



Public Trust Board				31 July 2012	
Title	Quality Impact Assessment for Cost Improvements plans.			Paper Ref	6.5
PURPOSE (X)		Information			
Approval	X	Decision		Strategic Objective	Business Plan Objective
Assurance		Discussion		Quality	
Purpose of the paper	<p>The purpose of this paper is to</p> <ul style="list-style-type: none"> assure the Board of the progress which has been made in completing Quality Impact Assessment (QIA) of the Cost Improvement Plans (CIP) describe the process through which the implementation of the CIPs will be tracked and monitored through key performance indicators 				
Recommendation	<p>It is recommended that the Board</p> <ul style="list-style-type: none"> supports the process for QIA and the method for tracking and monitoring the implementation of CIPs notes the key issues highlighted through the QIA process and associated plans for mitigation. 				
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RISK ASSESSMENT				Yes	No
Changes to the Corporate Risk Register and/or Board Assurance Framework					X
Resource Implications					X
Legal implications					X
ASSURANCE/COMPLIANCE					
CQC Registration Outcome(s)	Auditors' Local Evaluation		NHSLA Risk Management Standards for Ambulance Trusts		
All	N/A		N/A		

1. PURPOSE/AIM

1.1 The purpose of this paper is to:

- assure the Board of the progress which has been made in completing Quality Impact Assessment (QIA) of the Cost Improvement Plans (CIP)
- describe the process through which the implementation of the CIPs will be tracked and monitored through key performance indicators

2. CONTEXT

2.1 The Trust is required to produce an annual Cost Improvement Plan (CIP) to achieve a cost saving of £10 million for 2012/13. In addition, a five year CIP plan is required which is aligned to the Trust Integrated Business Plan.

2.2 All schemes need to be subject to a quality impact assessment, to ensure that they are safe and in line with the quality objectives of the organisation.

2.3 The Trust has developed a process for QIA, and for the ongoing monitoring of quality and safety impact as schemes are implemented.

3. BACKGROUND

3.1 The CIP Programme is aligned to other key enabling strategies underpinning delivery of the Integrated Business Plan, including the Workforce Strategy and the staff engagement plan.

3.2 The business cases for all 2012/ 13 CIPs have been developed with more detailed implementation plans for the highest value CIPs.

3.3 The Trust Executive Group have agreed monitoring arrangements for CIPs through the CIP Management Group aligned to the wider Service Transformation Programme.

3.4 The workforce model is a key part of the Service Transformation Programme and involves several cross cutting work-streams which will support the delivery of the CIP, e.g. management and control of overtime.

4. PROGRESS TO DATE

4.1 The CIP Management Group is chaired by the Executive Director of Finance and Performance, and members include the Executive Directors of Workforce & Strategy, Operations and Standards & Compliance. Associate Directors from relevant functions are also members.

4.2 The group meets monthly to monitor progress and review risks. It reports monthly to the Senior Management Group. Template tools are used for recording business cases and progress.

- 4.3 Since May 2012 a significant amount of work has been undertaken to strengthen the business plans for the 2012/13 CIPs with the necessary detail in terms of implementation, costing and risk.
- 4.4 Members of the CIP Management Group are nominated as being responsible for individual CIP schemes. Executive Directors are responsible for the delivery of CIP schemes within their Directorate.
- 4.5 A reporting and monitoring template has been designed for scheme owners to complete to track progress and identify risks to delivery early. This will be developed further as the Transformation Programme Management Office is fully established.
- 4.6 There is a process for developing and registering additional and replacement schemes.

5. FINANCIAL AND QUALITY IMPACT ASSESSMENT

- 5.1 There is an allocated project accountant who has calculated the projected CIP on the business cases submitted.
- 5.2 The quality impact assessment (QIA) considers the outcomes of the initiative and any associated risks in terms of quality, patient safety and experience, as well as challenges associated with the implementation process. The procedure (Appendix 1) was reviewed in a Board Development Meeting and has been used to QIA all the business plans using the attached template (Appendix 2). A small number of schemes still require further detail in order to assess them in terms of quality and cost savings. This detail will become available at key stages in implementation and additional QIA will be conducted as required prior to further implementation.
- 5.3 The Executive Medical Director and the Executive Director of Standards and Compliance have signed off all of the QIAs and the current position is recorded in Appendix 1, together with the agreed mitigations and monitoring processes.
- 5.4 A total of fifty seven schemes have been identified and subject to QIA. Of these, thirteen have been assessed as having potential risks to quality and additional mitigations and monitoring actions identified. Seven of these are graded as medium risk and the remainder as low risk of having a negative impact on quality. Many of the schemes reflect improvements in efficiency which will realise both improvements in quality and reduction in cost.
- 5.5 Key performance indicators which will provide “early warning” of the impact of the CIPS have been flagged in the IPR. These include key Ambulance Clinical Quality Indicators, sickness absence, incidents, serious incidents and complaints. These will be monitored in Board and TEG meetings and through the CIP Management Group.

5.6 Risks identified through the QIA process will be monitored in the CIP Management Group.

5.7 A full review of the QIAs will also be repeated mid-year.

6. KEY RISKS

6.1 Key risks to quality and safety are summarised in the individual QIA forms.

6.2 There is a cross cutting risk in relation to staff engagement for a number of CIPs which have the potential to impact on the terms and conditions of the workforce. Early, realistic and constructive negotiation with staff side representatives is under way, supplemented by a programme of direct engagement with managers and staff to outline the key elements of Trust strategy.

7. NEXT STEPS

7.1 The CIP business cases will be implemented with the tracking as described in the attached process.

7.2 Discussion and negotiation with staff and staff representatives will continue to conclusion.

8. RECOMMENDATIONS

8.1 It is recommended that the Board:

- supports the process for QIA and the method for tracking and monitoring the implementation of CIPs
- notes the key issues highlighted through the QIA process and associated plans for mitigation.

9. ATTACHMENTS

Appendix 1 – QIA Procedure

Appendix 2 – QIA Recording Template