



AGENDA ITEM

6.1

CTM BOARD

CHIEF EXECUTIVE'S REPORT

Date of meeting	30 th March 2023
FOI Status	Open/Public
If closed please indicate reason	Not Applicable - Public Report
Prepared by	Matthew Butt, Chief of Staff
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.

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 key reports on the main Board agenda.
- 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, and also highlights topical areas of interest to the Board.

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

2.1 Escalation Status

CTM met with Welsh Government officials on the 9th February for the first quarterly escalation meeting (following the inception meeting, held in December) to discuss and agree the escalation process framework. As a reminder, current escalation status of Cwm Taf Morgannwg University Health Board is as follows:

- **Targeted Intervention for:**
 - **Maternity and Neonatal** – The group acknowledged the significant progress made and the implementation of the recommendations of the Independent Maternity Services Oversight Panel (IMSOP). Work to improve the neonatal service is progressing and the Health Board continues to provide a focus on sustaining these improvements across both services.
 - **Quality and Governance, Leadership and Culture, Trust and Confidence** – The group noted the considerable progress made in this area but was aware that the Health Board is in the process of implementing its new operating model and would like to see how that is embedded across the organisation and the impact of this change. The Health Board has also taken steps to fill the Director of Corporate Governance (Board Secretary) role, with a full update noted below.
 - **Quality related to performance and long waiting times** – Performance areas in both planned care and urgent and emergency care remains challenging with lengthy waiting lists.
- **Enhanced Monitoring for Planning and Finance** – The Health Board has been unable to produce an approvable and balanced three-year financial plan.

Issues relating to performance (waiting times) will be the key focus of attention for escalation within the Health Board over the coming months, as we agree performance improvement trajectories with Welsh Government and begin to mobilise initiatives to reduce waiting lists and improve wait times for access to key identified services.

2.2 MOU for Spinal Services Operational Delivery Network for South Wales

I am pleased to bring the Spinal Services Operational Delivery Network (ODN) Memorandum of Understanding (MoU) to the Board, seeking support to sign on behalf the Health Board.

The primary purpose of the ODN is to maintain and coordinate patient flow across the spinal pathway, lead the development, and coordinate implementation and delivery of standards and pathways, and promote and support cross-organisational and clinical multi-professional collaboration. The MoU can be found as Appendix 1 to this report.

2.3 Regional Working

The Health Board continues to collaborate with its neighboring partners to support and develop the regional programmes, with each Health Board taking the lead responsibility for hosting a programme of work on behalf of the region.

The regional programme structure includes:

- Diagnostics Programme – CTM UHB hosted
- Orthopaedic Programme – CAV UHB hosted
- Ophthalmology Programme – AB UHB hosted
- Stroke Programme (CTM & CAV collaboration) – CAV UHB hosted

In February, we secured the purchase of a former British Airways Avionic Engineering site next to the Royal Glamorgan Hospital, Llantrisant. The site comprises three large hangar-style buildings which, in collaboration with regional partners, we aim to transform into a new diagnostics and treatment centre to assist CTM and the region with its planned care recovery and diagnostics waiting list reduction agenda.

We are working with Welsh Government, Shared Services Estates and regional partners to develop the plan for the first phase of the development and to refine the clinical service plans for the facility. We are in the process of discussing the capital requirements for the next financial year with Welsh Government. This will include the resourcing of a specific programme team to lead the development and the necessary professional fees/expertise for the preparatory phase of the programme.

2.4 HIW Mental Health Reports

HIW recently carried out two pieces of assurance work relating to mental health service provision across CTM. Following publication of these reports of findings (inspection of Angelton Clinic and Review of Discharge Arrangements from Adult Inpatient Mental Health Services), HIW have written to the Health Board in February setting out their concerns in these services and describing the escalation options around mental health services should they not be satisfied with the Health Board's response. The findings of both reports are currently being reviewed and the executive team will be discussing the response, our approach to improvement in mental health services and the capacity to deliver these in late March. As

well as these reports and responses going through the usual Quality and Safety committee process, I am asking that we bring these to the full Board in May as well as the action plan for mental health services to enable a full discussion with Board members.

