

NHS Board : 30 May 2018

Lanarkshire NHS Board
 Kirklands
 Fallside Road
 Bothwell
 G71 8BB
 Telephone: 01698 855500
www.nhslanarkshire.org.uk



SUBJECT: QUALITY STRATEGY 2018-23

1. PURPOSE

This paper is coming to the Board:

For approval	<input checked="" type="checkbox"/>	For endorsement	<input type="checkbox"/>	To note	<input type="checkbox"/>
--------------	-------------------------------------	-----------------	--------------------------	---------	--------------------------

The purpose of this paper is to seek approval from the NHS Lanarkshire Board of the NHS Lanarkshire Quality Strategy 2018-23: The Quality Approach to Achieving Excellence.

2. ROUTE TO THE BOARD

The content of this paper relating to quality assurance and improvement initiatives has been:

Prepared	<input type="checkbox"/>	Reviewed	<input type="checkbox"/>	Endorsed	<input checked="" type="checkbox"/>
----------	--------------------------	----------	--------------------------	----------	-------------------------------------

by the Healthcare Quality Assurance & Improvement Committee (HQAIC).

3. SUMMARY OF KEY ISSUES

NHS Lanarkshire's current Quality Strategy (Transforming Patient Safety and Quality of Care, Quality Strategy) covered the period 2014-17 and therefore is due for renewal.

Over the last 18 months we have developed the Lanarkshire Quality Approach (LQA) and this features as the first section in *Achieving Excellence*. When we considered the development of our new strategy document we wanted to build on the LQA and also ensure that any quality strategy was firmly linked to the overall strategic direction and plans for the organisation. We therefore have used the narrative for the LQA that is in *Achieving Excellence* as the basis for the new Quality Strategy.

Specific points to note:

1. The Strategy is entitled 'The Quality Approach to Achieving Excellence' in order to reinforce that the document supports the delivery of the aims set out in *Achieving Excellence*.
2. The Strategy describes NHS Lanarkshire's quality approach to providing world leading health and care which is person centred, safe and effective. Many of the services required to deliver the aims set out in both *Achieving Excellence* and the Quality Strategy will be provided by Local Authority and NHS Lanarkshire staff working together in teams in a new integrated way, to transform, re-design and improve outcomes for the people of Lanarkshire. We are therefore committed to further developing the Quality Strategy so that from 2021 onwards it is relevant to staff working in health, social work and social care settings.

3. NHS Lanarkshire has identified four strategic objectives that describe what successful delivery of this strategy will look like in five years time. We will measure the progress we make towards our aim of delivering the highest quality health and care services for the people of Lanarkshire against these priorities.
 - **Strategic Objective 1** - Improved health and care outcomes for the population of Lanarkshire
 - **Strategic Objective 2** - Any service change or transformation uses a consistent, evidence-based approach to improvement
 - **Strategic Objective 3** - Whole-system working and support
 - **Strategic Objective 4** - Working with Partners to deliver a co-ordinated approach to providing support to ensure high quality, person centred and safe care

4. The Achieving Excellence Strategic Delivery Plan is the organisation’s overarching plan to deliver the Healthcare Strategy. This is complemented by a number of corporate plans including a Workforce and Development Plan, Finance Plan, eHealth Plan and Risk Register. There are also Local Delivery Plans and Annual Operational Plans supported by annual Corporate Objectives with our staff objectives and personal development plans also feeding into achieving the aims we have set out. The Lanarkshire Quality Approach and the principles and objectives set out in this Quality Strategy underpin all of the plans outlined above. All aspects of delivery of this strategy will flow through the appropriate governance structure prior to being reported to our Board. In addition the Quality Directorate has developed specific plans to support the delivery of our underpinning quality ambitions to deliver person-centred, safe and effective care.

4. STRATEGIC CONTEXT

This paper links to the following:

Corporate Objectives	<input checked="" type="checkbox"/>	LDP	<input checked="" type="checkbox"/>	Government Policy	<input checked="" type="checkbox"/>
Government Directive	<input checked="" type="checkbox"/>	Statutory Requirement	<input type="checkbox"/>	AHF/Local Policy	<input type="checkbox"/>
Urgent Operational Issue	<input type="checkbox"/>	Other	<input type="checkbox"/>		

5. CONTRIBUTION TO QUALITY

This paper aligns to the following elements of safety and quality improvement:

Three Quality Ambitions:

Safe	<input checked="" type="checkbox"/>	Effective	<input checked="" type="checkbox"/>	Person Centred	<input checked="" type="checkbox"/>
------	-------------------------------------	-----------	-------------------------------------	----------------	-------------------------------------

Six Quality Outcomes:

Everyone has the best start in life and is able to live longer healthier lives; (Effective)	<input checked="" type="checkbox"/>
People are able to live well at home or in the community; (Person Centred)	<input checked="" type="checkbox"/>
Everyone has a positive experience of healthcare; (Person Centred)	<input checked="" type="checkbox"/>
Staff feel supported and engaged; (Effective)	<input checked="" type="checkbox"/>
Healthcare is safe for every person, every time; (Safe)	<input checked="" type="checkbox"/>
Best use is made of available resources. (Effective)	<input checked="" type="checkbox"/>

6. MEASURES FOR IMPROVEMENT

The Quality Strategy and associated delivery plans provide measures for improvement including Key Performance Indicators (KPIs) relating to adverse events. Building organisational capacity and capability in quality improvement is also a key strategic aim outlined in the plan.

7. FINANCIAL IMPLICATIONS

No financial implications are identified in this paper.

8. RISK ASSESSMENT/MANAGEMENT IMPLICATIONS

The Healthcare Quality Assurance and Improvement Committee oversee a corporate risk with controls in relation to achieving the quality and safety vision for NHS Lanarkshire. Corporate Risk 1280 - Maintaining quality of care and prevention of harm and injury to patients - is rated as medium.

9. FIT WITH BEST VALUE CRITERIA

This paper aligns to the following best value criteria:

Vision and leadership	<input checked="" type="checkbox"/>	Effective partnerships	<input checked="" type="checkbox"/>	Governance and accountability	<input checked="" type="checkbox"/>
Use of resources	<input checked="" type="checkbox"/>	Performance management	<input checked="" type="checkbox"/>	Equality	<input type="checkbox"/>
Sustainability	<input type="checkbox"/>				

10. EQUALITY AND DIVERSITY IMPACT ASSESSMENT

An E&D Impact Assessment has been completed

Yes
No

11. CONSULTATION AND ENGAGEMENT

The first draft of the document was sent to CMT, Corporate Heads of Department, Site and Locality Triumvirates, Quality & Safety Fellows and other key stakeholders for comments. We had a number of very helpful responses which were incorporated into a further draft which was considered by HQAIC at its meeting on 8th March 2018. Following considerable discussion at this meeting further amendments were made to the document and the final draft version was endorsed by HQAIC at its meeting on 10th May 2018.

12. ACTIONS FOR THE BOARD

The Board is asked to:

- Approve the NHS Lanarkshire Quality Strategy 2018-23: *The Quality Approach to Achieving Excellence*

Approval	<input checked="" type="checkbox"/>	Endorsement	<input type="checkbox"/>	Identify further actions	<input type="checkbox"/>
Note	<input type="checkbox"/>	Accept the risk identified	<input type="checkbox"/>	Ask for a further report	<input type="checkbox"/>

13. FURTHER INFORMATION

For further information about any aspect of this paper, please contact Lesley Anne Smith, Director of Quality, Telephone: 01698 858100.

Iain Wallace
Medical Director