

OUR JOURNEY FOR QUALITY 2014-2019

INTRODUCTION

- Our Journey for Quality is a strategy for members, member practices and staff of Gloucestershire Clinical Commissioning Group (CCG). Acknowledging the contribution made by our partnership organisations comprising of, our main provider organisations, Gloucestershire County Council, Healthwatch and voluntary organisations.
- The aim of Our Journey for Quality is to weave quality throughout the operation and business of Gloucestershire CCG
- Our Journey for Quality has been informed and driven by Francis inquiries 2010, 2013. By Winterbourne View report, Berwick report (2012), Keogh (2013 x2), Compassion in Practice (2012) and the respective government responses. In addition National Institute of Health and Care Excellence (NICE), National Quality Board, Healthcare Quality Improvement Partnership (HQIP) influences and contributes to the strategy.
- Our Journey for Quality is influenced by the NHS mandate, the NHS outcomes framework and the National Operating Plan.
- The strategy is compiled of three documents, this summary, a reference document and an implementation plan.

PATIENT SAFETY

- We will monitor serious incidents and never event action plans to ensure learning is cascaded across the organisations
- We will maintain a 'no blame' attitude so encouraging open and transparent reporting of incidents
- We will monitor our providers to ensure clinical areas are adequately staffed by individuals who are appropriately trained.
- We will work in partnership with our providers to ensure infection control measures are in place and achieve high standards of cleanliness.
- We will have regular fora with our providers to discuss quality and patient safety issues to support continual learning and improvement in patient care.
- We will work with our providers to create an environment where our patients feel safe.

PATIENT EXPERIENCE/STAFF SATISFACTION

CULTURE

- We will promote through organisational leadership a commitment to develop and embed the culture of learning from patient experience throughout the health and social care community in Gloucestershire.

EXPERIENCE-LED COMMISSIONING

- We will develop a wide range of patient experience information to be used to influence the commissioning cycle and to inform the redesign of healthcare services using CQUINs and the NHS contract.

DELIVERY

- We will agree clear expectations with providers for the effective use of patient experience feedback, in the continuous improvement of services and patient outcomes. Providers will continue to roll out the Friends and Family Test and respond to patient opinion.

LEARNING AND CO-PRODUCTION

- We will promote and support clinical staff to implement shared decision making with their patients (and carers) so ensuring patients are fully involved and informed about their care and options.

STAFF SATISFACTION

- We will promote a culture that values staff feedback, demonstrating a listening approach with action taken based on staff opinions and suggestions.

CLINICAL EFFECTIVENESS/OUTCOMES

- The ambition of Gloucestershire CCG is to do the right thing, at the right time for the right patient.
- We will continue to develop a culture where clinical effectiveness underpins the decisions we make.
- We will establish systems and processes to ensure our staff and Clinical Programme Groups (CPGs) have up to date clinical evidence to support their work.
- We will utilise our ethical framework for decision making.
- We will utilise evidence, guidelines and standards to identify and implement best practice, working with CPGs on pathway development and review.
- We will ensure that patient outcomes will become a key currency in future CCG service specifications.
- We will proactively support staff education and high quality mentorship.

MAKING IT HAPPEN

- We will have an annual 'Our Journey for Quality' implementation plan linked to the Annual Operating Plan by April 2014
- We will consult with our main stakeholders on the strategy by June 2014, updating the local implementation plan accordingly.
- A Quality team work programme will be developed by June 2014, to support the work and prioritisation of the CCG
- We will identify a number of system wide quality measures by May 2014
- We will establish quality assurance frameworks for CPGs and our main providers by June 2014
- We will prepare an annual quality report by May 2014.
- We will undertake an annual refresh of 'Our Journey for Quality' by May 2015
- We will hold quality summits twice a year to undertake a stocktake of the quality of services provided locally.
- We will engage and work closely with commissioning staff to embed 'Our Journey for Quality' into the work of the CCG.

MEASUREMENT

- We will develop system wide quality measures focusing on outcomes for patients/clients.
- We commit to turn data into meaningful information.
- We will work together with colleagues across the health and social care system, to develop meaningful outcome measures to promote continuous improvement.
- We will continue to work towards the achievement of the CCG outcome indicator set of measures.
- We will introduce a Gloucestershire CCG quality assurance framework linked to the national CCG outcomes indicator set. This approach will contribute to understanding and informing local patient outcomes and experience.
- We will actively seek to measure and review staff satisfaction from our main providers, and from within our own organisation and member practices through active listening processes.

COMPASSION IN PRACTICE (6Cs)

Care, Compassion, Competence, Communication, Courage and Commitment

- We will ensure the 6 C's are embedded in all contractual arrangements
- We will provide health system leadership through local teams to improve reported experiences of patients as an overarching approach to quality improvement.
- We will ensure provider organisations have embedded the 6C's into their organisation at every level and demonstrate this at every opportunity.
- We will audit the effectiveness of providers strategic plans by reporting 6 monthly to the contract quality review group on a continuous improvement cycle.
- We will use professional and clinical networks to actively share examples of good practice which can be replicated by others.
- We will require providers to undertake a review of their organisational culture and publish the results. This should include feedback from staff and people the organisation cares for.

SAFEGUARDING

- We will promote partnership working to safeguard children, young people and vulnerable adults in Gloucestershire
- We will clarify the roles and responsibilities of the CCG for safeguarding, including relationships to education and training
- We will provide a shared understanding of how the CCG will operate, in particular demonstrating how it will be held to account both locally and nationally
- As laid out in our policies and procedures, we will establish a series of principles and ways of working that are equally applicable to the safeguarding of children, young people and adults in vulnerable situations, recognising that safeguarding is everyone's responsibility.
- We will ensure responsibilities are assigned to individual roles, and fully support the Multi-Agency Safeguarding Hub (MASH).

INNOVATION/RESEARCH

- We will establish a robust framework to enable and support clinical research and development.
- We will engender a culture of encouragement for research and innovation, working with the Gloucestershire collaborative for clinical research and development.
- We will be more innovative through streamlined behaviours and processes, horizon scanning, and encouragement to become early adopters where effective and appropriate, to understand potential clinical innovation and actively work with the Academic Health Science Network (AHSN).
- We will develop links with local universities to support research, audit and education.