

**CREATING THE CONDITIONS TO IMPROVE QUALITY OF HEALTH AND CARE
WHAT THIS MEANS FOR SENIOR LEADERS
WORKING DRAFT 1**

Boards should ensure:	Which requires:	Which means doing the following¹:
Organisational commitment to quality	Clear vision and purpose	<ul style="list-style-type: none"> • Contribute to developing the organisation's vision and mission
	Quality focussed leadership and organisational culture	<ul style="list-style-type: none"> • Empower managers and staff to test and implement improvements. • Recognise and encourage innovation and creativity in improvement initiatives. • Encourage teams to reflect on learning from successes and failures and celebrate successes in improving quality • Model the behaviours that foster a culture of continuous quality improvement
	A focus on people and communities	<ul style="list-style-type: none"> • Ensure staff have internal and external customer focus • Have regular ways to listen to staff and service users experience
Continuous planning for quality	Focus on the needs and assets of the population	<ul style="list-style-type: none"> • Support and encourage teams to engage with and understand needs and expectations for users of health and care services
	Identification of factors/issues highlighted through quality control and assurance systems	<ul style="list-style-type: none"> • Promote planning for quality based on analysis of the data
	Co-designed and co-produced appropriate interventions	<ul style="list-style-type: none"> • Help identify the best service models to meet the needs of the population, using clinical expertise and knowledge of the evidence
	Alignment with strategic direction and priorities	<ul style="list-style-type: none"> • Contribute to developing the Strategic Plans and Quality Plans • Help teams align their work to the organisation's mission and strategic plans
	Clear strategy for deployment which is adequately resourced	<ul style="list-style-type: none"> • Help teams find resources, space and time to improve and remove barriers to this
	Value-based Quality Ambitions	<ul style="list-style-type: none"> • Balance cost reduction and quality improvement approaches to achieve increased productivity, efficiency and quality.
Systematic approaches to maintain and improve quality	Mechanisms to maintain quality and know when it slips - Quality Control	<ul style="list-style-type: none"> • Empower and support teams to solve complex problems
	Appropriate methods to deliver Quality Improvements	<ul style="list-style-type: none"> • Have a sponsor role for improvement work • Link regularly with projects to help unblock barriers and celebrate the work
	Methods to Independently check the Quality - Quality Assurance	<ul style="list-style-type: none"> • Ensure systems are in place to check that high quality care is being provided • Ensure assurance activities add value and are meaningful

¹ Based on Blueprint for Good Governance
18/06/2019

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Boards should ensure:	By ensuring they have:	Which means doing the following²:
Effective Quality Infrastructures	A Measurement System that enables learning	<ul style="list-style-type: none"> • Monitor how the system is performing • Use data to inform decision making
	A Learning System that connects people	<ul style="list-style-type: none"> • Encourage, promote and support a learning culture in and across organisations, learning from engagement with patients/service users and their carers/families
	A Governance Framework	<ul style="list-style-type: none"> • Be accountable for the performance and quality of services and care delivered • Continually improve the processes that support governance
	A Communication and Engagement Plan	<ul style="list-style-type: none"> • Communicate the organisation's Vision, Mission and Strategic Plans • Ensure staff are informed and get the right information, at the right time, delivered in the right way
	A Capacity and Capability Building Plan	<ul style="list-style-type: none"> • Build capability and capacity in all aspects of quality management • Align capability and capacity building to strategic priorities and needs of the organisation

² Based on Blueprint for Good Governance
18/06/2019