

WMQRS BOARD MEETING

Date: 13th July 2017

Time: 10.30am – 12.30pm

Location: Feckenham Meeting Room, Barnsley Hall, Bromsgrove

AGENDA

- | | | |
|-----|--|------------------------------|
| 1. | Apologies for absence | |
| 2. | Notes of the telephone conference held on 6 th April 2017 | Enclosure 1 |
| 3. | Actions and matters arising from the last meeting | Enclosure 2 |
| 4. | Review Programmes – Progress Report | Enclosure 3 |
| 5. | WMQRS 2016/17 Annual Report | Enclosure 4
(To follow) |
| 6. | WMQRS 2016/17 Annual Review and 2017/18 Plan | Enclosure 5 |
| | a. WMQRS 2016/17 Evaluation Report | Enclosure 5a (separate file) |
| | b. WMQRS 2016/17 Audit Report | Enclosure 5b |
| | c. WMQRS 2016/17 Plan Outturn | Enclosure 5c |
| | d. WMQRS 2017/18 Plan | Enclosure 5d |
| 7. | WMQRS Establishment Agreement and <i>Principles and Approach</i> | Enclosure 6
(To follow) |
| 8. | WMQRS Issues and Finance report | Enclosure 7 |
| 9. | Any other business | |
| | Dates of next meetings: | |
| 10. | Wednesday 27th September, 10.30 – 12.30 | |
| | Tuesday 12th December, 10.30 – 12.30 | |

ENCLOSURE 1

NOTES OF THE TELEPHONE CONFERENCE HELD 6TH APRIL 2017

Present: Simon Hairsnape (Chair), Chris Day, Helen Lancaster, David Orme, Noreen Dowd, Simon Brake, Jane Eminson,

In attendance: Sarah Broomhead

1. Apologies for absence were received from Andy Butters, Phil Evans, Nick Flint, Richard Kirby, John Oxtoby, Peter Spilsbury, Rob Wilson, Andy Matthews, Simon Collings
2. Those present agreed to proceed with the meeting even though it was not quorate in terms of Trust representatives. All decisions made would need to be ratified by email as the meeting was not quorate. If other members do not support the decisions made then a further telephone conference will be arranged. It was agreed that the July meeting would definitely be a face to face meeting.
3. Notes of the meeting held on 15th December 2016 and the informal telephone conference held on 9th February 2017 were agreed as a correct record.

4. **Actions and matters arising from the last meeting**

Actions and matters arising from previous meetings were noted. In particular:

28th September 2016 (12a and 12b): STP nominations have been received from Hereford and Worcestershire, Black Country and Shropshire, Telford & Wrekin STP areas. Birmingham and Solihull and Coventry and Warwickshire have indicated that they will not be nominating an STP representative. No response has been received from Staffordshire. It was agreed that governance arrangements for the new business model, including Board composition, would be considered at the next meeting.

15th December (4): No feedback had been received on the critically ill children Overview Report.

Action: Governance arrangements, including Board composition, to be included on agenda for next meeting (WMQRS)

5. **Review Programmes – Progress Report**

The Board noted the Review Programmes Progress Report. The Board discussed the high proportion of ‘credits’ where the work programme had not been agreed or reviews cancelled. Noreen commented that it was important that time is spent on marketing WMQRS and making sure this is with the right contacts. Simon Brake emphasised the potential of STPs to coordinate WMQRS work across STP areas. Helen stressed the need to increase understanding and support for WMQRS with appropriate people in STPs.

Sarah reported that over 60 people had attended the Children and Young People’s Mental Health Good Practice Sharing Event. Jane reported that planning 2017/18 work programmes with credit-based health economies had started. Simon expressed the Board’s thanks to the WMQRS team for the work undertaken in 2016/17.

6. **Overview Reports**

The Board received and approved three Overview Reports with the following comments and changes:

- a. **All:**
 - i. The presentation in bullet point form was supported by the Board.
 - ii. A key to explain the abbreviations on the ‘common themes’ tables needs adding.
- b. **Transfer from Acute Hospital Care and Intermediate Care**
 - i. The Board supported the recommendations on page 4 and did not think any other recommendations were needed.
 - ii. The report should be sent the West Midlands Association of Directors of Adult Social Services as well as to health organisations.

c. Children and Young People's Emotional Health and Well-being

- i. No specific recommendations were agreed, given the range of other work now taking place on these services.

d. Theatre and Anaesthetic Services

The Board agreed additional recommendations:

- i. Trusts which have not had an external review of their theatres and anaesthetic services should consider commissioning a review.
- ii. Trusts should ensure their internal assurance arrangements include regular observation and audit of theatre and anaesthetic services.
- iii. Trusts should review medicines management within theatres, including management of Controlled Drugs, with specific emphasis on the issues highlighted in the Overview Report.