2.5 Executive Leadership Team Update

- **Executive Director of Public Health (vacant)** – The recent recruitment process did not appoint to this position. The Executive team continues to be supported by Sara Thomas on an interim basis and we are currently seeking expressions of interest to fill this role on an interim basis from the Public Health community across Wales.
- **Director of Corporate Governance** – I am pleased to report that following the recent recruitment process, the Health Board has successfully recruited into this role. It is anticipated that the new post holder will take up post in June/July this year.

2.7 Development of facilities at LLantrisant

Board members will be aware that the Health Board previously purchased three buildings (previously known as the Markes Buildings) which are located in the business park next to the Royal Glamorgan site.

One of these buildings has now been developed as the Hummingbird Diabetes Centre providing an excellent facility for diabetes care including outpatient space, podiatry treatment rooms, and clinical space for specialist nurses and consultants as well office accommodation for the clinical team.

A second building has been transformed into the Snowdrop Breast Care unit providing an excellent diagnostic centre including radiology rooms, clinic rooms, education space and resources for patients with breast cancer. This is a significant improvement in the services for local patients and for the Breast Care team. The unit has recently begun operating and there will be a formal opening later in the year.

The third building, named Yr Hyb (The Hub), houses the improvement and innovation team, the Value in Health team and also provides additional hot desk space which can be used by the executive team, Care Group leadership teams and other colleagues needing office space. This is part of our approach to providing more flexible working space at locations across our sites to enable and facilitate staff working in a hybrid way comprising both in-person and virtual meetings. The Hub also has a large meeting space which is equipped for hybrid meetings and is a large enough facility to undertake Board meetings/committees in person.

2.8 CTM Operating Model Update

The implementation of the Care Group model continues to be implemented in two phases. Phase one, aimed at establishing the core leadership structure, completed in November 2022. The Health Board has now

appointed to all leadership roles within each Care Group established as part of the first phase.

We have begun work to scope and design the second phase of the process, aimed at establishing and implementing the Clinical Service Group layer of the Health Board. The Care Group leadership teams are already at an advanced stage of design for the organisation, with a plan for the formal HR organisational change process being worked on at present.

2.9 Chair Appointment

I am pleased to confirm that the Minister has appointed Jonathan Morgan as the new Chair of the Health Board with effect from 1st April 2023. I very much look forward to working with Jonathan when he begins in post and I know from my early discussions with him that he shares our ambitions for improving the health of our communities across CTM.

This Board meeting is the last meeting for Emrys Elias as our Chair having been the role on an interim basis for the past 18 months. I would like to personally thank Emrys for all the hard work and commitment he has shown to the organisation in his time as Chair and for the counsel and advice he has provided to me as Chief Executive. Emrys has been very influential in our relationships with external partners, Welsh Government and our communities and I know the Board will join me in thanking him and wishing him well for his retirement.

3 KEY RISKS/MATTERS FOR ESCALATION TO BOARD

3.1 IMTP Update

On 28th February 2023, as Accountable Officer, I wrote formally to Judith Paget to advise the Health Board would not be in a position to submit a financially balanced plan for 2023/26, based on the emerging position for 2023-24. It is noted that failure to submit a balanced Integrated Medium Term Plan (IMTP) will breach the statutory duty under the Finance (Wales) Act 2014, and may further influence our escalation status.

4 IMPACT ASSESSMENT

Quality/Safety/Patient Experience implications	Yes (Please see detail below)
Related Health and Care standard(s)	<p>Governance, Leadership and Accountability</p> <p>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".</p>



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

The Cwm Taf Morgannwg University Health Board is asked to **NOTE** this report, and to **support** and **endorse** the signing of the Spinal Services Operational Delivery Network MoU by the Chief Executive on behalf of CTM UHB.