

**Maintaining and improving quality
during transition
BERKSHIRE PCT CLUSTER QUALITY
HANDOVER DOCUMENT
VERSION 3
January 2013**

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1. EXECUTIVE SUMMARY

This Quality Handover document provides an overview of healthcare services in Berkshire and sets out for successor organisations the key risks, challenges, achievements and ambitions for quality and patient safety in Berkshire, in preparation for handover from the Berkshire PCT Cluster on 31 March 2013.

The contents cover:

- The context of transition
- The organisation of the local health care system
- Key personnel
- Governance
- Quality profile
- Patient Experience
- Risk register
- Communication of plan

This document is the first version of the Quality handover document and comments will be sought from stakeholders and receiving organisations. The handover process will continue to evolve during the transition in response to comments made and additional requests by receiving organisations for information.

The document has been drawn up to meet the quality and patient safety needs of the receiving organisations. It also provides information on quality and patient safety that is needed by other organisations, for example in relation to public health.

This document will be updated as appropriate with comments and actions as a consequence of the exchange of intelligence with receiving organisations. Receiving organisations include Clinical Commissioning Groups, Commissioning Support Units, Local Area Teams, Local Authorities, Health and Wellbeing Boards and others.

The Quality Teams in Berkshire, Buckinghamshire and Oxfordshire have been working together for five years. In 2010 a MOBBB (Milton Keynes, Oxfordshire, Berkshire East and West and Buckinghamshire) Quality Group was established which standardised the core quality schedules in contracts and reduced duplication of work. This group also shared good practice and tackled concerns from providers. With the transfer of Milton Keynes to the East Midlands SHA this work continued through the South Central Commissioning for Quality Group currently chaired by the Assistant Director of Quality from the Berkshire cluster. Clustering into a Buckinghamshire and Oxfordshire cluster and a single Berkshire cluster made these arrangements even more resilient and used the strengths of the individuals in these small teams to the maximum benefit of the whole health economy.

These systems and processes will be built on in the development of the Commissioning Support Unit. The Quality Team in NHS Berkshire has actively contributed to the development of the Central Southern Commissioning Support Unit and responded to the consultation on structures.

This document is designed to complement the quality handover documents of neighbouring PCT Clusters, and the SHA South of England Quality Handover document. Benchmarking data from Oxfordshire and Buckinghamshire Cluster PCT is included where available. This reflects the collaborative approach to the production of the Quality Handover document and the joint working that has taken place over a number of years.

The data and information will continue to be reviewed, added and amended up until the final version is approved by the PCT Cluster Board on 26 March 2013. The yellow highlighting tool has been used to help distinguish where data and information is still being finalised.

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2. CONTEXT

The Health and Social Care Act 2012 describes the new structures and processes which will be in place by 1st April 2013 to commission healthcare in England. This reorganisation differs from previous reorganisations in that there is no one successor body, functions and individuals will move to a variety of different organisations. It is therefore important that robust arrangements are in place for the maintenance of quality both during transition and into the future. Evidence shows that to maintain a safe system of health and social care it is important to have clarity of role and responsibility at all times. This document describes how NHS Berkshire, as the 'sending' organisation and the various 'receiving' organisations will ensure that the quality of care is maintained during transition and how organisational memory will be assured into the future.

The National Quality Board report, *Maintaining and Improving Quality during the Transition: safety, effectiveness, experience* (March 2011) set out a range of recommendations for Boards aimed at sustaining quality during the transition. One of the themes identified by the report was the potential risks to quality posed by the loss of organisational memory during a time of transition. This theme has also been raised during the inquiry into the failings at Mid Staffordshire NHS Foundation Trust. There is an expectation that a formal handover on quality and safety should take place with the same discipline and rigour that occurs in financial handovers.

The National Quality Board report, *How to Maintain Quality during the Transition: Preparing for handover* (May 2012) reviewed lessons learned from the handover process that took place in 2011.

The Berkshire Cluster has set up a Transition Committee to co-ordinate the transition of the various functions to receiving organisations and to assure the Cluster Board that safe transition is being achieved.

The NHS Constitution sets out the behaviours and values of all staff working in the NHS. These behaviours and values will form the core of the new organisations. In Berkshire we wish to not only handover information on how to minimise risk, but also the ambition for continuous quality improvement. We aim to implement our Duty of Candour by sharing our handover documents with the public through presentation at a Cluster Board meeting. The handover documents will be based on the principles of transparency, honesty and probity.

Key issues for quality transition:

- To ensure that during transition the needs of the patient remain the key focus for the health and social care economy.
- To maintain clear lines of accountability at all times to ensure early warning of any concerns about the quality of care.
- To maintain clear communication channels with staff and patients and to make time to listen to what they are saying.
- To set up systems whereby hard and soft intelligence on quality is shared with the receiving organisations.

This quality handover document provides an overview of the quality of services in Berkshire and incorporates key issues for Clinical Commissioning Groups in Berkshire.

A Central Southern Commissioning Support Unit is being established to support Clinical Commissioning Groups; this will serve Bath, **Berkshire**, Buckinghamshire, Oxfordshire, Gloucestershire, Swindon and Wiltshire.

Commissioning of primary care services will be undertaken by the NHS Commissioning Board, Thames Valley Local Area Team.

Specialised services will be commissioned by three specialised commissioning hubs, including Thames Valley and Wessex (commissioned by Wessex Local Area Team).

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3. TRANSITION LEAD

The Transition Lead responsible for the Quality Handover document is the PCT's Director of Nursing, Marion Andrews-Evans. Sara Whittaker, Assistant Director of Quality is the author of the Quality Handover document. Dr David Buckle, Medical Director is the PCT's Lead for Quality.

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