



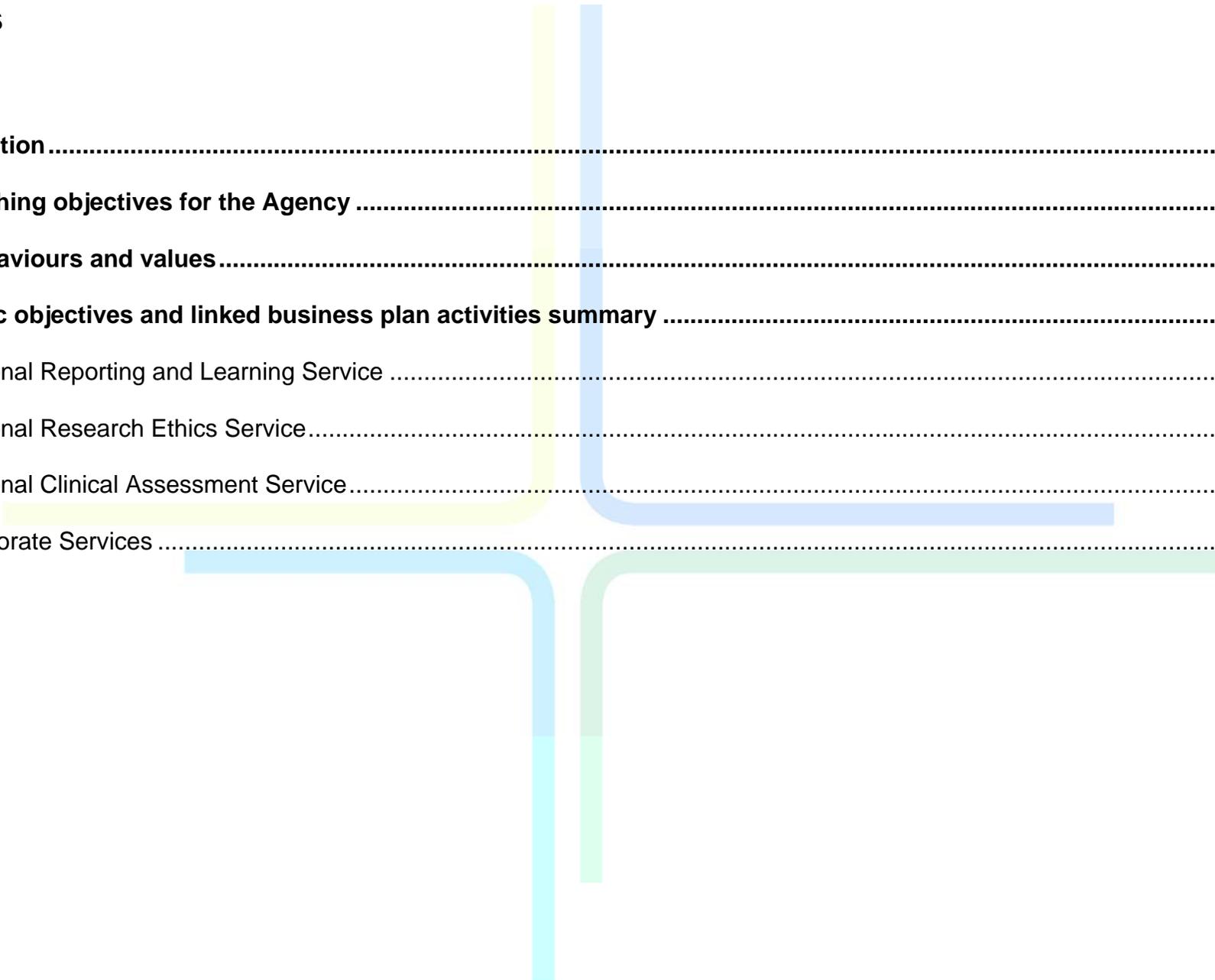
National Patient Safety Agency

Business Plan Summary

2009/10

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1.0 Introduction

- This Business Plan Summary sets out the National Patient Safety Agency's (NPSA) objectives and targets for 2009/10 and how we will achieve them. It builds on the original Corporate Plan for 2008/11; describing in detail what we will do over the next year to help healthcare services deliver improved safer care.

