Executive Summary

Introduction to the HQIP Operational Plan 2019/20

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 2019/20:

Below are the five themes considered by ELT in December 2018 as those key for HQIP in 2019/20. They are listed here and underpin the detailed operational plans included in the appendices.

- Increasing our impact (including New Business Development)
- National Clinical audit for local quality improvement
- Data quality
- Maximising the use of Technology
- Intelligent transparency

Strategic objective	Description of work
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	**During 2019/20 the NCAPOP team will:** • Commission tenders, retenders and extensions and ensure procurement legislation compliant • Contract manage and support the delivery of high quality outputs • Agree NCAPOP annual deliverables with NHSE • Ensure NHSE-HQIP quarterly accountability meetings demonstrate compliance with contract, quality and timelines • Continue to develop processes, groups and supporting NCAPOP infrastructures • Continue to evolve the NCAPOP Provider Technical Manual • Engage with the Devolved Nations and promote NCAPOP • Continue to implement and improve the e-procurement system, agree procurement processes, quality assure and evaluate approaches (for example 'aspirational intent'). • Work with the finance team to continue to manage the NCAPOP annual subscription funding process. • Continue to support the compilation of the annual NHSE Quality Accounts List. • Continue to work with NHSE to support and embed the work of the National Quality Board Partnership Subgroup (NQBPSG) • Align where possible NCAPOP commissioned work-streams with the NQBPSG requirements and the NHS Long Term Plan (January 2019) • Ensure the integrity of the Information Governance requirements and HQIP Data Controller remit. • Work with NHSE, plan for and support the move to routine data/integration/direction • Support NHSE in designing and planning the new model during the next 3 year period. • Work with the New Business Development Lead to take forward agreed NCAPOP new business concepts and projects using a 'Value Based Proposition' model. • Actively work with NCAPOP providers to ensure that patient and public involvement is embedded within the commissioned work (including where possible during commissioning, extension and retendering processes). **During 2019/20 the PPI lead will:** • Support NCAPOP providers to enhance the way they engage patients by providing information and resources in an accessible way **During 2019/20 the Communications team will:** • Develop and deliver bespoke communications plans for individual projects and funding streams • Publicise the publication of NCAPOP reports and local audit resources via appropriate channels

		During 2019/20 the NJR management team will:
		• Automate and embed the data quality audit programme within the 'business as usual' activities of both the NJR and local provider organisations.
		• Explore possibilities for reporting and publishing additional information on implant performance
		• Explore incorporation of the BOA TORUS orthopaedic registries. into the NJR to constitute a national orthopaedic registry
		During 2019/20 the Core team will:
		• Monitor the impact of Brexit on procurement activity ensuring that HQIP operates within Crown Commercial Services advice
		• Deliver legally compliant commissioning using the S2C (WAX) eProcurement system in line with the NCAPOP commissioning gantt and NJR outlined 2019/20 commissioning activity
		• Support all other procurement activity in line with the HQIP procurement manual and relevant procurement thresholds
		• In partnership with the HQIP Data Protection Officer, exercise appropriate due diligence with NCAPOP Associate Directors with key responsibilities over commissioned providers, ensuring compliance against data protection and information governance requirements
		During 19/20 the Audit Data for Improvement team will:
		• Support the NCAPOP team in outlier policy development and implementation and contribute to clinical leadership initiatives with cross over potential
2.	HQIP ensures patients and carers remain at the heart of our work through continued, strategic involvement in all relevant processes and projects	**During 2019/20 the NCAPOP team will:**
		• Actively work with NCAPOP providers to ensure that patient and public involvement is embedded within the commissioned work (including where possible during commissioning, extension and retendering processes).
		During 2019/20 the PPI lead will:
		• Support HQIP's commissioning through identifying and/or providing the patient perspective through the process
		• Facilitate and manage the Service User Network, empowering and training members to advocate and promote HQIP, NCAPOP, Understanding Patient data (UPD) and PPI
		• Deliver the Richard Driscoll Memorial Award aimed at celebrating and sharing good practice in PPI in NCAPOP
		During 2019/20 the Communications team will:
		• Deliver a year-long programme of communications activity for Patient and Public Involvement to champion the role of patients and the public in health service improvement and to increase the use of resources available on our website to support involvement