Action: Finalise and circulate Overview Reports (WMQRS)

7. Cancellation Policy

The Board agreed the introduction of cancellation changes for WMQRS reviews and similar work with the discretion where the reason for the cancellation is outside the control of the service being reviewed. For 'credit'-based reviews these credits will be lost:

From two weeks after agreement up to one month before workshop / visit date	1/3 of cost
Less than one month before workshop / visit date	2/3 of cost

Action: Amend WMQRS Principles and Approach to include agreed Cancellation Policy (WMQRS).

8. Update on 2017/18 WMQRS Funding

The Board discussed the latest position on WMQRS funding for 2017/18 and agreed:

- a. WMQRS should continue into 2017/18
- b. The financial risk was acceptable, especially as some savings are being made on staffing.
- c. Restricting access to Quality Standards for Trust staff from non-subscribing areas should not take place yet because of the potential to damage relationships, especially because many of these Trusts are still providing reviewers. Any staff from non-subscribing CCGs who download Standards should be asked to pay for their use of the Standards. This should be kept under review over the next six months.

Action: Ensure access to Quality Standards for Trusts in non-subscribing areas is reviewed at the September Board meeting at the latest (WMQRS)

9. WMQRS Issues and Finance report.

The Board noted the update on issues relating the WMQRS team issues and finances. The Board agreed, subject to Midlands and Lancashire CSU agreement, to the following posts being advertised:

Director	Band 9	0.6 wte
Assistant Director	Band 8a	1.0 wte

10. Any Other Business

There were no other items of business.

11. Date of meeting in 2017:

Thursday 13th July, 10.30 – 12.30

Wednesday 27th September, 10.30 – 12.30

Tuesday 12th December, 10.30 – 12.30

ENCLOSURE 2 ACTIONS & MATTERS ARISING FROM LAST MEETING

Note	Action / Matter Arising	Who	Progress
6th April 2017			
4	Governance arrangements, including Board composition, to be included on agenda for next meeting	WMQRS	Done
6	Finalise and circulate Overview Reports	WMQRS	Done
7	Amend WMQRS <i>Principles and Approach</i> to include agreed Cancellation Policy	WMQRS	Done
8	Ensure access to Quality Standards for Trusts in non-subscribing areas is reviewed at the September Board meeting at the latest	WMQRS	Done

ENCLOSURE 3 REVIEW PROGRAMMES – PROGRESS REPORT

Purpose of Report:

This report updates the Board on progress with the WMQRS review programmes.

- 1 Appendix 1 shows the position on the 2016/17 West Midlands work programme as at 29th June 2017. The final 2016/17 position is discussed in more detail as part of the 2016/17 Annual Report.
- 2 Appendix 2 show the position of the 2017/18 West Midlands work programme as at 29th June 2017. Despite having conversations with CCG leads early in the year only Solihull health economy has an agreed programme.

West Midlands Reviews

- 3 The first review visit using the WMQRS Eye care pathway Quality Standards took place in Dudley on the 7th June.
- 4 A care of critically ill children visit to services at The Royal Orthopaedic NHS Foundation Trust took place on 21st June.

Commissioned reviews:

- 5 Work on planning the two remaining visits to the Isle of Man has commenced and WMQRS visited the Isle of Man on 27th April to plan the remainder of the programme.
- 6 United Kingdom Haemophilia Centre Doctors' Organisation (UKHCDO) have confirmed that they would like WMQRS to run a national peer review programme of services for people with haemophilia. Some preparation work would be undertaken within this budget year with a visit programme to be delivered in 2017/18.
- 7 Shropshire CCG has commissioned a review of the CCG's quality, safety and patient experience arrangements. This review will take place on 11th July 2017.

Pipeline work:

- 8 Scaling Up Improvement programme – Eye Care review programme. WMQRS and local partners have submitted a bid to the Health Foundation to run a review programme starting in 2018/19. We have been notified that we have passed the first stage of the assessment and have been long-listed. If we are successful in passing the second stage an interview with the 'Scaling Up Improvement Team' will take place in September.
- 9 The bid to develop the WMQRS model via the Health Foundation 'Exploring Social Franchising' was unsuccessful.
- 10 Discussions are taking place in relation to:
 - a. Support to the design of a programme of peer review visits to Canada's services for people with haemoglobin disorders.
 - b. A further programme of reviews of UK services for people with haemoglobin disorders.
 - c. Further work with Shropshire CCG on the quality of primary care services.

