 <p> GIG CYMRU NHS WALES </p> <p> Iechyd Cyhoeddus Cymru Public Health Wales </p>	<p>Name of Meeting Board</p> <p>Date of Meeting 28 March 2024</p> <p>Agenda item: 3.3</p>
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<h2 style="text-align: center;">Improvement Cymru review</h2>	
<p>Executive lead:</p>	<p>Prof John Boulton, National Director of NHS Quality Improvement and Patient Safety / Director Improvement Cymru</p>
<p>Author:</p>	<p>Karen Field, Strategy Lead, Improvement Cymru Meghann Morris, Business Lead, Improvement Cymru</p>

<p>Approval/Scrutiny route:</p>	<p>Prof John Boulton, National Director of NHS Quality Improvement and Patient Safety / Director Improvement Cymru</p>
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<p>Purpose</p> <p>This paper and presentation reflect on the work Improvement Cymru have undertaken within PHW and provides assurance of the process to support the team moving into the NHS Executive.</p>
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<p>Recommendation:</p>				
<p style="text-align: center;">APPROVE <input type="checkbox"/></p>	<p style="text-align: center;">CONSIDER <input checked="" type="checkbox"/></p>	<p style="text-align: center;">RECOMMEND <input type="checkbox"/></p>	<p style="text-align: center;">ADOPT <input type="checkbox"/></p>	<p style="text-align: center;">ASSURANCE <input checked="" type="checkbox"/></p>
<p>The Board is asked to:</p> <ul style="list-style-type: none"> • Consider the summary of work undertaken by Improvement Cymru in Public Health Wales • Receive assurance that the team are supported during the move into NHS Executive 				
<p>Link to Public Health Wales Strategic Plan</p> <p>Public Health Wales has an agreed strategic plan, which has identified seven strategic priorities and well-being objectives.</p> <p>This report contributes to the following:</p>				



Strategic Priority/Well-being Objective	All Strategic Priorities/Well-being Objectives
Summary impact analysis	
Equality and Health Impact Assessment	n/a
Risk and Assurance	n/a
Health and Care Standards	This report supports and/or takes into account the Health and Care Standards for NHS Wales Quality Themes All themes
Financial implications	None
People implications	None

1. Purpose / situation

This paper and presentation reflect on the work Improvement Cymru have undertaken within PHW and provides assurance of the process to support the team transitioning as part of Phase 2 to the NHS Executive on the 1 April 2024.

2. Background

The work of Improvement Cymru

Improvement Cymru became a directorate of Public Health Wales (PHW) in 2013. Since then, Improvement Cymru has supported a range of national priorities as the improvement service for NHS Wales. The team have also been an integral part of PHW, contributing to the delivery of strategic priorities and developing the improvement capability of the organisation. The attached presentation provides an overview of some of our key achievements.

Transition to the NHS Executive

The NHS Executive (NHSe) was established on 1 April 2023. Improvement Cymru is within phase 2 of the establishment of NHSe; it will form part of the Quality, Safety & Improvement Directorate from 1 April 2024.

A 12-month plan was developed to support staff through the transition. This included an engagement period from 18 January 2024 to 16 February 2024 where staff were invited to ask questions and feedback to Judith Paget (SRO), Chief Executive of NHS Wales and Director General for Health and Social Services, as part of the process. Three members of Improvement Cymru were affected differently and were not part of the engagement; those staff have been subject to different PHW processes supported by their manager.

The transition process and support has been described in more detail below.

3. Description/Assessment

The transition into the NHS Executive (NHSe) has been meticulously structured and managed, focusing on governance arrangements, staff support, and effective communication channels. A key feature has been asking staff how they could be supported during the transition and activities, resources and communication have been developed to reflect staff requirements. In particular, staff requested that they wanted to be updated on emergent themes as well as confirmed decisions.

The following summary outlines the key components and strategies employed during this transition:

3.1. Governance

Welsh Government

Improvement Cymru representatives sit on the Welsh Government (WG) Programme Board and associated workstreams. The PHW Programme Manager also sits on the WG Programme Board. Monthly reports are part of NHSe Senior Leadership Team agenda to ensure governance and active risk management.

