

Reference:	FOI.5750.21
Subject:	Quality Improvement
Date of Request:	6 April 2021

Requested:

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?
2. The job title(s) for the manager or executive responsible for quality improvement work in your organisation.
3. The name(s) of any formal improvement methodology or approach (e.g. 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.
4. The details of any awards or external recognition that your organisation has received for quality improvement projects / work in the last 3 years.
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.
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.
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).
8. The approximate number of staff trained in quality improvement in each of the last 3 years (financial or calendar years - whichever is easiest).

Response:

1. Hywel Dda University Health Board (UHB) confirms that the name of the department is the Quality Improvement and Service Transformation (QIST) Team.
2. The UHB confirms that the job title of the Executive responsible for the QIST Team, is Executive Director of Nursing, Quality and Patient Experience.
3. The UHB confirms that the Institute for Healthcare Improvement (IHI) model is used to deliver Quality Improvement (QI) training and to support QI activities. However, the IHI model is not exclusively used across the UHB, as other methodologies or approaches may be more appropriate for some improvement and change activities.
4. The UHB confirms that it has received very positive feedback, on its Enabling Quality Improvement in Practice (EQliP) Programme, through an externally commissioned evaluation report. Following the approach taken to develop and deliver the EQLiP Programme, the UHB has received significant support from Improvement Cymru. Additionally, the UHB was asked to provide a talk on the approach at the Improvement Cymru Conference in December 2019.

5. The UHB confirms that the Whole Time Equivalent (WTE) of staff within the QIST Team is 15.6. The job titles within the QIST Team, include:
- Assistant Director Nursing & Quality Improvement (QI)
 - Head of QI and Practice Development
 - Improvement & Transformation Lead
 - QI Practitioners
 - QI Facilitators
 - Administrator

Please note, that currently, the QIST Team has a small number of vacancies, due to secondments being supported.

6. The UHB is unable to provide you with the information requested, as it is estimated that the cost of answering your request would exceed the “appropriate level” as stated in the Freedom of Information (Fees and Appropriate Limit) Regulations 2004. The “appropriate level” represents the estimated cost of one person spending 18 hours (or 2 ½ working days) in determining whether the UHB holds the information, as well as locating, retrieving and extracting the information.

In order to provide you with the requested information, the UHB would need to undertake a manual trawl of all job descriptions to identify any information that fulfils your request, as this information is not recorded centrally.

The UHB is therefore applying an exemption under Section 12 of the Freedom of Information Act 2000 (FoIA), which provides an exemption from a public authority’s obligation to comply with a request for information, where the cost of compliance is estimated to exceed the appropriate limit.

However, under section 16 of the FoIA, we are required, as a public authority, to provide advice and assistance so far as it is reasonable, to individuals who have made a request under FoIA. Therefore, the UHB can confirm that there are a number of posts across the UHB which include QI in their job title and they can sit under several services and directorates, including Primary Care, Mental Health, Cancer Services, Information Communication and Technology and Medical Leadership. There are mechanisms in place to ensure that these roles are connected to the QIST Team, to ensure collaborative working across the range of improvement activities.

7. The UHB provides, within the table below, the budget allocated to QI, for the financial years 2018/19 to 2020/21.

Financial year	Q&I budget
2018/19	£1,087,257.00
2019/20	£1,198,083.00
2020/21	£1,139,881.00

8. The UHB provides below, the approximate number of staff that were trained in QI, during the financial years 2018/19 to 2020/21:

2018/19

- Approximately twenty (20) members of staff received Improving Quality Together (IQT) Silver training.
- Approximately five (5) members of staff attended the Continuous Improvement Practitioner Programme delivered by Academi Wales.
- Three (3) members of staff were supported to complete the IHI Improvement Advisor Programme.

2019/20

The UHB adopted a new approach to the development of QI capacity and capability, through its QI Strategic Framework and the delivery of the Enabling Quality Improvement in Practice (EQliP) Programme:

- Eleven (11) QI coaches were developed
- Eleven (11) teams comprising eighty (80) staff members were trained on QI methodology and supported to deliver a QI project in the workplace with coaching support.
- Ten (10) of the eleven (11) teams achieved the IQT Silver Team Award from Improvement Cymru, as a result of this programme.
- Three (3) members of staff were supported to complete the IHI Improvement Programme.
- One (1) member of staff was supported to attend the Billions Spread and Scale Programme.

2020/21

Despite the restrictions of the Covid-19 pandemic, an adapted model of the EQliP Programme has been delivered virtually to:

- Approximately thirtyfive (35) members of staff via a mini collaborative programme.
- Five (5) members of staff have commenced the IHI Improvement Programme, with the support of an Improvement Coach.
- Two (2) members of staff are being supported to complete the Scottish Improvement Leadership Programme.
- A plan is in place to develop a further twenty (20) Improvement Coaches and to provide a rolling cycle of mini collaborative programmes.
- One (1) member of the project team from the 2019/20 EQliP Programme was successful in achieving a place and has attended on the Billions Spread and Scale Programme.