



To: National Quality Board

For meeting on: 8 June 2016

Report author: NQB Secretariat

Report for:

Decision	Discussion	Information
X	X	

TITLE: NQB’s Measuring Quality Working Group: Update and next steps

Summary:

This paper sets out the progress made by the NQB Measuring Quality Working Group. The working group has made progress in a number of areas:

- developed an outline narrative emphasising our shared commitment and the importance of measuring quality;
- developed a set of principles for measuring quality;
- mapped existing quality measurement initiatives to identify opportunities for alignment; and
- contributed to the development of quality measures to support safe staffing.

The paper also asks for comments on two of these emerging products:

- the outline for the narrative on measuring quality; and
- the draft principles for how we measure quality.

Once agreed, these will be signed up to across ALBs. The paper also sets out the next steps for taking this work forward.

Actions requested:

- NQB to note progress made so far and next steps
- Does NQB agree with the outline for the emerging narrative (slide 5)?
- Does the NQB agree with the draft principles for measuring quality (slides 6 & 7)?

ALB Involvement in development and sign-off of paper:

X	X	X	X	X	X	X



# **NQB's Measuring Quality Working Group: update and next steps**

**National Quality Board**  
8 June 2016

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# Measuring quality is a key priority for the NQB

## 1. Defining quality

- develop a common definition for quality in the context of the 5YFV – this will provide the context and scope for the ‘quality gap’ and will consider how it relates to and can impact on the health and wellbeing, and finance and efficiency gaps.
- seek to consolidate definitions organisations are using where possible, and explain where variances lie

## 2. Measuring quality

- **identify a core set of metrics to the ‘quality gap’. I.e. the distance between high quality care for all, and current quality of care across the system. The basket of measures will draw from existing data sources, in particular the outcomes frameworks and CQC ratings, to be relevant from a range of perspectives, e.g. provider/commissioner; patient/population; health/care; primary/secondary**
- **coordinate activities to support the system in using measurement to drive quality improvement, working with the improvement architecture**
- **oversee the development of comparable measures of quality across all major pathways of care by 2020**

## 3. Prioritisation

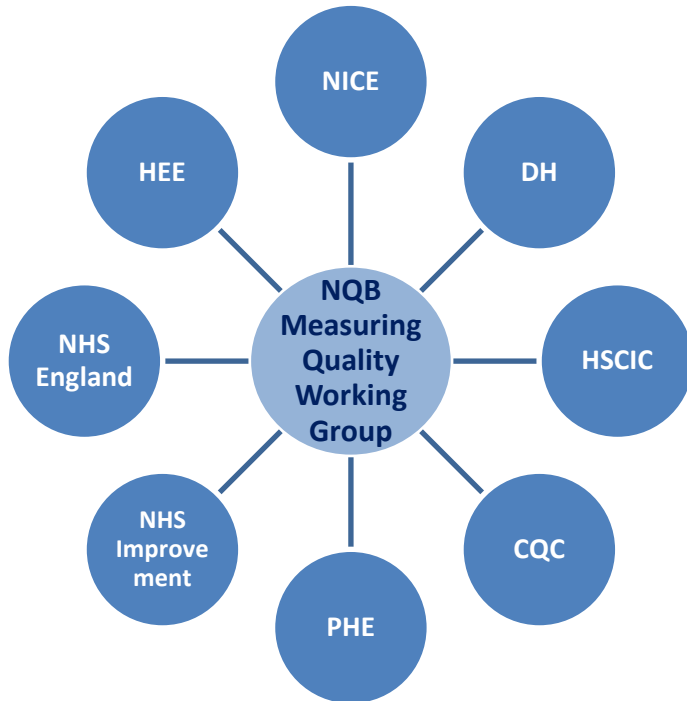
- develop a methodology for identifying and selecting quality priorities e.g. population groups, service types, providers, aspects of quality
- use this to determine longer term priorities for quality improvement beyond our current set of priorities

## 4. Roles and responsibilities

- clarify our individual & collective roles & responsibilities, setting out our shared framework for quality and how we work together.
- this will include how we will drive quality improvement, making links to the architecture and improvement strategy coming out of the Smith Review, and focussing on where we will align our tools and levers, for example:
  - ✓ Incentives on individuals such as revalidation and appraisal, clinical excellence awards
  - ✓ Supporting the utility and implementation of NICE guidelines and Quality Standards
  - ✓ Measurement tools and levers, such as national clinical audit, intelligent monitoring and other quality indicators

# Measuring Quality Working group

In Oct 2015 a working group was formed to support the NQB in meeting its ambitions for measurement. The group has met six times and includes membership across NQB .



