



## Case Study: Cluster Quality Leadership in East Lothian

### What's happening?

East Lothian Health & Social Care Partnership (HSCP) is one of four Partnerships across NHS Lothian and covers 103,000 patients. There are 15 GP practices working together in 2 GP Clusters (West & East) supported by 3 Cluster Quality Leads (CQLs). Each of the CQLs have been GP Partners for a number of years and were interested in the challenges and opportunities the new CQL role could bring. The CQLs have worked at linking with a variety of teams including HSCP management, their Local Intelligence Support Team (LIST) representative, quality improvement support from the Board, social work, third sector, and pharmacotherapy. There has been a specific intent to create an inclusive approach to Cluster meetings with Practice Managers and Practice Nurses regularly attending in addition to the local GPs and an encouragement of a 'ground up' approach to change with ideas led by Practice Quality Leads and Practice Managers.

### What's gone well?

- 3 CQLs have been on 'Planning for Quality' course run by NHS Lothian Quality Academy
- 2 CQLs have been on the "You as a Collaborative Leader" course run by RCGP/NES/SSSC
- The NHS Horizons "School for Change Agents" online programme has been excellent in providing resources, connections and ongoing support through social media.
- Tools such as SWOT analysis, multi voting, Pareto charts, fishbone diagrams have been used in Cluster meetings to gather opinion.

### What could improve?

- As CQLs we need to better understand our role in influencing the wider system (the Extrinsic role) e.g. what is the Cluster / CQL role in the development and implementation of the Primary Care Improvement Plans?
- Also to examine the role and remit of the CQL work with the HSCP to identify priorities to manage the workload requirements.
- To develop the roles and skills of the Practice Quality Leads, supporting them to lead projects and bring forward feedback from their own Practice Teams

### What have we learned?

- That for Clusters to work effectively there is a need for more support with administrative tasks, facilitation and quality improvement.
- QI work having a clearly identified purpose and projects being seen through to completion are key to maintaining and building engagement with Cluster Working in Primary Care Teams.

### Where can I found out more?

Please contact:

[joanna.smail@nhslothian.scot.nhs.uk](mailto:joanna.smail@nhslothian.scot.nhs.uk)

[lynda.wilson@nhslothian.scot.nhs.uk](mailto:lynda.wilson@nhslothian.scot.nhs.uk)

[shelagh.stewart@nhslothian.scot.nhs.uk](mailto:shelagh.stewart@nhslothian.scot.nhs.uk)