Public Health Wales

Improvement Cymru representatives sit on the PHW Programme Board and associated workstreams. The Welsh Government Programme Manager and workstream leads meet regularly with the PHW Programme Manager. Monthly highlight reports are submitted as part of the IC and Communications workstream to PHW for governance and active risk management.

Improvement Cymru

An NHSe Transition Programme has been established, chaired by an SRO, workstreams for key areas including communications, finance & estates, digital, and workforce & OD. The Programme meeting and workstream meetings are held fortnightly with Workstream leads alternating between internal workstream meetings and Welsh Government programme board ensuring continuity and alignment with broader strategic goals.

A fortnightly Transition Working Group meeting has been established and has representation from all teams in Improvement Cymru ensuring comprehensive support and acts as a conduit to capture all digital, estates and workforce requirements during the transition.

Improvement Cymru Leads also attended the NHSe Leads Away Day and conversations are already taking place with colleagues across the Executive, alongside mapping our priorities against the remit letter and supporting collegiate working.

The structures are illustrated in Appendix 1.

3.2. Health and wellbeing

A structured communication approach ensures timely updates and responsiveness to staff feedback. Feedback is incorporated into communication strategies, fostering transparency and trust.

This approach has included:

- Weekly Leadership Team NHSe Huddle - Leadership Team generally meet on a Thursday to update workstream information, agree key messaging for the



- Friday Team Weekly Update email, respond to any anonymous questions and agree the messaging for the Tuesday Leadership Transition drop-in session.
- Weekly NHSe Transition drop in – takes place on Tuesday, communicates key messages and resolve any issues raised or to take on board any staff comments/queries.
 - Weekly NHSe Transition updates:
 - all-staff weekly huddle every Tuesday
 - Weekly Update email to all staff every Friday
 - Regular NHSe Transition Wellbeing Talks – to support informal, supportive conversations across the team.
 - Themed series of talks focused on topics suggested by staff to support the transition such as psychological safety, collaborative working, managing during organisational change.
 - Anonymised feedback form for questions about the NHSe transition – answers included in the Weekly Update email.
 - Range of wellbeing resources and toolkits to support staff.

The resources have also supported more strategic engagement across NHSe and have been shared with PHW.

In addition, PHW People and OD representatives attend the weekly staff transition talks and fortnightly SRO workstream meeting. They have also supported the engagement process by linking in with comms teams and ensuring that the messaging is appropriate and fit for purpose.

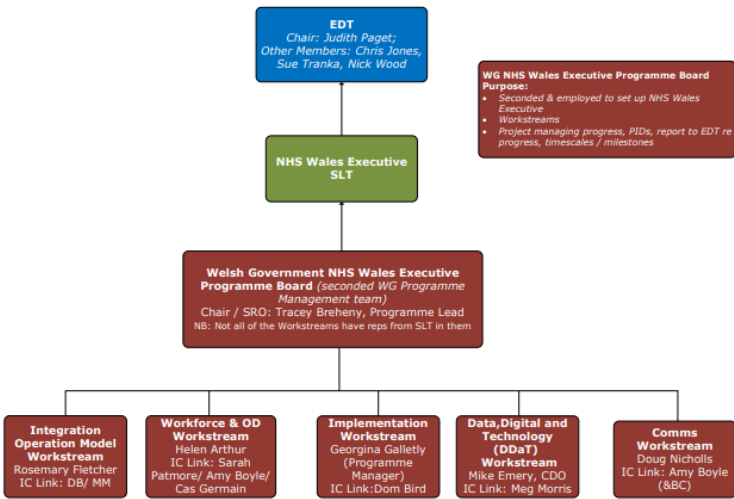
Despite some challenges and differing perspectives, the transition process into the NHSe has been characterised by a commitment to staff support, effective governance, and transparent communication. The team has received positive feedback from other directorates and Welsh Government on their communication and responsiveness.

4. Recommendation

The Board/Committee is asked to:

- **Consider** the summary of work undertaken by Improvement Cymru in Public Health Wales
- **Receive assurance** that the team are supported during the move into NHS Executive

Appendix 1



NHS Wales Executive: Governance Map

