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## Foreword

“We are delighted to introduce NHS Lanarkshire’s Quality Strategy and would invite you to take the time to read this clear, concise and focussed blueprint which outlines our approach to delivering high quality healthcare for the population of Lanarkshire.

Linking with the Board Strategy ‘Our Health Together—Living Our Best Lives in Lanarkshire’ and the Lanarkshire Equality Strategy, this document has the key principles of person centred, safe and effective care at its core whilst also highlighting the importance that compassionate leadership plays in achieving the vision outlined in the Strategy.

We would like to thank Karon Cormack and the Quality Directorate Team for all their work in producing this strategy and look forward to its implementation, working with all our staff in order to achieve our aim of delivering the highest quality healthcare for the people of Lanarkshire”

NHS Lanarkshire  
Chief Executive  
**Professor Jann Gardner**

A handwritten signature in black ink that reads "J Gardner".

NHS Lanarkshire  
Executive Medical Director  
**Dr Chris Deighan**

A handwritten signature in black ink that reads "Chris Deighan".

NHS Lanarkshire  
Executive Nurse Director  
**Mr Eddie Docherty**

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## Introduction

In NHS Lanarkshire we believe that **quality is everyone's business**. Ensuring we deliver quality care is key to our success in Lanarkshire. This strategy outlines how we aim to deliver high quality care. We will link the work outlined in this strategy to our Board Strategy 'Our Health Together—Living Our Best Lives in Lanarkshire'.

Helping to support these aims is our status as an Anchor institution. An anchor institution has strong links within its local population and uses its position to positively support its local community. This can be through working closely with local suppliers or working with others to reduce our environmental impact.

We also know there is no quality without equality. Our approach is described in the Lanarkshire Equality Strategy. To achieve our aims we also recognise that we need to talk with our staff, service users and our leadership to promote quality.

## Quality Ambitions

Our quality ambitions are to ensure our care is:



**Person-centred:** focusing on the needs of the individual



**Safe:** preventing harm to our patients



**Effective:** providing the most appropriate treatments and interventions

## Team Working

It is important to remember that health care is delivered by teams. With this in mind, we must support effective team working and encourage:-

1. **Clear team identity - having vision and commitment**
2. **Clear team goals**
3. **Joint decision making and debate**
4. **Good communication and team members working together**
5. **Time out to reflect**
6. **Effective management of conflicts**
7. **Valuing our team members**
8. **Promote supportive relationships**

## Staff Engagement

We are committed to delivering a strategy that is co-designed by our staff and the people of our community. We want to understand what is important to everyone and have had conversations with staff across our organisation. We developed a single question survey and asked staff what quality means to them. We received 290 responses. The themes in the tree below reflect what our staff said. The size of the circles in the graphic shows the volume of staff who gave that response, i.e. larger circles represent the most common responses.



### Staff Feedback

*"Basically, it should be second nature to me and everyone in the whole organisation should be aware that quality standards exist and that they should be applied at all times to ensure a sense of pride in the service we provide. "*

## Public Engagement

We carried out an engagement exercise in vaccination centres asking people what matters to them most regarding healthcare. We also launched a social media campaign and displayed posters about the survey in patient waiting areas across NHS Lanarkshire, with a QR code to take part. We had 426 responses from people in our community and we have listened to what people told us was important to them.



The themes above represent the responses with the size of the bubble showing the number of responses. We were encouraged by how many members of our community were interested and wanted to be involved.

### Public Feedback

*"Quality means being able to access the right healthcare professional or service at the time when I need it. Having access to the most appropriate medicines for myself and my children, not just the cheapest. "*



### OUR VISION

#### QUALITY IS EVERYONE'S BUSINESS

We will ensure our staff are motivated, supported and enabled to provide the best care.



### OUR MISSION

We provide **high quality healthcare** with a **positive experience** centred on the needs of the individual.

NHS Lanarkshire is a **great place** to work and our staff are **proud** to belong to the organisation.



### OUR VALUES

**QUALITY** is what we strive for.

We **WORK TOGETHER** with staff and service users to achieve shared goals.

We **RESPECT** each other and recognise the contribution required from everyone.

We are **FAIR** to ensure service users and staff are treated with equality and equity.