Standards Development

- 11 Updated Quality Standards for the Care of People Living with Dementia Standards have been distributed for regional comments and a well-attended workshop to discuss the draft Standards took place on 5th July 2017. Updated Quality Standards for Theatres and Anaesthetic Services have also been distributed for regional comment.
- 12 Work has started on updating the Ambulance Quality Standards. A workshop with the West Midlands Ambulance Service 'Right Care First Time' was held on the 14th June 2017 with the aim to redesign ambulance service pathways.
- 13 Updating of other Quality Standards is still behind schedule.

WMQRS Standards

Appendix 3 gives the current position on achievement of WMQRS standards. To date, all standards have been met.

Financial, Human Resources & Legal Implications:	Progress with securing commissioned reviews has implications for the WMQRS financial position in 2017/18 and 2018/19.
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.	

Appendix 1: 2016/17 WMQRS West Midlands Reviews

Key:	x	Topic considered but not being pursued	Discussed but awaiting confirmation (NB. Provider & commissioner agreement needed for topic to go ahead)	Agreed	Completed	Deferred by health economy	Cancelled by health economy														
Health Economy	Credits committed to date	Available Credits	Alcohol Use Problems	Care Homes	[Children & Young People] Critically Ill children	[Children & Young People] Emotional well-being	Community beds	Eye Care	End of Life pathway	Enhanced Community Offers	Frail elderly incl safeguard/falls	Imaging	Learning Disabilities [Mental Health] other	Obesity	Personal Health Budgets/ Tech Enabled Care	Quality & Safety	Support for STP	Stroke	Theatres	User involvement	Urgent Care
North Staffordshire	5	5.5				1.5	1		x	1			x		x						
South Staffordshire	3.5	5.5				2			x	1		0.5	x								
East Staffordshire	2	1.5							x		2		x								
Shropshire & Telford & Wrekin	6	5.5																1.5	2	1	
North Warwickshire	2	2															x				x
Coventry and Rugby	5	5															x				
South Warwickshire	3	3															x				
Worcestershire	7	7									1	1					1	2	2		2
Herefordshire	2.25	2			1						1										0.25
Dudley	3.25	3.5	x					2							x						1.25
Wolverhampton	2.75	3										1							1	0.5	0.25
Walsall	3	3									2	x				1					
Sandwell & W. Birmingham	1	6															1				
South & Central Birmingham	3	3					2												1		
Birmingham Cross City	0	0			1																
Solihull	3	2.5		2									1								
	51.75	58.00																			

Appendix 3: 2017/18 Compliance with WMQRS Standards

Visit Key: CIC: Critically Ill Children	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	Final report issued within 85 working days	Notes
RJAH - Theatres and Anaesthetics	7 Feb.17	N/A	N/A	N/A	N/A	N/A	Y	Y	Y	Y	
Solihull - Care Homes	8,9 Feb 17	N/A	N/A	N/A	N/A	N/A	Y	Y	N/A	Y	
Wolverhampton - Theatres & Anaesthetics	16 Feb.17	N/A	N/A	N/A	N/A	N/A	Y	Y	Y	Y	
SATH - Theatres & Anaesthetics	15,16 Mar17	Y	Y	Y	Y	Y	N/A	N/A	Y	Y	
Dudley Eye Care Pathway	07-Jun-17	N/A	N/A	N/A	N/A	N/A	Y	N/A	N/A	N/A	
ROH CIC	21-Jun-17	Y	N/A	N/A	N/A	N/A	Y	Y	N/A	N/A	Request from HE to send draft report early for inclusion in quality meeting. Sent to reviewers without compliance initially. Full report to be sent once amended report and compliance considered by reviewers
% standards met											
Yes	1	1	1	1	1	1	4	4	3	4	
No	0	0	0	0	0	0	0	0	0	0	
Total Yes + No	1	1	1	1	1	1	4	4	3	4	
% Yes	100	100	100	100	100	100	100	100	100	100	

ENCLOSURE 5 WMQRS 2016/17 ANNUAL REVIEW AND 2017/18 PLAN

Purpose of Report:

This report presents the WMQRS 2016/17 Annual Review and 2017/18 Plan for the Board's approval.

Key Points:

- 1 This report reflects on WMQRS activities over 2016/17 and looks forward to 2017/18. This is primarily an internal document for the WMQRS Board and WMQRS team, although it will be made public as part of the WMQRS Board papers. It will also inform 2017/18 objective setting and work planning for the WMQRS team.

