



## Progress on Special Measures and the 100 Day Plans



24 July 2015

The Health Board was placed into Special Measures by Welsh Government on 8<sup>th</sup> June 2015 and an Interim Chief Executive appointed (Mr Simon Dean, Deputy Chief Executive NHS Wales).

As part of the process, a number of “100 Day Plans” were developed around key areas highlighted by the Minister for Health and Social Care where early action was required.

These are:

- Reconnecting with the public and staff; communications
- Mental Health improvement
- Obstetrics and Gynaecology
- Corporate Governance
- GP Out of Hours Services

For each heading a detailed delivery plan has been produced and progress to date is highlighted below (the full plans are available at <http://www.wales.nhs.uk/sitesplus/861/opendoc/269883>)

### Reconnecting with the Public, Stakeholders and Staff

#### Phase 1:

- This was delivered between 15 June and mid July and consisted of 15 public drop in sessions across the Health Board area and a similar number of staff sessions in a variety of settings; over 400 individual conversations were held with members of the public and staff and a number of individual comments have been received through other channels
- The aim was to give the public and staff the opportunity to reconnect with the Health Board and describe their experiences and concerns to help influence future planning. Broad themes discussed have included: access to GP services, medical staffing, access to services in a rural setting, local service change and individual service issues in relation to pathways
- We are now collating the feedback we have received and this will be used to inform the next stages of the engagement process and will be shared with all those who shared their views. Where specific personal issues were raised these have been passed to our Concerns Team for direct action
- A ‘Best of Betsi’ page on the staff Intranet and external internet site has been established as a hub to celebrate all the good work going on across the Health Board. This includes positive new stories, awards, photographs and compliments / thanks from patients
- A forward look detailing a series of proactive, positive press releases (two to three per week) has been produced to help plan the supply and dissemination of good news. These stories are also shared via social media channels and promoted on our staff Intranet and Internet sites

- A BCUHB Update Stakeholder Newsletter produced and issued to all stakeholders across North Wales including local authorities, GPs, Assembly Members and Members of Parliament, County Voluntary Councils and the Community Health Council. It has been promoted via social media and made available to read on our website

## Phase 2:

- This will consist of the Health Board being at 11 major regional outdoor events across North Wales (including the Anglesey County Show, Merioneth County Show, Conwy Celtic Summer Fayre, Denbigh & Flint Show, Mold Food Festival)
- During July and August we are holding a number of events in the shopping centres of Wrexham, Rhyl, Llandudno and Bangor with street teams actively encouraging the public to have their say
- Our engagement website *Living Healthier Staying Well* [www.wales.nhs.uk/NWalesHaveYourSay](http://www.wales.nhs.uk/NWalesHaveYourSay) contains further information and an on-line feedback mechanisms
- We have also purchased a smartphone app so we can gather the views of people in a proactive way and this will be launched in early August
- In terms of staff a number of World Cafe and other engagement activities have been planned in parallel with public activity
- Invited the media in to see what goes on behind the scenes at BCUHB giving them the opportunity to shadow senior leaders and see staff at work. This includes BBC Wales' Health Correspondent Owain Clark to see mental health services during summer recess; the Daily Post's Sam Yarwood to see Enhanced Care at Home and to sample the Park and Ride Service at Glan Clwyd Hospital; Steve Craddock (North Wales Pioneer) to see the Minor Injuries Unit at Llandudno Hospital
- This phase will run from 22 July until late August

## Phase 3:

- Will run from early September until Christmas and is aimed at engaging local authorities and community groups across the area
- We have written to all groups on our database offering a visit / meeting and we are also working with the local CVCs to engage the 3<sup>rd</sup> Sector

## Mental Health

- I Want Great Care rolled out to 3 Acute Mental Health Wards in Wrexham which will provide real time feedback on the services provided
- More robust management reporting introduced and a corporate improvement plan in place
- Actions taken in the service to ensure all complaints and incidents are managed and reported appropriately and that learning is shared across the service. Themes and trends being monitored weekly and informing service improvement
- Weekly monitoring of performance, quality and safety, complaints and incidents, workforce development, professional standards, medicines management and estates improvement

## **Obstetrics and Gynaecology**

- Following the recent Judicial Review proceedings against the decision made by the Board in February 2015, the Health Board now intends to undertake a public consultation on potential temporary service reconfiguration to address the quality and safety issues identified in the service
- The following actions have been completed:
  - Core Project Team established
  - Developed a Risk and Issues log
  - Project Initiation Document developed
  - Materials being drafted which outline the quality and safety challenges and potential temporary solutions/options
  - Work on Health Impact and Equality Impact Assessments underway
  - Engagement with Key Stakeholder Groups (e.g. Maternity Services Liaison Committee) commenced and service user representatives being identified
  - Initial stakeholder mapping undertaken
- Discussion ongoing in relation to the time frame for consultation for final agreement with the Community Health Council
- Initial engagement programme underway and Consultation Institute acting in an advisory role to ensure the process meets best practice and Welsh Government guidance expectations
- Aim is to take consultation documentation and plan through the necessary approvals processes to allow the programme to start in mid-August

## **Corporate Governance**

- A review of all reviews to date has been undertaken and progress on action taken reported
- We have been working on the development of clear strategic objectives for the organisation moving forward. Critical success factors have been identified and strategic objectives are now being shaped and tested
- Work is ongoing to review the effectiveness of the Board and any potential skills gaps and development needs using a recognised measurement framework
- The redevelopment of the Board Assurance Framework is well underway and includes identifying sources of assurance against the most significant risks. A new assurance 'heat map' is being populated with expert advice and input
- Significant work on capital management has been undertaken - including development of the capital programme, establishment of programme management groups, identifying project managers and Responsible Officers for all schemes and finalisation of a Capital Programme Policy
- A revised Scheme of Reservation and Delegation, including new financial delegation arrangements, has been completed

## GP Out of Hours Services

- A weekly management group has been established to oversee all work on improvements to the service; reports are made weekly against the 41 actions identified in the recent review
- A Clinical Governance Group has also been established to look at all aspects of quality and safety within the service; Clinical Governance Plans have been prepared and progress is being reported at weekly meetings
- Welsh Government Quality Standards reviewed and reporting mechanism in place
- Bespoke software has been identified and will be implemented to enable managers to monitor performance for call handling rates in line with the 2014 Welsh Government Quality Standards
- A review of the management structures is completed and in place
- Continual process of review of staffing levels in place with daily and weekly monitoring
- Currently no overdue actions and work is continuing to deliver objectives in action plan