	During 2019/20 the NJR management team will: • Further develop the NJR Patient Network to encourage patient involvement in the development and promotion of NJR's Patient and Public Involvement and Engagement strategy. • Perform a brand audit and refreshment exercise alongside gap analysis on existing NJR and patient information. Translate it into a readily recognisable and accessible source of patient information which meets patients' needs. • Review the different PROMs initiatives and associated requirements, outputs and relationships in order to define and implement an appropriate NJR PROMs strategy.
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	**During 2019/20 the NCAPOP team will:** • Align healthcare best practice principles to the requirements of the NHS Long Term Plan (January 2019) • Continue to develop and disseminate the UPCARE tool • Maintain and market the HQIP suite of online resources • Encourage healthcare professionals to review and improve their practice through promoting QI initiatives • Review the cost of data derived from PHE and NHSD (and the costs that providers have to pay). Work with providers and funding bodies to find potential viable and affordable solutions. • Work with the New Business Development Lead to conduct market analysis and potential for new business via supporting Trusts and their Boards using NCAPOP benefits and outputs. **During 2019/20 the PPI lead will:** • Ensure that the 8 HQIP resources that are due for review in 2019 are assessed and appropriate action taken • Coordinate HQIP local audit engagement in line with an NHSE agreed activity focus **During 2019/20 the Communications team will:** • Promote HQIP/CSAA via bespoke communications strategies • Support activity related to Clinical Audit Awareness Week **During 2019/20 the Core team will:** • Support an alliance of professional bodies to ensure that current and future schemes adopt the principles and processes created by the original Clinical Service Accreditation Alliance (CSAA) • Provide support on a consultancy basis, embedding the outputs of the CSAA to support the development of a standardised high quality accreditation scheme working with pilot sites as identified

	• Facilitate clinically and professionally led discussions with national organisations such as the CQC, Health Foundation and the Royal Colleges around the development of national, but speciality specific capability to provide direct support to trusts/local organisations implementing accreditation schemes and other quality improvement methodologies such as national audits and GIRFT **During 2019/20 the NJR management team will:** • Support units Regulators and Orthopaedic specialists in their role of promoting best practice • Support the use of NJR data for surgeon appraisal
4. HQIP works to inform and influence national healthcare policy by effectively communicating its work and that of its partners	**During 2019/20 the NCAPOP team will:** • Contribute to the National Quality Board Partners Subgroup • Work with NHS E to lead and embed a national NCAPOP prioritisation process • Work with NHS E to understand how to move to digital outputs and maximising the use of routine data sources • Where possible ensure alignment with the NHS Long Term Plan (January 2019) requirements and principles. **During 2019/20 the PPI lead will:** • Continue to work with voluntary sector organisations, especially National Voices and it's members, to maximise engagement with HQIP aims and objectives • Continue to inform and influence PPI in national healthcare initiatives by attending the NHS England ALB people and communities and forum and learning from other national bodies • Continue to support the Understanding Patient Data initiative to ensure that patients continue to opt in to data collection to maximise the effectiveness of the NCAPOP **During 2019/20 the Communications team will:** • Continue to develop our website to best meet our web users' needs in line with best practice standards and ensure content is relevant and up to date • Review our digital communications including the website to ensure we achieve public sector accessibility standards including those specified by Web Content Accessibility Guidelines and the NHS Accessible Information Standard • Grow and engage our contacts database and deliver marketing automation campaigns in support of new business development • Develop a social media strategy to ensure HQIP's digital presence aligns with our brand values and focuses on our organisational aims **During 2019/20 the NJR management team will:**

