



GIG
CYMRU
NHS
WALES

Y Weithrediaeth
The Executive

Welsh Government

Mandate to NHS Wales Executive

2023 - 24



Llywodraeth Cymru
Welsh Government

Mandate

The Mandate is the direction from Welsh Government to the NHS Wales Executive (the Executive) setting out its role and ways of working to deliver the expectations as set out in an annual Remit Letter from the Director General of Health & Social Services Group (HSSG), Welsh Government and CEO NHS Wales. It is acknowledged that 2023-24 will be a transitional year with the opportunity to establish the right mechanisms and ways of working needed to realise the full benefit of the creation of the Executive. The 2023/24 Mandate covers Phase 1 of the Executive's establishment; the Executive will develop further as it settles into its remit and exercises its responsibilities within the healthcare and social care systems in Wales.

The core value statement of the Executive is to **drive improvements in the quality and safety of care - resulting in better and more equitable outcomes, access, and patient experience, reduced unwarranted variation, and improvements in population health – this will underpin the Mandate.**

The creation of the Executive is an essential part of making the health system in Wales fit for the future and achieving *A Healthier Wales* vision of a whole-system approach to providing excellent health and social care across Wales. The Executive must respond to the changing world driven by an increasingly ageing population, the rising expectations of the wider population in Wales and advances in technology and science.

Working on behalf of the Welsh Government, the Executive's role in supporting this mission is to provide strong leadership and strategic direction, and enable, support and, where necessary, intervene to ensure the delivery of national priorities and standards and safeguard and improve the quality and safety of care. The Executive will:

- Strengthen national leadership and support for quality improvement.
- Provide more central direction to ensure a consistent and equitable approach to national and regional planning based on outcomes.
- Enable stronger performance management arrangements, including capacity to challenge and support organisations that are not operating as expected.
- Leverage and respond to the advances in medicine science and technology to deliver a modern NHS in Wales.

The Executive will support the system in ensuring financial delivery and optimising its utilisation of resources to deliver best outcomes.

The Executive will also realise opportunities in core components of workforce development and Digital, Data, technology and innovation that will ensure the NHS in Wales is in place to respond to future challenges. This will include using advances in science like genomics and precision medicines and AI to support our workforce and provide better care. Improved sharing of information and data, across and between care settings and clinical systems, to support direct care, operational management, research and planning and service redesign will be vital to delivering transformation and performance improvement.

The Executive will work with DHCW and HEIW to remove duplication from services and promoting an all-Wales approach while aiming to ensure we deliver value and optimal use of

resources around delivery of national, regional, and local programmes. This will be outlined in the Executive's operating model.

Quality and Safety improvement will be at the heart of the Executive and the following sections are core components of how the Executive will discharge its responsibilities.

All planning, performance, and delivery processes delivered by the Executive need to be connected and focussed on quality and learning, with particular emphasis on the four elements of the quality cycle. Whilst also ensuring the Executive takes advantage of innovation that can be adopted and scaled as part of the journey through the quality cycle.

The Quality and Safety Framework was published in September 2021 and was built around the six domains of quality; care that is safe, effective, people-centred, timely, efficient, and equitable. The framework sets out the need for a robust quality assurance mechanism that brings all the information and analysis surrounding quality together, so it is utilised to implement effective change and improvement in care and outcomes. The Executive will use data and information to provide insights and knowledge and inform how it can learn and improve care and wider services.

The Executive will also be expected to align with and, wherever applicable, input to relevant cross-system work including:

- Programme for Government commitments
- A Healthier Wales
- In line with the five ways of working set out in the Well-being of Future Generations (Wales) Act 2015. The Executive will be required to report to WG how it is using the five ways of working, how it is contributing to achieving the seven wellbeing goals, and how its approach will progress year on year.
- Meeting legal duties under the Welsh Ministers' Welsh Language Standards, the Executive shall develop the important role that it plays in supporting Welsh language and culture, recognising Welsh belongs us to all and the importance of language choice and need in delivering quality care aligned to the More than just words framework.

Clinical networks and national programmes are key mechanisms to support improvement, change and delivery.

The following four National Programmes will be part of the Executive – these represent ministerial priorities and/ or commitments made in the Programme for Government.

- Six Goals for Urgent and Emergency Care
- Planned Care Recovery and Improvement
- Mental Health Programme
- Strategic Programme for Primary Care

The Planned Care Recovery and Improvement and Mental Health Programmes are already part of the Delivery Unit and NHS Collaborative respectively. As such they will operate as part of the Executive from 1 April 2023. Hosting arrangement for the Primary Care and Urgent Emergency Care Programmes will be resolved post April 2023 and the incorporation of other programmes will also be looked at.

