

City and Hackney CCG Clinical Governance Framework

Approved by the CCG Board November 2014

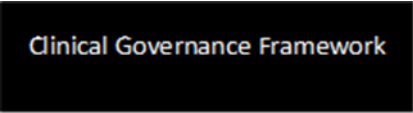
City and Hackney CCG Clinical Governance Framework

Clinical Governance is the overarching framework through which the CCG is accountable for continuously improving the quality, safety and clinical outcomes of the services it commissions. To do this City and Hackney CCG places particular importance on listening to patients and carers and working in partnership with its member practices and provider clinicians so that services deliver the best outcomes for patients and reduce health inequalities. Quality objectives are set out in the CCG's Commissioning Strategy.

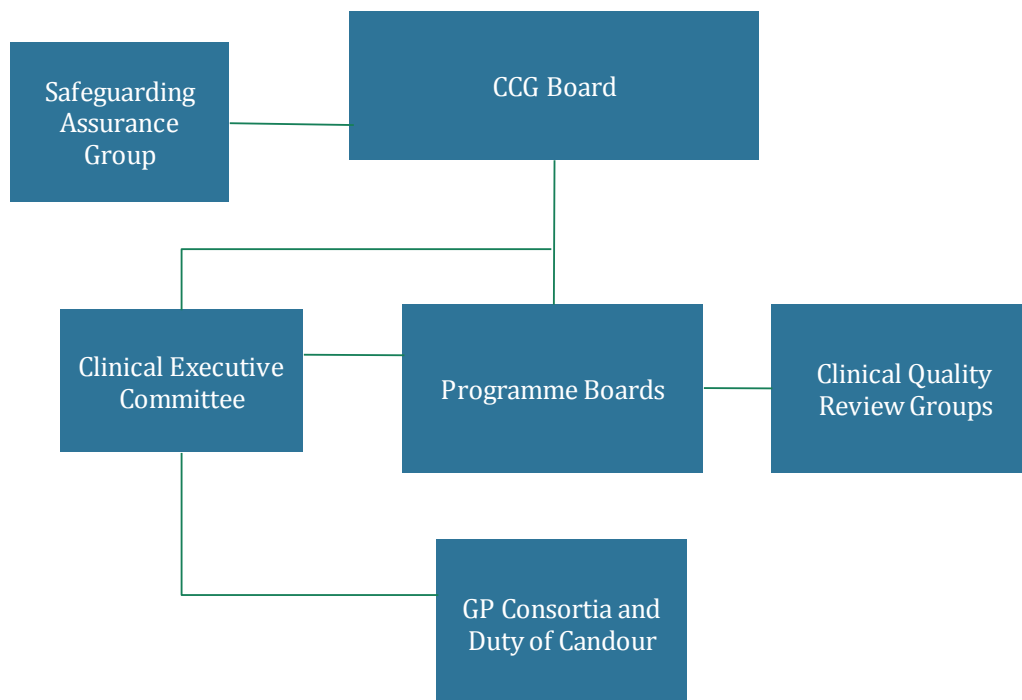
The CCG Board

Direct responsibility and accountability for clinical quality sits with the CCG Board. The CCG has deliberately made quality a Board responsibility and has not delegated this to any other group to ensure it remains a top priority. The CCG has established a provider performance management system using Clinical Quality Review Group Meetings (CQRMs) and the regular involvement of its clinically led Programme Boards that enables triangulation of data and intelligence to provide sufficient early warning of poor performance and any quality and safety risks.

Figure 1



Clinical Governance Framework



The CCG Board meets on a monthly basis to discuss performance across the CCG and service providers. Partner organisations such as Healthwatch, London Borough of Hackney and City of London Corporation are involved in Board quality discussions. Clinical strategy is a permanent item on the agenda. The roles and responsibilities of individual CCG officers and Board members in relation to clinical governance¹. The Board receives and discusses quarterly quality reports on its services which are informed by issues highlighted by the CCG Clinical Executive, Programme Boards and GP Consortia. The CCG Safeguarding Assurance Group also reports to the Board and assures the Board of its statutory functions and any safeguarding issues relating to its commissioning function. The GP consortia has a *duty of candour* whereby individual practices report areas and incidents of clinical concern to the CCG. These are then picked up in quality reports, CQRMs and partnership fora.

Programme Boards work with provider organisations to continuously improve the quality of services. There is a clinical audit programme agreed with provider organisations overseen by Programme Boards. Any education needs arising from audits or elsewhere are raised by Programme Boards through their regular reporting to the Board.

The Clinical Executive Committee

¹ <http://www.cityandhackneyccg.nhs.uk/about-us/our-plans.htm>

Sitting below the Board, and accountable to it, is the Clinical Executive Committee made up of representatives of the CCG's GP consortia. The GP consortia is made up of member practices and cover all practices in Hackney and the City of London. The Clinical Executive also includes the CCG Programme Board structure within which most detailed clinical consultation, development and discussions take place. Programme Boards are clinically led and are responsible for improving the quality of local services.

