



AGENDA ITEM

2.2.3

CTM BOARD

CHIEF EXECUTIVE'S REPORT

Date of meeting	28/01/2021
FOI Status	Open/Public
If closed please indicate reason	Not Applicable - Public Report
Prepared by	Chris Darling, Assistant Director of Corporate Business & Transformation
Presented by	Paul Mears, Chief Executive Officer
Approving Executive Sponsor	Chief Executive
Report purpose	FOR NOTING

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

Committee/Group/Individuals	Date	Outcome
(Insert Name)	(DD/MM/YYYY)	Choose an item.

ACRONYMS

AW	Audit Wales
COO	Chief Operating Officer
CTMUHB	Cwm Taf Morgannwg University Health Board
HIW	Healthcare Inspectorate Wales
NWSSP	NHS Wales Shared Services Partnership
OD	Organisational Development
WG	Welsh Government



1. SITUATION/BACKGROUND

- 1.1 The purpose of this report is to keep the Board up to date with key issues affecting the organisation. A number of issues raised within this report feature more prominently within reports of the Executive Directors as part of the Board's business.
- 1.2 This overarching report highlights for Board Members the key areas of activity of the Chief Executive, some of which is further referenced in the detailed reports that follow, and also highlights topical areas of interest to the Board.

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

2.1 Management of COVID-19 Pressures

The past two months has seen the NHS in Wales and across the UK under extreme pressure as it responds to increased COVID-19 infection rates. This has been no different in CTMUHB and in early January 2021 more than half the patients in CTM hospital beds were COVID-19 positive. As a result of the increasing pressure on the CTM health and care system the decision was made at the Gold Command meeting held on the 16 December 2020 to enact the COVID-19 Surge Capacity Plan, which has included ceasing the majority of non-urgent services, re-deploying staff to high demand areas including critical care and providing associated training, increasing the number of beds provided in Ysbyty'r Seren Field Hospital. Quality implications for all options were considered, along with balancing the risks of harm from COVID-19, harm from overwhelmed NHS and Social Care system in CTM, harm from reduction in non-COVID-19 activity and harm from wider societal actions/lockdown.

I would like to thank all staff at CTMUHB for their work to keep our communities safe during this period of extreme operational pressure.

2.2 COVID-19 Vaccination Programme

The increase in COVID-19 cases has coincided with the approval of two COVID-19 vaccines for use in the U.K, and more recently a third vaccine – Moderna. The first vaccine approved for use was the Pfizer-BioNTech vaccine, followed by the Oxford/AstraZeneca vaccine. The deployment of the COVID-19 vaccines is well underway in CTM, based on the priority groups decided by the Joint Committee on Vaccination and Immunisation (JCVI) at a UK level, to include CTMUHB and Social Care frontline staff.

The COVID-19 vaccination programme is a top priority, overseen and managed by the Executive Director of Public health as the Executive Lead and Programme Sponsor, supported by the Executive Director of Planning and Performance as the Senior Responsible Officer (SRO) for the programme, with the Merthyr Cynon (MC) ILG Director of Nursing as the Clinical and Operational Lead for the programme.

Welsh Government published the national COVID-19 vaccination strategy on the 11 January 2021, setting out the national priorities including target timeframes for vaccinating priority groups. A more detailed update on this work and the CTMUHB response to the national strategy will be provided to the Board in a separate Board report. Further information on the COVID-19 vaccine can be found via the Public Health Wales website:

<https://phw.nhs.wales/topics/immunisation-and-vaccines/covid-19-vaccination-information/>

2.3 Presentations to Bridgend, Rhondda Cynon Taf and Merthyr Tydfil Council Meetings

I attended, along with the Chair the Council meetings of Bridgend and Rhondda Cynon Taf in December 2020, and the Council meeting of Merthyr Tydfil on 6 January 2021. These were fantastic opportunities to present and discuss the work of CTMUHB over the past twelve months and look forward to the next twelve months and beyond. We discussed a range of topics including local primary care health provision, the importance of preventative health, our communities, and the exciting opportunities to further work collaboratively across CTMUHB and Local Authority services, building on the excellent partnership work to date.

I would like to extend my thanks to all three Council members for the warm welcome and insightful discussions about issues that are important to our communities.

