# Quality and Impact Framework: Implementation Plan

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**Sponsoring Executive Director:** Rhiannon Beaumont-Wood, Executive Director of Quality, Nursing and Allied Health Professionals  
**Who will present:** Rhiannon Beaumont-Wood, Executive Director of Quality, Nursing and Allied Health Professionals  
**Date of Committee meeting:** 25 January 2017  
**Committee/Groups that have received or considered this paper:** Executive Team

**The Committee are asked to:** (please select one only)  
**Approve** the recommendation(s) proposed in the paper ✔  
**Discuss** and scrutinise the paper and provide feedback and comments  
**Receive** the paper for information only

**Link to Public Health Wales commitment and priorities for action:** (please tick which commitment(s) is/are relevant)  
✔ ✔ ✔ ✔ ✔ ✔

**Priorities for action**  
include relevant priority for action(s)
1 **Introduction**

The attached document provides the Committee with a high level implementation plan for the Quality and Impact Framework. It sets out to explain the high level, significant milestones and the overall timeframe for the implementation of the Framework across Public Health Wales. It is acknowledged that more detailed plans will need to sit below this high level plan.

The Committee is asked to **approve** the document.

2 **Background**

Since its establishment Public Health Wales has developed a robust system of performance management which monitors Welsh Government Tier One Targets in addition to other performance measures across the organisation. However, it was recognised by the Executive Team and Board that these measures are limited and do not necessarily provide the breadth of oversight which allow us to have a better understanding of the quality and impact of our work. In November 2014 the Executive Team proposed that a Quality Framework should be developed to provide a means by which the quality within the organisation could be measured.

Following extensive consultation with staff, both individually and via existing groups the draft Quality and Impact Framework was completed and a formal consultation undertaken with staff during September 2016. The Framework has been positively received and was endorsed and approved by the Board in November 2016.

3 **Timing**

Implementation of various elements within the Framework has already commenced. It is acknowledged that the full implementation of the Quality and Impact Framework will not be achieved in the short term, as it is a cultural journey which the whole organisation needs to embark on and will take time to fully embed.

4 **Description**

The implementation of the Framework will require collaboration, co-delivery and will build on existing and planned activity across the organisation.
The implementation plan focuses on high level deliverables, as more detailed plans will need to sit below. These may already exist in some Directorates, while in others they may need to be developed or adapted to reflect work that will be intrinsic to implementing the Framework. Other strategies, such as Research and Development and Knowledge Mobilisation are also integral to, and will deliver core elements of the Quality and Impact Framework. The Quality Management Group will monitor the delivery of the detailed implementation plans by receiving quarterly highlight reports from the relevant Directorates.

A detailed communication plan will need to be developed to ensure staff across the organisation are aware of the Framework and the related work streams.

5 Financial Implications

A significant amount of work could be undertaken within existing resources, as all staff have a responsibility to support the implementation of the Framework. Elements of the work are already underway and are identified with the current Integrated Medium Term Plan (IMTP) and further resource implications are being discussed by the Executive Team.

It is acknowledged that as the Framework is implemented significant potential costs may be highlighted.

6 Recommendation(s)

The Committee is requested to approve the attached Framework.
Implementation Plan: Quality and Impact Framework
Introduction

Following the development of the Quality and Impact Framework ("the Framework") an implementation plan is vital. To implement the Framework will require collaboration, co-delivery and will build on existing and planned activity across the organisation.

The Framework sets out to create an organisation that is driven to continuously improve and is passionate about making a difference to the people of Wales. The right culture and effective performance is key for any organisation to deliver its vision, mission and outcomes. We need to move to a new and dynamic culture where staff are seeking and willing to embrace change, innovation, knowledge mobilisation and new thinking so that what we do, and the impact of our work, becomes even more effective. This requires strong leadership, widespread involvement and partnership-working by everyone. Fundamental to supporting this change in culture will be a series of workshop that will be held with Directorates/Divisions, building on available evidence, to develop quality indicators.

This implementation plan sets out to explain the high level, significant milestones and the overall timeframe for the implementation of the Framework across Public Health Wales. It is acknowledged that more detailed plans will need to sit below this high level plan. These may already exist in some Directorates, while in others they may need to be developed or adapted to reflect work that will be intrinsic to implementing the Framework. Other strategies, such as Research and Development and Knowledge Mobilisation are also integral to, and will deliver core elements of the Quality and Impact Framework. The process by which these detailed plans will be monitored is explained later in the document, under the Accountability and Governance section.

A detailed communication plan will also need to be developed to ensure staff across the organisation are aware of the Framework and the related work streams.

The implementation plan is structured in line with the five ways of working highlighted within the Well-being of Future Generations (Wales) Act\(^1\). These are:

- **Considering long term needs**: The importance of balancing short-term needs with the need to safeguard the ability to also meet long-term needs
- **Prevention**: How acting to prevent problems occurring or getting worse may help public bodies meet their objectives.

