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# *Cwm Taf University Health Board*

Presenter: Kath McGrath - Assistant Director of Operations



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# Overview

- The case for change
- A “wicked problem” as opposed to a “tame problem”

This is defined as a problem involving a number of complex systems which have opposing priorities and expectations, that there is no definitive end point and solutions cannot be fully evaluated due to the number of confounding variables

It also means that there is no consensus on how to solve the problem

# So what was different this time?

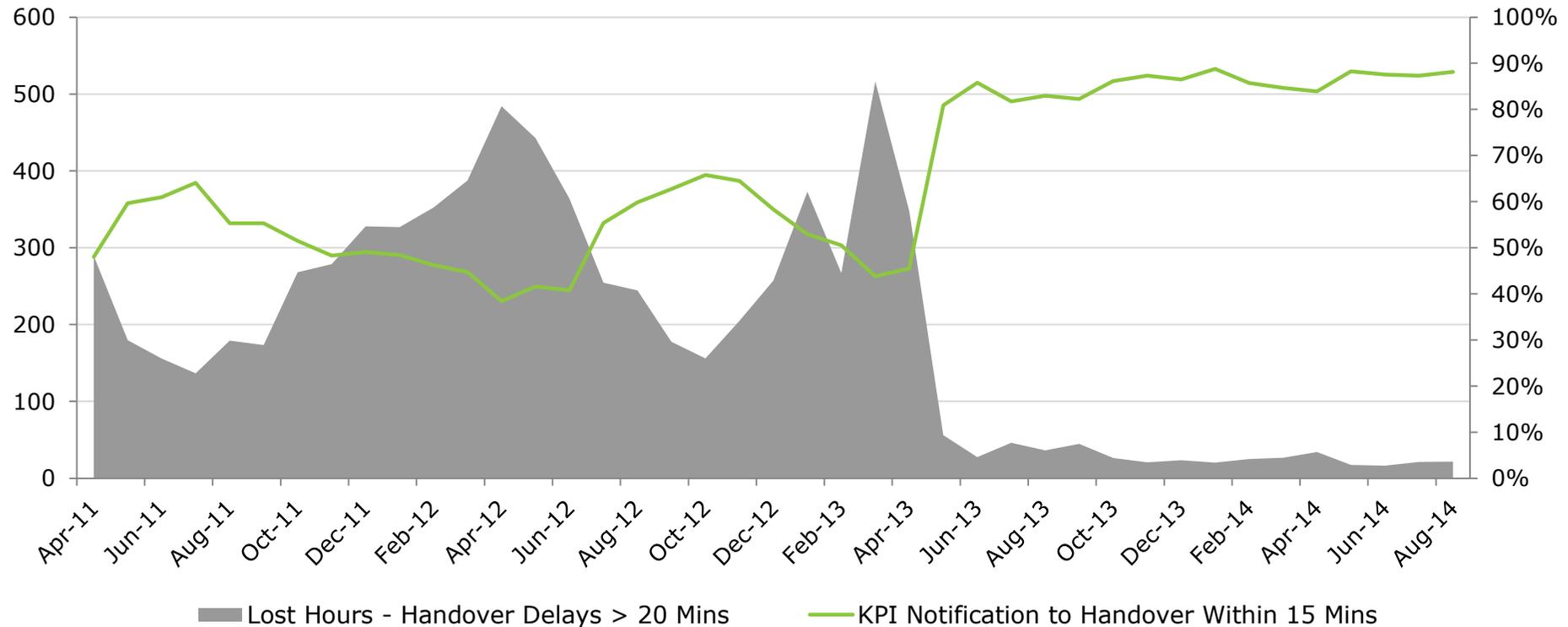
- If you are dealing with a wicked problem:
  - By definition there is no consensus in how to attack the problem
  - There are no fixed solutions; only ways of managing the issues which are ever evolving
  - There is no simple answer
  - It gives you opportunities to engage everyone and takes all suggestions on board

