

## WMQRS BOARD MEETING

Date: 24<sup>th</sup> September 2014  
Time: 10am – 12pm  
Location: Room 2, Jubilee House, Jubilee House, Bloxwich Lane, Walsall WS2 7JL

### AGENDA

1. Apologies for absence
2. Notes of the meeting held on 1<sup>st</sup> July 2014 Enclosure 1
3. Actions and matters arising from the last meeting Enclosure 2
4. Chair's decisions since last meeting: Agreement to commissioned review of Care of Critically Ill and Critically Injured Children at Burton Hospitals
5. Update on Board Membership
6. Review Programmes: Progress Report Enclosure 3
7. 2013/14 Evaluation Presentation
8. WMQRS Issues including use of carried forward underspend Enclosure 4
9. Any other business
10. **Date of next meeting: 12<sup>th</sup> December 2014, 10am – 12pm**

## ENCLOSURE 1                      NOTES OF THE MEETING HELD ON 1<sup>ST</sup> JULY 2014

Present: Simon Hairsnape (Chair), Rob Courteney-Harris, Nick Flint, David Orme, Roger Stedman, Beverly Ingram, Paul Martin, Salma Ali, Anna Morton, Jane Eminson

- 1 Apologies for absence were received from Richard Kirby, Beryl Nock, Rob Lusuardi, Rachel O'Connor, Sue Doheny.
- 2 Notes of the meeting held on 28<sup>th</sup> March 2014 were agreed as a correct record.
- 3 Actions and matters arising from the notes of the last meeting were noted. In particular, no responses to the 'Call for Demonstrator Projects' had been received. It was agreed to consider this further at the next meeting.

### 4 **Update on Board Membership**

The appointment of Rachel O'Connor (Specialised Commissioning Team) and Rob Lusuardi (representing Shropshire and Staffordshire CCGs) as new members of the Board was noted. Rob had raised a number of questions about the structure and functioning of WMQRS. It was agreed that Jane Eminson should arrange to see them to brief them on WMQRS and its work. If Rob had any outstanding queries then these should be brought to the next Board meeting.

### 5 **Review Programmes: Progress Report**

The Board noted progress with completing the 2013/14 review programme and planning the 2014/15 programme. Sarah Broomhead updated the Board on the common themes. At the time of the Board meeting, 10 health economies were interested in undertaking reviews of 'Towards Children and Young People's Emotional Health and Well-Being' (CAMHS), 12 were interested in work on care of frail older people and four were interested in end of life care. A frail older people 'Good Practice Sharing Event' would be held in September 2014.

Difficulties with securing agreement to the 2014/15 programme in some health economies were noted. The Board agreed that these should be escalated within the health economy in order to avoid too much 'back-loading' of the programme.

The Board supported WMQRS undertaking a commissioned review of the Southend Emergency Department. The Board also congratulated the WMQRS team on the extent of work achieved in 2013/14.

### 6 **Hosting Agreement**

Jane Eminson updated the Board on progress with securing a hosting agreement with Sandwell and West Birmingham Hospitals NHS Trust (S&WBH). Since Board papers were circulated a response had been received from the Trust with proposals for revisions to the draft hosting agreement. The Board specifically discussed paragraph 5 relating to the Management Charge. The S&WBH proposals increased the management charge from £70,400 to £73,400 and proposed an annual uplift in line with CPI inflation. The Board considered that the proposed management cost was too high (an increase from 21% to 22% of WMQRS core costs). The Board agreed that S&WBH should be asked for a breakdown of the actual cost of hosting WMQRS. The Board also agreed that WMQRS should seek to negotiate lower management cost including linking annual changes to PBR tariff inflator / deflator.

Other changes proposed by S&WBH were supported with minor amendments. It was agreed that, if negotiations could be concluded satisfactorily, Simon Hairsnape should agree the Hosting Agreement on behalf of the WMQRS Board. The Board also recommended Simon Hairsnape and Richard Kirby to agree the changes to the WMQRS Establishment Agreement on behalf of West Midlands CCGs and Trusts respectively.

