



AGENDA ITEM

6.9

QUALITY & SAFETY COMMITTEE

DEVELOPMENT OF A QUALITY STRATEGY

Date of meeting	19/07/2022
FOI Status	Open/Public
If closed please indicate reason	Not Applicable - Public Report
Prepared by	Melanie Barker, Assistant Director of Therapies and Health Science Louise Mann, Assistant Director of Quality, Safety and Safeguarding
Presented by	Lauren Edwards, Executive Director of Therapies and Health Science
Approving Executive Sponsor	Executive Director of Therapies & Health Sciences
Report purpose	FOR APPROVAL

Engagement (internal/external) undertaken to date (including receipt/consideration at Committee/group)

Committee/Group/Individuals	Date	Outcome
Executive-led Patient Safety Group Executive Leadership Group	Various dates 11.07.22	SUPPORTED

ACRONYMS

CTM	Cwm Taf Morgannwg University Health Board
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1. SITUATION/BACKGROUND

Cwm Taf Morgannwg University Health Board (CTM) is committed to delivering the best possible care to meet the needs of the populations that we serve. COVID-19 has shone a light on health inequalities in our communities and it is more important than ever to build on our strengths whilst adapting to the growing healthcare changes and challenges of our local population.

Our organisational strategy, *CTM 2030: Our Health Our Future*, aims to unite our organisation in a shared understanding of the everyday things that affect people's health and wellbeing in our region.

Our Quality Strategy for 2022-2025 will articulate our focus on quality and will outline our quality priorities within CTM. It will demonstrate to our colleagues, communities and our partners the ways in which **our ambitious and bold quality commitments will enable us to work in partnership to create health, improve care, inspire people, and sustain our future.**

Quality is central to every individual, team, service and directorate across CTM. In order to present a united view and approach to ensuring quality across each of our services, our Quality Strategy has been developed with working between all Clinical Executives and ensuring that the whole Executive Leadership Group is sighted.

2. SPECIFIC MATTERS FOR CONSIDERATION BY THIS MEETING

Our proposed Quality Strategy will articulate our plans to deliver our quality vision, mission, and pledge.

- **Our quality vision:** to improve health and wellbeing, deliver better care and better value across our diverse communities. 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

- **Our quality pledge:** We will continuously learn and 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 are based upon the 6 characteristics of quality outlined within the Quality and Safety Framework published by Welsh Government in 2021, and originally described by the then Institute of Medicine in 1999. These characteristics of quality align with prudent health and care principles.

Our quality ambitions underpin our strategic quality goals for the next 3 years and ensure a focus on high quality health and care. Our strategic goals have been developed through reviewing feedback, themes and trends in relation to quality and safety and triangulating these with our overarching CTM2030 strategic goals. We have drafted SMART quality objectives against which we will hold ourselves to account. For example, the SMART goal for falls prevention could be: *Reduce falls amongst inpatients from xx per 1000 bed days to yy per 1000 bed days, over the next 12 months.*

In order to effectively measure the impact of our Quality Strategy, baseline data will need to be clear, as will the regular points against which we will establish our progress and review our objectives and approach accordingly.

We will engage with our key stakeholders to ensure that our quality goals and objectives are reflective of their priorities and concerns. Once the focus of the quality objectives have been agreed through engagement, SMART targets will be developed for each of them. Infographics will be developed to support clear and accessible cascade of our quality ambitions and goals.

OUR QUALITY AMBITIONS	OUR STRATEGIC GOALS	OUR QUALITY OBJECTIVES (SMART targets once finalised)	CTM 2030 GOAL
<p>SAFE CARE: <i>everyone can be confident that our care will cause no harm</i></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 Learning Framework.</p>	<ul style="list-style-type: none"> Falls prevention and reduction Pressure ulcer prevention and reduction Medication prescription and administration error reduction Launch a Just Culture programme for CTM and increase uptake of CTM Leadership Courses Embed a Learning Framework that that supports continuous improvement in safety and experience 	<ul style="list-style-type: none"> Inspiring People Improving Care
<p>TIMELY CARE: <i>people have timely access to care when they need it</i></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>	<ul style="list-style-type: none"> Improve patient flow through rollout of a D2RA model Diagnosis – Single Cancer Pathway target for radiology/pathology Waiting well, patient activation, prehab 	<ul style="list-style-type: none"> Creating Health Improving Care Inspiring People
<p>EFFECTIVE CARE: <i>people receive care that is appropriate and based on evidence</i></p>	<p>Develop evidence-based models of care with our partners, making the most effective use of skills and resources.</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>	<ul style="list-style-type: none"> Increased use of patient outcome measures across physical health and mental health services Increase the number of services seeking patient and carer feedback across physical health and mental health services Month on month increase in colleague training compliance for: Resuscitation and Acute Deterioration Training; Sepsis 6 Training 	<ul style="list-style-type: none"> Improving Care Inspiring People Sustaining Our Future
<p>EQUITABLE CARE: <i>there are no avoidable, unfair or remediable differences in the care we give to people who have similar health needs</i></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>	<ul style="list-style-type: none"> 6-monthly profile of ED attendance/admission by socioeconomic determinants of health (SEDH – income, health, education, employment, housing) 6-monthly profile of uptake of smoking cessation and integrated weight management services by SEDH Frequency of community engagement, number of Community Champions, Experts by Experience Targeted programmes to tackle health inequalities amongst people experiencing mental ill health 	<ul style="list-style-type: none"> Improving Care Creating Health Inspiring People

