

Introduction to the HQIP Operational Plan 2018/19

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.

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 (appendices 3 and 4), 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 2018/19:

Below are the five themes considered by SMT in December 2017 as those key for HQIP in 2018/19. 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

HQIP Operational Plan 2018/19

| Strategic objective | Description of work | Lead or 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>National Clinical and Patient Outcome Programme (NCAPOP) , procurement, information governance, executive leadership, communications, core and new business teams and leads</u></p> <p>We will:</p> <ul style="list-style-type: none"> • Commission tenders, retenders and extensions as per the NCAPOP operational plan • Contract manage and support the delivery of high quality outputs • Agree with NHS England (NHSE) deliverables and contract management information required and format as part of year 1 of the new NHSE contract • Agree with NHSE new ways of working as part of the new NHSE contract • Ensure NHSE-HQIP monthly and quarterly accountability meetings demonstrate compliance with contract, quality and timelines • Continue to develop processes, Methodology Advisory and Commissioning Support groups and supporting NCAPOP infrastructures • Develop a tool for reporting the methodology of an audit to improve transparency • With NHSE, plan for and support the move to routine data/integration/direction by completion of an exit strategy within 3 months of new contract award • Support NHSE in designing and planning the new delivery model during the next 3 year period. • Work with the finance team to manage the audit annual subscription funding process. • Ensure that procurement activity is legislation compliant • Continue to develop the e-procurement system (e.g. implementation of a programme management module), • Lead on an update of the HQIP Provider terms and conditions to ensure they mirror the new NHSE contract • Work with the NCAPOP providers to ensure the integrity of the Information Governance requirements and HQIP Data Controller remit. • Work with NCAPOP providers to support the media for audit/Clinical Outcome review Programmes (CORP) outputs • Keep the HQIP website content up to date | <p>NCAPOP</p> <p>NCAPOP and Executive Leadership team</p> <p>Procurement</p> <p>Information Governance Leads</p> <p>Communications</p> |

HQIP Operational Plan 2018/19

| Strategic objective | Description of work | Lead or team |
|---|---|---|
| | <ul style="list-style-type: none"> • Maintain and enhance social media framed around NCAPOP outputs • Work with provider communication teams via the NCAPOP providers to ensure that HQIP is included in the promotion of national reports • Identify existing on-line HQIP resources that will require update in 2019/20 <p>New Business</p> <ul style="list-style-type: none"> • As required, use expertise and capacity to act as commissioners of other national and local programmes of quality improvement <p>NJR management team will:</p> <ul style="list-style-type: none"> • Continue to manage and monitor the Lot 1 contract for the successful delivery of the NJR data solutions • Work on the extension of the Lot 2 contract to ensure seamless delivery of the NJR data analytics • Agree with NHSE the NJR contract position and review and agree an MoU with HQIP | <p>Core</p> <p>New business leads and Teams as required by commission</p> <p>NJR</p> |
| <p>2. HQIP ensures patients and carers remain at the heart of our work through continued, strategic involvement in all relevant processes</p> | <p><u>NCAPOP, Core and new business leads</u></p> <ul style="list-style-type: none"> • Ensure appropriate Patient and Public involvement (PPI) at all stages of commissioning activity • Actively work with NCAPOP providers to ensure that PPI is embedded within the commissioned work. • Move to a maximum of one face to face meeting per year to maintain the HQIP Service User Network (SUN) with additional meetings facilitated by teleconference | <p>NCAPOP, Core</p> <p>New business leads and Teams as</p> |

HQIP Operational Plan 2018/19

| Strategic objective | Description of work | Lead or team |
|--|--|---|
| and projects | <p>New Business</p> <ul style="list-style-type: none"> Identify opportunities to develop PPI as a consultancy and delivery as required <p>NJR management team will:</p> <ul style="list-style-type: none"> Further develop the NJR Patient Network Continue to produce the NJR Patient Guides Launch and promote the NJR Patient Decision Aid | <p>required by commission</p> <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>NCAPOP, Core, Communications, Clinical Outcomes Programme (COP) , National Clinical Audit Benchmarking (NCAB) and New business leads and teams</u></p> <ul style="list-style-type: none"> Develop, maintain and market the HQIP suite of on line resources Continue to evolve the NCAPOP Provider Technical Manual Encourage healthcare professionals to review and improve their practice through shared QI initiatives Deliver the NCAPOP workshops/seminars in accordance with the reduced funding envelope from NHSE Continue to promote the use of national clinical audit and outcome review programme data to drive service improvement Encourage consideration of the use of data to drive improvement as part of medical appraisal and revalidation Promote the use of the annual appraisal and revalidation resource Review the communications strategy to include differing audiences; digital presence; new business and begin implementation of selected findings <p>New Business:</p> <ul style="list-style-type: none"> Explore the market for new business via supporting Trusts and their Boards to use NCAPOP | <p>NCAPOP, Core</p> <p>NCAPOP, COP and NCAB</p> <p>Communications</p> <p>New business leads and teams</p> |

HQIP Operational Plan 2018/19

| Strategic objective | Description of work | Lead or team |
|--|--|--|
| | <p>outputs</p> <p>NJR management team will:</p> <ul style="list-style-type: none"> • Encourage consideration of the use of NJR data to drive improvement as part of medical appraisal • Promote the use of the NJR data in surgeons' annual appraisal | <p>as required by commission</p> <p>NJR</p> |
| <p>4. HQIP works to inform and influence national healthcare policy by effectively communicating its work and that of its partners</p> | <p><u>NCAPOP, Core, Communications, New Business leads</u></p> <ul style="list-style-type: none"> • Liaise with NHSE to consider the concept of a multi-agency Oversight Group • Work with NHSE to lead and embed a national NCAPOP prioritisation process • Work with NHSE to move to digital outputs and maximising the use of routine data sources • Support the National Quality Improvement and Clinical Audit Network (NQICAN) by attending meetings and actively disseminating learning from the network • Agree with NHSE local audit contribution over the lifetime of the contract within first three months • Maintain engagement with key national stakeholders by working with and through the HQIP Executive Leadership Team • Make the current market automation work more effectively for HQIP • Commission a digital campaign to raise awareness of HQIP • Attend NHS Expo as a key vehicle for raising awareness of HQIP <p>New Business</p> <ul style="list-style-type: none"> • Meet with key national SH such as NICE and GIRFT and use these engagements as opportunities to share new business activity and opportunities <p>NJR management team will:</p> <ul style="list-style-type: none"> • Continue to collaborate closely with the BOA, Orthopaedic Specialist Societies, CQC and other | <p>NCAPOP</p> <p>Core</p> <p>Communications</p> <p>New Business Leads</p> <p>NJR</p> |

HQIP Operational Plan 2018/19

| Strategic objective | Description of work | Lead or team |
|--|---|--|
| | <p>organisations</p> <ul style="list-style-type: none"> • Raise the profile of the NJR through the promotion of NJR achievements and projects with a rolling programme of communications activities | |
| <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>NCAPOP, Information Governance, COP, National Clinical Audit Benchmarking (NCAB), Accreditation and new business teams and leads</p> <ul style="list-style-type: none"> • Incorporate Clinical Outcomes Programme (COP) into NCAPOP business as usual processes • Work with related healthcare organisations to understand how NCAPOP outputs can drive quality improvement • Support the compilation of the annual NHSE Quality Accounts List as commissioned by NHSE • Maintain an efficient Data Access Request approvals process to ensure maximum use of NCAPOP data to external researchers/service evaluators (see new business areas for developing cost recovery model) • Continue to prepare HQIP as an organisation for the roll out of the General Data Protection Regulation (GDPR) • Ensure compliance with the revised legislation by reviewing and updating the relevant Internal Information Governance (IG) mechanisms • Maintain HQIP registrations and contracts as appropriate with the Information Commissioner's Office and NHS Digital • Use the HQIP Information Governance Advisory Group (IGAG) to support effective and compliant IG functions at HQIP • Review governance related policies as required using the IGAG for support as needed • Support COP being delivered by the NCAPOP team • Expand the programme of publications by adding an additional 4 specialties focussing on non-surgical specialties • Develop a resource orientated around appraisal and revalidation for nurses and allied health professionals • Develop NCAB as a well known, regularly used portal for accessing National Clinical Audit Data • Support the New Business Development leads in the use of NCAB data | <p>NCAPOP</p> <p>Information governance leads</p> <p>COP</p> <p>NCAB</p> |