The CCG also manages Clinical Quality Review Meetings for its main providers. The Chairs of the Programme Boards attend CQRMs to discuss specific quality issues every six months.

The CCG is supported by the North and East London Commissioning Support Unit and receives monthly reports on quality and performance which are shared with all Programme Boards and are used for the quarterly quality report discussed by the Board.

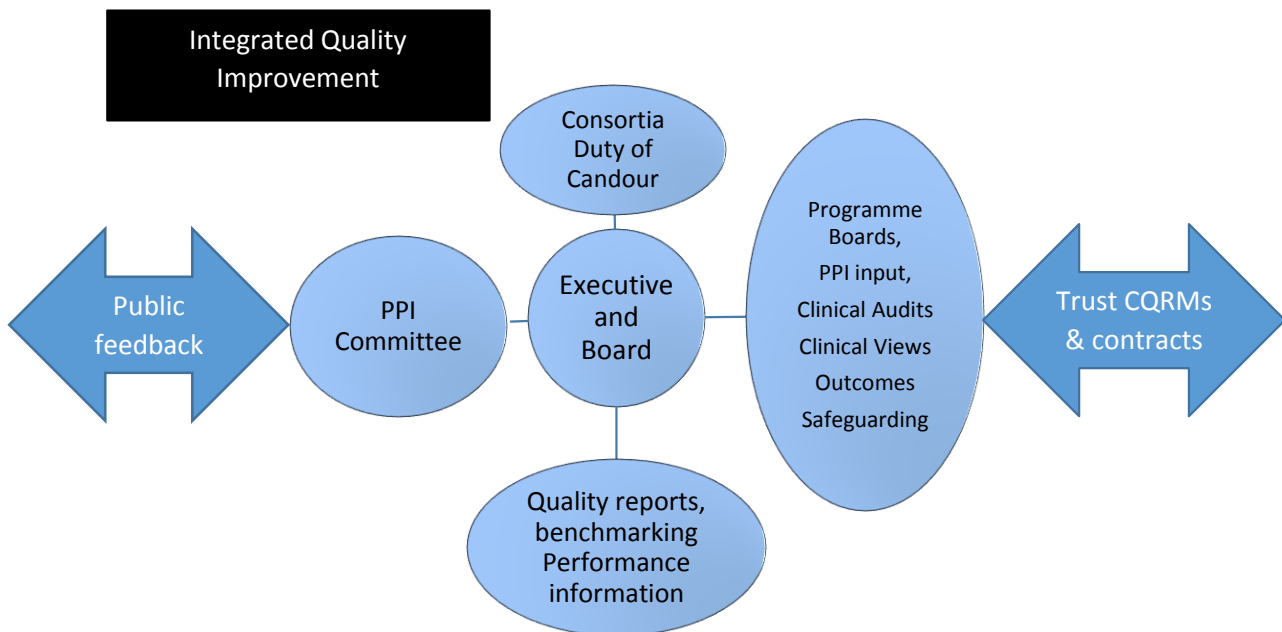
Clinical Quality Review Groups

Clinical Quality Review Group (CQRG) meetings are held with the CCG's main providers monthly. These groups discuss clinical issues, quality of care and performance and monitor any areas that are under performing. Each meeting has a forward plan for the year which targets areas highlighted in Berwick, Francis and Keogh reports.

Integrated Quality Improvement Framework

The relationships set out within the Clinical Governance Framework (Figure 1) are complemented by the CCG Integrated Quality Improvement Framework (Figure2).

Figure 2



The Integrated quality Improvement Framework shows how information flows from patients and the public, the Patient and Public Involvement Committee, Duty of Candour, quality reports, etc. to get a rounded picture of quality and how any concerns or improvements are actioned via CQRMs and then fed back to patients and the public.

Responding to Francis, Berwick and Keogh Reviews

City and Hackney CCG Clinical Governance Framework responds to the recommendations made by the Francis, Berwick and Keogh reports by, for example:

- Ensuring quality of patient care comes before all other considerations in the work of the CCG. The CCG reviews and monitors its main provider's cost improvement programmes to ensure quality is not compromised;
- Listening to the voice of patients and valuing staff. The CCG ensures patient involvement is a key element of its commissioning plans and that staff views form part of its quality monitoring;
- Regularly reviewing and using different types of safety data. The CCG shares relevant provider serious incident reports with the clinical chairs of its Programme Boards;
- Triangulating data about the quality of care from a wide variety of sources: the Board quality report has been specifically designed to include all publically available Keogh data;
- Being open, transparent and truthful. The CCG has promoted a duty of candour with all its member practices to ensure all non-personal data on quality and safety is shared in a timely fashion including with the public.