



**GIG**  
CYMRU  
**NHS**  
WALES

Bwrdd Iechyd Prifysgol  
Bae Abertawe  
Swansea Bay University  
Health Board

Cadeirydd/Chair: **Emma Woollett**  
Prif Weithredwr/Chief Executive: **Mark Hackett**

*gofalu am ein gilydd, cydweithio, gwella bob amser*  
*caring for each other, working together, always improving*

Rydym yn croesawu gohebiaeth yn y Gymraeg ac yn y Saesneg. We welcome correspondence in Welsh or English.

Dyddiad/Date: 27<sup>th</sup> April 2021  
Ein Cyf / Our Ref: 21-D-001

☎ 01639 648363  
📧 FOIA.Requests@wales.nhs.uk

[Redacted]

Corporate Services  
Headquarters  
1 Talbot Gateway  
Baglan  
Port Talbot, SA12 7BR

[Redacted]

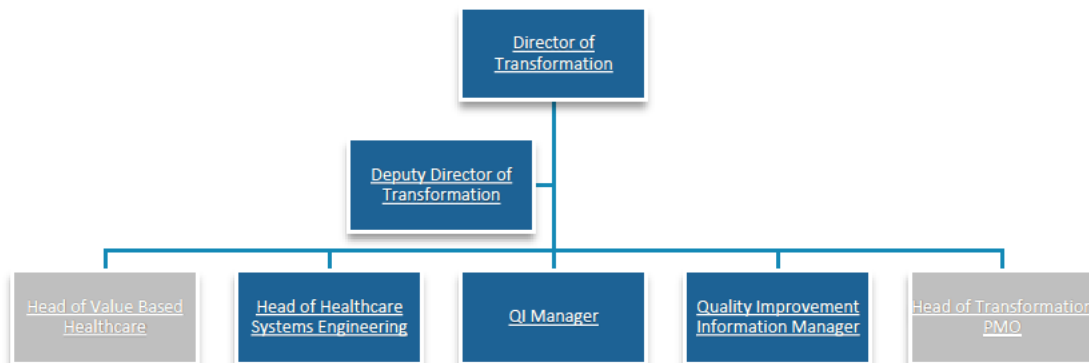
I refer to your Freedom of Information Act Request acknowledged by ourselves on 7<sup>th</sup> April 2021. Your request sought information relating to quality improvement.

**1. What the name of the department(s) is that provides improvement, service improvement, quality improvement, continuous improvement or internal consultancy services to your organisation?**

The Transformation team hosts the Quality Improvement Team and the Healthcare Systems Engineering Team. The Value based healthcare and PMO are also part of the wider Transformation team.

**2. The job title(s) for the manager or executive responsible for quality improvement work in your organisation.**

The reporting arrangements are summarised below:



Pencadlys BIP Bae Abertawe, Un Porthfa Talbot, Port Talbot, SA12 7BR / Swansea Bay UHB Headquarters, One Talbot Gateway, Port Talbot, SA12 7BR

Bwrdd Iechyd Prifysgol Bae Abertawe yw enw gweithredu Bwrdd Iechyd Lleol Prifysgol Bae Abertawe  
Swansea Bay University Health Board is the operational name of Swansea Bay University Local Health Board

**3. The name(s) of any formal improvement methodology or approach (eg Kaizen, Lean, Model for Improvement, Virginia Mason etc) that your organisation uses for quality improvement, continuous improvement, service improvement or internal consultancy projects. If it has been internally developed, please share any external approaches it has been based on.**

Main methodologies used are the NHS Model for Improvement and Health Care Systems Engineering.

**4. The details of any awards or external recognition that your organisation has received for quality improvement projects / work in the last 3 years.**

Responsibility for Quality Improvement is spread across every department within the Health Board with each department, and indeed staff member, being responsible for continuous improvement of their role and the service they work in. A record of awards or external recognition awarded to these staff members is not held centrally, and to obtain this information would involve a manual line of enquiry to each individual Health Board team which we have estimated would significantly exceed the 18 hours limit set down by the FOI Act as the reasonable limit. Section 12 of the FOI Act provides that we are not obliged to spend in excess of 18 hours in any sixty day period locating, retrieving and identifying information in order to deal with a request for information and therefore we are withholding this information at this time.

**5. The approximate staff Full Time Equivalent (FTE) inside the team(s) identified in the answer to question 1 and the job titles of staff within those teams.**

QI Team	-	1 x FT 2 x 0.6 2 x FT (Fixed term 1 year)
QI Information Team	-	1 x 0.8 2 x FT
HCSE Team		4 x FT (1 post vacant)

**6. The approximate staff Full Time Equivalent (FTE) outside of the team(s) identified in the answer to question 1 but with a proportion of their time formally allocated to service improvement, quality improvement, continuous improvement or internal consultancy, and the name of the department(s) or teams which these staff work in.**

Responsibility for Quality Improvement is spread across every department within the Health Board with each department, and indeed staff member, being responsible for continuous improvement of their role and the service they work in. One of the three core values of the HB is defined as "Always Improving". To retrieve details of all staff members who have QI formally allocated as part of their job role would involve a manual trawl and search of staff records which we have estimated would significantly exceed the 18 hours limit set down by the FOI Act as the reasonable limit. Section 12 of the FOI Act provides that we are not obliged to



spend in excess of 18 hours in any sixty day period locating, retrieving and identifying information in order to deal with a request for information and therefore we are withholding this information at this time.

**7. The approximate total budget that your organisation has allocated to quality improvement in each of the last 3 years (financial or calendar years - whichever is easiest).**

Quality Improvement is spread across every department within the Health Board and the cost is included in each department's budget, as opposed to from a centralised QI budget. To obtain this information would involve a manual trawl and cross referencing of spending by each team within the Health Board, which we have estimated would significantly exceed the 18 hours limit set down by the FOI Act as the reasonable limit. Section 12 of the FOI Act provides that we are not obliged to spend in excess of 18 hours in any sixty day period locating, retrieving and identifying information in order to deal with a request for information and therefore we are withholding this information at this time.

**8. The approximate number of staff trained in quality improvement in each of the last 3 years (financial or calendar years - whichever is easiest).**

	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>
<b>IQT Silver/equiv</b>	65	86	5	26
<b>IQT Bronze</b>	278	35	54	Figures Not Available
<b>Total</b>	<b>343</b>	<b>121</b>	<b>59</b>	<b>26</b>

Please note that business as usual delivery of Improvement Training has been suspended since March 2020 due to the ongoing response to the COVID Pandemic.

I hope this information is helpful. If you require anything further please contact us at [FOIA.Requests@wales.nhs.uk](mailto:FOIA.Requests@wales.nhs.uk).

Under the terms of the Health Board's Freedom of Information policy, individuals seeking access to recorded information held by the Health Board are entitled to request internal review of the handling of their requests. If you would like to complain about the Health Board's handling of your request please contact me directly at the address below or register your complaint via [FOIA.Requests@wales.nhs.uk](mailto:FOIA.Requests@wales.nhs.uk).

If after Internal Review you remain dissatisfied you are also entitled to refer the matter to the information commissioner at the Information Commissioner's Office (Wales), 2<sup>nd</sup> Floor, Churchill House, Churchill Way, Cardiff, CF10 2HH. Telephone Number: 029 2067 8400.



Yours sincerely

A handwritten signature in black ink that reads "P. a. wenger". The signature is written in a cursive, slightly slanted style.

Pam Wenger  
**Director of Corporate Governance**