	• Engage with Regulators and Policymakers to support national patient safety initiatives and policy with the aim of assuring provision of "the safest healthcare in the world". **During 19/20 the Audit Data for Improvement team will:** • Manage ongoing stakeholder engagement with the Care Quality Commission, Getting it Right First Time and National Clinical Improvement Programme teams • Seek representation on the NHS Assembly to support implementation of the NHS Long Term Plan • Hold regular strategic level meetings with Arms Length Bodies and professional bodies
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	**During 2019/20 the NCAPOP team will:** • Further embed 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 • Work with providers to support the production of high quality, interactive, accessible reports suitable for diverse audiences. • Working with the New Business Development Lead, explore and develop new business concepts relating to use of QA / QI spin-off products (for example NCAB Q Exchange). **During 2019/20 the Core team will:** • Maintain an efficient Data Access Request approvals process to ensure maximum use of HQIP data to external researchers/service evaluators working with the HQIP Data Protection Officer. **During 19/20 the Audit Data for Improvement team will:** • Continue to expand the publication of National Clinical Audit data through the HQIP National Clinical Audit Benchmarking (NCAB) programme by adding a further 10 specialties. • Successfully deliver the development of the NCAB platform through the Health Foundation funded Q Award • Manage the flow of data to support the ongoing publication of NCA data on the MyNHS website through the Clinical Outcomes Publication (COP) programme as required by NHSE • Maintain an alignment of the publication of data in both COP and NCAB to support a shared vision of quality **During 2019/20 the NJR management team will:** • Develop an annual research plan for Lot 2 and deliver a portfolio of academic research • Work with key stakeholders to develop strategy for analysis and reporting of long term cost effectiveness, including definition of care pathway and the roles of each party.

	• Support the use of NJR data for surgeon appraisal
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	**During 2019/20 the NCAPOP team will:** • Offer and continue monthly 1:1 meetings, provide & receive regular feedback, conduct annual performance appraisals and agree learning and development needs • Ensure monthly team meetings are held to discuss project related problems and solutions, share learning, explore tips and pitfalls, further co-create and develop the programme as a team, monitor work allocation & redistributing topics as necessary. **During 2019/20 the Communications team will:** • Respond to all media enquiries in a timely and meaningful manner, following appropriate engagement with ELT, sharing key messages internally and with relevant partners. • Re-procure our external design and print services to ensure value for money • Build our in-house capability to create visuals and multi-media productions (including animation and video) suitable for digital education and marketing and social media campaigns • Deliver an internal HQIP communications manual to ensure that processes and standards for communications activity within and external to HQIP are developed and communicated (Q2-3) • Review analytics and evaluation processes to better measure and communicate the impact of HQIP communications activity **During 2019/20 the NJR management team will:** • Ensure provision of effective management and operational support of the NJR **During 2019/20 the Core team will:** • Provide support to the HQIP Contract Executive function to manage organisational procurement risk • Deliver an effective financial and management accounting function • Provide support to the HQIP Board including quarterly financial reporting and oversight of the membership and relevant governance procedures • Ensure that the organisation is appropriately audited in line with regulations • Maintain up to date records as required for the Charity Commission and Companies House • Maintain registrations as appropriate with the Information Commissioner's Office and NHS Digital • Maintain HQIP's cyber essentials certification • Maintain appropriate levels of insurance • In partnership with the HQIP Data Protection Officer, continue to ensure compliance with the relevant legislation engaging as required with the relevant HQIP internal Information Governance mechanisms