#### **Actions:**

**WMQRS to negotiate revised management cost with S&WBH.**

**Following negotiations, Simon Hairsnape to agree the Hosting Agreement on behalf of the WMQRS Board**

**Simon Hairsnape and Richard Kirby to agree the changes to the WMQRS Establishment Agreement on behalf of West Midlands CCGs and Trusts respectively**

**7 WMQRS Issues**

The Board noted the contents of the report. It was agreed that use of the carried forward underspend, including Demonstrator Projects, additional credits or return to CCGs, should be considered at the next meeting. The resources needed to deliver the 2014/15 programme should be clearer by that time.

**8 Any Other Business**

There were no other items of business. .

**9 The date of the next meeting was agreed as 24th September 2014, 10am – 12 noon, Walsall Manor Hospital**

**ENCLOSURE 2****ACTIONS & MATTERS ARISING FROM LAST MEETING**

<b>Note</b>	<b>Action / Matter Arising</b>	<b>Who</b>	<b>Progress</b>
3	Demonstrator Projects – consider at next meeting.	N/A	On agenda (Item 8)
4	Arrange to brief Rachel O'Connor and Rob Lusuardi.	Jane Eminson	Telephone conference arranged with Rachel O'Connor and Val Jones (replacement for Rob Lusuardi)
6	Negotiate revised management cost with S&WBH.	WMQRS	Revised management cost agreed.
6	Following negotiations, Simon to agree the Hosting Agreement on behalf of the WMQRS Board.	Simon Hairsnape	Hosting Agreement agreed by Simon Hairsnape on behalf of the Board. Awaiting Trust sign-off.
6	Agree the changes to the WMQRS Establishment Agreement on behalf of West Midlands CCGS and Trusts respectively.	Simon Hairsnape & Richard Kirby	Awaiting Hosting Agreement sign-off by Trust before changes to the Establishment Agreement can be made.
7	Use of carried forward underspend – consider at next meeting	N/A	On agenda (Item 8)

**Purpose of Report:**

This report updates the Board on progress with the WMQRS review programmes. Board comments and guidance are invited.

**Key Points:****West Midlands Review Programme**

- 1 Table 1 shows the final position on the 2013/14 review programme. As the Board previously decided, 2013/14 topics with agreed visit dates in April to July 2014 were included as part of the 2013/14 programme. This table shows that some health economies significantly under-used the WMQRS resources available to them in 2013/14.
- 2 Table 2 shows the 17<sup>th</sup> September 2014 position on agreement of the 2014/15 work programme. The following health economies have still not agreed their programme:
  - a. North Staffordshire: This was escalated to CCG Chief Officers in August.
  - b. Shropshire and Telford & Wrekin: Change of WMQRS lead. Further discussions are taking place and CCG Chief Officers will be copied into the outcome.
  - c. Dudley: Notification that CAMHS no longer being considered. Chasing CCG lead contact for update on other areas.
  - d. Sandwell & W. Birmingham: Meeting on 8<sup>th</sup> September promised progress. Follow up call arranged for 9<sup>th</sup> October.
  - e. South & Central Birmingham: Further discussions are taking place in September.
  - f. North & East Birmingham / Birmingham Cross-City: No response on WMQRS work wanted.

Coventry & Rugby and North Warwickshire have not fully agreed a programme but work on some topics has started. In general, the position is better than 2013/14 although it would have been helpful to have all health economy programmes agreed earlier in the year.

Until scoping is completed it is not clear whether health economies will fully use their 'credit' allocation, especially because some topics are shared across several health economies. This position should be clearer by the October health economy update.

- 3 Three themes are emerging: Children's emotional health and well-being (up to 10 health economies in 14/15 or 15/16), discharge pathway including community hospitals (up to 15 health economies in 14/15 or 15/16) and care of frail older people (up to 10 health economies).
- 4 Some topics are new to WMQRS and may, in future, offer significant benefit to other health economies, in particular, eye care - where Quality Standards are being developed for Coventry and Warwickshire, and the problem alcohol use pathway – which is currently being scoped.
- 5 Two children and young people's emotional health and well-being (CAMHS) peer review visits took place in July 2014 using the draft Quality Standards, to Sandwell and to Coventry and Warwickshire.
- 6 In July to September the following Quality Standards have been finalised and made available:
  - a. Transfer from Acute Hospital Care and Intermediate Care
  - b. Care of People with Chronic Pain
  - c. Primary Care Local Improvement Schemes

## Commissioned Reviews

### 7 Isle of Man

The review of clinical governance of Isle of Man health services took place on 3<sup>rd</sup> and 4<sup>th</sup> July 2014. The report of the review of acute medical admissions and care of people with long-term conditions has also been finalised. The next review visit is scheduled for 7<sup>th</sup> and 8<sup>th</sup> October. Correspondence from the General Medical Committee relating to issues identified in the WMQRS first visit report has been circulated to Board members.

