



AGENDA ITEM

8.1

CTM BOARD

CTM - BECOMING AN ENGAGING ORGANISATION

Date of meeting

30/09/2021

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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Chief Executive

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

TI

Targeted Intervention

1. SITUATION/BACKGROUND

- 1.1 In April 2019 the Welsh Government, under the Joint Escalation and Intervention Arrangements, confirmed escalation of the status of Cwm Taf Morgannwg UHB to 'Special Measures' for Maternity and 'Targeted Intervention' (TI) for Leadership and Culture, Trust and Confidence, and Quality & Governance. Consequently, a widened communications and engagement approach was identified as being required. Within this context, a recent review of the Communications Team structure and model has been undertaken to ensure it reflects a modern, fit-for-purpose Communications and Engagement operation. A restructuring programme is currently being implemented to deliver the required changes identified through the review.
- 1.2 With almost 15,000 staff, our workforce is the lifeblood not only of the University Health Board, but also many of the communities we serve. We recognise our important role as one of the largest employers in the area, approaching our responsibilities as an employer with utmost seriousness; evident in our wide-ranging partnership working and involvement approach, dedication to our corporate social responsibilities and the high value we place upon building and maintaining relationships with our staff and the CTM community.
- 1.3 At Cwm Taf Morgannwg, improving the health of our population and providing the best possible healthcare to the diverse communities we serve is our priority. We plan, design and deliver health and wellbeing services, and support social care services, through a partnership approach with multiple health and care providers. This is to create optimum opportunity for our regional population to live long and healthy lives, free from the limiting effects of multiple chronic conditions, and to live independently in their own homes.
- 1.4 Our Health Board is committed to building a culture it feels proud of, with recognisable values and behaviours at its core which can be felt and understood by every person; staff, patients and service users alike. Only by living up to our organisational values and behaviours at every opportunity can we truly achieve these objectives through a listening and learning approach; with our CTM workforce, those who access our services, those living in our communities, and our trusted partners.



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

- 2.1 There have been a number of developments within the corporate centre and across teams within CTMUHB which embrace an engagement approach, reflected in the improvement across the maturity matrix for the TI measure, Rebuilding Trust and Confidence.
- 2.2 Based on progress to date and feedback from strategy engagement sessions, this document (Appendix A attached) identifies an approach and outlines principles for how CTM can become an 'engaging organisation'. This approach is based on the four pillars model of engaging organisations that identifies: a strong employee voice, organisational integrity, a strong strategic narrative, and visible, authentic, engaging leadership.
- 2.3 This approach along with an action plan for delivery will be determined in the context of supporting the organisational focus on becoming a population health led organisation through '*Our Health, Our Future*'.
- 2.4 We intend that our Health Board talks to (communicates with), listens to (continuous engagement) and involves (consults) staff, patients, carers, the wider public, key partners and stakeholders so that they influence and fully understand the CTM vision and focus for the region, provide ongoing feedback about their lived experiences within CTM, and feel central to how services get designed and delivered for the future, based on a population needs approach. To that extent they will be at the heart of our Health Board's planning and decision-making processes; become central to the way we operate as a local healthcare provider and ensure that we make the most impactful contribution to the all-Wales Healthier Wales agenda and the Well-being of Future Generations (Wales) Act.
- 2.5 We will do this because it is only by involving our stakeholders, in ways that work for them, that we can better understand how to provide services that are high quality, efficient and effective. We will be able to identify what needs to be improved and how to design solutions to solve any problems that we uncover.
- 2.6 Subject to the Board's support for the approach identified a more formal strategy will be developed alongside and in support of the Health Board Wide Strategy Development currently in progress.

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

- 3.1 The scope and the delivery of the ambition detailed within this document will be affected by the limiting environmental factors of the current Covid-19 pandemic.

4. IMPACT ASSESSMENT

Quality/Safety/Patient Experience implications	There are no specific quality and safety implications related to the activity outlined in this report.
	Communications and Engagement need to fully participate in driving the UHB agenda for population health, staff and patient experience and this planned approach and principles would have positive impact.
Related Health and Care standard(s)	Governance, Leadership and Accountability
	If more than one Healthcare Standard applies please list below:
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	Work with communities and partners to reduce, inequality, promote wellbeing and prevent ill-health

5. RECOMMENDATION Work with communities and partners to reduce inequality, promote well-being and prevent ill-health

- 5.1 The Health Board is asked to:
- 5.1.1 **NOTE** the planned approach and principles for *CTM – Becoming and Engaging Organisation*
- 5.1.2 **SUPPORT** the planned approach and principles for *CTM – Becoming and Engaging Organisation*.