HQIP Operational Plan 2018/19

| Strategic objective | Description of work | Lead or team |
|---------------------|---|--|
| | <ul style="list-style-type: none"> • Advise emerging national programmes using data to drive improvement and ensure alignments with audit data and its use • Continue to influence and engage with the National Clinical Improvement Programme (NCIP) and Getting it Right First Time (GIRFT) to ensure alignment with audit data and its use • Work to ensure that current and future schemes adopt the principles and processes created by the CSAA • Promote the use of clinical service accreditation as an integrated quality improvement approach • Identify two clinical specialities who wish to develop a high quality clinical service accreditation scheme using and refining CSAA products in support • Partner with key national stakeholders to develop sustainable specialised capability to support the implementation of clinical service accreditation at the local level <p>New Business :</p> <ul style="list-style-type: none"> • Consider the staffing and skill sets required to support the development of new business • Develop a National Clinical Audit model within the private healthcare sector • Explore opportunities for establishing a medical devices registry • Continue to develop NCAB (including innovative means of data sharing such as apps) • Develop an in-house cost recovery model in 4 areas : <ul style="list-style-type: none"> ○ Management fee for devolved nations ○ Charging for access (beyond NCAPOP providers) to a limited number of web based resources ○ Develop and implement a DARG cost recovery model ○ Develop and implement charging for HQIP speakers • Develop Trust Board Training modules related to use of data to drive local improvement and manage risk • Work on ad hoc opportunities such as research grants, and new business concepts relating to use of QA / QI spin-off products. • Ensure patient involvement and participation as appropriate with the development of new business portfolios | <p>Accreditation</p> <p>New business leads and teams</p> |

HQIP Operational Plan 2018/19

| Strategic objective | Description of work | Lead or team |
|--|---|--|
| | <p>NJR management team will:</p> <ul style="list-style-type: none"> • Implement the NHSE approved NJR Accountability & Transparency Model • Continue to collaborate with the CQC and MHRA • Launch the NJR Data Access Portal and Research Ready Database • Launch and promote the NJR Patient Decision Aid | <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>Executive Leadership Team (ELT), NCAPOP; Core, Procurement, Finance, Information Governance, Communications and teams and leads</p> <ul style="list-style-type: none"> • Undertake a review of the HQIP staffing infrastructure, consult with staff on any proposals and implement the resulting organisational change requirements. • Work with the Board and senior staff to develop a 3- 5 year new business strategy • Work towards paperless 2020 • Identify opportunities for effective working that reduce costs e.g Skype • Support line managers to offer and continue monthly 1:1 meetings, provide & receive regular feedback, conduct annual performance appraisals and agree learning and development needs • Support effective HQIP team working by commissioning self-awareness and team effectiveness training • Ensure staff are supported to deliver the OP effectively • Continue to celebrate success and make progress against staff survey findings where budget allows • 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 NCAPOP Gantt work allocation & redistributing topics as necessary • Ensure a reconfiguration in line with the new tender work (See NCAPOP operational plan – appendix 1). • Ensure that new providers undergo a credit reference check before commissioning activity | <p>ELT</p> <p>ELT, Core, NCAPOP</p> <p>NCAPOP</p> <p>Procurement</p> |