### 8 Haemoglobin Disorders

The programme of reviews of services for people with haemoglobin disorders (children and adults) across England is now getting under way with the first visit scheduled for October 2014.

9 A commissioned review of theatre and anaesthetic services at University Hospitals Coventry and Warwickshire NHS Trust took place on 17<sup>th</sup> and 18<sup>th</sup> July 2014.

10 A commissioned review of care of critically ill and critically injured children at Burton Hospitals took place on 16<sup>th</sup> September. This raised interesting issues of the relationship between WMQRS and CQC findings. The WMQRS team is planning to undertake further analysis of CQC findings to explore these issues further.

11 WMQRS is undertaking a commissioned review of the Emergency Department at Southend NHS Trust on 1<sup>st</sup> October.

## WMQRS Standards

12 Table 3 gives the latest compliance with WMQRS Quality Standards. WMQRS has met all the expected standards with one exception where the evidence supplied needed checking before the draft report could be circulated.

Implications:	
<b>Financial, Human Resources and Legal</b>	Commissioned reviews bring additional income to WMQRS.
<b>Equality impact</b>	WMQRS review programmes improve quality of health services and reduce inequalities in access to and quality of care.

## Recommendations:

The Board is recommended to note the contents of this report.

Table 1: 2013/14 WMQRS West Midlands Reviews – Position at 04.09.2014

Key:	
X	Review topic suggested by CCG or Trust but not pursued
X	Completed
X	Completion delayed by Health Economy
*	Have requested review be deferred until 2014/2015

Health Economy	No. topics	Unused topics	Acquired brain injury	CAMHS	Chronic pain	Community Orthopaedics	Community services / hospitals	Critically Ill children	Day case theatres	Dementia	Discharge pathway	District nursing	Frail elderly (various aspects), includes PU	Long Term Conditions	Maternity (various aspects)	Mental health services	Eye care	Outpatient Procedures	Paediatric LTC	Paediatric Surgery	Primary care	Speech & Language	Trauma	Urgent care
North Staffordshire	6	2		x				x		X		X	X											
South Staffordshire (West)	6	4										X	X											
South East Staffs & Seisdon Peninsula	3	1						N/A				X	X											
East Staffordshire	3	0						X	X													X		
Shropshire and Telford & Wrekin	9	5			X	x	X	**				X	X						x					xx
North Warwickshire	3	0						x					x		X		X							
Coventry and Rugby	6	0		X				X				x	X		X	*	X							
South Warwickshire	3	0						*				x			X		X							
Worcestershire	12	5		X				xx		X									XXX					
Herefordshire	3	0	X	X	X																			
Dudley	6	2						X				X	X		X									
Wolverhampton	3	1		X				X																
Walsall	3	0						X																XX
Sandwell and West Birmingham	6	3		X			X	XX							X			X						
South and Central Birmingham	3	0						xx												x		X		
North & East Birmingham (CrossCity)	9	6						XX		*	X													
Solihull	3	-1		X				X		*	X					x					X			





