



Clear vision and purpose

Quality Planning *(understand your priorities for improvement and design appropriate interventions)*

Understand need and assets from the customer/population perspective, the gap with what you provide and hence the priorities for redesign and continuous improvement

Understand the contributory factors of issues feeding from quality control

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

- Develop a clear theory of change which aligns with outcomes
- Choose the appropriate method/s for the nature of the improvement challenge
- Design new systems / models of care / processes and change packages using evidence and technology as appropriate
- Allocate resources for the improvement work
- Clarify roles, responsibilities and leadership

Quality Control *(maintain quality and know when it slips)*

- Embed mechanisms into teams/services so they can detect variation from agreed standards/desired quality

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

Learning System

- Measurement system that enables learning about what is and isn't working (qualitative and quantitative)
- Processes in place that support the appropriate use of evidence
- Individuals and services working on similar challenges are enabled to learn together (learning networks)
- System for identifying the bright spots and assessing the generalizable learning
- Reflective/reflexive practice is valued and enabled

Quality Improvement *(deliver the improvement)*

- Ensure staff and teams have the skills to improve what is in their control and escalate those issues that aren't (microsystem improvement)
- Systems to support prototyping
- Systems for spreading learning that enables adaptation for local context

Co-design and co-production

Processes and culture that support individuals, families and communities to become equal partners in all aspects of quality planning, improvement and control.

Processes and culture that ensures staff at all levels have the knowledge, skills and time to engage in the work of quality planning, improvement and control at a level commensurate with their role

Relationships

The vital role and impact of people and relationships in delivering high quality is recognised and given equal attention to the process issues

Leadership beliefs, attitudes, skills and behaviours that enable improvement

Including understanding of how to work in complex systems, a focus on issue analysis not blaming people; behaviours which recognise and celebrate success including rewarding open sharing of problems and dis-incentivising behaviours which cover up problems, embedding coaching into management practice and compassionate leadership

All of above underpinned by: