

# Cwm Taf Morgannwg University Health Board Quality Strategy 2022 - 2025



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Cwm Taf Morgannwg  
University Health Board

## Welcome

**We want to improve health and wellbeing, deliver better care, and better value across the diverse communities that we serve.**

**We want to be considered an outstanding organisation by everyone: people who use our services, their families and carers, our colleagues, our communities and our partners. This is what drives our commitment to place quality at the heart of everything that we do.**

Putting quality and safety above all else is the first NHS Wales core value. This focus has been strengthened through the Health and Social Care (Quality and Engagement) (Wales) Act (2020), the National Clinical Framework for Wales (2021), and the Quality and Safety Framework (2021). Collectively, these set out an aspiration for quality-led health and care services, underpinned by prudent healthcare principles, value-based healthcare and the quadruple aim.

Cwm Taf Morgannwg University Health Board (CTM) is passionate about **putting quality and safety above all else and providing high-value, evidence-based care for our patients at all times.**

### How we will deliver high-quality care

Quality is at the heart of CTM and our aim is to improve outcomes for our people, whoever they are and wherever they live.

We want to make sure that we are meeting the health and care needs of all our communities. We will achieve this by:

- Working with our communities and partners to reduce inequality, promote well-being, and prevent ill-health
- Provide high quality, evidence-based, data-driven, and accessible care
- Ensure sustainability in all that we do: economically, environmentally, and socially
- Co-create a learning and growing culture

Delivering high-quality care consistently across all our services is no easy task; it requires a strong commitment to working in partnership with all our key stakeholders.

We want to enable our excellent people to deliver high quality care to every person, every day, across all of our services. **Our organisational values help us to be at our best.** They bring us together and make us a stronger team.



By living up to our values at every opportunity, we can achieve our quality vision and ambitions.

## Introduction

Cwm Taf Morgannwg University Health Board, established in 2019, provides primary, community, inpatient, and mental health services to the 450,000 people living in three County Boroughs: Bridgend, Merthyr Tydfil, and Rhondda Cynon Taf.

We are situated between Wales' capital city, Cardiff, to the south, the coastal town of Porthcawl to the west, and the stunning scenery in the Brecon Beacons National Park to the north. We operate within a vibrant community, rich with history and heritage.



With almost 12,500 colleagues, **our workforce is the lifeblood** not only of our University Health Board, but also of the communities that we serve, as almost 85% of our colleagues live within our footprint.

We take our role as one of the largest employers in the area very seriously. This is evident in our wide-ranging partnership working, dedication to our corporate social responsibilities, and the importance we place on **building relationships** with our colleagues and community.

Welsh Government increasingly expects the NHS in Wales to ensure that health spending benefits the Foundational Economy, and we are committed to reflecting this ambition within our strategic planning, as this also supports the goals of the Well-being and Future Generations Act.

Our region faces a number of challenges to ensuring that the foundations of a healthy life are

strong: access to good work, quality housing, good educational attainment, and thriving communities. These challenges were made all the more visible by the COVID-19 pandemic.

Our Quality Strategy supports us to build on our achievements to date and deliver the best quality care in collaboration with our communities in order to maximise our influence on **social value** as an employer, purchaser and capital owner.

## CTM 2030 Our Health, Our Future



This Quality Strategy does not sit in isolation. Quality is one of 8 'golden threads' that will run through everything that we do, in order to deliver the ambitions of our Health Board.

Our organisational strategy, **CTM 2030: Our Health, Our Future**, outlines how we will develop our services to meet the needs of our population as we look to 2030 and beyond. We will work with our communities to ensure that **local people can live happier and healthier lives**.

The 4 aims of CTM 2030 are:



## Defining Quality

We describe quality using the framework outlined by the Institute for Healthcare Improvement.



Our Health Board is committed to supporting the vision articulated in *A Healthier Wales* (WG, 2018): that everyone in Wales should have longer, healthier and happier lives. **A clear and sustained focus on quality will help us to achieve this for the benefit of our people and our communities.**

But defining quality alone does not guarantee success. We know that great care does not happen by accident, but by design and from a commitment to working together. Key to the delivery of our plans is a *Quality Management System* approach in order to embed **a culture where people listen, think, feel and act 'quality'** - promoting openness and learning, continuous improvement and service transformation.

