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Bwrdd Iechyd Prifysgol
Bae Abertawe
Swansea Bay University
Health Board



Meeting Date	20 th December 2022	Agenda Item	4.3	
Report Title	SBUHB Quality Strategy			
Report Author	Angharad Higgins, Interim Head of Quality and Safety			
Report Sponsor	Hazel Powell, Deputy Director of Nursing			
Presented by	Gareth Howells, Executive Director of Nursing			
Freedom of Information	Open			
Purpose of the Report	The share the final draft Quality Strategy for approval, prior to submission to Health Board in January 2022.			
Key Issues	<ul style="list-style-type: none">- The Quality Strategy supports us in meeting our responsibilities under the Duty of Quality- There has been a process of engagement in the draft strategy and the emergent themes are set out- Our vision and values for quality are described- Quality priorities- the document gives a commitment to retain existing priorities and the principles to be adopted to develop further priorities <p>There is a need for service group/ speciality priorities to be developed</p> <ul style="list-style-type: none">- Our quality management system is described and the need for clear accountability at all levels within the organisation- Our quality ambitions and improvement goals identified- The Quality Framework is to be revised to reflect Quality Strategy- A Patient Engagement Framework is to be developed- An implementation plan is to be developed by service groups in partnership with the corporate Quality Safety and Improvement Team 28th February 2023- The draft strategy was approved in Management Board on 14.12.22			
Specific Action Required (please choose one only)	Information	Discussion	Assurance	Approval
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Recommendations	Members are asked to:			

	<ol style="list-style-type: none"> 1. Review the draft Quality Strategy and provide any final comments by December 30th. 2. Approve the development of an implementation plan to support the strategy, by 28th February 2023. This will be developed by service delivery groups in partnership with the corporate Quality, Safety and Improvement Team.
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DRAFT QUALITY STRATEGY 2023-2028

1. INTRODUCTION

As part of our work to strengthen and improve our approach to quality within the Swansea Bay University Health Board, we have developed a five year Quality Strategy. The strategy sets out our common vision for quality and supports us in meeting our Duty of Quality.

2. BACKGROUND

Engagement

The Quality Strategy was developed following a process of engagement which included:

- Presentation of a draft Quality Strategy to Management Board and Patient Safety and Quality Group in September 2022
- Consultation sessions within the Quality Congress, attended by over 120 participants in October 2022
- Publication of the draft strategy on the SBUHB intranet,
- Community Health Council engagement
- Health Board wide engagement event attended by over 40 participants
- Service group and professional group engagement through a pre-recorded presentation

Following this, comments received were reviewed and grouped thematically in order to inform the development of this draft document. Themes emerging from the engagement process were:

- **Person centred-care:** including the active engagement of patients in their treatment
- **Diversity and inclusion:** where staff and patients are valued for who they are and where we actively work to promote accessible care
- **Culture:** having a culture where staff are empowered to speak up with ideas or concerns and where our reputation is that of an organisation committed to high quality care
- **Governance systems:** having systems that support us in delivering high quality care, where everyone can see and understand their role in a quality service
- **Outcomes:** the importance of having meaningful patient reported outcome measures as well as systems to measure these
- **People:** including finding solutions to our workforce gaps as well as ensuring a positive staff experience and progression opportunities in order to support retention and engagement
- **Sustainability:** the need to make best use of our resources and to reduce our impact on the environment

Vision and Values for Quality

The strategy describes our vision for quality, namely:

To reignite our intrinsic commitment to delivery of excellent high quality care that exceeds expectations

Context and Scope

The strategy supports the Health Board in meeting our responsibilities under the Duty of Quality and sets out our approach and structures for quality management. The strategy also acknowledges the wider strategic context in which we operate and how quality features within this.

Quality Priorities

The strategy affirms our commitment to the existing 2022/23 quality priorities, namely

- Falls Prevention
- Reducing Healthcare Acquired Infections
- Improved recognition and management of Sepsis
- End of Life Care
- Suicide Prevention

The mechanisms by which future priorities will be agreed are set out, namely through

- holding regular conversations with our patients, communities, staff and stakeholders
- reviewing concerns, incidents and near misses to understand where there may be preventable harm
- reviewing our risks and issues in relation to quality and safety
- considering any foreseeable changes or issues that might affect quality and safety
- assessing if we are the best organisation to take this work forward

The need for service group and specialty priorities is set out, based upon specific patient group or service factors.

