

NQB (16) 4th Meeting**NATIONAL QUALITY BOARD**

MINUTES of a meeting held at Room 133B

Skipton House, LONDON

Wednesday 13 July 2016 2016, 09.00 – 11:00

PRESENT		
Bruce Keogh (Chair)		Mike Richards (Chair)
Lisa Bayliss-Pratt	Steve Field (via TC)	Gillian Leng
Ruth May (via TC)	Paul Cosford	Andrea Sutcliffe
Kathy McLean	Jane Cummings	Viv Bennett
IN ATTENDANCE		
William Vineall (Deputy for Charlie Massey)	Christina Cornwell (CQC)	Lauren Hughes (NHS England)
Kate Eisenstein (CQC)	Lauren Phillips (NHS England)	Lucy Holmes (NHS England)
Vicky Reed (NHS Improvement)	Charlotte Goldman (5YFV)	
APOLOGIES		
Charlie Massey		Wendy Reid
<p>AGENDA</p> <ol style="list-style-type: none"> 1. Welcome, introductions and minutes of the last meeting 2. Sustainability and Transformation Plans (STPs) 3. Health Foundation Report “A clear road ahead” 4. A Shared Commitment to Quality 5. Measurement of Quality 6. National Safe, Sustainable and Productive Staffing Programme 7. A.O.B 		

ITEM 1: WELCOME, INTRODUCTIONS AND MINUTES OF THE LAST MEETING

BRUCE KEOGH (Chair) welcomed members to the 11th meeting of the re-established National Quality Board (NQB).

Bruce asked the NQB to agree / approve the minutes of the last meeting and to note that once agreed they would be published in due course, alongside the agenda and papers from the last meeting.

The NQB agreed the minutes of the last meeting.

Impact of the EU referendum

Bruce reported that an NHS Europe Transformation Office had been established by NHS England on behalf of the system to manage the transformation and implications of leaving the EU for the NHS. The group would work with the Department of Health, the Cabinet Office and other key partners to ensure that anticipated issues such as effects on procurement, regulation, cross-border patient entitlements and public health measures could be overseen and best managed.

Bruce advised that he would be attending the Health Select Committee with Simon Stevens on 19 July 2016 and requested that the NQB reflect on and share with him any quality issues that they thought were relevant, including those relating to the impact of leaving the EU on the health system or more broadly.

Departmental Changes at the Department of Health

WILLIAM VINEALL (DH) provided a short verbal update on the ongoing departmental changes at the Department of Health. He advised that Director-level appointments had been made and that announcements about the next level of changes at Deputy Director level were imminent.

Members noted that as there could potentially be changes at a ministerial level due to the change in Prime Minister and it was emphasised to the NQB that this would be an opportunity to reframe its position in light of these potential changes. It was agreed that the NQB should remain a key advisory group to the Five Year Forward View CEO Board on quality.

ITEM 2: SUSTAINABILITY AND TRANSFORMATION PLANS (STPs)

MIKE RICHARDS (Chair) welcomed Charlotte Goldman, from the 5YFV Strategic Programme Office to the meeting to provide a verbal update on the progress of the STP process and planned next steps.

Charlotte reported that all 44 STP footprint areas had submitted the latest iteration of their plans on 30 June 2016. Charlotte advised that in this iteration of the plans, footprints were asked to consider three to five big issues that they needed to address so that a collective decision could be made about whether their STP had the potential to close the three gaps, whether it was feasible, and about what support they would require from the centre.

It was reported that the 44 STPs were currently being assessed at a regional level. In addition the ALB CEOs were undertaking visits to all STP footprints during July 2016 to meet with STP leaders and further understand their plans.

Charlotte advised that the ALB CEOs were also planning to meet with Mark Lloyd, Chief Executive at the Local Government Association (LGA) to assess plans, establish the relative position that the plans were at and to categorise the areas into 'waves' or cohorts. All STP areas were required to complete financial templates by the 16 September 2016, and were required to produce the next iteration of their STPs by the end of October 2016.

It was noted that the NHS Shared Planning Guidance for 17/18 and 18/19 was due to be published in mid / late September 2016 to provide localities with the necessary time and to ensure that this could be factored into the development of their plans.