National Clinical Framework

The National Clinical Framework (NCF) is a vision for the strategic and local development of NHS Clinical Services. It is intended to improve patients' outcomes and support the planning and delivery of resilient clinical services. The NCF draws on Value-Based Healthcare and the principles of prudent healthcare and notes the importance of data and digital being a key enabler.

As a key tenet of the Executive, it will direct and support organisations, and those that work within them, to improve clinical services. Underpinning this work will be an ongoing emphasis on using data to inform clinical improvements across the pathways of care and ensuring clinical and professional voices inform how the Executive uses data, digital and innovations to make a difference to what it delivers for people of Wales.

Quality statements

A Healthier Wales and the National Clinical Framework confirmed the introduction of a series of quality statements for prioritised clinical services. These describe the outcomes and standards we expect to see delivered in Wales for those services.

Quality Statements focus on what is important to deliver consistently across Wales for any given clinical service. They include a requirement for local adoption of national pathways, service specifications and guidance that have been developed by clinical representatives of all relevant NHS bodies working together to determine what good looks like. Quality statements will also assess how data is being used to inform improvements, and how innovations and all Wales digital programmes have been adopted and used to drive forward quality improvements.

The implementation of the quality statements will support NHS organisations to address key service challenges and to improve quality of care. It is important that NHS bodies can demonstrate where the quality attributes are relevant throughout their wider planning.

Safe Care Collaborative

Putting quality and safety above all else is the first NHS Wales core value. A Healthier Wales (2018) and the Health and Social Care (Quality and Engagement) (Wales) Act 2020 set out clear quality and safety ambitions for organisations, and the Safe Care Collaborative aims to support organisations to realise this vision by supporting them to create the conditions, build the capability and make the connections to enable a culture of quality and safety to flourish.

The Safe Care Collaborative is part of the Safe Care Partnership, which is between NHS Wales health boards and trusts, the Executive and where required, external partners. The partnership's aim is to use a whole-system approach to coach and support health boards and trusts to improve the quality and safety of care across their systems.

The Safe Care Collaborative creates a learning system where organisations test and measure practice innovations and share their experiences to accelerate learning and widespread implementation of best practices for safe care. It brings together teams, coaches, executives, and senior leaders for safety from across all the health boards and trusts in Wales adopting a 'once for Wales' approach.

Implementation of the Collaborative will support organisations to scale and spread nationally coordinated, locally delivered improvements in the quality and safety of care aligned to the mandated priorities for the Executive, national programmes, and local need. The support provided through the collaborative will enable a culture of continuous improvement and a legacy of on-going collaboration and learning between health boards and trusts that will positively impact all mandated priorities and national programmes.

Sustainable development statement

The Well-being of Future Generations (Wales) Act 2015 (the Act) is about improving the social, economic, environmental, and cultural well-being of Wales and it requires the Executive to think more about the long-term, to work better with people and communities and each other, to look to prevent problems and to take a more joined-up approach. The Act puts in place seven well-being goals:

- A prosperous Wales
- A resilient Wales
- A healthier Wales
- A more equal Wales
- A Wales of cohesive communities
- A Wales of vibrant culture and thriving Welsh Language
- A globally responsible Wales

The Act puts in place a 'sustainable development principle' which tells the Executive how to embed sustainability into everything it does. This means the Executive must act in a manner which seeks to ensure the needs of the present are met without compromising future generations.

There are 5 ways of working the Executive needs to embrace to show it has applied the sustainable development principle and, in doing so, will evidence better working together, not

repeating past mistakes, and tackling long term challenges faced by the health system in Wales.

The Executive will use the 5 ways of working, outlined in the Act, to work with patients, staff, and stakeholders to drive improvements in the quality and safety of care, resulting in better and more equitable outcomes, access, and patient experience, reduced unwarranted variation, and improvements in population health. This will enable the Executive to contribute to the creation of a Wales we all want to live and work in, now and in the future.

The following table sets out how the Executive will use the 5 ways of working to deliver its sustainable development obligations.

