

Agenda Item

3.1

Quality Safety and Outcomes Sub-Committee

Welsh Kidney Network

Dyddiad y Cyfarfod / Date of Meeting	24/08/2026
Statws Cyhoeddi / Publication Status	Open/ Public
	Not Applicable
Awdur yr Adroddiad / Report Author	WKN Quality and Patient Safety Lead WKN Lead Nurse
Cyflwynydd yr Adroddiad / Report Presenter	WKN Quality and Patient Safety Lead
Noddwr yr Adroddiad / Report Sponsor	Director of Commissioning for Specialised Services

Pwrpas yr Adroddiad / Report Purpose	For Assurance Choose an item.
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Engagement (internal/external) undertaken to date (including receipt/consideration at Committee/Group)		
Committee / Group / Individuals	Date	Outcome
Senior Leadership Team (SLT)	17/08/2026	Noted

1. SITUATION/BACKGROUND

The purpose of this report is to provide a briefing on the current Quality Patient Safety (QPS) issues within the services that are commissioned by the Welsh Kidney Network (WKN) across Wales.

The WKN is a vehicle through which specialised kidney services are planned and developed on an all-Wales basis in an efficient, economical and integrated manner and provides a single decision-making framework with clear remit, responsibility and accountability.

The WKN continues to work with the Regions to develop and monitor KPI's using real time Welsh data reporting, this has been enabled by the production of audit dashboards for commissioned areas. The WKN also incorporates the National published reports from the relevant UK audit organisations into this work. Collaboration work also continues with the UK Kidney Association (UKKA) with continued representation on the UKKA Patient Safety Group.

2. SPECIFIC MATTERS FOR CONSIDERATION

2.1 New Incidents for Reporting

There are no new incidents for this reporting period.

2.2 Closed Incidents

Four National Reportable Incidents (NRIs) were closed during the reporting period following WKN QPS National Meeting held on 24/06/2026. The investigations identified a number of learning themes relevant to specialised kidney services, including data governance, communication and handover, standardisation of clinical processes, workforce education, use of digital systems and organisational learning. Shared learning has been disseminated through the Welsh Kidney Network Quality, Patient and Safety arrangements, with implementation monitored through provider governance structures and national assurance processes.

2.2.1 NRI 1: Transplant Waiting List Data Governance

National learning identified: The investigation highlighted the importance of robust data governance arrangements for national transplant waiting list management, including clear accountability, standard operating procedures (SOP), routine validation processes and oversight of changes to national policy requirements. Learning also reinforced the need for consistent use of national systems, effective audit mechanisms and collaborative working across organisations (NHS Blood and Transplant and the regional transplanting centres).

Implementation and monitoring: Actions have been implemented to strengthen data quality assurance processes, including routine audit and validation arrangements, use of national digital systems, staff training and

enhanced governance oversight. Progress will continue to be monitored through provider governance structures, national audit processes and the WKN Quality, Patient and Safety (QPS) framework.

2.2.2 NRI 2: Diagnostic Reporting and Clinical Follow-up

National learning identified: The investigation identified learning around the timely review and escalation of diagnostic results, standardisation of alert processes, integration of digital systems and the need for clear clinical accountability for acting on investigation findings. The importance of sufficient reporting capacity and consistent incident escalation processes was also highlighted.

Implementation and monitoring: Improvements have been implemented to strengthen reporting and alert processes, workforce capacity, pre-procedure review requirements and organisational learning arrangements. Ongoing monitoring is being undertaken through quality and safety governance meetings, audit of escalation processes and review of service performance indicators.

2.2.3 NRI 3: Complex Transplant Pathway Safety and Communication

National learning identified: The investigation highlighted the importance of standardised protocols, effective communication between clinical teams and laboratories, clear documentation, workforce support and visibility of critical patient information within clinical systems. Learning also recognised the risks associated with complex pathways undertaken outside routine operational hours.