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Integration: Considering how the public body’s well-being objectives may impact upon each of the well-being goals, on their other objectives, or on the objectives of other public bodies

Collaboration: Acting in collaboration with any other person (or different parts of the body itself) that could help the body to meet its well-being objectives

Involvement: The importance of involving people with an interest in achieving the well-being goals, and ensuring that those people reflect the diversity of the area which the body serves.

Following these ways of working will help us to work together better, avoid mistakes that have previously occurred and address long term challenges. It is important that we consider balancing short term results with the need to safeguard the ability to meet long term objectives.

Process

The process of implementing the Framework is divided into three main phases although it is recognised that this is a continual process of monitoring and refining.

A “Plan on a Page” is included on page 11.
Key Deliverables

The implementation of the Framework relies on all staff making it core to their role. Each deliverable (be this outcome or output) is captured overleaf under each of the Framework objectives. An indicative time line is also included with the end date highlighted. For a number of the objectives work has already commenced to deliver against the deliverables.

It should be noted that each deliverable is listed under one objective only, although it may apply to more than one objective.
<table>
<thead>
<tr>
<th>Objective</th>
<th>Deliverable</th>
<th>Timeframe (End date)</th>
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| **Objective 1:** We will make achieving quality and impact a top priority for all our staff | • Production of the Quality and Impact Framework  
• Establishment of Quality Hub (to engage staff in sharing learning from innovation, improvement activities, research experience and evaluations)  
• Evidence that the views of staff, are collected, collated and used to improve quality and the impact of our work across the organisation  
• Collation, review and regular reporting on incidents, concerns, complaints and any serious incidents | • Complete  
• Sept’17  
• April’18  
• Dec’16 |
| **Objective 2:** We will promote and encourage listening and gaining feedback from our service users, the public and each other to improve our understanding of how we can work better together | • Evidence of clear, transparent, timely and relevant communication to staff, the public and people who are affected by our services, programmes and functions  
• Evidence that the views of people who use our services, communities and the wider public are collated and used to improve quality and the impact of our work to achieve our strategic priorities  
• Further compliance with equality duties and best practice standards that relate to involvement and public engagement | • April’18  
• April’18  
• April’18 |
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<tr>
<th><strong>Objective 3:</strong> We will provide the right education, training and support for our staff so that they can deliver quality and impact</th>
<th>- Organisational Development (OD) and Learning Framework in place which supports improving skills, cross organisational knowledge development in research (including evidence), evaluation and quality improvement methodologies (this will form part of a wider OD and Learning Framework)</th>
<th>- April’18</th>
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</table>
| **Objective 4:** We will develop leadership skills at all levels and empower staff to take decisions and make changes | - Quality and Impact Framework reflected within the organisation’s strategic objectives, Integrated Medium Term Plan (IMTP) and local operational plans, stressing the importance of considering quality and the impact of our work in conjunction with performance, finance and workforce issues  
- Clear lines of accountability and schemes of delegation evident  
- All Directorates demonstrate improvements year on year against their identified indicators (see Objective 7) | - April’18  
- April’17  
- April’18 |
| **Objective 5:** We will monitor and evaluate the impact that our work has. This will be embedded in all new work we undertake | - Reporting and monitoring on a quarterly basis of quality and impact indicators (see Objective 7), embedded within the wider performance reporting arrangements  
- All new major projects/programmes will have evidence and evaluation built into their initiation document against expected outcomes and necessary costs and resources to evaluate identified  
- Any refreshed or new IMTP will have reviewed work undertaken to determine its impact, and made a decision on whether work should be continued, amended or stopped | - April ‘18  
- Sept’18  
- April’18 |
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<tr>
<th><strong>Objective 6:</strong> We will ensure externally applied standards, where they exist, are in place and monitored</th>
<th>• Evidence that knowledge is used (arising from research evidence, good practice, improvement projects, experiences and evaluation) is used transparently, appropriately, proportionally to inform decision making</th>
<th>• April’18</th>
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| **Objective 7:** We will improve outcome and quality measurement and report on progress against our Quality and Impact Framework | • Actively determine and adopt appropriate standards for the organisation  
• Reporting and monitoring on a quarterly basis against robust meaningful standards (both internal and external) eg Health and Care Standards, ISO Standards | • April’18  
• April’18 |
| | • Development of the quality and impact indicators in collaboration with Directorates/Divisions to link in with existing and future performance reporting mechanisms  
• Develop a Quality and Impact reporting dashboard in collaboration with existing and future performance reporting mechanisms | • April’18  
• Dec’18 |
| **Objective 8:** We will promote the use of recognised improvement and evaluation techniques and ensure that there is sufficient capacity and capability within the organisation to use them effectively | • Appropriate methodologies for improvement, use of evidence, evaluation (both process and outcome) and engagement approaches available and utilised (link to Objective 3)  
• Participation in local, national and international research will increase year on year  
• External benchmarking (of quality and effectiveness) with other health organisations, both in Wales and wider undertaken | • April’17  
• April’18  
• April’18 |
| --- | --- | --- |
| **Objective 9:** We will strengthen existing and establish new dynamic partnerships across health, social care, local government, housing, third sector, academia and industry to help us deliver improved health and wellbeing for the population | • An active Cymru Well Wales strategic partnership that delivers against its founding principles  
• Strong and constructive partnerships with other health organisations at a national and local level to learn and share lessons and improve quality  
• Methods of measuring the impact of our work against our strategic objectives available and utilised | • April’18  
• April’18  
• April’18 |
Accountability and Governance

