

# CRANE 'Making it Better' learning event

## An Approach to Responding to Outlier Status

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on behalf of the

**Trent Regional Cleft Network Lead Team**



Nottingham  
Children's  
Hospital

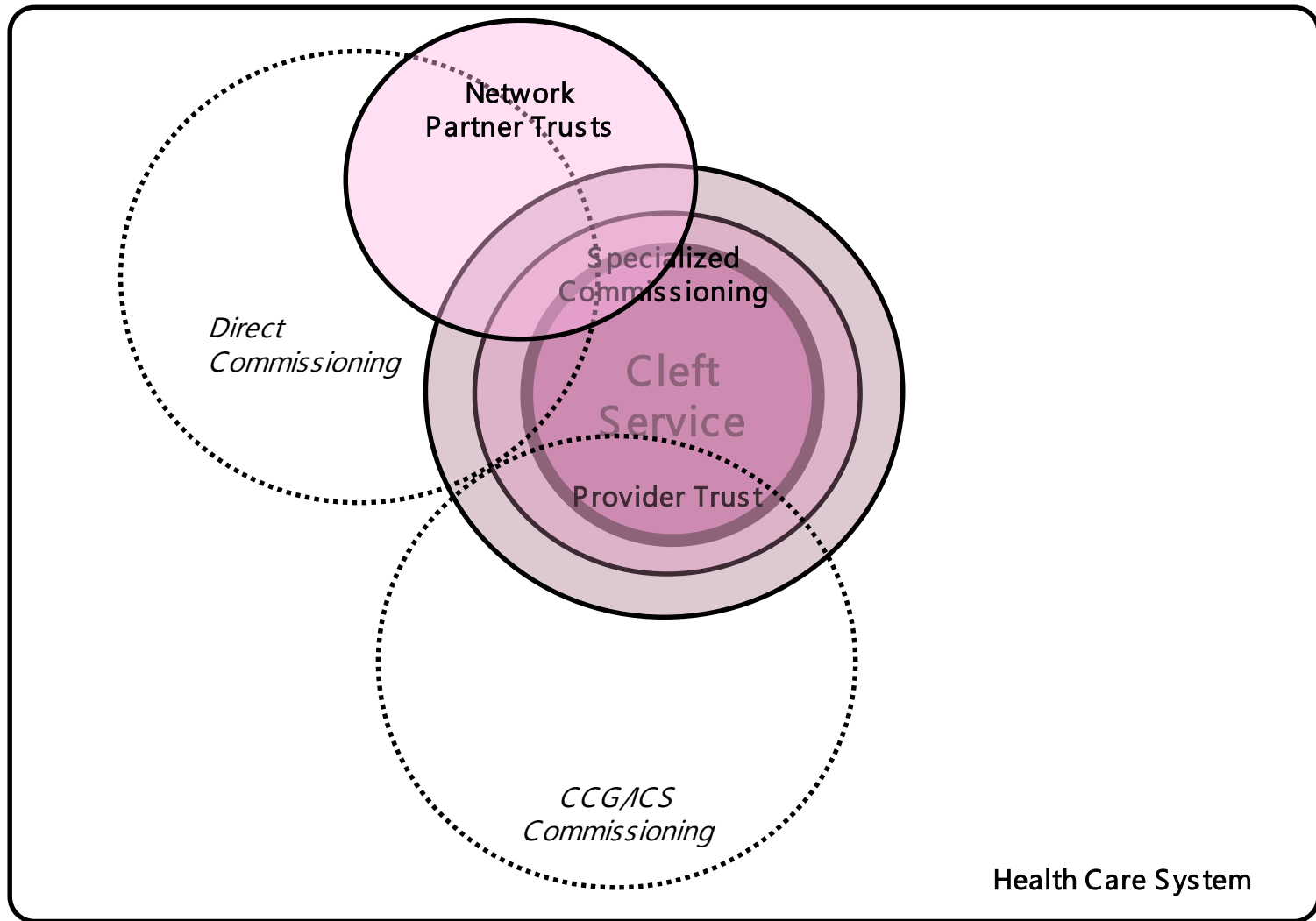
*We are here for you*

# It depends where you started....

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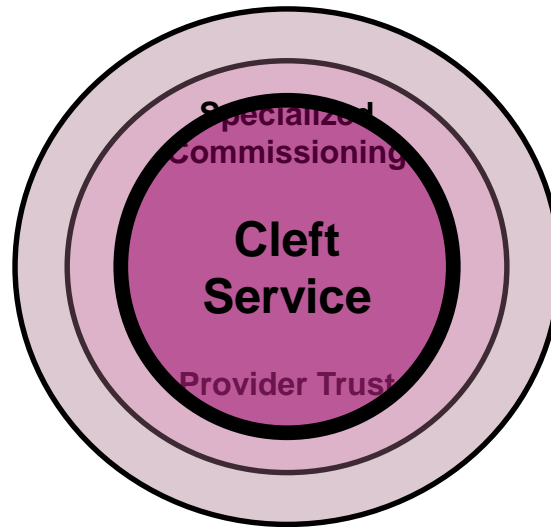
- Trent Regional Cleft Network has been an outlier throughout its lifetime
- 50% of prior agreed commissioning resource was absent at service inception
- Huge lesson; **Get it right to start with**
- NHS commissioning is a hugely complex system and if you fall foul of it, the complicated interdependencies take a huge effort to unpick

# Cleft Service Governance Systems



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# Cleft Service Governance Systems

## Cleft Service

### Role

Operational delivery of service

- Developing and maintenance of systems to record quality of service provided
- To analyze issues in resource provision
  - Service level
  - Trust level
  - System level
- Systems in place to escalate quality concerns to provider and commissioner level
- Owns Service Risk Register with service action plan

## Provider Trust

### Role

Provision of service according to Specialized Services Contract with Local Specialized Commissioners

- Different aspects of contract
  - Financial
  - Operational
  - Clinical Governance / Quality
- Contracts should be comprehensive but often there are mismatches between above components – historic or caused by healthcare system changes
- Monitor delivery of contract and actions of service
- Owns Trust Risk Register and Commissioning Intention List

## Specialized Commissioning

### Role

1. Contract Specialized Services for their geographical area
  2. Oversight of Clinical Governance / Quality of provision
- Multiple specialized services in multiple providers
  - Owns Specialized Commissioning Risk Register

# Outlier Response

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- Aim for a system response
- Engage with provider governance systems
- Openly sharing data/reports/dashboards  
before it is an issue – no surprises for team,  
provider or commissioners

# Outlier Response

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- Team analysis of drivers at three levels
  - Data Recording
  - Process
  - Resource
- Write a clinical risk in the providers preferred form
  - Clinical Risk translates clinical quality issues into 'corporate currency'
- Engage with provider commissioning managers to link to specialized commissioning
- Develop a clear action plan involving the three levels;
  - Service team
  - Provider
  - Specialized commissioners
- Keep communicating as things move slowly if it is a system issues

# Outlier Response Letter

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1. Confirm data
2. Summarize context and history
3. System action plan and timelines
4. Confirm level of system engagement

## Principles

- Co-ownership specialty leads for area of outlier status and clinical director
- Lead team input and agreement of letter
- Approval by trust governance systems