



**GIG**  
CYMRU  
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Iechyd Cyhoeddus  
Cymru  
Public Health  
Wales

**Name of Meeting**  
Quality, Safety and  
Improvement Committee  
**Date of Meeting**  
19 October 2022  
**Agenda item:**  
4.4.1

## Update from the Duty of Quality SRO Group

**Executive lead/SRO:** Prof John Boulton, National Director of NHS Quality Improvement and Patient Safety / Director Improvement Cymru

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**Approval/Scrutiny route:** Prof John Boulton, National Director of NHS Quality Improvement and Patient Safety / Director Improvement Cymru

### Purpose

This paper provides an update from the Duty of Quality SRO Group leading the implementation of the Duty of Quality within Public Health Wales.

### Recommendation:

APPROVE

CONSIDER

RECOMMEND

ADOPT

ASSURANCE

QSIC is asked to:

- **Take assurance** from the update and progress of implementation of the Duty of Quality within Public Health Wales.

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**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>	Not required
<b>Risk and Assurance</b>	None identified
<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> Quality Themes  Governance, Leadership and Accountability Theme 2 - Safe Care Theme 3 - Effective Care
<b>Financial implications</b>	None identified
<b>People implications</b>	None identified

## 1. Purpose / situation

This paper provides an update from the Duty of Quality SRO group leading the implementation of the Duty of Quality within Public Health Wales (PHW). This paper excludes national activities to support the Duty of Quality that Improvement Cymru are leading.

## 2. Background

PHW is taking forward a number of actions in response to the Duty of Quality and in line with the Health and Social Care (Quality and Engagement) (Wales) Act 2020. The Act reframes and broadens the existing Duty of Quality on NHS bodies and places an overarching Duty on Welsh Ministers in relation to their health functions. The Duty of Quality will be implemented from April 2023. Welsh Government are aiming to issue the public consultation of the draft guidance to organisations in late October. The SRO Group will coordinate an organisation-wide response to the consultation. Working with the Duty of Candour Group within PHW, an introduction to the Act and both consultations will also take place.

Accountability for compliance with the Duty in PHW sits with the Chief Executive. Prof John Boulton, National Director of NHS Quality Improvement and Patient Safety/Director of Improvement Cymru is the identified Executive lead responsible for supporting and driving implementation of the Duty.

The Duty of Quality requires all NHS bodies to:

- Ensure that all strategic decisions are made through the lens of improving the quality of services and patient outcomes.
- Exercise their functions in a way that considers how they improve quality and outcomes on an on-going basis.
- Actively monitor progress on the improvement of quality services and patient outcomes and routinely share information on this progress with population.
- Strengthen governance arrangements by reporting annually on the steps taken to comply with the Duty and assess the extent of improvements in outcomes.
- Ensure that NHS organisations are operating an interlinked Quality Management System.
- Create a quality culture within organisations.

To support PHW in meeting these requirements, a number of workstreams have been established:

- Quality as an Organisational Strategy (QOS): developing and embedding PHW's approach to quality

<b>Date:</b> 04.10.22	<b>Version:</b> 0.2	<b>Page:</b> 3 of 8
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- Improvement & Innovation Hub: leading quality management activity in PHW
- Duty of Quality Reporting: demonstrating organisational compliance for the Duty of Quality
- Duty of Quality Staff Training: delivery of Duty of Quality training for all PHW staff
- Duty of Quality Communications and Engagement: delivery of communications about Duty of Quality for all PHW staff

### 3. Description

The role of the Duty of Quality SRO group is to provide governance and oversight for all workstreams supporting implementation of the Duty of Quality in Public Health Wales to ensure compliance, delivery of projected outcomes and realisation of the required benefits.

The SRO group has the following membership:

- Chair/Senior Responsible Officer
- Vice Chair
- Duty of Quality Workstream Leads
- Leadership Team Lead(s)
- Duty of Candour representative

Meetings will take place monthly and the first meeting is being scheduled to agree the Terms of Reference.