<p>EFFICIENT CARE: <i>we will focus on outcomes that matter to people and maximise those outcomes for every pound we spend on providing care</i></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>	<ul style="list-style-type: none"> • Increased access to high-quality information and education to support people to stay well and/or seek early help • Agency spend/numbers, International Recruitment • Increased training and support for our support workforce • Target re: Population Health/Primary Care initiatives 	<ul style="list-style-type: none"> • Inspiring People • Improving Care • Sustaining our Future
<p>PERSON-CENTERED CARE: <i>people will be supported to be actively involved in their care as equal partners</i></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 carers.</p>	<ul style="list-style-type: none"> • Carers support programme • Bereavement, dying well service developments • Launch a co-produced Children’s Charter for CTM and delivery of training to increase quality of co-produced Care Plans within Ty Lliard 	<ul style="list-style-type: none"> • Creating Health • Improving Care • Inspiring People • Sustaining Our Future

Engagement Plan

The Quality Strategy is currently in draft form and a series of stakeholder engagement sessions will be facilitated to ensure meaningful involvement of our partners and shared ownership across the organisation. We are working with our Communications Team to ensure that all key stakeholders are provided with the opportunity to input to our Quality Strategy.

Our underpinning principles for the stakeholder engagement are:

- Engagement activities are accessible, proactive, respectful, transparent, and inclusive
- We have a dedicated point of contact for questions from stakeholders
- Our communication and engagement material is clear, accurate, and timely
- We will offer to feedback our final Quality Strategy to stakeholders

Key points of engagement with our stakeholders:

- Is our quality vision, mission and pledge clear and meaningful?
- Are our quality ambitions and goals clear and meaningful?
- Do our quality objectives seek to address the needs of our people, patients, partners and communities?
- How should we work with stakeholders to deliver the ambitions outlined within our Quality Strategy?

3. KEY RISKS/MATTERS FOR ESCALATION TO BOARD/COMMITTEE

The development of a clear and ambitious Quality Strategy will support CTM colleagues to delivering the goals of CTM2030 for the benefit of our communities.

The draft focus of the Quality Strategy is being presented to the Quality and Safety Committee for their feedback and approval to progress to wider engagement with key stakeholders.

The development of SMART quality objectives, along with accurate baseline data are essential to the provision of robust assurance of delivery against our ambition.

4. IMPACT ASSESSMENT

Quality/Safety/Patient Experience implications	Yes (Please see detail below)
	Improvement expected in quality, safety and patient experience through the development of a Quality Strategy and SMART deliverables.
Related Health and Care standard(s)	Safe Care
	All aspects of quality care
Equality Impact Assessment (EIA) completed - Please note EIAs are required for <u>all</u> new, changed or withdrawn policies and services.	No (Include further detail below)
	No implications
Legal implications / impact	Yes (Include further detail below)
	Improvement expected in quality, safety and patient experience through the development of a Quality Strategy and associated deliverables.
Resource (Capital/Revenue £/Workforce) implications / Impact	There is no direct impact on resources as a result of the activity outlined in this report.
Link to Strategic Goals	Improving Care

5. RECOMMENDATIONS

- That the Committee **note** the progress update regarding the development of the Quality Strategy.
- That the Committee **endorse** the quality vision, mission, and pledge.
- That the Committee offer **feedback** on the draft quality goals contained within this document in relation to known challenges, risks, and priorities.
- That the Committee **endorse** the focus of stakeholder engagement and agree for wider engagement to commence.