Long term	The Executive will provide strategic direction and strengthen national leadership and support for quality improvement, balancing short term, immediate, needs within health and social care provision with longer term outcomes and their impacts on patients and their experiences.
Prevention	The Executive will plan, enable, support and, where necessary, intervene to ensure delivery of national priorities and standards and safeguard and improve quality and safety of care. Prevention and the reduction of inequalities will be central to decision making.
Integration	The Executive will promote integration within the health system in Wales by providing more central direction to ensure a consistent and equitable approach to national and regional planning based on outcomes.
Collaboration	The Executive will collaborate with patients and professionals across organisations to identify and drive improvements in quality and safety of care within the health system in Wales. Opportunities also exist for alignment with the new National Office for Care and Support.
Involvement	The Executive will involve people, staff, and stakeholders by seeking feedback and input into the development and delivery of the Executive's responsibilities.

The Executive will support NHS organisations in their role as anchor institutions, providing a driver to implement care and services in a way that supports individuals and communities as part of normal business. This will include the approach to the foundational economy and how the NHS can respond to the cost-of-living crisis for both patients and staff.

Opportunities to work with industry and commercial sector will continue to be explored by the Executive's work in its digital and innovation programmes, which will have the potential to stimulate the economy and bring new solutions to the NHS in Wales.

The Executive must be cognisant of the all-Wales net zero target and ambition for the public sector to be collectively net zero by 2030, national and organisation level decarbonisation action plans and adaption pathways and social value, which as part of contributing to achieving the aims of the Act, remain as commitments and opportunities to build in actions and benefits as part of service planning.

Additionally, the Strategic Equality Plan 2020-2024, the Anti Racist Wales Action Plan, More than Just Words 2022-2027 and the LGBTQ+ Action Plan should be used to embed

meaningful changes and values as part of Welsh life. The Anti Racist Wales Action Plan must be used to deliver demonstrable leadership at all levels to meet existing commitments to challenge systemic and institutional racism and in the provision of equitable, culturally appropriate services, recognising intersectionality and differences among group. More than Just Words 2022-27 will strengthen Welsh language provision in health and social care, supporting Welsh speakers to receive care in their first language. LGBTQ+ rights are embedded in the Welsh Government's Programme for Government commitments and are a key component of the Co-operation Agreement with Plaid Cymru. The LGBTQ+ Action Plan, developed with the aim of making Wales the most LGBTQ+ friendly nation in Europe, sets out healthcare, social care and welfare actions NHS Wales must deliver against, and the Executive must plan and deliver accordingly.

Benefit realisation

The Mandate directives set out in the Remit Letter will outline the expectations of the Executive within the context of the added benefit it will bring to deliver against those expectations.

In designing the details in the Remit Letter, Welsh Government policy officials will use the parameters below to provide clarity on what benefits the expectations will deliver.

There is an acknowledgement that the accompanying remit letter, particularly in the transition year of 2023/24, will not cover the current totality of the Executive's business. However, the letter sets out those priorities that must be the central focus of the workplan developed by the Executive senior leadership team.

The Executive will use advanced analytics and modelling tools, alongside wider improved use of data to measure the impact it is having and to identify areas of quality improvements, but also importantly where the Executive is being successful, to support the adoption of good practice. This will be set out in the development and implementation of a benefits realisation framework.

Benefit parameters.

Laser focus on quality and safety:

- Provide a stronger focus on quality and safety and ensure it is integrated into all work driven and delivered by the Executive (including the Duty of Quality).
- Improved use of data and analysis to identify areas for quality improvement and areas of potential risk.

A central guiding hand providing system leadership:

- Facilitating, supporting and, where necessary, directing NHS organisations to improve and transform in line with national priorities and standards.

Simplification:

- Streamline the governance landscape and strengthen accountability to Ministers.
- Greater alignment of resources, expertise, and capacity to national priorities.
- Greater clarity and transparency on national priorities.

Improve planning:

- Improved regional and national planning with clarity on evidence base at what needs to be done at each level.
- Address unwarranted variation through national priorities and standards.
- Stronger drive for innovation and transformation with core tenant of use of technological and digital tools to drive this change.
- Identify and share best practice more quickly and ensure wider adoption of innovation across Wales.

Enabler of change:

- Support and drive improvement and transformation.
- Improve pace of decision making and delivering change.
- Upskill workforce to make take advantage of advancements in technology and science.
- Ensure people centred approach to service redesign.
- Make use of technologies to improve capacity in workforce including AI and automation.

Oversight and assurance of performance:

- Effectiveness in oversight and assurance and performance management of the NHS in Wales to drive improvement.
- Balancing oversight and assurance and facilitating, supporting, and directing.
- Quickly mobilise support to organisations at risk of escalation.
- Provides a single source of financial, clinical and system advice.
- Strengthen governance to enable/ensure adoption of national standards across pathways, operating procedures, technology, and data.

