

 <b>GIG</b> CYMRU <b>NHS</b> WALES	Iechyd Cyhoeddus Cymru Public Health Wales	<b>Name of Meeting</b> Quality, Safety and Improvement Committee <b>Date of Meeting</b> 16 June, 2021 <b>Agenda item:</b> 8
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Quality and Improvement Strategy Implementation Plan				
<b>Executive lead:</b>	Rhiannon Beaumont-Wood, Executive Director, Quality, Nursing and Allied Health Professionals			
<b>Author:</b>	Eleri Lloyd-Burns, Interim Assistant Director, Quality, Nursing and Allied Health Professionals Wayne Jepson, Improvement Advisor, Quality, Nursing and Allied Health Professionals			
<b>Approval/Scrutiny route:</b>	Rhiannon Beaumont-Wood, Executive Director, Quality, Nursing and Allied Health Professionals Recommended for approval by Business Executive Team			
<b>Purpose</b>				
Present the implementation plan for the Quality and Improvement Strategy to the Quality, Safety and Improvement Committee (for consideration and approval)				
<b>Recommendation:</b>				
APPROVE <input checked="" type="checkbox"/>	CONSIDER <input checked="" type="checkbox"/>	RECOMMEND <input type="checkbox"/>	ADOPT <input type="checkbox"/>	ASSURANCE <input type="checkbox"/>
The Quality, Safety and Improvement Committee is asked to:  ❖ <b>Receive</b> the implementation plan, for the Quality and Improvement Strategy, for <b>consideration</b> and <b>approval</b> .				

**Link to Public Health Wales [Strategic Plan](#)**

Public Health Wales has an agreed strategic plan, which has identified seven strategic priorities and well-being objectives.

This report contributes to the following:

<b>Strategic Priority/Well-being Objective</b>	All Strategic Priorities/Well-being Objectives
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**Summary impact analysis**

<b>Equality and Health Impact Assessment</b>	An equality and Impact Assessment is not required as there are no adverse impacts at this stage.
<b>Risk and Assurance</b>	Applicable to all Strategic Risk Register and Corporate Risk Register
<b>Health and Care Standards</b>	This report supports and/or takes into account the <a href="#">Health and Care Standards for NHS Wales</a> which are focused on quality and improvement. All themes Choose an item. Choose an item.
<b>Financial implications</b>	Development of a formal business case to support implementation of the Quality and Improvement strategy to be completed as part of the Year 1 implementation plan.
<b>People implications</b>	Focus on strengthening capability and capacity within the workforce Strong commitment and buy in from Senior Leaders within the organisation to provide leadership to support a culture of quality and improvement.

## **1. Purpose / situation**

Our Quality and Improvement Strategy was approved by Board at the end of May, 2021. This is an important next stage of maturity for Public Health Wales in creating the conditions for quality and improvement to flourish. This key enabling strategy is an underpinning strategy to support the delivery of the organisations long term strategy up to 2030.

This implementation plan provides a detailed year one road map with measurable milestones and a high level outline for years two and three, which will be subject to review informed by the learning identified from year one.

### **Background**

This builds on our work to date of the previous Quality and Impact Framework, to create the conditions for quality and continuous improvement to flourish.

### **Description/Assessment**

The implementation plan provides a three-year (2021 – 2024) high level implementation plan, with a more detailed year one plan. The deliverables for years 2 and 3 will be driven and further refined, informed by progress made during Year 1. Annual programme reviews, and periodic assessment of the organisational quality and improvement position will also take place to inform and strengthen future delivery plans.

The delivery of the implementation plan will require Board, Executive and senior leadership commitment across the organisation and specialist support from Improvement Cymru.

Investment will be required to build the capacity and capability and will be considered incrementally through the submissions of business cases informed by evidence and our organisational assessments. An initial business case will be submitted as part of the year one implementation plan.

The Quality and Improvement Strategy and this implementation plan will be subject to appropriate governance and accountability for the delivery of the identified objectives, however we will also seek to take an integrated approach to implementation where there are cross cutting themes with other underpinning enabling strategies such as the People Strategy.

Oversight regarding progress of the implementation plan will be provided by the Business Executive, with assurance provided to the Quality, Safety and Improvement Committee.

In the May Quality Safety and Improvement Committee it was agreed that the Quality and Improvement Strategy Implementation plan would be considered for approval in the June Committee meeting, subject to the strategy being approved at the Board meeting in May. As the Board has now approved the strategy we are now seeking to gain approval of the implementation plan, which, has been recommended for approval by the Business Executive Team.

