CREATING THE CONDITIONS TO IMPROVE QUALITY OF HEALTH AND CARE
WHAT THIS MEANS FOR OPERATIONAL MANAGERS
WORKING DRAFT 1

Boards should ensure:	Which requires:	Which means doing the following[1]:
Organisational commitment to quality	Clear vision and purpose	• Have a comprehensive knowledge of the organisation, its vision, purpose, values and strategic objectives • Connect the roles of people to the role of the service and purpose of the organisation
	Quality focussed leadership and organisational culture	• Recognise and encourage innovation and creativity in improvement initiatives. • Model Leadership values and behaviours that support Improvement • Exemplify respectful, fair and just treatment of individual's teams and families involved in safety and improvement events. • Manage disruptive behaviour and initiate difficult conversations
	A focus on people and communities	• 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	• 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	• Monitor how service is performing • Empower teams to share and solve small problems on a daily basis • Listen, address and report back to employees on safety and improvement concerns and suggestions
	Co-designed and co-produced appropriate interventions	• Promote the importance of multi-disciplinary collaboration • Promote the importance of designing services with those who use the services • Enable and support co-design and co-production
	Alignment with strategic direction and priorities	• Facilitate teams and service users to identify biggest areas for improvement • Work with Senior Managers and Improvement leaders to translate strategic level goals into actionable improvement
	Clear strategy for deployment which is adequately resourced	• Help teams find time and space to improve the service and remove barriers to this
	Value-based Quality Ambitions	• Build a business case for quality improvement/management and identify and categorise opportunities for waste reduction
Systematic approaches to maintain and improve quality	Mechanisms to maintain quality and know when it slips - Quality Control	• Monitor how service is performing • Empower teams to share and solve small problems on a daily basis • Listen, address and report back to employees on safety and improvement concerns and suggestions
	Appropriate methods to deliver Quality Improvements	• Bring together a multidisciplinary improvement team

[1] Based on Blueprint for Good Governance

	Methods to Independently check the Quality - Quality Assurance	• Contribute expertise (clinical and system) and evidence to bring improvement ideas to teams

Boards should ensure:	By ensuring they have:	Which means doing the following[2]:
Effective Quality Infrastructures	A Measurement System that enables learning	• Implement systems for collecting and reporting measures defined by the organisation • Periodically evaluate and review improvements
	A Learning System that connects people	• Learn from colleagues across healthcare and from organisations outside healthcare. • Celebrate successes in improving quality
	A Governance Framework	• Implement a framework or infrastructure for successful implementation of quality management • Manage a portfolio of quality improvement projects
	A Communication and Engagement Plan	• Engage and support staff in quality improvement efforts • Communicate clearly with teams about quality improvement projects and communicate results to other leaders and managers
	A Capacity and Capability Building Plan	• Promote, support and engage in learning opportunities for management of quality

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[2] Based on Blueprint for Good Governance