Creating the Conditions for Quality

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Supporting better quality health and social care for everyone in Scotland
What we aim to achieve with you

Creating the Conditions

- Consider the conditions required for managing quality
- Explore the key technical and relational components and the associated activities at Board Level
- Reflected on the HIS approach including connections with Quality Assurance and the HIS Quality of Care Framework
Quality Management System

Our Aim

To support organisations in the creation of the conditions to enable a consistent and coordinated approach to managing quality
Creating the Conditions

Adapted from Napper (2010)

A co-created system
Our Approach

Deliver a package of support

• Overarching Driver Diagram
• Suite of practical tools including
  - self assessment
  - associated activities and behaviours for leaders
• Bespoke development plans and coaching

Aligning to existing improvement programmes
Value management and Access QI and
HIS Quality of Care approach
Creating the Conditions – Driver Diagram

In order to achieve this Aim

To create the conditions that will enable a consistent and coordinated approach to managing quality across Health and Care systems

We must ensure...

- Organisational commitment to quality
- Continuous planning for quality
- Systematic approaches to maintain and improve quality
- Effective Quality Infrastructures

Which requires...

- Clear Vision and Purpose
- Quality focused leadership and organisational culture
- Focus on people and communities

- Focus on the needs and assets of the population
- Reflect factors identified through quality control and assurance systems
- Co-design and co-produce appropriate interventions
- Aligns with organisations strategic direction and priorities
- Clear strategy for deployment which is adequately resourced
- Value-based Quality Ambitions

- Maintain quality and know when it slips - Quality Control
- Deliver Quality Improvements using appropriate methods
- Independently check the quality - Quality Assurance

- Measurement System that enables learning
- Learning System that connects people
- Governance Framework
- Communication and Engagement Plan
- Capacity & Capability Building Plan
Commitment to Quality

Organisational commitment to quality

- Clear Vision and Purpose
- Quality focused leadership and organisational culture
- Focus on people and communities
Quality focused leadership

8 TYPES OF LEADER

VISIONARY
Ooh, wait, a shiny new thing

OPERATOR
Sorry, our plan doesn't specify bathroom breaks

COMPROMISER
Maybe we should just take a vote

DRILL SERGEANT
When I say jump, you say how high

CHEER LEADER
You guys rock! Who wants pizza?

PARROT
Our strategy is whoever I talked to last

WIND BAG
Blah blah blah blah blah

COACH
Play hardball and give it 110%
Be Like a Farmer

Cultural blueprint

Conditions

Nurture

Growth

Creativity
Effective Leadership Behaviours

- Be Courageous
  - Adopt open enquiring mindset
  - Embrace uncertainty

- Be Curious
  - Draw on widely diverse perspectives
  - Go out of your way to make connections

- Be Clear
  - Establish compelling vision
  - Invest in promoting values

Planning for Quality

- Focus on the needs and assets of the population
- Reflect factors identified through quality control and assurance systems
- Co-design and co-produce appropriate interventions
- Aligns with organisations strategic direction and priorities
- Clear strategy for deployment which is adequately resourced
- Value-based Quality Ambitions
Aligning Strategic Direction and Priorities

Quality Assurance

Quality Control
Adapting and evolving

High-level Quality Management System Framework (working draft 2)
Maintaining and Improving Quality

Systematic approaches to maintain and improve quality

- Maintain quality and know when it slips - Quality Control
- Deliver quality improvements using appropriate methods
- Independently check the quality - Quality Assurance
Strategic Approach to Quality Improvement

• **Strategy reflects**
  - commitment to the long game
  - priorities for improvement
  - capability building plan
  - consistent application of method
  - culture of permission and escalation underpinned by
  - transparency, openness and learning
  - Co design and production
• Adequately resourced
  - Time and money
Quality Infrastructure

Effective Quality Infrastructures

- Measurement System that enables learning
- Learning System that connects people
- Governance Framework
- Communication and Engagement Plan
- Capacity & Capability Building Plan
People who do the work do the change

Myron Rogers
Learning System

People and services at all levels coming together to enable learning

- Open and transparent use of data
  supported via a measurement system
  using both quantitative and qualitative data
- Underpinned by curiosity, inquiry,
  issue analysis and reflective practice
- Systems for identifying bright spots enabling spread of learning
  and supporting adaption and scale up where appropriate
HIS Quality of Care Framework

Outcomes and Impact
- What key outcomes have we achieved?
- How well do we meet people’s needs?

Service Delivery
- How good are our key processes?
- How good is our management?

Vision and Leadership
- How good is our leadership?

Domains and quality indicators

1 Key organisational outcomes
   1.1. Improvements in quality, outcomes and impact
   1.2. Fulfilment of statutory duties and adherence to national guidelines

2 Impact on people experiencing care, carers and families
   2.1. People’s experience of care and the involvement of carers and families

3 Impact on staff
   3.1. The involvement of staff in the work of the organisation

4 Impact on the community
   4.1. The organisation’s success in working with and engaging the local community

5 Delivery of safe, effective, compassionate and person-centred care
   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

6 Policies, planning and governance
   6.1. Policies and procedures
   6.2. Risk management and audit
   6.3. Assurance framework and governance committees
   6.4. Planning

7 Workforce management and support
   7.1. Staff recruitment, training and development
   7.2. Workforce planning, monitoring and deployment
   7.3. Communication and team working

8 Partnerships and resources
   8.1. Collaborating and influencing
   8.2. Cost effectiveness and efficiency
   8.3. Sharing intelligence

9 Quality improvement-focused leadership
   9.1. Vision and strategic direction
   9.2. Motivating and inspiring leadership
   9.3. Developing people
   9.4. Leadership of improvement and change

Capacity for improvement – Global Judgement based on evidence of all key areas in particular, outcomes, impacts and leadership.
Your thoughts

Reflections on what you’ve heard
Our overall approach
Application within your context
Lessons from your own work in this area
Key questions for Board members for each primary driver
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