When considering quality in CTM, our focus will be on **people, patients, and place.**

## Quality Strategy on a page

### Our Quality Vision

We want to improve health and wellbeing, deliver better care, and better value across the diverse communities that we serve.

We want to be considered an outstanding organisation by everyone – people who use our services, their families and carers, our colleagues, our communities, and our partners.

### Our Quality Mission

For our excellent people to deliver high quality care to every person, every day, in every setting.

### Our Quality Pledge

We will continuously improve by working in partnership and by placing people at the centre of what we do, so that we can consistently deliver high quality care for everyone.

### Our Quality Ambitions

Safe Care	<ul style="list-style-type: none"> <li>everyone can be confident that our care will cause no harm</li> </ul>
Timely Care	<ul style="list-style-type: none"> <li>people have timely access to care when they need it</li> </ul>
Effective Care	<ul style="list-style-type: none"> <li>people receive care that is appropriate and based on evidence/research</li> </ul>
Equitable Care	<ul style="list-style-type: none"> <li>everyone can be confident of positive health outcomes, regardless of geography or status</li> </ul>
Efficient Care	<ul style="list-style-type: none"> <li>people will receive value-based healthcare, where waste is avoided</li> </ul>
Person-Centered Care	<ul style="list-style-type: none"> <li>people will be supported to be actively involved in their care as equal partners</li> </ul>

## Quality Improvement in CTM

Over recent years CTM has experienced significant change, along with challenges relating to quality and the COVID-19 pandemic. Our organisation recognises the ongoing challenges that we face. We are committed to improving quality and have a dedicated improvement directorate (iCTM).



The iCTM directorate builds capacity for change across our organisation, co-ordinates improvement and innovation activity, and engages with our colleagues, patients, communities and partners to drive the adoption and spread of the most impactful improvement and innovation options, all underpinned by the principles of Prudent and Value Based Healthcare and co-creation.

This commitment to provide ALL our people with the knowledge, skills and support to make changes will drive quality improvement initiatives throughout CTM.

We will implement a number of community of practice and community of interest groups to support our people to collaborate to drive high-quality care at every level. These communities will include:

- Change Community of Practice
- Improvement Community of Practice
- Value Based Healthcare Community of Interest.

## Quality Partners

We work closely with external partners such as Improvement Cymru, Healthcare Inspectorate Wales (HIW), Audit Wales, higher and further education institutes, and many others. We will demonstrate an open culture and always seek out opportunities to learn and improve for the benefit of our people, our patients, and our communities. **We will develop, deliver and embed system-wide improvements** across health and social care in order to create a healthier Wales.

## Harnessing our people's ideas

Often, the best ideas for improving quality come from those delivering the services. In 2022, CTM implemented our staff ideas scheme called 'The Idea Factory'. We have and will continue to develop 'challenges' and ask our people to help form and develop solutions to problems relating to our Quality Ambitions.

## Duty of Quality

The duty of quality comes into effect in April 2023 and supports us to actively consider whether our decisions improve quality and outcomes for our population.

When discharging the duty of quality, we will take into account the Health and Care Standards: the national framework that helps us to demonstrate that we are doing the right thing, in the right way, in the right place.

The roll-out of our Quality Strategy and our commitment to the delivery of our quality ambitions will support people's understanding of the duty of quality. Our regular progress reports

will ensure **we are accountable to each other and to our partners.**

### **Quality monitoring and reporting**

Our Quality Strategy sets out our quality ambitions and our quality goals, structured around the six dimensions of quality for 2022-25. We have undertaken stakeholder engagement to ensure that these chime with the views and priorities of our stakeholders.

Each year, we will devise an **Annual Quality Work Plan to focus our efforts on the delivery of SMART quality objectives.** Identification of these annual objectives will be data-driven and risk-stratified to ensure a targeted approach to improving quality.

As an organisation, we will monitor and report our progress against the SMART quality objectives that we have committed to achieve. We will do this at regular intervals and will adapt our plans based upon progress and learning.

Within CTM, we ensure that our **quality performance monitoring is 'always on'.** Our Quality Management System will ensure that quality performance data is readily available in order to ensure rapid identification and response to any early warning indicators.

Quality and safety is everyone's business, but senior accountability and responsibility has been strengthened within CTM through the collective responsibility being shared across our four clinical Executive Directors. Our operating model

ensures clearly defined structures for quality governance across the Care Groups, and professional groups have identified leads for quality.

