



HQIP Operational Plan – Executive Summary

2017/18

HQIP: Our vision:

HQIP aims to improve health outcomes for patients by empowering those who commission, deliver and receive healthcare to measure and improve our healthcare services.

This Operational Plan

In order to deliver this vision a set of strategic objectives has been developed. The description of the planned work identified later in this document demonstrates how we aim to deliver on these objectives. By this we ensure that we are working in the right areas and providing the right services. We will ensure that our staff and key stakeholders have a clear line of sight between the work we are doing and the vision of the organisation.

Strategic Objectives

1. HQIP commissions, manages, supports and promotes national and local programmes of quality improvement. This includes the National and Local clinical audit programmes, the Clinical Outcome Review Programmes and the National Joint Registry on behalf of NHS England and other healthcare departments and organisations. HQIP uses best management and procurement practice to ensure robust results and actionable recommendations
2. HQIP ensures patients and carers remain at the heart of our work through continued, strategic involvement in all relevant processes and projects
3. HQIP supports healthcare professionals to review and improve their practice by providing opportunities to share best practice, through education and training programmes, as part of promoting an integrated approach to quality improvement
4. HQIP works to inform and influence national healthcare policy by effectively communicating its work and that of its partners
5. HQIP encourages wide use of robust data for quality improvement of care, offering patient choice, promoting patient safety, supporting revalidation and service accreditation, commissioning, service redesign, and research
6. HQIP is committed to be an efficient, well run organisation, which supports staff development and welfare

Team goals

Key themes and targeting for 2017/18:

Below are the five themes considered by SMT in December 2016 as those key for HQIP in 2017/18. They are listed here and underpin the detailed operational plans included in the appendices.

- Increasing our impact
- National Clinical audit for local quality improvement
- Data quality
- Maximising the use of Technology
- Intelligent transparency

Organisational Summary of 2017/18 Operational Plan		
Strategic objective	Description of work	Lead and Team
<p>1. HQIP commissions, manages, supports and promotes national and local programmes of quality improvement. This includes the National and Local clinical audit programmes, the Clinical Outcome Review Programmes and the National Joint Registry on behalf of NHS England and other healthcare departments and organisations. HQIP uses best management and procurement practice to ensure robust results and actionable recommendations</p>	<p><u>Commissioning, Procurement and Communications:</u> We will :</p> <ul style="list-style-type: none"> • Commission and potentially award 13 contracts and 2 de-commissions across 40 work-streams and ensure procurement legislation compliant • Conduct 156 contract review meetings to ensure the delivery of high quality outputs • Ensure NHSE-HQIP monthly and quarterly accountability meetings demonstrate compliance with contract, quality and timelines • Develop: <ul style="list-style-type: none"> ▪ Sustainability processes in conjunction with NHSE and the Welsh Government (key developmental theme 1 – see NCAPOP operational plan) ▪ Topic prioritisation processes with NHSE and the WAG. • Support the NCAPOP with OJEU compliant procurement, commissioning and contract award processes. • Continue to improve the NCAPOP programme management aspects of the e-procurement system • Provide communications support to staff on specific projects, such as the ongoing rollout of NCAPOP publications and new work such as SRP 2 	<p>NCAPOP</p> <p>Procurement</p> <p>Communications</p>
	<p><u>Information governance</u> We will:</p> <ul style="list-style-type: none"> • Continue work on the development of HQIP Information Governance Policies. We will use the expertise of our independent Information Governance Advisory Group to ensure that we have a data sharing framework contract in place with NHS Digital and that we maintain registration with the Information Commissioner’s Office 	<p>Core NCAPOP</p>
	<p><u>Audit subscription funding</u> We will:</p> <ul style="list-style-type: none"> • Manage the audit annual subscription funding process to achieve 90% compliance 	<p>NCAPOP Finance</p>
	<p><u>Developing our Patient and Public Involvement approach</u> We will:</p> <ul style="list-style-type: none"> • work via NCAPOP to provide support to audit providers to ensure PPI in their project boards and governance structures as appropriate 	<p>NCAPOP and PPI</p>