The Quality, Nursing and Allied Health Professionals Directorate is responsible for leading the development and implementation of the Framework, working closely with other Directorates. However, this requires cross organisational commitment to fully implement and embed the requirements. It is also the responsibility of all staff to be aware of and become familiar with the Framework and the underpinning work streams, such as existing strategies (Research and development, Knowledge Mobilisation etc) across the Directorates. All staff have a role to play in the implementation of the Framework and the development and utilisation of the various quality and impact indicators.

The implementation of the Framework will be monitored at a high level by the Quality Management Group. It is acknowledged that detailed work will be incorporated within individual Directorate implementation plans where responsibility sits for the delivery of the various elements within Directorate portfolios eg leadership development is embedded within the OD and Learning Directorate, elements of the Knowledge Mobilisation Strategy are being led by the Health Intelligence Division. To enable the Quality Management Group to have an oversight of the relevant detailed implementation plans these will report to the Group on a quarterly basis via a Highlight Report which will identify key milestones/ actions for that quarter, an overall RAG rating, a summary status, any issues outstanding and relevant risks. A six monthly report will be provided to the Executive Team/Quality Safety and Improvement Committee on an exception basis.

Once specific quality and impact indicators are developed for each Division, each Directorate will be responsible for completing the quarterly reports from their respective Divisions and acting on any areas identified for development. This information will, over time, be incorporated into the regular performance report provide to the Executive Team. The Quality Governance Structure is included as Appendix B within the overall Quality and Impact Framework Document.

Benefits

As set out in the main Framework document we want an organisation that delivers on quality and impact; which is integral to everyone’s role. Implementing the Framework will have a positive impact on achieving our strategic priorities and on the people who use our services, programmes and functions. This Framework is the first step on our journey to create a culture where all staff, regardless of their location, Directorate or focus of work, have the will, knowledge, skills and support to ensure that as an organisation we are known for our quality and the impact of our work.
Challenges

It is acknowledged that the implementation of the Framework is an iterative process and requires a cultural shift; which will take time to achieve. The pace of change will also depend on the will of individuals to realise the aspirations of the Framework and other work pressures.

It is acknowledged that the full implementation of the Quality and Impact Framework will not be achieved in the short term, as it is a cultural journey which the whole organisation needs to embark on and will take time to fully embed.

Resources

All staff across the organisation have a responsibility to support the implementation of the Framework, and a significant amount of work could be undertaken within existing resources, although current allocation may need to be reviewed with clarity of roles and responsibilities. Indeed, elements of the work are already underway and are identified with the current Integrated Medium Term Plan (IMTP). The resources implications are being discussed by the Executive Team.
### Key High Level Deliverables

<table>
<thead>
<tr>
<th>Deliverable</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
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<tr>
<td>Production and approval of the Quality and Impact Framework (Nov’16)</td>
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<tr>
<td>Launch and communication of Framework (including development of Comms plan) (Dec’16/ Jan’17)</td>
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<td>Health and Care Standards annotation and introduction of peer review (Nov’16)</td>
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<tr>
<td>Raising awareness of the Framework and co-development of the quality and impact indicators (April’18)</td>
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<td>Establishment of Quality Hub (Sept’17)</td>
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<td>Organisational Development (OD) and Learning Framework in place (April’18)</td>
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<tr>
<td>Integrated Medium Term Plan (IMTP) and local operational plans reflect quality and impact (April’18)</td>
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<td>Evidence that the views of people are collected, collated and used (April’18)</td>
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<td>Compliance with equality duties and involvement standards (April’18)</td>
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<td>Appropriate improvement methodologies, evaluation methods and engagement approaches available and utilised (April’17)</td>
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<tr>
<td>Methods of measuring impact on improved outcomes for population health available and utilised (April’18)</td>
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<td>Reporting and monitoring on a quarterly basis of quality and impact indicators (April’18)</td>
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<td>An active <em>Cymru Well Wales</em> strategic partnership that delivers against its key objectives (April’18)</td>
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<td>Full implementation of the Framework (March’19)</td>
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*We want to create an organisation that is driven to continuously improve and is passionate about making a difference to the people of Wales*