The following points were raised in discussion:

- a) it was agreed that the NQB should stay sighted on how the issue of quality was reflected in STPs as they develop and evolve, and the NQB should give consideration as to how it might be able to influence the emerging plans;
- b) it was highlighted that there was potentially an absence of engagement with Social Care and Local Authority providers in the process, however it was

hoped that the ALB CEO's partnership with the LGA would provide a level of assurance around this;

- c) in order to influence the development of the STPs at a local level, the NQB considered the possibility of identifying a local lead in each of the 44 footprints that members could work with to support the embedding of quality into both the STPs and in the local delivery; and
- d) the NQB recognised the influential role that the ALB CEO's have in shaping and influencing the plans and therefore championing quality in the STPs. As such it was agreed that NQB members should work with their respective CEOs to ensure that quality was forming a key component their assessment of and influence on the STPs.

MIKE RICHARDS (Chair) thanked members for their contributions.

ITEM 3: HEALTH FOUNDATION REPORT “A Clear Road Ahead”

BRUCE KEOGH (chair) invited LAUREN HUGHES (NQB Secretariat) to introduce *Paper 1: Summary of findings and recommendations of the Health Foundation Report.*

Lauren explained that the Health Foundation (HF) report “[A clear road ahead: Creating a coherent quality strategy for the English NHS](#)” was published on 8 July 2016 as a result of an 8 month project by a team from the HF, working with Professor Sheila Leatherman to recommend how the different parts of the NHS should work together to support and accelerate improvements in quality of care. She explained that the report makes a number of recommendations, informed by an assessment of the organisations, initiatives and approaches to improving NHS quality in England and an analysis of the impact of selected national initiatives over the last two decades. Members noted that the report highlighted the role of the NQB and made a suggestion that the NQB consider widening its membership.

Lauren advised that the Health Foundation Report set out an updated quality framework (7 steps) and she reported that the NQB Secretariat would be working to reflect this in the development of the “*Shared commitment to quality*” document.

Lauren highlighted the links between the report's recommendations and activities already being delivered by the NQB as well as setting out how the NQB would be working to address the recommendations in its forthcoming work programmes.

Lauren reminded members that roundtable event for NQB members had been organised by the Health Foundation on 14 July 2016 and was to be facilitated by the HF's Chief Executive Jennifer Dixon. The purpose of the round table would be to reflect on the findings of the report and discuss how the HF could most usefully support the quality agenda and the work of the NQB moving forward.

The following points were raised in discussion:

- e) the report highlighted the high number of national quality initiatives that had been established over the last two decades. It was suggested that this reinforced the importance of the work of the NQB's Measuring Quality Working Group and the value that developing an adopting a more united and coherent set of metrics around quality would bring;
- f) members supported the updated Quality Framework described in the HF report and agreed that it should be reflected in the *Shared Commitment to Quality* document;
- g) the *Shared Commitment to Quality* document should be considered in the context of how it could be used to support the realisation of the national priorities, making the document more relevant and tangible in practice. The fact that the NQB was setting out to reinforce the importance of the updated quality framework would be helpful in providing a mechanism for testing and improving quality against the national priorities; and
- h) as such, the national priorities should be made explicit in the *Shared Commitment to Quality* document

BRUCE KEOGH (Chair) thanked members for their contributions.

ITEM 4: SHARED COMMITMENT TO QUALITY

MIKE RICHARDS (Chair) invited KATE EISENSTEIN (NQB Secretariat) to present *Paper 2: Developing the Shared Commitment to Quality*.

Kate explained that the purpose of the paper was to:

- reflect back the key themes and feedback from the NQB workshop session on 8 June 2016;
- clarify the “purpose” and “intended audience” for the document;
- share the latest draft of the “*Shared Commitment to Quality*” document (Annex A); and
- generate a discussion with members in respect of engagement with both internal and external stakeholders.

She explained that the purpose of the *Shared Commitment to Quality* was two-fold. Firstly, for the NQB to re-state its continued commitment to quality – to reassure local partners that quality still matters and secondly, to build a consensus and a practical framework for improving and aligning the way national partners work together for quality.

Kate explained that the latest version of the “*Shared Commitment to Quality*” document (Annex A) had been developed following the discussions at the NQB session in June 2016. Kate reminded members of the key themes that emerged from the June 2016 workshop including whether national organisations were using a consistent and aligned approach to measurement and whether the right balance of hard and soft levers were being used to support providers and commissioners to improve and maintain quality.

The NQB were asked to:

- note the latest draft of the “Shared Commitment to Quality” (Annex A);
- confirm if they agree with the stated purpose of the document and intended audience (Slide 3)

- advise if any key stakeholders are missing from those already highlighted (Slide 5)
- discuss and agree how far could / should NQB members lead future engagement with the stakeholder / groups identified (Slide 5)

MIKE RICHARDS (Chair) thanked Kate and invited discussion from members in respect of their views on the document and on how the approach to developing and embedding it should be progressed.

