

WMQRS BOARD MEETING

Date: 29th January 2016
Time: 9.00am – 10.00am
Location: **Telephone Conference**

AGENDA

1. Apologies for absence
2. Notes of the telephone conference held on 11th December 2016 Enclosure 1
3. Actions and matters arising from the last meeting Enclosure 2
4. UKAS Accreditation Enclosure 3
5. WMQRS host organisation Enclosure 4
6. Any other business
7. **Date of next meeting:**
1st March 2016, 3pm – 5pm: Jubilee House, Walsall

ENCLOSURE 1 NOTES OF THE TELEPHONE CONFERENCE HELD 11TH DECEMBER 2015

Present: Simon Hairsnape (Chair), Salma Ali, Rob Courteney-Harris, Beverly Ingram, Jacquie Whitaker (on behalf of Roger Stedman), Rob Wilson, Andy Matthews, Nick Flint, David Orme, Jane Eminson, Sarah Broomhead

In attendance: Claire Lauanders, Fraser Bhattie (Midlands and Lancashire Commissioning Support Unit)

1 Apologies for absence were received from Richard Kirby, Simon Collings, Vikki Tweddle, Roger Stedman, Andy Butters

2 Notes of the telephone conference held on 18th September 2015 were agreed as a correct record.

3 **Actions and matters arising from the last meeting**

All actions had been completed with the exception of the monitoring of the use of the WMQRS website. This would be actioned and reported to the next Board meeting. Jane Eminson reported to the Board that the response from Andy Butters regarding CQC process for DBS checks was that all user/carer reviewers were required to have these checks in place.

4 **Review Programmes: Progress Report**

The Board noted the progress report, including the interest from Canada in WMQRS support for a programme of reviews of services for people with haemoglobin disorders. The Board agreed that the use of 2015/16 credits should be extended into the first quarter of 2016/17 and that WMQRS should undertake an assessment of the reasons for non-use of credits and any yearly trends. Board members would provide assistance in moving forward health economy programmes where possible.

Action:

- WMQRS to undertake assessment of reasons for non-use of credits and circulate to Board members
- WMQRS to communicate to health economies the agreement to extend the use of 2015/16 credits into the first quarter of 2016/17

5 **Future Planning: 2016/17 offer and approach to 2017/18 and beyond**

Fraser Bhattie presented the executive summary of the report of the external customer review undertaken by Midlands and Lancashire Commissioning Support Unit. Jane reported on comments made by Richard Kirby. Simon Hairsnape thanked Fraser for attending and for his report. The Board discussed the implications of the summary and agreed the following:

2016/17 offer

The WMQRS offer for 2016/17 should be broadly the same as 2015/16; the same credit allocation for the same level of subscription, including the ability, if necessary, to utilise credits into the first quarter of 2017/18 but with a message about the importance of taking up reviews as early as possible. The Board accepted that, if WMQRS funding did not continue beyond 17/18 it would not be feasible to deliver a full 2016/17 year's programme. The offer should also include information on the broader benefits of WMQRS products and the advantages of using WMQRS to support CQC-related work, clinical quality review meetings and service re-design and re-configuration work. The Board agreed not to seek a reduction in CCG contributions for 2016/17.

2017/18 and beyond

The Board supported the continuation of WMQRS for 2017/18 and beyond. The Board agreed that peer review and the West Midlands should remain at the heart of WMQRS's work but that the range of products and services could be developed at the margins. The Board discussed the need for greater engagement with customers so that customers can understand better the value they can gain from WMQRS. WMQRS needs to be seen as part of the core business and not as an 'add on'. The Board discussed the importance

of independence and the advantages and disadvantages of being organisationally 'invisible'. The need for more business-related skills, as identified by the Customer Review, was acknowledged as very important for the future of WMQRS. Continuing with the current arrangements (business model, host organisation and team structure / responsibilities) was not considered to be the best way to approach funding discussions for 2017/18 and beyond.

The Board agreed that a host organisation able to provide business-related support could be very helpful in shaping the 2017/18 and beyond 'offer', and in promoting and marketing WMQRS. The Board agreed to consider hosting arrangements and options at a special meeting to take place by telephone conference in January.

WMQRS should continue to work on team skill mix and efficiency improvements.

Action: WMQRS to

- Circulate the full report of the external customer review to the Board once received from Midlands and Lancashire CSU
- Communicate broadly the same offer to health economies for 2016/17, emphasising the importance of links with other work
- Undertake an assessment of the strengths and weakness of host organisation options and possible re-procurement of the WMQRS host
- Arrange a telephone conference for the Board in January to discuss future hosting arrangements

6 WMQRS Issues and Finance Report

Jane Eminson updated the Board on the outcome of the interviews for the post of Quality Manager. One applicant was interviewed but not appointed. Options for covering the post through a secondment or management trainee were discussed. The Board noted the report and the requirement to carry forward the 2015/16 underspend to 2016/17.