Annual Review 2016/17

- 2 The Annual Review 2016/17 has been developed through four documents:
 - a. WMQRS 2016/17 Annual Report
 - b. WMQRS 2016/17 Evaluation Report
 - c. WMQRS 2016/17 Audit Report
 - d. WMQRS 2016/17 Plan Outturn
- 3 The context to these reports is that 2016/17 was a time of considerable uncertainty for WMQRS. Firstly, the three year funding agreement with West Midlands CCGs came to an end in March 2017 and funding was renegotiated during 2016/17. This resulted in financial viability, at least for 2017/18 but the loss of all income from all Staffordshire, Coventry and Warwickshire CCGs. Secondly, CCGs were going through considerable change, particularly due to the move to Sustainability and Transformation Plan-based working.
- 4 WMQRS also had internal pressures. The team moved to the Midlands and Lancashire Commissioning Support Unit (CSU) in October 2016. This has resulted in a much more appropriate host for the team and good links with others working in the Strategy Unit. The move took more WMQRS staff time than was anticipated, especially due to IT problems. Demand and capacity analysis highlighted the need for more senior capacity and this should be in place by the end of 2017.
- 5 Despite these pressures, the WMQRS team has delivered a significant work programme of reviews, Quality Standards, Overview Reports and other 'products'. The Evaluation Report shows that satisfaction with WMQRS's work increased overall. This may be because the work programme was skewed towards areas with a better understanding of the benefits which can be obtained from working with WMQRS. It proved impossible to agree full work programmes for Staffordshire, Coventry and Warwickshire. The work programme for reviewing Quality Standards continues to be behind schedule.

WMQRS Plan 2017/18

- 6 The main challenge for WMQRS for 2017/18 is the recruitment of a new Director and appointment of a second Assistant Director. The retirement of the current Director in July 2017 will leave the service with significantly reduced senior capacity. New staff will not be in post until the autumn / winter and will take time to 'get up to speed' with WMQRS and its work. At the same time, funding for 2018/19 needs to be negotiated.
- 7 This situation results in two significant risks for WMQRS:
 - a. Delivery of the 2017/18 work programme is hugely dependent on the current Assistant Director who will also have to support and induct new staff as they arrive. There is a danger that this will result in

an unreasonable workload and stress. Failure for any reason to deliver the 2017/18 work programme could result in a loss of customer confidence in WMQRS.

- b. At the same time, funding for 2018/19 needs to be negotiated and new work generated. This cannot be left until the new Director is in post. Failure to secure funding will result in WMQRS being financially non-viable in 2018/19. Additional support is essential for this aspect of WMQRS's work as the current Assistant Director will be more than fully occupied with delivery of the 2017/18 work programme.

8 The proposed Annual Plan 2017/18 takes some account of these risks and the Quality Standards work programme could slip again if required.

Financial, Human Resources and Legal Implications:	As an overview of the work of WMQRS, this report has financial and human resources implications, especially in relation to the financial viability of the service.
Equality impact	No equality implications have been identified.
Recommendation: The Board is recommended to agree the WMQRS 2016/17 Annual Review and 2017/18 Plan.	

ENCLOSURE 5A

WMQRS 2016/17 EVALUATION REPORT: SEE SEPARATE FILE

ENCLOSURE 5B WMQRS 2016/17 AUDIT REPORT

- 1 This report summarises the findings of the WMQRS Audit Programme for 2016/17. The planned audit programme for 2017/18 is given in Appendix 1. The audit report was discussed at the WMQRS team meeting in June 2017 and actions identified as detailed.
- 2 All 2016/17 audits were undertaken with the exception of:
 - a. The document control and equipment audits have not been included in this report as these are not due until July/August 2017.
 - b. The review visit audit due in October was not undertaken till November 2017 due to WMQRS capacity issues and the move to the CSU.
 - c. The reviewer recruitment audit was not undertaken in January / February 2017 as no user reviewers had been recruited. The annual audit identified that this was not the case (see below)
 - d. The review preparation audit and visit reports audit due in September were not undertaken till October due to WMQRS capacity and the move to the CSU.
- 3 Issues raised by audits are documented on the WMQRS Learning Log and discussed at the next WMQRS team meeting. Issues identified in 2016/17 generally related to incomplete documentation of processes or lapses in compliance with expected procedures. Key issues highlighted by the audits and agreed actions are given in Table 1. Implementation of these actions will be followed up through WMQRS team meetings.