Organisational Development and Culture

To deliver on its aims and expectations the Executive will develop its people and talent to develop effective capacity and ways of working together that enables its workforce to deliver on the expectations. This will include opportunities to learn from effective practice elsewhere in the UK and more widely about the approaches that lead to the most effective systems leadership and tools and techniques that focusses on quality, safety, and performance in a context of compassionate leadership.

The Executive will enable those working with and within the new structures to have the opportunity to build, share and collaborate on the existing areas of good practice, develop common language and shared understanding of improved ways of working whilst developing a shared ambition for the culture, values, and behaviours to achieve its purpose.

To develop and support individuals and teams an evidence-based programme of system wide, organisational, team and individual development and training will support and enable the people across the new Executive and HSSG to move as rapidly as possible into full effectiveness. This work will be co-designed with those involved in the change and will build on the learning and development offers that already exist in the existing organisations as well as filling any gaps identified.

Funding and Business Planning

The Executive will ensure it operates at optimal effectiveness and efficiency. The Executive will plan to use its resources in an affordable and sustainable manner, and within limits as agreed, and in accordance with its obligations to Welsh Government with regard to financial management, forecasting and reporting.

Recognising the significant challenges and financial context for 2023/24 for NHS Wales the Executive will support the system in prioritising its activity to support the requirements to enable delivery in 2023/24.

Structure and Governance

The Welsh Government Health and Social Services Group (HSSG) Executive Directors' Team (EDT) is responsible for the oversight and delivery of functions within the HSSG remit. EDT will set the direction and priorities for the Executive, provide oversight of its performance and delivery, holding the Executive Senior Leadership Team (SLT) to account. The SLT will provide operational leadership for the Executive. The Executive, through EDT, is ultimately accountable to the Director General (DG), HSSG/CEO NHS Wales.

The Mandate is the direction from Welsh Government to the Executive setting out its role and ways of working in the delivery of the expectations detailed in an annual remit letter from the DG, HSSG/CEO, NHS Wales.

The SLT will target the collective resources of the Executive on delivery of these expectations, and this will be articulated in an annual operational work plan, developed by the SLT for approval by EDT. In addition to responding to the Mandate/Remit Letter, the work plan will take account of wider core responsibilities and be developed within legislative and policy frameworks. The work plan will confirm the priorities and work for each team within the Executive and how their collective input is maximised. It will inform the setting of individual staff objectives by providing clarity on priorities and how staff can contribute to the success of their team and the Executive.

The formal interface and governance between HSSG EDT and the SLT will be through regular meetings that focus on oversight, strategic direction, performance, and benefits realisation. The SLT will report formally to the HSSG EDT on delivery against the workplan, in accordance with an annual cycle of business. (See appendix 1)

Welsh Government Remit Letter to the NHS Wales Executive 2023 – 24

NHS Wales Executive: Strategic Remit and Expectations

This letter sets out the operational remit for the NHS Wales Executive (the Executive) for the period from 1 April 2023 to 31 March 2024 (the “period”).

At the outset it must be acknowledged that 2023-24 is a transitional year and there has been an excellent, collective effort from Executive staff and those supporting the Executive Implementation Programme to ensure that we have the key building blocks in place for 1 April 2023 and which can be built upon over the next 12 months.

The Executive will be a hybrid model, rather than a standalone organisation. The hybrid model will comprise of a small, strengthened senior team within Welsh Government, bolstered and complemented by the bringing together of existing expertise and capacity from national bodies in the NHS in Wales, including:

- NHS Wales Health Collaborative
- NHS Wales Finance Delivery Unit
- NHS Wales Delivery Unit
- NHS Wales Improvement Cymru

The Collaborative, Finance Delivery and Delivery Unit will operate as a part of the Executive from 1st April 2023. Improvement Cymru will also become a part of the Executive from 1st April 2023, however, this will be delivered through a Memorandum of Understanding with Public Health Wales (PHW) until the necessary transition arrangements are agreed in 2023/24.

The expectations have alignment to the ministerial priorities as set out in the NHS Planning Framework and specific policy areas directed by Welsh Government.

NHS Wales Executive Core Remit and Expectations

The Executive is an essential part of making our health and social care systems fit for the future. Its key purpose is to drive improvements in the quality and safety of care – resulting in better and more equitable outcomes, access, and patient experience, reduced variation, and improvements in population health.