## Vision, Mission and Values

### TRUE NORTH

Our true north statements below outline our purpose and how we make decisions. These statements encourage everyone to align with the organisation's goals. From these statements, we will develop an annual plan to make improvements.

- We work with our service users to ensure our care is person centred
- We deliver the right care at the right time in the right place to the right people
- We deliver harm free care
- We demonstrate that we are a learning organisation
- We implement Quality Improvement and Innovation
- We make NHS Lanarkshire a great place to work
- We demonstrate compassionate leadership



#### Staff Feedback

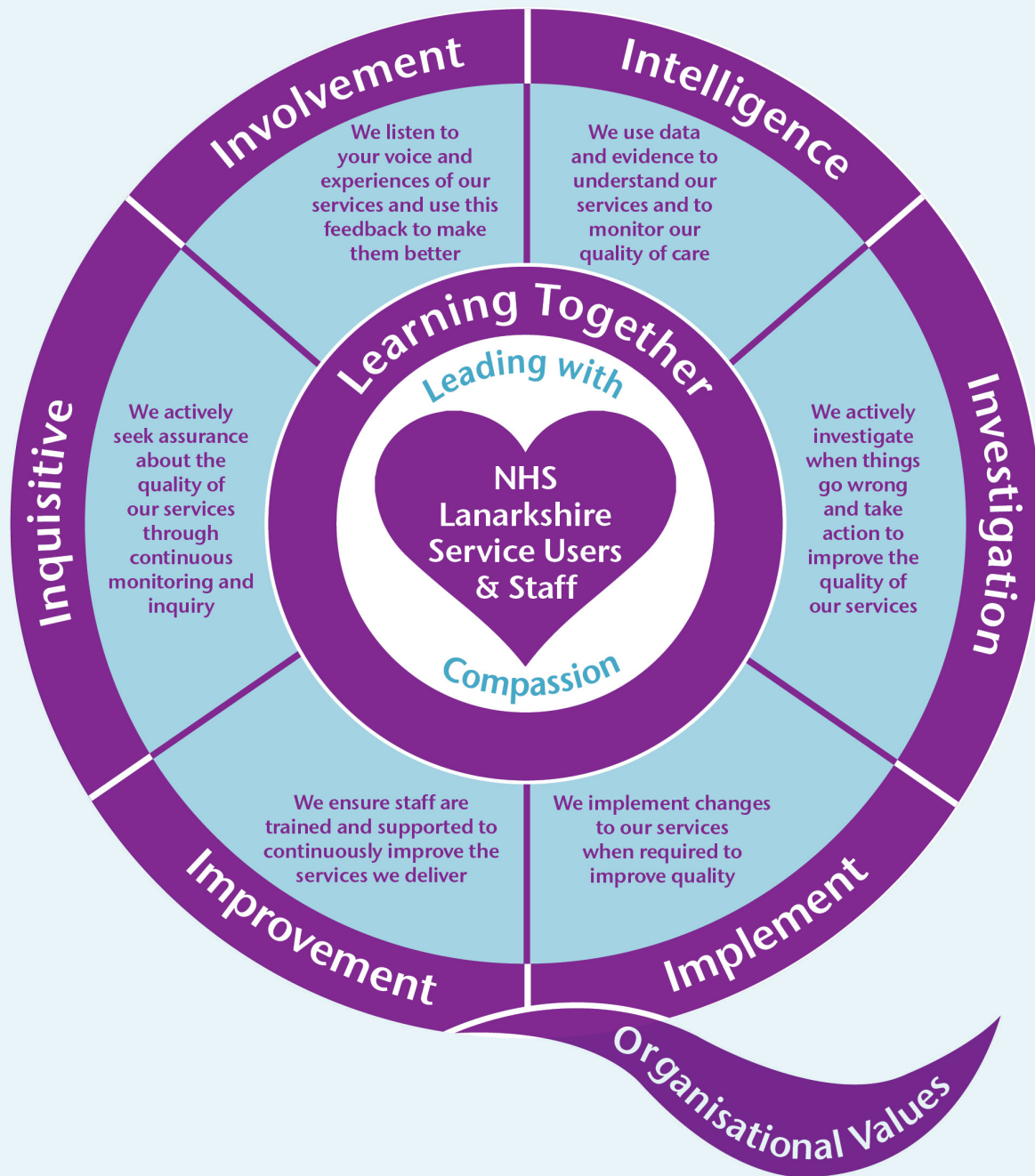
*"In order to achieve quality staff need to feel supported and listened to."*

