

WMQRS BOARD MEETING

Date: 27th September 2017

Time: 10.30am – 11.30pm

Location: **Telephone conference**

Dial 0800 917 1950

Enter participant passcode: 83298861 then #

AGENDA

1. Apologies for absence
2. Notes of the meeting held on 13th July 2017 Enclosure 1
3. Actions and matters arising from the last meeting Enclosure 2
4. Review Programmes – Progress Report Enclosure 3
5. Access to Quality Standards for Trusts in non-subscribing areas Enclosure 4
6. WMQRS Issues and Finance report Enclosure 5
7. Any other business
8. **Date of next meeting:**
Tuesday 12th December, 10.30 – 12.30 (*Chair not able to attend*).
Venue to be agreed

ENCLOSURE 1

NOTES OF THE MEETING HELD 13TH JULY 2017

Present: Simon Hairsnape (chair), David Orme, Andy Butters, Jane Eminson

Present by telephone: Richard Kirby, Helen Lancaster, Simon Brake

In Attendance: Sarah Broomhead

Apologies for absence were received from Dr Matthew Banks, Simon Collins, Chris Day, Nick Flint, Andy Matthews, John Oxtoby, Peter Spilsbury, Rob Wilson, Phil Evans

1. Notes of the meeting held on 6th April 2017 were agreed as a correct record.

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

Actions and matters arising from the notes of the last meeting were noted.

3. **Review Programmes – Progress Report**

The Board noted that the 'credits committed to date' column in Appendix 1 was incorrect. Figures should have been the total of 'credits' in the body of the table with a total of 38.25 'credits' delivered or cancelled. The Board noted some delay in agreeing the programme for Worcestershire and for Sandwell and West Birmingham. These health economies were at risk of not utilising their credits.

Jane briefed the Board on the outcome of the review of care of critically ill children at the Royal Orthopaedic Hospital. The Board suggested that the CSU and NHSI should be informed. The Board noted that WMQRS had undertaken a review of CCG quality, safety and patient experience arrangements at Shropshire CCG. David Orme suggested that universities provided a potential opportunity for work with WMQRS.

Jane reported that the proposal for support to reviews of services for people with haemoglobin disorders in Canada had been accepted.

The Board noted the Review Programmes – Progress Report.

Action: Jane to offer Worcestershire Acute Hospital Trust the opportunity to talk to Richard Kirby about the potential benefits of WMQRS support for Trusts in special measures.

Action: Jane to ensure CSU and NHSI have been informed of outcome of ROH critically ill children visit.

Action: Jane to ensure Trusts in areas which do not have WMQRS credits (ie. Subscription or non-funding areas) are aware of the new arrangements and that they can commission work from WMQRS. Briefing to be copied to Richard and Helen.

Action: Richard and Helen to make Trust CEOs and Directors of Nursing aware of new WMQRS arrangements.

Action: Simon to make CCG Accountable Officers aware of the WMQRS review of CCG quality, safety and patient experience arrangements.

4. **WMQRS 2016/17 Annual Report**

The Board agreed that the format included key points and was easy to read. The Board discussed that only 54% of the West Midlands 'credits' had been delivered. More could have been delivered if topics had been agreed sooner and if reviews had not been cancelled. Rewording of the section explaining the amount of work delivered in 2016/17 was suggested.

Action: Board members to send any comments on the draft Annual Report to WMQRS by 21st July. The report will then be finalised and circulated by the end of July.

5. **WMQRS 2016/17 Annual Review and 2017/18 Plan**

The Board received the 2016/17 Evaluation Report and 2016/17 Audit Report. They noted that peer reviewers continue to find the process useful. The reasons for the report not being considered 'fair' were not clear. Board Members identified that timescales for completion of actions arising from the Audit Report were not clear. The Board requested an update on progress with these actions for the September Board meeting.

The Board noted progress against the 2016/17 Annual Plan. Some actions had not been completed, mainly due to limited WMQRS capacity. Some actions were carried forward to the 2017/18 Annual Plan.

