

Trust Board meeting (Part 1)	Date:	27 May 2015
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Agenda item	Title	Executive Director lead and presenter	Report author
BD/15/035.1	Matters Arising – Achievement of Annual Objectives (Quality Academy)	Andrew Dean	Emma Roberts

This report is for:

Decision	x
Discussion	
To Note	

History

Report to Trust Board on 29 April 2015

The following impacts have been identified and assessed within this report

Equality	None identified.
Quality	Discussed within report.
Privacy	None identified.

Executive summary of key issues

This briefing provides supplementary information relating to the partial achievement of the Annual Objective relating to the Quality Academy in 2014/15, as requested by the Board at its meeting in April 2015.

The Board should **note** this briefing alongside the matters arising.

This report addresses these strategic priorities:

We will deliver the best care	x
We will support and develop our staff	x
We will continually improve what we do	x
We will use our resources wisely	
We will be future focussed	



1 Introduction

1.1 Introduction

The Board reviewed achievement against the 2014/15 Annual Objectives at its meeting in April 2015. In agreeing this report, it requested that it received further information to support the assessment of achievement against Strategic Priority 3 'To fully establish the Quality Academy'.

1.2 'To Fully Establish the Quality Academy'

The Board noted that this Annual Objective was reviewed as being partially achieved.

In year, Quality and Standards Committee was appraised of progress against this objective via reporting in October 2014.

1.3 Progress

A review of the Quality Academy was led by the Director of Nursing & Quality during April to June 2014. The review was carried out by a small team consisting of a Clinical Director, Managing Director, three Heads of Profession and Practice (HoPP), the Chair of Professional Council with input from the Head of the Quality Academy and the Head of Patient Safety Systems.

The review considered the three functions of the Academy. These include:

- Define clinical standards including those related to pathways
- Improve Quality
- Measure and Monitor standards.

The review team also considered what support localities needed to develop their services, the development of a patient safety team, the impact of Trust-wide responsibilities for HOPPs, the role of Professional Council in leading clinical quality and the role of clinical networks in engaging staff across locality boundaries

1.4 Quality Academy definition

The Quality Academy was found to have been perceived by some staff as not delivering against expectations despite a number of achievements across all Delivery Units. It was recognised that this was due to a lack of clear expectations of the role and function of the Quality Academy and

therefore, in November 2014, the concept of the "academy" was replaced.

At the same time, further refinements of the Nursing and Quality Directorate in order to measure and monitor standards effectively began to be explored, which are further addressed later in this paper.

1.5 Defining clinical standards

The role of the Heads of Profession and Practice has been subject to review in order to effectively allocate responsibility for defining clinical standards and improve quality, to ensure these are pivotal in improving quality.

The roles will focus on the quality of services within each of the delivery units.

The post holders will be responsible for the quality of the service within delivery unit whilst the Clinical Director will remain ultimately accountable for the standards of quality.

Specific details will be described in the accountability framework. The refocused posts are now known as Head of Quality.

1.6 Establish a Quality Board

A Quality Board has been established. This will replace Professional Council to oversee the development and implementation of Trust-wide quality improvement standards and priorities.

Chaired by the Deputy Medical Director and with membership including all Heads of Quality, the Quality Board is further developing its form and function and provides an important part of the quality advisory framework.

1.7 Establish a Clinical Network

These networks began implementation in year and are a key mechanism for building locality clinical engagement of staff and developing clinical care and service improvement. The networks will utilise a range of methods of progressing and achieving the outcomes which will see some virtual groups and traditional meetings too. Some of the objectives for each network are:

- Lead improvement through data-driven quality improvement methods
- Establish and monitor standards for clinical delivery based on evidence-based research and locally agreed benchmarks
- Share learning around best practice
- Creating multi-disciplinary communities of staff focused on the improvement and development of services
- Advise on standards for workforce development and approve caseload tools
- Develop and agree measures of clinical and service effectiveness
- Advise on future development of clinical services.

1.8 Measure and Monitor Standards

Further work to scope out the service improvement and patient safety functions associated with the wider Nursing and Quality Directorate started in July 2014 and continued, but was paused. Due to the time lag in recruitment to the post of Director of Nursing, it was agreed that the strategic initiatives above could not be fully implemented, without ensuring that they were aligned with the vision of the new incumbent.

1.9 Assessment of delivery

Recognising that some elements of the objective have been delivered, but that others have been delayed – specifically around the ‘Measure and Monitor Standards’ element, the assessment of the overall position is ‘partially achieved’

1.10 Conclusions

With the commencement of the new Director of Nursing in March 2015, the implementation of these developments has now continued rapidly through Quarter 4 and into the new financial year.

The Board is invited to note this fuller explanation of the position in relation to the ‘partial’ achievement of this Annual Objective.