
Regulation of General Practice Programme Board

High level guidance to support a shared view of quality in general practice

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Introduction

This shared view of quality follows the commitment in NHS England's [General Practice Forward View](#) (April 2016) to reduce duplication and administrative workload for health professionals as a result of regulation. It is a reference guide to help organisations to develop, adapt or change to ensure that their practice remains founded on fundamental principles of quality. It aims to provide clarity for general practices, their patients, commissioners and national organisations.

The GP Forward View describes a triple aim: to improve health and wellbeing, transform quality of care delivery, and to have sustainable finances. This reference guide provides a set of overarching principles for general practice, describing the detail of pre-requisites of care to deliver those aims.

The shared view of quality is not a new additional framework for measuring quality. Rather, it consolidates and aligns the key points from existing frameworks and descriptions to reduce the workload of collecting data and evidence. It was developed by mapping the [National Quality Board's criteria to information and guidance](#) from national organisations and through discussions with organisations representing the public, along with all those with a role in oversight and regulation of health care.

It comprises a set of guiding principles that capture qualitative and quantitative aspects of care across all types of general practice to illustrate quality and risk in a healthcare setting. Each guidance section is mapped to one of the five themes of the National Quality Board and consolidated by a summary statement.



The National Quality Board provides coordinated leadership committed to promoting quality, supporting and encouraging improvement and to align measurement and monitoring activities, to streamline requests, reduce duplication and 'measure what matters'.

This work is reflected in the shared view of quality for general practice, developed by the Regulation of General Practice Programme Board. You can find a summary of the key themes below.

Summary: Shared view of quality for general practice:

1. Positive experience (caring and responsive)

- Care is kind and compassionate. Staff work together and decisions are shared between patients and staff
- Care respects dignity and privacy
- Care is continuous not fragmented
- Care is shaped by people: patients, the community and staff
- Care services are accessible

2. Effective

- Care is informed by consistent high quality training, guidelines and evidence
- Care is designed to protect the whole community
- Caregivers manage uncertainty in health
- Care is provided by a multi-disciplinary team and network of care givers
- Care shows continuous improvements in quality

3. Well-led

- Care is driven by compassionate, inclusive and effective leadership
- Care is driven by vision and values in its culture
- Caregivers are accountable and have effective systems of governance
- Care is given in a culture of continuous improvements in quality

4. Safe

- Care has safe systems with safe prescribing
- Caregivers learn from experience

5. Sustainable use of resources

- Care uses resources sustainably and avoids waste

The full framework is described below.

This guidance has been endorsed by all the members of the Regulation of General Practice Programme Board. Over the next year, as national organisations, commissioners, health care practitioners and those representing patients, we will provide clarity on how we will embed the shared view of quality in the oversight, regulation, commissioning and provision of general practice.

High level guidance to support a shared view of quality in general practice

The following guidance shows how existing frameworks and descriptions align with the National Quality Board's (NQB) definition of quality. This strategy for quality will provide a basis for defining quality measures and best practice. The frameworks that we have used are:

CQC Key lines of enquiry (KLOEs) in the assessment framework for healthcare services, Care Quality Commission

GMP Good Medical Practice, General Medical Council

GPhC Standards for Pharmacy Professionals, General Pharmaceutical Council

NMC Code of Practice, Nursing & Midwifery Council

RCGP Statement on Quality in General Practice, Royal College of General Practitioners

1. POSITIVE EXPERIENCE (five themes)

NQB	Positive experience (caring and responsive)
Summary	Care is kind and compassionate. Staff work together and decisions are shared between patients and staff.
Theme	Care delivered in a compassionate and kind way, working together and sharing decisions in line with patient preferences
RCGP 1.1, 1.5	<ul style="list-style-type: none"> Acting in ways that show kindness, empathy, honesty and integrity, listening and sharing decisions in line with patient preferences. Supporting patients to take control, understand their choices, set and achieve their goals by assisting them to gain the knowledge, skills and confidence to make the right decisions for them and to optimise their health and wellbeing.
CQC C1, C2	<ul style="list-style-type: none"> How does the service ensure people are treated with kindness, respect, and compassion and that they are given emotional support when needed? How does the service support people to express their views and be actively involved in making decisions about their care, treatment and support as far as possible?
GMP 1, 31, 32, 33, 35, 36, 37, 46	<ul style="list-style-type: none"> Patients need good doctors. Good doctors make the care of their patients their first concern: they are competent, keep their knowledge and skills up to date, establish and maintain good relationships with patients and colleagues, are honest and trustworthy, and act with integrity and within the law.

