

Health Board 20.5.21	 Bwrdd Iechyd Prifysgol Betsi Cadwaladr University Health Board <i>To improve health and provide excellent care</i>
Committee Chair's Report	

Name of Committee:	Targeted Intervention Improvement Framework (TIIF) Steering Group
Meeting date:	4.3.21, 21.4.21 and 4.5.21
Name of Chair:	Gill Harris, Deputy Chief Executive/ Executive Director of Nursing & Midwifery
Responsible Director:	Gill Harris, Deputy Chief Executive/ Executive Director of Nursing & Midwifery
Summary of business discussed:	<ul style="list-style-type: none"> • Inaugural meeting 4.3.21: Agreement of terms of reference; review of TIIF issued by Welsh Government; progress on developing maturity matrices; TI engagement programme • 21.4.21: Updated maturity matrices; creation of maturity matrix guidance document; preparation for Board workshop TI session with particular reference to self-assessment scoring methodology and the role of the IM buddies • 4.5.21: preparation of Welsh Government TI meeting – review of PowerPoint slide set
Key assurances provided at this meeting:	<ul style="list-style-type: none"> • Governance arrangements are in place to oversee TI progress via Steering Group oversight • Work to populate the maturity matrices is underway in each domain, with positive engagement and ownership at team level
Key risks including mitigating actions and milestones	<ul style="list-style-type: none"> • There is a risk of insufficient progress on the improvement journey; the oversight of the Steering Group and added scrutiny from IM Link buddies will mitigate this
TIIF Domain addressed	<ul style="list-style-type: none"> • All
Issues to be referred to another Committee	-
Matters requiring escalation to the Board:	-

Well-being of Future Generations Act Sustainable Development Principle	<ol style="list-style-type: none"> 1. Balancing short-term need with long term planning for the future – covered by the strategy, planning and performance domain. 2. Working together with other partners to deliver objectives – covered by the engagement work 3. Involving those with an interest and seeking their views – covered by the engagement work; 4. Putting resources into preventing problems occurring or getting worse – via WG funding allocation; 5. Considering impact on all well-being goals together and on other bodies – covered by engagement work.
Planned business for the next meeting:	<ul style="list-style-type: none"> • Feedback on progress from Welsh Government • Maturity matrices updates.
Date of next meeting:	1.6.21.

Betsi Cadwaladr University Health Board

Terms of Reference and Operating Arrangements

TIIF Steering Group

1. INTRODUCTION

1.1. The Board shall establish a short life group and associated governance arrangements, to be known as the **Targeted Intervention Steering Group (TIIF Steering Group)** to exist only while the Health Board is within the Targeted Intervention Improvement Framework as agreed with Welsh Government. The detailed terms of reference and operating arrangements in respect of these meetings are set out below.

2. PURPOSE

2.1. The purpose of the TIIF Steering Group is to advise and assure the Board on the effectiveness of the arrangements in place to respond to the Targeted Intervention Improvement Framework set by Welsh Government. The Group shall be responsible for gathering, assessing, assuring, and providing the Board with evidence of impact of the improvement actions taken and to make recommendations to the Board in relation to the self-assessment.

3. DELEGATED POWERS

3.1. The TIIF Steering Group is authorised by the Board to:

- 3.1.1. Ensure that the Health Board has a coordinated and effective approach to the TIIF;
- 3.1.2. Ensure the adequacy of key arrangements fundamental to assurance, including reporting, decision-making, and risk registers;
- 3.1.3. Seek assurance that lessons are being learnt and that, if appropriate, learning is being applied throughout the Health Board;
- 3.1.4. Oversee the effectiveness of communications with stakeholders including Welsh Government, patients, staff and partners, ensuring the avoidance of reputational harm as appropriate;
- 3.1.5. Make urgent decisions on behalf of the Board in relation to the operational management of change associated with the TIIF and to formally report progress and to each public Board meeting.