Table 1 Key issues identified by audits

Issue	Action
Pre-visit information not being received on time	This issue was identified in the 2015/16 audit. A process for sending a reminder has been implemented, though for some visits, pre-visit information had not been received on time. Action: Include date for submission in notes sent to providers following pre -visit 'on track' call.
Evidence provided late at review	The requirement for evidence to be available at the start of a review is made clear at the visit planning meeting with the health economy/Trust. A reminder telephone 'catch up' with health economies six weeks in advance of a visit was not always documented. For two visits evidence was not available at the beginning of the review (RWH Imaging, SaTH Stroke) and for one visit (NS CAMHS) limited evidence was made available. The issues was reviewed at team meeting in May 2017 with an agreed action to implement a 30 day check list with email confirmation. Action: implement actions agreed at May meeting

Issue	Action
<p>West Midlands programme reports: Several deadlines early in the report process were not met, but all final reports were issued on time</p>	<p>Delays were anticipated due to WMQRS team capacity problems. Some delays were because compliance and report issues were written at the same time – in all cases because the same person was writing both aspects. For larger more complex visits compliance tends to be written by one team member ready for issues to be written by a second team member.</p> <p>For discussion, but consider amending the process to accept variance if report being written by same person?</p> <p>Action: Agreed to amend the expect process so that the initial timescale is not applicable if compliance and the report are written by the same person.</p>
<p>Serious Personal or Professional Issue (SPPI)</p>	<p>One SPPI was raised during 2016/17 programme of visits. Response highlighted some confusion from the Trust that a response was required as they had discussed remedial actions on the day. It was clear in the letter sent that a response was required.</p> <p>Action: None</p>
<p>Guide to Staff</p>	<p>Updating of the document had been highlighted in the 2015/16 report but had not yet been amended to include more details about formative and strategic review process.</p> <p>Action: Update guides</p>
<p>Review preparation 6-week check call</p>	<p>This had already been picked up and reviewed at the team meeting in May 2017 with an agreed action to implement a 30-day check list with email confirmation.</p> <p>Action: implement actions previously agreed.</p>
<p>User Recruitment (Jan/Feb): an audit was not undertaken at this time as no new user reviewers had been recruited.</p>	<p>This was incorrect as two users had been recruited to cover the June 2016 critically ill children visit to Stafford and the North Staffordshire CAMHS visit in December.</p> <p>Action: Amend reviewer booking sheet to include checks to be undertaken if necessary.</p>

ACTION	PROGRESS July 2017
General and WMQRS Board	
<p>1 Pursue discussions with CCGs about WMQRS funding for 2017/18 and beyond.</p> <p>2 Continue work to agree and deliver core West Midlands programme. Improve 'credit' planning through more careful planning of each health economy's work programme.</p> <p>3 Work with Midlands and Lancashire CSU Strategy Unit on building links with STP areas, including for agreeing work programmes for some STP areas.</p> <p>4 Develop improved links with WMQRS Leads in CCGs and Trusts, especially through review meetings when WMQRS is on site.</p> <p>5 Develop and implement a programme of work to improve service user and carer involvement across all aspects of WMQRS work, including appropriate involvement of young people</p>	<p>6 Completed although not all successful.</p> <p>7 Work programmes were not agreed for Coventry and Warwickshire, Staffordshire and Sandwell and West Birmingham. Programmes were agreed for other areas although Worcestershire had a high rate of cancellations.</p> <p>8 Some discussions have taken place although effective links not yet established.</p> <p>9 Not achieved due to limited WMQRS capacity and changes of personnel in CCGS and Trusts.</p> <p>10 Plan developed and will be implemented in 2017/18.</p>
Quality Standards	
<p>11 Implement the Quality Standards development and updating plan for 2016/17 (Appendix 1).</p> <p>12 Develop and implement a feedback mechanism for Quality Standards (content, format and usage).</p> <p>13 When agreed by the WMQRS Board, implement the charging policy for use of WMQRS Quality Standards outside the West Midlands and market the availability of WMQRS Quality Standards.</p> <p>14 Take advantages of opportunities to publicise WMQRS Quality Standards and their use, including offering local training.</p>	<p>6 This plan is behind schedule and was not completed in 2016/17 due to limited WMQRS senior capacity. Ten sets of Standards are now beyond their review date. Work has started on revising some of these.</p> <p>7 A mechanism has been developed and will be implemented in 2017/18.</p> <p>8 Policy agreed and website changes made. Full implementation deferred for Board consideration in September 2017.</p> <p>9 As much as possible done within capacity available</p>
Reviewer Recruitment	
<p>10 Identify a new venue for training from September 2016.</p> <p>11 Complete planned work on introducing video clips to the WMQRS website and to reviewer training.</p>	<p>10 Done</p> <p>11 Done</p>
Review Preparation	