HQIP Operational Plan 2018/19

| Strategic objective | Description of work | Lead or team |
|---------------------|---|--|
| | <ul style="list-style-type: none"> • Maintain appropriate levels of insurance • Review standing financial policies as required • Facilitate support for the HQIP Board of Trustees • Commission a financial audit of HQIP activity • Maintain up to date records as required for the Charity Commission • Review and revise IT infrastructure equipment and support as required • Work with an external agency to identify appropriate premises and facilitate an office move • Commission and maintain HR support from the Royal College of Nursing • Commission and maintain appropriate Health and Safety expertise to ensure compliance with relevant legislation • Review and develop appropriate training resources for staff to support compliance with the GDPR • Proactively plan social media around a communications planner function to maximise HQIP and programme profiles • Deliver the website replication project to completion • Train staff following website replication to support shared ownership and update of webpages • Maintain access to relevant publications and communication support vehicles (e.g. Health Service Journal and Binleys) • Review View to as a weekly communication vehicle considering value/shape and content • Proactively communicate details of HQIP new offices <p>New Business:</p> <ul style="list-style-type: none"> • Establish appropriate governance structures around the development of new business <p>During 2018/19 the NJR management team will:</p> <ul style="list-style-type: none"> • Deliver the recruitment and development of the NJR Management Team | <p>Finance</p> <p>Core</p> <p>Information governance leads Communications</p> <p>New business leads</p> <p>NJR</p> |

Delivery, resourcing and evidencing success

The operational planning process does not end here - in order to validate the process we need to evidence our success. Each team has therefore devised a series of meaningful Key Performance Indicators that will be used to demonstrate progress towards achieving our goals (Appendix 1)

The Executive Leadership team objectives (Appendix 2) illustrate how this team will support the organisation in delivering its vision. Staff objectives during 18/19 will be developed to give clear line of sight between their teams and their Directors.

Appendix 3 illustrates how the expenditure is budgeted to deliver the plans (this will be presented to the March 2016 Board meeting). If new initiatives arise during the year they will be presented to the Board as individual business cases for approval prior to commencement.

Appendix 1 Key Performance Indicators

| Work Stream(s) | Senior Responsible Officer(s) | Key Performance Measure | Strategic Objective mapped | Key Performance Indicator | Indicator measure |
|------------------------|-------------------------------|-------------------------------|----------------------------|--|--|
| Governance and Legal | Sue Latchem | Legal Compliance | 1 | % of tenders fulfilled within prescribed timelines | % |
| | Donna Kinnair | Board | 6 | % Trustees contributing | % |
| Information governance | Jane Ingham | Legal Compliance | 1 | % Data access requests processed within one month | % |
| | | | 1 | No IG breaches | number |
| | | | 1 | NCAPOP and HQIP GDPR compliance | NCAPOP: % compliant/%partially compliant/% non compliant |
| 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 | number |

| Work Stream(s) | Senior Responsible Officer(s) | Key Performance Measure | Strategic Objective mapped | Key Performance Indicator | Indicator measure |
|------------------------|-------------------------------|---|----------------------------|--|-------------------|
| | | | | operating costs retained | |
| | | Robust credit control policy | 6 | Debtors do not exceed 15% of income invoiced | % |
| 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 |
| | | Training | 6 | Mandatory training completed | % |
| | | Employee satisfaction | 6 | Overall, are employees happy & committed to working for HQIP | description |
| Communications | Sue Latchem | 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 | % |

| Work Stream(s) | Senior Responsible Officer(s) | Key Performance Measure | Strategic Objective mapped | Key Performance Indicator | Indicator measure |
|--|-------------------------------|------------------------------|----------------------------|--|-------------------|
| 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 | Number of reports published on agreed original SRP deadline. | Number and % |
| | | | 1 | Deployment of all modules / functionality of e-procurement system | % |
| QI | Jane Ingham/Sue Latchem | Patient & Public Involvement | 2 | Updated internal PPI processes as required | description |
| | | Resource Guides | 3 | Resource Review products revised and updated and launched and/or new guides produced | description |
| NJR | Elaine Young | Movement in reserves | 6 | Quarterly reserves | number |

