Clear vision and purpose

**Quality Planning** *(understand your priorities for improvement and design appropriate interventions)*
- Understand need and assets from the customer/population perspective, the gap with what you provide and hence the priorities for redesign and continuous improvement
- Understand the contributory factors of issues feeding from quality control
- Set clear priorities and goals for improvement with a focus on those issues which will have the biggest impact
- Develop a clear theory of change which aligns with outcomes
- Choose the appropriate method/s for the nature of the improvement challenge
- Design new systems / models of care / processes and change packages using evidence and technology as appropriate
- Allocate resources for the improvement work
- Clarify roles, responsibilities and leadership

**Quality Control** *(maintain quality and know when it slips)*
- Embed mechanisms into teams/services so they can detect variation from agreed standards/desired quality

**Quality Assurance** *(independently check the quality)*
- Internal processes to check quality of care
- External assessment to check quality of care and assure public and politicians on the quality of care

**Learning System**
- Measurement system that enables learning about what is and isn’t working (qualitative and quantitative)
- Processes in place that support the appropriate use of evidence
- Individuals and services working on similar challenges are enabled to learn together (learning networks)
- System for identifying the bright spots and assessing the generalizable learning
- Reflective/reflexive practice is valued and enabled

**Quality Improvement** *(deliver the improvement)*
- Ensure staff and teams have the skills to improve what is in their control and escalate those issues that aren’t (microsystem improvement)
- Systems to support prototyping
- Systems for spreading learning that enables adaptation for local context

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**Co-design and co-production**
- Processes and culture that support individuals, families and communities to become equal partners in all aspects of quality planning, improvement and control.
- Processes and culture that ensures staff at all levels have the knowledge, skills and time to engage in the work of quality planning, improvement and control at a level commensurate with their role

**Relationships**
- The vital role and impact of people and relationships in delivering high quality is recognised and given equal attention to the process issues

**Leadership beliefs, attitudes, skills and behaviours that enable improvement**
- Including understanding of how to work in complex systems, a focus on issue analysis not blaming people; behaviours which recognise and celebrate success including rewarding open sharing of problems and dis-incentivising behaviours which cover up problems, embedding coaching into management practice and compassionate leadership