The CTM Quality and Patient Safety Governance Framework defines responsibilities at service level through to the Executive Level. Our Incident Reporting and Management Framework offers clarity to ensure effective reporting and learning from incidents. Our Listening and Learning Framework ensures that we actively seek feedback, positive or negative, as we see this as an opportunity to learn and improve quality. Resources have been strengthened through the introduction of strategic roles to support quality and patient safety within the nursing management team and Allied Health Professions, as well as the office of the Medical Director.

A well-defined quality governance structure is established within CTM, with the Quality and Safety Committee receiving assurance and providing scrutiny on quality, patient safety and patient experience.

In addition to the Quality and Safety Committee, an Executive Director-led Patient Safety meeting is held each week, where an 'At-A-Glance' dashboard of quality-related matrices is presented to facilitate a timely review of the previous week's quality performance. The Director of Improvement and Innovation attends this meeting so that any themes and trends are used to inform improvement interventions via iCTM.

Immediately following this weekly meeting, the clinical Executive Directors and the Director of Corporate Governance update the wider Executive Team on the key quality and safety concerns, ensuring that all Executive colleagues are sighted.

**PLACEHOLDER: quality governance structures.**

Each year we publish the Health Board’s Annual Quality Statement, providing an overview of our quality achievements, reporting on issues identified through our quality management system, and setting specific annual quality improvement goals.

Our quality reporting structure provides a way for us to set progressive implementation plans, adapt plans based on experiences and learning, and monitor progress against our strategic goals.

## Our Quality Journey

**In developing our Quality Strategy, we have spent time reviewing and reflecting on our journey so far. We have engaged with people and listened to their thoughts, concerns, and ideas about high quality care in CTM.**

### Engagement and coproduction

This strategy has been developed collaboratively, through informal discussion and formal stakeholder engagement sessions. We place high importance on the learning, contributions and feedback obtained

and have included all the key themes within this strategy.



## Managing risks and challenges to quality

We recognise the difficulties with delivering our quality ambitions in the challenging times we currently face. National and local plans for recovery from the impact of the Covid-19 pandemic, time-frames, and resource pressures make it more difficult to deliver solutions for large- and small-scale system changes and complex issues. Re-energising our colleagues for transformation, changes to operational structures, and national workforce shortages also add to the challenge.

We will aim to reduce the impact and risk of these by prioritising the wellbeing of our people and investing in the development of their skills and knowledge. Our continuing drive to innovate, increase integrated working, and engage regularly and effectively with our communities and partners will ensure that we understand each other’s challenges and work together to find solutions and mitigations.

## Our Quality Ambitions and Strategic Quality Goals

Our 6 inter-dependant quality ambitions are based on the 6 dimensions of quality and shape our strategic quality goals. These in turn provide the framework for our Annual Quality Work Plan, containing SMART objectives (Specific, Measurable, Achievable, Realistic, and Timed) against which we monitor and report our progress at regular intervals, adjusting our plans as required. Where appropriate, priorities have been mapped against NHS Wales Performance Framework & Guidance Document 2022-23.

