 GIG CYMRU NHS WALES	Iechyd Cyhoeddus Cymru Public Health Wales	Name of Meeting Board Date of Meeting 26 May 2022 Agenda item: <i>PHW 3a</i>
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Improvement Cymru Update

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Purpose

The purpose of this paper to provide the Board with assurance of the delivery of the NHS wide approved Improvement Cymru Strategy – ‘Achieving Quality and Safety Improvement’ (2021). The paper details progress against the workplan for 2022/23 which underpins the Strategy and forms part of Strategic Theme 3 – ‘Support improvements in the quality and safety of health and care services’ in the Integrated Medium Term Plan.

Recommendation:

APPROVE <input type="checkbox"/>	CONSIDER <input type="checkbox"/>	RECOMMEND <input type="checkbox"/>	ADOPT <input type="checkbox"/>	ASSURANCE <input checked="" type="checkbox"/>
The Board is asked to: <ul style="list-style-type: none"> Receive assurance on progress in the delivery of Improvement Cymru’s national strategy ‘Achieving Quality and Safety Improvement’. 				

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:

Strategic Priority/Well-being Objective	6 - Supporting the development of a sustainable health and care system focused on prevention and early intervention
Strategic Priority/Well-being Objective	7 - Building and mobilising knowledge and skills to improve health and well-being across Wales

Summary impact analysis

Equality and Health Impact Assessment	n/a
Risk and Assurance	n/a
Health and Care Standards	This report supports and/or takes into account the Health and Care Standards for NHS Wales Quality Themes Theme 3 - Effective Care Theme 2 - Safe Care Theme 5 - Timely Care
Financial implications	None
People implications	None

1. Purpose / situation

The purpose of this paper to provide the Board with assurance of the delivery of the NHS wide approved Improvement Cymru Strategy – ‘Achieving Quality and Safety Improvement’ (2021) (Appendix 1). The paper details progress against the workplan for 2022/23 which underpins the Strategy and forms part of Strategic Theme 3 – ‘Support improvements in the quality and safety of health and care services’ in the Integrated Medium Term Plan.

2. Background

The aim of Improvement Cymru is to support the creation of the best quality health and care system for Wales so that everyone has access to safe, effective and efficient care in the right place and at the right time across the whole care system.

To do this we work alongside organisations across Wales to create the conditions, build the capability and make the connections for improvement to flourish. This is also true of the way we are driving quality, improvement and innovation across Public Health Wales.

As the NHS begins to recover from the pandemic it is essential that the support that Improvement Cymru offers is contextualized to local need and supports organisations to deliver the eight national priorities for NHS Wales set out by the Minister for Health and Social Care. The support must also enable organisations to fully implement the Health and Social Care (Quality and Engagement) (Wales) Act.

To enable this, Improvement Cymru has evolved its approach into one new programme: Safe Care Together. Complemented by the wider work of Improvement Cymru, the Safe Care Together programme enables organisations to identify and improve quality and safety priorities.

Within Public Health Wales, this work is now encompassed within ‘Strategic Theme 3: Support improvements in the quality and safety of health and care services’ of the Integrated Medium Term Plan 2022-25.

3. Description/Assessment

Our progress to date against the Strategic Objectives in Strategic Theme 3 is outlined below.

3.1. Strategic Objective 3.1

By 2025, we will have transformed national safety outcomes through demonstrable and measurable system-level improvements.

3.1.1 IHI Patient Safety Partnership – Safe Care Together Collaborative

Supporting organisations to improve in their patient safety priorities and the various elements of patient pathways that impact on and are impacted by patient safety and the challenges of the pandemic requires a period of transition for Improvement Cymru and the wider system. In addition, it requires the team and organisations to have a broader skill-set and expertise to enable Improvement Cymru to truly work alongside organisations to become quality-led organisations and reduce avoidable harm.