7 Any other business

This was the last meeting to be attended by Beverly Ingram. The Board thanked Beverly for her long-standing and valued contribution. A new Trust Nurse Director representative is being sought.

8 Date of next meetings:

January 2016: telephone conference (date to be confirmed)

1st March 2016, 3pm – 5pm (venue to be confirmed)

ENCLOSURE 2 ACTIONS & MATTERS ARISING FROM LAST MEETING

Note	Action / Matter Arising	Who	Progress
Actions from 10th July meeting:			
5	Monitor use of the WMQRS website and access to WMQRS standards and report to the next Board meeting.	WMQRS	In progress
Actions from 11th December meeting:			
4	Undertaken assessment of reasons for non-use of credits and circulate to Board members	WMQRS	Done
4	Communicate to health economies the agreement to extend the use of 2015/16 credits into the first quarter of 2016/17	WMQRS	Done
5	Circulate the full report of the external customer review to the Board once received from Midlands and Lancashire CSU	WMQRS	Done
5	Communicate broadly the same offer to health economies for 2016/17, emphasising the importance of links with other work	WMQRS	Done
5	Undertake an assessment of the strengths and weakness of host organisation options and possible re-procurement of the WMQRS host	WMQRS	See agenda item 5
5	Arrange a telephone conference for the Board in January to discuss future hosting arrangements	WMQRS	Done

ENCLOSURE 3 UKAS ACCREDITATION

Purpose of Report:

This report is to inform the Board of WMQRS's success in achieving UKAS accreditation.

Key Points:

- 1 The Board will be aware that in 2015 WMQRS was assessed for accreditation by the UK Accreditation Service (UKAS).
- 2 At the end of December 2015, UKAS informed WMQRS that accreditation had been granted. This gives WMQRS internationally recognised assurance of compliance with ISO 170021 and a 'kite-mark' of the quality of its work.
- 3 WMQRS is proposing to publicise this success and start using the UKAS logo.

Financial, Human Resources and Legal Implications:	This report has financial implications in terms of the cost of maintaining accreditation. There are, however, benefits in terms of growing future business.
Equality impact:	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.	

ENCLOSURE 3 WMQRS HOST ORGANISATION

Purpose of Report:

This report proposes arrangements for re-procurement of the WMQRS host organisation in order to ensure that hosting arrangements provide the best possible support for WMQRS' development.

Key Points:

- 1 This report follows on from discussion at the December WMQRS Board meeting about the future of WMQRS. The Board agreed to aim to continue WMQRS after April 2017 and, as part of supporting WMQRS' growth and development, to consider re-procurement of the WMQRS host organisation.
- 2 This report presents a specification for the host organisation for the Board's consideration.
- 3 Procurement advice is still being sought and a verbal update on this will be given at the Board meeting.

Financial, Human Resources and Legal Implications:	<p>This report has financial implications for:</p> <ul style="list-style-type: none">• The future development of WMQRS• The cost of hosting WMQRS• Negotiation of WMQRS core funding for 2017/18 and beyond <p>It has human resources implications for the WMQRS team. A change of host would require transfer of employment for WMQRS staff under TUPE regulations.</p>
Equality impact	<p>WMQRS review programmes improve quality of health services and reduce inequalities in access to and quality of care. Re-procurement of the host organisation will impact, hopefully positively, on the ability of WMQRS to carry out this function.</p>
Recommendation:	
<p>The Board is recommended to:</p> <ol style="list-style-type: none">a. Agree to re-procure the WMQRS Host Organisationb. Consider and, with any agreed changes, approve the WMQRS Host Organisation Specificationc. Agree whether or not to give notice of termination of the current Hosting Agreement to Sandwell and West Birmingham Hospitals NHS Trust.	

WMQRS HOST ORGANISATION

INTRODUCTION

1 In December 2015 the WMQRS Board received the outcome of an external Customer Review and discussed the future of WMQRS for 2017/18 and beyond. The Review concluded that: WMQRS adds value and is good value for money; that there is a continuing rationale for WMQRS; and that current services should be expanded and promoted. Re-procurement of the host organisation was considered to be an important part of building a strong and resilient future for WMQRS.