Implementation and monitoring: Actions have been taken to strengthen protocol compliance, communication pathways, workforce training and support arrangements. Assurance will be provided through local governance structures, review of compliance with updated protocols and ongoing reporting through patient safety forums.

2.2.4 NRI 4: Clinical Handover, Anticoagulation and Patient Safety

National learning identified: The investigation identified learning regarding the management of patients requiring non-standard treatment pathways, including the need for consistent prescribing and monitoring practices, effective clinical handover, timely escalation of concerns and clear documentation of clinical risk factors. The importance of multidisciplinary communication and learning from diagnostic review processes was also highlighted.

Implementation and monitoring: Actions have been introduced to strengthen handover processes, improve visibility of non-standard treatment protocols and support greater consistency in clinical monitoring arrangements. Progress will be monitored through provider governance processes, multidisciplinary review forums and quality and safety assurance meetings.

3. KEY RISKS

3.1 Risk Register

The risk register for the WKN is reviewed through:

- Meetings between the regional providers and the WKN.
- The Welsh Kidney Network, Quality Patient and Safety (QPS) performance assurance meeting.
- Welsh Kidney Network Senior Leadership Group.
- Specialised Services Commissioning Team meeting.
- Welsh Kidney Network meeting.

There are in total seven risks on the current Welsh Kidney Network Commissioning risk register, with two risks reducing during this reporting period.

3.1.1 Escalated risks

There are no escalated risks in this reporting period.

3.1.2 Reduced risks

The following two risks were reduced during the reporting period:

- WKN08: Limited outpatient dialysis capacity in Swansea – risk reduced from 8 to 4.
- WKN22: Management of CPE/CPO for kidney patients in Wales – has been reduced from 9 to 6.

3.1.3 Closed risks

There are no closed risks in this reporting period.

3.1.4 New risks

There are no new risks in this reporting period.

3.1.3 Risks above 15

There is one risk above 15 and appears on the NWJCC Organisational Risk Register:

JCC 65, WKN 18 – Renal Dialysis Capacity across Wales, risk rating 16.

If...the number of patients requiring dialysis continues to grow annually at a rate of 3–4% (or higher based on some projections).

Then...the demand will exceed current commissioned capacity across Wales for both unit-based and home dialysis, and there will be delays or limits on the number of patients accessing home dialysis, as the growing demand exceeds the capacity of the nursing workforce to provide timely training and ongoing monitoring.

Resulting in...

- The need to commission additional capacity, at financial risk to the NWJCC, to avoid population harm.

- Increased pressure on the commissioned NEPTS service to transport a greater number of patients to and from dialysis session 3 times per week at a financial risk to the NWJCC.

To mitigate the risk the WKN have introduced improvements within the Prevention pathway for Chronic Kidney Disease (CKD). Additional investment, through securing Value in Healthcare monies, has increased the number of patients choosing transplant and a home dialysis modality. Funding was allocated for additional dialysis units, the final unit in SBUHB (Neath Port Talbot) opened in May 2026.

The WKN is currently undertaking a Deep Dive to gain a greater understanding of the current position and key challenges within the WKN. Identifying opportunities to mitigate the financial risk to the NWJCC and better inform future commissioning decisions for specialised kidney services. A report outlining recommendations and next steps to deliver system value and improve efficiency and sustainability will be presented to the NWJCC during September 2026.

As part of the NWJCC Strategic priorities, the WKN is working with regions on the development of Care Closer to Home submissions to deliver against the NWJCC Foundation Plan.

4. ADDITIONAL TEAM HIGHLIGHTS FOR CONSIDERATION

4.1 JCC Consultation on Service Specifications and Commissioning Policies

The consultation responses and draft recommendations have been approved for SS/CP 342 Adult Kidney, Kidney-Pancreas Transplantation, Service Specification and Commissioning Policy, and CP33 Temporary Dialysis Away from Base (DAFB) Commissioning Policy. Final drafts are being reviewed for publication on the NWJCC website.

