

# **Delivering Quality in the NHS 2004**

**Edited by**

**Sir Michael Rawlins**

*Chairman*

*National Institute for Clinical Excellence*

and

**Peter Littlejohns**

*Clinical Director*

*National Institute for Clinical Excellence*

Radcliffe Medical Press  
Oxford • San Francisco

**Radcliffe Medical Press Ltd**  
18 Marcham Road  
Abingdon  
Oxon OX14 1AA  
United Kingdom

**[www.radcliffe-oxford.com](http://www.radcliffe-oxford.com)**

The Radcliffe Medical Press electronic catalogue and online ordering facility.  
Direct sales to anywhere in the world.

---

© 2004 National Institute for Clinical Excellence

All rights reserved. No part of this publication may be reproduced, stored in a retrieval system or transmitted, in any form or by any means, electronic, mechanical, photocopying, recording or otherwise without the prior permission of the copyright owner.

British Library Cataloguing in Publication Data

A catalogue record for this book is available from the British Library.

ISBN 1 85775 618 5

Typeset by Acorn Bookwork, Salisbury, Wiltshire  
Printed and bound by TJ International Ltd, Padstow, Cornwall

# Contents

<b>List of contributors</b>	vii
<b>List of abbreviations</b>	xi
<b>Introduction</b>	xiv
<b>Part One: The James Lind legacy</b>	<b>1</b>
<b>The James Lind legacy: the past – James Lind</b>	<b>3</b>
<i>Ian Jenkins</i>	
<b>The James Lind legacy: the present – the relevance of his work today</b>	<b>5</b>
<i>Iain Chalmers</i>	
<b>Part Two: Filling the evidence gap</b>	<b>9</b>
<b>Filling the evidence gap: how big is it?</b>	<b>11</b>
<i>Kent Woods</i>	
<b>What approaches have been used in assessing health technologies?</b>	
<b>The contribution of HTA to decision making</b>	<b>14</b>
<i>John Gabbay</i>	
<b>Formulating consensus recommendations</b>	<b>18</b>
<i>Gillian C Leng, Michael Pearson and Fergus Macbeth</i>	
<b>What approaches have been used in assessing new interventional procedures? A clinician’s view</b>	<b>22</b>
<i>Trevor Cleveland</i>	
<b>The role of patients and the public in generating research evidence</b>	<b>25</b>
<i>Sarah Buckland</i>	
<b>MATCH: a role for academia and major research funders in generating research evidence</b>	<b>28</b>
<i>Terry Young</i>	
<b>Part Three: Raising standards – national policy and practice</b>	<b>33</b>
<b>Social care and joint working with the NHS: how the Social Care Institute for Excellence works with NHS partners</b>	<b>35</b>
<i>Amanda Edwards and Patricia Kearney</i>	

<b>The impact of emergency care targets on the quality agenda</b>	38
<i>K George MM Alberti</i>	
<b>Progressive quality management: creating sustainable changes in professional practice</b>	40
<i>Jon Harvey</i>	
<b>Confidential Enquiry into Maternal and Child Health</b>	43
<i>Richard Congdon</i>	
<b>The National Confidential Inquiry into Suicide and Homicide by People with Mental Illness: recent findings and new directions</b>	47
<i>Nicola Swinson and Navneet Kapur</i>	
<b>Raising standards in primary care</b>	51
<i>David Colin-Thomé</i>	
<b>Measuring clinical performance</b>	55
<i>Jake Arnold-Forster</i>	
<b>Four nations delivering a National Health Service</b>	58
<i>John Hill-Tout</i>	
<b>Inspecting the private sector</b>	61
<i>Ros Gray</i>	
<b>The Task Force on Medicines Partnership: implementing concordance in medicine taking</b>	64
<i>Joanne Shaw and Geraldine Mynors</i>	
<b>Partners for change? The impact of service user participation on change and improvement in social care services</b>	69
<i>Sarah Carr</i>	
<b>Part Four: Making a difference locally</b>	75
<b>Using CHI reviews to create a 'best practice' clinical audit department</b>	77
<i>Richard W Kuczyc</i>	
<b>Working together to manage risk</b>	82
<i>Sarah Williamson</i>	
<b>A strategic approach to clinical governance</b>	85
<i>Charlette Middlemiss</i>	
<b>Reducing health inequalities</b>	92
<i>Paul Seviour</i>	
<b>Making clinical governance work at the front line</b>	95
<i>Sean O'Kelly</i>	
<b>National Clinical Audit 2002–2004</b>	98
<i>Jenifer Smith</i>	

