



**Unconfirmed Minutes of the Public Health Wales
Quality, Safety and Improvement Committee Meeting
7 May 2021, 9:45am
Venue: Room 3/7, 2 Capital Quarter, Tyndall Street, Cardiff and
via Microsoft Teams**

Present:		
Kate Eden	(KE)	Committee Chair, Vice Chair of the Board, and Non-Executive Director
Judi Rhys	(JR)	Non-Executive Director (Third Sector)
Diane Crone	(DC)	Non-Executive Director (University)
Sian Griffiths	(SG)	Non-Executive Director (Public Health) and Chair of the Knowledge, Research and Information Committee
In Attendance:		
Rhiannon Beaumont-Wood	(RBW)	Executive Director of Quality, Nursing and Allied Health Professionals
Liz Blayney	(LB)	Deputy Board Secretary and Board Governance Manager
Helen Bushell	(HB)	Board Secretary and Head of Board Business Unit
John Boulton	(JB)	Director for NHS Quality Improvement and Patient Safety, Improvement Cymru
Wayne Jepson	(WP)	Service Lead, Service User Engagement
Andrew Jones	(AJ)	Interim Executive Director of Public Health Services (arrived at 10am)
Eleri Lloyd Burns	(ELB)	Assistant Director – Quality and Nursing
John Lawson	(JL)	Chief Risk Officer and Head of Information Governance
Stuart Silcox	(SS)	Assistant Director Integrated Governance
Stephanie Wilkins	(SW)	Staff side representative
Verity Winn	(VW)	Audit Wales
Apologies		
Richard Hayward	(RH)	Health Inspectorate Wales (HIW) Relationship Manager
Secretariat		
Andrew Morton	(AM)	Board Support Officer
<i>The meeting commenced at 9:45am</i>		
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QSIC /2021	Welcome, Introductions and apologies
<p>KE opened the meeting and welcomed all present. KE outlined this as a single item meeting to consider the Draft Quality and Improvement Strategy.</p> <p>KE noted that due to the ongoing response to the COVID-19 pandemic and in respect of the national guidance in place, meetings were being held electronically.</p> <p>The Committee noted the apologies above</p> <p>The Committee noted that the meeting was being recorded to support the accuracy of the minutes, and that the recording would be deleted once the minutes had been agreed at the following meeting.</p>	
QSIC /2021	Declarations of Interest
<p>There were no declarations of interest in addition to those already declared on the Declarations of Interest register.</p>	
QSIC /2021	Draft Quality and Improvement Strategy
<p>The Committee received the draft Quality and Improvement Strategy (ref 3 QSIC.070521), introduced by RBW.</p> <p>JB highlighted the following:</p> <ul style="list-style-type: none"> • Previous consideration at Board Development sessions on quality and quality improvement prior to COVID-19; • Noted the policy changes over the last five years in Wales, and the increased focus on quality and managing for quality; however the starting point for embedding quality was the quality improvement work, which we would then build on as the organisation builds capacity and capability to move in this direction; • Importance of enabling the right conditions, capability and connections for improvements across the whole system to work systematically across the organisation. <p>RBW highlighted the following:</p> <ul style="list-style-type: none"> • Outlined that the purpose of the strategy was to act as an underpinning enabler to support the overarching 'Working to achieve a healthier future for Wales' Strategy; support the creation of the organisational conditions where quality and improvement could flourish; and act as an organisational road map towards meeting requirements of the Health and Social Care (Quality and Engagement) (Wales) Act. • The Strategy was interdependent with other enabling strategies including the 'People Strategy' and 'Integrated Governance Model' and would support further progress as a high performing organisation; • As the Strategy had interdependencies with other enabling strategies, an integrated approach would be taken to implementation of this strategy. The intention was to develop a high level implementation 	

plan, with a more detailed year one plan, which would be presented to the Committee in due course;

- The Committee was informed about the Quality and Impact Framework which was previously implemented, nearly all milestones were achieved, now it is time to move to the next level of maturity through the development and implementation of a new Quality and Improvement Strategy.
- The development of this Strategy built on previous work pre COVID-19 pandemic, including Board Development sessions on quality; outline thinking of quality and improvement at the Committee meeting in November; the work to develop the approach to implement the Quality and Engagement Act; and the Quality and Improvement Strategy. The development of the strategy was an important step as the organisation moves through to the next level of maturity through this strategy;
- Clarification that this applied to all domains of public health activity, and was not limited to the clinical aspects;
- The Strategy signalled an intent by the Board and Executive to strengthen and further embed quality improvement within our organisational culture;
- Recent example of successful quality outcomes and improvement for Laboratory performance on COVID-19 testing.
- Importance of quality focused leadership throughout the organisation, and the need for this to be led and driven by the Chair, Chief Executive and the Board as the organisational leaders.

KE thanked RBW and JB for their presentation.

The Committee made the following observations:

- Emphasis of the importance of quality improvement throughout the organisation was evident in the strategy, noting the distinction in the presentation that this was not limited to a clinical setting.
- Focus on how we engage with stakeholders and develop a partnership approach. RBW emphasised the interdependency with the 'Our approach to engagement' document and the useful definitions contained within this as to what we mean by engagement. As part of this ongoing work, the 'Our Approach to Engagement' Implementation plan outlined the work ongoing to understand how we best work with our stakeholders and use this to inform improvements to our functions and services.
- Commended the focus on outcomes throughout the draft strategy.
- Suggestion that the summary at the end of the document might be useful to include at the beginning to provide an overview of the key messages.
- Clarification was provided within the presentation to the Committee of the interdependencies of this strategy with other documents and strategies, such as the People Strategy and the Integrated Governance

Model. It was suggested that consideration be given to whether this could be reflected and made clearer in the strategy.

- Suggestion that the summary section at the end be reviewed for consistency with the links back to the bullet points at the end of each section.
- The need for a discussion as an organisation on how we integrate a number of strategies, to have a clear unified direction of travel.
- Regarding the development of the implementation plan, JB clarified that this would be developed once the leadership had signalled the direction through the approval of this strategy. Once it was approved, an implementation plan would be developed and reported to the Committee. KE clarified that it was scheduled on the Committee agenda for June 2021.
- Suggestion that the importance of quality systems leadership elements were strengthened within the strategy.
- VW commented on the need to translate the quality approach throughout the organisation, to ensure momentum was maintained. RBW agreed and noted the role of the hub to enable this. Regarding the hub, the use of champions throughout the organisation to increase capacity and capability was discussed, and JB confirmed that this was being considered and a rotation of staff to Improvement Cymru to create this capacity.
- JB noted the need for an organisational approach to quality to achieve the change outlined in the strategy.

KE thanked all for their contributions to the discussion, and summarised the key outcomes of the discussion :

- Importance of ensuring a partnership approach to the strategy, engaging with our stakeholders and integrating this into the implementation.
- Review the summary section at the end for consistency with the links back to the bullet points at the end of each section.
- Consider the inclusion of a summary at the beginning of the document.
- Further consideration given to emphasising system leadership throughout the document and emphasise the role of Board in championing this work.
- Suggestions that as an organisation we review how we were articulating the strategies and plans; how these integrate and work together and crucially link back to the Long Term Strategy.

The Committee **agreed** to recommend the Quality and Improvement Strategy to the Board for approval, noting the comments from the Committee would be considered and incorporated in the final draft document as appropriate.

The open session closed at 10:45