OUR QUALITY AMBITIONS	OUR STRATEGIC QUALITY GOALS	CTM 2030 GOAL
<p><b>SAFE CARE:</b> everyone can be confident that our care will cause no harm</p>	<p>Develop and empower our colleagues to deliver outstanding care.</p> <p>Develop a Just Culture that promotes safety through supporting people to speak up, with an effective Listening and Learning Framework.</p>	<ul style="list-style-type: none"> <li>• Inspiring People</li> <li>• Improving Care</li> <li>• Creating Health</li> <li>• Improving Care</li> <li>• Inspiring People</li> <li>• Improving Care</li> <li>• Inspiring People</li> <li>• Sustaining Our Future</li> <li>• Improving Care</li> <li>• Creating Health</li> <li>• Inspiring People</li> <li>• Inspiring People</li> <li>• Improving Care</li> <li>• Sustaining our Future</li> <li>• Inspiring People</li> <li>• Improving Care</li> <li>• Sustaining our Future</li> </ul>
<p><b>TIMELY CARE:</b> people have timely access to care when they need it</p>	<p>Improve access to urgent and emergency care.</p> <p>Support people whilst they are waiting, optimising their health and wellbeing in order to achieve the best possible outcomes.</p>	
<p><b>EFFECTIVE CARE:</b> people receive care that is appropriate and based on evidence</p>	<p>Develop evidence-based models of care with our partners, making the most effective use of skills and resources. Contribute to research in practice.</p> <p>Measure the impact and effectiveness of what we do, building on what works well and making brave decisions about what doesn't</p>	
<p><b>EQUITABLE CARE:</b> there are no avoidable, unfair or remediable differences in the care we give to people who have similar health needs</p>	<p>New models of care are designed using population health data and reflect local need.</p> <p>We regularly and effectively engage with our patients, communities and stakeholders to understand barriers to seeking early help for health needs.</p>	
<p><b>EFFICIENT CARE:</b> we will focus on outcomes that matter to people and maximise those outcomes for every pound we spend on providing care</p>	<p>Enable our colleagues to do tasks/roles that they are best suited to do, thus cutting out waste.</p> <p>Support our colleagues to stay well and reduce agency use across CTM.</p>	
<p><b>PERSON-CENTERED CARE:</b> people will be supported to be actively involved in their care as equal partners</p>	<p>Increase co-production across CTM, delivering care that is responsive to people's needs and wishes.</p> <p>Reduce variability in how well we engage and support patients, carers and families.</p>	

## Our Quality Ambition - Safe Care

Everyone can be confident that our care will cause no harm.

Our Strategic Quality Goals:

- Develop and empower our colleagues to deliver outstanding care
- Develop a Just Culture that promotes safety through supporting people to speak up, with an effective Learning Framework.

Our True North	What our journey to success looks like
No avoidable harm (e.g. from falls, pressure ulcers, medication errors)	<ul style="list-style-type: none"> <li>➤ Training packages developed with increasing numbers of attendances</li> <li>➤ Effective cascade of good practice</li> <li>➤ Assurance process for embedded learning</li> <li>➤ Relaunch of Falls Strategy</li> <li>➤ MDT review of all incidents to ensure holistic learning and actions</li> <li>➤ QMS ensures rapid identification of outliers, triggering a deep dive and action plan</li> </ul>
A Just and Restorative Culture across CTM	<ul style="list-style-type: none"> <li>➤ Launch of programme, with visible Board level and senior leadership support</li> <li>➤ Just and Restorative Culture Champions</li> <li>➤ Policies reviewed at point of renewal to ensure they are conducive to a Just and Restorative Culture approach</li> <li>➤ Positive feedback from colleagues</li> <li>➤ Reduction in formal disciplinary and grievance numbers; improved retention rates</li> </ul>
<p>Complaints, inquests, claims and external reviews receive prompt and robust responses.</p> <p>All learning is swiftly embedded with assurance regarding sustainability.</p>	<ul style="list-style-type: none"> <li>➤ Improved responsiveness to complaints and claims</li> <li>➤ Our stakeholders are assured of our open and learning culture</li> <li>➤ Listening &amp; Learning Framework embedded</li> <li>➤ Team aware of their local learning as well as organisational themes</li> </ul>

### CTM 2030 Goals: Inspiring People and Improving Care

#### CASE STUDY Safe Care: Community Acquired Pressure Ulcer Improvement Collaborative

**Background:** Patient safety is a top priority in CTM. With previous attempts to focus on reducing the incidence of avoidable incidents being less impactful than hoped, it was recognised that a new QI approach was needed to reduce these types of incidents.

**Challenges:** getting all stakeholders on board with using a new collaborative approach and obtaining consistent data from all areas.

**Objectives:** to reduce the number of patient safety incidents and increase both the capacity/capability of front-line staff to improve the care they deliver using QI methodology.

**Solutions:** Evidence based approach, training on multiple systems to ensure standardised data collection and planned launch event ensuring continued stakeholder engagement & participation.

**Impacts:** the collaborative action learning will help reduce avoidable pressure ulcer incidents and will help create more awareness within Teams on pressure damage. This will have a positive impact on average length of stay and improve patient outcomes.

**Learning:** We are at the beginning of this journey and the collaborative is aimed to have action learning after each session. All our learning will be recorded and actioned and will also be reflected in our final evaluation so that it can be used for further work.