	<p>You must:</p> <ul style="list-style-type: none"> • Listen to patients, take account of their views, and respond honestly to their questions. • Give patients the information they want or need to know in a way they can understand. You should make sure that arrangements are made, wherever possible, to meet patients' language and communication needs. • Be considerate to those close to the patient and be sensitive and responsive in giving them information and support. • Work collaboratively with colleagues, respecting their skills and contributions. • Treat colleagues fairly and with respect. • Be aware of how your behaviour may influence others within and outside the team. • Be polite and considerate.
<p>NMC 1, 2, 7, 20</p>	<ul style="list-style-type: none"> • Treat people as individuals and uphold their dignity. • Listen to people and respond to their preferences and concerns. • Communicate clearly. • Uphold the reputation of your profession at all times.
<p>GPhC Standard 1, 2, 5, 6</p>	<p>Pharmacy professionals must provide person-centred care. People receive safe and effective care when pharmacy professionals:</p> <ul style="list-style-type: none"> • involve, support and enable every person when making decisions about their health, care and wellbeing • listen to the person and understand their needs and what matters to them <p>Pharmacy professionals must work in partnership with others. People receive safe and effective care when pharmacy professionals:</p> <ul style="list-style-type: none"> • work with the person receiving care • identify and work with the individuals and teams who are involved in the person's care • demonstrate effective team working • adapt their communication to bring about effective partnership working <p>Pharmacy professionals must use their professional judgement. People receive safe and effective care when pharmacy professionals:</p> <ul style="list-style-type: none"> • make the care of the person their first concern and act in their best interests

	<p>Pharmacy professionals must behave in a professional manner. People receive safe and effective care when pharmacy professionals:</p> <ul style="list-style-type: none"> • are polite and considerate • are trustworthy and act with honesty and integrity • show empathy and compassion
NQB theme	Positive experience (caring and responsive)
Summary	Care respects dignity and privacy
Theme	Care that meets standards around privacy and dignity
CQC E6, C3	<ul style="list-style-type: none"> • Is consent to care and treatment always sought in line with legislation and guidance? • How are people's privacy and dignity respected and promoted?
GMP 2, 17, 20, 47, 50, 65	<ul style="list-style-type: none"> • Good doctors work in partnership with patients and respect their rights to privacy and dignity. They treat each patient as an individual. They do their best to make sure all patients receive good care and treatment that will support them to live as well as possible, whatever their illness or disability. <p>You must</p> <ul style="list-style-type: none"> • Be satisfied that you have consent or other valid authority before you carry out any examination or investigation, provide treatment or involve patients or volunteers in teaching or research. • Keep records that contain personal information about patients, colleagues or others securely, and in line with any data protection requirements. • Treat patients as individuals and respect their dignity and privacy. • Treat information about patients as confidential. This includes after a patient has died. • Make sure that your conduct justifies your patients' trust in you and the public's trust in the profession.
NMC 2, 4, 5	<ul style="list-style-type: none"> • Treat people as individuals and uphold their dignity. • Act in the best interests of people at all times. • Respect people's right to privacy and confidentiality.

GPhC 1, 6, 7	<p>Pharmacy professionals must provide person-centred care. People receive safe and effective care when pharmacy professionals:</p> <ul style="list-style-type: none"> • respect and safeguard the person’s dignity <p>Pharmacy professionals must behave in a professional manner. People receive safe and effective care when pharmacy professionals:</p> <ul style="list-style-type: none"> • treat people with respect and safeguard their dignity <p>Pharmacy professionals must respect and maintain a person’s confidentiality and privacy. People receive safe and effective care when pharmacy professionals:</p> <ul style="list-style-type: none"> • understand the importance of managing information responsibly and securely, and apply this to their practice • reflect on their environment and take steps to maintain the person’s privacy and confidentiality • do not discuss information that can identify the person when the discussions can be overheard or seen by others not involved in their care • ensure that everyone in the team understands the need to maintain a person’s privacy and confidentiality • work in partnership with the person when considering whether to share their information, except where this would not be appropriate
NQB theme	Positive experience (caring and responsive)
Summary	Care is continuous and not fragmented
Theme	Delivering continuity of care for a registered population
RCGP 1.4	<ul style="list-style-type: none"> • Delivering continuity of care for patients, especially those with complex needs, by ensuring that whenever appropriate and possible, patients feel that their clinicians know about and understand them and the context that they live in.
CQC E4	<ul style="list-style-type: none"> • How well do staff, teams and services work together within and across organisations to deliver effective care and treatment?