To do this, working on behalf of the Welsh Government, the Executive will provide strong leadership and strategic direction – enabling, supporting, and directing, where necessary, the NHS in Wales to transform services in line with national priorities and standards by:

- Strengthening national leadership and support for quality improvement.
- Providing more central direction to ensure a consistent and equitable approach to national and regional planning based on outcomes.
- Enabling stronger performance management arrangements, including capacity to challenge and support organisations that are not operating as expected.

Whilst there is an acknowledgement that this remit letter, particularly in the transition year of 2023/24, may not cover the current totality of the Executive’s business, the following expectations must be the central focus of the workplan developed by the Executive’s Senior Leadership Team (SLT) for 2023/2024, using its collective capacity and resources.

In this transitional year the work plan will reflect the outcomes for each of the expectations as agreed by the Health and Social Services Group Executive Director Team and SLT.

It is recognised that in this transitional year many of the expectations exist in current teams work plans.

Therefore, the first stage is the development of a single Executive work plan.

In developing future remit letters there will be an alignment with the NHS Wales Planning Framework development and cycle (appendix 2).

Primary Care. Provide system leadership of the Strategic Programme for Primary Care in Wales, ensuring workstream deliverables are achieved.

Quality planning – The Executive will provide system leadership of the national programme including a work programme for the identified deliverables via the six workstreams. Priority focus will be on the implementation of the Primary Care Model for Wales to enable pathway redesign to support care closer to home.

Quality improvement – The Executive will ensure evidence-based, and data driven systems and peer review approaches are utilised to improve patient outcomes and service sustainability and that learning is shared on a local, regional, and national level to drive scaling up of positive change. Innovate and technological approaches will be at the core of improvements, but these will be co-developed with clinical and professional networks.

Quality control – The Executive will provide Welsh Government with regular progress reports on priority setting and implementation progress, identifying areas where action or intervention is needed to support decision making. Value based analysis and information will be used to assess the impact of interventions and actions, and associated learning to inform future improvements.

Delayed pathways of care. Working jointly across health and social care lead on the pathways of care reporting in 2023. Ensure that the information is utilised to improve care closer to home through the workstreams of the Strategic Programme for Primary Care and Six Goals for Urgent and Emergency Care.

Quality Planning – The Executive will develop a recognised model of urgent care for the population of Wales, and support organisations to provide seamless care, delivered at a local level, consistently regardless of organisational boundaries. It will produce frameworks that will assist organisation in the delivery of new service models. Enhanced information sharing will support integrated care planning across health and care systems.

Quality Improvement – The Executive will ensure a collaborative approach of sharing good practice exists within the workstreams at a regional partnership board level. The Executive will identify successful innovation and accelerate wider adoption across Wales

Quality Control – The Executive will provide oversight of progress against the national programme expectations and ensure this report through in the collective review of organisational plans.

Planned Care Recovery and Improvement. Reduction in the people experiencing long waits for outpatients and treatment as set out in the planning framework.

Quality Planning – The Executive will lead the national programme and develop an implementation plan for the delivery of the five goals of planned care. Priority focus on increasing additional capacity and bringing services into balance. It will develop and lead an implementation plan for the national

diagnostic strategy once published and provide leadership and co-ordination to ensure regional and local options are driven by optimal clinical pathways.

Quality Improvement – The Executive will ensure evidence base systems and peer review approaches such as GIRFT and Value in Health are utilised to improve outcomes for patients. Digital and innovate approaches will be proactively explored to address ongoing capacity challenges across Wales.

Quality Control – The Executive will provide Welsh Government with regular progress reports on planned care recovery and support decisions to improve planned care recovery. Improved analysis and information will be used to evaluate impact of interventions and delivery, this will include assessment of inequalities and inequities across the recovery programme.

Cancer Services. Reduction in the backlog of patients waiting too long on their cancer pathway.

Quality Planning – The Executive will provide leadership, support, and oversight to ensure the NHS Wales organisations implement locally the nationally agreed optimal pathways and support each health board.

Quality Improvement – The Executive will enable tumour site peer groups to support improvement on pathways in each organisation. Digital and innovate approaches will be proactively explored to address ongoing capacity challenges across Wales.

Quality Control – The Executive will lead on and deliver accountability mechanisms to drive backlog reductions and improved cancer performance to meet the standards set in the performance framework. The Executive will assess organisational delivery and make recommendations on progress into the NHS Wales escalation and intervention framework.

Mental Health. Provide system leadership, reduce unwarranted service variation and improve safety and outcomes, whilst working towards equity and parity between physical and mental health services as set out in the planning framework.

