



**To:** National Quality Board

**For meeting on:** 07 June 2017

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**Paper for:**

| Decision | Discussion | Information |
|----------|------------|-------------|
|          | X          | X           |

**Title:** NQB Shared Commitment to Quality

**Summary:**

An update to the National Quality Board on progress made since the launch of the Shared Commitment to Quality on 21 December 2016. The document provided a nationally agreed definition of quality and guide for clinical and managerial leaders wanting to improve quality.

This paper updates the Board on:

- Progress made to date on the actions set out against the ‘seven steps to improve quality’
- Communication of the document so far and materials to aid further dissemination









**Purpose:**

The NQB is asked to:

- 1) **Note** progress made to date;
- 2) **Provide any other examples** of work that has contributed to the ‘seven steps to improve quality’;
- 3) **Note** communication of the document and materials available to support messaging on the Shared Commitment.



**ALB Involvement in development and sign-off of paper:**

|   |   |  |   |
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## Progress

1. The Shared Commitment to Quality described the seven steps needed to improve quality. These are:
  - 1) Setting clear direction and priorities
  - 2) Bringing clarity to quality
  - 3) Measuring and publishing quality
  - 4) Recognising and rewarding quality
  - 5) Safeguarding quality
  - 6) Building capability
  - 7) Staying ahead
2. It also committed to a number of actions to support these seven steps. Annex A sets out the proposed actions, progress to date and actions to be take in the future.
3. The NQB is asked to:
  - **Note** progress made to date;
  - **Provide any other examples** of work that has contributed to the ‘seven steps to improve quality’.

## Communications

4. The document was generally well received. Especially by the large think tanks such as the Health Foundation and Kings Fund and Clinical Commissioning Groups.
5. However, it has been more difficult to promote the Commitment to front line staff. We would be grateful for NQB’s input on the appropriate channels to do this. We have also produced a set of slides for NQB members and their colleagues to use in order to spread the messages of the Shared Commitment (Annex B).
6. The NQB is asked to:
  - **Note** communication of the document and materials available to support messaging on the Shared Commitment.



**Annex A: Progress to date and future actions on the NQB Shared Commitment to Quality**

| Seven Steps to Improve quality         | Shared Commitment Proposed Actions  | Progress to date  | Future actions   |
|--|---|---|--|
| Setting clear direction and priorities | <ul style="list-style-type: none"> <li>• Work more effectively as a system to establish and communicate clear, collective and consistent priorities for quality and continue to provide evidence-based advice on priorities for quality improvement</li> <li>• Base future priorities on the evidence, where there is scope for improvement and in those areas where the quality gap is greatest</li> </ul> | <ul style="list-style-type: none"> <li>• Publication of <a href="#">Next Steps on the Five Year Forward View</a>. Setting out clear priorities to the system on:               <ul style="list-style-type: none"> <li>○ Urgent and Emergency Care</li> <li>○ Primary Care</li> <li>○ Mental Health</li> <li>○ Cancer</li> </ul> </li> </ul> | <ul style="list-style-type: none"> <li>• NQB to consider analysis on international comparisons of quality.</li> </ul>  |
| Bringing clarity to quality            | <ul style="list-style-type: none"> <li>• Continue to support NICE in development of their quality standards and guidelines and align our efforts to support their implementation</li> <li>• Develop setting-specific safe staffing improvement resources in the following areas: Acute Adult Inpatients, Urgent and Emergency Care,</li> </ul>  | <ul style="list-style-type: none"> <li>• NICE have published 9 new quality standards and 8 guidelines since January. This includes quality standard topics such as community engagement and healthy workplaces, and a guideline on sepsis.</li> <li>• Safe Staffing Improvement resources published for</li> </ul>                          | <ul style="list-style-type: none"> <li>• A programme of quality standards to develop during 2017/18 has been agreed with NHS England, DH and PHE. This includes important priorities such as asthma, depression and emergency and acute medical care. A programme of work has also been initiated to develop a suite of</li> </ul> |