| Work Stream(s) | Senior Responsible Officer(s) | Key Performance Measure | Strategic Objective mapped | Key Performance Indicator | Indicator measure |
|----------------|-------------------------------|---|----------------------------|---|-------------------|
| | | | | position | |
| | | Continue to manage and monitor the Lot 1 contract for the successful delivery of the NJR data solutions | 1 | 11 Monthly and annual performance/contract review meetings | Number |
| | | Work on the extension of the Lot 2 contract to ensure seamless delivery of the NJR data analytics | 1 | LOT 2 contract review for extension undertaken | Description |
| | | NJR Website | 1 | Procurement activities for new NJR website | Description |
| | | Strategic and Annual Plan Delivery | 1 | Green and blue RAG rating achieved against NJR annual plan objectives at th end of each quarter | % |
| | | Further develop the NJR Patient Network | 2 | NJR PN Meeting held and topics for development identified | Description |

| Work Stream(s) | Senior Responsible Officer(s) | Key Performance Measure | Strategic Objective mapped | Key Performance Indicator | Indicator measure |
|----------------|-------------------------------|--|----------------------------|---|-------------------|
| | | Continue to produce the NJR Patient Guides | 2 | Patient Guides developed, approved, published and distributed | % |
| | | Launch and promote the NJR Patient Decision Aid | 2, 5 | Public and Live deployment of the NJR Patient Decision Aid | % |
| | | Promote the use of the NJR data in surgeons' annual appraisal | 3 | Percentage of orthopaedic surgeons confirmed use of data as part of appraisal | % |
| | | Raise the profile of the NJR through the promotion of NJR achievements and projects with a rolling programme of communications activities | 4 | Number of Events organised, attended as exhibitors and presenters | No |
| | | Launch the NJR Data Access Portal and Research Ready Database | 5 | Number of research requests accessing the new portal for data analysis | No |

| Work Stream(s) | Senior Responsible Officer(s) | Key Performance Measure | Strategic Objective mapped | Key Performance Indicator | Indicator measure |
|----------------|-------------------------------|--|----------------------------|---------------------------|-------------------|
| | | Deliver the recruitment and development of the NJR Management Team | 6 | % of posts recruited to | % |

Appendix 2 Executive leadership team objectives

| Executive Leadership Objectives 2018/19 | | |
|---|--|--|
| 1 | Lead the NCAPOP through transition and work to develop the programme's ability to deliver digitally | <ul style="list-style-type: none"> • continue 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) • Work with NHSE and providers to develop an implementation strategy |
| 2 | Lead the exploration of new initiatives and new business opportunities to maximise HQIP's potential | <ul style="list-style-type: none"> • Build a development capacity to enhance the role of HQIP to deliver new business • Ensure appropriate governance for delivery of work programmes outside the NCAPOP • Review the HQIP Vision, Values and Strategic Objectives as part of the development of a 5 year strategy for HQIP reflecting the ambition to develop additional work programmes |
| 3 | 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 ability to flex capacity across all workstreams to accommodate new business requirements • Support high level conversations around programme management eg accountability meetings and problem solving |
| 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 <p>Model the behaviours to support the effective performance of HQIP in pursuit of our vision values using the HQIP competency framework.</p> |

Appendix 3 Financial Summary

| HQIP 2018-19 OPERATIONAL PLAN SUMMARY | | | | |
|---|---------------|----------------|-----------------|------------|
| | General Funds | Stability Fund | Programme Funds | TOTAL |
| | £ | | £ | £ |
| Income | 2,178,013 | 700,000 | 20,392,060 | 22,570,073 |
| Expenditure | 2,331,953 | 95,040 | 17,105,576 | 19,437,529 |
| Surplus/Deficit for the Year | -153,941 | 604,960 | 3,286,484 | 3,132,543 |
| Funds B/F from 2017-18 | 1,351,286 | | 16,478,196 | 17,829,482 |
| Projected Fund Balances at March 2019 | 1,197,345 | 604,960 | 19,764,680 | 20,962,025 |
| Excludes Fixed Assets | | | | |
| Brought Forward Funds not yet audited. | | | | |