

Planning for quality
Understand your priorities for improvement (through understanding user need and understanding contributory causes of quality control issues) and design appropriate interventions.

Set clear priorities and goals for improvement with a focus on those issues which will have the biggest impact.

Relationships
 Understand the importance of the people contributing to any process. Build their ability to contribute to improvement and establish a culture of respect. Everyone should understand what delivering quality means in their role.

Clear vision and purpose
 A consistent approach to purpose (with flexibility as to how to achieve it) which addresses underlying need, not focusing on the presenting problem.

Vision must be set at the outset for everything else to align beneath.

Learning System
 A learning system enables a group of people to come together to share and learn about a particular topic, to build knowledge and speed up improved outcomes. It connects and influences people and develops their understanding.

Co-design and co-production
 All quality work must be in the context of effective engagement and involvement of people who use services, their families, the wider communities and the staff providing the care.

Organisation which “do” quality well all have a relentless focus on understanding their customer need and designing services that meet those needs.

Quality control: maintain quality
 the vast majority of quality control should be done by teams themselves – whether that is wards, community teams or back office staff teams each one needs need data (qualitative and quantitative) to constantly assess how they are doing and spot when things are slipping.

If you embed quality control into these “microsystems” – you end up with every person working in your organisation constantly thinking about how good the service is and what could be done to make it better.

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, focusing on Direction, Execution and Impact

Quality improvement: deliver the improvement
 Teams have the skills required to carry out improvement and can understand the connection between their work and the system. Support systems in place to allocate resources, enable prototyping and spread of innovation.

Leadership and culture
 A psychologically safe environment which focuses on processes and issues, not blaming people. Understanding of how to work in complex systems.