GMP 44	<p>You must contribute to the safe transfer of patients between healthcare providers and between health and social care providers. This means you must:</p> <ul style="list-style-type: none"> • Share all relevant information with colleagues involved in your patients' care within and outside the team, including when you hand over care as you go off duty, and when you delegate care or refer patients to other health or social care providers. • Check, where practical, that a named clinician or team has taken over responsibility when your role in providing a patient's care has ended. This may be particularly important for patients with impaired capacity or who are vulnerable for other reasons.
NMC 8	<ul style="list-style-type: none"> • Work cooperatively
GPhC 2	<p>Pharmacy professionals must work in partnership with others. People receive safe and effective care when pharmacy professionals:</p> <ul style="list-style-type: none"> • work with the person receiving care • identify and work with the individuals and teams who are involved in the person's care • demonstrate effective team working • adapt their communication to bring about effective partnership working • work with others to make sure there is continuity of care for the person concerned
NQB theme	Positive experience (caring and responsive)
Summary	Care is shaped by people: patients, the community and staff
Theme	Care that is responsive to feedback about the service (from other healthcare professionals and those who use services) & actively encourages patients and the community to shape service redesign
RCGP 1.2, 1.6	<ul style="list-style-type: none"> • Being receptive and responsive to feedback on the care they provide to patients and being committed and actively participating in the process of continuous quality improvement. • Encouraging and empowering patients and their carers to become equal partners in the co-creation of local services that address their needs and the needs of their local community.

<p>CQC C2, R1, R2, R4, W7</p>	<ul style="list-style-type: none"> • How does the service support people to express their views and be actively involved in making decisions about their care, treatment and support as far as possible? • How do people receive personalised care that is responsive to their needs? • How are people’s concerns and complaints listened and responded to and used to improve the quality of care? • Do services take account of the needs of different people, including those in vulnerable circumstances? • Are the people who use services, the public, staff and external partners engaged and involved to support high-quality sustainable services?
<p>GMP 31, 32, 33, 49, 55, 68</p>	<p>You must:</p> <ul style="list-style-type: none"> • Listen to patients, take account of their views, and respond honestly to their questions. • Give patients the information they want or need to know in a way they can understand. You should make sure that arrangements are made, wherever possible, to meet patients’ language and communication needs. • Be considerate to those close to the patient and be sensitive and responsive in giving them information and support. <p>You must work in partnership with patients, sharing with them the information they will need to make decisions about their care, including:</p> <ul style="list-style-type: none"> • Their condition, its likely progression and the options for treatment, including associated risks and uncertainties. • The progress of their care, and your role and responsibilities in the team. • Who is responsible for each aspect of patient care, and how information is shared within teams and among those who will be providing their care. • Any other information patients need if they are asked to agree to be involved in teaching or research. <p>You must be open and honest with patients if things go wrong. If a patient under your care has suffered harm or distress, you should:</p> <ul style="list-style-type: none"> • Put matters right (if that is possible). • Offer an apology. • Explain fully and promptly what has happened and the likely short-term and long-term effects. • Be honest and trustworthy in all your communication with patients and colleagues. This means you must make clear the limits of your knowledge and make reasonable checks to make sure any information you give is accurate.

GPhC 8	<p>Pharmacy professionals must speak up when they have concerns or when things go wrong. People receive safe and effective care when pharmacy professionals:</p> <ul style="list-style-type: none"> • are open and honest when things go wrong • say sorry, provide an explanation and put things right when things go wrong • reflect on feedback or concerns, taking action as appropriate and thinking about what can be done to prevent the same thing happening again • improve the quality of care and pharmacy practice by learning from feedback and when things go wrong
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NQB theme	Positive experience (caring and responsive)
Summary	Care services are accessible
Theme	Accessibility of services
RCGP 1.7	<ul style="list-style-type: none"> • Ensuring the best possible access to advice and services that meets patients` needs within the resources available, and being advocates for those patients who do not receive timely clinical management.
CQC R3	<ul style="list-style-type: none"> • Can people access care and treatment in a timely way?
GMP 34	<ul style="list-style-type: none"> • When you are on duty you must be readily accessible to patients and colleagues seeking information, advice or support.
NMC 15	<ul style="list-style-type: none"> • Always offer help if an emergency arises in your practice setting or anywhere else.