**Table 3: Compliance with WMQRS Standards**

**2014/15 Review Visits**

Visit	Visit date	IR letter issued within 5 working days	IR response received	IR response received within 5 working days (10 days post-visit)	IR response addresses issue raised	All IR actions completed within 15 working days or less	Draft report to reviewers within 10 working days	Draft report to HE within 20 working days	Report considered by Steering (or QA) Group within 35 working days of receiving HE comments	Final report issued within 85 working days	Notes
Dudley FEP	29 Apr 14	N/A	N/A	N/A	N/A	N/A	Y	Y	Y	Y	
North Staffs CIC	30 Apr 14	N/A	N/A	N/A	N/A	N/A	Y	Y	Y	Y	
Coventry & Rugby FEP	13 May 14	N/A	N/A	N/A	N/A	N/A	Y	Y	Y	Y	
Worcestershire CIC	21, 22 May 14	N/A	N/A	N/A	N/A	N/A	Y	Y	Y	Y	
George Eliot CIC	5 Jun 14	N/A	N/A	N/A	N/A	N/A	Y	Y	Y	Y	
Birmingham Children's CIC	11, 12 Jun 14	N/A	N/A	N/A	N/A	N/A	Y	Y	Y	Y	
South Warwickshire FEP	17 Jun 14	N/A	N/A	N/A	N/A	N/A	Y	Y	Y	N/A	
Isle of Man	4 July 14	Y	Y	Y	Y	Y	N	Y	N/A	N/A	Report sent seven days late to reviewers: Evidence supplied for the review was considerably greater than requested and so access to evidence had to be negotiated so that compliance could be checked.
Sandwell TCYPHWB	8 July 14	N/A	N/A	N/A	N/A	N/A	Y	Y	Y	N/A	
UHCW Theatres & Anaesthetics	17, 18 July 14	Y	Y	N	Y	N	Y	Y	Y	N/A	IR response received eight days late from Trust.
Coventry & Warw. TCYPEHWB	15 <sup>th</sup> and 16 <sup>th</sup> July	Y	Y	Y	N	Y	Y	Y	N/A	N/A	WMQRS attended C&W risk summit 09.09.14. Further response expected.
<b>2014-15 % standards met</b>											
No. Yes	3	3	2	2	2	2	10	11	9	6	
No. No	0	0	1	1	1	1	1	0	0	0	
Total Yes + No	3	3	3	3	3	3	11	11	9	6	
% YES	100	100	67	67	67	67	91	100	100	100	
<b>2013-14 % standards met</b>											
% YES	67	100	67	100	33	100	88	94	94		

**Purpose of Report:**

This report updates the Board on issues relating to the WMQRS core team.

**Key Points:**

- 1 The post of Director of WMQRS has been advertised on NHS Jobs between 1<sup>st</sup> September and 23<sup>rd</sup> September. Interviews have been arranged for 31<sup>st</sup> October. Board members are invited to meet short-listed candidates in small group discussions. Further details of these arrangements will be circulated when short-listing has taken place.
- 2 The varied nature of the WMQRS work programme started in 2013/14 looks likely to continue into 2014/15 and beyond. The workload of the WMQRS core team is quite different from the period 2009 – 2013 when WMQRS ran region-wide programmes. *KeyOpps Ltd* is therefore undertaking a review of the WMQRS skill mix, capacity and working practices. An initial report will be completed by the end of September 2014 with a final report, including follow up of initial recommendations, by the end of December 2014. *KeyOpps Ltd* was an appropriate organisation to undertake this work as they have significant organisational development expertise and understand well the work of WMQRS, having managed the previous adult haemoglobin disorders review programme.
- 3 Some temporary additional support is needed for delivery of the 2014-15 work programme. Harry Ward is working on a consultancy basis to scope the alcohol pathway and community children's services work. WMQRS is also in discussions about additional support on a consultancy basis for the 'Transfer from acute care and intermediate care' (Discharge) review programme.
- 4 Table 1 shows the latest WMQRS financial position (as at month 4). A projected end of year underspend of £73,891 is shown although this figure is not yet firm, for the following reasons:
  - a. Reviewer and core costs are not yet separated in the budget reports. In particular, some Isle of Man reviewer costs are still showing in WMQRS core costs.
  - b. The additional support needed to deliver the 2014-15 programme plus commissioned reviews is not yet clear because the annual programme is not yet finalised. WMQRS may still need flexibly to increase its capacity.
  - c. Appointment of a substantive WMQRS Director is not yet certain. If appointed, the new Director may need additional support to ensure the 2014/15 programme is delivered.
- 5 Possible uses of the underspend include:
  - a. Carry forward to 2015/16 in order to fund a reduction in CCG contributions (reflecting the reduction in CCG management costs). Any carry forward would require agreement from Sandwell and West Birmingham Hospitals NHS Trust but carry forward of an underspend equivalent to the Isle of Man income is, hopefully, not problematic.
  - b. Carry forward to 2015/16 without deciding use at this stage.
  - c. Demonstrator projects or other development work to improve the quality of WMQRS products. Possible development work includes:
    - i. Updating of Quality Standards
    - ii. Addition of key process and outcome metrics to Quality Standards

Given the pressure on WMQRS capacity, it may not be possible to complete this development work within 2014/15.