With the support of the NHS Wales Chief Executive, Improvement Cymru undertook an extensive engagement process with Welsh Government and key NHS Wales stakeholders to commission additional internationally leading support to create traction and bring energy to the system. Following an extensive procurement process, the Institute for Healthcare Improvement was awarded the two-year contract in early 2022 and commenced the partnership with Improvement Cymru, on behalf of NHS Wales, in March 2022. There is a review and option to extend for a further three years.

The partnership is accelerating the pace and scale of transformation across organisations through one overarching Collaborative for Patient Safety – the Safe Care Together Collaborative (see Appendix 1). The aim of the Collaborative is to provide nationally coordinated, locally delivered support for safe reliable and effective care. It will support national collaboration and cross boundary learning. Within each health board and trust, leaders and teams will build upon current work and strengthen improvement capability to establish their systems for highly reliable and safe care.

The collaborative work streams will be co-developed with NHS Wales leaders and Welsh Government and provide support across the continuum of care in the agreed areas. The Collaborative will commence in December 2022. This is preceded by a 'readiness phase' which includes a Foundational Site Visit with every participating organisation, a number of essential capacity and capability building programmes, executive leadership support and intensive regional support to develop the local Collaborative teams and baseline assessments.

To date, five Health Boards have confirmed their commitment to the Collaborative, and Foundational Site visits are currently being arranged to commence in June/July 2022.

3.1.2 Executive Clinical Leadership Network

A leadership breakout session with a small number of clinical executives at the 2019 Improvement Cymru Conference “Rethinking How We Improve” set the ambition for a Clinical Executive Leadership Network.

During April 2021 a short on-line survey was sent to all clinical executive directors of Health Boards to shape the purpose of the network. It was agreed that the Executive Clinical Leadership Network will be an integral element of the Safe Care Together programme bringing clinical executives together to share, learn, collaborate, discuss and problem solve.

As part of Network, Improvement Cymru procured the Leading Patient Safety Programme, with two places for each Health Board and Trust for clinical leaders to explore key strategic, clinical and operations components that support safe and reliable operational excellence – a “system of safety”. This community will then act as Sponsors for participating organisations in the Safe Care Together Collaborative.

The cohort of 38 lead clinicians, have undertaken three workshops focusing on the Framework for Safe, Reliable and Effective Care, and are developing their local action plans to develop a culture of safe care. The cohort have two remaining workshops, after which they will present their organisational action plans to their Executive sponsors and inform the development of the Safe Care Together Collaborative within their organisations.

3.1.3 Regional Working

Following the publication of our strategy we have recognised that the way in which our programme team supports the service needs to be modified. To do this we have commenced an Organisational Change Policy (OCP) for this team. The aim is to establish our regional working approach by ensuring that our work is nationally co-ordinated and locally delivered.

The OCP has consulted on modifications to the job descriptions to support staff to work in this way. People and OD are supporting the process and staff side have been involved to support staff. Our aim is to complete the OCP by 1st July - assuming that there are no significant barriers to progress.

