



Framework for Safe, Reliable, and Effective Care



QUALITY SAFETY AND EXPERIENCE COMMITTEE BEHAVIOURS FRAMEWORK

April 2024

SITUATION

This Behaviours Framework has been developed in response to an action from the Quality, Safety and Experience Committee (QSEC) Self-Assessment Outcome Report 2023/24.

Clarity of purpose was noted as being important, not only for the Committee itself but also for those who report and present at meetings.

The Framework has been developed to ensure that Committee reports and presentations are focussed on delivery, impacts and outcomes, with clear links to the duty of quality and the Health and Care Quality Standards, and less on the process, as this will enable the Committee to challenge and drive quality improvement.

To support clarity of purpose an agenda template brief has been developed to support report authors to reflect the need to focus less on process and more on delivery, impacts and outcomes

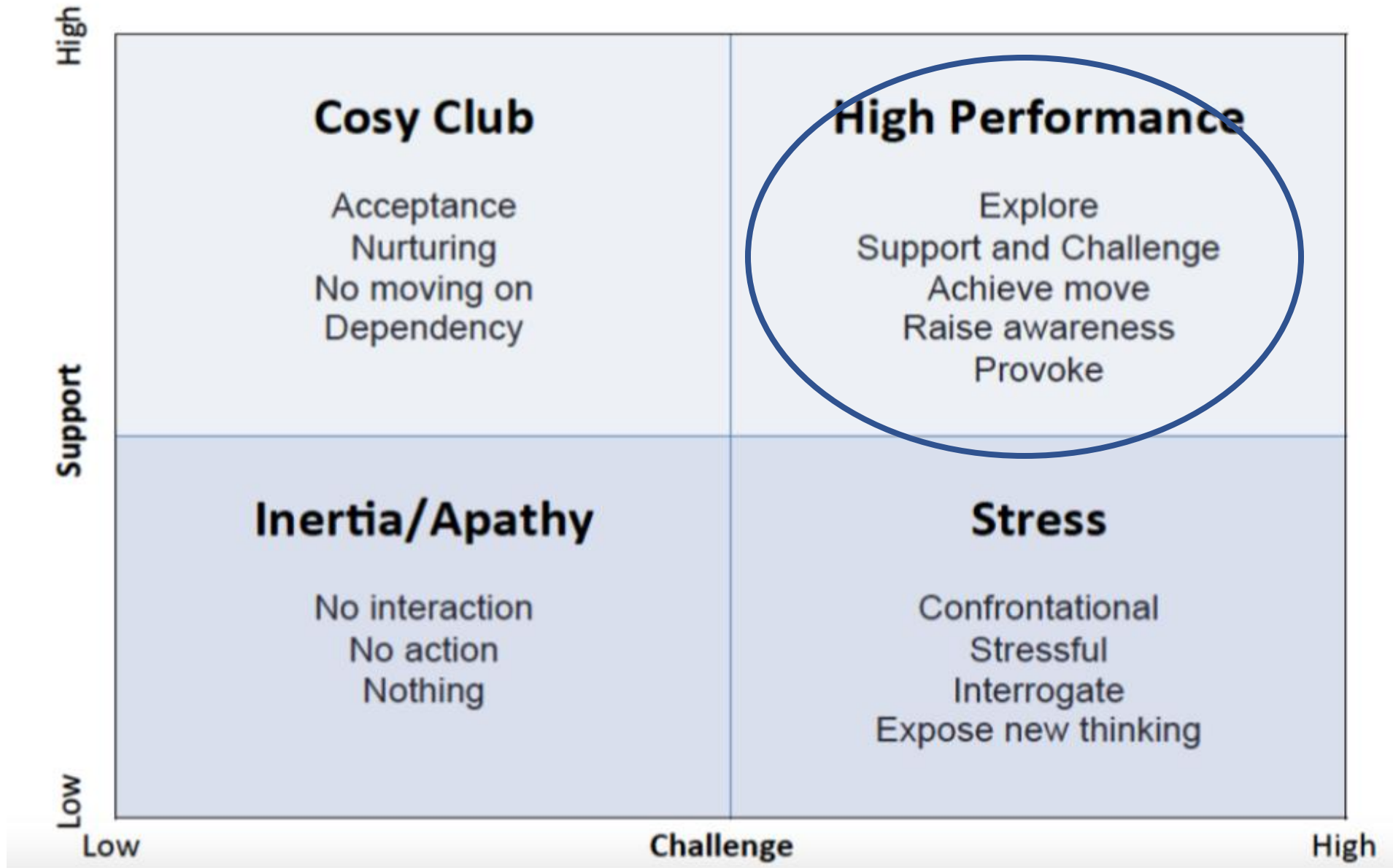
BACKGROUND

In February 2024, in line with Section 10.2.1 of Standing Orders, the Quality, Safety and Experience Committee (QSEC) Self-Assessment Outcome Report 2023/24 was presented to the Committee.