The 2017/18 Annual Plan was agreed by the Board. The Board noted the significant risk to delivery of this plan if appointments to the post of Director and the second Assistant Director are not made as it is not feasible for the Assistant Director to deliver the 2017/18 Annual Plan alone. The Board agreed that the Quality Standards development and updating programme could be delayed if there is insufficient WMQRS capacity. Further changes may need to be made depending on the capacity available. Simon Hairsnape agreed that he, Peter Spilsbury and other Board members would take the lead on 2018/19 discussions with CCGs and others.

Action: WMQRS to include an update on progress with actions arising from the 2016/17 Audit Report for the next Board meeting.

6. **Establishment Agreement and Principles and Approach**

Simon Hairsnape and Richard Kirby agreed the recommended change to the WMQRS Establishment Agreement on behalf of participating CCGs and Trusts: Addition to the WMQRS Board membership of 'one representative of each participating Sustainability and Transformation Partnership'.

Action: Revised Establishment Agreement to be uploaded to WMQRS website.

The Board discussed the question of DBS checks for service user and carer reviewers. The Board decided that DBS checks should continue unless the CSU could identify significant reasons why this should not happen. The proposed change to the WMQRS *Principles and Approach* was not agreed.

7. **WMQRS Issues and Finance Report**

The Board noted the contents of the WMQRS Issues and Finance Report, including the Month 2 financial position. The Board asked to be updated on the outcome of the Director and Assistant Director recruitment processes.

Action: WMQRS to update Board members on the outcome of the Director and Assistant Director recruitment processes.

8. **Any Other Business**

The Board thanked Jane for all her years of support and leadership of WMQRS. The Board recognised that the development of WMQRS would not have happened without her hard work. Jane thanked the Board for all their support.

The Board agreed that the September meeting would be a telephone conference rather than a face to face meeting.

9. **Date of meeting in 2017:**

Wednesday 27th September, 10.30 – 11.30 Telephone conference

Tuesday 12th December, 10.30 – 12.30

ENCLOSURE 2 ACTIONS & MATTERS ARISING FROM LAST MEETING

Note	Action / Matter Arising	Who	Progress
13th July 2017			
4	Offer Worcestershire Acute Hospital Trust the opportunity to talk to Richard Kirby about the potential benefits of WMQRS support for Trusts in special measures.	Jane	Done
4	Ensure CSU and NHSI have been informed of outcome of ROH critically ill children visit.	Jane	Done. Both were involved in risk summit.
4	Ensure Trusts in areas which do not have WMQRS credits (ie. Subscription or non-funding areas) are aware of the new arrangements and that they can commission work from WMQRS. Briefing to be copied to Richard and Helen.	Jane	Not done
4	Make Trust CEOs and Directors of Nursing aware of new WMQRS arrangements	Richard and Helen	Update to be given at the meeting
4	Make CCG Accountable Officers aware of the WMQRS review of CCG quality, safety and patient experience arrangements.	Simon	Update to be given at the meeting
4	Send any comments on the draft Annual Report to WMQRS by 21 st July	All	Done
5	Include an update on progress with actions arising from the 2016/17 Audit Report for the next Board meeting.	WMQRS	Included in WMQRS Issues and Finance report
6	Revised Establishment Agreement to be uploaded to WMQRS website.	WMQRS	Done
7	WMQRS to update Board members on the outcome of the Director and Assistant Director recruitment processes.	WMQRS	Done

ENCLOSURE 3 REVIEW PROGRAMMES – PROGRESS REPORT

Purpose of Report:

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

- 1 2016/17 West Midlands work programme has been completed
- 2 Appendix 1 shows the position of the 2017/18 West Midlands work programme as at 20th September 2017. The position has improved since the last Board meeting with all but Sandwell Health Economy with an agreed programme. A number of planning and scoping meetings have either taken place or are planned for the next few weeks.

