



Llywodraeth Cymru
Welsh Government

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Quarterly update (overview): Betsi Cadwaladr University Health Board special measures, discovery phase

An overview of progress with special measures made between March and May 2023.

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Agreed Special Measures Framework

Eight domains

- Governance, board effectiveness and audit.
- Workforce and organisational development.
- Financial governance and management.
- Compassionate leadership and culture.
- Clinical governance, patient experience and safety.
- Operational delivery.
- Planning and service transformation.
- Clinically vulnerable services.

Conditions for sustainability

- Clear strategic vision.
- Cultural change journey.
- Effective board.
- Strong leadership and engagement.
- Clinical leadership.
- Strengthened clinical services.
- Integrated performance and quality.
- Accountability.
- Responsive.
- Learning and improving organisation.
- Strong programme management.
- Improved access, outcomes and experience.

Investigation into culture, quality, safety and

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performance

- Focus on understanding core issues across the organisation.
- Six Regulation 28 reports.
- One Schedule 5.
- Health and Safety Executive prosecution confirmed.
- Grievances/disciplinarys.
- Performance overview.

Work underway

- Support for the Office of the Board Secretary in place.
- Rapid review: Office of the Board Secretary.
- Review of interim appointments.
- Scoping of patient safety issues.
- Review of mental health reviews.
- Mental health inpatient safety impact assessment.
- Orthopaedics sustainability.
- Elimination of 4-hour handover wait.
- Vascular assurance assessment.

Workforce and organisational development

- Establishment review commenced.
- A scoping programme to assess the effectiveness and implementation of the new operating model is underway.
- Workshops with local medical council and local staff-side partnerships are being arranged.

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- A review of wellbeing, engagement and workforce policies is underway.
- Review of interims appointments commenced.

Clinical governance, patient experience and safety

- Clinical governance review scope is being agreed.
- Interim assessment in relation to concerns around patient safety underway.
- His Majesty's Coroner and Public Safety Ombudsman Wales rapid reviews.
- Learning and reporting programme structure in place.

Stabilise the Board

- Six independent members in post.
- Four committees have taken place.
- Two board meetings and two workshops taken place.
- Five independent advisers in place.
- Discussions underway regarding a further three independent advisors.
- Support for operational grip embedded in the health board.
- Interim CEO in place and recruitment for a new CEO commenced.
- Changes made to the Office of the Board Secretary.
- Rapid review of Office of the Board Secretary structure and remit underway.

Operational delivery

- Welsh Government has commissioned direct support.
- Focus on elimination of 4-hour handover and orthopaedic delivery.

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- Workshops held on orthopaedics and regional treatment centres.
- Urgent and emergency care summit.

Clinical services

- Mental health inpatient safety assessment took place in April.
- A review of previous mental health reviews started.
- Oversight on vascular services and assurance assessment taking place.
- Harm review on those waiting for plastic (dermatology).
- A clinical leadership conference of senior medical leaders held in April.

Compassionate leadership and culture

- Preliminary review of cultural leadership led by Health Education and Improvement Wales.

Financial governance and management

- Detailed deep dive into the reasons for the forecast financial deficit.
- Options for efficiencies noted.
- Value based approach in development.
- Financial controls and governance.

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Planning and service transformation

- Draft annual plan.
- Areas of opportunity highlighted.
- Revised plan to be submitted at the end of June is in development.
- A Board workshop held to understand the challenges and options.
- Planning and financial delegations in development.

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