In setting the ambition for the next 12 months it was recognised that:

- It is essential that the Board, through its committee structure, worked effectively and cohesively, as a team to discharge its role and functions, including providing the collective leadership that is required to grip the numerous challenges the Health Board is facing. Whilst Executive Directors and Independent Members have different roles and different expectations of each other, relationships need to be respectful, built on trust, with the right balance of support and challenge.
- The right amount of support mixed with the right amount of challenge, can create a culture in which our people feel empowered and safe. As an organisation, this combination of support and challenge leads to greater achievements, productivity, and happiness. It also encourages growth and development, not to mention teamwork, trust, and open communication.

Aim: High Performance



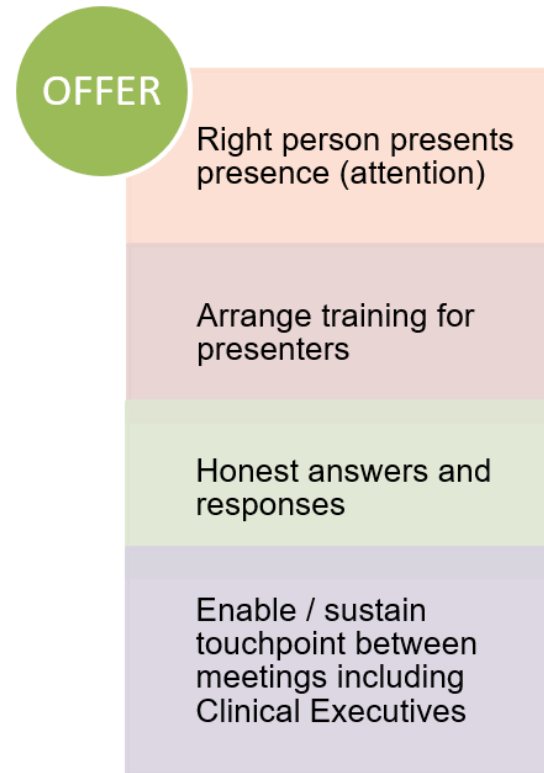
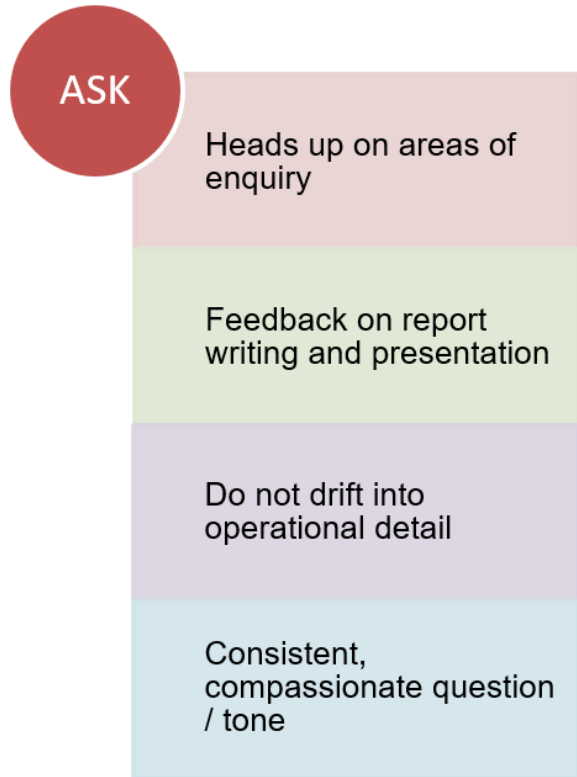
ASK AND OFFER