#### Public Feedback

*"I want to feel safe and be able to trust the staff in what they are doing and what I'm being told. I want to be looked after by staff who can give quality of care. It would be nice to have continuity of staff."*



## The 6 I's of Quality



The 6 I's of quality underpin how we work towards our vision, mission and values :-

**Involvement:** We listen to your voice and experiences of our services and use this feedback to make them better.

**Intelligence:** We use data and evidence to understand our services and to monitor our quality of care.

**Improvement:** We ensure our staff are trained and supported to continuously improve the services we deliver.

**Implement:** We implement new ways of working and changes to our services when required to improve quality.

**Investigation:** We actively investigate when things go wrong and take action to improve the quality of our service.

**Inquisitive:** We actively seek assurance about the quality of our services through continuous monitoring and inquiry.

# Leading with Compassion

## Our Commitment

We are committed to embedding compassionate leadership at all levels of the organisation. We believe this approach will ensure staff engagement, allow staff to flourish and improve well-being. This will also link in with our **Staff Health and Wellbeing Strategy**.

## Compassionate Leadership

Michael A. West CBE (Professor of Organisational Psychology, Lancaster University) describes compassion as having four elements: attending, understanding, empathising and helping<sup>6</sup>. Compassionate Leadership involves applying all of these elements and behaviours, when leading others.

As an organisation we must seek to understand and meet the core needs of our staff in order to maintain high levels of well-being and motivation, and to truly demonstrate compassionate leadership.

For further information on compassionate leadership please see:

<https://www.kingsfund.org.uk/publications/what-is-compassionate-leadership>

# Whole System Quality

Our approach to achieving our vision and ambitions will be through Whole System Quality. Whole System Quality is the pursuit of quality through a set of values and practices.

These values and practices help strengthen NHS Lanarkshire as a learning organisation.



**We will:**

- **develop a shared vision and a set of strategic priorities to address those gaps.**
- **create a culture that is centred around achieving the vision**

## Quality Directorate Support

The Quality Directorate is structured to include all the elements required to support a Quality Management System. We support clinical teams to achieve quality ambitions by providing a variety of services. The Directorate is formed from 3 teams:-

