Quality of Care Approach
Quality of Care Organisational Review
Self-evaluation Tool
September 2018
We are committed to equality and diversity. This self-evaluation tool is intended to support improvements in healthcare for everyone, regardless of their age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, sexual orientation, socio-economic status or any other status. Suggested aspects to consider and recommended practice throughout the Quality Framework should be interpreted as being inclusive of everyone living in Scotland.

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Introduction to using the self-evaluation tool

Quality of care approach

The quality of care approach aims to bring consistency to Healthcare Improvement Scotland’s external quality assurance work and to support service providers to evaluate their own care delivery. The approach includes a framework, called the ‘Quality Framework – Evaluating and improving healthcare’, to guide people through this evaluation.

This self-evaluation tool has been developed to enable organisations to self-evaluate their performance against nine areas of focus, called domains, which are outlined within the Quality Framework. The nine domains are listed below.

1. Key organisational outcomes
2. Impact on people experiencing care, carers and families
3. Impact on staff
4. Impact on the community
5. Delivery of safe, effective, compassionate and person-centred care
6. Policies, planning and governance
7. Workforce management and support
8. Partnerships and resources
9. Quality improvement-focused leadership

The tool has been created based on an evidence search of existing national and international self-evaluation methodologies.

Guidance is also available on our website to advise on how to undertake evaluation using the Quality Framework and self-evaluation tool.

The self-evaluation should tell a story about where you perceive your organisation to be overall against each domain in the framework. The tool highlights the quality indicators for each domain and the following key questions to guide responses:

- How are you doing in respect of this domain?
- How do you know this?
- What do you need to do better or differently? (For example what are the key next steps or areas for improvement the organisation needs to take forward to improve care?)
The tool prompts people to provide summary statements within each domain to highlight where they perceive their organisation to be. The summary statements should reflect the following:

- result (what you aim to achieve)
- approach (what you do to achieve results)
- deployment (how you do it)
- assessment (how and when you review what you do), and
- refinement (what you do to refine the above and improve outcomes for people).

A comments section is available at the end of each domain for service providers to highlight additional relevant information.

It is the responsibility of service providers to be open and honest in their response and to consider the self-evaluation in collaboration with relevant staff and stakeholders. This will provide opportunities to:

- review what progress has been made and what development and learning has happened
- provide assurance to the service providers, the Board and the public about the quality of care provided across the service
- highlight areas of good practice for sharing both internally and externally, and
- highlight areas for improvement and levels of priority.

Those completing the self-evaluation are encouraged to use information from different sources to triangulate evidence of the quality of service delivery. For example, direct observation of care delivery, discussions with staff and people experiencing care, and comparison against other services or relevant data.

The completed self-evaluation should focus on outcomes rather than activities. This could include a description of the impact of changes or improvement activities on the delivery of care, or information on how potential impact is being monitored. Healthcare Improvement Scotland will use the submitted self-evaluations to inform their quality assurance conversations with service providers and assessment of key aspects of care.
Self-evaluation context

Organisation name:

Please use the box below to highlight relevant contextual and background information about the organisation.

For each of the following quality of care domains, please provide a succinct narrative outlining how you perceive your organisation to be, how you know this and what you need to do better or differently.

The narrative should focus on the impact and outcomes on those accessing healthcare services. This should include examples that demonstrate the impact of improvements made for those who use or deliver healthcare services.

The accompanying guide to self-evaluation provides further information on how best to complete this self-evaluation tool.
## Domain 1: Key organisational outcomes

### Quality indicators:
- 1.1 Improvements in quality, outcomes and impact
- 1.2 Fulfilment of statutory duties and adherence to national guidelines

### Q. How are you doing in respect of achieving key organisational outcomes?

Include reference to strengths, good practice and key challenges. See the themes and ‘factors to consider’ in the Quality Framework to help shape your answer.

Provide summary statements to highlight where you think you are against the domain in terms of result, approach, deployment, assessment and refinement. Consider the following to help you decide this.

- How does the organisation measure its performance to continually improve the quality of care and achieve the best possible outcomes for its service users?
- How are statutory requirements of relevant finance legislation, national standards and guidance taken into account and implemented?
- Are measures outcomes-focused rather than activity-focused?
- Are outcomes of quality improvement activity embedded and sustained?
Q. How do you know this?
- What evidence is there of improved outcomes?
- What evidence is there of compliance with statutory responsibilities?
- Can you demonstrate examples of the impact of quality improvement activities?

Q. What do you need to do better or differently?
- What are the key next steps or areas for improvement the organisation needs to take forward to improve key outcomes and statutory compliance?
- How do you anticipate what the quality of care will be like in the future?

