



Quality and Safety Improvement Programme

Programme Brief

September 2016

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Version	Date Issued	Reviewed/agreed by	
V1 – draft	19 Sept 2016	Programme Manager	Caroline Snewin
V2 – review	28 Sept 2016	Director of Clinical Governance	Lois Howell
V3 - review	29 Sept 2016	Executive SRO	Stephen Holmberg
V3.1 - review	5 Oct 2016	Director of Clinical Governance	Lois Howell
V4.0	5 Oct 2016	Programme Manager	Caroline Snewin

1 CONTEXT

The Quality and Safety Improvement Programme (QSIP) is one of the four major programmes sponsored by the Executive Team:

- Quality & Safety Improvement Programme
- Financial Improvement Programme
- Workforce and Leadership Improvement Programme
- Clinical Transformation Programme

All four programmes report via the Trust Programme Board to the Trust Board and are supported by the corporate Programme Management Office (PMO).

The QSIP involves establishing a holistic quality and safety programme to deliver sustained and systematic improvements to care across Brighton and Sussex University Hospitals NHS Trust. The initial key interventions within this programme include developing detailed project plans to address quality and safety concerns raised by the Care Quality Commission following its inspection of the Trust in April 2016.

The programme will later expand to include other quality and safety improvements indicated by the Trust's strategic plans and objectives and by continuous review of quality and safety performance across all services.

The programme board leading the delivery of this programme will also be responsible for hearing and signing off the Quality Impact Assessments (QIA) for each project contained within the four programmes set out above.

The QSIP will be structured and reported against seven key themes:

- 1) Environment
- 2) Experience
- 3) Fire Safety
- 4) Governance
- 5) Medicines Management
- 6) Patient Safety
- 7) Safer Staffing

This Programme Brief applies to the whole Quality and Safety Improvement Programme.

2 OBJECTIVES AND BENEFITS FOR 2016/17

2.1 Objectives

- Consistent oversight and monitoring of quality safety across all Trust services
- Development and improvement in the quality and safety of all Trust services
- Prompt remediation of deterioration in quality
- Timely resolution of potential and actual issues to patients, staff and visitor safety

2.2 Outputs

- Trust-wide Quality Strategy
- Reviewed, and as necessary, revised Incidence Management Policy
- Revised methodology / system for ensuring compliance with the Fundamental Standards of Care
- Improved CQC rating for the Trust, RSCH and PRH

2.3 Benefits

There will be measurable benefits in:

- Patient Safety, i.e. reduced number of incidents involving harm
- Patient Experience, i.e. reduced number of complaints
- Clinical Effectiveness, i.e. improved outcomes for patients

3 SCOPE FOR 2016/17

3.1 In scope

Seven projects relating to the Themes:

- Environment
- Experience
- Fire Safety
- Governance
- Medicines Management
- Patient Safety
- Safer Staffing

3.2 Out of scope

- Statutory and Mandatory Training – this is covered in the Workforce and Development Programme
- Significant redesign or redevelopment of the estate
- Improvements to RTT and Cancer Wait targets
- Cultural Change – this is covered in the Workforce and Development Programme

4 GOVERNANCE AND STRUCTURE

To meet the programme objectives work will be configured into a number of projects with identified leads. Additionally cross cutting work will be managed at a programme level again with identified leads.

The Quality and Safety Improvement Programme (QSIP) Board will be chaired by the Executive SRO and will provide assurance to the Trust Programme Board, which is chaired by a Non-Executive Director of the Trust. The Executive SRO, supported by the corporate PMO will provide reports detailing progress, benefits realisation and significant risks and issues that directly impact on delivery of the programme with mitigating actions to reduce addressable risks.

5 PROGRAMME BOARD DUTIES

The QSIP Board will –

- Take responsibility for the effective running of the programme and delivery of benefits;
- approve the:
 - programme plan and milestones;
 - constituent project documentation including project initiation documents, project plans and allocations of programme resources;
 - communications and engagement plan.
- agree significant variations to the programme plan;
- monitor and manage programme progress;
- own programme level risks and issues and develop proposals for mitigation / resolution;
- promoting effective communication of the programme's goals and progress;
- ensure resolution of any escalated issues;
- plan and resource constituent projects and seek assurance on the delivery of project outputs;

- identify and track the realisation of benefits;
- provide formal assurance to the Trust Programme Board and highlight any significant risk to the successful delivery of programme benefits.

6 PROJECT DUTIES

Constituent projects will –

- plan, resource, manage and deliver outputs agreed by the Programme Board;
- populate and maintain project documentation including a detailed plan identifying all tasks required and highlighting key milestones and a timeline;
- identify risk to the successful delivery of project outputs and/or risk inherent in any task undertaken by the project team and take mitigating action to reduce the likelihood and/or consequence of addressable risk. The Project team will populate, maintain and regularly review a risk register that shall be freely available to the QSIP Programme Board;
- there will be a Board Lead (BL) and a Challenge Lead (CL) allocated to each Project. The BL, CL and Project Manager will meet each month to review the continued relevance / adequacy (or otherwise) of project plans and evidence of implementation. BLs and CLs will support discussion on highlight reports at meetings of the QSIP Programme Board;
- identify and seek resolution to issues effecting successful delivery of project outputs;
- provide a regular written update to the Trust Programme Board using the agreed highlight report template. This report should be sufficiently detailed so as to provide assurance to the Trust Programme Board of progress and where relevant raise issues that are unable to be resolved within the work stream.