	<p><u>Involving Patients and carers</u> We will:</p> <ul style="list-style-type: none"> Actively work to embed patient and public involvement in the NCAPOP commissioning pathway. 	<p>NCAPOP and PPI</p>
	<p><u>The NJR management team will:</u></p> <ul style="list-style-type: none"> Ensure robust performance monitoring of all NJR contracts Support the NJR Steering Committee (NJRSC) and sub committees to meet agreed objectives and monitor performance through strategic and annual planning , financial planning, risk monitoring, action plan, work schedules Manage the subscription funding process to achieve 95% compliance 	<p>NJR NJR/Finance</p>
<p>2. HQIP ensures patients and carers remain at the heart of our work through continued, strategic involvement in all relevant processes and projects</p>	<p><u>Developing our Patient & Public Involvement approach</u> We will:</p> <ul style="list-style-type: none"> Work with staff to ensure best practice PPI in all work Update the PPI e-learning resource Work closely with the HQIP Service User Network and support their engagement across the HQIP work programme and organisational development Review and update the HQIP PPI strategy Manage the update and review of the SUN Terms of Reference and appointment of a new Chair Ensure open lines of communication between SUN, HQIP Board and staff Ensure the resources that HQIP provide consistently address the role and focus of PPI 	<p>PPI</p>
	<p><u>Communicating</u> We will:</p> <ul style="list-style-type: none"> Ensure patient-friendly reports and resources are produced and compliant with Information Standard 	<p>Communications</p>
	<p><u>National Joint Registry</u> We will:</p> <ul style="list-style-type: none"> Continue to work closely with the 2 patient representative members of the NJR Steering Committee consulting and involving them in NJR committees and work streams Continue to develop and engage with NJR Patient Network through the annual Network meeting, provision of information updates and consultation on NJR work streams, publications, and processes Ensure the patient perspective is profiled in NJR presentations, and regional and national events Explore development of a model to optimise public facing communication of unit level data 	<p>NJR</p>

<p>3. HQIP supports healthcare professionals to review and improve their practice by providing opportunities to share best practice, through education and training programmes, as part of promoting an integrated approach to quality improvement</p>	<p><u>Improving practice</u> Through our commissioning processes we will:</p> <ul style="list-style-type: none"> • Encourage healthcare professionals to review and improve their practice through shared QI initiatives such as the NCAPOP workshops and accessing examples of best practice on the HQIP website • Continue to evolve the NCAPOP ‘Reporting for Impact’ guidance, ‘Standard Reporting Procedure’ (SRP) and reporting micro-processes and their implementation • Hold 2 NCAPOP workshops. • Hold a clinical leadership seminar 	<p>NCAPOP</p> <p>Core and Medical Director and Clinical Leads</p>
	<p><u>Offering Support</u> As part of working directly with key projects we will:</p> <ul style="list-style-type: none"> • Share HQIP’s work to support local quality improvement including National Clinical Audit Benchmarking (NCAB) and Clinical Outcomes Programme (COP) through attendance at key conferences, and NCAPOP and clinical leadership seminars <p>As part of our work to develop education and training programmes we will:</p> <ul style="list-style-type: none"> • Investigate the support required in relation to data interpretation skills amongst NCAPOP providers raised as part of our quality improvement survey. We will develop support in line with requirements and capacity • Use the NCAPOP seminars to provide workshops on using national data to drive local improvement using case studies from the NCAPOP programme • Support NQICAN activity in year as appropriate • Run an external masterclass to describe effective PPI 	<p>NCAPOP, Medical Directors and Clinical Leads</p> <p>Core /PPI</p>
	<p><u>Accreditation</u> We will:</p> <ul style="list-style-type: none"> • Support the governance of the Clinical Service Accreditation (CSA) sponsor group • Develop tools that support the delivery of the Clinical Service Accreditation Alliance (CSAA) good practice guide for accreditation • Work with UKAS in piloting the application of the ‘Requirements and guidance for the accreditation of Certification Bodies providing clinical service certification schemes’ 	<p>Accreditation and Communications</p>