2.0 Overarching objectives for the Agency

- Build public confidence in the safety of care, the safety of healthcare practitioners and systems to ensure ethical research;
- Deliver services to all our customers and being responsive to the health economies we serve;
- Build a sustainable Agency that is responsive and delivers against a changing environment by maximising new opportunities.

3.0 Our behaviours and values

- We deliver services that are fit for purpose and help our customers in their work;
- We create an environment that attracts, motivates and recognises high performance and achievement;
- We respect every individual, are committed to equal opportunities and diversity, and promote the health and well-being of our staff;
- We provide a safe workplace and protect the environment;
- We uphold the highest levels of probity, honesty and transparency.

4.0 Strategic objectives and linked business plan activities summary

4.1 National Reporting and Learning Service (NRLS)

No.	Strategic objective	Business plan activities
1	Lead and motivate staff to improve the safety of patient care through evidence, networks and tools, building engagement and local capacity in patient safety.	<ul style="list-style-type: none"> • Address under-reporting of patient safety incidents, particularly by doctors, and help to prevent recurrence of the most serious incidents. • Build engagement and local capacity by working across the NHS and in partnership with Strategic Health Authorities (SHAs) and Patient Safety Action Teams, and through our Welsh Patient Safety Managers to share expertise and learning. • Promote design and human factors work to improve patient safety. • Collaborate with NHS, industry and other key stakeholders to establish best practice and embed patient safety improvements. • Continue improvements in patient safety data analysis and develop profile as a world leader. • Work with national and international colleagues to share expertise and learning. • Support the improvement of patient safety in Wales in line with the Healthcare Quality Improvement Plan and through the 1000 Lives campaign. • Scope the role of staffing in patient safety and opportunities to influence the agenda.
2	Provide timely knowledge and feedback through the Reporting and Learning System (RLS) so that providers and commissioners can take action to set priorities and reduce risks to patient safety.	<ul style="list-style-type: none"> • Improve the timeliness, frequency and quality of reporting to the RLS and develop vendor engagement. • Review serious harms and deaths, prioritise key risks and produce a range of publications and outputs to reduce risks to patients. • Work with stakeholders to implement learning and evaluate the impact of NRLS products. • Review RLS data and maintain the production of a range of publications and outputs from the RLS. Enhance accessibility and ensure statutory obligations are met. • Develop Patient Safety Collaboratives, building on pilot work to improve reporting and learning in general practice.

No	Strategic objective	Business plan activities
3	<p>Embed patient safety priorities through influencing standards, commissioning and providing implementation ready products and services.</p>	<ul style="list-style-type: none"> • Achieve the commitment that all NHS trusts will implement the World Health Organization (WHO) Safer Surgery Checklist. • Work with key stakeholders and build on previous learning to provide implementation ready products and services. • In line with the WHO World Alliance Patients for Patient Safety Initiative, manage and develop a national network of 22 patient safety champions within the 10 Strategic Health Authorities in England and the Patient Safety Team in Wales. • Influence agendas of national bodies. • Research and development. • Re-launch and embed principles of Being Open.
4	<p>Work with the Confidential Enquiries (contracted to the NPSA) to ensure exchange of information between each enquiry and the NRLS to improve patient safety.</p>	<ul style="list-style-type: none"> • Identify key risks from the RLS to influence the Confidential Enquiries work programme.

4.2 National Research Ethics Service (NRES)

No	Strategic objective	Business plan activities
1	Provide an efficient and robust service for ethical review.	<ul style="list-style-type: none"> • Provide essential services to Research Ethics Committees (RECs). • Manage REC budgets. • Work with colleagues in Scotland, Wales and Northern Ireland to maintain a UK-wide framework for ethical review, including provision of services by agreement in the devolved nations. • Act to improve the efficiency and effectiveness of research ethics review processes. • Establish fast track review for low-risk studies. • Develop of services to provide early provision of advice to applicants. • Provide training for REC chairs and committee members. • Develop and communicate policy and guidance for RECs and stakeholders to facilitate effective operation. • Provide management information. • Provide training for REC coordinators.
2	Increase understanding of what is expected from research applicants when submitting a research ethics application.	<ul style="list-style-type: none"> • Provide training information for research applicants in ethical review. • Provide a queries line service for applicants and stakeholders.
3	Build confidence in the REC system.	<ul style="list-style-type: none"> • Develop and maintain a programme of quality assurance for RECs incorporating: <ul style="list-style-type: none"> ▪ the accreditation scheme; ▪ processes to formally review user feedback; ▪ REC Chair development scheme; ▪ Ethical debate exercise; ▪ Assessment of ISO9001: 2008 Quality Management System implementation. • Work to ensure the diversity of REC membership. • Feed back and publicising REC decisions.
4	Harmonise and simplify the exchange of information between NRES, the NHS and others while protecting the independence of ethical review.	<ul style="list-style-type: none"> • Manage on behalf of the Department of Health the maintenance and continued development of the Integrated Research Application System (IRAS).