2 Notes of this discussion are as follows:

“The Board supported the continuation of WMQRS for 2017/18 and beyond. The Board agreed that peer review and the West Midlands should remain at the heart of WMQRS’s work but that the range of products and services could be developed at the margins. The Board discussed the need for greater engagement with customers so that customers can understand better the value they can gain from WMQRS. WMQRS needs to be seen as part of the core business and not as an ‘add on’. The Board discussed the importance of independence and the advantages and disadvantages of being organisationally ‘invisible’. The need for more business-related skills, as identified by the Customer Review, was acknowledged as very important for the future of WMQRS. Continuing with the current arrangements (business model, host organisation and team structure / responsibilities) was not considered to be the best way to approach funding discussions for 2017/18 and beyond.

The Board agreed that a host organisation able to provide business-related support could be very helpful in shaping the 2017/18 and beyond ‘offer’, and in promoting and marketing WMQRS. The Board agreed to consider hosting arrangements and options at a special meeting to take place by telephone conference in January. WMQRS was asked to undertake an assessment of the strengths and weakness of host organisation options and possible re-procurement of the WMQRS host.” Since the December Board meeting UKAS accreditation for WMQRS has been confirmed which provides external assurance of the quality of WMQRS’ work.

3 In NHS ‘language’ this paper presents options for the future hosting of WMQRS and discusses issues related to the re-procurement of the host organisation. The Board should be mindful that, if WMQRS was operating in a commercial environment, this would be considered as ‘selling’ the WMQRS business. NHS ethos and values are fundamental to the work of WMQRS but it has to operate on a commercial basis. Bringing together these perspectives is therefore important for decisions on WMQRS’s future.

4 The strengths and weaknesses of potential host organisations were considered in the ‘West Midlands Quality Review Service: Customer Review Final Report’ (December 2015). This analysis has therefore not been repeated but is reproduced in Appendix 1 for ease of reference. Having considered this analysis, the WMQRS Board is recommended to undertake a procurement exercise for a host organisation for WMQRS. This would not exclude any of the potential providers from submitting a proposal to become the WMQRS host organisation.

5 Appendix 2 gives a Host Organisation Specification. WMQRS has been advised that, due to the value of the lifetime of the contract exceeding £100,000, European procurement requirements should be followed. This will require WMQRS to have a Procurement Agent. Options for this are still being discussed and a verbal update will be given at the Board meeting.

6 The current hosting agreement requires six months’ notice to be given either by Sandwell and West Birmingham Hospitals NHS Trust or by the WMQRS Board. The Board has the option to give notice at the start of, or on completion of, the procurement exercise. Additional business support from the host organisation for the discussions on WMQRS funding from April 2017 is desirable and these discussions need to start early in the summer of 2016.

APPENDIX 1 POTENTIAL HOST ORGANISATIONS FOR WMQRS

Extract from ‘West Midlands Quality Review Service: Customer Review Final Report’ (December 2015) pages 17-18:

“The range of alternatives that could be considered is limited. It most likely comprises of: an independent consultancy (private sector / charity / social enterprise); commissioning organisation; provider (Foundation Trust); Commissioning Support Unit (CSU); Regulator; or Clinical Senate / Network.

To support this (necessarily high level) examination of these alternatives, the following criteria would appear to be useful:

- ‘Basic services’: that the host organisation would offer services, such as IT support / office accommodation / HR / finance / etc, that support the fundamental operation of WMQRS.
- ‘Ethos, culture and independence’: that the purpose of the host organisation aligns with WMQRS’ and that there is an in principle cultural fit. That WMQRS would not be (perceived to be) hampered in its ability to provide objective feedback because of the remit / operation of the organisation it is hosted by.
- ‘Stability’: that WMQRS would not join part of the system that might be reorganised (or is substantively more likely to be reorganised than any other!), hampering its ability to focus on providing services and adding value.
- ‘Strategic fit and added value services’: that there are in principle links between the remit of the host organisation and that of WMQRS, such that these links may add value to WMQRS (and the host). And / or that the host organisation could help WMQRS make the changes outlined in this report, by offering support in (e.g.) business development / expanding geographic coverage / marketing and communications / etc.

These criteria can then be used to assess the range of broad possible options for a host institution. An outline assessment is made in the Table below, with ‘+’ indicating a positive assessment, ‘-’ a negative and ‘o’ neutral / unknown. In reading the table, note that:

- No weighting between criteria has been made (this would require value judgements that only WMQRS can make) and it is likely that some criteria matter more than others; and
- Results are a subjective judgement (e.g. on stability), based on partial knowledge. A different set of judges would produce a different set of results. Nonetheless, the framework ought to be of use.”