West Midlands Reviews

- 3 **Sandwell Health Economy:** WMQRS has held two meetings with the nominated lead for the CCG. Sandwell CCG has subsequently discussed their proposed work programme with Sandwell and West Birmingham Hospitals NHS Trust (SWBH) as part of their clinical quality review meeting (CQRM) in early September. It was agreed at the CQRM that SWBH would discuss the proposal internally and confirm agreement, however the latest communication from the CCG is that a work programme will not be agreed until after SWBH receive their CQC report. The timeframe for publication of their CQC report is not known. As a consequence it may not be possible to deliver all of the Sandwell credits by March 2018.
- 4 **Worcestershire Acute Trust:** As part of their quality improvement work, two reviewer training sessions have been delivered for Worcestershire Acute Hospital staff. Staff trained as reviewers will then be undertaking some in-patient ward reviews on the 25th and 26th September.
- 5 **Dudley Health Economy:** Eye care Pathway report has been finalised.

Commissioned reviews:

- 6 Isle of Man review programme: A review visit will be taking place on the 3rd, 4th and 5th October. Since the planning meeting held in April, the IOM have cancelled the reviews of sexual health, contraception and falls services. There is a possibility that this will result in a reduction of income.
- 7 National Inherited and Acquired Blood Disorders Programme (IABD) in partnership with the United Kingdom Haemophilia Centre Doctors' Organisation (UKHCDO): Preparation work has commenced on the development of Quality Standards and the review programme. It is envisaged that visits will commence in 2017/18.
- 8 NHS Shropshire CCG Quality, Safety and Patient Experience visit report has been finalised.
- 9 Royal Orthopaedic Hospital NHS Foundation Trust: Care of the Critically Ill and Injured Child visit report has been finalised.
- 10 Support to the design of a programme of peer review visits to Canada's services for people with haemoglobin disorders has commenced.

11 Pipeline work:

- 12 Scaling Up Improvement programme – Eye Care review programme was unsuccessful.
- 13 Discussions are taking place in relation to a further programme of reviews of UK services for people with haemoglobin disorders.

Standards Development

- 14 Updated Quality Standards for the Care of People Living with Dementia Standards have been agreed and are in the process of being finalised.

- 15 Updated Quality Standards for Theatres and Anaesthetic Services will have been finalised by the time of the Board meeting.
- 16 Updating of other Quality Standards is still behind schedule and to a certain degree is reliant on further appointments to the team.

WMQRS Standards

Appendix 2 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: 2017/18 WMQRS West Midland Reviews

2017/18 WMQRS West Midlands Reviews - Position at 20.09.17																											
Key:	x	Topic considered but not being pursued	Discussed but awaiting confirmation (NB. Provider & commissioner agreement needed for topic to go ahead)	Agreed	Completed	Standards development involvement																					
Health Economy	Credits committed to date	Available Credits	STP Area Total credits	[Children & Young People] Critically Ill children	[Children & Young People] Emotional well-being	Cancer Waiting Times	Community OT & Physiotherapy	Children's Occupational Therapy	Community Nursing	Deteriorating Patient	Eye care	End of Life Care	Frail elderly incl safeguard/falls	Imaging	Minor injury Units	[Mental Health] Crisis Teams/	Patient flow / Inter dept. handover	Maternity	Medical Pathways	Musculo-skeletal	Quality Improvement	Reducing follow up appts	Strategy/system re-design	Theatres	Urgent Care		
Worcestershire	5.5	5.5	7.5				1	1							x						2.5		x	2			
Herefordshire	2	2				x			1			1					x										
Wolverhampton	2	2.5	10	1							*		*	1				x	x								
Walsall	3	3								1					1		x	1									
Sandwell & W. Birmingham	4	5.5									2												1.5	2			
Birmingham CrossCity	1	0	0	1																							
Solihull	2	2.5	0		1																			1			
Totals	19.5	21																									
* Subject to CCG agreement: to carry forward 0.5 credit and undertake as part of 2018/19 programme																											

