



**IS-BWYLLGOR ANSAWDD, DIOGELWCH A PHROFIAD  
QUALITY, SAFETY AND EXPERIENCE COMMITTEE**

<b>DYDDIAD Y CYFARFOD: DATE OF MEETING:</b>	09 October 2025
<b>TEITL YR ADRODDIAD: TITLE OF REPORT:</b>	Clinical Governance Arrangements – National Outpatients Plan, Planned and Specialist Care Group
<b>CYFARWYDDWR ARWEINIOL: LEAD DIRECTOR:</b>	Andrew Carruthers Chief Operating Officer
<b>SWYDDOG ADRODD: REPORTING OFFICER:</b>	Paula Goode Clinical Care Group Director Olwen Morgan Assistant Director of Nursing

<b>Pwrpas yr Adroddiad (dewiswch fel yn addas) Purpose of the Report (select as appropriate)</b>
Er Sicrwydd/For Assurance

**ADRODDIAD SCAA  
SBAR REPORT**

<p><u>Sefyllfa / Situation</u></p> <p>This report details the clinical governance arrangements within the National Outpatient Assessment Insourcing Project (1<sup>st</sup> Outpatients Plan), Planned and Specialist Care Group in relation to quality, safety and patient experience. It sets out achievements, progress and planned actions to meet our Duty of Quality, and is presented to the Quality, Safety and Experience Sub Committee to provide assurance on the arrangements in place.</p>
<p><u>Cefndir / Background</u></p> <p>As part of the Welsh Government’s commitment to reduce the planned care waiting list by 200,000 pathways by March 2026, NHS Wales is implementing a national programme focused on accelerating access to first outpatient appointments. HDUHB’s allocation within this programme is circa 13,000 outpatient appointments. The insourcing company that has been awarded the contract to delivery these outpatient appointments is HBSUK. (company full title to be included)</p> <p>The delivery of HBSUK outpatient clinic activity within this programme began on the 13<sup>th</sup> of September, and is currently underway in the following scheduled care services:</p> <ul style="list-style-type: none"> <li>- Ophthalmology</li> <li>- Trauma &amp; Orthopaedics</li> <li>- Urology</li> </ul> <p>Additionally, within this programme, HBSUK clinics are scheduled for the following scheduled care services:</p> <ul style="list-style-type: none"> <li>- Cardiology</li> <li>- Dermatology</li> <li>- Gastroenterology</li> <li>- Gynaecology</li> <li>- ENT</li> <li>- General Surgery</li> </ul>

The aim of the Planned and Specialist Care Group in summary is to:

- Ensure there is a process in place to continually monitor and review the programme risks, acting to mitigate quality and safety risks on an ongoing basis;
- Maintain an open culture of improving quality, safety and patient experience across all teams and all staff;
- Promote a positive culture of staff engagement, development and understanding of everyone's responsibility for safe, quality care and
- Foster a culture of psychological safety within the Planned and Specialist Care Group to promote collaboration, trust, innovation and personal growth.

Meeting the Duty of Quality is the highest priority for the Care Group and its governance structures and oversight has developed significantly. The Clinical Care Group Director, Associate Medical Director and Assistant Director of Nursing lead the agenda which is aligned to the six domains of quality as defined by the Duty of Quality Statutory Guidance 2023. This report is set out under each of these domains.



## Asesiad / Assessment

### **Quality Assurance**

The National programme is monitored by a Welsh Government meeting, with all Health Boards in attendance. Keith Jones, Director of Operational Planning & Performance is the Senior Reporting Officer for HDUHB.

The accountability for the delivery of the 1<sup>st</sup> Outpatient Plan is managed within the Planned and Specialist Care Group, however there is a recognised project lead and project manager who work within the care group to support the delivery of the programme.

The 1<sup>st</sup> Outpatient Plan Stakeholder Governance meetings take place on a weekly basis and are represented by senior managerial staff, as well as other multi-disciplinary colleagues from across the Health Board, all of which take an active part in the meetings and shape the overall agenda towards the operational delivery and monitoring of the programme.