# Why did it work!

- Extensive background in clinical care
- Focussed on patient experience and outcomes
  - not targets
- In the thick of it being part of the solution
- Ability to challenge the norm!
- Buy in from the executive team – Trusted to deliver – “Cwm Taf cares”
- Providing real time and consistent feedback
- Keeping on going never taking the eye off the ball

# Handover performance improvement

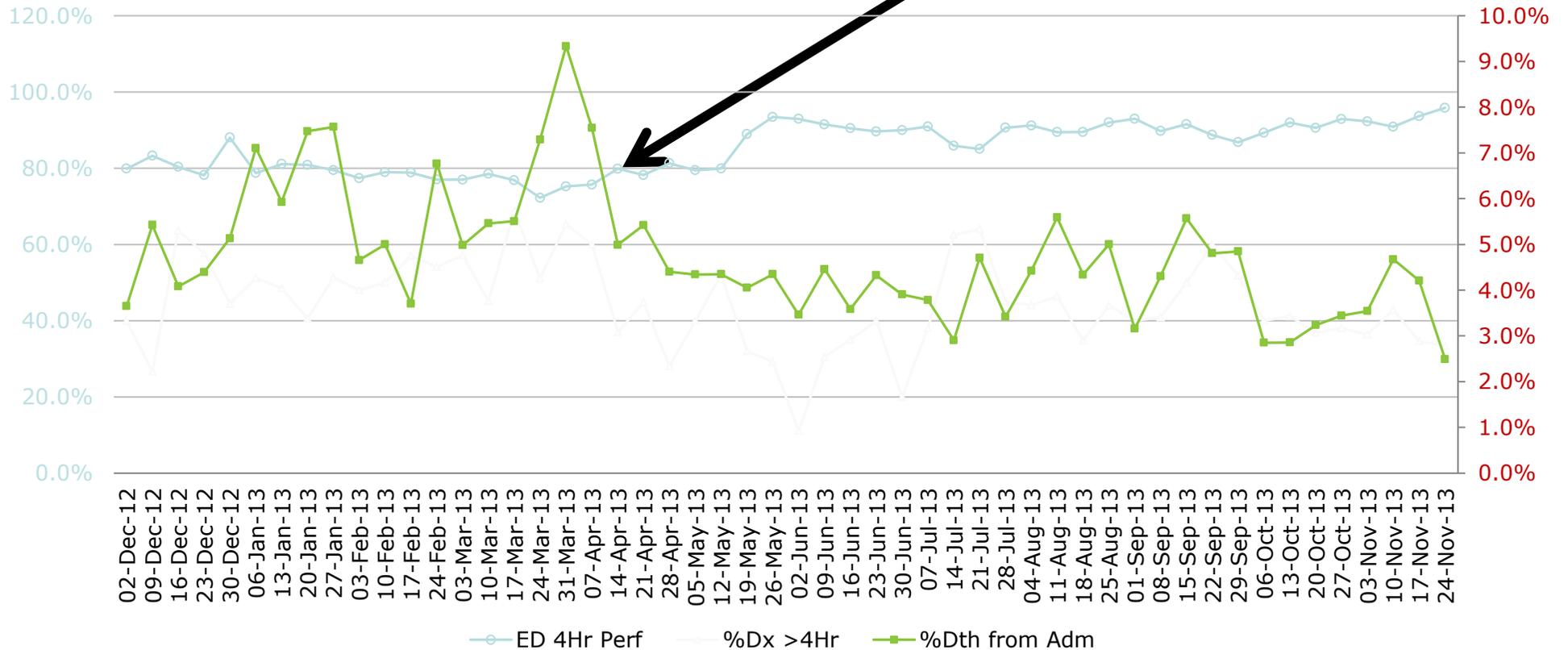
**Cwm Taf -  
Lost Hours (Handover >20 Mins) & 15 Min Handover Performance**