Quality Planning – The Executive will ensure that Ministerial priorities are reflected in a revised national mental health programme which agrees and delivers work plans to improve quality and reduce variation in service for:

- Adults
- Children and young people (transitions between services and implementation of DU recommendations) and adoption of the MYTH/NEST framework
- People who have an eating disorder (early intervention / 4 week wait and NICE)
- People who experience mental health difficulties in the perinatal period (implementation of national standards)
- Suicide & Self Harm (delivery of agreed work plan)

The Executive will support the development and implementation of the Dementia Care Standards including the development of resources to support pathways and interventions. The Executive will also ensure all Health Boards participate in all national audit programmes, e.g., National Clinical Audit of Psychosis and National Audit of Dementia.

The Executive will support the delivery of sexual assault referral centres through a national programme that will manage relationships with partners and develop joint commissioning arrangements.

Quality Improvement – The Executive will oversee the recovery of waiting time performance to performance framework standards for all age LPMHSS assessment and interventions and specialist CAMHS as well as improving performance for psychological therapies and memory assessment services.

The Executive will complete an assessment of service work to support improvement actions that benefit service users and ensuring good practice is shared through a national collaboration for service and clinical leaders. The following are expected to be completed:

- National CAMHS review
- Implementation of agreed recommendations from crisis review
- National review of psychological therapies
- National review of Memory Assessment Services review
- Physical and person-centred safety planning and target setting – update due shortly and will identify further work

Quality Control – The Executive will provide robust assurance and improvement arrangements for the quality and safety of mental health services. This includes analysis and reporting of national reported incidents and other safety/quality intelligence identification of themes and trends, sharing learning with relevant organisations and delivering improvement.

The Executive will deliver:

- Quality and safety dashboard that will provide assurance across mental health services. It will also provide targeted support where concerns/trends are identified.
- A national safety programme for mental health services. This will have an initial focus on inpatient settings and will include discharge arrangements and implementation of the anti-ligature standards.

Maternity and Neonatal Care. Provide system leadership and implement policy that improves the quality and safety of services and experience of service users.

Quality Planning – Through the Maternity and Neonatal Network the Executive will identify service specifications in response to the maternity and neonatal quality statement and vision, utilising key findings from Phase I of the Maternity and Neonatal Safety Support programme. The Executive will ensure organisational plans reflect service specification needs and Health Boards / Trusts plan to deliver a range of transformation objectives to make maternity and neonatal care safer, personalised and more equitable.

Quality Improvement – The Executive will deliver the Maternity and Neonatal Safety Support Programme (phase 2) implementing the recommendations from phase 1 (discovery). The Maternity and Neonatal Network will continue the implementation of the perinatal optimisation programme (PERIPremCymru) across all health boards and evaluate outcomes.

The Executive will support the development of the Digital Maternity Cymru record, and wider sharing of information across maternity care pathways.

The Executive will support the development of national metrics to inform a national maternity/ neonatal dashboard with operability at local, network and national levels to be developed by DHCW and implemented/ monitored by the maternity neonatal network.

In partnership with HEIW, the Executive will continue to develop QI capability and leadership programmes for maternity and neonatal services.

Quality Control – The Executive will monitor and review national and local maternity and neonatal quality measures and dashboard, ensuring their development is aligned with the Digital Maternity Cymru project. It will identify issues and emerging risks early (early warning system) and identify immediate corrective action to return the issues/risk to being controlled. The Executive will escalate issues/risks as appropriate through the quality control mechanisms Welsh Government and Executive have with NHS Wales organisations.

Lead and deliver the expectations set out in the National Nosocomial COVID-19 programme.

Quality Planning – The Executive will support NHS Wales organisations in the development of a plan to review cases in the timelines agreed by the programme board.

Quality Improvement – The Executive will share good practice and enable a culture of learning from the reviews to inform changes in policy.

Quality Control – The Executive will monitor the milestones developed by the programme board and produce a consistent information suite to reflect the organisations and all Wales position.

Develop and deliver and implementation plan for the Duty of Candour and Duty of Quality.

Quality Planning – The Executive will provide support the National Quality and Safety programme as it provides the national approach to implement the duties.

Quality Improvement – Through a collaborative approach, the Executive will share good practice and support solutions that align to the national strategy for QI.

Quality Control – The Executive will develop national measures and have oversight of the duties implementation in NHS Wales organisations and ensure progress is reported through accountability forums.