The 1<sup>st</sup> Outpatient Plan Project Meeting also takes place on a weekly basis, with an agenda towards the facilitation of the programme delivery, specifically the delivery of high-quality patient focused care.

In addition, Daily drop-ins are held for health board teams, and interactions as required with HBSUK.

## **Safe Care**

Any incidents or near misses identified will be recorded via DATIX Incident Reporting and investigated accordingly. Lessons learned and process improvements that emerge from these investigations will be shared and implemented with the programme team.

## ***HBSUK Consultant CV Review Process***

All prospective HBSUK consultants are reviewed by HDUHB Service Clinical Leads to ensure all clinical and professional standards are met to a satisfactory level prior to their allocation to the insourcing programme.

- HBSUK collect the CVs of any consultants that they have employed that may be suitable for running an insourcing clinic at HDUHB under the 1<sup>st</sup> Outpatient Plan programme.
- HBSUK email these CVs to the relevant programme Stakeholders (senior project management, service operational management)
- Service Operational Management teams liaise with their Service Clinical Lead to review the suitability of each prospective insourcing consultant
- Once a decision has been reached, the programme governance documentation (Consultant CV Tracker) within the 1<sup>st</sup> Outpatient Insourcing Project MS Teams Channel is updated to show CV approval or not, including notes from the Service Clinical Lead on their reasoning
- This feedback is reported back to HBSUK

## **Timely**

The clinical outcomes for the patients are recorded both via HBSUK reports one week in arrears and live monitoring by the 1<sup>st</sup> Outpatient Plan project team via WPAS. We continue to work with HBSUK on the quality of the outcome data, and we have received assurance that they have appointed a Data Lead to work alongside the Health Board Leads.

Patient feedback is collected via CIVICA internally. QR codes have been created and displayed in all HDUHB Outpatient Departments that are running HBSUK weekend insourcing clinics as part of the programme. CIVICA Reports are generated one week in arrears. CIVICA Reports are stored in the 1<sup>st</sup> Outpatient Plan Project MS Teams channel for stakeholder accessibility and are reviewed upon receipt. Due to the currently limited duration of the programme, this data is limited in volume. As this data set grows, theme and trend analysis will be possible on a weekly basis for distribution and discussion with key stakeholders. This will be complemented by further data collected via HBSUK's internal QR code for collecting patient experience.

## **Effective**

Any relevant risk will be recorded on the risk register (high or extreme risks).

## **Evidence based**

HBSUK submit weekly Outcome Reports one week in arrears from clinic delivery. The programme insourcing clinics have been running since 13<sup>th</sup> of September, and as such we have limited evidence to measure improvement against at this current time. All data is being recorded and stored in the MS Teams 1<sup>st</sup> Outpatient Plan Project channel for analysis when possible.

## Equitable

- This targeted national investment is designed to reduce long waits, improve equity of access, and restore service levels to pre-pandemic standards.
- Clinic allocation has been distributed using a multi-site model. This in turn facilitates that, where possible, multiple localities are serviced with additional clinical activity.

## Person Centred

The programme insourcing clinics have been running since 13<sup>th</sup> of September, and as such we have limited evidence to measure improvement against at this current time. All data is being recorded and stored in the MS Teams 1<sup>st</sup> Outpatient Plan Project channel for analysis when possible.

## Argymhelliad / Recommendation

The Quality, Safety and Experience Sub Committee is asked to take an assurance on the quality governance arrangements in place within the 1<sup>st</sup> Outpatient Plan programme of the Planned and Specialist Care Group in relation to quality, safety and patient experience.