2. EFFECTIVE (five themes)

NQB theme	Effective
Summary	Care is informed by consistent high quality training, guidelines and evidence
Theme	Guidelines, standards and training that develop and encourage a medical generalist approach
RCGP 2.1, 2.3, 2.4, 2.8	<ul style="list-style-type: none"> • Providing clinical care and preventative advice that is informed by the available scientific evidence and local care pathways, is tailored to patients` preferences and priorities and supports people to improve their health and wellbeing • Having the knowledge and skills of care and support planning and utilising such an approach to provide person-centred and coordinated care • Ensuring that staff are aware of local and national guidelines and services and use these guidelines in a way that recognises the needs and preferences of individual patients • Minimising any harm that might result from their actions, balancing the risks and benefits of medical interventions and sharing these decisions with patients
CQC E1, E2, E3	<ul style="list-style-type: none"> • Are people`s needs assessed and care and treatment delivered in line with current legislation, standards and evidence-based guidance to achieve effective outcomes? • How are people`s care and treatment outcomes monitored and how do they compare with other similar services? • How does the service make sure that staff have the skills, knowledge and experience to deliver effective care, support and treatment?
GMP 6, 7, 8, 9, 10, 11, 12, 13, 14, 39, 40, 41, 42, 43	<ul style="list-style-type: none"> • To maintain your licence to practise, you must demonstrate, through the revalidation process, that you work in line with the principles and values set out in this guidance. Serious or persistent failure to follow this guidance will put your registration at risk. <p>You must:</p> <ul style="list-style-type: none"> • Be competent in all aspects of your work, including management, research and teaching. • Keep your professional knowledge and skills up to date. • Regularly take part in activities that maintain and develop your competence and performance.

	<p>You should</p> <ul style="list-style-type: none"> • Be willing to find and take part in structured support opportunities offered by your employer or contracting body (for example, mentoring). You should do this when you join an organisation and whenever your role changes significantly throughout your career. <p>You must:</p> <ul style="list-style-type: none"> • Be familiar with guidelines and developments that affect your work. • Keep up to date with, and follow, the law, our guidance and other regulations relevant to your work. • Take steps to monitor and improve the quality of your work. • Recognise and work within the limits of your competence. • Have the necessary knowledge of the English language to provide a good standard of practice and care in the UK <p>You should:</p> <ul style="list-style-type: none"> • Be prepared to contribute to teaching and training doctors and students. <p>You must:</p> <ul style="list-style-type: none"> • Make sure that all staff you manage have appropriate supervision. • Be honest and objective when writing references, and when appraising or assessing the performance of colleagues, including locums and students. References must include all information relevant to your colleagues' competence, performance and conduct. <p>You should:</p> <ul style="list-style-type: none"> • Be willing to take on a mentoring role for more junior doctors and other healthcare professionals. <p>You must:</p> <ul style="list-style-type: none"> • Support colleagues who have problems with their performance or health. But you must put patient safety first at all times.
<p>NMC 6, 9, 13, 21, 22</p>	<ul style="list-style-type: none"> • Always practise in line with the best available evidence. • Share your skills, knowledge and experience for the benefit of people receiving care and your colleagues. • Recognise and work within the limits of your competence. • Uphold your position as a registered nurse or midwife. • Fulfil all registration requirements.

GPhC 4, 5, 9	<p>Pharmacy professionals must maintain, develop and use their professional knowledge and skills. People receive safe and effective care when pharmacy professionals:</p> <ul style="list-style-type: none"> • recognise and work within the limits of their knowledge and skills, and refer to others when needed • use their skills and knowledge, including up-to-date evidence, to deliver care and improve the quality of care they provide • carry out a range of continuing professional development (CPD) activities relevant to their practice • record their development activities to demonstrate that their knowledge and skills are up to date • use a variety of methods to regularly monitor and reflect on their practice, skills and knowledge <p>Pharmacy professionals must use their professional judgement. People receive safe and effective care when pharmacy professionals:</p> <ul style="list-style-type: none"> • use their judgement to make clinical and professional decisions with the person or others • recognise the limits of their competence <p>Pharmacy professionals must demonstrate leadership. People receive safe and effective care when pharmacy professionals:</p> <ul style="list-style-type: none"> • delegate tasks only to people who are competent and appropriately trained or are in training, and exercise proper oversight
NQB theme	Effective
Summary	Care is designed to protect the whole community
Theme	Supporting the health of the registered population
RCGP 4.2, 4.1	<ul style="list-style-type: none"> • Addressing the needs of more vulnerable members of the community in order to reduce inequalities. • Understanding the needs of their communities and populations and working closely with those involved in planning the delivery and evaluation of local health and social care services and the voluntary sector to ensure co-ordinated and cost-effective care delivery.