Any further comments about key organisational outcomes?
### Domain 2: Impact on people experiencing care, carers and families

**Quality indicator:**

*2.1 People’s experience of care and the involvement of carers and families*

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<tr>
<th>Q. How are you doing in respect of impact on people experiencing care, carers and families?</th>
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<td>Include reference to strengths, good practice and key challenges. See the themes and ‘factors to consider’ in the Quality Framework to help shape your answer. Provide summary statements to highlight where you think you are against the domain in terms of result, approach, deployment, assessment and refinement. Consider the following to help you decide this.</td>
</tr>
<tr>
<td>• How do you identify and meet the individual needs of people experiencing care?</td>
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<td>• How do you communicate with them and provide personalised care?</td>
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<td>• How do you ensure people experiencing care have all the information that they need?</td>
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<td>• How do you work with people experiencing care, carers and families when planning and making decisions about their care?</td>
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<tr>
<td>• How do you support people to provide feedback on their experience of care?</td>
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<tr>
<td>• What is done with feedback, how is it shared and who is it shared with?</td>
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<tr>
<td>• How is feedback used to drive improvement?</td>
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</tbody>
</table>
Q. How do you know this?
- What evidence do you have about the quality of care delivered to people?
- Can you demonstrate that people have confidence in your service?
- Can you show examples of feedback from people being used to improve the quality of care?

Q. What do you need to do better or differently?
- What are the key next steps or areas for improvement the organisation needs to take forward to improve the impact on people experiencing care, carers and families?
| Any further comments about impact on people experiencing care, carers and families? |  |
Domain 3: Impact on staff

Quality indicator:
3.1 The involvement of staff in the work of the organisation

Q. How are you doing in respect of impact on staff?
Include reference to strengths, good practice and key challenges. See the themes and ‘factors to consider’ in the Quality Framework to help shape your answer. Provide summary statements to highlight where you think you are against the domain in terms of result, approach, deployment, assessment and refinement. Consider the following to help you decide this.

- How do you involve staff in planning and delivering the organisation’s vision, values and aims?
- How do you measure and monitor staff views over time to identify whether they feel engaged, supported, motivated and valued?
- How do you use feedback from staff to drive improvement and how do you inform staff of changes made in response to their feedback?
Q. How do you know this?
- What evidence do you have about how staff feel and is the evidence up to date?
- Can you demonstrate feedback from staff being used to improve the quality of care?

Q. What do you need to do better or differently?
- What are the key next steps or areas for improvement the organisation needs to take forward in improving the impact on staff?

Any further comments about impact on staff?
Domain 4: Impact on the community

Quality indicator:
4.1 The organisation’s success in working with and engaging the local community

Q. How are you doing in respect of impact on the community?
Include reference to strengths, good practice and key challenges. See the themes and ‘factors to consider’ in the Quality Framework to help shape your answer.
Provide summary statements to highlight where you think you are against the domain in terms of result, approach, deployment, assessment and refinement. Consider the following to help you decide this.

- How do you engage with local communities about the care delivered?
- How do you assess whether local communities feel sufficiently engaged?
- How do you know whether local communities have confidence in your organisation or its services?
- How do you use feedback from local communities to drive improvement?

Q. How do you know this?

- What evidence do you have about how local communities feel about your organisation or its services?
- Can you demonstrate feedback from local communities being used to improve the quality of care?
**Q. What do you need to do better or differently?**

- What are the key next steps or areas for improvement the organisation needs to take forward in improving the impact on the community?

**Any further comments about impact on the community?**
**Domain 5: Delivery of safe, effective, compassionate and person-centred care**

**Quality indicators:**
- 5.1 Safe delivery of care
- 5.2 Assessment and management of people experiencing care
- 5.3 Continuity of care
- 5.4 Clinical excellence
- 5.5 Data for improvement and evidence-based learning
- 5.6 Quality improvement processes, systems and programmes

**Q. How are you doing in respect of safe, effective, compassionate and person-centred care delivery?**

Include reference to strengths, good practice and key challenges. See the themes and ‘factors to consider’ in the Quality Framework to help shape your answer. Provide summary statements to highlight where you think you are against the domain in terms of result, approach, deployment, assessment and refinement. Consider the following to help you decide this.

