



Dear Requestor

RE: Freedom of Information Request

With reference to your request for information I can confirm in accordance with Section 1 (1) of the Freedom of Information Act 2000 that we do hold the information that you have requested. A response to each part of your request is below.

Please note, as of 1 April 2020 the following Clinical Commissioning Groups (CCGs), NHS Mansfield & Ashfield CCG, NHS Newark & Sherwood CCG, NHS Nottingham City CCG, NHS Nottingham North & East CCG, NHS Nottingham West CCG and NHS Rushcliffe CCG, merged to become NHS Nottingham and Nottinghamshire CCG. More information around the new NHS Nottingham and Nottinghamshire CCG can be found on our website - <https://nottsccg.nhs.uk/about-us/our-ccg/>

In the request you asked:

1. What the name of the department(s) is that provides improvement, service improvement, quality improvement, continuous improvement or internal consultancy services to your organisation?

All teams across the CCG are signed up to the organisational Quality Strategy.

Page 9 outlines the commitment, priorities, & key deliverables which include 'leading system development of new care models' and 'Service Improvement'

<https://mk0nottinghamccebcm.kinstacdn.com/wp-content/uploads/2021/01/Quality-Strategy-v0.4.pdf>

The Nursing & Quality Directorate take the lead for the operational delivery plan underpinning the Quality Strategy

This includes but not limited to:

- A Quality, Transformation & Oversight Team, leading in the Learning Disability and Autism Transformation Programme, Local Maternity & Neonatal System PMO, Universal Personalised Care Programme, plus a Quality Intelligence & Improvement Team
- A Quality Assurance Team leading on oversight of quality and continuous improvement as part of contracting arrangements, primary care improvement, health protection, and Commissioning for Quality and Innovation (CQUIN)
- A Quality & Personalised Care Team leading on Continuing Healthcare Strategic Improvement, Personal Care and Personal Health Budgets, Care Sector Quality Improvement (including Enhanced in Health Cares), and an Infection Control System Support Team
- A Nursing & Safeguarding Team leading on developing best practice and learning from reviews, addressing health inequalities and variation, ensuring a framework for equality and quality impact assessments (commissioning services and pathways based on outcomes)
- A Medicine Management Team who work collaboratively with healthcare professionals in both primary (including CCG) and secondary care, to support and facilitate prescribing interventions with a view to optimising the care of and use of medicines in individual patients. The team support the commissioning teams within the health economy to ensure compliance with legislation, best practice guidance and enable the safe and cost effective delivery of pharmaceutical services to patients.

Other Teams in the CCG with a critical role for quality improvement include the Urgent Care Team (Proactive & Urgent Care Transformation), the Locality Teams are responsible for leading the development and implementation of their relevant ICP (PLACE) and constituent Primary Care Networks (PCNs), supporting clinical leadership working alongside

Commissioning Teams to ensure implementation of pathways and transformation, PCN Development Teams (also work within the Localities to lead on development and leadership), in addition to teams leading on improvement, transformation, and commission i.e. Mental Health, Community.

2. The job title(s) for the manager or executive responsible for quality improvement work in your organisation.

The Chief Nurse takes the lead for the delivery of the Quality Strategy as per above, working closely with the CCG Clinical Leads, Executive Director for Commissioning and Chief Finance Officer.

3. The name(s) of any formal improvement methodology or approach (eg Kaizen, Lean, Model for Improvement, Virginia Mason etc) that your organisation uses for quality improvement, continuous improvement, service improvement or internal consultancy projects. If it has been internally developed, please share any external approaches it has been based on.

As an Integrated Care System we are signed up to Quality Service Improvement Redesign (QSIR). The CCG adopts QSIR plus Plan Do Study Act Cycles (PDSA).

PM3 is the current Programme Management of choice for Quality, Innovation, Productivity and Prevention (QIPP) monitoring.

4. The details of any awards or external recognition that your organisation has received for quality improvement projects / work in the last 3 years.

All our awards are published via Healthcare Journals such as HSJ and Nursing Times, for example

- [Connected Notts shortlisted for the 2020 HSJ awards | Connected Nottinghamshire](#)
- IPC <https://awards.nursingtimes.net/2019-shortlist>
- [Trust's Integrated Care Teams recognised for work on new care model at regional innovation awards | Latest news around Nottinghamshire Trust \(nottinghamshirehealthcare.nhs.uk\)](#)
- My Home Life [2020 Shortlist | Nursing Times Awards](#)

5. The approximate staff Full Time Equivalent (FTE) inside the team(s) identified in the answer to question 1 and the job titles of staff within those teams.