CQC S1, E5, R2	<ul style="list-style-type: none"> • How do systems, processes and practices keep people safe and safeguarded from abuse? • How are people supported to live healthier lives and, where the service is responsible, how does it improve the health of its population? • Do services take account of the particular needs and choices of different people?
GMP 27, 48, 51, 60	<ul style="list-style-type: none"> • Whether or not you have vulnerable adults or children and young people as patients, you should consider their needs and welfare and offer them help if you think their rights have been abused or denied. <p>You must:</p> <ul style="list-style-type: none"> • Treat patients fairly and with respect whatever their life choices and beliefs. • Support patients in caring for themselves to empower them to improve and maintain their health. This may, for example, include advising patients on the effects of their life choices and lifestyle on their health and well-being or supporting patients to make lifestyle changes where appropriate. • Consider and respond to the needs of disabled patients and should make reasonable adjustments to your practice so they can receive care to meet their needs.
NMC 17	<ul style="list-style-type: none"> • Raise concerns immediately if you believe a person is vulnerable or at risk and needs extra support and protection.
GPhC 1, 2	<p>Pharmacy professionals must provide person-centred care. People receive safe and effective care when pharmacy professionals:</p> <ul style="list-style-type: none"> • recognise and value diversity, and respect cultural differences-making sure that every person is treated fairly whatever their value and beliefs • take responsibility for ensuring that person-centred care is not compromised because of personal values and beliefs <p>Pharmacy professionals must work in partnership with others. People receive safe and effective care when pharmacy professionals:</p> <ul style="list-style-type: none"> • take action to safeguard people, particularly children and vulnerable adults
NQB theme	Effective
Summary	Caregivers manage uncertainty in health
Theme	Managing Uncertainty
RCGP 2.2	<ul style="list-style-type: none"> • Dealing effectively with uncertainty and managing risk with care and clinical acumen, in a way that reduces the risks of over-medicalisation.

CQC S2	<ul style="list-style-type: none"> • How are risks to people assessed, and their safety monitored and managed so they are supported to stay safe?
GMP 16	<p>You must:</p> <ul style="list-style-type: none"> • Consult colleagues where appropriate • Respect the patient's right to seek a second opinion
NQB theme	Effective
Summary	Care is provided by a multi-disciplinary team and a network of care givers
Theme	Working in teams
RCGP 2.5, 1.3	<ul style="list-style-type: none"> • Working as part of multi-professional teams and practice networks, making appropriate referrals that navigate patients effectively through the complexity of the NHS and other services. • Providing person-centred and co-ordinated care, understanding the interaction between physical, psychological and social issues and working closely with key partners such as the extended Primary Care Team, voluntary, community and social care sectors.
CQC E4	<ul style="list-style-type: none"> • How well do staff, teams and services work together within and across organisations to deliver effective care and treatment?
GMP 16, 35, 36, 37, 44	<p>You must:</p> <ul style="list-style-type: none"> • Consult colleagues where appropriate. • Work collaboratively with colleagues, respecting their skills and contributions. • Treat colleagues fairly and with respect. • Be aware of how your behaviour may influence others within and outside the team. • Contribute to the safe transfer of patients between healthcare providers and between health and social care providers. This means you must share all relevant information with colleagues involved in your patients' care within and outside the team, including when you hand over care as you go off duty, and when you delegate care or refer patients to other health or social care providers. It also means you must check, where practical, that a named clinician or team has taken over responsibility when your role in providing a patient's care has ended. This may be particularly important for patients with impaired capacity or who are vulnerable for other reasons.

