



Bwrdd Iechyd Prifysgol
Betsi Cadwaladr
University Health Board

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Private and Confidential

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Gofynnwch am / Ask for: REDACTED - S40

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Dyddiad / Date: 25th September 2020

Dear Andrew

RE: Special Measures

Thank you for your letter of the 10th September and for your acknowledgement of the contribution of the team over the past few months.

I want to update you on the leadership of our Mental Health Division, given the concerns raised during the meeting. I can confirm that Teresa Owen is now the executive lead for the service given the imminent departure of Dr David Fearnley. Mike Smith has taken up the interim post of Director of Nursing and Iain Wilkie has just joined us as Interim Director of Mental Health. Both individuals come with extensive mental health experience.

Given these changes, the organisation has taken the opportunity to reflect on the priorities for the Division given the feedback we have had from partners and key stakeholders. As a consequence we have paused the next stage plan for the service to ensure that it appropriately reflects the views of users, partners and our own staff. We are acutely aware that if we are to succeed in our ambitions for the service it is critical that we listen to these stakeholders.

The priorities for the Division will now focus upon:

- Stronger and consistent divisional management and clinical governance arrangements which align with those of the Health Board.
- Re-establishment of the engagement with our staff, users, and key stakeholders on any plans.
- Establishing a baseline review of current capacity and capability to support the agenda of the MHLD division, including reflection of the clinical pathways work and a more integrated approach.
- Delivery of clinically led, safe and effective services in partnership with patients, their families, social care and third sector colleagues. This will include a re-instatement of our Patient Experience Group.



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Our learning from COVID-19 continues and is being embedded within future plans. This includes the development of a future focussing intelligence cell to ensure we are agile and responsive to future demands upon services and the continuation of technological solutions to support delivery of care.

Our elective care position remains challenging, with much of the activity we rely upon across the border still not reaching anticipated levels. We continue with our 'Once for North Wales' approach to ensure we maintain activity equitably in line with the P1 – P5 prioritisation framework. We are meeting with REDACTED - S40 discuss what potential we may have in developing an elective facility/DTC, including access to any temporary capacity which is in line with our revised thinking for delivery. The safe increase in the delivery of planned care is one of our key priorities and will be subject to further debate at our next Finance & Performance meeting.

The Health Board has reflected on feedback from the FDU and have amended the presentation of the finance report from Month 5 and we welcome the additional allocation of Covid-19 sustainability funding to support the extraordinary expenditure we have incurred so far this year in response to the pandemic. In relation to the peer review of the Q2 plans, the feedback from the finance team was very constructive and there was some valuable learning from the workshop. We are scrutinising all opportunities to improve the savings profile this year and progress papers are going to Finance & Performance Committees in September and October.

Yours sincerely

Gill Harris
Prif Weithredwr Dros Dro
Acting Chief Executive

cc: Mark Polin, Chair, BCUHB

REDACTED - S40 Director of Finance, Health and Social Services Group
REDACTED - S40 Delivery Programme Director
REDACTED - S40 Planning Programme Director
REDACTED - S40 Director, Finance Delivery Unit
REDACTED - S40 Head of Escalation and Special Measures Support



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