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| NHS North Cumbria CCG Governing Body | Agenda Item |
| 7 February 2018 | 14a |

Outcomes and Quality Assurance Committee Review

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| Purpose of the Report | | | | | | | |
| Following a number of reviews by the Outcomes and Quality Assurance Committee (OQAC) it has been agreed that a refreshed approach to the monitoring of quality and safety should be developed. This report is intended to update the Governing Body in terms of context, approach and timescale. | | | | | | | |
| Outcome Required: | Approve | | Ratify | | For Discussion | | For Information |
| | | | | | | | X |
| Assurance Framework Reference: | | | | | | | |
| <p>1, Better Health – There is a need to ensure that Cumbria’s children & young people (including children looked after are kept safe and transition into health adulthood</p> <p>2, Better Care – Commission services that ensure the delivery of high quality and safe care patients</p> <p>3, Sustainability – Commission services that ensure the delivery of high quality and safe care for patients in a manner that is sustainable for the whole health economy</p> <p>4, Leadership - The CCG needs to develop and implement robust governance and management arrangements to operate in a safe and sound manner.</p> | | | | | | | |

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| Recommendation(s): |
| The Governing Body is asked to receive the report, recognise progress and assist in ensuring that the work of the OQAC and the development of the Quality Strategy is given the necessary priority and acknowledgement to ensure that continual improvement of the quality, safety and effectiveness of services is at the heart of North Cumbria Clinical Commissioning Group’s (CCG) commissioning processes. |

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| Executive Summary: |
| Key Issues: |
| The NHS Constitution gives patients the right to expect CCG’s to monitor and make efforts to |

continually improve the quality of healthcare they commission.

The development of a Quality Strategy and supporting framework reflects our commitment to the commissioning of high quality care.

Delivering the Quality Strategy will clearly articulate the CCG's quality priorities, goals and aspirations going forward.

Key Risks:

Without a robust quality governance framework the CCG is at risk of not been able to maximise our system leadership role and contribution to improvement.

Financial Impact on the CCG:

Improving quality and safety can make an important contribution to cost efficiency.

| Strategic Objective(s) supported by this paper: | Please select (X) |
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| Support quality improvement within existing services including General Practice | X |
| Commission a range of health services appropriate to Cumbria's Needs | X |
| Develop our system leadership role and our effectiveness as a partner | X |
| Improve our organisation and support our staff to excel | X |

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| Impact assessment: (Including Health, Equality, Diversity and Human Rights) | N/A |
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| Conflicts of Interest Describe any possible Conflicts of interest associated with this paper, and how they will be managed | There are no known conflicts of Interest |
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| Lead Director | David Rogers, Interim Accountable Officer/Medical Director |
| Presented By | Les Hanley, Lay Member for Health Improvement and Chair of Outcomes & Quality Assurance Committee |
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| Date Report Written | 31 January 2018 |

Introduction

The purpose of this paper is to describe the approach to developing a robust Quality Governance Strategy and Framework as agreed following a number of reviews by the OQAC in relation to ensuring that monitoring and understanding of the quality of service commissioned and provided across the Health Economy during the challenging time of change facing health and social care in North, West and East Cumbria is consistently and appropriately carried out.

National Context

CCG's have a responsibility to provide high quality healthcare that is free at the point of need and can be accessed by all, as outlined in the NHS Constitution (2013), under which patients have the following rights:

- To be treated with a professional standard of care, by appropriately qualified and experienced staff, in a properly approved or registered organisation that meets required levels of safety and quality
- To be treated with dignity and respect, in accordance with their human rights.
- To expect NHS bodies to monitor and make efforts to improve continuously, the quality of healthcare they commission or provide. This includes improvements to the safety, effectiveness and experience of services.
- To be able to have access to drugs and treatments that have been recommended by National Institute for Health and Care Excellence (NICE) for use in the NHS, if their doctor says they are clinically appropriate for them.

The NHS Outcomes framework identified the need to move away from simply measuring outputs in the form of activity, to measuring outcomes and effectiveness of interventions for patients i.e. the quality and safety of services should be measured against the three dimensions of Effectiveness, Patient Experience and Safety.

The Five Year Forward View and the Sustainability and Transformation Plans that are being developed are all being driven by the "triple aim" of improving health and wellbeing, better quality for all patients through care and redesign and better value for taxpayers in a financially sustainable system.

Local Context

The first priority of the CCG is to commission services that offer quality for local people – services that are clinically effective, safe, well led, responsive to peoples' needs and offer a positive patient experience.