	- Develop and deliver training and/or awareness in line with the Data Protection Act (DPA) 2018, General Data Protection Regulations 2018 and other legislative and regulatory requirements - Offer and continue monthly 1:1 meetings, provide & receive regular feedback, conduct annual performance appraisals and agree learning and development needs - purchase the usual infrastructure support to support an effective IT business function with appropriate security - review the current approach to health and safety provision at HQIP - Continue to identify and implement opportunities for effective working that reduce costs - Commission and maintain HR support from the Royal College of Nursing - Working with staff, deliver a Master class programme to support personal development **During 2019/20 the New Business Development team will:** - Develop plans that develop, test and scale a range of new income streams that provide up to 25% non-NCAPOP income - Develop relationships with key partners already delivering local NHS Trust support - Develop viable charging models for HQIP support - Apply for funds to support, pilot and / or assess HQIP's ability to deliver more locally based support - Maximise opportunities to attract funds / income to support implementation of new business plans - Continue to progress Data Access Request Group (DARG) full cost recovery model and National Clinical Audit Benchmarking (NCAB) subscription models - Assess implementation of plans and pilots and make recommendations (continue, scale or shelve) for the future. - Continuously assess the HQIP approach to new business development during the first year of implementation of the agreed strategy

Conclusion

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 19/20 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. If new initiatives arise during the year they will be presented to the Board as individual business cases for approval prior to commencement.

Work Stream(s)	Senior Responsible Officer(s)	Key Performance Measure	Strategic Objective mapped	Key Performance Indicator	Indicator measure
Governance & Legal	Nicholas Holmes/ Sue Latchem	Legal Compliance	1	% of tenders fulfilled within prescribed timelines	%
HQIP Board	Donna Kinnair	Board	6	% of meetings attended by each trustee (annual)	%
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

Work Stream(s)	Senior Responsible Officer(s)	Key Performance Measure	Strategic Objective mapped	Key Performance Indicator	Indicator measure
		Reserves	6	Number of months of operating costs retained	Number
		Robust credit control policy	6	Debtors over 30 days do not exceed 15% of income invoiced	%
Human Resources	Jane Ingham	Overall turnover of employees	6	% of Employees that leave	%
		Sickness and absence	6	Ave working days lost per employee	Number
		Staff Profiles	6	Staff Diversity Reporting	Number
		Employee satisfaction	6	Overall, are employees happy & committed to working for HQIP	Description
Communi-cations	Sue Latchem	Internal communications	6	Open rate for View To, the main channel for employee communications	%

Work Stream(s)	Senior Responsible Officer(s)	Key Performance Measure	Strategic Objective mapped	Key Performance Indicator	Indicator measure
		Stakeholders communications	1, 2, 3, 4	Number of website subscribers	Number
				Open rate for the e-Bulletin, our regular communication to subscribers	%
				No of downloads of website resources (ie NCAPOP and PPI reports; guidance)	%
		Social media	1, 2, 3, 4	Engagement rate for Twitter	%
				Engagement rate for LinkedIn	%
				Engagement rate for Facebook	%
New Business Development	Chris Dadson	Strategy Implementation	5	Generate £75K income for HQIP	Number

Work Stream(s)	Senior Responsible Officer(s)	Key Performance Measure	Strategic Objective mapped	Key Performance Indicator	Indicator measure
		Strategy Implementation	**5**	developing a minimum of 2 partnerships that enhance our reputation and build our capability in developing new business	Number
National Clinical Audit & Patient Outcomes Programme	**Jill Stoddart**	**Contract management**	**1**	% of required contract review meetings held in quarter	%
				Number of reports published on agreed original SRP deadline	%
				Number of reports submitted by HQIP to NHSE on agreed SRP deadline	%

Work Stream(s)	Senior Responsible Officer(s)	Key Performance Measure	Strategic Objective mapped	Key Performance Indicator	Indicator measure
		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	%
Information Governance	**Jane Ingham Sasha Hewitt**	**Legal compliance**	**1**	HQIP GDPR compliance	% non compliant % Partially compliance %compliant
				NCAPOP GDPR compliance	
			1	Data access requests processed within one month	%