---

<b>Using patient and public involvement to improve the quality agenda at a local level</b>	102
<i>Damian Jenkinson</i>	
<b>Local mental health commissioning: issues and practice</b>	106
<i>Ian Allured and John Hall</i>	
<b>Implementing NICE guidance: a partnership approach</b>	109
<i>Mary McClarey and Andy Dickens</i>	
<b>A pocket guide to clinical governance</b>	112
<i>Kim Jelphs and Mike Cooke</i>	
<b>Putting patient advocacy into practice: learning from Wales</b>	118
<i>Peter Johns</i>	
<b>Quality improvements through nursing innovations</b>	120
<i>Jackie Dodds</i>	
<b>Phase 2 Cardiac Rehabilitation Pilot Programme: Leeds North West PCT</b>	123
<i>Sue Kendal</i>	
<b>Action on ENT: Blackburn's experience</b>	126
<i>Sarah Fitch</i>	
<b>Facing up to failure: the impact of the star ratings</b>	132
<i>Jeremy Berger and Phil Glanfield</i>	
<b>The Commission for Health Improvement: putting recommendations into practice</b>	135
<i>Paul Bates</i>	
<b>The implementation of NICE Technology Appraisal Guidance within a cancer centre</b>	138
<i>Diana Mort, Carol Jordan and Gill Williams</i>	
<b>2003 audit of NICE guidelines for the use of electronic fetal monitoring at the Princess Anne Hospital, Southampton University Hospitals NHS Trust</b>	142
<i>Sucheta Iyengar, Patricia Norman, Suzanne Cunningham and Matthew Coleman</i>	
<b>Developing your skills and enhancing your career</b>	149
<i>John Whitmore</i>	
<b>Part Five: Research, evidence and recommendations</b>	153
<b>Involving participants in the design and conduct of trials: the ProtecT study</b>	155
<i>Jenny Donovan</i>	
<b>How the pharmaceutical industry gets patients involved in clinical trials</b>	158
<i>Carol Aliyar</i>	

<b>Consumer involvement in trial design and management</b>	162
<i>Mark Pitman</i>	
<b>Mix and match? Conjectures on heterogeneous trial populations</b>	165
<i>H Martyn Evans</i>	
<b>The Interventional Procedures Programme</b>	168
<i>Bruce Campbell and Tom Dent</i>	
<b>What is the role of research and evidence in policy making?</b>	171
<i>Martin Eccles</i>	
<b>What is the role of research and evidence in cancer policy?</b>	176
<i>Robert Haward</i>	
<b>The role of evidence in improving market access</b>	181
<i>Julia Earnshaw</i>	
<b>The role of health economics in making recommendations to the NHS</b>	185
<i>Martin Buxton</i>	
<b>NICE challenges</b>	188
<i>Alan Maynard</i>	
<b>Priority setting and healthcare commissioning: is there a case for a UK network?</b>	191
<i>Angela Bate, Cam Donaldson and Tony Hope</i>	
<b>Who has the responsibility for picking up the research agenda?</b>	196
<i>Chris Counsell</i>	
<b>Index</b>	199

# List of contributors

**K George MM Alberti**, National Director for Emergency Access, Department of Health, London

**Carol Aliyar**, Head of Clinical Research Operations, Boehringer Ingelheim, Bracknell, Berkshire

**Ian Allured**, Service Development Advisor, Health and Social Care Advisory Service, London

**Jake Arnold-Forster**, Managing Director, Dr Foster Ltd, London

**Angela Bate**, Research Associate (Health Economics), Centre for Health Services Research, School of Population and Health Sciences, University of Newcastle upon Tyne