**Contributors:** L. Jenkins, S. Reed, A. Thomas, L. Mann, B. Gammon, F. Navabjan

## Our Quality Ambition - Timely Care

### People have timely access to care when they need it.

Our Strategic Quality Goals:

- Improve access to urgent and emergency care.
- Support people whilst they are waiting, optimising their health and wellbeing in order to achieve the best possible outcomes.

Our True North	What our journey to success looks like
Everybody receives prompt care in the most appropriate setting and from the most appropriate person	<ul style="list-style-type: none"> <li>➤ Successful delivery of the 6 Goals for Urgent and Emergency Care</li> <li>➤ ↑ usage of primary/community services</li> <li>➤ ↑ advanced and consultant practitioners (nursing, AHP, healthcare science, pharmacy, physician's associates)</li> <li>➤ Effective use of a skilled support workforce</li> <li>➤ Partnership working with voluntary sector</li> <li>➤ Regional solutions for pathology and radiology</li> <li>➤ ↑ cancer pathway performance</li> <li>➤ Successful delivery of Planned Care Recovery &amp; transformation programmes</li> </ul>
Our acute hospitals experience no ambulance handover delays, no delays for assessment and admission, and no delayed discharges.	<ul style="list-style-type: none"> <li>➤ ↓ handover delays; ↓ ED waits &gt;12hrs</li> <li>➤ ↑ discharges before midday; ↓ LoS</li> <li>➤ ↑ numbers on D2RA pathways within 48hrs</li> <li>➤ Partnership working with Social Care and Welsh Ambulance Service Trust</li> </ul>
Everybody on our waiting lists is optimised to achieve the best possible outcomes (waiting well, patient activation, prehab)	<ul style="list-style-type: none"> <li>➤ Project to review services for: long-term conditions; rehabilitation; reablement</li> <li>➤ ↓ numbers waiting &gt;14 wks for therapies</li> <li>➤ A supported self-management offer; shared decision making; motivational interviewing</li> <li>➤ Comprehensive prehab offer; MECC</li> </ul>

## CTM 2030 Goals: Creating Health, Improving Care and Inspiring People

### CASE STUDY FOR TIMELY CARE: Radiology Navigator

The need for this new role was identified by clinical leaders at the Princess of Wales Hospital. Thanks to a successful application through the Bevan Commission's Planned Care Innovation Programme, a new Radiology Navigator role has been created.

The aim of the Navigator role is to significantly reduce delays between diagnosis and treatment for cancer patients, leading to better outcomes and survival rates. The Navigator acts as a guide for patients and combining several diagnostic tests into one visit to the Radiology department. The Navigator is a crucial link between Radiology and the clinical teams, being a point of contact and involved in multidisciplinary team meetings.

The Radiology Cancer Navigator at the Princess of Wales Hospital. She said: "I am delighted to begin my role as Radiology Cancer Navigator, and I am already finding making a positive difference for patients extremely rewarding".

This is an exciting new venture for all involved. Our joint vision is to provide a seamless diagnostic journey for cancer patients without delay. Every patient should be afforded a streamlined process which in turn will provide the earliest diagnosis possible following suspicion of cancer

## Our Quality Ambition – Effective Care

People receive care that is appropriate and based on evidence.

Our Strategic Quality Goals:

- Develop evidence-based models of care with our partners, making the most effective use of skills and resources.
- Measure the impact and effectiveness of what we do, building on what works well and making brave decisions about what doesn't

Our True North	What our journey to success looks like
Consistent use of Friends and Family Test (FFT), PROMs and PREMs across our physical health and mental health services	<ul style="list-style-type: none"> <li>➤ Programme for gradual roll-out of FFT, Patient Rated Outcome Measures and Patient Rated Experience Measures</li> <li>➤ Feedback data shared with teams to ensure a clear understanding of what works well and opportunities for improvement</li> <li>➤ Patient and carer feedback triangulated with quality indicators to identify outliers, triggering deep dive and action plan</li> </ul>
All services developments informed by data and evidence (clinical and non-clinical)	<ul style="list-style-type: none"> <li>➤ Increased Research &amp; Development activity</li> <li>➤ Increased QI skills and capacity across services</li> <li>➤ Increased working with our academic partners</li> <li>➤ Active partners in supporting community and voluntary sector developments</li> </ul>
Continuous development and transformation of our people	<ul style="list-style-type: none"> <li>➤ Consistent improvement in training compliance</li> <li>➤ Increased uptake of leadership courses</li> <li>➤ Wellbeing offers developed in response to local need</li> </ul>

## CTM 2030 Goals: Improving Care, Inspiring People, and Sustaining Our Future

### An Example of Effective Care – Leadership & Management at CTM



CTM recognises the importance of continuous development and transformation of our people. Through the CTM Leadership & Management Programmes, colleagues are able to access a range of inspirational courses, designed to generate future leaders and managers.

