



Bwrdd Iechyd Prifysgol  
Betsi Cadwaladr  
University Health Board

Bloc 5, Llys Carlton, Parc Busnes Llanelwy,  
Llanelwy, LL17 0JG

Block 5, Carlton Court, St Asaph Business  
Park, St Asaph, LL17 0JG

Dr Andrew Goodall  
Chief Executive, NHS Wales  
Department of Health & Social Services  
Welsh Government  
Cathays Park  
Cardiff  
CF10 3NQ

**Ein cyf / Our ref:** GD/RE/1564

**Eich cyf / Your ref:**

**☎:** 01745 448788 ext 6364

**Gofynnwch am / Ask for:** Dawn Lees

**E-bost / Email:** [Dawn.Lees@wales.nhs.uk](mailto:Dawn.Lees@wales.nhs.uk)

**Dyddiad / Date:** 27<sup>th</sup> April 2018

Dear Andrew,

At our escalation meeting last week you asked that I share with you a summary of our proposed methodology and approach to Turnaround. Please find attached a document which sets this out.

In developing this we have reviewed approaches elsewhere and reflected upon the material that Alan had shared with Directors of Finance. The document itself is written in a way that will allow us to use it more widely within the organisation for briefing. You will see that we have alluded to some positive work which has been ongoing which will help us address the challenges we face in the context section of the document, but for obvious reasons I have not laboured this. I can however share further details with you if that would be helpful.

When we met you asked that I set out the resources that I considered necessary to support our turnaround programme, clearly identifying that which the Health Board is committing and where there is a need for support. The attached document sets out the core resource which we believe is necessary to support the programme and identifies the potential membership of a multi-disciplinary turnaround team to garner clinical input and drive the programme. I have also included a requirement for external support which I believe will be necessary to support us in making early progress and delivering some of our change programmes.

The overall cost of the in house resource and external support amounts to £2.2m. We have identified £1.2m of this from within our own resources, which leaves a sum of £1m. I would be grateful for your consideration as to whether Welsh Government can offer support to us in this financial year to kick start this programme and develop the momentum and results which are required. I am sure that you will want to discuss the impact that such an additional resource might have on our savings delivery and year end position for 2018/19 and I would be grateful to have that conversation.

I trust that the attached documentation is helpful and sets out the information you expected. I would be grateful to receive and reflections on the approach we have described and look forward to discussing this further.



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Should you require any further information at this stage please do not hesitate to contact me.

Yours sincerely

A handwritten signature in black ink, appearing to read 'Gary Doherty'.

**Gary Doherty**  
**Prif Weithredwr**  
**Chief Executive**

Enc.

CC: Geoff Lang, BCU  
Russell Favager, BCU