**Paul Bates**, Chief Executive, Herefordshire PCT, Belmont, Hereford

**Dr Jeremy Berger**, Clinical Management Group Chair and Consultant Radiologist, Barnet and Chase Farm Hospitals, London

**Sarah Buckland**, Director, INVOLVE Support Unit, Eastleigh

**Professor Martin Buxton**, Director, Health Economics Research Group, Brunel University, Uxbridge

**Professor Bruce Campbell**, Chairman of the Interventional Procedures Advisory Committee, National Institute for Clinical Excellence, London

**Sarah Carr**, Research Analyst, Social Care Institute for Excellence (SCIE), London

**Sir Iain Chalmers**, Co-ordinator, The James Lind Initiative, Oxford

**Dr Trevor Cleveland**, Consultant Vascular Radiologist, Sheffield Vascular Institute, Northern General Hospital, Sheffield

**Matthew Coleman**, Consultant in Fetal Medicine, Southampton University Hospitals NHS Trust, Southampton General Hospital

**Professor David Colin-Thomé**, National Clinical Director for Primary Care, Department of Health, London

**Richard Congdon**, Chief Executive, Confidential Enquiry into Maternal and Child Health, London

**Mike Cooke**, Chief Executive, South Staffordshire Healthcare NHS Trust, Lichfield, Staffordshire

**Dr Chris Counsell**, R&D Manager, University Hospital Birmingham NHS Trust

**Suzanne Cunningham**, Consultant Midwife, Southampton University Hospitals NHS Trust, Southampton General Hospital

**Dr Tom Dent**, Programme Director, National Institute for Clinical Excellence, London

**Andy Dickens**, Research Assistant, Institute of Health Studies, University of Plymouth

**Jackie Dodds**, Assistant Director of Nursing, Greater Peterborough Primary Care Partnership, Peterborough

**Professor Cam Donaldson**, Health Foundation Professor of Health Economics, Centre for Health Services Research, School of Population and Health Sciences and The Business School (Economics), University of Newcastle upon Tyne

**Professor Jenny Donovan**, Professor of Social Medicine, Department of Social Medicine, University of Bristol

**Julia Earnshaw**, Director, Health Outcomes, GlaxoSmithKline UK, Uxbridge

**Professor Martin Eccles**, William Leech Professor of Primary Care Research and Professor of Clinical Effectiveness, Centre for Health Services Research, School of Population and Health Sciences, University of Newcastle upon Tyne

**Amanda Edwards**, Head of Knowledge Services, Social Care Institute for Excellence, London

**Professor H Martyn Evans**, Professor of Humanities in Medicine, Centre for Arts and Humanities in Health and Medicine and Centre for Integrated Healthcare Research, University of Durham

**Sarah Fitch**, Nurse Practitioner – Nurse Advisor to Action on ENT Team, Blackburn Royal Infirmary, Blackburn

**Professor John Gabbay**, Director, National Collaborating Centre for Health Technology Assessment, University of Southampton

**Phil Glanfield**, Director, Performance Development Team, NHS Modernisation Agency

**Ros Gray**, Clinical Director, Nuffield Hospitals, Surbiton, Surrey

**Dr John Hall**, Clinical Advisor, Health and Social Care Advisory Service, London

**Jon Harvey**, Senior Fellow in Organisational Development, Office for Public Management, London

**Professor Robert Haward**, Professor of Cancer Studies, Centre for Epidemiology and Health Services Research, School of Medicine, University of Leeds

**John Hill-Tout**, Director of Performance Quality and Regulation – Health and Social Care, Welsh Assembly Government, NHS Performance Quality and Regulation Division, Cardiff

**Professor Tony Hope**, Director, Ethox, Institute of Health Sciences, University of Oxford

**Dr Sucheta Iyengar**, Research Fellow (Obstetrics), Southampton University Hospitals NHS Trust, Southampton General Hospital

**Surgeon Vice Admiral Ian Jenkins**, Surgeon General, Defence Medical Services, Ministry of Defence, London

**Dr Damian Jenkinson**, Clinical Director of Stroke Services, Royal Bournemouth and Christchurch Hospitals NHS Trust and Principal Clinical Advisor to the NHS Clinical Governance Support Programme for Stroke