NMC 8, 11	<ul style="list-style-type: none"> • Work cooperatively. • Be accountable for your decisions to delegate tasks and duties to other people.
GPhC 2	<p>Pharmacy professionals must work in partnership with others. People receive safe and effective care when pharmacy professionals:</p> <ul style="list-style-type: none"> • work with the person receiving care • identify and work with the individuals and teams who are involved in the person's care • contact, involve and work with the relevant local and national organisations • demonstrate effective team working • adapt their communication to bring about effective partnership working • work with others to make sure there is continuity of care for the person concerned
NQB theme	Effective
Summary	Care shows continuous improvements in quality
Theme	Continuous Improvement for delivering effective patient care
RCGP 2.6, 2.7, 4.4	<ul style="list-style-type: none"> • Being committed to a journey of continuous improvement, utilising Quality Improvement (QI) tools and the available evidence and reviewing service delivery to ensure this is sustainable, cost-effective and meets the changing needs of patients. • Adapting to changing models of healthcare that require new balances of professional skill-mix, and 'at scale' delivery of services to improve effectiveness and efficiency for patients. • Using systematic and evidence-informed approaches and tools to improve patient care.
CQC E2, W8	<ul style="list-style-type: none"> • How are people's care and treatment outcomes monitored and how do they compare with other similar services? • Are there robust systems and processes for learning, continuous improvement and innovation?
GMP 22, 23	<p>You must take part in systems of quality assurance and quality improvement to promote patient safety. This includes:</p> <ul style="list-style-type: none"> • Taking part in regular reviews and audits of your own work and that of your team, responding constructively to the outcomes, taking steps to address any problems and carrying out further training where necessary. • Regularly reflecting on your standards of practice and the care you provide. • Reviewing patient feedback where it is available.

	<p>To help keep patients safe you must:</p> <ul style="list-style-type: none"> • Contribute to confidential inquiries. • Contribute to adverse event recognition. • Report adverse incidents involving medical devices that put or have the potential to put the safety of a patient, or another person, at risk. • Report suspected adverse drug reactions. • Respond to requests from organisations monitoring public health. When providing information for these purposes you should still respect patients' confidentiality.
NMC 23	<ul style="list-style-type: none"> • Cooperate with all investigations and audits.
GPhC 8	<p>Pharmacy professionals must speak up when they have concerns or when things go wrong. People receive safe and effective care when pharmacy professionals:</p> <ul style="list-style-type: none"> • promote and encourage a culture of learning and improvement • challenge poor practice and behaviours • are open and honest when things go wrong • say sorry, provide an explanation and put things right when things go wrong • reflect on feedback or concerns, taking action as appropriate and thinking about what can be done to prevent the same thing happening again • improve the quality of care and pharmacy practice by learning from feedback and when things go wrong

3. WELL LED (four themes)

NQB theme	Well led
Summary	Care is driven by compassionate, inclusive and effective leadership
Theme	Compassionate, inclusive and effective leadership at all levels
CQC W1, W7	<ul style="list-style-type: none"> • Is there the leadership capacity and capability to deliver high-quality, sustainable care? • Are the people who use services, the public, staff and external partners engaged and involved to support high-quality sustainable services?
GMP 24	<p>You must</p> <ul style="list-style-type: none"> • Promote and encourage a culture that allows all staff to raise concerns openly and safely.
NMC 8	<ul style="list-style-type: none"> • Work cooperatively.
GPhC 9	<p>Pharmacy professionals must demonstrate leadership. People receive safe and effective care when pharmacy professionals:</p> <ul style="list-style-type: none"> • take responsibility for their practice and demonstrate leadership to the people they work with • lead by example, in particular to those who are working towards registration as a pharmacy professional
NQB theme	Well led
Summary	Care is driven by vision and values in its culture
Theme	Culture (Vision and values)
RCGP 2.7, 4.5	<ul style="list-style-type: none"> • Adapting to changing models of healthcare that require new balances of professional skill-mix, and 'at scale' delivery of services to improve effectiveness and efficiency for patients. • Engaging in wider debates about the future of general practice and being willing to challenge practices and policies that may damage patient care.

