

The Quality Approach to Achieving Excellence

NHS Lanarkshire Quality Strategy 2018-2023



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INTRODUCTION

NHS Lanarkshire Healthcare Strategy

Achieving Excellence is NHS Lanarkshire's healthcare strategy that supports the development of an integrated health and social care system which has a focus on prevention, anticipation and supported self-management. With the appropriate use of health and care services we can ensure that patients are able to stay healthy at home, or in a community setting, as long as possible, with hospital admission only occurring where appropriate. *Achieving Excellence* is one part of a trilogy of plans, with essential codependencies between this and the Joint Strategic Commissioning Plans produced by the North and South Lanarkshire Health and Social Care Partnerships (HSCPs).

NHS Lanarkshire is committed to delivering world-leading, high-quality, innovative health and social care that is person-centred. Our ambition is to be a quality-driven organisation that cares about people (patients, their relatives and carers, and our staff) and is focused on achieving a healthier life for all. Through our commitment to a culture of quality we aim to deliver the highest quality health and care services for the people of Lanarkshire.

Purpose of the Quality Strategy

The Quality Strategy 2018-2023 provides direction to ensure that high quality care is delivered across all health care settings within Lanarkshire in line with the aims set out in *Achieving Excellence*.

This strategy describes NHS Lanarkshire's quality approach to providing world leading health and care which is person centred, safe and effective. While quality is a key element for all NHS Lanarkshire staff, the NHS Lanarkshire Quality Directorate has a key role to play as improving and assuring quality is its core purpose.

This strategy has been commissioned by the Medical Director and Director of Nurses, Midwives and AHPs (NMAHPs). The development has been led by the Director of Quality and has been informed by contributions from Executive Directors, Senior Managers and Clinical Leads throughout the organisation.

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.

THE LANARKSHIRE QUALITY APPROACH

The Lanarkshire Quality Approach (LQA) is our unique approach to quality and has been designed by us to meet the needs of patients, carers and staff.

Our focus on quality is not new, but sometimes it has meant different things to different people. We have therefore developed a Strategic Framework called the Lanarkshire Quality Approach which underpins all of the work that the organisation does. In developing the framework we have taken account of the Institute for Healthcare Improvement's Framework for Safe, Reliable and Effective Care. The framework will ensure that the decisions the organisation takes, the services we provide and the way in which we do so, align with our core values and principles. This means that when we plan and redesign our services, these values and principles will inform any changes we make. It provides the structure to drive healthcare improvements such as those described in the NHS Lanarkshire Healthcare Strategy, *Achieving Excellence*.

People at the Heart

NHS Lanarkshire has a duty to provide assurance to the public, the Board and Ministers about the quality of care that is delivered by its services. In doing so as a quality driven organisation we aim to show:

- A caring and person-centred ethos that embeds high quality, safe and effective care;
- That we continually strive to do the best individually and collectively;
- That we accept individual accountability for delivering a service to the best of our ability;
- That we are responsive to changing culture, expectations and needs.

Quality Ambitions

Our underpinning quality ambitions are to deliver person-centred, safe and effective care. For us this means:

- person-centred – mutually beneficial partnerships between patients, their families, carers and those delivering health care services which respect individual needs and values and which demonstrate compassion, continuity, clear communication and shared decision making;
- safe – there will be no avoidable injury or harm to people from the health care they receive and an appropriate clean and safe environment will be provided for the delivery of health care services at all times;
- effective – the most appropriate treatments, interventions, support and services will be provided at the right time to everyone who will benefit and wasteful or harmful variations will be eradicated.

We believe that our shared pursuit of these three quality ambitions will make significant and positive impacts on efficiency and productivity and through this we will secure both improved outcomes for the people we serve and financial sustainability for the organisation.

Our Values

It is not only what we do that is important; the way we do things also matters enormously. NHS Lanarkshire's values underpin our purpose, provide local focus and context for the improvement of our services and guide our individual and team behaviours.

For us this means:

- **Fairness:** Ensuring clear and considerate decision making at all levels
- **Respect:** Valuing every individual and their contribution
- **Quality:** Setting and maintaining standards in everything we do
- **Working Together:** Thinking, growing, delivering as a team

Creating the conditions

We are committed to establishing a connected supporting infrastructure that enables the organisation to deliver on its ambition of putting quality at the heart of the organisation.