	Basic services	Ethos, culture and independence	Stability	Strategic fit and added value services
Independent consultancy	+	o	+	o
Commissioner	+	-	-	+
Provider (Foundation Trust)	+	+	+	+
CSU	+	+	-	++
Regulator	+	--	o	o
Clinical Senate / Network	o	o	-	+

APPENDIX 2 WMQRS HOST ORGANISATION SPECIFICATION

BACKGROUND

- 1 The West Midlands Quality Review Service (WMQRS) was established on 1st April 2009 as a collaborative venture by NHS organisations in the West Midlands to help improve the quality of health services by:
 - Developing evidence-based Quality Standards
 - Carrying out developmental and supportive quality reviews – often through peer review visits
 - Providing development and learning for all involvedExpected outcomes are:
 - Improvements in the quality, safety and outcomes of services reviewed
 - Increased organisational confidence and competence in clinical quality assurance
 - Organisations with better information about the quality of clinical services
- 2 An invitation to host WMQRS was then circulated to all NHS organisations in the West Midlands and in June 2009 it was agreed that WMQRS would be hosted by Sandwell and West Birmingham Hospitals NHS Trust (S&WBH). Since 1st November 2009 WMQRS staff have been employed by SWBH and the service has been based at Sandwell or City Hospitals.
- 3 WMQRS was set up on a collaborative basis with its core funding now coming from Clinical Commissioning Groups (CCGs) on a capitation basis¹. All organisations fund reviewers' time and travel, in exchange for which acting as a reviewer is Continuing Professional Development (CPD). The contribution from Trusts is therefore equally as important to the success of WMQRS as the core funding from CCGs. Evaluations have consistently shown the effectiveness of the CPD provided with 100% reviewers now reporting that they made improvements to their own services as a result of the learning gained as a WMQRS reviewer. The agreement for core funding of WMQRS by West Midlands CCGs runs until 2016/17.
- 4 The work of WMQRS is overseen by the WMQRS Board which has representatives from West Midlands Trusts and CCGs, patients, the West Midlands Clinical Senate and Networks, NHS England (specialised commissioners and senior management) and a representative of the host organisation.
- 5 The work of WMQRS has grown and developed since 2009. WMQRS now has 30 sets of Quality Standards suitable for use in service improvement, service specifications and peer review. WMQRS Quality Standards cover the whole range of health services, from primary care to tertiary services, and many integration with social care. Some Quality Standards have been adopted by national organisations, including the Paediatric Intensive Care Society and Society for Acute Medicine. Quality Standards are freely available to NHS organisations in the West Midlands. Other organisations are expected to ask WMQRS for permission to use the Quality Standards and WMQRS regularly receives such requests.
- 6 In 2014/15 WMQRS organised 17 peer review visits as part of its West Midlands programme and undertook 13 commissioned reviews, covering 25 and 16 visit days respectively. Commissioned reviews are a growing part of WMQRS income with 22% of income from this source in 2014/15. In particular, WMQRS is in its third round of national reviews of services for people with haemoglobin disorders and is running a three year review programme of all services on the Isle of Man.
- 7 The WMQRS financial position is shown in its Annual Reports (available on the WMQRS website). Sandwell and West Birmingham Hospitals NHS Trust holds a redundancy fund of £252,000 which will be transferred to the future WMQRS host organisation.

¹ 21 West Midlands CCGs fund WMQRS on this basis. One CCG pays a reduced core funding and reviews are funded as and when undertaken.

- 8 A recent Customer Review (available on request) concluded that, while keeping peer review and the West Midlands at the heart of WMQRS, there is the opportunity to build upon the WMQRS ‘offer’ in terms of both product and geography. For this WMQRS will require additional skills such as business development, market intelligence, pricing, communication, marketing and profile raising. Also, WMQRS is currently a small team (5.07 wte) whose capacity is fully taken up with delivering the existing programmes.
- 9 In December 2015 WMQRS became the first health service review organisation to receive UKAS accreditation: “Review of Health and Social Care against Quality Standards developed from National Guidance”. This gives WMQRS internationally recognised assurance of compliance with ISO 170021 and a ‘kite-mark’ of the quality of its work.
- 10 The WMQRS Board has decided that the time is now right to re-procure the WMQRS host organisation. The policy, institutional, governance and regulation framework within which WMQRS is working has changed significantly since 2009. Funding discussions for 2017/18 and beyond will take place in a different financial environment from 2009. WMQRS is highly valued by current customers, but its potential value is not being fully realised and there are opportunities to expand and enhance the current service offer, and to improve operations. To realise this value, WMQRS needs a host organisation that can provide the business support that WMQRS needs, including devising and negotiating funding arrangements for 2017/18 and beyond. Ideally, this host organisation will provide other quality assurance and quality improvement services for commissioners and providers of health care which could work with WMQRS to mutual benefit. Most importantly, the WMQRS Board is seeking a host organisation which sees the wider value of WMQRS, is committed to its growth and development and nurtures it accordingly.
- 11 Hosting WMQRS brings reputational and financial benefit to the host organisation. Synergy with other health-related quality assurance, quality improvement and service development activities should bring additional benefits and value.