2.4 OD Leadership work

Following a competitive tender exercise UK Prime Ltd have been working with CTMUHB since early November 2020 to provide facilitated organisational development (OD) and leadership support. Despite the operational challenges I believe it is vital we make the time for personal reflection and to learn lessons as a senior leadership team.

The work undertaken to date with the Executive team has included exploring individual and collective strengths, providing great insight, particularly for me being new to the team, into how we can operate most effectively as an Executive team.

The work has moved onto to a number of facilitated discussions to learn lessons and gain feedback from Integrated Locality Group (ILG) leaders, System Group leaders and Executives on the new operating model, which was implemented on the 1 April 2020. These facilitated discussions were brought together in a session held on the 17 December with all CTMUHB senior leaders in attendance. In this time of heightened activity and operational focus, it feels even more important to protect the development space to look after one another and the creative space to make the most of one another's contributions. The new working arrangements have served us well over the last 9 months, however through this process feedback has identified areas which we now need to improve together.

Time will be scheduled into a future Board development session to ensure feedback and discussion on this work.

2.5 New Interim Chief Operating Officer

Alan Lawrie has transitioned out of the Executive Director of Operations role as of the 11 January 2021 and Gareth Robinson has joined the Executive team as interim Chief Operating Officer. I would like to extend a warm welcome to Gareth who brings with him significant experience as Chief Operating Officer / Managing Director of acute hospitals and several years experience of healthcare consultancy across a range of organisations in the UK.

2.6 Interim Deputy Medical Director

Following Dr. Ruth Alcolado's secondment to Welsh Government, I would like to congratulate Dr. Dom Hurford who has been appointed as interim Deputy Medical Director at CTMUHB.

2.7 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. This was confirmed in a letter from Welsh Government on the 5 October 2020 following a tripartite meeting between WG, HIW and AW.

Board members should note that in the absence of formal CTM / WG special measures / targeted intervention meetings due to the current

operational pressures, I have offered to provide my CEO first 100 days feedback to WG officials, recognising the synergy between the escalation improvement plan and observations and plans as a result of my observations from my first 100 days in post. This session is due to take place with Welsh Government on the 26 January 2021.

2.8 Laundry Service Programme Business Case and Transition

I have received confirmation from NHS Wales Shared Services Partnership (NWSSP) that the Minister has endorsed the Programme Business Case to move to an All Wales Laundry shared service. This allows NWSSP to move forward in developing the new laundry facilities. NWSSP are hopeful that the 1 April 2021 revised date to transfer management of the service from CTMUHB to NWSSP is achievable.

We will continue to update the staff concerned by the transfer to ensure a smooth transition to the new working arrangements.

2.9 Staff Gratitude Event / Thank you to CTM staff

On the 16 December 2020 we held our first ever staff gratitude event virtually via Teams. The event was a wonderful reflection of all the work that everyone has done, and continued to do, during such a challenging year. The event was attended by 1,427 members of staff virtually, and it was a great way to say thank you to all our workforce, and celebrate our achievements in the face of real adversity.

A real highlight from the event was seeing the newly formed CTM choir perform for the first time.

The event concluded with a special lighting up of a number of our hospital sites: Princess of Wales Hospital, Royal Glamorgan Hospital, Prince Charles Hospital and Ysbyty'r Seren, in rainbow colours.

I would like to reiterate a heartfelt thank you to all CTMUHB staff who have worked so hard, particularly over the past few months which has seen significant strain and pressure on the system. The professionalism and dedication in responding to the challenging and uncertain times we have experienced is a testament to each and every one of you.

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

- 3.1 The Board should note the rapidly changing context and environment for commissioning and delivering healthcare and wellbeing services, in the context of balancing the need to continue to respond to the COVID-19 pandemic, as well minimizing harm from non-COVID-19 activity, and providing essential and routine services to our

communities. This balance will bring a new set of issues to manage and risks to consider.

4. IMPACT ASSESSMENT

Quality/Safety/Patient Experience implications	Yes (Please see detail below)
Related Health and Care standard(s)	Governance, Leadership and Accountability 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".
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 Strategic Well-being Objectives	Provide high quality, evidence based, and accessible care

5. RECOMMENDATION

5.1 The CTM Board is asked to **NOTE** the report.