CTM have created three leadership courses IGNITE, ASPIRE and INSPIRE that are grounded in the realities of the challenges our managers and leaders are facing right now.

## Our Quality Ambition – Equitable Care

There are no avoidable, unfair or remediable differences in the care we give to people who have similar health needs.

Our Strategic Quality Goals:

- New models of care are designed using population health data and reflect local need.
- We regularly and effectively engage with our patients, communities and stakeholders to understand barriers to seeking early help for health needs.

Our True North	What our journey to success looks like
Population health data informs our service developments	<ul style="list-style-type: none"> <li>➤ Profile of service usage by socioeconomic determinants of health (SEDH – income, health, education, employment, housing)</li> <li>➤ Lifestyle campaigns developed and driven by data</li> <li>➤ Targeted programmes to ↓health inequalities</li> <li>➤ ↑ performance in Welsh-medium care provision</li> </ul>
High engagement with vaccination campaigns across all geographical locations within CTM	<ul style="list-style-type: none"> <li>➤ Annual ↑ in uptake of COVID-19 vaccinations</li> <li>➤ Annual ↑ in uptake of flu vaccinations</li> <li>➤ Annual ↑ in children who receive 3 doses of the hexavalent '6 in 1' vaccine by age 1</li> <li>➤ Annual ↑ in children who receive 2 doses of the MMR vaccine by age 5</li> </ul>
Low levels of smoking and obesity across our footprint	<ul style="list-style-type: none"> <li>➤ ↑ percentage of adults losing clinically significant weight through the All Wales Weight Management Pathway</li> <li>➤ ↑ percentage of babies who are exclusively breastfed at 10 days old</li> <li>➤ ↑ percentage of adult smokers who make a quit attempt via smoking cessation services</li> <li>➤ ↑ projects with Leisure Centres and local community activity groups</li> </ul>
Equitable health outcomes for people experiencing mental ill health	<ul style="list-style-type: none"> <li>➤ Annual ↓ in patients waiting &gt;28 days for a first appointment for CAMHS</li> <li>➤ Annual ↑ in the percentage of adult mental health assessments undertaken within 28 days of referral</li> </ul>

## CTM 2030 Goals of Improving Care, Creating Health, Inspiring People

### An example of provision of Equitable Care - CTM Weight Management Service

In Wales, 62% of adults were classified as overweight or obese (BMI 25+) in 2021-22. Across CTM, 67% of adults were classified as overweight or obese.

Given the incidence of people who are overweight and obese, CTM is developing a new and innovative integrated weight management service. The service takes a tiered approach to care and provides assessment and support in line with the All Wales Adult Weight Management Pathway. The service builds on existing services and pathways to enhance brief advice and self-directed support, and also new multi-component weight management programmes addressing diet, physical activity and supporting behavioural change. A specialist multi-disciplinary weight management service (Level 3) includes support from medical, dietetic, psychological, nursing and physiotherapy specialist services. Throughout the development of these services, the health board will engage with patients, stakeholders and the third sector to shape delivery and ensure that they are easily accessible and delivered as close to home as possible.

## Our Quality Ambition – Efficient Care

**We will focus on outcomes that matter to people and maximise those outcomes for every pound we spend on providing care**

Our Strategic Quality Goals:

- Enable our colleagues to do tasks/roles that they are best suited to do, thus cutting out waste.
- Support our colleagues to stay well and reduce agency use across CTM.