Provide oversight and lead the quality assurance process of NHS Wales organisations against Welsh Government priorities and standards.

Quality Planning – The Executive will ensure all aspects of the quality cycle feed into the review of NHS organisations.

Quality Improvement – The Executive will direct supportive and corrective actions to organisations where quality, safety and experience requires immediate attention. Quality and safety reviews will be built into the implementation of new technologies and clinical systems.

Quality Control – The Executive will lead and manage a robust performance and assurance system comprising of routine performance and quality arrangements at each NHS Wales organisation and

provide Welsh Government with evidence and recommendations as part of the NHS Wales Escalation and intervention framework for organisations.

Learning Disabilities. Implement identified actions in the learning disability action plan 2022-20226

Quality Planning - The executive will lead on the development of a national programme of improvement for people with a learning disability to reduce health inequality.

Quality Improvement

- To reduce the impact of known health inequalities by improving how health and care services identify and respond to people's physical health needs
- To improve the lived experiences of children, young people and their families who access specialist services
- To increase the number of people living a fulfilled life in the community through the provision of high quality, prudent and sustainable specialist healthcare
- To reduce unwarranted variation in access to, provision of and discharge from specialist inpatient hospital
- To improve how data is collected and analysed, in order to better inform policy and improvement work, including areas such as population health intelligence, mortality reviews, restrictive practices & the use of the Health Equality Framework.

Quality Control

- Sustainable improvements will be achieved through the development of networks which are focused on coproduction and expertise
- Support the capability of organisations to undertake health improvement
- Accountability for delivery will be through a service level agreement with Welsh Government
- In partnership with stakeholders, explore a range of quality and safety metrics

Women's Health

Quality Planning – The Executive will lead on the development of a programme that establishes a women's health network and ensures transition of current work programmes the WHIG function. The network will lead and develop the women's health 10-year plan.

Quality Control – The network will support and challenge organisations in their local implementation of the programme objectives and report concerns and issues through the NHS Wales oversight process.

Financial Planning. Ensure that NHS Wales, and all its organisations, plan and utilise its resources optimally and has clear long-term plans to support financial sustainability.

Quality Planning – The Executive will routinely provide meaningful and insightful intelligence to support NHS Wales in maximising the utilisation of its resources and delivering best value for all resources deployed. It will ensure that NHS Wales, and all its organisations, plan and utilise its resources optimally and has clear long-term plans to support financial sustainability.

Quality Improvement – The Executive will support a system of financial management excellence; with best practice identified, developed, shared, and deployed to deliver the best standards for NHS Wales.

Quality Control – The Executive will ensure a system that NHS Wales allocates and utilises its resources in a way that delivers the best outcomes and value that matter to patients we serve within the NHS Wales. It will support NHS Wales and its individual organisations to be in sustainable financial health whilst meeting future system challenges.

Lead the implementation of the National Immunisation Framework (NIF) for Wales.

Quality Planning – The Executive will lead the NIF programme and develop a workplan agreed with Welsh Government to ensure the expectations set out are delivered.

Quality Control – The Executive will oversee delivery of vaccination programmes including monitoring and driving national uptake rates over 75% for COVID-19 and Influenza vaccinations.

Planning. Support the Welsh Government translation of Ministerial directions and priorities for delivery via the NHS Planning Framework.

Quality Planning – The Executive will support Welsh Government in strengthening the annual Integrated Medium-Term Planning (IMTP) cycles, engaging with NHS organisations in the development and assessment of their plans. Working in partnership with individual NHS Wales bodies, the Executive will strengthen and support the planning and delivery of services across organisational boundaries, including regional planning. These planning exercises should incorporate workforce, finance quality and delivery elements. High quality data analysis providing insight will inform plans triangulating workforce, performance, quality and wider outcomes data.

Quality Improvement – The Executive will support the Planning Programme for Learning to continue to nurture planning capacity and capability across the NHS, as well as continuing the develop planning as a profession across NHS Wales. Data and intelligence will underpin evidence-based decision making, improvement activities and planning pulling on common and standardised data sources and analysis.

