

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

Mr Gary Doherty
Betsi Cadwaladr University Health Board
Block 5 Carlton Court
St Asaph Business Park
St Asaph
LL17 0JG

Our Ref: AG/SR/SOT

29 August 2019

Dear Gary

Thank you for your letter on your proposed changes to executive structures and request for additional capacity and capability support.

I fully recognise the imperative of the work on financial recovery and the importance of ensuring strong, focussed leadership to ensure delivery. Subject to Ministerial approval, I am content in principle to agree £350,000 towards the costs in this key area. I am also supportive, in principle, of providing the resources requested for service improvement but require more detail on your methodology, how it sits with the additional support currently being received from PwC and transition arrangements to develop your in-house capability to deliver on the transformation agenda.

The information provided on the executive structures and portfolios leaves me with concerns on the lack of clarity, accountability frameworks and how the proposed changes will deliver the sustainable improvement needed. I agree the need to balance the portfolios of your executive team but it is unclear to me how the responsibility and accountability arrangements will work in practice between the proposed director of acute services and other executive structures.

Further detail is required on the portfolios of each of the executives and accountability further down the structures including the posts funded with additional investment into the secondary system agreed in July 2018. It is essential you have a person leading and accountable for planned and unscheduled care but it is unclear from the information provided how your proposal improves integration across the whole system.

I am also unclear on the rationale for strengthening the separation of quality governance from direct leadership of acute services. There is a danger of increasing silo working rather than achieving your aim of maximising the benefits of the integrated nature of the health

board. I also have concerns on how the proposal to increase the number of directors that sit on the board impacts board governance arrangements and effectiveness. On the request for hospital managing directors and support to the Director of Primary and Community Services, further detail on the rationale and how the investment requested will add value and achieve the outcomes expected is required.

I understand the Board has outstanding questions that match our concerns and the proposed changes to the executive structures will be scrutinised and discussed at the Remuneration and Terms of Services Committee. It is essential that you respond to the outstanding questions raised by your Board and it is assured on the proposals before you request support from Welsh Government. I would also want to be assured the Board has considered how it can deploy local choices and resources within its gift to delivering its key priorities in the short and longer term.

Yours sincerely

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

Dr Andrew Goodall