4. AUTHORITY

- 4.1. The TIIF Steering Group may investigate or have investigated any activity (clinical and non-clinical) to enable it to discharge its responsibilities. It may request from the Chief Executive, any information it deems necessary to maintain visibility of critical issues and transparency of the full Board.
- 4.2. The TIIF Steering Group may also obtain external legal or other independent professional advice if it considers this necessary, in accordance with the Board's procurement, budgetary and other requirements.
- 4.3. The TIIF Steering Group has the authority to consider and where appropriate, recommend Board approval of any TIIF related policy or strategy within the remit of its terms of reference.
- 4.4. The TIIF Steering Group has the authority to maintain and review the TIIF Risk Register and advise the full Board on the appropriateness of the scoring and mitigating actions in place.

5. MEMBERSHIP

5.1. Members

- Executive Director of Nursing and Midwifery and Deputy Chief Executive (Chair)
- Executive Director of Public Health
- Executive Director of Planning and Performance
- Executive Director of Workforce and Organisational Development
- Executive Director of Finance
- Executive Director of Primary and Community Care
- Board Secretary

In attendance

- Interim Director of Governance
- Assistant Director Corporate Governance
- Assistant Director of Communications and Engagement

5.1.1. Independent Members who are the link/buddy to an SRO in the program may attend any meeting of the steering group by giving due notice to the Chair.

5.1.2. Other Executives, Independent Members, officers and special advisers may join as required by the Chair, as well as any others from within or outside the organization whom the TIIF Steering Group considers should be invited, taking into account the matters under consideration at each meeting.

5.2. Member Appointments

5.2.1. The membership of the TIIF Steering Group shall be determined by the Chair, taking account of the balance of skills and expertise necessary

to deliver the TIIF Steering Group's remit and subject to any specific requirements or directions made by the Welsh Government. The Chair may if required appoint a Vice-Chair.

5.3. Secretariat

The Secretariat will be determined by the Board Secretary.

5.4. Support to Group Members

The Board Secretary, on behalf of the Chair, shall arrange the provision of advice and support to TIIF Steering Group members on any aspect related to the conduct of their role.

6. TIIF STEERING GROUP MEETINGS

6.1. Quorum

At least three members must join a meeting to ensure a quorum of the Steering Group.

6.2. Frequency of Meetings

Meetings shall normally be held once per month, but may be convened at short notice if requested by the Chair.

6.3. Withdrawal of individuals in attendance

The TIIF Steering Group may ask any or all non-board members who would normally attend but who are not members to withdraw to facilitate open and frank discussion of particular matters.

6.4. Conduct of Meetings

Meetings may be held in person where it is safe to do so or by video-conferencing and similar technology, to comply with social distancing requirements.

7. RELATIONSHIP & ACCOUNTABILITIES WITH THE BOARD AND ITS COMMITTEES/GROUPS

7.1. Although the Board has delegated authority to the TIIF Steering Group for the exercise of certain functions as set out within these terms of reference, it retains overall responsibility and accountability for delivering against the TIIF.

7.2. The TIIF Steering Group is directly accountable to the Board for its performance in exercising the functions set out in these Terms of Reference.

7.3. The requirements of the conducts of business as set out in the Standing Orders are equally applicable to the operation of the Group with the exception of the quorum.

8. REPORTING AND ASSURANCE ARRANGEMENTS

8.1. The TIIF Steering Group Chair shall:

8.1.1. Report formally, regularly and on a timely basis to the full Board on the TIIF Steering Group's activities;

8.1.2. Ensure appropriate escalation arrangements are in place to alert the full Board of any urgent/critical matters that may affect the operation and/or reputation of the Health Board;

9. REVIEW

9.1. These terms of reference and operating arrangements shall be reviewed by the TIIF Steering Group as required by the Chair, and at least every 6 months, with any changes recommended to the Board for approval.

Proposed date of approval: /03/2021