



**AGENDA ITEM**

4.3

**CTM BOARD**

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

<b>Date of meeting</b>	28/01/2021
<b>FOI Status</b>	Open/Public
<b>If closed please indicate reason</b>	Not Applicable - Public Report
<b>Prepared by</b>	Chris Darling, Assistant Director of Corporate Business & Transformation
<b>Presented by</b>	Georgina Galletly, Director of Corporate Governance
<b>Approving Executive Sponsor</b>	Chief Executive
<b>Report purpose</b>	FOR APPROVAL

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

<b>Committee/Group/Individuals</b>	<b>Date</b>	<b>Outcome</b>
WG Escalation Meeting	07/08/2020	NOTED
Board Meeting	30/09/2020	
Management Board	27/01/2021	

**ACRONYMS**

AW	Audit Wales
HIW	Healthcare Inspectorate Wales
ILG	Integrated Locality Group
TI	Targeted Intervention
SM	Special Measures



## **1. SITUATION/BACKGROUND**

- 1.1 Following the Welsh Government escalating the status of Cwm Taf Morgannwg University Health Board (CTMUHB) to Special Measures for Maternity and Targeted Intervention for Leadership & Culture, Re-Building 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 progressed in a light touch manner during the response to the first peak of the COVID-19 pandemic. Since August 2020 the CTM TI/SM Project Steering Group has been reinstated. However light touch arrangements were re-instated during autumn 2020, and with the increase in COVID-19 infections and the standing down of all non-essential meetings a number of TI milestones have slipped.
- 1.3 Confirmation of no change in CTMUHB's escalation status was confirmed on the 5 October 2020 following a tripartite discussion between Welsh Government (WG), HIW and AW.

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

- 2.1 The Health Board have worked with officers in the WG to design a TI improvement framework (maturity matrix) through which the Health Board will be expected to evidence continued and sustainable improvement in response to TI.
- 2.2 The initial baseline self-assessment against the Maturity Matrices was presented to WG on the 28 February 2020 and went to the CTMUHB Board on the 26 March 2020.
- 2.3 Progress against each area of the Maturity Matrices, since the baseline assessment, has taken place by Senior Responsible Officers (SROs) and the self-assessment scores went to the CTM Board for approval on 30 September 2020, and were presented to WG at the escalation meeting held on 7 August 2020 (following Board approval on 30 July 2020).
- 2.4 A further review of self-assessment scores has taken place by SROs in January 2021, taking into account ILG self-assessment feedback and



evidence. The proposed TI self-assessment scores are set out below for Board consideration:

<b>TI Category</b>	<b>Baseline score – March 2020</b>	<b>September 2020</b>	<b>January 2021 - Proposed Score</b>
<b>Leadership and Culture</b>	<b>Level 1 basic</b>	<b>Level 1 basic</b>	<b>Level 2 early progress</b>
○ Leadership capacity, capability and development	Level 1 basic	Level 2 early progress	Level 2 early progress
○ Values and Behaviours	Level 1 basic	Level 2 early progress	Level 3 results
○ Inspiring shared purpose	Level 1 basic	Level 1 basic	Level 1 basic
○ Employee Experience	Level 1 basic	Level 1 basic	Level 2 early progress
<b>Re-building Trust and Confidence</b>	<b>Level 1 basic</b>	<b>Level 2 early progress</b>	<b>Level 2 early progress</b>
○ Patient & Public Engagement & Involvement	Level 1 basic	Level 2 early progress	Level 2 early progress
○ Staff Engagement & Involvement	Level 2 early progress	Level 2 early progress	Level 3 results
○ Partnership Engagement & Involvement	Level 1 basic	Level 2 early progress	Level 2 early progress
○ Promoting the work of the organization	Level 1 basic	Level 2 early progress	Level 2 early progress
<b>Quality and Governance</b>	<b>Level 1 basic</b>	<b>Level 2 early progress</b>	<b>Level 2 early progress</b>



○ Quality planning	Level 1 basic	Level 2 early progress	Level 2 early progress
○ Quality assurance and control	Level 1 basic	Level 2 early progress	Level 2 early progress
○ Quality improvement	Level 1 basic	Level 2 early progress	Level 2 early progress
○ Risk and assurance	Level 1 basic	Level 2 early progress	Level 2 early progress
○ Governance	Level 1 basic	Level 2 early progress	Level 2 early progress

- 2.5 TI evidence to support the maturity matrix scores have been uploaded to Objective Connect, an electronic file sharing platform agreed with WG as a repository for TI evidence. Draft outcome measures for each of the maturity matrix sub-categories have been agreed and are used to monitor progress.
- 2.6 The above assessment has started to incorporate ILG self-assessments and feedback for their areas. To ensure locality TI related intelligence and evidence helps inform self-assessment scores, and aids shared learning and good practice. This information is shared with Board members and WG via Objective Connect.
- 2.7 Changes in maturity matrix self-assessment scores can be seen in the self-assessment dashboards for each TI category, these self-assessments are made against the agreed maturity matrices, the self-assessments and maturity matrices are available to Board Members on Objective Connect as is the agreed definitions for each level.
- 2.8 Changes in maturity matrix scores include: the overall leadership and culture score moved from level 1 basic to level 2 early progress, this included the values and behaviours domain moving from level 2 early progress to level 3 results. The CTM values and behaviours were formally launched in October 2020 with values and behaviours champions identified across the health board. In addition the employee experience domain moved from level 1 basic to level 2 early progress. Progress across the level 2 domain has also been observed for leadership capability, capacity and development. The re-building trust and confidence category overall score remains unchanged at level 2 early progress, however, staff involvement and engagement domain moved from level 2 early progress to level 3 results. A highly successful staff gratitude event took place in December



2020, staff weekly message continues on a weekly basis with a CEO Vlog, Teams Q&A with the CEO every month and a newly formed clinical sounding board with the CEO. Each of the other domains progressed across the level 2 early progress level towards level 3 results are available in Objective Connect.

The quality and governance category saw progress across each of the level 2 early progress domains in four out of the five domains, moving towards level 3 results (available in Objective Connect) the only area with limited/no change was the quality improvement domain, reflecting the operational pressures in responding to COVID-19, but an area where significant progress is expected over the coming months with the appointment of a new Director of Improvement.

- 2.9 A TI road map to Improvement (incorporating Maternity Services) is being 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. However, it is anticipated work to finalise this road map will happen in the coming month.
- 2.10 Positive feedback was received at the WG escalation meeting on the 7 August in terms of the progress made to develop a robust TI framework and the progress made in progressing each of the TI areas.
- 2.11 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, Paul Mears will provide WG with feedback on his first 100 days reflection as Chief Executive of Cwm Taf Morgannwg University Health Board.
- 2.12 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 remain on a light touch basis and that key milestones slip if COVID-19 operational pressures continue.



#### 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 Strategic Well-being Objectives</b>	Provide high quality, evidence based, and accessible care.

#### 5. RECOMMENDATION

5.1 The Board is asked to **APPROVE** the proposed January 2021 self-assessment scores;

5.1.1 The Maturity Matrix self-assessment scores set out for January 2021.