The drive to secure positive health outcomes and continuously improve the quality of services is at the heart of the CCG but securing and improving quality cannot be achieved by the CCG in isolation. It is recognised that patients' journeys cut across primary, secondary and specialist care health and social care with services delivered by multiple organisations and professions both inside and outside the NHS including NHS Cumbria Partnership Foundation Trust (CPFT), NHS North Cumbria University Hospital Trust (NCUHT), North West

Ambulance Services (NWS), Member GP Practices, independent and social care providers and the voluntary sector.

Systematically and continuously improving the quality of services across care settings represents a significant challenge for the CCG and our partners and we know that to do so has, and will continue to require some courageous decisions by the CCG and our partners as we seek innovation in service design, reconfiguration of services, the development of integrated care communities and a continued focus on prevention of ill health alongside treatment and care.

The OQAC is a committee of the Governing Body and is chaired by the Lay Member for Health Improvement.

The OQAC is responsible for ensuring that appropriate governance systems, process and scrutiny are in place to deliver the Quality Objectives identified in the NHS Outcomes Framework and its function is to provide assurance to the Governing Body in relation to the quality, safety and risks of the services being commissioned and the overall risks to the organisation's strategic and operational plans.

In the past the OQAC has struggled to consistently function effectively and efficiently without clear governance reporting from our providers and elements of CCG itself. In addition membership of and attendance at the OQAC has been variable due to competing demands and frequent changes to key personnel. As a result it is accepted that there is a need to review and refresh our quality governance arrangements, ensuring it is explicit both for both the CCG and its providers and regulators to facilitate the commissioning of high quality services which are responsive to the needs of the population.

A Quality Strategy is central to the purpose and work of a CCG and underpins any strategic plan. It provides a continuous focus on improving the quality and safety of services that we commission going forward. In addition it will assist in the identification and monitoring of areas of service redesign in order to give assurance that key benefits are realised for patients through a Quality Framework and associated delivery plan.

Developing a Quality Strategy

In developing a robust Quality Strategy and supporting framework for consideration by the Governing Body. The OQAC will identify how we will operate to improve and maintain quality in the context of the legislative framework and in collaboration with our partner organisations. The OQAC will also review its Terms of Reference for consideration by the Governing Body and will move to meeting on a monthly basis.

To achieve positive change through a Quality Strategy it is essential that there is appropriate engagement from key organisations and individuals. The Nursing and Quality Team under the leadership of the new Director of Nursing and Quality will be responsible for engaging with clinical leads, directors and managers to work collaboratively and coordinate the delivery of the strategy.

The development of the Quality Strategy will initially focus on:

- Agreeing across the Health and Care System what the priorities for the next year (+ 2 years / + 5 years) will be (under the dimensions of Effectiveness, Patient Experience, Safety and Improvement).
- Establishing appropriate benchmarks and targets (the use of contractual levers and performance management is a necessary process for supporting the CCG in discharging it's responsibility for improving quality and quality assurance and where necessary should use performance management to ensure service quality).
- Reviewing how the CCG governs performance, finance and contracting internally
- Expanding networks with key partners to agree a data set that will provide assurance of quality care provision.
- Promoting our understanding of the patient and carer journey and experience.
- Promoting a positive patient safety culture.
- Ensuring that patients and their assessed needs are at the centre of commissioning decisions.
- Ensuring commissioned services are safe, clinically effective and provide a positive experience for patients and carers.
- Ensuring that robust systems and processes are in place to deliver safe services and positive experiences.
- Ensuring that measures of quality are focused on structures, processes and most importantly outcomes for patients.
- Agreeing how we can work more closely with Cumbria Learning and Improvement Collaborative (CLIC) and the Integrated Care Communities' (ICC) to maximise both our assurance and contribution to improvement.
- Demonstrating that NCCCG has the leadership and governance arrangements in place to meet our statutory requirements and responsibility and will enable us to maximise our system leadership role through a focus on agreed key priorities.

In addition the Quality Strategy will also provide a clear demonstration of our commitment to ensure improved quality across our commissioned services and seek to strike a balance between how the CCG will be held to account by NHS England for delivering quality through commissioning and how it will hold our NHS and Non NHS providers to account for delivering quality services consistently and reliably.

Over the coming months further insight and analysis on quality, linked to the Quality Strategy and our delivery plan for 2018/19 will be developed.

Recommendation

The Governing Body is invited to discuss and approve the direction of travel in relation to reviewing quality governance by OQAC and receive a further update at the next Governing Body meeting.