Clinical Excellence Awards – Non Executive Director Perspective

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Clinical Excellence Awards – Non Executive Director Perspective

• Clinical Excellence Awards (CEA) Overview

• Non Executive Director (NED)/Lay member perspective

• NED view of the relationship between CEA & Job planning

• Questions
Clinical Excellence Awards – CEA Overview

The objective of the scheme:-

To reward consultants who show the greatest sustained levels of performance and commitment to the NHS

In a way that is

– Transparent, fair, based on clear evidence and perceived to be so
– Open and accessible to all eligible consultants
– Fair in its distribution of awards

Source ACCEA
Clinical Excellence Awards – CEA Overview

A Competitive Scheme

National Awards
Platinum

National Awards
Bronze, Silver, Gold

Local Awards: Levels 1-9
Clinical Excellence Awards – CEA Overview

ACCEA – an increasingly competitive scheme

Total National Awards England 2009-2012

<table>
<thead>
<tr>
<th>Year</th>
<th>Total number of applicants</th>
<th>Total no. of new awards</th>
</tr>
</thead>
<tbody>
<tr>
<td>2009</td>
<td>1773</td>
<td>566</td>
</tr>
<tr>
<td>2010</td>
<td>1980</td>
<td>300</td>
</tr>
<tr>
<td>2011</td>
<td>1908</td>
<td>300</td>
</tr>
<tr>
<td>2012</td>
<td>1813</td>
<td>300</td>
</tr>
<tr>
<td>2013</td>
<td>1816</td>
<td>???</td>
</tr>
</tbody>
</table>

Source: ADVISORY COMMITTEE ON CLINICAL EXCELLENCE AWARDS EVIDENCE TO THE REVIEW BODY ON DOCTORS’ AND DENTISTS’ REMUNERATION 2013
Criteria for Excellence

Performance over and above the standard expected of a consultant in their post

Sustained commitment to patient care, public health

High standards

Commitment to values and goals of the NHS
Panel Composition:-

- Up to 24 members
- 6 lay members (including Chairman)
- 12 medical members (including medical Vice Chair)
- 6 employers (CEOs)
- Regional Chairman is responsible for good practice in regions Trust CEA committees and can attend them

Trust CEA committees will generally reflect this composition
Non Executive Director (NED)/Lay member perspective

As a NED / Lay Member :-

• Represent the public / patient perspective
• I am trained in the application of the scheme
• I and other lay members probably do not know you, or your reputation
• I will assess on the basis of the application form.
• If you don’t tell me I won’t make assumptions
• I need you to explain why something is important!

Evidence, Evidence, Evidence
What do I see?
- Your personal statement
- Your job plan
- Evidence in the 5 Domains
- Chief Executive assessment / support
- Citations
Non Executive Director (NED)/Lay member perspective

**Your Personal Statement:-**

- For me this sets the scene.
- Is not scored.
- Follow instructions on content - **count to 4!**
- Pick out your most significant achievements – since last award.
- Successful applicants Personal Statements are all now published on website - read for ideas.
Non Executive Director (NED)/Lay member perspective

**Your Job Plan:**

- Read Guidance
- Summarise job plan with PAs and other activities relevant to NHS
- Say which work is paid or unpaid
- Describe working week for each post held, consultant anaesthetist, clinical director, senior lecturer, college tutor, specialist society officer etc.
Your evidence to support each Domain

1. Delivering a high quality service
2. Developing a high quality service
3. Leadership & Managing a high quality service
4. Research & Innovation
5. Teaching & Training

These will be scored.
Non Executive Director (NED)/Lay member perspective

Each Domain is scored as follows:

0  - Has made no assessable commitment
2  - Meets contractual commitment
6  - Over and above contractual commitment
10 - Excellent

For each domain there are clear assessment criteria, each statement begins with ‘evidence should show’
Chief Executives (CE) Support

• Your CE provides brief commentary about you and your achievements.

• Your CE also provides a score on your performance against each of the Domain Headings.

• Your CE is asked if he/she supports the application
Non Executive Director (NED)/Lay member perspective

Chief Executives (CE) Scoring for each Domain

X = No commitment in this domain

U = Has not delivered contractual obligations at a level expected

C = Delivers contractual expectations at a level expected

P = Some aspects of delivery have been clearly over and above expectation

E = Outstanding delivery of service
Non Executive Director (NED)/Lay member perspective

**Citations**

- Comment on quality of achievements
- Should relate to achievement within the competence of the nominating body
- Should not be provided by a colleague from the same institution
- Should be submitted by the President or Chairman of the nominating body
- Quality of the citations more important than quantity
I cannot stress enough (1)…….