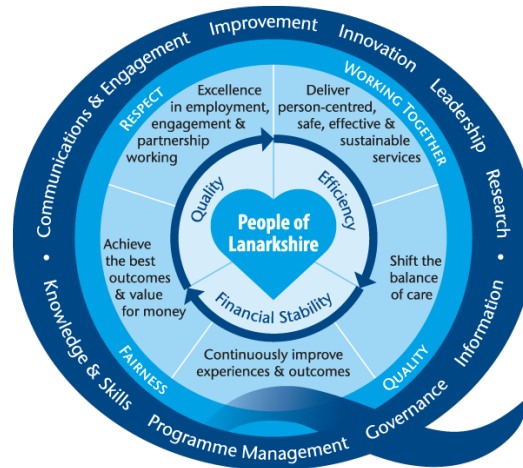
The components of this infrastructure include:

- **Leadership and Behaviours** – To bring the culture to life the quality ambitions must be demonstrated in day to day behaviours “from board room to the patient”. We will ensure that leaders at all levels in the organisation are empowered to work in this way.
- **Improvement and innovation** – We will use a consistent approach to improvement throughout the organisation that reflect all stages of the improvement journey and that apply to continuous daily improvement as well as large-scale transformational change.
- **Evidence** – Our services will be based on best available evidence and standards.
- **Communications and Engagement** – To support our approach we will implement a comprehensive communication and engagement plan in order to promote our organisational purpose and quality ambitions and develop even further our partnership with patients, the public, staff, professional advisory committees, local authorities, general practitioners, general dental practitioners, third and independent sector, carer organisations and elected representatives.
- **Information** – We collect a range of data on the services we provide. This information can support us to measure how effectively the Lanarkshire Quality Approach is being applied to our services and to provide the Board with assurance that the organisation is planning and delivering quality in line with our strategic framework and as a result is delivering improvements in care and services.
- **Knowledge and skills** – We want our staff to be the most caring, knowledgeable and skilled workforce in Scotland. We are committed to ensuring staff are provided with the appropriate knowledge, skills and confidence to deliver high quality services on a day to day basis and at the same time continuously improve those services.

These components are intended to illustrate areas of action that will enable us to achieve the cultural changes needed to sustain the organisation with quality at its heart.

In summary, the Lanarkshire Quality Approach provides a clear outline of the vision, mission, objectives and values of our organisation. It is important that we are clear with

ourselves about their importance in helping us to deliver high quality, person-centred care. In order to provide this clarity we have developed a visualisation of the Lanarkshire Quality Approach as shown below:



Quality Management System

The Lanarkshire Quality Approach to delivering improvements in quality uses the following elements: Evidence, Assurance and Improvement.

QUALITY MANAGEMENT		
EVIDENCE	ASSURANCE	IMPROVEMENT
<ul style="list-style-type: none"> Identify the right outcomes and targets based on best available evidence 	<ul style="list-style-type: none"> Evaluate actual performance Compare actual performance against quality goals Act on the difference 	<ul style="list-style-type: none"> Identify improvement projects Establish project teams Provide teams with resources and training Establish controls to hold the gains

Evidence

Health care evidence is about delivering quality evidence to help NHS staff make decisions about health and care services. It is essential that the staff in NHS Lanarkshire use the right knowledge and evidence at the right time. Evidence that is ‘just enough, just in time and just for me’ is the core principle to delivering effective evidence for preventing illness, affecting patient care and mobilising the evidence base to where the staff are working and treating people across all aspect of health and social care.

We will ensure that:

- Staff have access to, and use, best evidence to inform and improve peoples’ health and care.

- Our evidence recommendations are based on evidence gathered through rigorous searching, published studies and grey literature.

Assurance

Assurance has a key role in supporting the organisation to monitor and use performance & quality data to compare actual performance against quality goals, identify gaps in performance and take follow up action.

We will ensure that:

- A Quality Data & Measurement Framework for NHS Lanarkshire is in place to promote a consistent approach to defining, gathering, configuring, analysing and reporting data for the purpose of quality planning, quality control and assurance or quality improvement using a common infrastructure.
- All data, for whatever purpose, are presented and interpreted using agreed Measurement & Visualisation Standards.
- An agreed set of quality indicators and associated measurement plans are developed with stakeholders prior to commencing any service change / transformation to demonstrate the impact of the change, and any resulting improvement.
- Service change / transformations are monitored and evaluated, using agreed quality data collection tools.
- We use the Healthcare Improvement Scotland Quality Framework to carry out regular self-evaluation of our quality of care approach.