<b>Implications:</b>	
<b>Financial, Human Resources and Legal</b>	This report covers the WMQRS financial position and matters relating to WMQRS core staffing.
<b>Equality impact</b>	No specific implications were identified.

<p><b>Recommendations:</b></p> <p>The Board is recommended to:</p> <ul style="list-style-type: none"> <li>a. Note the contents of this report</li> <li>b. Agree in principle the use of the projected 2014/15 WMQRS underspend.</li> </ul>
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**Table 1 WMQRS Financial Position 2014/15**

<b>INCOME</b>				
<b>Source</b>	<b>Annual Budget £</b>	<b>Income Year to Date £</b>	<b>Variance Year to Date £</b>	<b>Notes</b>
Carry forward from 2013/14: Redundancy fund	252,000	252,000	0	
Carry forward from 2013/14	43,300	0	-43,300	Not showing as income in month 4. Explanation from finance: Being suppressed so overall WMQRS budget reports break even in month.
<b>CCGs</b>	<b>339,800</b>	<b>168,199</b>	<b>-171,601</b>	Eleven invoices remain unpaid (see below for details). Arden CSU invoices raised 23 July - delay due to awaiting notification of organisation to invoice
<b>Commissioned reviews:</b>				
Isle of Man	65,000	0	-65,000	Invoice raised 5 Sept
UHCW	4,250	0	-4,250	Invoice to be raised
Burton	4,250	0	-4,250	Invoice to be raised
Southend	9,000	0	-9,000	Invoice to be raised
Haemoglobin Disorders	27,160	0	-27,160	Invoice details being confirmed
<b>Commissioned review subtotal</b>	<b>109,660</b>			
<b>TOTAL</b>	<b>492,760</b>	<b>168,199</b>	<b>-324,561</b>	Redundancy funding excluded from total

<b>EXPENDITURE</b>						
<b>Allocated funds</b>	<b>Annual Budget £</b>	<b>Budget Year to Date £</b>	<b>Spend Year to Date £</b>	<b>Variance Year to Date £</b>	<b>Expected end of year variance</b>	<b>Notes</b>
Pay	342,300	114,267	124,544	-10,277	0	Overspend due to estimates by finance for Acting Director costs
Hosting costs	78,883	24,467	23,448	1,019	0	Commissioned income not yet included in year to date budget or spend
Non-Pay	54,150	17,002	8,644	8,358	0	Reviewer & core costs not yet fully separated
<b>Total</b>	<b>475,333</b>	<b>155,735</b>	<b>156,635</b>	<b>-900</b>	<b>0</b>	
<b>Unallocated funds</b>						
Unallocated income	17,427	17,427	0	17,427		
Carry forward from 2013/14	0	0	-47,214	47,214		
End of year adjustment	0	0	-10,150	10,150		
<b>Subtotal</b>	<b>17,427</b>	<b>17,427</b>	<b>-57,364</b>	<b>74,791</b>		
<b>TOTAL</b>	<b>492,760</b>			<b>73,891</b>	<b>73,891</b>	

CCG invoices: unpaid:

NHS EAST STAFFORDSHIRE CCG	-8,708.00
NHS NORTH STAFFORDSHIRE CCG	-13,695.00
NHS SE STAFFS & SEISDON PENINSULAR CCG	-13,754.00
NHS SHROPSHIRE CCG	-19,443.00
NHS STOKE ON TRENT CCG	-18,347.00
NHS ARDEN CSU: Coventry and Rugby CCG	-30,296.00
NHS ARDEN CSU: Redditch and Bromsgrove CCG	-11,208.00
NHS ARDEN CSU: South Warwickshire CCG	-17,730.00
NHS ARDEN CSU: South Worcestershire CCG	-19,082.00
NHS ARDEN CSU: Warwickshire North CCG	-11,982.00
NHS ARDEN CSU: Wyre Forest CCG	-7,356.00
<b>Total</b>	<b>-171,601.00</b>