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| **Cyfarfod a dyddiad:  Meeting and date:** | | Health Board  24th September 2020 | | | | | | |
| **Cyhoeddus neu Breifat: Public or Private:** | | Public | | | | | | |
| **Teitl yr Adroddiad  Report Title:** | | Special Measures update | | | | | | |
| **Cyfarwyddwr Cyfrifol: Responsible Director:** | | Gill Harris, Acting Chief Executive | | | | | | |
| **Awdur yr Adroddiad Report Author:** | | Liz Jones, Assistant Director, Corporate Governance | | | | | | |
| **Craffu blaenorol: Prior Scrutiny:** | | Executive Team | | | | | | |
| **Atodiadau**  **Appendices:** | | Special Measures Improvement Framework (2019) | | | | | | |
| **Argymhelliad / Recommendation:** | | | | | | | | |
| It is recommended that the Board notes this update. | | | | | | | | |
| Please tick as appropriate | | | | | | | | |
| **Ar gyfer**  **penderfyniad /cymeradwyaeth For Decision/**  **Approval** |  | | **Ar gyfer Trafodaeth**  **For Discussion** |  | **Ar gyfer sicrwydd**  **For Assurance** |  | **Er gwybodaeth For Information** | **x** |
| **Sefyllfa / Situation:** | | | | | | | | |
| This paper presents a position statement update on special measures progress to date. | | | | | | | | |
| **Cefndir / Background:** | | | | | | | | |
| The Health Board has been in special measures since 2015. During that time a significant amount of work has focussed upon addressing the specific areas in the three Improvement Framework documents which have been issued by Welsh Government. Progress reports have been submitted to Welsh Government in accordance with the specified milestone reporting requirements. | | | | | | | | |
| **Asesiad / Assessment & Analysis** | | | | | | | | |
| In recent months, the work of the Health Board has been dominated by the need to respond to the COVID-19 pandemic. This has been a significant test of governance, leadership, planning and delivery. The response of the Health Board to the pandemic offered a unique opportunity to reflect on the progress made under special measures and consider what was required to address the pandemic, and how effectively the Board responded. Whilst this reflection is not directly linked to specific special measures requirements, it does allow for an overview of organisational effectiveness to be formed.  The actions taken by the Health Board and the achievements secured in responding effectively to the pandemic demonstrate significantly improved organisational alignment and capability. These achievements reflect progress made in recent years in critical aspects of organisational effectiveness and align with core elements of the expectations and characteristics which the Health Board is required to demonstrate to meet Part B of the Improvement Framework.  It is reasonable to conclude that over the period of special measures, the Health Board has demonstrated positive progress across a wide range of areas. Leadership and Governance has been considerably enhanced and, as alluded to above, the Board believes it is now in a position to oversee progression against the expectations set out in Part B of the Improvement Framework issued in 2019.  The Health Board’s engagement with staff, partners and the public demonstrates is developing an increasing maturity and effectiveness, which can now support the work to define a long term integrated clinical services strategy and the associated transformation of services.  The Health Board has demonstrated the ability to drive improvement that enables services to be removed from special measures. Maternity services and out of hours services have both achieved this progression and now are subject to the Board’s own ongoing improvement drive. Measures of quality such as responding to concerns and infection prevention and control demonstrate that historical performance issues have been addressed. New initiatives such as the harms dashboard demonstrate a more structured approach to ongoing assurance and improvement. Performance in planned and unscheduled care is however yet to demonstrate sustained improvement.  The Health Board has set out its strategy for primary care services and having appointed an Executive Director of Primary and Community Services, is demonstrating improved sustainability of services supported by innovative models of care. It is acknowledged that further work remains to be done on the strategic direction for mental health, and services and systems to improve governance and quality are developing. Leadership is being strengthened, however absences continue to bring instability. Capacity and capability to transform services is building, with positive partnership working, and there is a clear ambition to make the further improvements required.  Progress has been made with elements of strategic planning, including the Living Healthier, Staying Well strategy and supporting plans. The Health Board is about to embark on the development of a long term integrated clinical services strategy which will build on this and provide the framework against which an Integrated Medium Term Plan can be developed. The achievement of a sustainable financial position must be aligned to this development work and the associated transformation of services.  Whilst noting the many examples of progress that have been covered in greater detail in the previously published milestone reports, the Board is fully cognisant of those areas where further work is needed, in parallel with the necessary re-set in the wake of the initial response to Covid-19. The organisation has a strong grip on the specific actions it needs to take to address improvement framework requirements. These actions have been documented and Welsh Government advised. Critical actions include, for example:   * Leadership - demonstrate functioning as an effective, integrated Board setting a clear strategic direction for the organisation, supported by a robust Board Assurance Framework and risk management methodology. * Strategic vision and change - development of a long term integrated clinical services strategy, with evidence of strong clinical, stakeholder and public engagement throughout its development. * Mental health - strengthening leadership capacity within the Division to enhance stability and resilience * Finance - the development of a robust 3 year financial plan to meet its financial duties, as part of the Integrated Medium Term Plan * Performance - finalise and implement a revised accountability and performance framework, and deliver improvements in performance, particularly in the acute sector   The Health Board is currently in discussion with Welsh Government regarding the way forward in respect of special measures. Further strategic support has been requested to enable the Health Board to realise its ambition to achieve the lifting of special measures. The Board remains committed to building upon work already done in order to bring about the necessary improvement.  V2.0 | | | | | | | | |

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