Improvement

Improvement is defined as the application of a systematic approach that uses specific techniques to improve quality. This can range from small-scale continuous improvement at the frontline of services through to large-scale and complex major service change and transformation.

We will ensure that:

- We use a range of approaches to enable service providers to design and implement high quality systems of care.
- Staff use quality improvement methods to scope and review existing processes to better understand the system, identify variation and areas for improvement.
- Quality improvement technical tools are used in the development of change ideas and concepts for testing.
- Data for improvement is used to evaluate impact of progress against project aims.

Supporting Infrastructure

We recognise that, in order to deliver the highest quality health and care services for the people of Lanarkshire, the whole organisation requires to work together as a single system in pursuit of this aim. No single part of the system 'owns quality' and fundamental to the Lanarkshire Quality Approach is collaborative working across all departments and teams.

The corporate departments all have a role to play in supporting Operational Units (Acute Services and North and South Health & Social Care Partnerships) and frontline teams to deliver against our quality ambitions. The following teams have a critical role in the connected infrastructure required:

- Quality Directorate
- eHealth and particularly Information Management
- Public Health
- Infection Prevention and Control
- Planning and Performance
- Human Resources and particularly Organisational Development
- Practice Development
- Communications
- Finance

We will ensure that:

- appropriately skilled staff from the above departments work together to support quality improvement groups established at site, locality, service or specialty level to deliver improvement in health and care services.

Quality Directorate

The Quality Directorate's role is to lead the development, and support implementation of the Lanarkshire Quality Approach ensuring robust clinical and care governance and quality improvement is demonstrated in NHS Lanarkshire services. The Department provides leadership in relation to quality assurance and improvement and develops the support systems, infrastructure and data and measurement for improvement frameworks to enable NHS Lanarkshire to place patient safety and quality of care at the heart of its activities.

The Directorate is led by the Medical Director, Director of NMAHPs and Director of Quality who are supported by three department heads: Head of Evidence, Head of Assurance and Head of Improvement.

The Directorate provides specialist advice and guidance to all areas within the organisation influencing, recommending, developing, delivering and monitoring against the Quality Strategy, Knowledge Services Strategy, Patient Safety Strategic Prioritised Plan, Person-centred Care Strategic Prioritised Plan, Adverse Event Management Policy and Procedures, Complaints Management Policy and Procedures and the Copyright Policy.

WHAT ARE WE TRYING TO ACCOMPLISH?

Key Strategic Objectives 2018-2023

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

NHS Lanarkshire together with the Integrated Joint Boards are committed to improving health and care outcomes for the population of Lanarkshire. There are nine national outcomes that provide a framework for measuring the impact of integrated health and social care on the health and wellbeing of individuals:

Outcome 1: People are able to look after and improve their own health and wellbeing and live in good health for longer.

Outcome 2: People, including those with disabilities or long term conditions or who are frail, are able to live, as far as reasonably practicable, independently and at home or in a homely setting in their community.

Outcome 3: People who use health and social care services have positive experiences of those services, and have their dignity respected.

Outcome 4: Health and social care services are centred on helping to maintain or improve the quality of life of people who use those services.

Outcome 5: Health and social care services contribute to reducing health inequalities.

Outcome 6: People who provide unpaid care are supported to look after their own health and wellbeing, including to reduce any negative impact of their caring role on their own health and wellbeing.

Outcome 7: People who use health and social care services are safe from harm.

Outcome 8: People who work in health and social care services feel engaged with the work they do and are supported to continuously improve the information, support, care and treatment they provide.

Outcome 9: Resources are used effectively and efficiently in the provision of health and social care services.

The Quality Strategy will support the delivery of these outcomes.

Strategic Objective 2 - Any service change or transformation uses a consistent, evidence-based approach to improvement

Improvement is defined as the application of a **systematic** approach that uses **specific techniques** to improve quality. Our approach is based on the following model:



We will ensure that a range of techniques are used appropriate for the task and that these are applied according to the stage of the improvement journey as follows:



This will ensure that all staff working within the organisation use agreed and consistent methods and terminology in relation to quality.

Strategic Objective 3 - Whole-system working and support

Traditionally in NHS Lanarkshire, improvement efforts have been focused on specific interventions, often relevant to acute services. We recognise that future services, locally and nationally, will have:

- system-wide drive for improvement across disease prevention, early professional intervention, supported self-care and improved rehabilitation;
- primary care with a more prominent role, treating more people without the need to refer to hospital;
- secondary care organised in ‘centres of excellence’ and networks of hospitals providing specific clinical services thus making best use of skilled staff and specialised facilities and equipment to produce excellent outcomes;
- a new clinical paradigm which will ensure that patient value is enhanced by proceeding with minimally disruptive, realistic medicine.