Appendix 2: 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 of receiving HE comments	Final report issued within 85 working days	Notes
2016/17 Work Programme											
SATH - Stroke	02-Feb-17	Y	Y	N	N	N	Y	Y	Y	Y	IR response received five days late from Trust. Response did not fully address the immediate risk and further advice sought from reviewers.
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	
% standards met											
Yes		2	2	1	1	1	4	4	4	5	
No		0	0	1	1	1	0	0	0	0	
Total Yes + No		2	2	2	2	2	4	4	4	5	
% Yes		100	100	50	50	50	100	100	100	100	
2017/18 Work Programme											
Dudley Eye Care Pathway	07-Jun-17	N/A	N/A	N/A	N/A	N/A	Y	Y	Y	Y	
ROH CIC	21-Jun-17	Y	Y	Y	N	Y	Y	Y	Y	Y	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
Shropshire Quality	11-Jul-17	N/A	N/A	N/A	N/A	N/A	Y	Y	Y	Y	
% standards met											
Yes		1	1	1	0	1	3	3	3	3	
No		0	0	0	1	0	0	0	0	0	
Total Yes + No		1	1	1	1	1	3	3	3	3	
% Yes		100	100	100	0	100	100	100	100	100	

ENCLOSURE 4 ACCESS TO QUALITY STANDARDS FOR TRUSTS IN NON-SUBSCRIBING AREAS

Purpose of Report: This report updates the Board on the level of access to quality standards for trusts in non-subscribing areas.

- 1 In April 2017, the Board agreed that restricting access to Quality Standards (QS) 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. Although any staff from non-subscribing CCGs who download Standards should be asked to pay for their use of the Standards it was agreed that this should be kept under review over the next six months.
- 2 Website utilisation has been monitored by WMQRS. From April to July minimal activity was recorded by non-subscribing areas. Other activity from organisation outside the West Midlands related to QS that have been developed for use nationally e.g. Health Services for People with Haemoglobin Disorders and Long term Ventilation for Children.
- 3 For the last three months activity on the website has risen slightly to 489 downloads with 60 being from non-subscribing areas as follows:

Number of Downloads from non- subscribing areas (excludes downloads for nationally available QS)		Number of organisations
West Midlands	13	6
Other NHS Trusts	5	5
Other Countries	1	
NICE	10	N/A
Other	6	5 (NHS England, CQC, University Worcester, South East Clinical Senate)

- 4 All the non-subscribing West Midlands Trusts are still providing reviewers.
- 5 Activity from other areas is minimal. Only one Trust had downloaded a number of QS
- 6 Proposed action
 - a. In view of the need to develop relationships and increase commissioned income we should continue to monitor usage.

Contact higher user organisations to enquire reason for access as other organisations are subscribing for access.

Financial, Human Resources & Legal Implications:

Uncertain could either deter or improve securing commissioned reviews.
Does increase WMQRS visibility

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 5 WMQRS ISSUES AND FINANCE REPORT

Purpose of Report: This report updates the Board on issues relating to the WMQRS team.

Key Points:

- 1 The person offered the position of second Assistant Director on the 23rd June 2017 withdrew on the 20th July due to being offered a post two grades higher. The post was re- advertised and an appointment made. Rachael Blackburn, Compliance Manager at Heart of England NHS Foundation Trust will commence in post on the 30th October 2017.
- 2 Interviews for the Director post took place on the 20th July but no appointment was made. The post has since been advertised and one candidate has been invited for interview on 29th September.
- 3 As previously reported since August to 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. The income and expenditure position is satisfactory for this stage in the financial year.
- 6 Appendix 3 details the progress on the WMQRS 2017/18 Plan presented to the Board in July 2017. The main challenges remain a. capacity available until the recruitment process is completed and b. negotiating funding and identifying additional commissioned reviews for 2018/19. A meeting is scheduled with Simon Hairsnape, Peter Spilsbury and members of the Strategy Unit on the 29th September to plan 2018 and beyond.
- 7 Appendix 4: Action Plan to address issues raised in the audit report are broadly on track.

Financial, Human Resources & Legal Implications:

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

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.