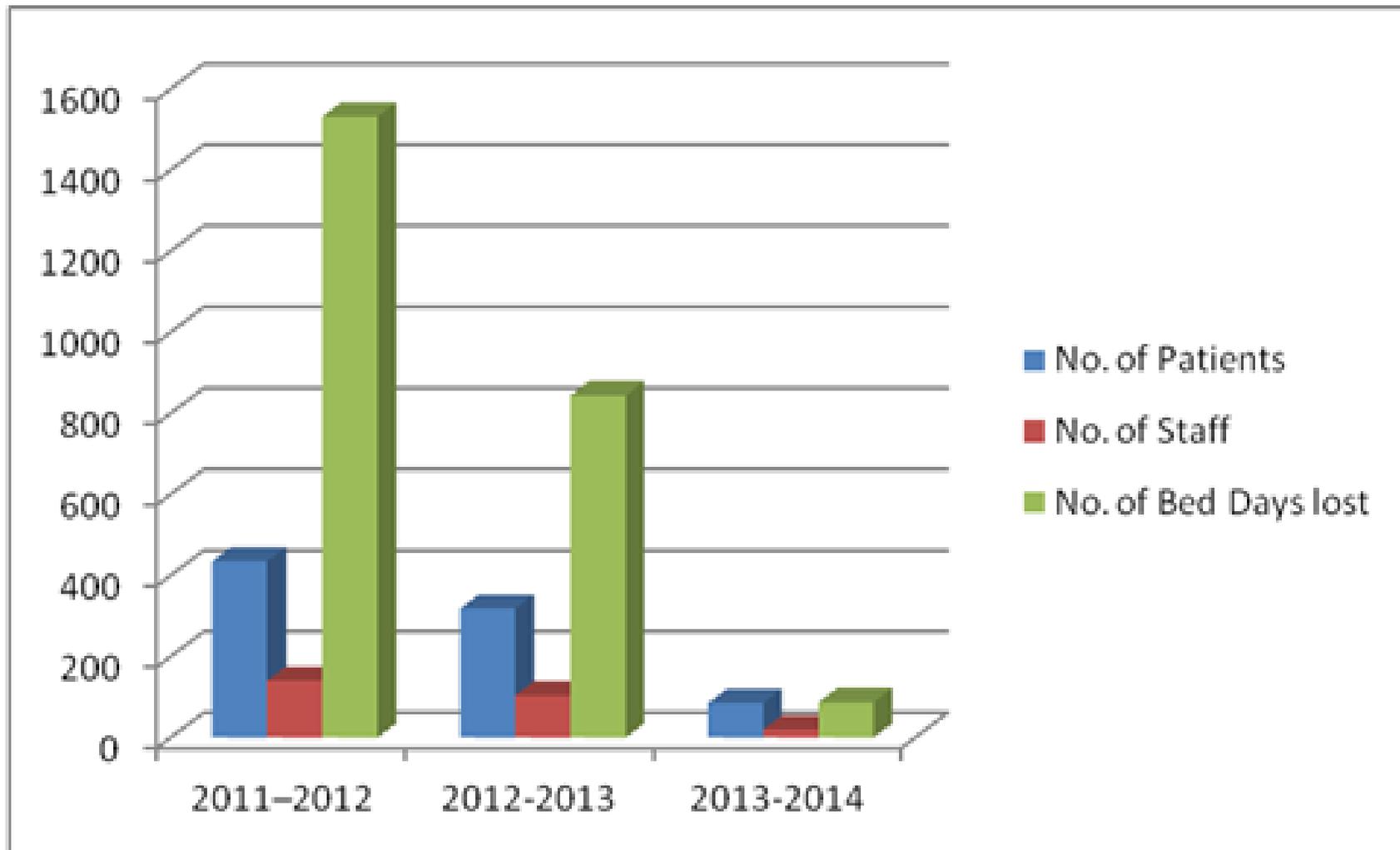
# Warwick Chart 1: A&E breaches and crude mortality

INTERVENTIONS (1)