- How do you ensure the service delivery is safe today and will be safe in the future?
- How do you ensure appropriate assessment of people in your care and accurate completion of documentation and handovers?
- How are recognised standards and agreed best practice taken into account and implemented, and how are outcomes measured?
- How do you ensure you continuously review and learn from adverse events, complaints, audits, evaluations, data and feedback?
- How do you empower people to manage their own care?
- How do you work with partner agencies to ensure a smooth journey of care?
- What improvement data is collected and how are lessons learned from data analysis shared and who are they shared with?
- Do you have embedded processes to drive improvement in your organisation?
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<th>Any further comments about safe, effective, compassionate and person-centred care delivery?</th>
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Domain 6: Policies, planning and governance

Quality indicators:
- 6.1 Policies and procedures
- 6.2 Risk management and audit
- 6.3 Assurance framework and governance committees
- 6.4 Planning

Q. How are you doing in respect of policies, planning and governance?

Include reference to strengths, good practice and key challenges. See the themes and ‘factors to consider’ in the Quality Framework to help shape your answer.

Provide summary statements to highlight where you think you are against the domain in terms of result, approach, deployment, assessment and refinement. Consider the following to help you decide this.

- How is the effectiveness and implementation of policies and procedures assessed and improved?
- How do you know if risks to people are appropriately identified, assessed, recorded and reviewed?
- What controls are in place to reduce harm from these identified risks?
- How do you know if your governance structures provide appropriate assurance of safe, effective, compassionate and person-centred care delivery?
- How do you ensure effective design of services in collaboration with internal and external stakeholders?
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| Any further comments about policies, planning and governance? |
## Domain 7: Workforce management and support

**Quality indicators:**

- 7.1 Staff recruitment, training and development
- 7.2 Workforce planning, monitoring and deployment
- 7.3 Communication and team working

### Q. How are you doing in respect of workforce management and support?

Include reference to strengths, good practice and key challenges. See the themes and ‘factors to consider’ in the Quality Framework to help shape your answer.

Provide summary statements to highlight where you think you are against the domain in terms of result, approach, deployment, assessment and refinement.

Consider the following to help you decide this:

- How effective is workforce planning? How well does it demonstrate a flexible and responsive approach?
- How do you know if your processes for recruitment, induction, training and development are safe and effective for all staff and volunteers?
- How well do leaders and staff demonstrate accountability for their roles and responsibilities?
- Can you demonstrate staff working together to solve problems and make improvements?
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<th>Any further comments about workforce management and support?</th>
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Domain 8: Partnerships and resources

Quality indicators:
8.1 Collaborating and influencing
8.2 Cost effectiveness and efficiency
8.3 Sharing intelligence

Q. How are you doing in respect of partnerships and resources?
Include reference to strengths, good practice and key challenges. See the themes and ‘factors to consider’ in the Quality Framework to help shape your answer.

Provide summary statements to highlight where you think you are against the domain in terms of result, approach, deployment, assessment and refinement. Consider the following to help you decide this.

- How effective are processes in encouraging collaboration with stakeholders?
- Can you demonstrate effective outcomes/improvement from collaboration with external stakeholders or partner organisations?
- What challenges to cost effectiveness and efficiency have been identified and are these being overcome?
- How effectively is learning from adverse events, complaints and safety alerts spread throughout the organisation, including actions and improvements?
- How is learning and intelligence shared with external stakeholders? How effective are mechanisms for doing this?
Q. How do you know this?

Q. What do you need to do better or differently?

- What are the key next steps or areas for improvement the organisation needs to take forward in improving partnerships and resources?

Any further comments about partnerships and resources?
### Domain 9: Quality improvement-focused leadership

#### Quality indicators:
- 9.1 Vision and strategic direction
- 9.2 Motivating and inspiring leadership
- 9.3 Developing people
- 9.4 Leadership of improvement and change

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### Q. How are you doing in respect of quality improvement-focused leadership?

Include reference to strengths, good practice and key challenges. See the themes and ‘factors to consider’ in the Quality Framework to help shape your answer.

Provide summary statements to highlight where you think you are against the domain in terms of result, approach, deployment, assessment and refinement. Consider the following to help you decide this.

- Can you demonstrate that staff and stakeholders understand and value the organisation’s purpose, values and aims?
- How effective are processes for staff development, training and learning for improvement?
- How do you enable staff to feel motivated, empowered and supported to contribute to quality improvement and development of the organisation?
- Can you demonstrate staff feeling confident and empowered with knowledge and skills to respond effectively to complaints and adverse events?
- Can you demonstrate assurance that the organisation is well led?
- How is an improvement culture encouraged within the organisation? What processes are in place to innovate and improve the organisation?
- How are service user outcomes considered when developing innovative improvement ideas?
Q. How do you know this?

Q. What do you need to do better or differently?
- What are the key next steps or areas for improvement the organisation needs to take forward in improving quality improvement-focused leadership?

Any further comments about quality improvement-focused leadership?
Summary of priorities

Q. Having reflected on all nine domains, what are your overall three key priorities for what you need to do better or differently?

(For example what are the priority next steps or areas for improvement you need to take forward to improve the quality of care and outcomes for people?)

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