ACTION	PROGRESS July 2017
<p>12 Improve the documentation available:</p> <ul style="list-style-type: none"> a. Revise and update the WMQRS 'Preparing for Review' document, including making it shorter and simpler. Ask Trust staff who are involved in organising reviews to comment on the draft document. b. Implement a 'preparing for review' section of the WMQRS website with all materials available to download easily c. Include the preparation checklist in the notes of scoping meetings <p>13 Continue to offer new WMQRS leads the opportunity to take part in a review visit</p> <p>14 Increase the amount of face to face and telephone support to organisations preparing for review</p>	<p>12 Not yet done. Will be carried forward to the 2017/18 Annual Plan</p> <p>13 Done</p> <p>14 Done</p>
Review Visits	No specific actions
Reports (including handling of immediate risks)	No specific actions
Evaluation	
<p>15 Better ongoing monitoring of issuing & return of health economy & product evaluations</p> <p>16 More rigorous follow up of requests for health economy and product evaluations, including follow up during meetings with WMQRS lead contacts (see below).</p> <p>17 Review of all WMQRS evaluation forms</p>	<p>15 Done</p> <p>16 Done</p> <p>17 Not yet started. Will be carried forward to the 2017/18 Annual Plan</p>
WMQRS Team	

ACTION	PROGRESS July 2017
18 Complete transfer to Midlands and Lancashire CSU.	18 Done. IT problems with the transfer have consumed significant amounts of time and some problems remain.
19 Refresh and re-introduce work planning and capacity management system.	19 Done
20 Review 'credit' charging structure with the aim of increasing the proportion of non-product-related time for senior WMQRS staff.	20 Done for 2017/18
21 Implement improved systems for contacts management.	21 Partially done. Further work will take place in 2017/18.
22 Introduce standardised WMQRS Word templates.	22 Done
23 Implement more rigorous performance management of WMQRS administrative processes.	23 Done as far as possible. Will be kept under review.
24 Identify and implement programme of work to improve WMQRS 'customer service'.	24 Not done. Evaluation report shows general improvement and so no further action proposed
25 Further develop the use of WMQRS Associates in order to supplement WMQRS senior capacity.	25 Done. Associates used for London renal reviews and planned for haemophilia work.
26 Review WMQRS team responsibilities in order to: <ul style="list-style-type: none"> a. Align WMQRS Standards development and updating with similar work undertaken by Midlands & Lancashire CSU b. Release additional time to support organisations preparing for review and for booking reviewers c. Provide additional senior capacity for networking and engaging with WMQRS 	26 Restructuring agreed and partially implemented. Recruitment to additional senior post and Director replacement in progress.

	ACTION	BY WHOM	BY WHEN
General and WMQRS Board			
1	Agree WMQRS funding for 2018/18 with West Midlands CCGs	SH / PS	Oct-17
2	Identify additional commissioned reviews (17/18 & 18/19) to ensure WMQRS financial viability for 2018/19.	SH / PS / Dir / ADs	Mar-18
3	Deliver West Midlands work programme and commissioned reviews	SB / AD	Jul-18
4	Develop improved links with STP teams and WMQRS Leads in CCGs and Trusts, including Trusts in non-subscribing areas.	Dir / ADs	Mar-18
5	Implement programme to improve service user and carer involvement across all aspects of WMQRS work.	Dir / ADs	Dec-17
6	Ensure UKAS accreditation is maintained	SB	Oct-17
7	Improve WMQRS system for 'bidding' for work	Dir / ADs	Mar-18
Quality Standards			
8	Implement 2017/18 Quality Standards development and updating plan (Appendix 1)	Dir / ADs	Mar-18
9	Implement Quality Standards feedback mechanism	SB	Sep-17
10	Review implementation of charging policy for use of WMQRS Qs.	WMQRS Board	Sep-17
Reviewer Recruitment: No specific actions			
Review Preparation			
11	Revise and update the WMQRS 'Preparing for Review' document and website information.	SB / AD	Dec-17
Review Visits: No specific actions			
Reports (including handling of immediate risks): No specific actions			
12	Consider how reports can be made more accessible and services can be helped to understand reports.	Dir / ADs	Mar-18
13	Pilot offering additional support to organisations after their review visit.	Dir / ADs	Mar-18
Evaluation			
14	Re-introduce electronic reviewer response form	SB	Sep-17
15	Review of all WMQRS evaluation forms	SB / AD	Dec-17
WMQRS Team			
16	Recruit 2nd AD and replacement Director	SH/PS/JE (SB)	Aug-17
17	Induction for 2nd AD and replacement Director	SB	Dec-17