4.3 National Clinical Assessment Service (NCAS)

No	Strategic objective	Business plan activities
1	Focus on core work by ensuring casework is responsive, timely, proportionate, cost effective, and underpinned by robust and defensible methods.	<ul style="list-style-type: none"> • Ensure NCAS' advice, support, assessment and action planning service for doctors, dentists and pharmacists is responsive, timely, proportionate and fit for purpose across all administrations. • Maintain a specialist human resource function for England, Northern Ireland, Scotland and Wales. • Ensure referring bodies have access to an assessment service that will effectively and efficiently manage all potential and actual assessments, and facilitate the agreement of action plans. • Provide NCAS to new areas, as required, under income generation directions. • Ensure adequate and appropriate business support services (including legal support and information governance) are in place for all NCAS departments and offices.
2	Promote effective systems of professional governance through an external education programme and publication of analysis of casework experience.	<ul style="list-style-type: none"> • Provide a programme of research, development and activity analysis for all NCAS services. • Share NCAS learning through external education and awareness raising programmes.
3	Develop services by identifying and responding to the needs of existing and emergent stakeholders.	<ul style="list-style-type: none"> • Develop new services and business models to support emerging needs, including: health for health practitioner programme and hospital pharmacists. • Develop the NCAS assessment model to meet emerging needs.

4.4 Corporate Services

No	Strategic objective	Business plan activities
1	Develop an efficient, effective and flexible organisation that promotes a synergistic culture.	<ul style="list-style-type: none"> • Provide an efficient Financial Management service. • Develop and support delivery of divisional communications plans that support delivery of divisional objectives and prioritisation. • Implement all new and revised HR policies that will enable effective business delivery and takes into account business/customer requirements. • Develop and implement a learning and development plan. • Support development and delivery of Agency-wide and divisional HR strategies to meet business requirements/priorities including the embedding of new business models and operating principles. • Develop and implement an information services strategy. • Develop an information services function that provides an effective and responsive service to all customers. • Support the embedding of information governance and information management principles and policies into business processes and staff behaviour. • Deliver the NPSA Business Plan 2010/11 with an effective reporting mechanism to internal and external stakeholders. • Lead the implementation of the new business management system. • Implement the new communications strategy for the NPSA and use it as a tool to support the delivery of the Agency business. • Facilitate and improve relationships with sponsoring bodies.
2	Provide corporate and infrastructure support that proactively delivers to the needs of customers and stakeholders.	<ul style="list-style-type: none"> • Evaluate the effectiveness of new communications tools including new technologies. • Ensure HR function recognises and understands divisional requirements and that HR service provision meets these needs of customers.

No	Strategic Objective	Business Plan Activities
		<ul style="list-style-type: none"> • Plan for implementation of an estates strategy. • Deliver a two-year sustainable development strategy and action plan for 2009-10. • Lead health and safety activity for the Agency. • Improve organisational understanding of policy environment and developments. • Embed NPSA campaign initiatives into the healthcare sector effectively. • Develop an overarching approach to support the development and delivery of the new divisional business models across the Agency. • Help the Agency meet statutory (Freedom of Information/Data Protection Act) and sponsor information obligations. • Work with Communications to devise and implement a parliamentary strategy.
3	Build and maintain an effective governance structure that safeguards information, assesses risks and makes best use of public funds.	<ul style="list-style-type: none"> • Provide effective internal audit, counter fraud and security services. • Implement International Finance Reporting Standards (IFRS) and closure of accounts. • Support the delivery of an effective corporate governance process for the Agency.