| Seven Steps to Improve quality          | Shared Commitment Proposed Actions   | Progress to date  | Future actions  |
|---|--|---|---|
|   | <p>Maternity, Children’s Services, Community (district nursing), Mental Health and Learning Disability</p>   | <p>engagement on:</p> <ul style="list-style-type: none"> <li>○ Acute Adult Inpatients</li> <li>○ Community (District Nursing)</li> <li>○ Mental Health</li> <li>○ Learning Disabilities</li> </ul> <ul style="list-style-type: none"> <li>• Safe Staffing Improvement Resource drafted for:               <ul style="list-style-type: none"> <li>○ Maternity</li> <li>○ Children’s Services</li> <li>○ Urgent and Emergency Care</li> <li>○ Neonatal</li> </ul> </li> </ul> | <p>evidence-based guidelines for managing common infection syndromes, in the context of tackling antimicrobial resistance – specifically in relation to bacterial infection and antibiotic use.</p> <ul style="list-style-type: none"> <li>• Safe Staffing Improvement Resources to be published following purdah. Safe staffing update paper to be discussed at August NQB.</li> </ul> |
| <p>Measuring and publishing quality</p> | <ul style="list-style-type: none"> <li>• Align our measurement and monitoring activities to reduce duplication and ‘measure what matters’ and produce a set of principles to guide this</li> <li>• Align NHS Improvement’s Single Oversight Framework with the CCG Improvement and Assessment Framework</li> </ul> | <ul style="list-style-type: none"> <li>• NQB Measuring Quality Working Group has produced a set of principles and a narrative for measuring quality. The working group has focussed on looking to align measurement across the Urgent and Emergency Care pathway by mapping relevant initiatives and bringing relevant policy leads together at a workshop.</li> <li>• Work to align the well-led elements</li> </ul>   | <ul style="list-style-type: none"> <li>• We are currently agreeing next steps from the Urgent and Emergency Care Workshop and will bring an update to a future NQB.</li> </ul>  |



| Seven Steps to Improve quality    | Shared Commitment Proposed Actions   | Progress to date  | Future actions   |
|-----------------------------------|--|---|--|
|                                   |  | of the Single Oversight Framework with the CCG Improvement and Assessment Framework   |  |
| Recognising and rewarding quality | <ul style="list-style-type: none"> <li>Strengthen our approach to recognising and rewarding quality by making sure our incentives are aligned around our single shared view of quality</li> <li>Continue to ensure that our financial incentives are aligned with our national priorities, and that the way we pay for services, incentivises and rewards high-quality care</li> </ul> | <ul style="list-style-type: none"> <li>Work to develop metrics to eventually inform payment for Multispecialty Community Providers (MCP) and Primary and Acute Care Systems have been using the definition of the Shared Commitment of Quality to ensure they cover all aspects of quality. This has included considering measures from the NHS Outcomes Framework.</li> <li>Financial incentives for 2018/19 went live from 1 April. Including NQB priorities such as sepsis and anti-microbial resistance.</li> </ul> | <ul style="list-style-type: none"> <li>NQB Measuring Quality Working Group to consider next draft of MCP and PACs.</li> </ul>  |
| Safeguarding quality              | <ul style="list-style-type: none"> <li>Conduct a review of Quality Surveillance Groups and Risk Summits to ensure they are as effective as possible in executing their functions and to identify and share best practice</li> </ul>  | <ul style="list-style-type: none"> <li>Review of QSGs and Risk Summits completed. Guidance to QSGs and Risk Summits re-drafted to reflect findings.</li> <li><a href="#">Transfer of Services Report</a> published by NHS England to</li> </ul>   | <ul style="list-style-type: none"> <li>Publication of revised guidance for QSGs and Risk Summits.</li> <li>Consider how findings from Transfer of Service Report can be disseminated.</li> </ul> |



| Seven Steps to Improve quality | Shared Commitment Proposed Actions   | Progress to date   | Future actions   |
|--------------------------------|--|--|--|
|                                | <ul style="list-style-type: none"> <li>• Develop a cross-system protocol to ensure people are protected when faced with the sudden closure of hospital services</li> <li>• Support CQC's more targeted, responsive and collaborative approach to regulation</li> </ul>   | <ul style="list-style-type: none"> <li>• identify lessons learnt during the transfer of services between providers in relation to Bootham Park Hospital, York.</li> <li>• Publication Learning from Deaths guidance to Trusts.</li> <li>• The Healthcare Safety Investigation Branch went live from 1 April</li> </ul>                           | <ul style="list-style-type: none"> <li>• Learning from Deaths update on workstreams at next NQB.</li> <li>• HSIB to present at future NQB</li> </ul> |
| Building capability            | <ul style="list-style-type: none"> <li>• Through the National Improvement and Leadership Development Board's Framework for Action, have an evidence-based set of shared priorities for developing improvement and leadership capacity and capability, and will update and adapt them to reflect the learning as we work with people across the NHS in England; and</li> <li>• Through HEE's Quality Framework, we will continue to drive improvements in the quality of education and</li> </ul> | <ul style="list-style-type: none"> <li>• Developing People, Improving Care was published 1 December and has since moved to delivery of national actions. NQB secretariat sits on the implementation working group.</li> <li>• Health Foundation Q initiative to create community of improvement expertise has recruited 1000 fellows.</li> </ul> | <ul style="list-style-type: none"> <li>• Future NQB item to update on implementation of <i>Developing People, Improving Care</i></li> </ul>          |