	<p><u>Accreditation (continued) We will:</u></p> <ul style="list-style-type: none"> • Work with two specialities as a pilot to prepare the development of an accreditation scheme utilising the resources provided by the CSAA on a consultancy basis • Provide leadership for the positioning of Accreditation as a quality improvement methodology with key stakeholders (e.g. CQC) • Develop a bespoke communications campaign for HQIP's Clinical Service Accreditation work 	
	<p><u>Communicating:</u> We will:</p> <ul style="list-style-type: none"> • Run separate, bespoke communications campaigns for doctors, nurses, commissioners and Boards designed to drive awareness and value of HQIP's work to these groups, engage them meaningfully and maintain that engagement • Undertake a review and re-design of the best practice pages of the HQIP website in partnership with key stakeholders • Promote local improvement following national audit/review programmes at 4 national conferences (NHS Expo; International Society for Quality in Health Care (ISQua); Faculty of Medical Leadership and Management (FMLM); Patient First) • Ensure specific professional groups are targeted with relevant HQIP work via strategic partnership with NHS England media and communications teams as part of a wider national campaign to make clear the value of national clinical audit and outcome review programmes. This will include commissioning a 'What is clinical audit?' animation to make clear power and use of Clinical Audit (CA) to support all of HQIP's key audiences • Support local clinical audit teams through Clinical Audit Awareness Week in November, offering them marketing support, promoting their events, and celebrating 'Clinical Audit Heroes' 	Communications
	<p><u>National Joint Registry</u> We will:</p> <ul style="list-style-type: none"> • Continue to develop NJR Clinician Feedback system • Collaborate with the orthopaedic specialist societies and through the NJR MAC • Publish the NJR Annual Report • Share best practice through the NJR Regional Clinical Coordinators Network • Continue with a programme of NJR Regional Training events • Continue with Research Publications 	NJR

<p>4. HQIP works to inform and influence national healthcare policy by effectively communicating its work and that of its partners</p>	<p><u>Informing and Influencing</u> We will:</p> <ul style="list-style-type: none"> • Raise the profile of the HQIP QI work undertaken as part of the NCAPOP and the Lot 1 activity • Meta synthesise recommendations from recent NCAPOP publications and share learning. • Use the NCAB programme to seek opportunities to maximise and influence its broadest use • Promote the role of national clinical audit in improving patient outcomes with key stakeholder audiences, audit providers and audit staff (largely by representing the HQIP patient voice at key events) • Support SUN to become advocates of HQIP’s work • Use SUN as part of any HQIP contribution when responding to national consultations • Build effective relations with key stakeholder communications teams to support delivery of HQIP’s objectives and provide a firm basis for prompt problem resolution • Form a strategic partnership with NHS England media and communications teams to ensure ongoing awareness, promotion, clarity and support 	<p>NCAPOP QI PPI Communications</p>
	<p><u>Communicating and promoting</u> We will:</p> <ul style="list-style-type: none"> • Promote HQIP and its work at 4 national conferences (NHS Expo; ISQua; FMLM; Patient First)and via bespoke communications strategies • Review HQIP web content to maximise access to key information for local clinical audit staff based on feedback from the regional networks • Develop two animations to inform a national campaign promoting National Clinical Audit (NCA) and the HQIP contribution and capability: firstly about HQIP’s role, governance and remit and secondly ‘what is clinical audit?’. • Website replication: potentially rebuilding the existing site on an intuitive, well known, well used and well supported platform such as WordPress to allow for more content and quicker updates (subject to separate business case proposal) 	<p>Communications QI</p>

	<p><u>National Joint Registry</u> We will:</p> <ul style="list-style-type: none"> • Pursue development and implementation of the proposed NJR Accountability and Transparency model in collaboration with professional societies, regulator and NHSI and report progress to NHSE • Evidence variations in surgical and implant outcomes to inform best practice • Use NJR data to support research and outcome studies and publications • Represent and present at national and international events • Ensure active NJR membership of ISAR and ICOR • Facilitate NJR specialist studies through NJR fellowship scheme 	<p>NJR</p>
<p>5. HQIP encourages wide use of the data from the programmes we manage for purposes such as patient choice, patient safety, revalidation, professional accreditation, commissioning, service redesign and research</p>	<p><u>Using our data widely</u> We will:</p> <ul style="list-style-type: none"> • Work with related healthcare organisations to understand how NCAPOP outputs can drive quality improvement • Engage with relevant national level stakeholders to continue to influence the positioning of NCAs within the QI agenda • Explore effective working arrangements with Getting it Right First Time (GIRFT) and National Clinical Improvement Programme <p><u>As part of the current programme of work</u> We will:</p> <ul style="list-style-type: none"> • Incorporate COP and Clinical Service Quality Measures (CSQM) into NCAPOP business as usual processes • Support the compilation of the annual NHSE Quality Accounts List • Continue to liaise with NHSE to maximise the opportunities to use audit data across other national initiatives <p><u>Information Governance</u> We will:</p> <ul style="list-style-type: none"> • Maintain an efficient Data Access Request approvals process to ensure maximum use of NCAPOP data to external researchers/service evaluators. • Ensure the integrity of the HQIP data protection and Information Governance requirements and NCAPOP Data Controller remit via effective DARG processes (supported by guidance from IGAG); • Ensure we adhere to the HQIP System level Security Policy (SLSP) requirements and undertake staff training for example, HQIP training on the Data Protection Act 	<p>NCAPOP QI Communications</p> <p>CEO and Medical Director</p> <p>NCAPOP</p> <p>NCAPOP Core</p>