Our True North	What our journey to success looks like
High-quality information and education supports people to stay well and/or seek early help	<ul style="list-style-type: none"> <li>➤ Relaunch of the FAST campaign to support early recognition of stroke symptoms</li> <li>➤ Development of a suite of high-quality patient education programmes and information to support effective self-management</li> <li>➤ Work with partners to ensure a directory of support services available in our communities</li> </ul>
Low reliance on agency staff	<ul style="list-style-type: none"> <li>➤ ↑ uptake of wellbeing offers resulting in ↓ sickness and turnover rates across CTM</li> <li>➤ Delivery of Nursing and Medical Productivity Programme aims and outputs</li> <li>➤ ↑ number of shifts filled by Staff Bank</li> </ul>
A highly skilled support workforce	<ul style="list-style-type: none"> <li>➤ Project SEARCH interns transitioning to paid employment.</li> <li>➤ Annual ↑ in support workforce completing AGORED training</li> <li>➤ Annual ↑ in support staff workforce who have completed level 1 competencies of the Core Skills and Training Framework</li> <li>➤ Support skills development in care workers</li> </ul>
Strategic Programme for Primary Care :' <i>Primary and Community Care First</i> ' approach across our communities	<ul style="list-style-type: none"> <li>➤ ↑ uptake of urgent primary care offers</li> <li>➤ ↑ range of services available via Primary Care</li> <li>➤ ↑ integrated community teams</li> <li>➤ Early intervention and advanced practice models across our communities</li> </ul>

## CTM 2030 Goals of Inspiring People, Improving Care, and Sustaining our Future

### CASE STUDY FOR EFFICIENT CARE – Utilising Undergraduate Radiography Data at PCH

**Objectives:** Currently data collected annually by undergraduate students is only used for their projects. This CTM Project aims to utilise collected data to inform improvement projects.

**Solutions:** Through partnership working with Cardiff University and obtaining appropriate R&D permissions, students were given projects in order of organisational priorities.

**Benefits:** Mutually beneficial for students, departments & patients; gets the most out of data that's already being collected which saves precious resource and inspires a range of improvement projects

## Our Quality Ambition – Person-Centered Care

People will be supported to be actively involved in their care as equal partners

Our Strategic Quality Goals:

- Increase co-production across CTM, delivering care that is responsive to people’s needs and wishes.
- Reduce variability in how well we engage and support carers.

Our True North	What our journey to success looks like
Care is designed in partnership with patients and their families	<ul style="list-style-type: none"> <li>➤ ↑ training in co-production</li> <li>➤ Voice of the patient evident in care and treatment plans</li> <li>➤ Carers Support Programme and training</li> <li>➤ Patient and carer feedback is used to inform service developments</li> <li>➤ Roll-out of co-produced Children’s Charter</li> </ul>
Care is always personalised	<ul style="list-style-type: none"> <li>➤ Bereavement and dying well service developments</li> <li>➤ Increased patient-rated engagement measures within Ty Llidiard, CAMHS Tier 4</li> <li>➤ External reviews of our services report evidence of person-centred care</li> </ul>

**CTM 2030 Goals: Creating Health, Improving Care, Inspiring People and Sustaining Our Future**

**PLACE HOLDER - CASE STUDY FOR PERSON-CENTRED CARE**

## The Quality Cycle



Quality is a concept commonly discussed in healthcare, but improvement needs to be part of a bigger process – a Quality Management System (QMS).

Everyone must understand the quality cycle and their role in the quality system. Our people, patients, communities, and partners must be able to contribute to each part of the cycle (through feedback and co-production) to ensure that outcomes are meaningful to those who are impacted.

Continuous learning is central to the quality cycle, and so our CTM Listening and Learning Framework is a key enabler for our Quality Strategy.

## Our Quality Management System

Place holder – Diagram our Quality Management System

## Enabling, monitoring and evaluating delivery

Our 3 year Quality Strategy sits alongside our IMTP and annual plans.

Progression towards delivering our objectives will be monitored through our governance structures, inclusive of feedback and collaboration with our stakeholders, and will form part of our formal reporting structures. Through regular review, our Board and Quality and Safety Committee will ensure that our Quality Strategy and annual quality work plans continue to meet the needs of our organisation and our communities.

There are a number of ways in which we will measure our progress and adjust our objectives as necessary in order to achieve our ambitions. These include external reviews from HIW, feedback from CHC and other partners, internal reviews, and also our Quality Management System and quality governance structures.

## References

NHS Wales Performance Framework & Guidance Document 2022-23  
Health and Social Care (Quality and Engagement) (Wales) Act (2020)  
National Clinical Framework for Wales (2021)  
Quality and Safety Framework (2021)  
CTM 2030: Our Health, Our Future  
A Healthier Wales (WG, 2018)