**Kim Jelphs**, Clinical Director, South Staffordshire Healthcare NHS Trust, Clinical Development Directorate, Lichfield, Staffordshire

**Peter Johns**, Director Designate, Board of Welsh Community Health Councils, Cardiff

**Carol Jordan**, Registered General Nurse and Clinical Change Facilitator, Velindre NHS Trust, Whitchurch, Cardiff

**Navneet Kapur**, Assistant Director, National Confidential Inquiry into Suicide and Homicide by People with Mental Illness, Centre for Suicide Prevention, Manchester

**Patricia Kearney**, Director of Practice Development, Social Care Institute for Excellence, London

**Sue Kendal**, Coronary Heart Disease Nurse Specialist, Leeds North West PCT, Leeds

**Richard W Kuczyc**, Clinical Audit Manager, Portsmouth NHS Hospitals Trust, Portsmouth

**Dr Gillian C Leng**, Guidelines Programme Director, National Institute for Clinical Excellence, London

**Dr Fergus Macbeth**, Director, National Collaborating Centre for Cancer, Velindre NHS Trust, Cardiff

**Alan Maynard**, Professor of Health Economics, Department of Health Sciences, University of York

**Mary McClarey**, Head of Development, Research and Education, Plymouth Teaching Primary Care Trust, Mount Gould Hospital, Plymouth

**Charlette Middlemiss**, Clinical Governance Co-ordinator, Bro Morgannwg NHS Trust, Bridgend

**Dr Diana Mort**, Clinical Oncologist, Clinical Governance Lead and Director of Clinical Effectiveness/Audit Department, Velindre NHS Trust, Whitchurch, Cardiff

**Geraldine Mynors**, Head of Projects, The Task Force on Medicines Partnership, London

**Patricia Norman**, Clinical Effectiveness Co-ordinator, Southampton University Hospitals NHS Trust, Southampton General Hospital

**Dr Sean O'Kelly**, Consultant Anaesthetist and Deputy Medical Director, Great Western Hospital, Swindon and National Clinical Lead, NHS Modernisation Agency Associates, London

**Dr Michael Pearson**, Director, National Collaborating Centre for Chronic Conditions, London

**Dr Mark Pitman**, Research Programme Manager, Medical Research Council, London

**Dr Paul Seviour**, General Practitioner, North Somerset PCT, Weston-Super-Mare

**Joanne Shaw**, Director, The Task Force on Medicines Partnership, London

**Dr Jenifer Smith**, Head of Clinical Audit, Commission for Health Improvement, London

**Dr Nicola Swinson**, Clinical Research Fellow, National Confidential Inquiry into Suicide and Homicide by People with Mental Illness, Centre for Suicide Prevention, Manchester

**John Whitmore**, Founding Partner, Performance Consultants, Leigh, Kent

**Gill Williams**, Clinical Audit Officer, Cancer Services, Velindre NHS Trust, Whitchurch, Cardiff

**Sarah Williamson**, Clinical Risk Manager, Sheffield Teaching Hospitals NHS Trust, Sheffield

**Professor Kent Woods**, Director, NHS Health Technology Assessment Programme, University of Leicester, Department of Cardiovascular Sciences, Leicester Royal Infirmary

**Professor Terry Young**, Multidisciplinary Assessment of Technology Centre for Health (MATCH) Consortium and Chair of Healthcare Systems, Brunel University, Uxbridge

