

Vaughan Gething AC/AM
Y Gweinidog Iechyd a Gwasanaethau Cymdeithasol
Minister for Health and Social Services



Llywodraeth Cymru
Welsh Government

Ein cyf/Our ref: MA/P/VG/3024/19

Dr Dai Lloyd AM
Chair, Health, Social Care and Sport Committee
National Assembly for Wales
Cardiff Bay
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29 August 2019

Dear Dai,

Thank you for your letter dated 29 July 2019 seeking clarity on the coherence of the interventions that are underway in Cwm Taf Morgannwg University Health Board (CTMUHB).

Since publication of the Royal Colleges' report on 30 April 2019, a number of measures have been put in place to drive improvements. You will recall that I placed the maternity services into special measures, whilst at the same time placing the overall organisation into targeted intervention given a number of quality and governance concerns that had emerged. Clearly there are a number of interdependencies between these two areas which will need to be considered together when determining if sustainable improvement is being achieved. I therefore welcome the opportunity to set out the current strands of intervention and describe how I see these being complementary.

I must clarify that the work of Healthcare Inspectorate Wales (HIW) and Wales Audit Office (WAO) are independent from Welsh Government and I have not initiated these. Nevertheless, their outputs will inform and be a key element in identifying and assessing the improvements needed. In summary the overarching strands are:

1. Independent Maternity Services Oversight Panel (IMSOP)

This is the maternity specific intervention which I announced on 30 April 2019. The Panel's role is to provide oversight, challenge and scrutiny to ensure the health board implements the Royal Colleges' and associated recommendations. The terms of reference also include conducting independent multi-disciplinary clinical reviews of cases between 2010 and 2018. The full terms of reference are available [here](#). As you are aware, the Panel will produce quarterly public facing progress reports, the first of which I will receive in the autumn. I expect further information regarding the performance monitoring and assessment framework being used to evidence improvement, together with their clinical review and engagement strategy to be available at this time. I will be publishing this report in full.

2. Governance Advice and Support

Earlier in the year a number of quality and governance concerns had emerged in addition to the concerns within maternity services at the former Cwm Taf UHB. In the

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Rydym yn croesawu derbyn gohebiaeth yn Gymraeg. Byddwn yn ateb gohebiaeth a dderbynnir yn Gymraeg yn Gymraeg ac ni fydd gohebu yn Gymraeg yn arwain at oedi.

We welcome receiving correspondence in Welsh. Any correspondence received in Welsh will be answered in Welsh and corresponding in Welsh will not lead to a delay in responding.

main, this related to findings of inspection reports from both HIW and the Human Tissue Authority, as well as the annual structured assessment undertaken by the WAO. All of these issues raised questions about the effectiveness and reliability of the clinical/quality governance arrangements within the health board. I therefore asked David Jenkins, former Chair of Aneurin Bevan University Health Board, to provide advice and support to the Chair and Board of CTMUHB. His role includes providing advice to the Board on its governance and assessing the Board's ability to deliver improvements needed. He will advise me on whether any further actions are required. In support of this work, a Board Development Programme has been commissioned and will begin imminently.

3. NHS Delivery Unit (DU) Intervention

The DU's work includes ensuring that there are effective arrangements for the reporting, management and review of patient safety incidents and concerns. The work will build on previous reviews and recommendations made by the DU, including initial concerns that emerged in maternity services.

4. HIW/WAO Joint Review of Quality Governance Arrangements

A joint review to examine quality governance arrangements within the health board is in train. The review will look at how CTMUHB's overall governance arrangements support delivery of high quality, safe and effective services, and will include a specific focus on arrangements within the surgical directorate. The terms of reference can be found [here](#). A joint report of findings and recommendations is anticipated at the beginning of autumn.

The findings from the HIW/WAO review, together with the other governance interventions will be used to finalise an improvement framework which will then be used, aligned with the maternity improvement plan where appropriate, for progress to be monitored.

In terms of day to day collaboration and coordination between all the strands, I have put in place a designated CTMUHB Intervention Team led by a Deputy Director experienced in healthcare quality and safety. The team's role is to align all the separate strands of intervention; encouraging joint working with openness and transparency. In addition to this, David Jenkins, HIW, WAO and DU attend the monthly IMSOP formal meetings along with Welsh Government. This provides opportunity for all key stakeholders to brief each other and appropriately share intelligence.

In respect of maternity services, I expect all health boards in Wales learn from this. In addition to the immediate assessment that I asked all boards to undertake I am pleased that HIW has commenced a National Review of Maternity Services. The terms of reference can be found [here](#). A report will be produced following each maternity inspection and a national maternity services report will be published in summer 2020.

I hope this information is helpful. I will be providing regular updates on progress.

Yours sincerely,



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