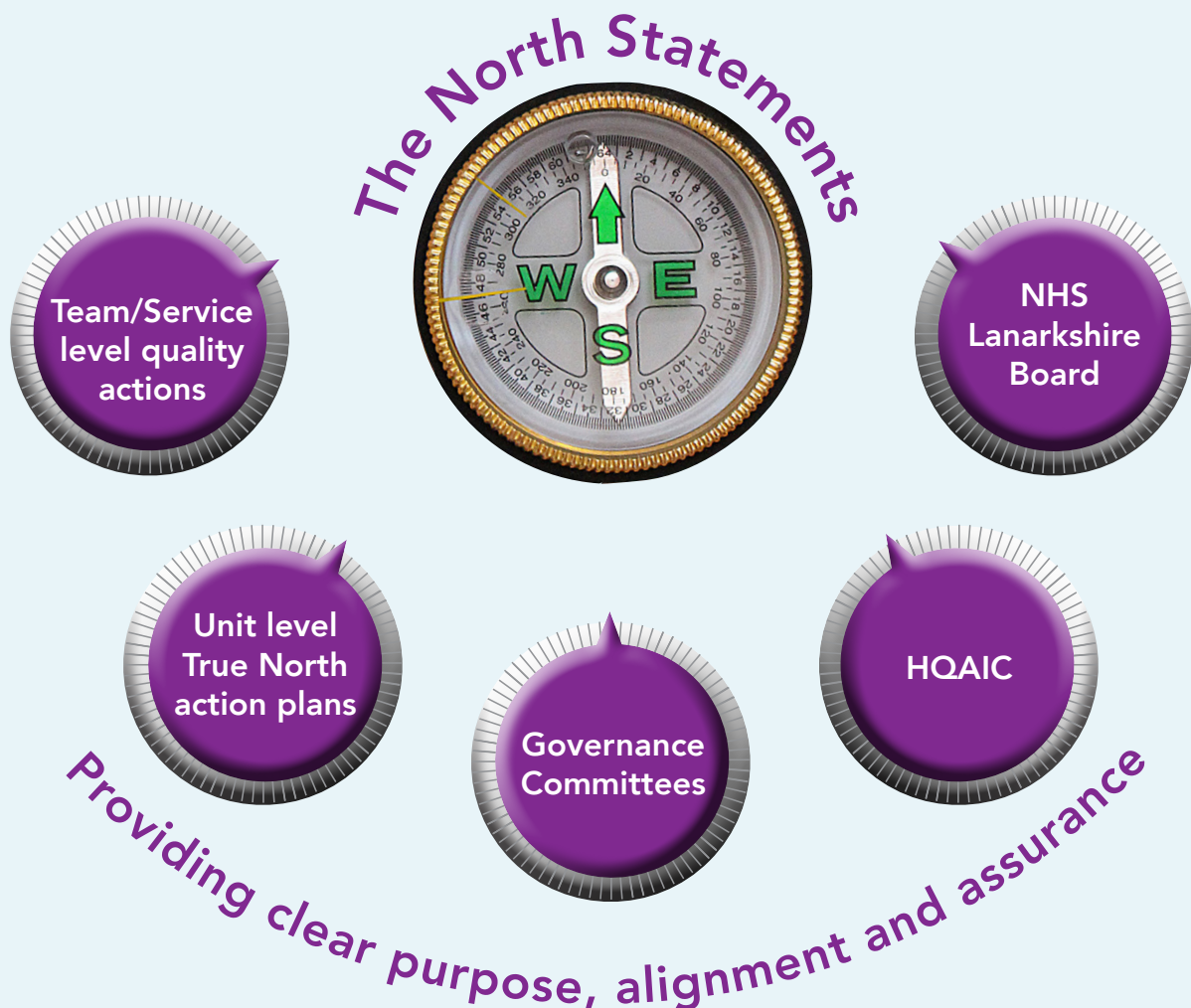
- Evidence Team
- Assurance Team
- Improvement Team

These teams will work with services to bring together and support the organisation to provide quality health and social care.

## Implementation

### Measuring the Success of our Strategy

In order to achieve our aim of delivering the highest quality health and care for Lanarkshire, we need to be able to measure our impact and show success. The success of the strategy will be measured against our **True North** statements which link with our **Quality Ambitions**. Each year of the strategy, **True North action plans** will be developed. These action plans will have agreed measures to show our impact and improvement. They will form the basis of our evaluation of the strategy. We will also use performance indicators for measuring the success of the strategy.



## References

1. East London NHS Foundation Trust. [Quick Guide to our quality management system at ELFT](https://qi.elft.nhs.uk/resource/quick-guide-to-our-quality-management-system-at-elft/). 2022; Available at: <https://qi.elft.nhs.uk/resource/quick-guide-to-our-quality-management-system-at-elft/>. Accessed January 2022, 2022.
2. Edmondson A. [Psychological safety and learning behaviour in work teams](#). *Administrative Science Quarterly*, 1999;44(2):350.
3. eHealth. 2023-28 Digital Plan. NHS Lanarkshire, 2023.
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5. Sampath B, Rakover J, Baldoza K, Mate K, Lenoci-Edwards J, Barker P. [Whole system quality: a unified approach to building responsive, resilient health care systems](#). IHI white paper. 2021.
5. Organisation Development. [Learning Strategy 2023 – 2028](#). NHS Lanarkshire, 2023.
6. West M. A. [Compassionate Leadership: Sustaining wisdom, humanity and presence in health and social care.](#): The Swirling Leaf Press; 2021.
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*Many thanks to all who contributed to the development of this strategy including feedback from the people in our community and our staff. Special mention to my own team who dedicated time and effort to achieve the final result.*

*I would like to thank Prof. Michael West for introducing compassionate leadership to healthcare and for positively reviewing this strategy.*

*We have endeavoured to make this strategy accessible, informative and helpful. The True North statements will provide strategic direction for our Quality Strategy ambitions to ensure we keep focusing on what we need to achieve our mission.*

**Karon Cormack, Director of Quality**

