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Bwrdd Iechyd Prifysgol
Betsi Cadwaladr
University Health Board

Health Board Key Issues Report

Board Date		24/09/2026	
Date of Committee		03/09/2026	Report of: Quality Safety and Experience Committee
Quoracy met:		Yes	
1	Agenda	The Quality, Safety and Experience (QSE) Committee continues to meet bi-monthly. The Committee considered an agenda which is attached: QSE Committee - BCUHB	
2a	Alert	The QSE Committee wish to Alert members of the Board that: 1. There are workforce implications arising from nurse staffing reviews, with particular focus on recruitment, retention, workforce supply and the development of sustainable staffing models across Mental Health and Learning Disabilities and Community Hospital services. The Committee noted that these needed addressing within existing budgets and noted that this was also raised at Executive Committee. 2. The Committee noted that a number of actions within the Quality and Safety Board Assurance Framework continue to be assessed as having low delivery confidence, reflecting capacity constraints and the need to strengthen implementation of the Quality Management System and supporting programmes of work. 3. The Committee noted continuing performance risks relating to psychological therapies waiting times, CAMHS performance and cancer pathway recovery, which remain subject to enhanced oversight and recovery action.	
2b	Assurance	The QSE Committee wish to Assure members of the Board that: 1. The Committee received assurance that targeted recovery plans, supported by Welsh Government investment, are driving improvements across planned care, diagnostics, cancer and urgent and emergency care pathways Whilst risks relating to emergency department overcrowding, cancer performance, follow-up backlogs, endoscopy waiting times, pre-operative assessment capacity, CAMHS and psychological therapies remain, the Committee was assured that recovery actions and enhanced oversight arrangements are in place. 2. The Committee welcomed the enhanced Integrated Performance Report format, which provides improved	

		visibility of performance trends, risks and recovery actions and supports effective scrutiny.
2c	Advise	The QSE Committee wish to Advise members of the Board that: 1. A Deep Dive into Endoscopy will be undertaken at the next QSE Committee. 2. Received a paper on UEC, noting that there is significant way to go but that improvements are evidenced. A strategic paper will be received at the Board meeting in September which will need to address leadership staffing fragility. 3. The Committee agreed to hold a development session to consider the outcomes of the Committee self-assessment, Well-Led Review, Audit Wales Quality Governance Review and NHS Wales Performance & Improvement work, to inform future Committee priorities and the 2027 cycle of business.
2d	Review of Risks	Risk 2603 – Failure to improve access, outcomes and patient experience. Risk 2604 – Failure to ensure timely access to safe and effective care. The Committee reviewed both risks and noted ongoing mitigating actions and recovery programmes. Concerns remain regarding delivery confidence of some actions due to capacity constraints.
2e	Sharing of learning	1. Patient story highlighting communication, escalation and advocacy issues for patients with complex needs, with learning to be shared through quality improvement and governance arrangements. 2. The Committee highlighted the importance of continued promotion of hand hygiene and infection prevention and control messages to staff and the public to support improved patient safety outcomes.
3	Actions to be considered People & Culture Committee	The Committee requested that the People & Culture Committee consider the workforce implications arising from nurse staffing reviews, with particular focus on recruitment, retention, workforce supply and the development of sustainable staffing models across Mental Health and Learning Disabilities and Community Hospital services.