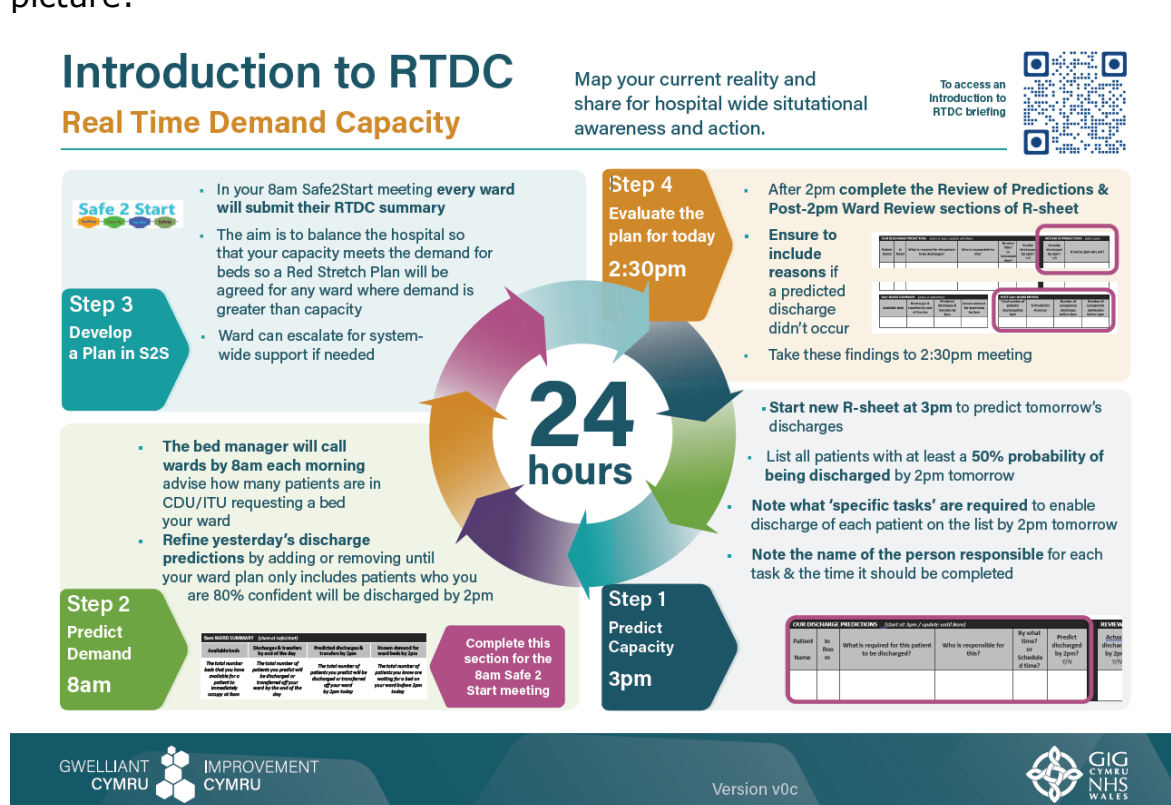
3.1.4 Real Time Demand Capacity (RTDC)

Improvement Cymru are supporting organisations to improve their patient flow systems by building capability and proven methods in this area, specifically by:

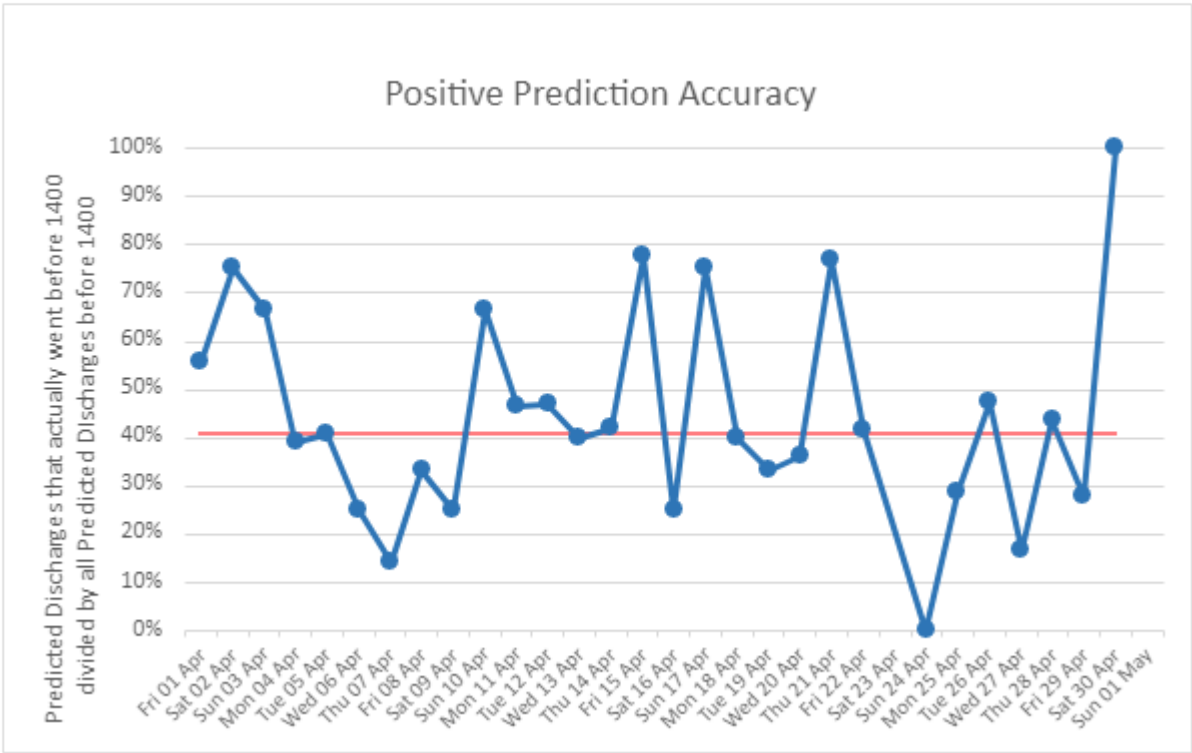
- Building situational awareness within hospitals to understand demand, capacity and have an appreciation of where there are bottlenecks and constraints.
- Developing evidence-based change packages that will support hospitals to address bottlenecks and highlight constraints within the hospital that Executive teams will need to optimise.
- Develop teaching opportunities to help staff to understand improvement science methodologies.

