

**PWYLLGOR ANSAWDD, DIOGELWCH A SICRHAU PROFIOD
QUALITY, SAFETY AND EXPERIENCE ASSURANCE COMMITTEE**

DYDDIAD Y CYFARFOD: DATE OF MEETING:	01 December 2020
TEITL YR ADRODDIAD: TITLE OF REPORT:	Quality Management System Approach
CYFARWYDDWR ARWEINIOL: LEAD DIRECTOR:	Mandy Rayani, Director of Nursing, Quality and Patient Experience
SWYDDOG ADRODD: REPORTING OFFICER:	Sian Passey, Assistant Director of Nursing, Quality, Assurance and Professional Regulation

Pwrpas yr Adroddiad (dewiswch fel yn addas)

Purpose of the Report (select as appropriate)

Ar Gyfer Trafodaeth/For Discussion

ADRODDIAD SCAA

SBAR REPORT

Sefyllfa / Situation

There is a wealth of evidence to suggest that the best performing organisations place quality at the centre of all they do. Through delivery of a quality management system (QMS) and the embedding of our Board's vision and values, we aspire to be an organisation where all staff working for the Health Board understand and wholeheartedly commit to continuous improvement in order to ensure delivery of consistently high quality care and services to patients, service users, their families and carers.

This paper intends to propose a QMS approach that can be used to support delivering care systematically, across the organisation.

Cefndir / Background

The Health and Social Care Quality and Engagement Bill (Wales) 2019, outlines the duties of Boards and Trusts across Wales to deliver on quality care, and to become quality driven organisations who put 'quality at the heart of health care system'.

Following discussions, Hywel Dda will be supported by Improvement Cymru to develop a whole system approach to delivering quality. Improvement Cymru is the all-Wales improvement service for NHS Wales, who are experts in developing, embedding and delivering system-wide improvements. The aim of Improvement Cymru is to support an inclusive culture of continuous, connected, cooperative improvement in healthcare in Wales.

High performing organisations take a whole system approach to managing quality, which includes workforce, performance, and financial management. To deliver this, there is a requirement for a board to floor commitment to continuous improvement. Traditionally, we have delivered this separately; the quality improvement framework has guided the focus on quality and the performance has been managed through a performance management system. We are therefore advocating that all of this be brought together under one system of total QMS.

Asesiad / Assessment

Key thinkers such as Deming (1986), and Juran (1999), all of whom considered improvement to function fundamentally as an ongoing cycle of testing and learning, have influenced this change in approach. The Board have already invested and delivered on a number of improvement initiatives, which support change at grass-roots level; examples can be seen within the Enabling Quality Improvement In Practice (EQIIP) programme. This has been positively received and supports staff being educated in the tools required to deliver on improvement. The programme has proved successful in starting to show small-scale improvements and there are some examples where the improvements are at a wider scale. There now requires further advancement in upscaling of these types of initiatives in practice that will show larger scale change in practice that gives leaders the ability to focus on system wide improvements, and supporting those who have participated in the programme to continue to use the skills and influence the culture of continuous performance improvement within their service.

The QMS approach to support this system wide improvement will consist of four interrelated quality orientated processes, planning improvement, control and assurance, which will focus on and provide clarity to key strategic objectives.



This approach will consider key steps which will make explicit the organisational objectives, in relation to quality outcomes, review measures against those objectives, use intelligence to inform where improvement is directed and build the capacity to enable improvement.

As a Health Board, six strategic objectives have been identified

1. Putting people at the heart of everything we do;
2. Working together to do the best that we can;
3. Striving to deliver and develop excellent services;
4. The best health and wellbeing for our individuals, families and our communities;
5. Safe, sustainable, accessible and kind care;
6. Sustainable use of resources.

These have informed the 67 planning objectives. Strategic alignment of all business processes and services to meet population need is necessary to deliver these planning objectives. There is a requirement to interlink all the Health Boards systems and processes within a QMS that supports a commonality in language, as well as system improvements.

Argymhelliad / Recommendation

The Quality, Safety & Experience Assurance Committee is asked to support the work to develop and implement a QMS within the Health Board.

Amcanion: (rhaid cwblhau)

Objectives: (must be completed)

Committee ToR Reference: Cyfeirnod Cylch Gorchwyl y Pwyllgor:	5.5 Ensure the right enablers are in place to promote a positive culture of quality improvement based on best evidence.
Cyfeirnod Cofrestr Risg Datix a Sgôr Cyfredol: Datix Risk Register Reference and Score:	N/A
Safon(au) Gofal ac Iechyd: Health and Care Standard(s):	All Health & Care Standards Apply

Effaith/Impact:

Ariannol / Financial: Ansawdd / Patient Care: Gweithlu / Workforce: Risg / Risk: Cyfreithiol / Legal: Enw Da / Reputational: Gyfrinachedd / Privacy: Cydraddoldeb / Equality:	N/A
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