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Dr Dai Lloyd AM
Chair, Health, Social Care and Sport Committee
National Assembly for Wales
Cardiff Bay
Cardiff
CF99 1NA

6 October 2019

Dear Dr Lloyd,

Cwm Taf Morgannwg University Health Board

Thank you for your letter dated 30 September 2019, confirming your invitation for me to attend the National Assembly's Health, Social Care and Sport Committee on 17 October 2019 to discuss the work I have been undertaking at Cwm Taf Morgannwg University Health Board.

In advance of our meeting you have asked for some information concerning my specific role and responsibilities; the timescale for my work; the resources available to support me in my work; details regarding the Board Development Programme which is now being put in place; my working relationship with the Chair and Board; the process by which advice and support is given and how I measure its implementation, alongside my reporting arrangements with the Minister. I will address each of these in turn.

Specific Role and Responsibilities

I note that your letter is headed 'Maternity Services at Cwm Taf Morgannwg UHB' and that you refer to the Committee having heard from Mick Gionassi and Cath Broderick regarding the work of the Independent Maternity Services Oversight Panel. It may be helpful therefore if I clarify that my role is not specifically focussed on the Health Board's maternity services nor the report and recommendations of the Royal Colleges.

In a Written Statement published on 30 April 2019 the Minister for Health and Social Services set out his serious concerns both for the Health Board's maternity services, which he placed into Special Measures, as well as for the overall effectiveness of the Board's leadership and organisational governance, particularly as this applied to the quality of the Health Board's services. These wider concerns resulted in the Minister raising the Health Board's overall escalation status to Targeted Intervention. The Minister appointed me as an Independent Advisor to the Health Board for the purpose of supporting the Board in addressing these wider concerns and in making the changes necessary for it to provide effective leadership and governance and have a clear focus on service quality.

Specifically, my role is to provide support to the Health Board Chair; to provide feedback to the Board based on my observations and discussions; and to report to the Minister regarding my assessment of the Board's ability to deliver alongside whether any further actions are required. This includes attending Board and Committee meetings, reading

Board and Committee papers and having individual and collective discussions with Board members. My role is not to take decisions, but to observe, discuss, assess and advise. The activities being undertaken by the Independent Maternity Services Oversight Panel are of course relevant to my work and I have kept in contact with the Panel throughout the past six months.

Timescale

I was appointed for a period of six months running from 30 April 2019 to 30 October 2019, with the possibility that this might be extended. I am expected to spend up to ten days each month undertaking this work.

Resources available

Given the nature of the work I am undertaking there is little requirement for dedicated resource support. Since my appointment I have received the full cooperation of and assistance from the Health Board including access to the Health Board's electronic Board and Committee papers and administrative support in arranging meetings. I have also been supported through regular discussion with Janet Davies, Deputy Director, Welsh Government Health and Social Services Group and lead officer for the Cwm Taf Morgannwg interventions. In addition I have kept in contact with the NHS Wales Delivery Unit, Health Inspectorate Wales and the Wales Audit Office, all of whom have been undertaking reviews during the past six months regarding services provided by the Health Board and which are relevant to my work.

Board Development Programme

I have participated in commissioning a twelve month Board Development Programme which has recently commenced. The Programme is being delivered by Deloitte and funded by Welsh Government. This Board Development Programme is intended to provide the Board with the enhanced skills and understanding needed to lead a high performing, quality focused organisation able to exercise strong and effective governance. Whilst the Programme will be dynamic and tailored to meet the needs of the Board, it can be expected to cover values and behaviours; quality governance; strategy development; scrutiny and challenge; risk appetite and assurance; and effective Board working.

Working Relationships

Keeping in mind that my role is intended to be supportive and advisory, I have established what I believe to be good working relationships with the Chair and with other Board members, both executive and independent members. My previous role as Chair of the Aneurin Bevan University Health Board enables me to understand issues from a Board member perspective and I believe my comments and observations are appreciated on that basis.

Advice and Support

In gathering a background understanding of the Health Board I have had discussions with the Wales Audit Office, Health Inspectorate Wales, the NHS Wales Delivery Unit, the Community Health Council, the Health Board's Internal Auditors and staff trade union representatives. In gathering a day to day understanding of the Board I have received and read the papers and reports which have been prepared for the Board and its Committees

and I have attended meetings of the Board and its Committees, both in public and in closed sessions.

On that basis I have had regular meetings and discussions with the Chair, both with regard to matters on the Health Board's agenda and with regard to the processes and procedures followed by the Health Board in dealing with those matters. I have had meetings with the Chief Executive and I have met Board members, both on a one to one basis and collectively. During these meetings and Board Development sessions I have provided feedback based on my reading and observations, and I have contributed to discussions during Board Development sessions.

My remit of working with the Board to improve the overall effectiveness of the Board's leadership and organisational governance, particularly as this applies to the quality of the Health Board's services, is not something which can be quickly achieved. Whilst it is relatively easy to see the early implementation of process improvements and structural changes, these are essentially the foundations of improvement, and the achievement of effective leadership and governance will ultimately depend on the Board delivering behavioural change and refocused organisational values.

In my view there were three important early steps which the Health Board needed to take in light of the leadership and governance failures that had come to light. The first of these was to demonstrate insight into and an understanding of what had gone wrong. The second was to accept responsibility for what had occurred. The third was to commit to rectifying the situation. By demonstrating insight, accepting responsibility and committing to improvement the Health Board has provided some early assurance that it can successfully deliver the necessary leadership and governance outcomes.

Reporting to the Minister

During my six month contract I will have reported directly to the Minister on three occasions. I have provided the Minister with a written progress report covering the first four months. I have remained in regular contact with Janet Davies, Deputy Director, Welsh Government Health and Social Services Group and lead officer for the Cwm Taf Morgannwg interventions.

I look forward to meeting you and your Committee on 17 October and I will be pleased to provide further information regarding my work with Cwm Taf Morgannwg University Health Board as part of the Welsh Government's Targeted Intervention support.

Yours sincerely



David Jenkins
Independent Advisor to Cwm Taf Morgannwg UHB