Following extensive testing of the market, RTDC Advisors were commissioned to work with Improvement Cymru to pilot an improvement methodology in three pilot hospitals called, Real Time Demand and Capacity (RTDC). RTDC Advisers are a US based organisation with world renowned experts specialising in improving patient flow. The aim of this work was to train and implement Real Time Demand Capacity in three pilot hospitals before the 31st March. In order to achieve sustainability for the test, ongoing support, training and coaching has been provided.

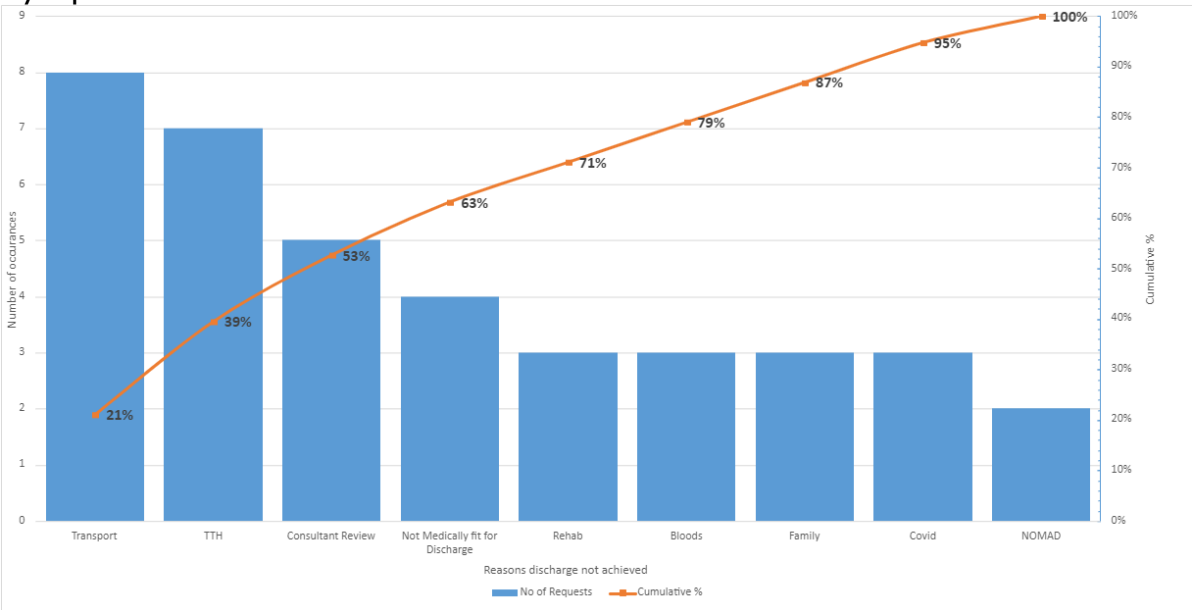
RTDC as an improvement methodology can be explained in the following picture:



The initial focus has been on ward level measures to give confidence in the methodology and improve situational awareness of system flow pressures. Prediction accuracy as a measure from Site 1 (excl. ITU) is shown below.