Abbreviations:			
AD	2nd WMQRS Assistant Director	PS	Peter Spilsbury
Ads	WMQRS Assistant Directors	SB	Sarah Broomhead
Dir	WMQRS Director	SH	Simon Hairsnape
JE	Jane Eminson		

Appendix 1 Quality Standards development and updating plan

Quality Standards	Priority	No. topics	Latest V/D	Published	Revision due	Current status	2017/18 plan *	Notes
Acquired Brain Injury (Care of Adults with ...)		4	1.1	2014.07	2017.07	Final	?	Review not planned for 2017/18. To be re-considered if long-term conditions QS are revised.
CAMHS: See: Towards Emotional Health and Well-Being for Children and Young People								
Critically Ill & Critically Injured Children (Care of...)		12	5.1	2015.12	2020.12	Final	N/A	NB. Two versions: Individual service chapters and full version.
Children and Young People's Palliative Care		2	1.1	2012.11	2017.12	Final	?	Discuss with W Midlands Clinical Networks. Pursue only if interest from Network.
Chronic Pain (Care of People with...)		3	1.3	2014.08	2016.12	Past review date	?	Need to be incorporated into long-term conditions QSs if revised.
Clinical and Quality Governance		9	1.2	2015.10	2018.10	Final	N/A	
Critical Care Services		3	3	2013.11	2018.11	Final	N/A	
Dementia Services	1	4	1.3	2011.06	2015.12	Draft for comment	Y	Completion scheduled for Sept. 17
Enhanced Primary Care Services		2	1.2	2014.09	2018.07	Final	N/A	
Eye Care Pathway		7	1	2016.12	2019.12	Final	N/A	
Falls and Fragility Fractures Pathway		4	1	2016.12	2019.12	Final	N/A	
Generic Patient Pathway	2	3	1.2	2014.10	2017.07	Final	Y	Issue draft for comment: Dec 17. Finalise Mar 18
Gynaecology Patient Pathway		3	1	2016.11	2019.11	Final	N/A	
Haemoglobin Disorders (Health Services for People with ...)	2	3	2.3	2014.07	2017.06	Past review date	Y	
Haemophilia: See Inherited and acquired bleeding disorders								
Imaging Services		2	1.3	2013.12	2016.11	Past review date	Y	Issue draft for comment: Dec 17. Finalise Mar 18

Quality Standards	Priority	No. topics	Latest V/D	Published	Revision due	Current status	2017/18 plan *	Notes
Inherited and acquired bleeding disorders (Care of people with.....)	1	?				In development	Y	Issue draft for comment: Sept 17. Finalise Nov 18
Learning Disabilities (Health Services for People with....)		3	1.4	2010.12	2015.12	Past review date	?	Discuss with W Midlands Clinical Networks. Pursue only if interest from Network.
Long-Term Conditions (Care of People with...)		9	1.3	2012.08	2016.12	Past review date	?	Discuss with W Midlands Clinical Networks. Pursue only if interest from Network. NB: 1 Suffixes counted as sections. 2 Need to combine with chronic pain and ABI.
Long-Term Ventilation for Children and Young People [Services providing..]	3	3	3.1	2015.04	2018.04	Final	Y	West Midlands Group keen to update. Comments received. Draft for comment: Sept 17. Finalise Dec 17.
Mental Health Services		5	1.4	2011.02	2015.12	Past review date	?	Discuss with W Midlands Clinical Networks. Pursue only if interest from Network.
Musculo-Skeletal Patient Pathway		3	1	2016.11	2019.11	Final	N/A	
Older People Living with Frailty: Assessment and Coordination of Care (Care of ..)		7	2.1	2015.11	2018.11	Final	N/A	
Out-Patient Procedures			1.1	2015.10	2018.10	Final	N/A	May be withdrawn when Theatre & Anaesthetic Services Qs revised.
Palliative Care: See: Children and Young People's Palliative Care								
Problem Alcohol Use Pathway		4	1.1	2015.11	2018.11	Final	N/A	
Progressive & Advanced Chronic Kidney Disease (Services for People with..)	1	6	2.4	2012.04	2016.12	Past review date	Y	Issue draft for comment: Sept 17. Finalise: Dec 18
Renal: See: Progressive & Advanced Chronic Kidney Disease (Services for People with..)								