The Form is the KEY to the whole process

- The achievements you claim on the Form is the information that is considered

- In big Trusts and Nationally that is all I and committee members will know about you

- Read all current ACCEA info and guides
Non Executive Director (NED)/Lay member perspective

I cannot stress enough (2)……..

- Award for excellence not working hard
- National awards are for national activity but not at expense of local work
- Give quantified information, quoting dates, activity data, audits, appropriate benchmarks
I cannot stress enough (3)........

- Use your opening statement and choose your 4 points carefully.
- Specify achievements since last award date
- Need Chief Exec/Trust support
Non Executive Director (NED)/Lay member perspective

EVIDENCE - some examples

I have good patient experience because I have received no complaints.

My revision rate is low.

Regular attendance at MDT teams.

Lists of position held, or committee membership with no indication of role or results.

As opposed to............
Non Executive Director (NED)/Lay member perspective

My 360 degree patient satisfaction survey of x patients in 2012 showed 90% very satisfied with my clinic.

As a result of a patient comment I developed procedure x.

Over the period yy – yy my surgical mortality rate has been 1/3 of that expected.

Under my leadership the unit reduced average length of stay from x to y.
Non Executive Director (NED)/Lay member perspective

As an example - Leadership and Managing a high quality service.

To score 6 points, applicants must show successful management skills, especially in innovative development and hard-pressed services......

• Lots of committee posts, sometimes little explanation of role. Chair, Secretary, expert – unless you tell me I don’t know.

• Perhaps not enough weight on what you lead on – don’t over egg but false modesty is not appropriate.

• What was delivered or changed for the better as a result of your leadership?

• Use of ‘we’ / ‘the team’ – I can’t deduce what your role was
Non Executive Director (NED)/Lay member perspective

RENEWALS.

• Take these as seriously as the original application
• Introduction of scoring in 2011 Round strengthened process
• Resulted in **35** awards being withdrawn
• Complete with same care as new form
• Only include information since receiving last award
• The same standard of evidence is needed to renew as for a new application.
## Results of Renewals for the period 2008 - 2011

<table>
<thead>
<tr>
<th>Review Applications</th>
<th>2008</th>
<th>2009</th>
<th>2010</th>
<th>2011</th>
<th>2011 Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total</td>
<td>731</td>
<td>541</td>
<td>730</td>
<td>653</td>
<td></td>
</tr>
<tr>
<td>Successful renewal or progression to a higher award</td>
<td>713</td>
<td>505</td>
<td>667</td>
<td>525</td>
<td>80.01%</td>
</tr>
<tr>
<td>Unsuccessful renewal - One year resubmission</td>
<td>16</td>
<td>33</td>
<td>32</td>
<td>70</td>
<td>10.71%</td>
</tr>
<tr>
<td>Unsuccessful renewal - Withdrawal of award</td>
<td>2</td>
<td>3</td>
<td>9</td>
<td>35</td>
<td>5.36%</td>
</tr>
</tbody>
</table>

Clearly a more rigorous approach being taken!
RENEWALS.

• **Take these as seriously AGAIN!!!!!!!**

‘From 1\textsuperscript{st} October 2014 pay protection will no longer be applicable to any award that is, or has previously been, withdrawn or not renewed. Consultants who are due to submit a renewal application in the 2013 round will not receive the financial value of the award from 1\textsuperscript{st} October 2014 if it is not renewed due to either there being **insufficient evidence** to justify renewal or the non-submission of an application’

Source Letter. ACCEA’s guide for: National Awards Applicants (new and renewal); Existing Award Holders.
All I know about your job plan is what you tell me.

The mix of PA, SPA gives me an indication of balance in your job.

The posts you hold – Clinical, Academic and or mix will affect at how I look at the Domain scoring. Will it be over and above what is expected?

Don’t forget to include unpaid positions of posts.

Question for you –

When applying for a local award have you ever asked your Medical Director what Excellent looks like?
You are in a competitive awards scheme

All I know about you, and your achievements, is what you tell me

Evidence, Evidence, Evidence

Be very specific about:-
  • what you have delivered
  • the innovation / improvement to services
  • leadership etc

What does excellent look like in my job (and can you prove it)?
Non Executive Director (NED)/Lay member perspective

Thank you

ANY QUESTIONS?