Table 1: 2017/18 Financial Position (Month 5)

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		135,193	0	135,193	0	
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		73,251		0	-73,251	73,251	0	Some additional costs not yet included in forecast expenditure.
Commissioned review subtotal		148,251		5,000	-143,251	148,251	0	
TOTAL INCOME		362,444	0	219,193	-143,251	362,444	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	103,638	70,790	32,848	250,527	0	Includes apprenticeship levy.
Hosting costs		38,419	16,005	16,005	0	38,419	0	Not yet agreed. Subject to discussion with M&L CSU. WMQRS estimate £36211. Does not include haemophilia income.
Non-Pay		57,000	23,730	8,248	15,482	57,000	0	Includes £5,000 relating to 16/17 activity. Does not include additional non-pay costs relating to haemophilia
TOTAL EXPENDITURE		345,946	143,373	95,043	48,330	345,946	0	
INCOME - EXPENDITURE		16,498				16,498	0	

Appendix 3

WMQRS 2017/18 PLAN

	ACTION	BY WHOM	BY WHEN	Progress
General and WMQRS Board				
1	Agree WMQRS funding for 2018/18 with West Midlands CCGs	SH / PS	Oct-17	Meeting arranged to plan 29.9
2	Identify additional commissioned reviews (17/18 & 18/19) to ensure WMQRS financial viability for 2018/19.	SH / PS / Dir / ADs	Mar-18	No progress
3	Deliver West Midlands work programme and commissioned reviews	SB / AD	Jul-18	On track apart from SWB
4	Develop improved links with STP teams and WMQRS Leads in CCGs and Trusts, including Trusts in non-subscribing areas.	Dir / ADs	Mar-18	Not commenced apart from Board membership
5	Implement programme to improve service user and carer involvement across all aspects of WMQRS work.	Dir / ADs	Dec-17	Commenced. Discussions held with Wolverhampton University and some HealthWatch groups
6	Ensure UKAS accreditation is maintained	SB	Oct-17	UKAS office assessment taking place 28.9.17. Witnessed assessments to be arranged.
7	Improve WMQRS system for 'bidding' for work	Dir / ADs	Mar-18	Not commenced
Quality Standards				
8	Implement 2017/18 Quality Standards development and updating plan	Dir / ADs	Mar-18	Not started
9	Implement Quality Standards feedback mechanism	SB	Sep-17	Completed and added to QS
10	Review implementation of charging policy for use of WMQRS Qs.	WMQRS Board	Sep-17	Information from CSU received but not yet analysed
Reviewer Recruitment: No specific actions				
Review Preparation				
11	Revise and update the WMQRS 'Preparing for Review' document and website information.	SB / AD	Dec-17	To address when 2 nd AD in post
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	To address when AD and Dir in post
13	Pilot offering additional support to organisations after their review visit.	Dir / ADs	Mar-18	To offer following autumn reviews

Evaluation				
14	Re-introduce electronic reviewer response form	SB	Sep-17	Completed
15	Review of all WMQRS evaluation forms	SB / AD	Dec-17	In progress and planned to complete Oct -17
WMQRS Team				
16	Recruit 2nd AD and replacement Director	SH/PS/(SB)	Aug-17	AD appointed and commencing in post 30.10 Interviews for Director post 29.9
17	Induction for 2nd AD and replacement Director	SB	Dec-17	Not started

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

Appendix 4:

AUDIT ACTIONS – AUDIT REPORT 2016-17

Note	Action / Matter Arising	Who	Progress
4	Visit planning: Include date for submission in notes sent to providers following pre -visit 'on track' call.	Visit Lead	Implemented
4	Visit planning: Implement -30-day check list with email confirmation.	Visit Lead	Implemented
4	Report process: Amend the process to accept variance if report being written by same person.	AD	Quality Manual has been updated.
4	Update Guide to Staff to include more details about formative and strategic review process.	AD	Outstanding. Plan to address when 2 nd AD in post. To complete by Dec- 17
4	User recruitment: Amend reviewer booking sheet to include checks to be undertaken if necessary.	AD	Implemented
4	Implement User and Carer Involvement Plan. WMQRS Quality Assurance Group to monitor progress.	AD	In progress. Report to QAG due in January 2018