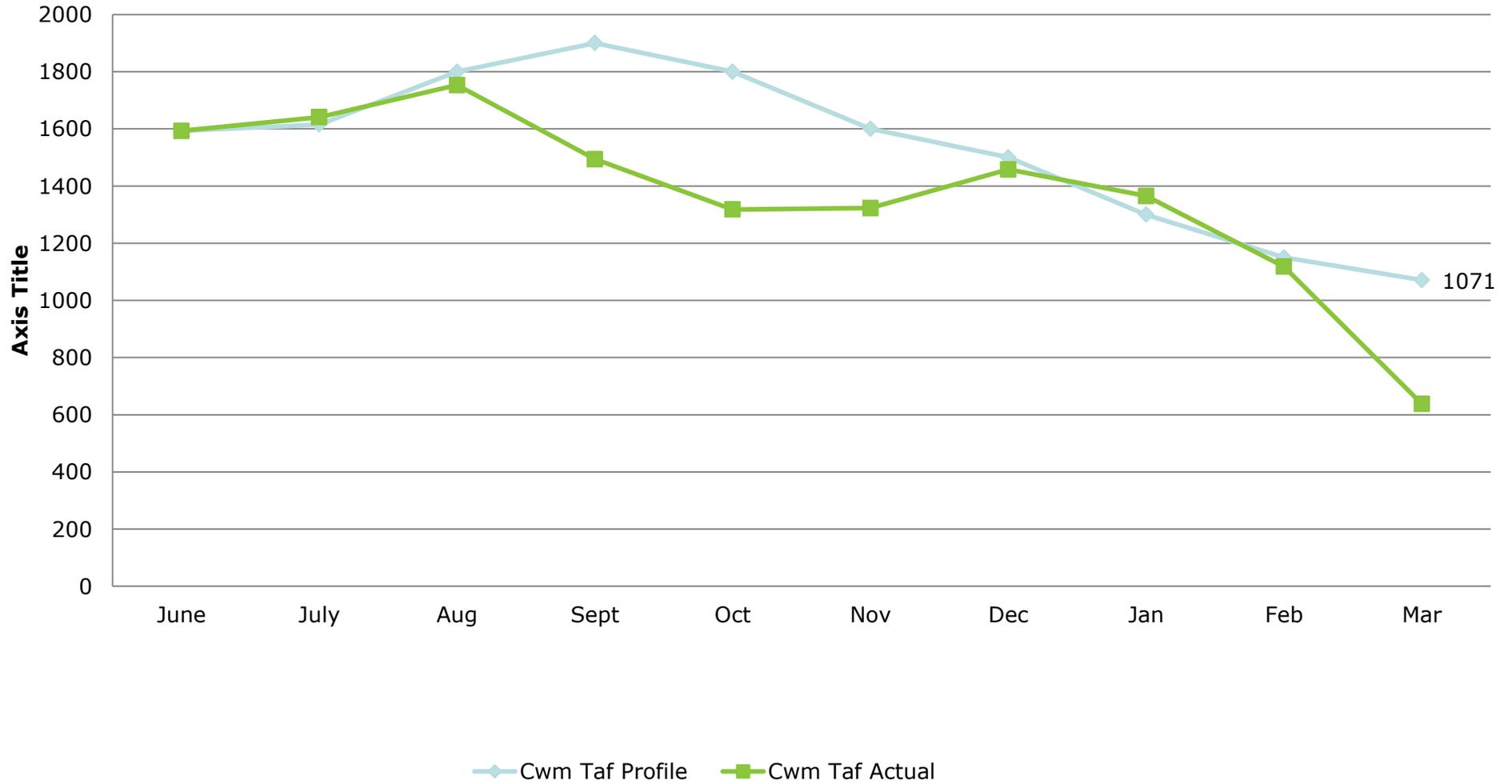
4Hr ED Performance vs. (%Deaths among Patients Admitted from ED)



# Impact on Infection Control



### 36 Week Census Profile - All specialties



# Staff views/comments

*"Meeting every morning gives the team structure and focus"*

*"Communication with the wards is much better"*

*"The number of complaints has decreased"*

***"Moral has increased within the team because we feel supported, confidence has increased with decision making"***

*"Actions are now taken in a more timely manner"*

*"We are facilitating speedier discharge for end of life care"*

*"The system is far more co-ordinated"*

*"Our focus on flow is about patient safety and the quality of care our patients receive. If we get that right performance follows"*

***"Team working allows ordinary people to create extraordinary things"***



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*Questions?*



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