SPECIFICATION

- 12 Table 1 lists the requirements of the WMQRS host organisation.

Table 1 Requirements of Host Organisation

Essential Requirement		Desirable
ETHOS, CULTURE AND VALUES		
1	Support for NHS <ul style="list-style-type: none"> Understanding of NHS culture and values Understanding of NHS policy and priorities Support for collaborative quality improvement 	
2	Understanding of WMQRS <ul style="list-style-type: none"> Understanding of the work of WMQRS and its potential contribution to quality improvement of health services Understanding of peer review Commitment to the development of WMQRS 	
3	Strategic fit <ul style="list-style-type: none"> Alignment of organisation’s and WMQRS goals Provision of quality assurance, quality improvement or related services which may complement the work of WMQRS 	

Essential Requirement		Desirable
4	<p>Customer reputation and relations</p> <ul style="list-style-type: none"> • Good working relationships with commissioners and providers of health services 	<ul style="list-style-type: none"> • Good relationships with senior managers and senior clinical staff in West Midlands CCGs and Trusts
5	<p>Organisational stability</p> <ul style="list-style-type: none"> • Organisation which is likely to be in existence for several years in order to provide a stable base for WMQRS 	
OPERATIONAL SUPPORT		
6	<p>Financial systems</p> <p>Robust Standing Orders, Standing Financial Instructions and financial management arrangements suitable for:</p> <ul style="list-style-type: none"> • Purchasing of goods and services • Invoicing for WMQRS income • Accounting for income and expenditure • Monthly reporting on budget position • Financial forecasting • Financial advice and support • Payment of staff and expenses • Payment of some reviewer expenses • Ability to carry funding over the end of the financial year <p>Financial systems should be easy to use with minimal WMQRS staff time needed for budget management.</p>	<p>Financial management which helps WMQRS to function as a business financially including access to investment</p>
7	<p>Human resources support</p> <ul style="list-style-type: none"> • Employment of WMQRS staff • Appropriate range of HR policies and procedures • HR advice and support for implementation of all HR policies and procedures • Appropriate range of mandatory training • Access to training and development opportunities • Ability quickly to flex WMQRS capacity through consultancy support or short-term secondments quickly 	
8	<p>Accommodation</p> <ul style="list-style-type: none"> • Appropriate office accommodation for WMQRS staff (currently six desk spaces, two storage cabinets and three filing cabinets) • Office base reasonably central to the West Midlands with easy public and private transport links with the rest of the West Midlands • Easy access to a high speed, high volume, multifunctional photocopier • Access to meeting rooms (ideally with car parking) • Storage space for training materials, visit evidence until reports are finalised, office supplies and equipment 	
9	<p>Operational support</p> <ul style="list-style-type: none"> • Appropriate arrangements for supplies, postal services and other operational support • Responsive operational support systems 	

Essential Requirement		Desirable
10	IT support <ul style="list-style-type: none"> • Appropriate IT support including for remote and home working • Appropriate IT governance including arrangements for back-up, threat protection 	<ul style="list-style-type: none"> • Access to nhs.net emails for WMQRS staff
11	Corporate governance and risk management <ul style="list-style-type: none"> • Appropriate corporate governance and risk management arrangements • Providing access to legal advice, as required, in support of WMQRS work • Providing access to PII insurance relevant to the work of WMQRS 	
BUSINESS SUPPORT		
12	Ability to devise and negotiate WMQRS core funding	
13	Staff with competences in business development, market intelligence, pricing, communication, marketing and profile raising	
14	Ability to expand WMQRS operations while maintaining quality	

EVALUATION

- 13 Proposals will be evaluated according to the extent to which they meet the hosting specification. Table 2 gives the weights which will be used for the non-financial evaluation.

Table 2 Weighting of non-financial criteria

	Requirement	Weight
A	Ethos, culture and values	30
B	Operational support	45
C	Business development	25

Further details of evaluation process, timescales, submissions, contractual arrangements and access to further information will be added when a Procurement Agent has been identified.