This strategy will therefore ensure that improvement support is provided across all health and social care settings within Lanarkshire.

Strategic Objective 4 - Working with Partners to deliver a co-ordinated approach to providing support to ensure high quality, person centred, safe and effective care

The work of improvement is complex. As well as creating the context and culture for improvement to happen and building the knowledge and skills to do the work of improvement, NHS Lanarkshire must provide expertise in evidence, evaluation and knowledge exchange and support innovation. We recognise that we cannot do this alone and we will therefore continue to develop strong and effective relationships with a wide range of organisations in order to meet the challenge of redesigning and continuously improving health and social care. This will include: national organisations such as Healthcare Improvement Scotland (HIS/iHub), NHS Education for Scotland (NES), National Services Scotland, the Improvement Service and IRISS; the Scottish Government Health and Social

Care Directorate; Higher Education Institutes including University of West of Scotland and Glasgow Caledonian University; and 3rd sector and voluntary organisations including Voluntary Action South Lanarkshire (VasLan) and Voluntary Action North Lanarkshire (VANL).

HOW WE WILL DELIVER THE BOARD’S STRATEGY

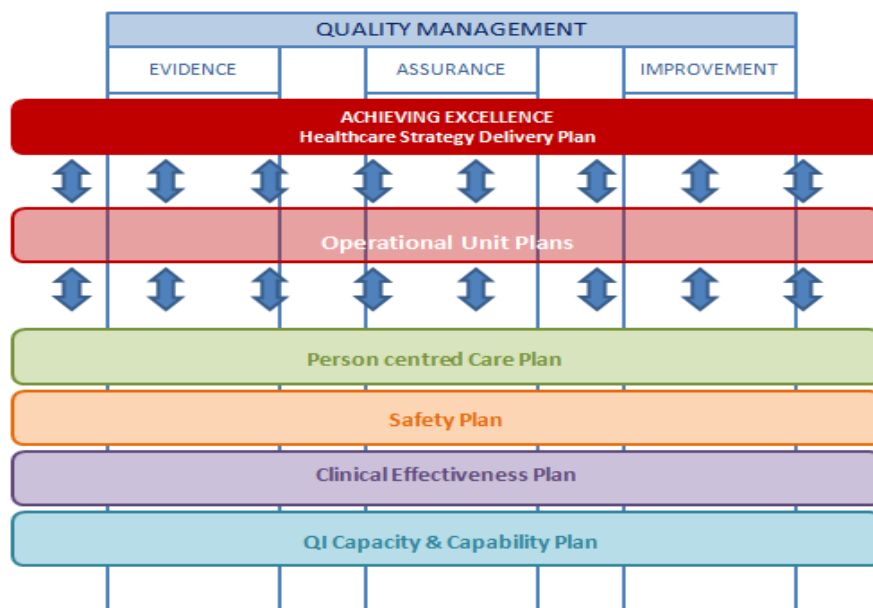
This strategy is a key component of our corporate and operational units (Acute Services and North and South HSCPs) plans for the coming years.

Delivery Plans

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.



Quality Improvement Capacity and Capability Building

NHS Lanarkshire is committed to establishing a connected infrastructure that supports the organisation to deliver on its ambition of putting quality at the heart of the organisation. One of the components of this infrastructure is the need to develop capacity and capability in quality improvement which will ensure that we have people who are skilled, knowledgeable and empowered to make improvements where they work.

Quality Improvement Education and Training

Evidence suggests that programmes which incorporate practical exercises and work-based activities are more likely to deliver positive changes in care processes and patient outcomes. Active learning strategies, where participants put quality improvement into practice, are more effective than didactic classroom styles alone. With this in mind we have designed our programmes to ensure that they link to NHS Lanarkshire's Healthcare Strategy 'Achieving Excellence' thus ensuring that we connect the theory of quality improvement to the work that needs to be delivered. The programmes will therefore be delivered under the banner of 'Achieving Excellence Quality Improvement Programmes'



These programmes will be tailored to the needs of individuals, teams and senior leaders.