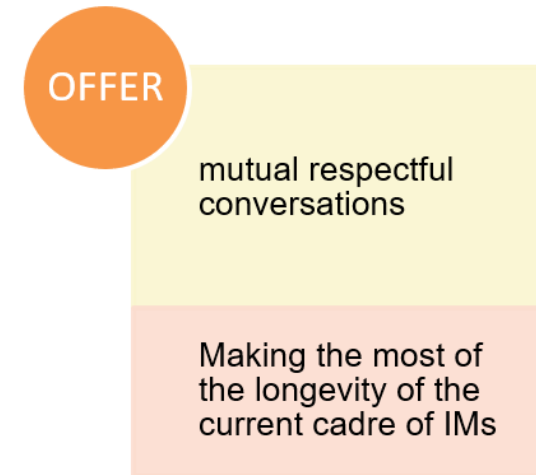
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• **Executive Directors 'Ask' and 'Offer' to Independent Members**



• **Independent Members 'Ask' and 'Offer' to Executive Directors**



BEHAVIOURS FRAMEWORK

Embedding a culture of 'high support/high challenge' in QSEC



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- **What?** Our Behaviours Framework sets the foundation for how we approach our scrutiny and assurance role and determines how effective we can be.
- **Why?** We are committed to fulfilling our role in ways that enable us to pursue excellence, learn and improve while remaining true to our Hywel Dda values.
- **How?** In QSEC, we are embedding a culture of 'high support, high challenge'. The culture goals describe what we are trying to achieve. The behaviours, questions and assertions provide pointers as to how we can achieve them within our remit.









We recognise that QSEC is not a working group. We expect a consistency of approach beyond the committee setting so that participants experience this 'high support, high challenge' style throughout their time at work.

BEHAVIOURS FRAMEWORK PRINCIPLES:



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FRAMEWORK	PRINCIPLE/DOMAIN							
Hywel Dda Values 	Dignity Respect Fairness 		Integrity Honesty Openness 		Caring Kindness Compassion 			
Duty of Quality 	Domain	Safe	Timely	Effective	Efficient	Equitable	Person Centred	
Framework Safe Reliable and Effective Care 	Culture				Learning System			
	Leadership							
	Psychological Safety	Accountable	Teamwork Communication	Negotiation	Learning	Improve Measure	Reliability	Transparency

Hywel Dda values	QSEC culture goals	Behaviours	Questions/assertions (examples)
<i>Dignity, respect & fairness</i>	<p>We value the contribution that every person makes to improving quality, safety and experience (QSE)</p> <p>*culture *negotiation</p>	<ul style="list-style-type: none"> • Frame challenges as opportunities for shared learning. • Encourage participants to share ideas. • Always lead with the QSE perspective (remember STEEP). • Be mindful that every interaction is an opportunity to enhance or diminish psychological safety. 	<p>‘What can we take from this experience to share with others?’</p> <p>‘What are your insights/thoughts/ideas...?’</p> <p>‘What are the safety implications of this?’</p> <p>‘Thank you, we value your expertise and effort.</p> <p>‘What matters to you and your patients?’</p>
	<p>We are inclusive. We work collaboratively to get the job done.</p> <p>*Teamwork/Communication *Workforce *Whole System Approach *Equitable</p>	<ul style="list-style-type: none"> • Focus on what we can achieve by working together, drawing on all talents. • Recognise when an issue is beyond the sphere of control of the local leaders/execs etc. 	<p>‘This is a shared responsibility.’</p> <p>‘What do you need from us?’</p> <p>‘What can we do to support?’</p> <p>‘What are your insights/thoughts/ideas...?’</p> <p>‘It seems a step change will require Exec/Board involvement’</p>
	<p>We are curious. We are transparent</p> <p>*Information *Learning, Improvement, *Research * Clinical Effectiveness</p>	<ul style="list-style-type: none"> • Openly share data and information. • Expect high quality business intelligence & challenge where it is lacking. • Look for disconfirming evidence. • Be alert to confirmation bias. • Join the dots; look for patterns. 	<p>‘To what extent do we have what we need to understand what is going on?’</p> <p>‘This looks like an anomaly. What more can you tell us about it?’</p> <p>‘In an earlier item, we heard about X. To what extent does this link to Y?’</p>
	<p>We are clear about what we expect.</p> <p>*Reliability *Learning, Improvement * Clinical Effectiveness</p>	<ul style="list-style-type: none"> • Check mutual understanding. • Be specific. • Agree action and timescale. 	<p>‘What is the best evidence available to us?’</p> <p>‘Have you minimised variation’</p> <p>‘We have agreed these 3 actions. We will follow them up in X months.’</p> <p>‘If it would be useful to have some further discussion, let’s arrange to meet’</p>