Quality Standards	Priority	No. topics	Latest V/D	Published	Revision due	Current status	2017/18 plan *	Notes
Stroke & Transient Ischaemic Attack Patient Pathway	1	7	2 D9	2016.11	2017.03	Draft for comment	Y	Finalise: Sept 17
Theatre and Anaesthetic Services	1	1	1.8	2013.11	2017.05	Draft for comment	Y	Issued draft for comment: July 17. Finalise: Dec 18
Towards Children and Young People's Emotional Health and Well-Being	2	3	1.2	2014.10	2016.10	Past review date	Y	Issue draft for comment: Dec 17. Finalise: Mar 18
Transfer from Acute Hospital Care and Intermediate Care		4	1.5	2016.03	2018.09	Final	N/A	
Transition between Services		1	1.1	2015.07	2017.07	Final	N/A	Issue draft for comment: Dec 17. Finalise Mar 18. NB. Part of Generic Qs
Urgent & Emergency Care	2	8	3	2016.11	2019.11	Final	Y	1. Ambulance section still in need of revision. Initial work taking place with WMAS. 2. Discussion with Society for Acute Medicine may require further work on acute medicine section.
Vascular Disease (Services for People with ...)	3	2	1.5	2010.04	2015.06	Past review date	Y	Issue draft for comment: Dec 17. Finalise: Mar 18

ENCLOSURE 7 WMQRS ISSUES AND FINANCE REPORT

Purpose of Report:

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

Key Points:

- 1 Interviews for the second Assistant Director position took place on the 23rd June 2017 and an offer of appointment was made. The successful candidate may not be able to accept the post due to pension-related issues but we are working to resolve this. An update will be given at the Board meeting.
- 2 Interviews for the Director post will take place on the 20th July. Six candidates have been invited to interview and, to date, four have accepted this invitation.
- 3 From August to October/November 2017 WMQRS will be reliant on the Assistant Director and administrative staff to deliver the 2017/18 work programme as well as planning and delivery of commissioned reviews and supporting the second Assistant Director and Director as they start in post. This represents a significant risk for WMQRS.
- 4 UKAS will be undertaking the WMQRS annual accreditation review on 28th September 2017.
- 5 Table 1 summarises the WMQRS 2017/18 budget spend to date and the forecast for the year. This does not yet show estimated savings on WMQRS staff pay. It includes estimated income for the haemophilia review programme but does not yet include additional non-pay costs for this programme.
- 6 The 2017/18 Midlands and Lancashire CSU Hosting Charge has not yet been agreed and represents a risk of up to £20,000 for WMQRS. A meeting to discuss this has been arranged. The Hosting Agreement has therefore not yet been signed. This needs to be resolved before 28th September or UKAS accreditation may be threatened.
- 7 The income and expenditure position is satisfactory for this stage in the financial year.

Financial, Human Resources and Legal Implications:

This report includes financial and human resources implications for the WMQRS team.

Equality impact

No equality implications have been identified.

Recommendation:

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

Table 1: 2017/18 Financial position (Month 2)

INCOME						
Source	Annual Budget £	Year to date	Variance year to date	Forecast Outturn	Forecast outturn Variance	Notes
Carry forward from 2016/17	79,000	79,000	0	79,000	0	
CCGs	135,193	2,750	-132,443	135,193	0	Invoices only issued in month 2.
Commissioned reviews:						
Isle of Man	65,000	0	-65,000	65,000	0	May not all be invoiced in 17/18.
NHS England Eye care Qs	5,000	5,000	0	5,000	0	
Shropshire CCG Quality review	5,000	0	-5,000	5,000	0	
Haemophilia review programme	80,000	0	-80,000	80,000	0	Some additional costs not yet included in forecast expenditure.
Commissioned review subtotal	155,000	5,000	-150,000	155,000	0	
TOTAL INCOME	369,193	86,750	-282,443	369,193	0	Redundancy fund excluded from total

EXPENDITURE							
Allocated funds	Annual Budget £	Budget Year to Date £	Spend Year to Date £	Variance Year to Date £	Forecast Outturn £	Forecast outturn Variance	Notes
Pay	250,527	40,695	30,900	9,795	250,527	0	Includes apprenticeship levy.
Hosting costs	38,419				38,419	0	Not yet agreed. Subject to discussion with M&L CSU. WMQRS estimate £36211. Does not include haemophilia income.
Non-Pay	62,000				62,000	0	Includes £5,000 relating to 16/17 activity. Does not include additional non-pay costs relating to haemophilia programme.
TOTAL EXPENDITURE	350,946	40,695	30,900	9,795	350,946	0	
INCOME - EXPENDITURE	18,247				18,247	0	