6.1 Summary of Leads

Project	Board Lead	Challenge Lead
Environment	Director of Facilities & Estates	DLN Urgent Care
Experience	Deputy Chief Nurse	Chief Operational Officer
Fire Safety	Director of Finance	DLN Outpatients
Governance	HR, OD and Workforce Lead	NHSI Director
Medicines Management	Chief Pharmacist	SRO
Patient Safety	Deputy Medical Director for Patient Safety	DLN Urgent Care
Safer Staffing	Deputy Chief Nurse	Chief Operational Officer

7 MEMBERSHIP AND ATTENDANCE

7.1 Membership

- Executive SRO and Chair
- Director of Clinical Governance & Co-Chair
- Programme Manager (from the PMO)
- HR, OD and Workforce Lead
- Director of Finance
- Director of Performance
- Deputy Medical Director for Patient Safety
- Chief Pharmacist
- Director of Facilities and Estates
- Deputy Chief Nurse
- DLN Urgent Care
- DLN Outpatients

7.2 In attendance

- CEO
- COO
- Representation from the Workforce and Development Programme
- NHSI Improvement Director

8 ROLES AND RESPONSIBILITIES

8.1 Senior Responsible Officer:

- Co-Chairs the QSIP Board;
- develops and owns the vision;
- provides executive direction and leadership for the delivery and implementation;
- secures any capital and revenue investment required to deliver benefits;
- is accountable for the outcomes and benefits;
- is accountable for the governance arrangements
- manages the interface with key senior stakeholders;
- maintains the alignment of the to the Trust's strategic objectives;
- represents the QSIP Programme Board at internal and external meetings and events.

8.2 Director of Clinical Governance:

- Co-Chairs the QSIP Programme Board;
- is responsible for benefits making a contribution to the delivery of the Trust's strategy;
- is responsible for ensuring the work has a positive impact on the three quality domains of clinical effectiveness, patient safety and patient experience;
- represents the QSIP Programme at internal and external meetings and events.

8.3 Programme Manager (from within Corporate PMO):

- provides day-to-day management;
- plans, designs and proactively monitors overall progress, reporting the progress at regular intervals to the Executive SRO and Director of Clinical Governance managing and resolving risks and issues;
- monitors the budget and the expenditure and costs against benefits that are realised;
- ensures effective monitoring and coordination of the projects and their interdependencies;
- ensures that the delivery of products or services from projects meets agreed requirements within time, budget and quality
- facilitates the appointment of individuals to the project delivery teams and ensuring maximum efficiency in the allocation of resources and skills within the projects dossier
- manages third party contributions;
- manages communications with stakeholders;
- is responsible for all programme documentation and reporting schedules;
- generates, holds and distributes QSIP Programme Board meeting schedules, agendas minutes and actions list;
- represents the QSIP Programme at work stream and ad hoc meetings.

8.4 Director of Finance

- provides expert financial advice and guidance to the QSIP Programme Board and work streams;
- identifies and seeks mitigation of addressable financial risk;
- monitors, records and reports on the QSIP Programme's capital and revenue position against budget;
- represents the QSIP Programme Board at internal and external finance meetings and events.

8.5 HR, OD and Workforce Lead:

- provides expert human resources advice across the programme;
- generates and maintains workforce log documenting changes to whole time equivalents and pay budget;
- designs and leads on staff consultation;

8.6 Deputy Medical Director for Patient Safety:

- provides senior clinical management support to the constituent project leads
- provides senior clinical expertise

8.7 Board Leads

- has a good grasp of the project
- acts as an escalation point for the PMO
- gives assurance to the QSIPB on the status of the project
- leads the discussion on the project at the QSIP Board with support from the PMO
- meets with the PMO on a monthly basis before the QSIP Board to review progress with the project

8.8 Challenge Leads

- assure themselves that the evidence gathered by the PMO is robust and stands up to scrutiny
- undertakes spot checks
- challenges the processes in place to measure outcomes
- meets with the PMO on a monthly basis before the QSIP Board to provide challenge to the project
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9 QUORUM

The quorum for the QSIP Programme Board meeting shall be 50% plus 1 of the Board membership

Decisions will be ratified if they carry the support of the Chair and at least 50% of the attendants who are members of the board.

Where a meeting:

- (i) is not quorate within half an hour from the time appointed for the meeting; or
- (ii) becomes inquorate during the course of the meeting,

the members present may determine to adjourn the meeting to such time, place and date as may be determined by the members present.

10 FREQUENCY OF MEETINGS

The QSIP Board shall meet monthly.

11 REVIEW OF TERMS OF REFERENCE

These Terms of Reference will be reviewed on at least a three monthly basis.

(2016 September Quality and Safety TOR v4.0)

12 Q&S PROGRAMME REPORTING AND DOCUMENTATION STRUCTURE