The working group has made progress in a number of areas:

- Developed an **outline narrative** for the role of measurement in quality
- Developed a set of **principles** for measuring quality
- Mapped existing **quality measurement initiatives** – including a workshop which interplay between primary and secondary data sources, indicators, portals and dashboards (See Annex A for a summary).

The working group has also contributed to the development of wider measures to support monitoring the impact of staffing on quality.

# Narrative for measuring quality

Discussions at the working group and work on mapping has drawn out an emerging narrative for the role of measurement in quality. **Is the NQB happy with the outline narrative as set out below?**

Why do we measure quality in health and care?	Why we need a clear definition of quality for the purpose of measurement?	How is data on quality of care collected?	How are measures presented to different audiences?	How do national organisations measure quality?
<p>Demonstrate why measurement remains a key component of the quality framework.</p> <p>Include local examples of how measurement is used by patients, providers and commissioners. For example, assuring quality, driving improvement and informing decisions.</p>	<p>In order to measure quality we must first be clear about what we mean by quality.</p> <p>This emphasises the importance of the NQB’s work to bring clarity to the definition of quality.</p> <p>In each individual case we must also be clear about the purpose and objective of using measurement.</p>	<p>Measuring Quality Working Group mapping exercise demonstrates the numerous ways we collect data.</p> <p>How do we ensure data covers all aspects of quality (e.g. safety, quality and experience)?</p> <p>Recognise the importance of high quality data but be realistic about limitations.</p>	<p>The Measuring Quality working Group’s mapping work has shown that information on quality is presented in numerous places.</p> <p>However, key to this is understanding the requirements of each audience and the purpose of each tool/portal.</p> <p>Include examples (from mapping) of key tools/portals.</p>	<p>How does measurement support national organisations to perform their functions?</p> <p>Examples of how national organisations are working together on measurement.</p> <p>Demonstrate how national organisations support the system to measure quality.</p>

# DRAFT Principles for measuring quality (1 of 2)

The working group has developed a number of principles for measuring quality which will be signed up to by all national bodies. **Does the NQB support these principles?**

## Definition of quality

- We have a clear definition of quality for the purpose of measurement

## Purpose

- Each individual measure needs to articulate its purpose and how it can and cannot be used.
- Measures should only be used for their intended purpose.
- We use evidence to ensure a measure meets its purpose.
- To ensure a measure or tool meets its intended purpose we are clear about the customer need and the intended audience.

## Data

- We want high quality data but data is not an end in itself, it needs to be used for a specific purpose.
- We should be clear that data can have both primary and secondary uses.
- We recognise that data can come with limitations and caveats.

# DRAFT Principles for measuring quality (2 of 2)

## Transparency

- We should always start with the presumption that we will be transparent and open.
- Presentation matters! We use plain English at all times.

## Skills and capability

- As national organisations we set the example for how to use measurement in the correct way. For example, understanding the timeliness of data and how to identify trends.
- We appreciate that data literacy varies across patients and professionals. We therefore tailor communication and messaging accordingly.

## Evaluation

- The benefit of any measure/tool should be evaluated on a case by case basis.
- Evaluation should be built into the role-out of any measure/tool.

## Efficiency

- We work together to ensure measures/tools do not duplicate each other's purpose.
- We consider the use of a measure which no longer serves its original purpose. For example, it has fallen out of regulation or financial incentive.
- We consider if an underutilised measure could be used instead of creating something new.



## Proposed next steps

- To further develop the **narrative** on measurement of quality alongside the work to develop a overarching narrative on quality.
- For NQB organisations to agree and sign up to the measurement **principles**. To also consider how we put these principles into practice?
- To complete the **initiative mapping work** and present in a form that helps the system to better navigate the various data sets, measures and initiatives.
- To identify any areas where we could **reduce duplication and burden**.

# Recommendations for the NQB

1. NQB to note progress made so far and next steps.
2. Does NQB agree with the outline for the emerging narrative (slide 5)?
3. Does the NQB agree with the draft principles for measuring quality (slides 6 and 7)?