



# Quality-driven decision-making





## Quality Impact Assessment



<b>Title of proposal this Quality Impact Assessment (QIA) is supporting:</b>	Appointment of a Chief Business Officer
<b>Reference of proposal:</b>	
<b>Details of Board / Committee the paper is being presented to and when:</b>	

### Part 1: Health and Care Quality Standards assessment






1a: Briefly outline how this proposal or strategic decision impacts on the delivery of healthcare services (in line with STEEEP Quality Standards).

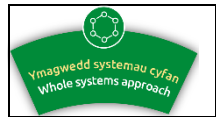
Quality Standard  <i>Click each icon for its definition</i>	Overall Impact			Key points and rationale
	Positive (+1) / Neutral / Negative (-1)	Level of impact High (3) Medium (2) or Low (1)	Impact score (product of previous columns)	

	1	3	3	<p>This post does not have direct bearing on delivery of healthcare services, but its impact is in ensuring the Executive Team are supported in making timely and effective strategic decisions which will ultimately influence the performance of the Health Board. The post holder will play a key role in ensuring that the Exec Team is fully aware of issues and risks in a timely manner that will relate to the delivery of safe patient care. The post holder will enable a co-ordinated and timely response to such issues on behalf of the executive team. The post holder will also lead cross-corporate department programmes and projects which will contribute to the HB delivering safe, sustainable, high-quality services.</p>
	+1	2	2	<p>This post will provide enhanced governance around the activity of the Health Board which will lead to the development of a high-quality safe organisation, with risks highlighted and mitigated. The post holder will ensure the CEO, Chair and executive team are able to respond in a timely way to the large volume of requests for information from partners, patients and key stakeholders. The post holder will also lead programmes and projects required to support delivery of our annual plan/IMTP and service transformation programmes.</p>
	+1	3	3	<p>The post will ensure the Chair, Chief Executive and Vice Chair are provided with clear and timely evidence-based reports and research and anticipate and respond to major policy and operational issues, ensuring the Chief Executive Officer has accurate and clear information on which to form a view on the way forward for the organisation.</p> <p>This will allow the CEO and the Executive Team to be fully informed and support them in developing transformative, evidenced-based, whole-of-life pathways that cover prevention, care and treatment, rehabilitation and embed these into local service delivery. The post holder will have a lead role in ensuring the effective and efficient running of the CEO/Chair and Executive Team office to ensure that corporate resources are used to be best effect – and contribute the financial sustainability programme.</p>
	+1	3	3	<p>This post will be critical in providing support to the most senior leadership within the organisation ensuring that there is a clear organisational vision, and ensuring robust governance.</p>

	+1	2	2	<p>The post supports the Senior leadership of the organisation in ensuring the HB meets its obligations to the HB population, to WG and to other stakeholders. The post holder will have a significant role to play in supporting the Chair and CEO in their commitment to strengthening the organisations approach to equality, diversity and inclusion. The post holder will have a specific role in ensuring agendas and work programmes reflect our commitments to tackle inequity and promote inclusion and belonging.</p>
	1	3	3	<p>The post supports the Senior leadership of the organisation in ensuring the HB meets its obligations to the HB population and to its staff. The post holder will ensure a person-centred response to the significant correspondence received, and interactions with local communities, stakeholders and partners. The post holder will act as the ‘face of the CEO and Chair’ in some circumstances and will contribute significantly in managing personal relationships with key partners and dealing with any issues of concern that may arise. Through high levels of tact and diplomacy, the post holder will be contributing to the person-centred public face of the organisation.</p>
<b>Overall impact</b>	<p><i>The post will lead to more effective , timely and well informed decision making on behalf of the CEO and Exec team during a period where there is ambition to make this a High Quality Organisation and move out of Targeted interventions and enhanced WG scrutiny.</i></p>			

1b: Briefly outline the amount of activity required to ensure successful implementation of the proposal or strategic decision (in line with enabling Quality Standards)