<b>Amcanion: (rhaid cwblhau)</b> <b>Objectives: (must be completed)</b>	
Committee ToR Reference: Cyfeirnod Cylch Gorchwyl y Pwyllgor:	
Cyfeirnod Cofrestr Risg Datix a Sgôr Cyfredol: Datix Risk Register Reference and Score:	
Parthau Ansawdd: Domains of Quality <a href="#">Quality and Engagement Act (sharepoint.com)</a>	7. All apply Choose an item. Choose an item. Choose an item.
Galluogwyr Ansawdd: Enablers of Quality: <a href="#">Quality and Engagement Act (sharepoint.com)</a>	5. Whole systems perspective 6. All Apply Choose an item. Choose an item.
Amcanion Strategol y BIP: UHB Strategic Objectives:	5. Safe sustainable, accessible and kind care Choose an item. Choose an item. Choose an item.
Amcanion Cynllunio Planning Objectives	Choose an item. 4 Planned care, diagnostics and cancer Recovery Choose an item. Choose an item.
Amcanion Llesiant BIP: UHB Well-being Objectives: <a href="#">Hyperlink to HDdUHB Well-being Objectives Annual Report 2021-2022</a>	9. All HDdUHB Well-being Objectives apply Choose an item. Choose an item. Choose an item.

<b>Gwybodaeth Ychwanegol: Further Information:</b>	
Ar sail tystiolaeth: Evidence Base:	
Rhestr Termau: Glossary of Terms:	
Partïon / Pwyllgorau â ymgynhorwyd ymlaen llaw y Pwyllgor Ansawdd, Diogelwch a Phrofïod: Parties / Committees consulted prior to Quality, Safety and Experience Committee:	

<b>Effaith: (rhaid cwblhau) Impact: (must be completed)</b>	
<b>Ariannol / Gwerth am Arian: Financial / Service:</b>	e.g. financial impact or capital requirements: (if yes, please complete relevant section of the Integrated Impact Assessment Template available via the link below) <a href="#">Integrated Impact Assessment Template</a>
<b>Ansawdd / Gofal Claf: Quality / Patient Care:</b>	e.g. adverse quality and/or patient care outcomes/impacts: (if yes, please complete relevant section of the Integrated Impact Assessment Template available via the link below) <a href="#">Integrated Impact Assessment Template</a>
<b>Gweithlu: Workforce:</b>	e.g. adverse existing or future staffing impacts: (if yes, please complete relevant section of the Integrated Impact Assessment Template available via the link below) <a href="#">Integrated Impact Assessment Template</a>
<b>Risg: Risk:</b>	e.g. risks identified and plans to mitigate risks: (if yes, please complete relevant section of the Integrated Impact Assessment Template available via the link below) <a href="#">Integrated Impact Assessment Template</a>
<b>Cyfreithiol: Legal:</b>	e.g. legal impacts or likelihood of legal challenge: (if yes, please complete relevant section of the Integrated Impact Assessment Template available via the link below) <a href="#">Integrated Impact Assessment Template</a>

<b>Enw Da: Reputational:</b>	<p>e.g. potential for political or media interest or public opposition: (if yes, please complete relevant section of the Integrated Impact Assessment Template available via the link below) <a href="#">Integrated Impact Assessment Template</a></p>
<b>Gyfrinachedd: Privacy:</b>	<p>e.g. potential impact on individual's privacy rights or confidentiality and/or the potential for an information security risk due to the way in which information is being used/shared, etc: (if yes, please complete relevant section of the Integrated Impact Assessment Template available via the link below) <a href="#">Integrated Impact Assessment Template</a></p>
<b>Cydraddoldeb: Equality:</b>	<p>e.g. potential negative/positive impacts identified in the Equality Impact Assessment (EqIA) documentation – follow link below</p> <ul style="list-style-type: none"> <li>• Has EqIA screening been undertaken? Yes/No (if yes, please supply copy, if no please state reason)</li> <li>• Has a full EqIA been undertaken? Yes/No (if yes please supply copy, if no please state reason)</li> </ul> <p><a href="#">Equality Impact Assessment</a></p>