RTDC enables data to be collected to understand the barriers to timely discharge before 2pm across a hospital site. These constraints can then inform the direction of further improvement, testing ideas to alleviate and remove these barriers. An example of the reasons discharge not achieved by 2pm at Site 1 is shown below:



An initial meeting with Site 1 has shown that the methodology has been embedded within ward nursing teams. However, further work is now required to engage more widely with the clinical and medical staff. The Pareto chart presented above gives a clear indication of where further improvement work is required within the hospital to help increase timely discharge and create a reduction in length of stay in hours in order to increase flow.

Improvement Cymru has provisional plans to extend the contract with RTDC Advisers in order to support opportunities for further testing and learning. A more detailed summary of plans for 2022/3 will be presented to BET.

3.1.5 Cancer Services and Maternity & Neonatal Services

Improvement Cymru has a well-established legacy of supporting improvement work for cancer and maternity services. In 2022/3, Improvement Cymru is working with the Wales Cancer Network and NHS Wales to test improvement methodologies to reduce the amount of time from a suspicion of cancer through to diagnosis of cancer or not by day 28 on the single cancer pathway.

In addition to work on the single cancer pathway, Welsh Government has asked Improvement Cymru to play a significant role in establishing the improvement priorities across NHS Wales for Maternity and Neonatal services. The structure and governance of the work that Improvement Cymru will be supporting is being finalised.

3.1.6 Measurement Platform

There is currently no simple, standardised and efficient way for improvement teams in Wales to record, analyse and share the data they collect to test clinical improvement ideas. They need a single solution that all staff involved in improvement work can use wherever they are based, that allows them to manage data for their own local projects and to participate in larger, multi-site projects. At present, project teams record and analyse data in a variety of ways, which makes it difficult for the national Improvement Cymru team to coach and support them, and to see clearly any successful improvements that could be shared across Wales.

Following market engagement in Autumn 2021, Improvement Cymru are partnering with two software specialists to develop a technical solution based on Microsoft Power Platform technology for implementation within the NHS Wales Microsoft environment. This will enable users to directly

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access the app via MS Teams and for their data to be stored securely within the NHS architecture.

An in-depth requirements capture exercise was conducted in January/February 2022 involving improvement specialists from Improvement Cymru, Cwm Taf Morgannwg UHB, Hywel Dda UHB and Health Education and Improvement Wales (HEIW). Initial testing of the 'Minimum Viable Product' has commenced with the wave 1 product to be delivered by end of May 2022.

Subsequent waves of development are required through 2022/23 to increase the functionality along with additional testing to ensure successful deployment in the NHS Wales environment.

3.1.7 Improvement Cymru National Conference

Improvement Cymru hosted a virtual National Conference focusing on Systems to Support and Improve Patient Safety on 11-12 May 2022. The conference showcased improvements in safety and quality across NHS Wales as well as bringing external expertise to the Welsh system.

With over 350 delegates each day, the conference showcased 28 case studies from across NHS Wales, and featured UK and international speakers on Safe Flow; Managing for Quality; UK and Ireland Perspectives on Safe Care; Whole Systems Approach to Safety.

The conference was opened by the Minister for Health & Social Services who launched the call for NHS Wales Awards 2022 submissions. The Conference was also used to formally launch the Safe Care Together Collaborative.