4.2 WKN Quality Improvement

The WKN is supporting Regional Vascular Access Services across Wales to implement the Needling Patient Reported Experience Measure (NPREM), following variation in needling experience scores identified through annual UKKA PREM data. To support a standardised approach to data collection, the WKN is facilitating the development of a Microsoft Form for use by vascular access nurses (VANs) teams across Wales. The validated 28-item NPREM captures patient experience of fistula and graft needling across five key domains of care. Routine use of the measure will support vascular access teams to identify opportunities for quality improvement, enhance staff education and needling practices, and drive the development of patient-centred vascular access services across Wales.

4.3 Annual Conference

Planning continues for the annual WKN meeting being held in October 2026, themes include:

- Prevention of CKD (delay progression)
- Older patients with kidney disease
- Shared decision making
- Care Closer to Home
- Transplant First
- Value Based Health update
- PREMS

There will be patient involvement in panel discussion.

5. RECOMMENDATIONS

The Quality Safety and Outcomes Sub Committee is asked to:

- **Receive** the report as **assurance**.

Strategic and Regulatory Assessment

Objectives / Strategy	
Dolen i Amcan (au) Strategol CBC / Link to JCC Strategic Objectives(s)	Ensure Quality
Dolen i Ddeddf Llesiant Cenedlaethau'r Dyfodol – Nodau Llesiant / Link to Wellbeing of Future Generations Act – Wellbeing Goals 150623-guide-to-the-fg-act-en.pdf (futuregenerations.wales)	A Healthier Wales
	If more than one applies please list below:
Dolen i Hwyluswyr Ansawdd <i>(Canllawiau Statudol Dyletswydd Ansawdd (llyw.cymru)) /</i> Link to Enablers of Quality (Duty of Quality Statutory Guidance (gov.wales))	Whole-systems Perspective
	If more than one applies please list below:
Dolen i Feysydd Ansawdd <i>(Canllawiau Statudol Dyletswydd Ansawdd (llyw.cymru)) /</i> Link to Domains of Quality (Duty of Quality Statutory Guidance (gov.wales))	Safe
	If more than one applies please list below:
Effaith Amgylcheddol/ Cynaliadwyedd (5R) / Environmental /Sustainability Impact (5Rs)	No - Not Applicable
	If more than one applies please list below:

Impact Assessment		
Ansawdd <i>Ydych chi wedi ymgymryd â Sgrinio Asesiad o'r Effaith ar Ansawdd? /</i>	Yes: ☐	No: ☒
	Outcome:	If no, please include rationale below:

Quality <i>Have you undertaken a Quality Impact Assessment Screening?</i>		
Cydraddoldeb <i>Ydych chi wedi ymgymryd â Sgrinio Asesiad o'r Effaith ar Gydraddoldeb? /</i> Equality <i>Have you undertaken an Equality Impact Assessment Screening?</i>	Yes: ☐	No: ☒
	Outcome:	If no, please include rationale below:
Cyfreithiol / Legal	There are no specific legal implications related to the activity outlined in this report.	
Enw da / Reputational	There is no direct impact on the reputation of the Joint Committee as a result of the activity outlined in this report.	
Effaith Adnoddau <i>(Pobl / Ariannol) /</i> Resource Impact <i>(People / Financial)</i>	There is no direct impact on resources as a result of the activity outlined in this report.	

Acronyms

Acronyms / Glossary of Terms	
CKD	Chronic Kidney Disease
CP	Commissioning Policy
CPE	Carbapenemase-producing Enterobacteriaceae
CPO	Carbapenemase-producing organism
DAFB	Dialysis Away From Base
NRI	National Reportable Incidents
NWJCC	NHS Wales Joint Commissioning Committee
PREM	Patient Reported Experience Measure
QPS	Quality Patient and Safety
SBUHB	Swansea Bay University Health Board
SS	Service Specification
SOP	Standard Operating Procedure
UKKA	UK Kidney Association
VAN	Vascular Access Nurse
WKN	Welsh Kidney Network