Quality Planning at Board Level

Board activities around quality planning include ensuring the following is in place and, if not, there is a strategic plan to develop them.

- Set a clear vision and mission.
- Set organisational priorities and goals for improvement with a focus on those issues that will have the biggest impact on delivering your vision.
- Agree a strategy for delivering these goals, ensure it uses the appropriate method/s for the challenge/s faced, that it is adequately resourced, and that a plan for evaluating impact is in place.
- Systems are in place that enable meaningful and active involvement of individuals using services and their families, wider communities, partner organisations and staff in the design and delivery of services (that is co-design and co-production).
- Systems are in place so that the design of new services and/or processes are informed by evidence and consider the potential for greater use of technology.
- Systems are in place to understand the contributory factors of key quality challenges arising from your quality control and assurance processes and the Board ensures plans are developed and implemented to address key strategic contributory factors.
- Ensure a strategic focus on value (quality and cost combined).

Board behaviours that promote effective quality planning.

- Check that all the Board's redesign proposals have been built on an understanding of the need from the perspective of those using the service.
- Monitor environment, anticipate change and adjust strategic plans accordingly.
- Be prepared to say '*No*' to enable organisational focus on the priorities.
- Constructively challenge each other and create an environment where non-executives feel able to challenge executive colleagues.

Quality Improvement at Board Level

Board activities around quality improvement include ensuring the following is in place and, if not, that there is a plan to develop them.

- A strategic approach to quality improvement which includes clarity on the quality improvement resource to support strategic priorities and a plan for developing quality improvement capability, skills and orientation that ensures everyone has the relevant skills commensurate with their role.
- Clinical and professional leaders at all levels are actively leading and delivering improvement work.

- Robust mechanisms to check that staff are able to escalate quality problems that are not within their control to the appropriate level for action and/or access appropriate advice for those which are within control but they are not sure how to address.
- Mechanisms to routinely celebrate improvement.
- Individuals using services, their families and people doing the work are routinely included in improvement teams.
- A leadership culture which promotes transparency, openness, learning and the promotion of good quality care.

Board behaviours that promote effective quality improvement.
- Celebrate improvement at Board level.
- Encourage and practice system thinking and collaboration with partners.
- Constructively challenge each other and create an environment where non-executives feel able to challenge executive colleagues.

Quality Control and Assurance at Board Level

Board activities around control and assurance include ensuring the following is in place and, if not, there is a strategic plan to develop them.
- Clarity of purpose against which control is exercised.
- Systems in place that enable all teams to access meaningful data to monitor quality, act on issues within their control and escalate those not in their control.
- An aligned measurement system which enables a drilling down from Board and service level reporting right through to the service user.
- Systems for people and their families to routinely give feedback in real time (at point of using service) and right time (2-3 weeks following an episode of care).
- Systems in place to ensure the accuracy and comprehensiveness of data, for example through audit, analysis of outliers and data quality indicators.
- Robust internal assurance mechanisms that align with Healthcare Improvement Scotland's new external Quality of Care Framework.

Board behaviours that promote quality control and assurance.
- Monitor the organisational quality goals using a mixture of qualitative and quantitative data, including service user stories and ask insightful questions about the data you are being shown.
- Challenge inappropriate use or analysis of data and ask: '*Why are we measuring all this and what difference is this actually making to the quality of services?*'
- Visit teams delivering services. Potential questions include:
  - *How do you assess the quality of what you deliver?*
  - *What are your key quality challenges at the moment?*
  - *What are the issues outwith your control that are making it harder for you to deliver high quality care?*
- Constructively challenge each other and create an environment where non-executives feel able to challenge executive colleagues.

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