

Pre-appointment hearing: Chair of Cwm Taf Morgannwg University Health Board

Pre-appointment questionnaire

March 2023

Background

You are being asked to complete this questionnaire because you are the Welsh Government's preferred candidate for the post of Chair of Cwm Taf Morgannwg University Health Board.

Your answers to this questionnaire will be published with the meeting papers for the pre-appointment hearing, and will be used to inform Members' preparation for the hearing. Your response to each question should be no more than around 250 words.

Providing Written Evidence

The Senedd has two official languages, Welsh and English.

In line with the [Senedd's Official Languages Scheme](#) the Committee requests that documents or written responses to consultations intended for publication or use in Senedd proceedings are submitted bilingually. When documents or written responses are not submitted bilingually, we will publish in the language submitted, stating that it has been received in that language only.

Please see [guidance for those providing evidence for committees](#).

Disclosure of information

Please ensure that you have considered the Senedd's [policy on disclosure of information](#) before submitting information to the Committee.



1. What motivated you to apply to be the Chair of Cwm Taf Morgannwg University Health Board?

I am passionate about our public services, the innovation, creativity in delivery, and for our staff who across our health and care system who demonstrate the highest standards of professionalism, compassion, and care. The region of Cwm Taf Morgannwg (CTM) is diverse and with that comes a challenge to providing services designed to meet local needs, where we see the continued impact of the Covid-19 pandemic, an ageing population and health inequalities. I have spent a lot of time working with health, social care, housing and third sector partners in CTM and wanted to make a difference in leading the health board as it addresses the significant challenges and works through the opportunities to make a positive impact on peoples' lives.

I appreciate how big the role is and I would welcome the opportunity to work with the people of CTM in securing the delivery of care that meets their needs.

2. Why do you think you are well-suited for the role?

Over the past 12 years I have worked in several roles which have embedded an experience and understanding of our health and care system, in the design of strategy and delivery of front-line services. I have seen at first hand the challenges and opportunities across our public services, particularly the NHS, social care, and housing. I have served on a range of committees and boards which have provided the experience of governance, leadership, accountability, and assurance for this role.

As chair of a major Housing Association for almost three years, delivering social housing, nursing, and residential care I have led the Board, worked closely with the Executive team, leading, and developing strategy and scrutinising performance. In my three years heading up the Business Unit of the Association of Directors of Social Services I worked with senior leaders in social care, and I now serve as an Independent Member of the Board at HEIW focusing on the solutions needed to train, support, and retain our healthcare workforce. I am confident that these roles and experiences will support me in the work that lies ahead.

3. What are the three main outcomes that you want to achieve during your tenure?

1. We need a sustained focus on improving population health - the new strategy, CTM 2030: Our Health Our Future, aims to work with communities, professionals, and partner organisations across CTM around a shared understanding of the everyday things affect people's health and wellbeing in the region. Health inequalities is something the health board cannot shy away from tackling, and I want to ensure the Board leads this work.
2. Healthcare can only be transformed through partnership – as a country we spend a lot of money across our public services responding to the health needs of the population, whether in the NHS, social care and other local government services, the housing and third sectors. Strategically this needs joined up thinking and delivery. Integrating services across our localities needs to be secured and building on the integration agenda for adult health and social care now being explored with Bridgend County Borough Council I want to explore other opportunities to do better by working together.
3. Sustaining improvements in services and access to timely care – CTM faced up to the picture in Maternity and Neonatal services. Clear progress has been secured and recognised, and I want to ensure that improvement is sustained. In our healthcare offer we will need to focus on those key areas of our IMTP, including ensuring we have the right capacity to deliver planned care, more on accessing cancer services, and addressing access to mental health services for children and adults.

4. How will you work with NHS bodies, Welsh Government, local authorities and social care partners?

Health Board chairs don't work in isolation. The network of NHS bodies is vitally important in sharing information and ideas and those links will be crucial. I will be proactive in developing relationships with other chairs, utilising their expertise. I have a record of working with Ministers and officials and have done so in different capacities over the past 12 years. My working relationship with the Minister is important so that I account for the performance of the board and the progress of the organisation, it is important to build and maintain that trust and confidence, to articulate what is working well and what is not.

I will continue to ensure regular discussions with the three local authorities, and this is important if we are collectively unpicking the challenges across our health and care system. The value and importance of this relationship cannot be overstated if we are to advance the integration of services to improve how we respond to peoples' needs.

As chair I would ensure the fostering of trusted relationships with the council leaders and cabinet and continue the good work with the Regional Partnership Board, with colleagues in local government, housing and the third sector to identify challenges and develop solutions.

5. How will you work with community groups, patients, the third sector and other stakeholders?

Relationships are important and need continuous work. My role will be a visible one and engaged with the communities of CTM, I have no intention of hiding away. I would work with the Board to ensure that other Independent Members are engaged in this team effort to ensure we are collectively better informed of the work and experiences of those community and third sector organisations. CTM has well developed relationships with the third sector, and I am aware of the work of Bridgend Association of Voluntary Organisations, Voluntary Action Merthyr Tydfil and Interlink RCT.

It is also important to acknowledge that the third sector and community groups don't just provide some of the best intelligence, but they are crucial in keeping people connected and well in the communities where people live. The CTM2030 *Our Health, Our Future* strategy for example will only succeed by recognising the importance of community-based solutions, and how different those communities are across the region.

The patient voice is critical and with the Citizen Voice Body becoming operational in April there is the opportunity for this new organisation to give increased weight to the views of people when it comes to developments in health and care. I look forward to a regular dialogue and look forward to working with them in improving how we capture the patient experience and learn from it, as well as responding to those occasions when care falls short.

6. How will you work with Senedd Members and Senedd committees?

I look forward to robust, open, and productive discussions on a regular basis with Members representing the communities of CTM. As a former AM I hope my own experience in interacting with health boards will help in this new relationship.

It doesn't help if politicians are unaware of the strategic and operational matters under consideration and which affect their constituents. I would want to see elected members supported to represent their constituents and would be a passionate advocate for that relationship.

As a former committee chair who spent 6 years on the Assembly's health committee, I appreciate the role and workload of our Senedd committees, in scrutinising performance, developing legislation, and undertaking policy inquiries. I took legislation through the Assembly in my last term working with the then Health Minister which involved undertaking scrutiny sessions with the committee. I have the experience of both the health committee and the Public Accounts Committee and my view is that CTM should engage with the work of Senedd committees, to take the opportunity to outline how we are shaping our health services, and to demonstrate how our services are changing to meet peoples' needs.