	<p><u>National Clinical Audit Benchmarking (NCAB)</u> We will:</p> <ul style="list-style-type: none"> • Promote and evaluate activities of the NCAB project with national, STP and local level stakeholders to support local quality improvement initiatives. • Roll out and monitor activity on the NCAB web platform to maximise engagement with key stakeholders • Oversee the production and maintenance of the National Clinical Audit Benchmarks web portal • Develop a bespoke communications campaign for the NCAB programme launch/rollout • Explore further applications of this data (Phase 2) 	<p>NCAB Clinical Lead and Communications</p>
	<p><u>Clinical Outcomes Publication (COP)</u> We will</p> <ul style="list-style-type: none"> • Expand the programme of publications by adding an additional 4 specialties, with a particular focus on adding a number of non surgical specialties including dementia and intensive care. • Support clinician engagement with COP through communicating its role in appraisal and revalidation. • Develop communication materials aimed at responsible officers and clinical directors in partnership with national and local revalidation support teams. • Continue with the integration of COP participation as part of the NCAPOP delivery • Work with the relevant societies and their members to encourage them to share a wider range of information about clinicians and their practice on their own websites by evidencing the benefits of this approach . • Work with the HQIP Methodology Advisory Group (MAG) to explore and make recommendation on Issues related to the display of and public understanding of data 	<p>COP</p>
	<p><u>Communicating</u> We will:</p> <ul style="list-style-type: none"> • Form a strategic partnership with NHS England media, communications and policy teams to ensure ongoing awareness, promotion, clarity and support • The above will support a specific communications campaign to increase profile of NCA Programme demonstrating value to HQIP key audiences • Promote NCAPOP programme at a series of national conferences and via bespoke communications strategies to doctors, nurses and commissioners 	<p>Communications</p>

	<p><u>National Joint Registry</u> We will:</p> <ul style="list-style-type: none"> • Provide data and indicators for COP and publication on NHS Choices • Contribute data for use in development of HQIP/CQC dashboards • Use data for update and enhancement of NJR dashboards • Provide data and pricing information to support national programme GIRFT • Use of analysed data to support individual surgeon, unit and implant performance monitoring • Provide outlier surgeon, unit, implant performance information to regulators i.e. MHRA CQC and NHSI to support inspection/regulation/improvement/action • Provide data to commissioners to support BPT assessment/payment • Provide data through NJR Clinician Feedback system to support individual surgeon review and validation and NJR Consultant level reports providing surgeon activity and outcome results for peer review, revalidation and appraisal • Provide implant data through NJR Supplier Feedback system to facilitate patient safety through provision of standardised product summary reports to device manufacturers and the MHRA, to support post market surveillance of devices and implant regulation • Provide data through NJR Management Feedback system and publication of NJR Annual Clinical Reports supporting Trust level clinical governance and national benchmarking • Implement an NJR data access portal to facilitate the secure use of NJR data for research and study • Continue to develop and update NJR on line annual report providing interactive analysis and reports and multi year comparison providing insight into trends 	<p>NJR</p>
<p>6. HQIP is committed to ensure an efficient, well run organisation, which supports staff development and welfare and effectively communicates its work and that of those it partners with</p>	<p><u>Supporting Staff</u> We will be an engaged and stable workforce by:</p> <ul style="list-style-type: none"> • Continuing monthly 1:1 meetings, provide & receive regular feedback, conducting annual performance appraisals and agreeing learning and development needs • Continue development of staff engagement activities • Develop an action plan following the staff engagement survey • Communicating frequently with staff via information cascades and regular all staff meetings • Providing opportunities for development via masterclasses 	<p>NCAPOP, Core, Finance, Communications, QI, PPI, Procurement, NJR, Medical Director and Clinical leads</p> <p>PPI</p>