Hywel Dda values	QSEC culture goals	Behaviours	Questions/assertions (examples)
<i>Integrity, honesty & openness</i>	<p>We are tenacious in our pursuit to improve quality, safety & experience. We nurture an environment for learning.</p> <ul style="list-style-type: none"> *Continuous Learning *Improvement, Research *Timely 	<ul style="list-style-type: none"> • Put learning ahead of judgement. • Recognise the scale of novelty and complexity in our work. • Surface ethical risks and issues. • Articulate & evaluate the trade-offs. 	<p>‘What metrics can we collect in order to learn from defects & successes?’</p> <p>‘What improvement work do we need to undertake?’</p>
	<p>We expect to receive clear and salient information which is focussed on improvement, sustainability and spread (impact).</p> <ul style="list-style-type: none"> *Improvement & Measurement *Information * Learning, Research *Efficiency 	<ul style="list-style-type: none"> • Continuously improve committee resources (e.g. templates/briefing) to facilitate effective information sharing. • Focus scrutiny on impact of actions, more than the actions themselves. 	<p>‘What improvement processes/ standards/tools have you used?’</p> <p>‘What is the impact on patient outcomes?’</p> <p>‘What measurement over time have you used?’</p>
	<p>We want everyone to be able to speak up safely. We openly appreciate all contributions, especially when the news is challenging</p> <ul style="list-style-type: none"> *Psychological Safety *Culture 	<ul style="list-style-type: none"> • Acknowledge it may have been hard to do. • Reassure. • Offer thanks. • Learn lessons 	<p>‘What risks have you identified?’</p> <p>‘What mitigation is available to us?’</p> <p>‘What remaining concerns do you have?’</p> <p>‘Do you have any questions you want to ask us?’</p>
	<p>We don’t look for scapegoats to blame. We understand our challenges systemically.</p> <ul style="list-style-type: none"> *Accountability *Culture 	<ul style="list-style-type: none"> • Scrutinise the system and its role in an outcome or challenge, rather than looking for individual explanations. • Being held to act in a safe and respectful manner, given training and support to do so. 	<p>‘What is your compliance data showing you?’</p> <p>‘Are you ensuring the right metrics?’</p> <p>‘What else do we need to do?’</p> <p>‘What do we need to do differently?’</p>
	<p>We reflect on our conduct as a committee and seek continuous improvement</p>	<ul style="list-style-type: none"> • Reflect ‘in the moment’ (real time) as well as ‘on the moment’ (debrief self- 	<p>‘Do you understand what the committee brief?’</p>

Hywel Dda values	QSEC culture goals	Behaviours	Questions/assertions (examples)
<i>Caring, kindness & compassion</i>	We don't punish human fallibility and vulnerability. *Person Centred * Culture	<ul style="list-style-type: none"> • Appreciate that to be human is to make mistakes. • Focus on learning to improve outcomes • Focus on system improvements to minimise the impact of human error. 	'What lessons have been learn?' 'What have you done in response to the feedback received?'
	We are empathetic towards each other. *Psychological Safety * Person Centred	<ul style="list-style-type: none"> • Assume people are doing their best. • Recognise the complex system which may be holding them back. • Be mindful of power dynamics and seek input from Executive lead to level the interaction. 	'What support do you need to improve / make a change?'
	We are skilful in striking the right balance between support and challenge. * Leadership * Person Centred	<ul style="list-style-type: none"> • Scrutinise the work, not the person. • Take the discussion outside the meeting if we are at risk of putting support ahead of challenge. • Close the loop. • Facilitation/Mentorship/Coaching 	'How complaint is the service with the standards?' 'What is performance against the metrics (system, process, outcome)?' 'How can we improve together'?
	We ensure that people have the support and freedom they need to fulfil what is asked of them. * Person Centred * Learning	<ul style="list-style-type: none"> • Surface support needs. • Be alert to support required from beyond the committee. • Spot the limits of control/influence and direct questions/action accordingly. 	'Do you have any questions for the committee?' 'What permissions/support do you need?'

RECOMMENDATION

QSEC is asked to **APPROVE** the goals, behaviours and example questions outlined within the framework and adopt them to ensure the work of the committee is both challenging and supportive.



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