

Grŵp Iechyd a Gwasanaethau Cymdeithasol
Dirprwy Brif Weithredwr, GIG Cymru

Health and Social Services Group
Deputy Chief Executive, NHS Wales



Llywodraeth Cymru
Welsh Government

Richard Bowen
111 Programme Director

11 May 2022

Dear Richard,

**Appointment Six Goals for Urgent and Emergency Care Programme,
Programme Director**

I am writing following our recent conversation and discussions around the leadership of the Six Goals for Urgent and Emergency Care Programme ('the Six Goals Programme').

We discussed you leading this programme alongside the NHS 111 Wales Programme and I am writing to confirm your appointment as **Programme Director for the Six Goals Programme**.

I am delighted that you will be taking on this role and working with me and colleagues to lead this important programme. We also agreed that you would seek to host the Programme Management Office (PMO) and team alongside the NHS 111 Wales programme team, and use the arrangements within Aneurin Bevan UHB, similarly to the NHS 111 Wales programme to achieve this.

I can confirm I have discussed both of these matters with Glyn Jones, Interim CEO of ABUHB, and he has confirmed he is content with these arrangements.

Key responsibilities

You will be a champion for the Six Goals Programme within NHS Wales and beyond, promoting and advocating the Six Goals approach and the Programme at all levels, including representing the Programme at the NHS Leadership Group, and at Ministerial meetings, when required.

You will engage at senior level with external partners and stakeholders to drive forward delivery of the Six Goals Programme and its objectives.

As Chair of the Six Goals Integration Group, you will have a key role in providing strategic support and advice to Goal SROs and lead Directors, the appointment of, and support to, four enabling work-stream chairs and the wider Six Goals Programme.

You will provide leadership through the Integration Group, working with others to drive change, to maintain pace, to resolve issues, to remove barriers, and to manage key relationships. This will help to accelerate the wider adoption of the Six Goals approach within Health Boards, Regional Partnership Boards, NHS Trusts and partners.

Your responsibility as Six Goals Programme Director is effective from the date of this letter (11 May 2022), until delivery of the Programme is completed.

Key Priorities

We will meet at least once a quarter to review progress against Six Goals Programme objectives and priorities, with an immediate focus on drawing together and accelerating progress against objectives in each of the national Six Goals plans for 2022/2023. I should also like you to progress the following priorities:

- Creation of a Six Goals Programme Management Office (PMO) in line with the recommendations made by the independent review of legacy and existing programme arrangements. The PMO should seek to act as an exemplar for other national programmes.
- Maximising opportunities presented by the Six Goals Programme budget, inclusive of the Innovation fund, to enable rapid commissioning of products that support accelerated delivery of the Six Goals and related Programme objectives.
- Overseeing robust implementation of the Six Goals Improvement Triumvirate Teams project, supporting and driving timely recruitment of ITTs at a local and regional level where relevant. Creation of robust communication links between the PMO and the newly appointed ITTs, learning from previous experiences to ensure local teams are supported to deliver objectives, learn and develop. Creation of national networks for each component of the Six Goals ITTs 'team'.
- Ensuring each of the four Six Goals Programme enabling work-streams has a Director level chair, a clear plan linked directly to Programme priorities and objectives with milestones for delivery.
- Establishing a clear and professional means of monitoring progress against outcomes / measures set out in each of the national Six Goals plans.
- Working at a strategic level with leaders of key national agencies and programmes to support delivery of Six Goals Programme objectives. For example, but not exclusive to:
 - I. The Value Based Healthcare Programme to improve allocation and utilisation of resources, and help clinical teams in understanding how to improve value for patients;
 - II. Improvement Cymru to support with quality improvement related activities;
 - III. Public Health Wales for leadership support in respect of behavioural science; and
 - IV. NHS Wales Confederation for support in respect of communications.

Hosting Arrangement

We have already taken interim steps to provide corporate and organisational support for the Programme team within the Aneurin Bevan UHB, on a hosted basis. It is important that the hosting arrangements are documented, and that working arrangements with other teams in NHS Wales are clearly understood, as part of ensuring good governance for the Programme and within your organisation.

Six Goals Programme Senior Responsible Owners

You will be aware the Six Goals Programme utilises a 'portfolio' approach and there are Senior Responsible Owners or lead directors for each of the Six Goals. These are currently:

Goal 1: Shane Mills

Goal 2: Yourself

Goal 3: Sue Morgan (Adele Gittoes for the Same Day Emergency Care Wales project)

Goal 4: Stephen Harrhy

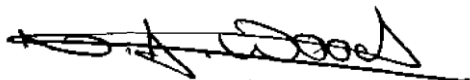
Goals 5 and 6: Adele Gittoes

Each SRO / lead Director is accountable to the Six Goals Programme Board for progressing delivery of objectives described in the Goal plan for which you have responsibility.

You will be responsible for bringing Goal SROs / lead directors together as a team and will have overall accountability for the delivery of the Six Goals Programme's objectives. You will be responsible for securing and protecting its overall vision and for ensuring that, where necessary, decisions, risks and / or issues are escalated to the Six Goals Programme Board; and, if necessary, Welsh Ministers through me, as the Programme Sponsor.

I would like to take this opportunity to thank you again for your commitment to driving improvement through the Six Goals Programme, and to wish you every success in your role as Programme Director.

Yours sincerely,



Nick Wood

Chair, Six Goals for Urgent and Emergency Care Programme Board
Deputy Chief Executive NHS Wales

Cc: Judith Paget, CBE, Chief Executive NHS Wales / DG HSSG, WG
Jeremy Griffith, Director of Operations, NHS Wales DU / WG