# List of abbreviations

ABPI	Association of The British Pharmaceutical Industry
ASL	active sick leave
AZT	zidovudine
BAMM	British Association of Medical Managers
BSE	bovine spongiform encephalopathy
CDM	chronic disease management
CEA	cost-effectiveness analysis
CEMACH	Confidential Enquiry into Maternal and Child Health
CEMD	Confidential Enquiry into Maternal Deaths
CESDI	Confidential Enquiry into Stillbirths and Deaths in Infancy
CHAI	Commission for Healthcare Audit and Inspection
CHC	community health council
CHD	coronary heart disease
CHI	Commission for Health Improvement
CJD	Creutzfeldt-Jakob disease
CMO	Chief Medical Officer
CPT	clinical process teams
CSCI	Commission for Social Care Inspection
CWP	Changing Workforce Programme
DNBI	disease and non-battle injury
DoH	Department of Health
DTI	Department of Trade and Industry
EBM	evidence-based medicine
EFM	electronic fetal monitoring
ENT	ear, nose and throat
EPPI	Evidence for Policy and Practice Information (Centre)
EPSRC	Engineering and Physical Sciences Research Council
EU	European Union
FBS	fetal blood sampling
GDG	guideline development group
GMS	General Medical Services
GP	general practitioner
HASCAS	Health and Social Care Advisory Service
HICSS	hospital integrated clinical support system
HRT	hormone replacement therapy
HTA	Health Technology Assessment
IA	intermittent auscultation
IM&T	information technology and management

INAHTA	International Network of Agencies for Health Technology Assessment
IPAC	Interventional Procedures Advisory Committee
MANMED	Management of Medicines
MATCH	Multidisciplinary Assessment of Technology Centre for Health
MRC	Medical Research Council
NatPaCT	National Primary and Care Trust
NCASP	National Clinical Audit Support Programme
NCC	National Collaborating Centre
NCCHTA	National Collaborating Centre for Health Technology Assessment
NCSC	National Care Standards Commission
NHS SDO	NHS Service Delivery and Organisation Research and Development
NICE	National Institute for Clinical Excellence
NICE TAG	NICE Technology Appraisal Guidance
NIMHE	National Institute for Mental Health in England
NPDT	National Primary Care Development Team
NSF	National Service Framework
ONS	Office for National Statistics
PACT	Patients' Attitudes to Clinical Trials
PALS	patient advice and liaison services
PCO	primary care organisation
PCT	primary care trust
PDSA	plan, do, study, act
PDT	Performance Development Trust
PEAT	patient environment action team
PFI	private finance initiative
PHCT	primary healthcare team
PMS	Personal Medical Services
PPI	patient and public involvement
ProtecT	prostate testing for cancer and treatment
PSA	prostate-specific antigen
PwSI	professional with a special interest
QALY	quality adjusted life year
QUIDS	quality indicators for diabetes services
R&D	research and development
RAID	review, agree, implement, demonstrate
RCN	Royal College of Nursing
SCIE	Social Care Institute for Excellence
sCJD	sporadic Creutzfeldt-Jakob disease
SERNIP	Safety and Efficacy Register for New Interventional Procedures
SHA	strategic health authority
TAR	technology assessment report
TSC	trial steering committee

vCJD	variant Creutzfeldt-Jakob disease
WDC	Workforce Development Confederation
WHO	World Health Organization

# Introduction

*Clinical Excellence 2003* was the fifth annual NICE conference. The event brings together a diverse group of people involved with healthcare, including clinicians, managers and patients: the people who are responsible for raising clinical standards in the NHS and for implementing best practice.

Those presenting papers at the Conference discussed not only the issues shaping the national healthcare agenda but also examples of best practice in action, giving delegates practical illustrations of how national policy can be implemented at a local level. 2003 was the 250<sup>th</sup> anniversary of the work of James Lind. The first day of the Conference discussed Lind's *Treatise of the scurvy*, widely recognised as the first published controlled trial and with a 'protocol' developed from a review of the existing literature. It is the foundation of evidence-based medicine.

This publication brings together papers from many of those who spoke at the Conference. It offers delegates the opportunity to refresh their memories and, for those who couldn't attend, a chance to sample some of the excellent learning that came from the event. These papers offer examples of the type of best practice that goes on throughout the NHS all the time. They demonstrate the excellence of the work undertaken by health professionals and academics who concern themselves with delivering quality and improving patient care. Many of the projects described can be adapted and applied at a local level.

I would like to take this opportunity to thank all those who made the Conference a success. Once again, feedback from the delegates has been excellent and we've received some very constructive comments that will help us to shape the programme for *Clinical Excellence 2004*. We look forward to seeing you then.

**Michael Rawlins**  
**Chairman, NICE**  
*February 2004*