	<p><u>Supporting patient and public involvement</u> We will:</p> <ul style="list-style-type: none"> • Work with staff to support PPI in their work via induction and guidance <p><u>NCAPOP team:</u> We will:</p> <ul style="list-style-type: none"> • Ensure regular team meetings to discuss project related concerns, share learning, explore tips and pitfalls, further co-create and develop the programme as a team, monitor Gantt work allocation & redistributing topics as necessary • Ensure a fully configured team (See NCAPOP operational plan – appendix 1). <p><u>Running the organisation:</u> We will:</p> <ul style="list-style-type: none"> • Roll out a competency framework for the annual personal performance development review • Utilise HR support service to undertake comprehensive review of HQIP HR policies • Consider Organisational Development needs to shape future activities for example by the establishment of an Organisational Development Group (to include exploration of key activities prioritised at SMT/Senior Staff away day in November 2016) • Develop and implement an HQIP organisational policy review schedule • Work to ensure HQIP receives a clean financial audit in 2017 that complies with the new charity SORP • Facilitate impact reporting for the HQIP Board of Trustees and NHSE • Develop a high impact HQIP Annual Report, following 2016's first move into something more narrative and engaging than a traditional report and accounts • Review the current Service Level Agreement for HR support in operation with the Royal College of Nursing and shape future support requirements in light of the review 	<p>NCAPOP</p> <p>Core (and Finance)</p>
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	<p><u>Communications</u> We will:</p> <ul style="list-style-type: none"> • Continue to produce the weekly news and meetings update for staff ('The view to the week ahead') • Continue to support staff ad hoc with any communications queries they have or support they need where possible, including media handling, online work, social media, events and editing • Continue training on specific topics, such as the planned social media workshop • Continue to ensure that the HQIP website is up to date and maintains the correct focus/structure to effectively promote the organisation and engage stakeholders • Deliver timely and appropriate information cascades from SMT and HQIP Board of Trustee meetings 	<p>Communications/ Core</p>
	<p><u>National Joint Registry</u> We will:</p> <ul style="list-style-type: none"> • Strengthen the management team to ensure structure and resource remains fit for purpose and staff are supported through the PPDR process • Review and develop the NJR website • Continue with NJR publications, bulletins, newsletters dedicated communications resource and a comprehensive NJR Communications Strategy 	<p>NJR</p>
	<p><u>HQIP headline contract retendering</u> We will:</p> <ul style="list-style-type: none"> • Engage with key stakeholder and our Board to understand the key headline offer we wish to include in any re-tender documentation • Deliver: <ul style="list-style-type: none"> ▪ a bid writing process and team ▪ the scope of retendering work, evaluating the risks and benefits ▪ submit a rigorous and viable bid in line with procurement processes and timelines provided. 	<p>HQIP Executive Leadership team</p>

Executive Leadership Team objectives

Objectives for 2017/18

1	Lead the development and delivery of an NCAPOP tender that captures the expertise and learning from the delivery to date whilst maintaining a strong professional and patient focus.	<ul style="list-style-type: none"> • Engage key external and internal stakeholders to gather information to support bid development and positioning • Develop timelines for all activities to meet deadlines whilst ensuring ample time for consultation with staff and Board • Maintain regular communication across HQIP on progress
2	Support the delivery of all HQIP work streams with a focus on ensuring cross organisational alignment i.e. business as usual.	<ul style="list-style-type: none"> • Develop the senior sponsor role for NCAPOP and consider extending to other workstreams • Support high level conversations around programme management eg accountability meetings and problem solving
3	Lead the exploration of initiatives to maximise HQIPs potential	<ul style="list-style-type: none"> • Build a development capacity to enhance the role of HQIP to deliver • Create an opportunity to develop a shared vision on the future IT pathway to access and share data by exploring with key stakeholders the impact of digital progress (e.g. electronic patient records; NHS Directions) • Give consideration to consultancy services – in the UK or outside.
4	Ensure that HQIP has established relationships with national NHS related bodies, professional and patient groups to support the delivery of our strategic objectives	<ul style="list-style-type: none"> • Regular meeting schedule with key bodies • Ad hoc meetings to explore new initiatives
5	Support HQIP to be an open positive place to work for its staff and partners	<ul style="list-style-type: none"> • Be open and collaborative in working style • Be accessible • Model the behaviours to support the effective performance of HQIP in pursuit of our vision values (HQIP competency framework)