Work Stream(s)	Senior Responsible Officer(s)	Key Performance Measure	Strategic Objective mapped	Key Performance Indicator	Indicator measure
Quality Improvement Programme	Sue Latchem	Resource Guides	6	launch of new/updated resources according to timelines	% and Description
		Patient & Public Involvement	2	Improved internal PPI processes and launch of new/updated resources	Description
National Joint Register (Service Provider)	Elaine Young	TORUS Feasibility study presented to NHSE	1	Study fulfilled within prescribed timelines	Description
		Live deployment of the Data Quality Audit automation tool	1	Completion	%

Work Stream(s)	Senior Responsible Officer(s)	Key Performance Measure	Strategic Objective mapped	Key Performance Indicator	Indicator measure
		NJR Patient Network meetings held and topics for development identified	2	Number of meetings held	Number
		Complete brand audit and develop and refresh sources of patient information.	2	Completion	%
		PROM options review undertaken	2	Completion	%
		BOA Elective Care Reviews supported	3	Number of supported reviews	Number
		Use of NJR data as part of annual appraisal	3	Percentage of orthopaedic surgeons	%

Work Stream(s)	Senior Responsible Officer(s)	Key Performance Measure	Strategic Objective mapped	Key Performance Indicator	Indicator measure
		Scan4Safety and Department of Health collaboration	4	Number of meetings attended	Number
		Delivery of agreed research topics	5	Number of publications	Number
		Recruitment to the new NJR Management Team structure	6	100% of posts recruited to	%
		New Steering Committee members recruited or existing members term extended.	6	Number of posts filled	number

Appendix 2 Executive Leadership Team objectives

Executive leadership objectives 2019/20		
1	Support the delivery of all HQIP workstreams with a focus on ensuring cross organisational alignment and financial sustainability.	• Develop the ability to flex capacity across all work streams to accommodate new business requirements • Provide executive level support to programme delivery across HQIP • Maximise key staff skills sets to support new business opportunities • Oversee the delivery of the operational plan – activities and finance
2	Lead the NCAPOP through transition and work to develop the programme's ability to deliver digitally	• Support approaches to continue transition to new contract requirements. • 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 agree the approach

3	Lead non NCAPOP work streams to maximise their impact	• Facilitate the following work streams to deliver on the Operational Plan
		  - CORE services
		  - Local audit support
		  - Audit data for improvement
		  - Clinical Service Accreditation
		  - Hosting of NJR

4	Lead the exploration of new initiatives and new business opportunities to maximise HQIP's potential	• Ensure New Business Development (NBD) is embedded within the HQIP Vision, Values and Strategic Objectives reflecting the ambition to develop additional work programmes • Oversee the pipeline of new business opportunities to progress within the available capacity • Ensure appropriate governance for agreed NBD • Review performance and approach to NBD and alignment to existing business within a 3- 5 year operational and financial window
5	Ensure that HQIP has established relationships with national NHS related bodies, professional and patient groups to support the delivery of our strategic objectives	• Maintain a regular meeting schedule with key bodies • Adhoc meetings to explore new initiatives • Seek ways to ensure audit data for improvement opportunities are maximised e.g. via NHS Assembly
6	Support HQIP to be an open, inclusive and positive place to work for its staff and where possible those we interact with	• Be open and collaborative in working style • Be accessible • Be developmental and responsive to changing needs • Model the behaviours to support the effective performance of HQIP in pursuit of our vision values using the HQIP competency framework • Ensure diversity and equality is embraced and respected.

HQIP 2019-20 OPERATIONAL PLAN SUMMARY

	Unrestricted £	Designated	Restricted £	Total £
Income	2,284,031	0	18,436,258	20,720,289
Expenditure	2,420,426	166,844	18,913,479	21,500,749
Surplus/Deficit for the Year	-136,395	-166,844	-477,221	-780,460
Funds B/F from 2018-19	1,242,752	622,479	15,642,714	17,507,945
Transfers				
Projected Fund Balances at March 2020	1,106,357	455,635	15,165,493	16,727,485

(excludes Fixed Assets)