This paper focuses on the five workstreams to support Duty of Quality within Public Health Wales:

- Quality as an Organisational Strategy
- Improvement and Innovation Hub
- Duty of Quality Reporting
- Duty of Quality Staff Training
- Duty of Quality

An update on each workstream is provided below:

#### 3.1. Quality as an Organisational Strategy (QOS)

QOS provides Public Health Wales with the methodology to operate as a system designed for managing quality, focused on continuous improvement and innovation and driven by the needs of the population we serve. This in turn creates a culture and environment that supports our staff and provides a great place for staff to work and thrive. It also provides Public Health Wales with an approach to support recovery to a new future following the COVID-19 pandemic and achieve our strategic aims identified in our long-term strategy.

<b>Date:</b> 04.10.22	<b>Version:</b> 0.2	<b>Page:</b> 4 of 8
-----------------------	---------------------	---------------------

QOS was selected after extensive research which identified it as a recognised methodology that had achieved system-wide improvements and several organisations who adopted the approach demonstrated improved outcomes, as well as winning or being commended by Awarding bodies such as the Baldrige Award in the USA. QOS is more than the management of quality improvement and is often described as the operating system for an organisation to drive high performance. An overview of the activity undertaken by leaders can be found in Appendix 1.

The proposal to take forward QOS was agreed by the Business Executive Team and it was agreed that a package of support from an external supplier – DMW Austin LLC - would be the preferred method of delivery. A contract has been secured to support the learning and methods to develop the foundation for QOS.

DMW Austin LLC are working with Improvement Cymru to implement QOS at a directorate level and over the summer, the methodology and approach has been socialised with the Executive Team and Leadership Team. The project infrastructure has also been established to support the organisation-wide initiative.

An in-person Introduction to QOS day for the Executive Team and Leadership Team was held on 11 October which was an opportunity to customise the approach to implement QOS for PHW and agree a short-term implementation plan.

Following the Introduction to QOS, a series of virtual Leadership Training workshops are scheduled every two months over the next two years to provide the content and methods to apply QOS in PHW. Action periods between workshops will enable leaders learn through testing and applying ideas and methods in the areas they lead. The aim is to build collaboration across PHW as new ideas are implemented.

### **3.2. Improvement & Innovation Hub**

The Improvement and Innovation Hub (I&I Hub) aims to enable Public Health Wales to deliver strategic improvements and innovations by bringing improvement and innovation together to improve the outcomes of our work. The I&I Hub was launched in April 2022, and it was agreed that, in the first year, support would principally be provided to the Health Protection and Screening Services directorate. Strategic support has been agreed for Diabetic Eye Screening Wales, Infection Prevention & Control teams and Cervical Screening Wales.

A cover paper and Delivery Confidence Assessment was presented to the Business Executive Team on 4 October which provided assurance that establishment of the I&I Hub was progressing with no red risks. Recruitment is progressing with four posts now filled and two posts outstanding. Delays with recruitment have impacted

<b>Date:</b> 04.10.22	<b>Version:</b> 0.2	<b>Page:</b> 5 of 8
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upon planned activities and spending plans but this is being mitigated by Improvement Cymru staff. When the newly recruited I&I Hub staff are in post, it is expected that the work of the I&I Hub will continue to thrive.

A range of training and capacity building has already been delivered by partners including a three-week innovation masterclass (UK Health Security Agency) and ongoing Improvement in Practice cohorts (Improvement Cymru Academy) and planning for a new seminar series is underway. In addition, an Improvement and Innovation Funding Scheme was recently launched to support staff to develop their improvement and innovation capability and deliver their ideas. Funding for successful projects is expected to be allocated at the beginning of November for projects completed by the end of March 2023. The hub has also worked to publicise and support 9 members of staff to commence the Improvement in Practice training provided by Improvement Cymru.

The I&I Hub hosted a virtual workshop to provide an update on recent developments with the Hub, and to engage staff on how we start to build an improvement and innovation community. Ideas included using technology to share information and showcase projects, creating a PHW hub and network sub-group, inviting external speakers and sharing case studies.

