

Cyfarwyddwr Cyffredinol Iechyd a Gwasanaethau Cymdeithasol/  
Prif Weithredwr GIG Cymru  
Grŵp Iechyd a Gwasanaethau Cymdeithasol

Director General Health and Social Services/  
NHS Wales Chief Executive  
Health and Social Services Group



Llywodraeth Cymru  
Welsh Government

Nick Ramsay, AM  
Chair  
Public Accounts Committee  
National Assembly for Wales  
Cardiff Bay, Cardiff, CF99 1NA

Our Ref: AG/KH

17 October 2016

Dear Mr Ramsay

**Public Accounts Committee – Update on Governance Issues at BCUHB & wider issues emanating from the inquiry**

Since the last update on 24 November 2015, BCUHB has made progress in a number of areas under Special Measures. In May 2016, BCUHB reported on phase one under the arrangements set out in the special measures improvement framework published in January 2016. This sets out the criteria and milestones the health board will need to meet for de-escalation.

The report and progress was discussed at a tripartite meeting between Welsh Government officials, the Wales Audit Office and Healthcare Inspectorate Wales on 8 June and the Cabinet Secretary for Health, Well-being and Sport issued a written statement on progress on 24 June 2016. This noted the good progress being made:

- In the leadership with key appointments including a substantive Chief Executive, Medical Director, Nurse Director, Director of Mental Health and three independent members.
- In governance improvements including an on-going board development programme and a reformed committee structure implemented.
- On a comprehensive recruitment campaign to improve medical staffing levels in maternity services to attract nurses and resident consultants.
- On the decision, following a comprehensive public consultation to maintain safe maternity services across the three major hospital sites.
- In appointing a midwifery consultant to lead work on normality in childbirth.

- Noting the improvements that are enabling the return of student midwives to the Ysbyty Glan Clwyd maternity unit.
- On implementing a new management structure based on three geographical area teams, to improve the effectiveness of the leadership arrangements for Primary Care and Community Services.
- On implementing a new model of primary care to deliver services to the Prestatyn community as a result of the local GPs giving notice to terminate their contract.
- In improving the resilience of the out-of-hours service with recruitment of GPs and nurse practitioners to improve rota fill rates in the east area.
- In steps to re-connect with the public including an agreed engagement strategy, attending community events and working with stakeholders.
- In improving governance arrangements in mental health services and improving compliance with the mental health measure.

Since June the health board has also demonstrated further progress in approving and submitting the full business case for the Sub Regional Neonatal Intensive Care Centre (SuRNICC) to Welsh Government, endorsing the approach to development of the strategy – Living Healthier, Staying Well in the July Board and engaging external support to improve the cultural and clinical leadership in maternity services in Ysbyty Glan Clwyd.

It has also commenced the development of the Mental Health Strategy with engagement of users and carers, third sector and system wide partners to ensure that the strategy reflects the needs of the whole population. The Triumvirate model of Director, Medical Director and Nurse Director is now implemented within Mental Health Services, this will provide the leadership to deliver on priorities and improve BCUHB responsiveness under key domains including the Mental Health Measure and Putting Things Right.

The report from BCUHB on progress against the phase two milestones under the improvement framework is due December 2016.

Work has also progressed on the recommendations Welsh Government accepted in its response to the previous Committee's report on 'Wider issues emanating from the governance review of Betsi Cadwaladr University Health Board'.

In response to recommendations 1 and 2 - Welsh Government is now obtaining data/evidence on board attendance for those independent members being recommended for re-appointment and for this to be considered by the Chair as part of their recommendation for re-appointment when assessing satisfactory performance. The information is also provided in the advice on re-appointments to the Cabinet Secretary. Welsh Government has also reviewed that the latest round of 2015 LHB and NHS Trust Annual Governance Statements contain information on Board member attendance.

On the third recommendation on enhancing and sharing of good practice - Board Secretaries now meet on a monthly basis to share common concerns and good practice. Welsh Government also regularly attends these meetings. This forum provides an opportunity to actively enhance the sharing of good practice in relation to governance in

addition to the guidance to support the delivery of the standards around governance, leadership and accountability including the Good Governance Guide which is currently being updated and the Auditor General's memorandum on governance by Welsh Government and NHS bodies. We are also exploring other opportunities to share outcomes of commissioned work with us and across health organisations.

We continue to pursue improvements in our search and tracking capability on ministerial correspondence. For example, letters from Ministers to NHS Chairs which highlight patient concerns are monitored by the Chief Executive of the NHS so that trends can be brought to the attention of the relevant health board and trust Chief Executives and addressed accordingly.

With regard to recommendation 16 on an update on the progress achieved against the Marks review recommendations, most of the issues are operational matters for HIW. We will prepare a joint update with HIW by the end of October, 2016.

On recommendations (23 &24) in relation to the proposals in Green Paper we are preparing advice for the Cabinet Secretary that include looking at the current and future remit and functions of HIW.

Yours sincerely

A handwritten signature in black ink, appearing to read 'Andrew Goodall', written in a cursive style.

**Dr Andrew Goodall**