Key Performance Indicators

Work Stream(s)	Senior Responsible Officer(s)	Key Performance Measure	Strategic Objective mapped	Key Performance Indicator	Indicator measure
Procurement	Selina Eaton	Legal Compliance	1	% of tenders fulfilled within prescribed timelines	%
Information governance	Jane Ingham	Legal Compliance	1	% Data access requests processed within one month	%
			1	No IG breaches	number
Financial Management	Joan Shearman	Budget Variance	6	Quarterly under or overspend	number
		Income	6	Subscription income above 80% compliance	%
		Expenditure	6	% of suppliers paid within 30 days	%
		Quarterly Management Accounts	6	Delivered per quarter to Budget holders	description
		Reserves	6	Number of months of operating costs retained	number
		Cost Improvement	6	Review of core office support costs	description
Human Resources	Sue Latchem	Overall turnover of employees	6	% of Employees that leave	%
		Sickness and absence	6	Average working days lost per employee	number
		Staff Profiles	6	Staff Diversity Reporting	description
		Development & Training	6	number of staff not undertaking approved training opportunities	number
		Employee satisfaction	6	Overall, are employees happy & committed to be working for HQIP	description

Communications	James Thornton	HQIP Website	4	Audience: Total Number of Users	number
			4	Audience: Total Number of visits	number
			4	Audience Sessions: New Visitors	%
			4	Audience Sessions: Returning visitor	%
		Goal Conversion tracking: e-bulletin	4	Number of subscribers	number
			4	Recipients viewing or opened bulletin	%
			4	'click-through' i.e. accessing one item	%
National Clinical Audit & Patient Outcomes Programme	Jill Stoddart	Contract management	1	%of required contract review meetings held in quarter	%
	Jill Stoddart	Commissioning	1	Commissioning activities completed to time (excludes minor changes to the schedule that do not have a net effect on final completion date)	%
			1	Deployment of all modules / functionality of new e-procurement system	%
			1	Delivery of functional e-procurement programme management system and implementation	description

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QI	Jane Ingham/ Sue Latchem	Patient & Public Involvement	2	Improved internal PPI processes and launch of new/updated resources	description
		Resource Guides	3	Resource Review products revised and updated and/or new guides produced	description
		Care Audit Manuals	3	Revise & publish	description
NJR	Elaine Young	Movement in reserves	6	Quarterly reserves position	number
		Performance monitoring against implementation progress with the NJR Annual Plan	6	NJR objectives and RAG ratings	description

HQIP Operational Plan 2017-18 – Financial Summary

This section summarises the income HQIP expects to receive in 2017-18 and our expenditure plans for the year. The preceding sections describe our work plans for 2017-18 in detail and how these meet HQIP's objectives.

The Operational Plan for 2017-18, including the financial component, was agreed by HQIP's Board of Trustees at their meeting on 23rd March 2017. We will review income and expenditure plans at the half year stage and make adjustments to the Operational Plan if necessary.

There are two classes of funds described in this Summary:

General Funds – Also known as “Unrestricted Funds” can be used to support the work of HQIP without any restriction. These are used to meet HQIP's day to day **running costs**. An example of this is HQIP's Management Fee from NHS England.

Programme Funds – Also referred to as “Restricted Funds” which can only be used for specific purposes. These are used to finance programmes and cannot be used for other purposes. An example of this is income provided by NHS England to finance the National Diabetes Audit.

Brought Forward Funds – These are funds remaining at the end of the previous financial year, in this case at March 2017. General Funds and Programme Funds are shown separately. The figures may change as further adjustments may be made during the audit of HQIP's financial statements.

Surplus/(Deficit) or (Profit)/(Loss) for the Year – This is income less expenditure in 2017-18.

Projected Balances at March 2018 – This adds the Surplus/(Deficit) or (Profit)/(Loss) to the funds brought forward from the previous year to show total funds at March 2018.

A reduction in accumulated Programme Funds at the end of the year means that we are spending these funds as intended.

At March 2018, HQIP's General Fund will amount to just under 6 months' running costs.

	Total
HQIP Operational Plan Financial Summary 2017-18	£
Brought Forward at 1st April 2017	
Programme Funds	17,677,380
General Funds	1,549,666
Income 2017-18	
Programmes	18,011,899
Running Costs	2,748,340
Total Income	20,760,239
Expenditure 2017-18	
Programmes	20,120,048
Running Costs	2,765,193
Total Expenditure	22,885,241
Surplus/Deficit for the Year	-2,125,002
Projected Fund Balances at 31 March 2018	
Programme Funds	15,569,231
General Funds	1,550,273
Date: 11.04.2017	