



DIGITAL HEALTH AND CARE WALES

DEVELOPMENT OF THE DHCW QUALITY STRATEGY

Situation, Background, Assessment, Recommendation on Progress and Next Steps

Document Version:	d0.1
--------------------------	-------------

Status:	Draft
----------------	--------------

Document author:	Paul Evans, Head of Quality Assurance & Regulatory Compliance
Approved by:	
Date approved:	
Review date:	

Tŷ GLAN-YR-AFON 21 Heol Ddwyreiniol Y Bont-Faen, Caerdydd CF11 9AD

Tŷ GLAN-YR-AFON 21 Cowbridge Road East, Cardiff CF11 9AD

STRATEGIC OBJECTIVE

Delivering High Quality Digital Services

WELL-BEING OF FUTURE GENERATIONS ACT

A globally responsible Wales

If more than one standard applies, please list below:

DHCW QUALITY STANDARDS

ISO 9001

If more than one standard applies, please list below:

DUTY OF QUALITY ENABLER

Whole Systems Approach

DOMAIN OF QUALITY

Effective

If more than one enabler / domain applies, please list below:

EQUALITY IMPACT ASSESSMENT STATEMENT

Date of submission: N/A

No, (detail included below as to reasoning)

Outcome: N/A

Statement:
N/A

SECURITY CLASSIFICATION

Official - Sensitive: Operational

APPROVAL / SCRUTINY ROUTE:

Person/Committee/Group who have received or considered this paper

COMMITTEE OR GROUP	DATE	OUTCOME

IMPACT ASSESSMENT	
QUALITY AND SAFETY IMPLICATIONS / IMPACT	Yes, please see detail below
	Implications for compliance with Duty of Quality
LEGAL IMPLICATIONS / IMPACT	No, there are no specific legal implications related to the activity outlined in this report.
FINANCIAL IMPLICATIONS / IMPACT	No, there are no specific financial implication related to the activity outlined in this report
WORKFORCE IMPLICATIONS / IMPACT	No, there is no direct impact on resources as a result of the activity outlined in this report.
SOCIO ECONOMIC IMPLICATIONS / IMPACT	No. there are no specific socio-economic implications related to the activity outlined in this report
RESEARCH AND INNOVATION IMPLICATIONS / IMPACT	No, there are no specific research and innovation implications relating to the activity outlined within this report.

TABLE OF CONTENTS

1	DOCUMENT HISTORY	5
1.1	REVISION HISTORY.....	5
1.2	REVIEWERS	5
1.3	AUTHORISATION	5
1.4	DOCUMENT LOCATION	5
2	SITUATION	6
3	BACKGROUND.....	6
4	ASSESSMENT.....	6
5	RECOMMENDATION	7
5.1	RECOMMENDATION SUB-HEADING.....	ERROR! BOOKMARK NOT DEFINED.
5.2	RECOMMENDATION SUB-HEADING.....	ERROR! BOOKMARK NOT DEFINED.
5.3	RECOMMENDATION SUB-HEADING.....	ERROR! BOOKMARK NOT DEFINED.
6	REFERENCES	ERROR! BOOKMARK NOT DEFINED.
7	DEFINITIONS.....	ERROR! BOOKMARK NOT DEFINED.
8	ATTACHMENTS / APPENDIX.....	ERROR! BOOKMARK NOT DEFINED.

1 DOCUMENT HISTORY

1.1 REVISION HISTORY

DATE	VERSION	AUTHOR	REVISION SUMMARY
03/07/2025	d0.1	Paul Evans	First Draft

1.2 REVIEWERS

This document requires the following reviews:

DATE	VERSION	NAME	POSITION

1.3 AUTHORISATION

Signing of this document indicates acceptance of its contents:

AUTHOR'S NAME:	
ROLE:	
SIGNATURE:	<p style="text-align: center;">X</p> <hr style="width: 50%; margin: auto;"/> <p style="text-align: center;">Author</p>

APPROVER'S NAME:	
ROLE:	
SIGNATURE:	<p style="text-align: center;">X</p> <hr style="width: 50%; margin: auto;"/> <p style="text-align: center;">Approver</p>

1.4 DOCUMENT LOCATION

TYPE	LOCATION

2 SITUATION

The Digital Health and Care Wales (DHCW) Quality Strategy is currently in development. A draft version of the strategy has been completed and is now undergoing a thorough review process. The immediate priority for the team has been the development of the supporting Quality Framework, which will serve as a foundational element for the overall strategy. The Quality Framework is scheduled for submission and consideration at the July Management Board meeting. Upon approval by the Management Board, the content and recommendations within the Quality Framework will be used to inform and finalise the overarching Quality Strategy. The intention is to present the finalised Quality Strategy to the Strategy Assurance Group by the end of Quarter 3 in the 2025/26 financial year.