HOW WE WILL MEASURE QUALITY

The key to developing meaningful measures of quality is not just *what you measure* but *how the data is used*. Data can be used in the following ways to measure quality in a system:

- **Diagnosis:** Where data is gathered to understand the process, to see if there is a problem and how big it is.
- **Improvement:** Provides specific information on where in a system to focus improvement work and whether the changes we make are leading to improvement.
- **Assurance:** This provides a fair measure about how well a system is doing – usually against a particular standard.
- **Performance:** Provides specific information on whether targets/objectives are being met.

For all of the above approaches, an ideal system of measurement uses different analytics that identify: What is happening?; Why is it happening?; What is likely to happen?; and What do I need to do?

Quality Data and Measurement Framework

A Quality Data & Measurement Framework for NHS Lanarkshire will be developed to promote a consistent approach to defining, gathering, configuring, analysing and reporting

data for the purpose of measuring quality using a common infrastructure. This will include development of the following approaches:

- All data, for whatever purpose, are presented and interpreted using agreed Measurement & Visualisation Standards to ensure a consistent approach to presentation of data in ways that are engaging, enlightening and explain situations by integrating qualitative and quantitative data types with meaningful graphics and diagrams.
- The use of standardised measurement plans and development of prioritised quality indicators prior to commencing any service change / transformation will ensure that data being collected / analysed reflects the most important aspects of quality of care and demonstrate the impact of the change, and any resulting improvement.
- Service change / transformations are monitored and evaluated, using agreed quality data collection tools
- A programme of quality dashboard development at corporate, site, directorate and HSCP level will support the use of common definitions for measures across the system, whilst reducing duplication to ensure a consistent approach to using data for diagnostics, improvement, assurance and performance that is linked to NHS Lanarkshire's key strategic objectives.

GOVERNANCE AND ACCOUNTABILITY

Support, Care and Clinical Governance Framework

NHS Lanarkshire has in place a Support, Care and Clinical Governance Framework to provide assurance to all stakeholders that:

- Quality of support and care, effectiveness and efficiency drives decision-making about the planning, commissioning, provision, organisation and management of services;
- The planning, commissioning and delivery of services takes account of the perspective of patients and service users;
- Unacceptable support, care or clinical practice will be detected and addressed.

A key purpose of support, care and clinical governance is to support staff in monitoring and continuously improving the quality and safety of support and care. It will also ensure that wherever possible poor performance is identified and addressed.

Roles and Responsibilities

There is an absolute recognition that quality and patient safety is everyone's responsibility, and that every single member of staff in NHS Lanarkshire has their part to play.

NHS Mel (2000)29, circular refers to addressing support, care and clinical governance at four levels, these being a practicing role, a supporting role, a delivering role and an overseeing role. Reflecting this NHS Lanarkshire's structure is shown in Table 1 below.

Table 1: Levels of Clinical Governance and Roles

Role	Responsibilities	Activities
Overseeing role	Healthcare Quality Assurance and Improvement Committee and associated reporting structures	<ul style="list-style-type: none"> • Checking that the appropriate structures are in place to undertake the activities that underpin clinical governance; • Assuring the NHS Board that the arrangements are working by providing the full board with regular reports on the operation of the system • Bringing to the attention of the full board specific reports on any problems that emerge.
Delivering role	Management structure throughout the organisation including clinicians involved in management	<ul style="list-style-type: none"> • Ensuring suitable local arrangements are in place and are integrated with existing structures such as clinical directorates. Any structures and processes put in place must ensure that all the underpinning activities described above are an integral and integrated part of the mainstream business of the organisation.
Supporting role	Corporate Teams and Departments employed in activities underpinning support, care and clinical governance	<ul style="list-style-type: none"> • Supporting the implementation of the Lanarkshire Quality Approach
Practising role	All clinical and support staff	<ul style="list-style-type: none"> • Participating in <ul style="list-style-type: none"> ○ Professional Codes of Practice ○ Continuous Professional Development ○ Improvement activity ○ Audit ○ Evidence Based Practice ○ Personal Reflection

An annual Quality Assurance and Improvement Report is presented to the Lanarkshire NHS Board. This reviews the achievement against the Quality Assurance and Improvement annual work programme and the quality assurance and risk management frameworks. The annual report supports the governance statement provided by the Healthcare Quality Assurance and Improvement Committee to the Audit Committee of the Board.

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 Healthcare Improvement Scotland Draft Quality Framework: Evaluating and improving healthcare (2017)
 Lanarkshire Support, Care and Clinical Governance Framework (2016)
 Clinical Governance NHS MEL (2000)29