Governance Systems

The four elements of our quality management system are described, namely

- **Quality assurance**
- **Quality control**
- **Quality planning**
- **Quality improvement**

Digital technology plays an important part within each of these systems and needs to be considered in planning the delivery of the strategy.

Quality Ambitions

The strategy includes our quality ambitions for the life span of the strategy, these are listed as follows:

1. Delivering safe and reliable care

- Learning from patient safety incidents
- Preventing peri-operative never events
- Medicines safety
- Understand measuring and reducing patient mortality
- Improving outcome and learning from national audits
- Using data and benchmarking intelligence to understand variation in outcomes

2. An organisation that our communities, and patients are proud of

- Creating new opportunities for patient and public involvement
- Improving how we communicate with patients and their families
- Improving the experience of patients and their families
- Meeting diverse needs
- Meeting the needs of Welsh speakers
- Handling complaints effectively
- Delivery our Duty of Candour

3. Empowering staff

- Improving staff experience

4. High quality accessible services now and in the future

- Cancelling fewer operations
- Reducing patient waiting times
- Sustainability

Delivering the Strategy

The existing Quality Framework will be revised in line with the Quality Strategy and an implementation plan with clear and measurable goals will be developed within two months of the launch of the strategy. Progress against this plan will be reported on a monthly basis to Quality Management Board and Quality and Safety Committee.

5. GOVERNANCE AND RISK ISSUES

An Equality Impact Assessment will be undertaken of the implementation plan in order to mitigate any adverse equality impact.

6. COMMUNICATION

A launch event will be held on 2nd March 2023 and a full communication plan to support the strategy will be developed by the Department of Communication and Engagement and this will be presented to Management Board alongside the Implementation Plan.

7. FINANCIAL IMPLICATIONS

Additional resource implications in relation to delivery of the Quality Strategy are being taken forward through the annual planning process. There is a known requirement for project management support, data analysis support and administrative support for the quality priorities programmes.

8. RECOMMENDATION

1. That members review the draft Quality Strategy and provide any final comments to the Interim Head of Quality and Safety, by 30th December 2022.
2. The Implementation Plan for the strategy will be developed by 28th February 2023, through working with the service delivery groups and corporate Quality, Safety and Improvement Team, for approval at Management Board. This will be the responsibility of the Health Board Director of Nursing and Patient Experience.

Governance and Assurance		
Link to Enabling Objectives (please choose)	Supporting better health and wellbeing by actively promoting and empowering people to live well in resilient communities	
	Partnerships for Improving Health and Wellbeing	<input checked="" type="checkbox"/>
	Co-Production and Health Literacy	<input checked="" type="checkbox"/>
	Digitally Enabled Health and Wellbeing	<input checked="" type="checkbox"/>
	Deliver better care through excellent health and care services achieving the outcomes that matter most to people	
	Best Value Outcomes and High Quality Care	<input checked="" type="checkbox"/>
	Partnerships for Care	<input checked="" type="checkbox"/>
	Excellent Staff	<input checked="" type="checkbox"/>
	Digitally Enabled Care	<input checked="" type="checkbox"/>
	Outstanding Research, Innovation, Education and Learning	<input checked="" type="checkbox"/>
Health and Care Standards		
(please choose)	Staying Healthy	<input checked="" type="checkbox"/>
	Safe Care	<input checked="" type="checkbox"/>
	Effective Care	<input checked="" type="checkbox"/>
	Dignified Care	<input checked="" type="checkbox"/>
	Timely Care	<input checked="" type="checkbox"/>
	Individual Care	<input checked="" type="checkbox"/>
	Staff and Resources	<input checked="" type="checkbox"/>
Quality, Safety and Patient Experience		
The draft strategy sets out our vision and ambitions for quality, safety and patient experience.		
Financial Implications		
Additional resources requirements being taken forward through annual planning process, namely for project management, data analysis and administrative support.		
Legal Implications (including equality and diversity assessment)		
The Quality Strategy supports the Health Board in meetings its responsibilities set out in the Quality and Engagement Act.		
Staffing Implications		
A review of quality staffing resources across the Health Board is underway as part of our work to establish our quality management system.		
Long Term Implications (including the impact of the Well-being of Future Generations (Wales) Act 2015)		
The Quality Strategy supports the aims of the Wellbeing of Future Generations Act through promoting community and patient involvement in the design and review of our services.		
Report History	Quality Management Board 14 th December 2022 Quality and Safety Committee 20 th December 2022	
Appendices	Appendix 1: Draft Quality Strategy	