CQC W2, W3, W7	<ul style="list-style-type: none"> • Is there a clear vision and credible strategy to deliver high-quality sustainable care to people who use services, and robust plans to deliver? • Is there a culture of high-quality, sustainable care? • Are the people who use services, the public, staff and external partners engaged and involved to support high-quality sustainable services?
GMP 1, 2	<ul style="list-style-type: none"> • Patients need good doctors. Good doctors make the care of their patients their first concern: they are competent, keep their knowledge and skills up to date, establish and maintain good relationships with patients and colleagues, are honest and trustworthy, and act with integrity and within the law. • Good doctors work in partnership with patients and respect their rights to privacy and dignity. They treat each patient as an individual. They do their best to make sure all patients receive good care and treatment that will support them to live as well as possible, whatever their illness or disability.
NMC 9	<ul style="list-style-type: none"> • Share your skills, knowledge and experience for the benefit of people receiving care and your colleagues.
GPhC 9	<p>Pharmacy professionals must demonstrate leadership. People receive safe and effective care when pharmacy professionals:</p> <ul style="list-style-type: none"> • take responsibility for their practice and demonstrate leadership to the people they work with
NQB theme	Well led
Summary	Caregivers are accountable and have effective systems of governance
Theme	Organisational governance and accountability
CQC S1, W4, W5, W6	<ul style="list-style-type: none"> • How are risks to people assessed, and their safety monitored and managed so they are supported to stay safe? • Are there clear responsibilities, roles and systems of accountability to support good governance and management? • Are there clear and effective processes for managing risks, issues and performance? • Is appropriate and accurate information being effectively processed, challenged and acted on?
GMP 21, 25, 67, 72, 73, 74	<ul style="list-style-type: none"> • Clinical records should include: relevant clinical findings; the decisions made and actions agreed, and who is making the decisions and agreeing the actions; the information given to patients; any drugs prescribed or other investigation or treatment; who is making the record and when.

	<p>You must</p> <ul style="list-style-type: none"> • Take prompt action if you think that patient safety, dignity or comfort is or may be seriously compromised. • Act with honesty and integrity when designing, organising or carrying out research, and follow national research governance guidelines and our guidance. • Be honest and trustworthy when giving evidence to courts or tribunals. You must make sure that any evidence you give or documents you write or sign are not false or misleading. You must take reasonable steps to check the information. You must not deliberately leave out relevant information. • Cooperate with formal inquiries and complaints procedures and must offer all relevant information while following the guidance in Confidentiality. • Make clear the limits of your competence and knowledge when giving evidence or acting as a witness.
NMC 10, 24	<ul style="list-style-type: none"> • Keep clear and accurate records relevant to your practice. • Act without delay if you believe there is a risk to patient safety or public protection. • Be aware of, and reduce as far as possible, any potential for harm associated with your practice. • Respond to any complaints made against you professionally.
GPhC 2, 9	<p>Pharmacy professionals must work in partnership with others. People receive safe and effective care when pharmacy professionals:</p> <ul style="list-style-type: none"> • take action to safeguard people, particularly children and vulnerable adults • make and use records of the care provided <p>Pharmacy professionals must demonstrate leadership. People receive safe and effective care when pharmacy professionals:</p> <ul style="list-style-type: none"> • take responsibility for their practice and demonstrate leadership to the people they work with
NQB theme	Well led
Summary	Care is given in a culture of continuous improvements in quality
Theme	Driving a culture of continuous improvement

RCGP 2.6	<ul style="list-style-type: none"> Being committed to a journey of continuous improvement, utilising Quality Improvement (QI) tools and the available evidence and reviewing service delivery to ensure this is sustainable, cost-effective and meets the changing needs of patients.
CQC W8	<ul style="list-style-type: none"> Are there robust systems and processes for learning, continuous improvement and innovation?
GMP 13	<p>You must</p> <ul style="list-style-type: none"> Take steps to monitor and improve the quality of your work.
NMC 25	<ul style="list-style-type: none"> Provide leadership to make sure people's wellbeing is protected and to improve their experiences of the healthcare system.
GPhC 4, 8	<p>Pharmacy professionals must maintain, develop and use their professional knowledge and skills. People receive safe and effective care when pharmacy professionals:</p> <ul style="list-style-type: none"> use their skills and knowledge, including up-to-date evidence, to deliver care and improve the quality of care they provide <p>Pharmacy professionals must speak up when they have concerns or when things go wrong. People receive safe and effective care when pharmacy professionals:</p> <ul style="list-style-type: none"> promote and encourage a culture of learning and improvement improve the quality of care and pharmacy practice by learning from feedback and when things go wrong

4. SAFE (two themes)

NQB theme	Safe
Summary	Care has safe systems with safe prescribing
Theme	Safe systems and prescribing
CQC S1, S2, S3, S4, S5	<ul style="list-style-type: none"> How do systems, processes and practices keep people safe and safeguarded from abuse? How are risks to people assessed, and their safety monitored and managed so they are supported to stay safe? How does the provider ensure the proper and safe use of medicines, where the service is responsible? Do staff have all the information they need to deliver safe care and treatment to people? What is the track record on safety?