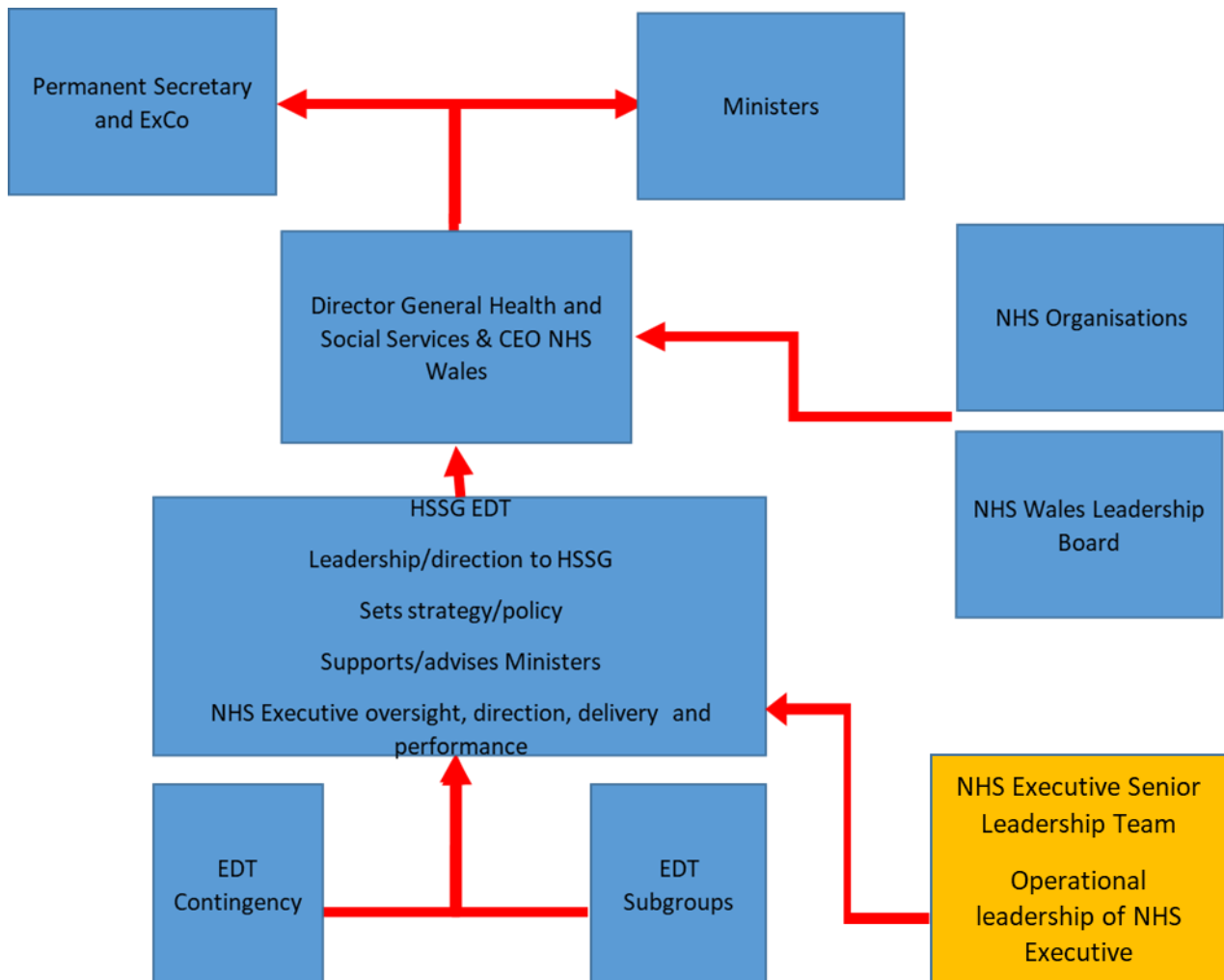
Quality Control – The Executive will participate in and inform the integrated assessment of organisational plans and support the quality assurance processes by providing the planning impact and delivery assessment. The Executive will also support the monitoring and delivery of organisational plans. Clear outcomes frameworks will be established, based on common datasets, this will allow the Executive to assess the impact its plans and programme are having on quality across the Health and Care system.

NHS Emergency Planning, Resilience and Response. Supporting national operational planning and delivery.

Quality Planning – The Executive will support Welsh Government in national operational planning and delivery to ensure the system is in a state of readiness. The Executive will support Welsh Government in the delivery of the provision of operational emergency planning guidance and setting of associated standards.

Quality Control – The Executive will support the co-ordination and review of NHS Wales emergency plans for major incidents, specific national risks, and high-profile events, deliver national countermeasures deployment plans. The Executive will also publish a NHS Wales Annual Emergency Planning Report Survey.

Appendix 1 – Oversight model (from operating model and governance)



Appendix 2 – Development of the Executive Remit Letter (forward look) alignment with NHS Wales Planning Framework.