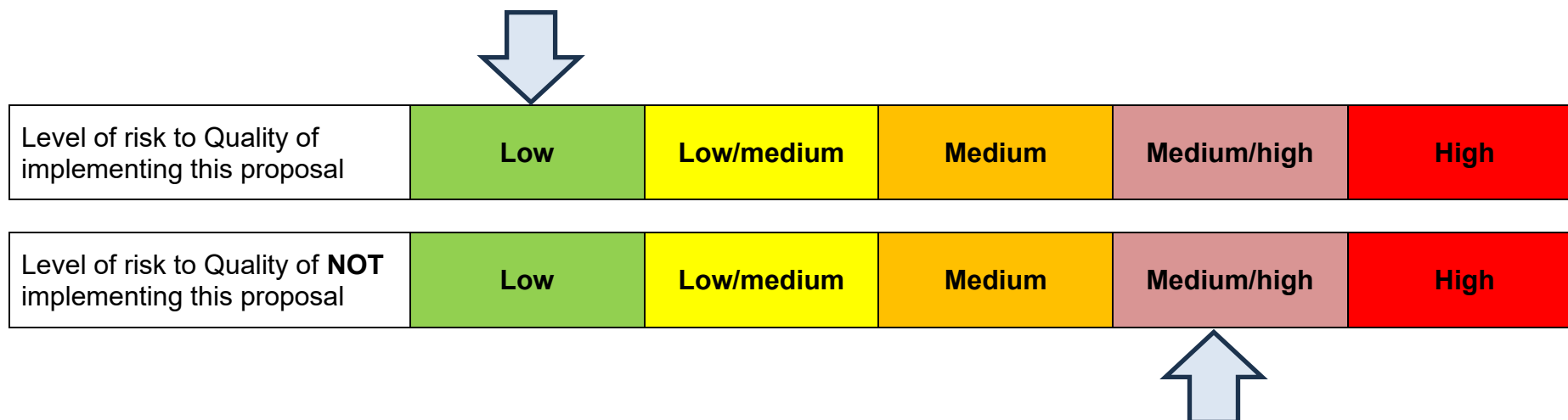
<b>Quality Standard</b>  <i>Click each icon for its definition</i>	<b>Amount of activity required</b> <b>High (3),</b> <b>Medium (2) or</b> <b>Low (1)</b>	<b>Key points and actions to achieve the changes required</b>
	3	<p>The HB is under considerable pressure at the moment in terms of WG scrutiny so the post is essential in ensuring the HB is meeting the requirements of WG, ensuring delivery of the annual plan and strategic commitments and requirements through carefully designed programmes, research to ensure a strong evidence base etc. The post holder will be able to manage complex sources of data and information and produce clear, concise reports and briefings etc. This will contribute significantly to delivering the HB vision and mission – impacting positively on our patients and communities.</p>
	3	<p>Increased scrutiny means that the CEO/Chair require a resource that will ensure they are fully prepared and are fully briefed on issues of concern at all times, and that complex projects and programmes of work are driven forward at pace.</p>
	3	<p>The development of the HB as a high-quality organisation will have the effect of improving the organisation for the benefit of patients and staff. The post holder will have a significant role in supporting the development and implementation of the refreshed HB strategy, which will include creating an inclusive culture which puts the person at the centre, and empowers and engages people and builds trust and confidence in the HB.</p>
	3	<p>The post holder is key in ensuring the Chair, Chief Executive and Vice Chair are provided with clear and timely evidence-based reports and research and anticipate and respond to major policy and operational issues, ensuring the Chief Executive Officer has accurate and clear information on which to form a view on the way forward. The post holder will be able to source, collate and analyse complex data from multiple sources and provide clear and concise insights and recommendations, including research, evaluations of policies and plans etc.</p>
	3	<p>See above. The post holder will play a key role in supporting the Chair and CEO and Executive team in managing relationships across the HB and with key partners. This will include active stakeholder management, organisational assessments, research and sharing learning.</p>

	3	This post will be critical in ensuring the Executive Team are supported in making timely and effective strategic decisions which will ultimately influence the transformation and performance of the Health Board.
<b>Overall amount of activity required</b>	<i>This is a new post but with significant influence on the overall effectiveness of the organisation.</i>	

## Part 2: High-level consideration of risk

Considering responses on all twelve Health and Care Quality Standards in Part 1, what level of risk to **Quality overall** is this proposal or strategic decision?

*Slide the arrow to indicate the level of risk (recognise this is subjective until full risk assessment undertaken)*



**Describe the main risks to Quality of implementing this proposal?**  
**Describe the main risks to Quality of NOT implementing this proposal?**

*There is very little risk to implementing this post, except some limited financial cost in terms of salary.*

*The risk of not implementing is that other corporate staff will be required to undertake some of the duties, to the detriment of their own role, and potentially without the overall view allowed for by this post.*



### Part 3: Developing and signing off this Quality Impact Assessment

QIA completed by / on date	QIA operationally agreed by / on date	QIA clinically agreed by / on date
<i>Abi Harris</i>	<i>CEO</i>	

### Executive clinical review and sign off (if required)- (not required- non clinical role)

Clinical Executive 1 sign off / date	Clinical Executive 2 sign off / date	Clinical Executive 3 sign off / date
<i>&lt;Name, role and date&gt;</i>	<i>&lt;Name, role and date&gt;</i>	<i>&lt;Name, role and date&gt;</i>