| Seven Steps to Improve quality | Shared Commitment Proposed Actions   | Progress to date   | Future actions   |
|--------------------------------|--|--|--|
|                                | <p>training to ensure we have a healthcare workforce to deliver high-quality care in partnership with patients.</p>  |  |  |
| <p>Staying ahead</p>           | <ul style="list-style-type: none"> <li>• Undertake horizon scanning to ensure that national and local bodies are best placed to plan for future quality challenges; and</li> <li>• Continue to champion and spread innovation by making better use of our collective insight to inform research, adapting how we work so we can respond to and support innovative new models of care, helping to develop cultures of innovation, pressing ahead with inclusion strategy and effectively managing knowledge.</li> </ul> | <ul style="list-style-type: none"> <li>• NQB Digital Workshop held by CQC to highlight issues with online prescribing and gaps in the regulatory framework.</li> </ul> | <ul style="list-style-type: none"> <li>• NQB to consider paper on International Comparisons</li> </ul> |



# National Quality Board

## Shared Commitment to Quality

[Name]

[Date]



# National Quality Board

**Our purpose:** to provide coordinated clinical leadership for quality on behalf of the key NHS national bodies:



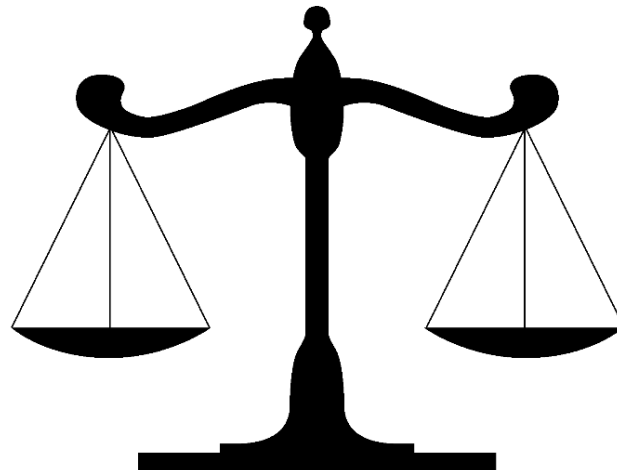
## Our aims:

- Promote quality in all we do nationally
- Support local quality improvement with providers, commissioners and those who use services
- Identify new challenges in relation to quality
- Identify opportunities to improve quality

# The Quality Challenge

- Combined challenges of rising demand, escalating costs, advancing science, changing expectations and tough economic circumstances
- We need to get the balance right between:

**Quality**  
**Quality improvement**  
**Healthcare**



**Finance**  
**Quality assurance**  
**Social care & public health**

# Our Shared Commitment to Quality

- Published in December 2016
- Intended as a guide for professionals leading work to improve quality in their areas
- Provides a nationally agreed definition of quality
- Outlines the shared commitment, shared priorities and key activities of the organisations of the NQB

## **We commit to:**

- Promote quality through everything that we do
- Support and encourage quality improvement
- Coordinate action

# Our Shared Definition of Quality

**Safe:** People are protected from avoidable harm and abuse, and when mistakes occur lessons are learned

**Effective:** People's care and treatment achieves good outcomes, promotes a good quality of life, and is based on the best available evidence

**Positive experience:** Staff involve and treat people with compassion, dignity and respect. Services respond to people's needs and choices and enable them to be equal partners in their care

**Well led:** Providers/commissioners are open, collaborate internally and externally, and are committed to learning and improvement

**Sustainable use of resources:** Providers/commissioners use their resources responsibly and efficiently, providing fair access to all, according to need, and promote an open and fair culture



**Equitable for all:** Providers/commissioners ensure inequalities in health outcomes are a focus for quality improvement, making sure care quality does not vary due to protected characteristics

# Seven Steps to Improve Quality

These seven steps set out what we all need to do to maintain and improve quality:



1. **Setting clear direction and priorities** based on evidence.
2. **Bringing clarity to quality**, setting standards for what high-quality care looks like across all health and care settings.
3. **Measuring and publishing quality**, harnessing information to improve care quality through performance and quality reporting systems.
4. **Recognising and rewarding quality.**
5. **Maintaining and safeguarding quality.**
6. **Building capability**, by improving leadership, management, professional and institutional culture, skills and behaviours to assure quality and sustain improvement.
7. **Staying ahead**, by developing research, innovation and planning to provide progressive, high-quality care.

**Note:** Health Foundation A Clear Road Ahead (2016) developed this modified version of the NHS Quality Framework.