### **3.3. Duty of Quality Reporting**

A lead for the Duty of Quality Reporting workstream is currently being identified to ensure the organisation fulfills the reporting criteria outlined in the Duty of Quality Guidance. This currently comprises of two elements:

- An annual report which outlines the steps that each organisation has taken to comply with the Duty of Quality. It must also include an assessment of any improvement in outcomes achieved during the reporting period.
- An 'always on' reporting mechanism where each organisation collates, monitors and makes information about the quality of its services readily available to its population. This requires organisations to have a whole system approach to the routine use of information across their quality management system. It is expected that organisations will make use of information and reporting mechanisms already in place wherever possible.

It is expected that an annual report will be published as soon as possible after each financial year with the first one published in April/May 2024. Additional information will be available from Welsh Government in a supplementary reporting framework, as a supporting resource, when the Duty is implemented in April 2023.

<b>Date:</b> 04.10.22	<b>Version:</b> 0.2	<b>Page:</b> 6 of 8
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### **3.4. Duty of Quality Staff Training**

A lead for the Duty of Quality Staff Training workstream is currently being identified to ensure the organisation ensures all staff are aware of the Duty of Quality and their role in implementing it. An e-learning module is in development to provide general awareness and Enhanced Leadership Training will provide Board members with further training on the Duty of Quality. This workstream will ensure that all Public Health Wales staff have the required knowledge and understanding of the Duty.

### **3.5. Duty of Quality Communications and Engagement**

A lead for the Duty of Quality Communications and Engagement workstream is currently being identified to ensure ongoing communication and engagement about the Duty for all Public Health Wales staff.

## **4. Recommendation**

QSIC is asked to:

- **Take assurance** from the update and progress of implementation of the Duty of Quality within Public Health Wales.

# Appendix 1 – Methods for Leaders to focus the organization on improvement

**Table 5: Methods for Leaders to Focus the Organization on Improvement**

<b>Purpose Activity</b>	<p><b>Establish and Communicate the Purpose of the Organization</b></p> <ul style="list-style-type: none"> <li>• Develop a written statement of purpose of the organization.</li> <li>• Include the mission, beliefs/values and vision.</li> <li>• Communicate this purpose to the organization by relating the work of different parts of the organization to the purpose.</li> <li>• Use this purpose to guide and focus the business</li> </ul>
<b>System Activity</b>	<p><b>View the Organization as a System</b></p> <ul style="list-style-type: none"> <li>• Understand the major processes and products in the organization.</li> <li>• Document how these processes link together to form a system.</li> <li>• Establish the key measures of performance of the system.</li> <li>• Use these documents to learn how the organization functions as a system.</li> </ul>
<b>Obtaining Information Activity (Customer Focus)</b>	<p><b>Establish a System to Obtain Information Relevant to the Need the Organization is Fulfilling</b></p> <ul style="list-style-type: none"> <li>• Identify the present and future customers of the organization.</li> <li>• Develop a system to gather information concerning needs of customers.</li> <li>• Develop systems to obtain other information relevant to the need (from suppliers, employees, marketplace, technology, regulations).</li> <li>• Communicate this information to all parts of the organization.</li> <li>• Analyze this information to guide planning and improvement efforts.</li> </ul>
<b>Planning Activity</b>	<p><b>Plan for Improvement</b></p> <ul style="list-style-type: none"> <li>• Summarize the information from customer research and from employees, suppliers and the relevant external environment.</li> <li>• Based on these inputs, develop (or update) strategic objectives that could best accelerate the performance of the organization.</li> <li>• Develop a list in order of priority of the processes, products and services to design or redesign.</li> <li>• Coordinate this plan with the organization's strategic and business planning and budgeting methods.</li> <li>• Establish charters to accomplish the improvements that can be resourced and managed.</li> </ul>
<b>Managing Improvement Methods</b>	<p><b>Manage Individual and Team Improvement Efforts</b></p> <ul style="list-style-type: none"> <li>• Provide training and other necessary resources required for the improvement efforts.</li> <li>• Provide a standard methodology to guide improvements.</li> <li>• Provide guidance and sponsorship for the team</li> <li>• Remove obstacles and provide recognition.</li> <li>• Study the activities of the team to learn about the key processes in the organization and the key forces driving the system.</li> <li>• Redirect and redeploy resources as improvements are made.</li> </ul>