3.1.8 Q Lab Cymru

The Q Lab Cymru (QLC) is a 5-year partnership between the Health Foundation and Improvement Cymru, between 2020-2025. It supports sustainable improvements to complex health and care challenges in Wales.

QLC are working with Q Lab UK on their current lab: How to build staff and patient trust and confidence in technology-enabled remote monitoring. Learning from the Q Lab UK approach will be incorporated into QLC support for organisations across Wales in tackling complex challenges.

QLC are also currently working with Powys Teaching Health Board, to gain a deeper, and shared, understanding of frailty related systemic issues, aligned to the purpose set out in Powys' Frailty and Community Model.

3.2 Strategic Objective 3.2

By 2025, organisations will have achieved a mature and sustainable approach to building their improvement capability and applying it to their local quality and safety priorities.

3.2.1 Duty of Quality

The Health and Social Care (Quality and Engagement) (Wales) Act became law on 1 June 2020 with its full implementation to be completed by spring 2023. It contains four key components, one of which is the Duty of Quality.

Welsh Government established five Workstreams to develop the national support to enable NHS bodies and Ministers to respond to the Duty of Quality. Improvement Cymru is leading Workstream 1 – Developing the Duty of Quality Guidance, and Workstream 5 – Developing the Education and Training.

The Guidance document has been co-produced with representatives from health boards, trusts and peer organisations. Evidence searches, engagement workshops and individual meetings have helped to shape the document. The Guidance is now with the Steering Group for the Duty of Quality and Candour for final approval before submission to Welsh Government for review by the Minister for Health and Social Services.

The Education Workstream has recently been established, and will develop an awareness raising e-learning module for all NHS staff to undertake and a training package for senior leaders in NHS bodies and Ministers with health-related functions. Workshops are planned over the summer to establish the aims, learning outcomes and materials for the modules. The training will be available from January 2023.

3.2.2 Quality as an Organisational Strategy in Improvement Cymru

The Quality and Safety Framework (2021) sets out the aspiration for a quality-led health and care service, with organisations operating within an effective quality management system. Improvement Cymru undertook extensive research into high performing, quality-driven organisations to

identify key enablers and methodologies to support managing for quality. Quality as an Organisational Strategy (QOS) was identified as a successful and reputable methodology that provides the depth of organisational awareness and knowledge such that leadership knows what is in place / underway / needs to be improved and fundamentally that the system is achieving the desired results.

Improvement Cymru tendered with expert consultants to test this approach within Improvement Cymru, and develop skills and expertise to support other organisations to embed a quality management approach.

Improvement Cymru has worked through two of the five interdependent leadership activities to enable a focus on quality as the key strategy:

- Purpose – clarity of purpose across all teams within Improvement Cymru, and a focus on how their roles contribute to the overall purpose
- System – mapping Improvement Cymru as a system of linked processes and developing a vector of measures to understand the system as a whole

Next steps are to develop and use a system of activities that proactively learns about the customers we serve and what is required to meet the quality expectations as we match out products and services to the need.

QOS has already transformed the directorate's way of working and enhanced our understanding of how we meet the needs of NHS Wales.

3.2.3 Quality as an Organisational Strategy in Public Health Wales

Building on Improvement Cymru's experience of implementing QOS, and in support of Public Health Wales' obligations to the Health and Social Care (Quality and Engagement) (Wales) Act (2020), QOS has been proposed as an approach to take forward across the organisation. This will provide the organisation with a methodology to operate as a system designed for managing quality, focused on continuous improvement and innovation and driven by the needs of the population. It will also enable Improvement Cymru to scale the implementation of QOS from a directorate to a Trust and then to a network of Health Boards and Trusts.

Presentations and papers have been shared with the Executive and Board to secure support for the approach. At BET on 16 May an amendment to Improvement Cymru's contract with the external consultancy for QOS was approved as well as the establishment of a PMO to take forward QOS corporately.

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The next steps are to complete the contract change paperwork, establish the QOS PMO and establish the governance and planning to support implementation. It is anticipated that the first education session for the Executive Team will commence in July.