Specific posts dedicated full time to Quality Improvement include the Quality Intelligence Team comprising of 4 x WTE - Head of Quality Improvement, a Enhanced Health in Care Homes Lead, and 2x Quality Intelligence Support roles.

6. The approximate staff Full Time Equivalent (FTE) outside of the team(s) identified in the answer to question 1 but with a proportion of their time formally allocated to service improvement, quality improvement, continuous improvement or internal consultancy, and the name of the department(s) or teams which these staff work in.

All teams across the organisation have a role in relation to Q1: improvement, service improvement, quality improvement, continuous improvement.

This includes being embedded into planning and strategy - <https://nottscg.nhs.uk/about-us/our-ccg/>

Teams include but not limited to: Primary Care Commission & Contracting Team, 3x Locality Teams, Nursing & Quality Team, Medicine Optimisation Team, Community and Mental Health Commissioning, Proactive and Urgent Care Team.

7. The approximate total budget that your organisation has allocated to quality improvement in each of the last 3 years (financial or calendar years - whichever is easiest).

The CCG does not have a specific budget line for quality improvement however full consideration of quality improvement is given to all clinical commissioning intentions.

8. The approximate number of staff trained in quality improvement in each of the last 3 years (financial or calendar years - whichever is easiest).

The CCG currently do not keep a central record of staff who have undertaken Quality Improvement methodology training but are actively working to ensure a register is developed as part of the strategic commissioning function.



If you are unhappy with the way in which your request has been handled, NHS Nottingham and Nottinghamshire Clinical Commissioning Group have an internal review procedure through which you can raise any concerns you might have. Further details of this procedure can be obtained by contacting Lucy Branson, Associate Director of Governance via lucy.branson@nhs.net or by writing to NHS Nottingham and Nottinghamshire CCG, 1 Standard Court, Park Row, Nottingham, NG1 6GN.

If you remain dissatisfied with the outcome of the internal review, you can apply to the Information Commissioner's Office, who will consider whether the organisation has complied with its obligations under the Act, and can require the organisation to remedy any problems. Generally, the ICO cannot make a decision unless you have exhausted the complaints procedure provided by NHS Nottingham and Nottinghamshire Clinical Commissioning Group formerly known as NHS Mansfield and Ashfield Clinical Commissioning Group, NHS Newark and Sherwood Clinical Commissioning Group, NHS Rushcliffe Clinical Commissioning Group, NHS Nottingham West Clinical Commissioning Group, NHS Nottingham City Clinical Commissioning Group and Nottingham North and East Clinical Commissioning Group. You can find out more about how to do this, and about the Act in general, on the Information Commissioner's Office website at: <https://ico.org.uk/for-the-public/>

Complaints to the Information Commissioner's Office should be sent to: FOI/EIR Complaints Resolution, Information Commissioner's Office, Wycliffe House, Water Lane, Wilmslow, Cheshire, SK9 5AF
Telephone 0303 123 1113 or report a concern: <https://ico.org.uk/concerns/>

Yours sincerely

Freedom of Information Officer on behalf of *NHS Nottingham and Nottinghamshire Clinical Commissioning Group formerly known as NHS Rushcliffe Clinical Commissioning Group, NHS Nottingham West Clinical Commissioning Group, NHS Nottingham City Clinical Commissioning Group, NHS Nottingham North and East Clinical Commissioning Group, NHS Mansfield and Ashfield Clinical Commissioning Group and NHS Newark and Sherwood Clinical Commissioning Group.*

notts.foi@nhs.net

All information we have provided is subject to the provisions of the Re-use of Public Sector Information Regulations 2015. Accordingly, if the information has been made available for re-use under the [Open Government Licence](#) (OGL) a request to re-use is not required, but the license conditions must be met. You must not re-use any previously unreleased information without having the consent of NHS Nottingham and Nottinghamshire Clinical Commissioning Group. Should you wish to re-use previously unreleased information then you must make your request in writing (email will suffice) to the FOI Lead via notts.foi@nhs.net. All requests for re-use will be responded to within 20 working days of receipt.