## **Recommendations**

The Quality, Safety and Improvement Committee is asked to:

Receive the implementation plan (in appendix 1), for the Quality and Improvement Strategy, for consideration and approval.

## Appendix 1: Implementation Plan – Year 1

Enabling Foundation	Driver	Deliverable	Inter-dependencies	Target End Date
High Performing Organisation	Organisational Readiness	Identify/develop tools to undertake baseline assessment for organisational readiness, including skills and capability building, and system level leadership	Improvement Cymru	Sept 21
		Implement baseline assessment tools and report on initial findings	Enabling Functions	Sep-21
		Report on full findings of organisational readiness assessment, including: <ul style="list-style-type: none"> <li>a phased programme approach over the course of the strategy</li> <li>Assessment on where the organisation can expect to be by year 3</li> </ul>	Enabling Functions / People and OD	Dec 21
		Develop and submit a business case for year one investment to realise the implementation of the Quality and Improvement Strategy		Dec 21
		Annual cycle of improvement: Develop an annual plan of improvement projects (aligned to strategic priorities) for commencement in 2022-2023	Planning and Performance / Directorates	TBC
		Design the draft organisational requirements of the Health and Social Care (Quality and Engagement) (Wales) Act		Mar-22
Quality and Improvement Driven	Data and Measurement	Identify and develop the draft Quality Improvement Measurement Plan, including measures of success for	Directorates / Improvement Cymru	Mar 22

		all the enabling foundations and incremental increase in quality data reporting capacity and capability		
		Scope phase 1 of the development of key Quality and Improvement outcome measures for the Performance Dashboard	Planning and Performance / Directorates	Mar 22
Creating the Conditions	Quality and Improvement Hub	Define, develop and propose the model for a Quality and Improvement Hub	Executives / Improvement Cymru / People and OD	Sept 21
		Engage across the organisation on the Quality and Improvement Hub	Directorates / People and OD	Oct 21
		Commence implementation and launch the Quality and Improvement Hub	Improvement Cymru	Nov 21
		Adopt and implement a proven and standardised, organisation-wide methodological approach to quality and improvement	Improvement Cymru	Mar-22
		Annual review of the Quality and Improvement programme to inform future planning		Mar-22
	Board Development Programme	Agree content of annual QI Board development programme	Improvement Cymru	Sept 21

		Commence Board Development Programme	Improvement Cymru	Sep-21
	Communications and Engagement	Develop a Quality and Improvement infographic to support staff awareness raising and engagement	Communications team	Aug-21
		Develop and implement the quality improvement communications engagement plan	Communications team / Enabling Functions / Workforce	Oct 21
		Quality Improvement Hub intranet resource developed and implemented	Communications team	Oct-21
	Quality and Improvement Strategy/ Implementation - Infrastructure and Governance	Establishment of a cross Directorate Quality Improvement Project Board to ensure integrated approach with other interdependencies e.g. People & OD	Directorates	Jul-21
		Terms of Reference developed and agreed	Board Business Unit	Aug-21
Learning Organisation	Quality and Improvement Cohesion	Clearly embedded within the approach to integrated governance to support quality planning system	Planning and Performance / Board Business Unit / Directorates / SMT's	Oct-21

		Map current mechanisms and provide recommendations for a systemised approach for relentless pursuit of feedback from our stakeholders and service users, to inform, drive and plan for quality and improvement	Directorates	Nov-21
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The deliverables for years 2 and 3 will be subject to review and driven by milestones achieved within Year 1.



### High Performing Organisation

- Assessment of the organisational Quality Improvement position at the end of Year 3 and expectation by Year 5
- Implement key findings to meet key expectations of Health and Social Care (Quality and Engagement) (Wales) Act
- Wherever possible, real time data to ensure all improvement activities are aligned with the organisation's strategic priorities.



### Quality and Improvement Driven

- Continued activity to develop and embed a data driven culture
- Phase in real time data across all performance measures
- Development of systems and infrastructure to provide staff and teams with data, intelligence and resources necessary to plan and deliver sustained improvement.



### Creating the Conditions

- Evaluate progress of the Quality and Improvement Hub
- Identify and implement a model to spread improvement to scale
- Develop improvement leadership and capability at all levels across the organisation to drive quality and improvement
- Established an easy to access repository of knowledge that can inform future projects.



### Learning Organisation

- Established learning system that reviews success and failure, and supports effective planning
- Established systems to celebrate success and share 'what good looks like' across the organisation so we can learn from one another
- Cohesion between the Quality and Improvement Strategy and other organisational strategies and models to support cultural change