3.3 Strategic Objective 3.3

By 2025, Wales will be an integral part of the UK and international improvement community.

3.3.1 UK and International Improvement Community

Improvement Cymru is working with leading experts across the UK and international partners to ensure improvements and innovations in quality and health are driven by best practice and champion a common approach.

The Director of Improvement Cymru was appointed to the board of Q Health Foundation and as members of Q, we participate in a system-leader for improvement community. This connects peer improvement organisations across the UK and Ireland to understand what is needed at a national level to create the conditions for collaborative improvement and learning to flourish.

Further strengthening our international presence, Improvement Cymru has presented at and attended several Improvement and Safety focused conferences, including a presentation at the internationally renowned IHI Forum on Quality Improvement in Healthcare in the US.

3.3.2 90 Day Learning Cycles

To enable us to evolve our strategy and work programme based on evidence and research, we have adopted the methodology of 90 Day Learning Cycles as a model of rapid inquiry into specific topics of interest. The process of a 90 Day Learning Cycle is divided into three consecutive phases to research ideas, assess their potential for advancing quality and safety in health care, and plan how to act.

The first 90 Day Learning Cycle commenced in February 2022 and will complete in June 2022. The aim is to build on existing knowledge and develop a timely picture of system-wide patient safety and harm in NHS Wales. The work is focusing on identifying the system challenges currently being experienced in Wales across the continuum of care. It will also recommend key enablers to overcome those challenges.

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The next 90 Day Learning Cycle will focus on Quality as a Business Strategy and build on the 1000 Lives White Paper published in 2012.

3.4 Strategic Objective 3.4

By 2025, impactful improvements will be evidenced through internal and external evaluation.

3.4.1 Evaluation and Governance

Improvement Cymru is in the final stages of developing the evaluation specification for the second component of the Safe Care Together programme - Spreading and Scaling Safe Care. This incorporates the Safe Care Together Collaborative.

The requirement is for a two-year mixed methods evaluation that will balance rigorous evaluation and an approach that builds in the need to learn and adapt as the projects progress and systems change. The evaluation will provide practical insights into the approach used to effectively identify, spread and scale improvements in quality and safety priorities. This is with a view to support organisations to adopt approaches to manage quality and improve patient safety outcomes, specifically as relating to the [Health and Social Care \(Quality and Engagement\) \(Wales\) Act 2020](#) and the [Quality and Safety Framework](#).

The evaluation will go out to tender in June and it is anticipated that the evaluation partner will be in place in mid-August. In addition to the external evaluation, Improvement Cymru has set out a clear governance and reporting process to provide regular assurance to Public Health Wales Executive Board, Welsh Government and partnership organisations as required.

3.5 Strategic Objective 3.5:

By 2025, Innovation and Improvement will be integral to Public Health Wales' operating model and culture.

3.5.1 Improvement and Innovation Hub

In January 2022, Improvement Cymru was tasked by the Business Executive Team to take forward the development of the Improvement and Innovation Hub for the organisation. An intensive three-month scoping

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period drew upon the learning and insights within the literature and external site visits to shape the operating model, scope and approach for the hub. The proposal was supported by the Board in April and approved by BET on 3 May.

The hub will support Public Health Wales with a defined and strategic approach to building capacity and capability for sustainable continuous improvement and innovation. It will operate as a distributed model, building capacity and capability for innovation and improvement within the organisation. The hub's priorities will be set by BET but there will also be a degree of agility to enable it to respond to urgent work and to support staff more widely with improvement and innovation ideas and prototyping.

Health Protection and Screening has been identified as the priority area for intensive support from the hub in 2022/23. Scoping meetings are being established to understand the support required and to develop a plan of support.

4 Recommendation

The Board is asked to:

- **Receive assurance** on progress in the delivery of Improvement Cymru's national strategy 'Achieving Quality and Safety Improvement'.

Appendix 1

Safe Care Together Collaborative

NHS Wales / Improvement Cymru Programme of Activity 2022-2023