GMP 16	<p>You must</p> <ul style="list-style-type: none"> • Prescribe drugs or treatment, including repeat prescriptions, only when you have adequate knowledge of the patient's health and are satisfied that the drugs or treatment serve the patient's needs.
NMC 18	<ul style="list-style-type: none"> • Advise on, prescribe, supply, dispense or administer medicines within the limits of your training and competence, the law, our guidance and other relevant policies, guidance and regulations.
GPhC 4	<p>Pharmacy professionals must maintain, develop and use their professional knowledge and skills. People receive safe and effective care when pharmacy professionals:</p> <ul style="list-style-type: none"> • use their skills and knowledge, including up-to-date evidence, to deliver care and improve the quality of care they provide
NQB theme	Safe
Summary	Caregivers learn from experience
Theme	Learning from experience
CQC S5, R4	<ul style="list-style-type: none"> • Are lessons learned and improvements made when things go wrong? • How are people's concerns and complaints listened and responded to and used to improve the quality of care?
GMP 22, 25, 61	<p>You must take part in systems of quality assurance and quality improvement to promote patient safety. This includes:</p> <ul style="list-style-type: none"> • Taking part in regular reviews and audits of your own work and that of your team, responding constructively to the outcomes, taking steps to address any problems and carrying out further training where necessary. • Regularly reflecting on your standards of practice and the care you provide. • Reviewing patient feedback where it is available. <p>You must take prompt action if you think that patient safety, dignity or comfort is or may be seriously compromised.</p> <ul style="list-style-type: none"> • If a patient is not receiving basic care to meet their needs, you must immediately tell someone who is in a position to act straight away. • If patients are at risk because of inadequate premises, equipment¹³ or other resources, policies or systems, you should put the matter right if that is possible. You must raise your concern in line with our guidance¹⁴ and your workplace policy. You should also make a record of the steps you have taken.

	<ul style="list-style-type: none"> If you have concerns that a colleague may not be fit to practise and may be putting patients at risk, you must ask for advice from a colleague, your defence body or us. If you are still concerned you must report this, in line with our guidance and your workplace policy, and make a record of the steps you have taken. <p>You must:</p> <ul style="list-style-type: none"> Respond promptly, fully and honestly to complaints and apologise when appropriate. Not allow a patient's complaint to adversely affect the care or treatment you provide or arrange.
NMC 14	<ul style="list-style-type: none"> Be open and candid with all service users about all aspects of care and treatment, including when mistakes or harm have taken place.
GPhC 8	<p>Pharmacy professionals must speak up when they have concerns or when things go wrong. People receive safe and effective care when pharmacy professionals:</p> <ul style="list-style-type: none"> reflect on feedback or concerns, taking action as appropriate and thinking about what can be done to prevent the same thing happening again improve the quality of care and pharmacy practice by learning from feedback and when things go wrong

5. SUSTAINABLE USE OF RESOURCES

NQB Domain	Sustainable use of resources
Summary	Care uses resources sustainably and avoids waste
RCGP 4.3, 4.1	<ul style="list-style-type: none"> Contributing, as both individuals and local community leaders, to the achievement of best possible value for money, the avoidance of waste and the sustainable use of resources. Understanding the needs of their communities and populations and working closely with those involved in planning the delivery and evaluation of local health and social care services and the voluntary sector to ensure co-ordinated and cost-effective care delivery.
CQC W3	<ul style="list-style-type: none"> Is there a culture of high-quality, sustainable care?

GMP 18	<p>You must:</p> <ul style="list-style-type: none"> • Make good use of the resources available to you. • You must give priority to patients on the basis of their clinical need if these decisions are within your power. If inadequate resources, policies or systems prevent you from doing this, and patient safety, dignity or comfort may be seriously compromised, you must follow the guidance in paragraph 25b [If patients are at risk because of inadequate premises, equipment or other resources, policies or systems, you should put the matter right if that is possible. You must raise your concern in line with our guidance and your workplace policy. You should also make a record of the steps you have taken.]
GPhC 1	<p>Pharmacy professionals must provide person-centred care. People receive safe and effective care when pharmacy professionals:</p> <ul style="list-style-type: none"> • make the best use of the resources available