3 BACKGROUND

Digital Health and Care Wales recognises the essential role of a robust Quality Strategy in delivering high standards of digital health and care services across Wales. The organisation is committed to continuous quality improvement, patient safety, and maintaining public trust in digital health infrastructure and initiatives.

Over the past year, DHCW has undertaken a comprehensive review of its quality processes and frameworks, benchmarking against best practice and consulting widely with stakeholders from across the health and care ecosystem. Informed by this engagement, a draft Quality Strategy was developed to provide clear direction and set strategic priorities for quality in digital health services.

However, during the course of development, it became clear that a practical, operational Quality Framework was needed as a priority. This framework would provide day-to-day guidance for teams and lay out the mechanisms through which the strategic intentions of the Quality Strategy can be realised. As a result, the development and completion of the Quality Framework was prioritised ahead of finalising the Strategy itself.

4 ASSESSMENT

The decision to prioritise the Quality Framework before completing the Quality Strategy reflects a pragmatic and evidence-based approach to quality improvement within DHCW. The Quality Framework is envisaged as a living document, providing a robust structure for quality monitoring, assurance, and enhancement across all projects and programmes delivered by DHCW.

By focusing energies on the Framework first, DHCW ensures that the necessary infrastructure, processes, and governance arrangements are embedded and operational. This approach will make the eventual implementation of the Quality Strategy smoother, as teams will already be familiar with the expectations, resources, and reporting mechanisms that underpin the strategy.

Current progress is as follows:

- Draft DHCW Quality Strategy: Written and under active review by key stakeholders.
- Quality Framework: Drafted and scheduled for submission to the July Management Board meeting. This framework has been informed by previous engagement with stakeholders and a review of current best practice.

- **Next Steps:** Pending approval at the July Management Board, the Quality Framework will serve as the basis for finalising the Quality Strategy. This staged approach ensures alignment between strategic intent and operational delivery.
- **Timeline for Presentation:** The finalised Quality Strategy is planned for presentation to the Strategy Assurance Group by the end of Quarter 3 2025/26, allowing sufficient time for feedback, further refinement if necessary, and structured communication across the organisation.

This approach has several key advantages:

- It facilitates early identification and resolution of any operational challenges that might arise from the practical application of quality principles.
- It ensures that the final Quality Strategy is grounded in the realities of DHCW's operational environment and informed by lessons learned during the Framework's initial implementation.
- It demonstrates DHCW's commitment to transparency, engagement, and continuous quality improvement.

Potential risks associated with this staged approach include possible delays if the Quality Framework is not approved at the July Management Board meeting or if significant revisions are required. To mitigate this, the review process for the Framework has been robust and inclusive, engaging stakeholders at all levels and incorporating their feedback to ensure broad buy-in and alignment.

5 RECOMMENDATION

It is recommended that DHCW continues with its current approach, ensuring the following actions are prioritised:

- Finalise and gain approval for the Quality Framework at the July Management Board meeting. All feedback should be incorporated in a timely manner to avoid delays to the wider strategy development.
- Utilise the approved Quality Framework as the foundation for finalising the Quality Strategy. This will ensure that the Strategy is practical, implementable, and supported by robust operational mechanisms.
- Prepare the Quality Strategy for presentation to the Strategy Assurance Group before the end of Quarter 3 2025/26. Early engagement with the Group should be undertaken to pre-empt any areas of concern or required amendments, ensuring a smoother approval process.
- Develop a detailed communication plan to inform all staff and stakeholders of the new Quality Framework and forthcoming Quality Strategy, outlining what changes they can expect and how they will be supported in implementation.
- Monitor implementation closely following approval, using feedback and data to make iterative improvements to both the Framework and the Strategy as required.

By adhering to this structured, evidence-based approach, DHCW will maximise the effectiveness of its Quality Strategy and ensure that all digital health and care activities are delivered to the highest possible standard for the people of Wales.

6 SUMMARY TIMELINE

- Draft DHCW Quality Strategy: Written and in review (current status)
- Quality Framework submission: Scheduled for July Management Board meeting
- Framework approval (if granted): Content to be used to finalise the Quality Strategy
- Strategy presentation: Planned for Strategy Assurance Group by end of Q3 2025/26

This approach will ensure a seamless transition from framework to strategy, reinforce DHCW's culture of quality, and provide a clear roadmap for quality enhancement across all digital health and care activities.