The following points were raised in discussion;

- i) the NQB agreed that the document was in a good place and were positive about its content, style and format it was agreed that engagement with key stakeholders should be the focus in taking the document forward;
- j) the link to closing the quality gap should be strengthened and more explicit references be made to what actions organisations could tangibly put in place to deliver this;
- k) it was agreed that the best way to take it forward, was to progress with seeking approval from the 5YFV CEO Board and to start to engage directly with stakeholders around the specific messages in the document and test how the principles would work in practice;
- l) it would be helpful to include in the document an explicit suggestion about who the intended audience was; and
- m) articulating the audience is especially important given the potential use that the document could have in supporting the STP process. The question of whether the NQB needed reflect quality at different levels in the way that the document was presented was raised, and whether the slides adequately addressed professional quality, institutional quality, and quality in the community.

MIKE RICHARDS (Chair) thanked members for their contributions. In summing up Mike reiterated that some useful suggestions, amendments and updates had been provided by the members. Mike reiterated the agreed next steps including that the NQB Secretariat would commence a programme of engagement and make the

required amendments before the document was presented to the 5YFV CEO Board for approval.

ITEM 5: MEASURING FOR QUALITY

BRUCE KEOGH (CHAIR) welcomed LAUREN HUGHES (NQB Secretariat) to introduce *Paper 3: NQB's Measuring Quality Working Group: Update and next steps*.

Lauren explained that the Working Group had membership from key measurement leads from across the ALBs. The working group had made progress in a number of areas:

- developed a set of principles for measuring quality;
- developed an outline narrative for the role of measurement in quality;
- mapped existing quality measurement initiatives; and
- contributed to the development of wider measures to support monitoring the impact of staffing on quality (as part of the refresh of the NQB Safe, Sustainable and Productive Staffing Guidance).

Lauren explained that the purpose of the paper was to provide further detail on:

- the joint set of draft principles for measuring quality (in line with the *Shared Commitment to Quality* currently under development).; and
- the emerging narrative for the role of measurement in quality.

NQB members noted that the paper also set out the next steps for taking this work forward.

The following points were raised in discussion:

- n) it was proposed that the Working Group should consider the use of 'we' in the Principles section of the document (Slide 4) and make more explicit, who / which organisations would follow them;
- o) though it was acknowledged that this was intended to be an NHS-focused set of principles, there similar areas of work being taken forward in social care which could be referenced in the narrative document; and

- p) this work was seen as an important tool to support the broader challenge that faced the NQB in respect of reducing the burden.

MIKE RICHARDS (Chair) thanked the Board for their contributions.

ITEM 6: NATIONAL SAFE, SUSTAINABLE AND PRODUCTIVE STAFFING PROGRAMME

BRUCE KEOGH (Chair) welcomed RUTH MAY (NHS IMPROVEMENT) to provide an update on the Safe, Sustainable and Productive Staffing Programme. The NQB was reminded that the refreshed safe staffing guidance had been published on 6 July 2016.

Ruth reminded members that it had been agreed at the NQB meeting on 8 June 2016, that it would be helpful for the NQB to review progress of the setting-specific safe staffing improvement resources, and consider a proposal for a more streamlined process for review and approval of the resources as they were developed.

NQB members were asked to:

- review and provide feedback on the terms of reference for delivery of the setting specific safe sustainable staffing improvement resources;
- note the overview of scope and approach for each of the care settings;
- review current and proposed governance and consider lessons learnt from phase 1 of the programme; and
- agree a proposal for revised governance, which will more efficiently contain the approval of the setting specific improvement resources during 16/17.

The following points were raised during the discussion:

- q) it was acknowledged that whilst there had been an initial commitment to include a Care Homes setting specific improvement resource, it had

subsequently been agreed that further discussions with both CQC and the Department of Health were required before further work to develop this;

- r) NHS Improvement and NHS England to have further discussions to finalise the governance structures for the programme; and
- s) whilst the NQB was charged with signing off the setting specific improvement resources, it was agreed that the 5YFV CEO Board should also approve them.

MIKE RICHARDS (Chair) thanked members for their contributions.

ITEM 6: ANY OTHER BUSINESS

BRUCE KEOGH (CHAIR) reminded members that he was due to attend the Health Select Committee on 19 July 2016 and was interested to hear from members if there were specific issues that they would like him to highlight.

NQB was reminded that a round table session at the Health Foundation was scheduled for the 14 July 2016 and asked members to consider what the impact of the health foundation report had been and also how the NQB could make the most valuable use of opportunities to continue to work with the Health Foundation on Quality.

The NQB was reminded that the next meeting of the NQB was scheduled for Tuesday 20 September 2016.