

The Governance of Nutritional Care in Hospitals in Wales: A Case Study of Innovation?

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Why the Need for Change?

- 40% hospital in-patients in Wales malnourished ¹
- 75% patient assessed as malnourished become more malnourished during their stay ²
- 33% in-patients are malnourished at some time during their stay ³
- 20-75% malnourished patients experience longer in-patient stay compared to non-malnourished patients ¹
- Annual cost of supplementary feeding of patients in hospitals £3.8bn ⁴
- The number of patients entering hospital malnourished is increasing ¹

From



WAO, 2010 ⁵

To



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What is happening in Wales? Restructuring from function to process to integrate food into care

'Free to Lead Free to Care'

- Devolution of professional and operational authority and accountability for patient experience to Ward Sisters/Charge Nurses

The Nutritional Care Pathway

- to assess all patients to establish their individual needs on admission and monitor throughout their stay
- to integrate food, as nutrition, into care
- to ensure accountability for compliance with recording, qualitative measures of patient experience, continuous improvement, and food waste

Healthcare Standards

- Standard 14 reinforces Nutrition as part of care by addressing needs, support, choice, and accessibility

'All Wales' Nutrition and Catering Standards

- mandatory technical standards for meeting the nutritional needs of hospital in-patients, including technical standards and the need to provide snacks

An 'All Wales' Menu Framework

- framework of nutritionally assessed recipes to accommodate local choices and multiple patient needs as well as informing planning for aggregated purchasing through NHS Wales Shared Services Partnership – Procurement Services

'All Wales' Sourcing and Contracting Service

- use of standard contract terms to embed environmental considerations in all tenders
- use of Sustainability Risk Assessment in contract planning to identify and record actions for sustainability opportunities
- stakeholder advisory board involved throughout planning, tender and contract evaluation
- quality criteria lead specification and qualitative evaluation of tenders

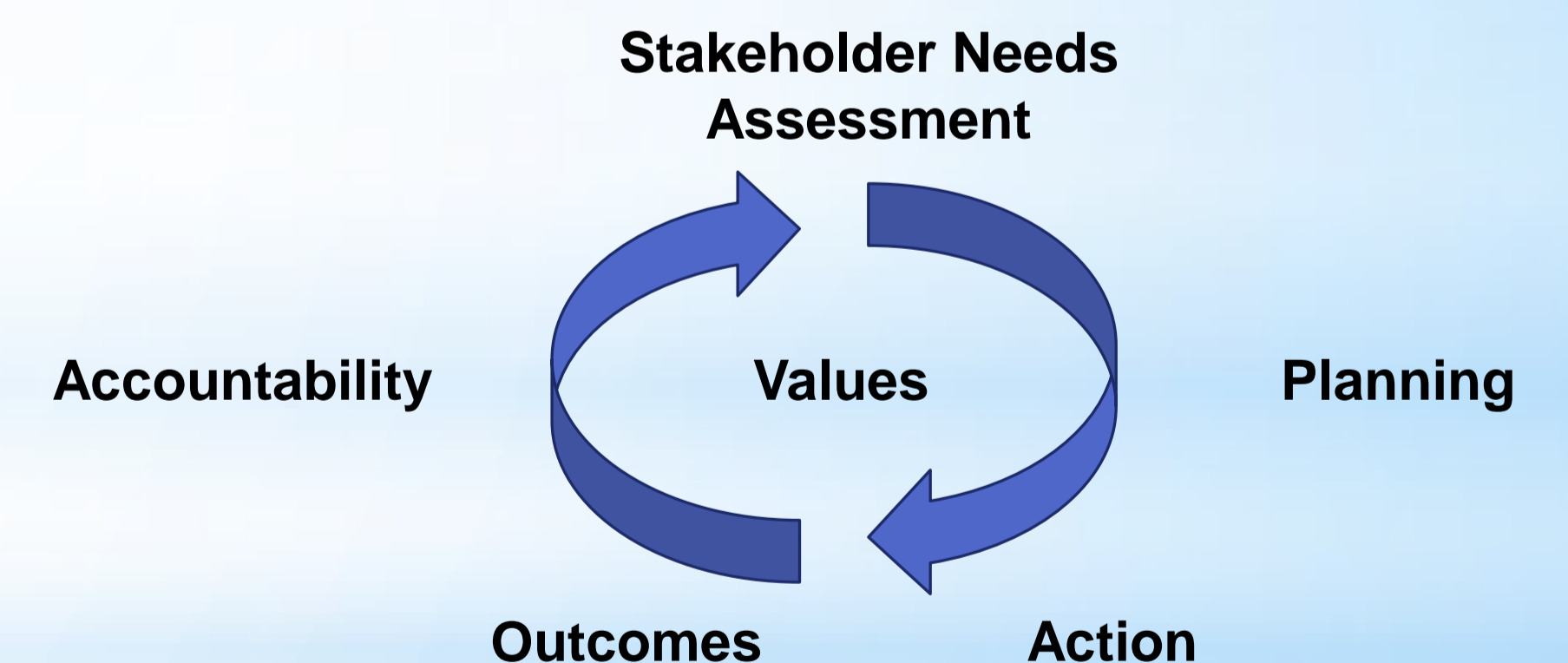
Explaining Change through Governance

An integrated constitutional framework

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	Political Framework		Moral Framework	
Supra National	Politics: Regulatory Framework	Structures: Markets Hierarchy, Network, Process	Cultures: Shared Values Artefacts, and Assumptions	Morals: Ethics and Values
National				
Institutional				
Organisational				
Individual				

Within which a **process** of Governance takes place



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Quality and safety lead action form equity, social justice and sustainable development
Effectiveness leads efficiency to reduce waste and harm for best value