
Legal implications / impact	There are no specific legal implications related to the activity outlined in this report.
Resource (Capital/Revenue £/Workforce) implications / Impact	There is no direct impact on resources as a result of the activity outlined in this report.
Link to Main Strategic Objective	To provide strong governance and assurance



Link to Main WCFG Act Objective	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 Board is asked to **APPROVE** the revised approach to self-assessment of improvement against the TI Maturity Matrix outlined in 2.1 above.