

19 April 2011

Board Nurse Director

NHS Scotland Quality Strategy – Implementation in NHSGGC

1. Introduction

This paper provides an update to Board members on the approach in NHSGGC to improving quality and in particular the NHS Scotland Quality Strategy.

2. Background

The NHS Scotland Quality Strategy was launched in May 2010, with the aim of achieving world-leading quality healthcare services across Scotland, underpinned by the **3 Healthcare Quality Ambitions:**

- *Person-centred* - Mutually beneficial partnerships between patients, their families and those delivering healthcare 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 healthcare they receive, and an appropriate, clean and safe environment will be provided for the delivery of healthcare services at all times.
- *Clinically 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 variation will be eradicated.

It sets out a range of initiatives at national and Board level to improve services to meet these ambitions. Work is under development on a set of outcomes and performance indicators, linked to HEAT targets, to enable progress on the quality strategy to be measured at national level.

The Quality Strategy and our local response is not a new or separate set of activities, but a way of pulling together a whole range of activities under one umbrella to ensure that we are focused on improving quality.

3. Improving Quality in NHS Greater Glasgow and Clyde

The national Quality Strategy highlights the six dimensions of quality (safe, effective, person centred, timely, efficient, equitable) and focuses on actions to ensure the first three. In NHSGGC we have recognised that a comprehensive approach to quality needs to focus on balancing all six dimensions and supporting the organisation to manage the tensions between them, with a particular focus how to maintain quality within a constrained financial environment

The approach to improving quality in NHS Greater Glasgow and Clyde has 3 main strands:

- Quality Policy Development Group
- Specific quality programmes and initiatives
- Outcomes focused planning and performance arrangements

3.1 Quality Policy Development group

This group is chaired by the Board Nurse Director and has been established to drive and support quality improvement across the organisation by:

- developing system-wide guidance, building on the established Policy Framework for Quality;
- acting as our lead arrangement where required by Scottish Government, for example, for the Quality Strategy and patient focused public involvement;
- informing the development and implementation of performance measures for quality, to ensure our actions have impact;
- contributing to the development of the full range of Policy and Planning Frameworks;
- providing a forum to appraise good practice from within and outwith NHS Greater Glasgow and Clyde and consider how to promote wider implementation;
- Ensuring quality improvement is carried out in a way which promotes equality, tackles discrimination and addresses health inequalities.
- Ensuring the communication of key messages across the organisation.
- Ensuring appropriate integration across the different strands of quality.

The group's initial work plan includes:

- Establishing a clearly defined approach to quality within GGC and communicating this across the organisation;
- Identifying barriers to high quality care across the organisation, and action required to overcome these;
- Scoping a programme of work to improve person centred care;
- Reviewing existing quality initiatives and arrangements across the organisation to identify any gaps and areas of duplication.
- Defining the potential for quality improvement approaches to meet our inequalities objectives;
- Providing oversight for the Participation Standard self assessment and subsequent action plan;
- Developing performance measures.

3.2 Specific initiatives

There is a comprehensive range of programmes and initiatives supporting quality improvement across the organisation, and ensuring the delivery of the actions set out in the NHS Scotland Quality Strategy. These include:

- Scottish Patient Safety Programme including roll out to mental health and primary care.
- Leading Better Care including the Senior Charge Nurse programme, Releasing Time to Care and the Clinical Quality Indicators programme.
- Better Together Patient Experience programme, including the inpatient and GP surveys and ongoing work in Cancer Services.
- Meeting the Participation Standard, to ensure that patients and the public are appropriately involved in planning and delivery of services.
- Clinical and Care Governance arrangements in all parts of the organisation.
- Implementation of key strategies including our Primary Care Framework and Long Term Conditions Strategy, including the development of Supported Self Care.
- The Long Term Conditions and Mental Health Collaboratives.
- Efficiency and productivity approaches, including LEAN and development of systems to identify and reduce unjustifiable variation in practice.
- Integrated programmes of work to reduce the occurrence of Healthcare Associated Infection (HAI)
- Continued development of Anticipatory Care and Keep Well
- Implementation of national strategies and standards e.g. for Cancer, Mental Health, Heart Disease and Stroke, Dementia, Living and Dying Well.
- Delivery of waiting times and access targets.
- Our programme of work to identify and address inequalities.
- Responding to the issues raised in the staff survey.

Many of these programmes are substantial in their own right and are the subject of regular reporting to the Board. The Quality Policy Development Group will maintain an overview of these programmes of work to ensure that any gaps or duplication are identified, and to ensure that collectively they are making a real difference to patients. Early priorities for development are likely to be ensuring that we develop better ways of using evidence of patient experience to change services, and addressing barriers to providing person centred care.

3.3 Outcomes focused planning and performance arrangements

NHSGGC's planning approach is now characterised by a shift to outcomes based planning, where we establish clear outcomes to be delivered over the three year planning cycle. This helps to ensure that across our full range of services and functions we are focusing on improving quality and outcomes for individuals.

Within the set of policy and planning frameworks which inform the Board's annual planning and performance cycle, there is a Quality framework which sets out the outcomes and actions required across Greater Glasgow and Clyde. This framework

was first produced in early 2010 and updated in Autumn 2010 to reflect the national Quality Strategy.

The Quality framework is reflected in the Development Plans produced by each part of the organisation, and therefore forms part of the six monthly Organisational Performance Reviews with each CH(C)P and the Acute Division.


A set of quality indicators will be developed to ensure that quality has a high profile in the Board's new governance and committee arrangements, with regular reporting on key indicators. The Board also receives regular reporting on the full range of HEAT targets, which are being reviewed to ensure alignment to the national Quality Ambitions. The HEAT targets are intended to reflect the agreed areas for specific accelerated improvement each year, contributing to progress towards the Quality Ambitions. The relationship between the Quality Strategy and HEAT targets and national outcome measures is shown at Appendix 1.


4 Conclusion

The Board is asked to note arrangements in Greater Glasgow and Clyde for implementing the NHS Scotland Quality Strategy.

APPENDIX 1 HEAT TARGETS, NATIONAL OUTCOMES AND QUALITY MEASURES

HEAT TARGETS CONTRIBUTING TOWARD SCOTTISH GOVERNMENT'S NATIONAL OUTCOMES	We have tackled the significant inequalities in Scottish society	Our children have the best start in life and are ready to succeed AND We have improved the life chances for children, young people and families at risk	We live longer, healthier lives	Our public services are high quality, continually improving, efficient and responsive to local people's needs	We reduce the local and global environmental impact of our consumption and production	We have strong, resilient and supportive communities where people take responsibility for their own actions and how they affect others.
Alcohol brief interventions						
Targeted Health Checks						
Suicide reduction						
Child healthy weight interventions						
SIMD Smoking cessation						
SIMD Child Fluoride Varnishing						
Financial balance						
Efficiency savings						
Carbon Emissions & Energy Consumption						
62-day & 31-day Cancer Waiting Times						
18 weeks referral to treatment						
Drug & Alcohol misuse treatment						
Faster access to mental health services						
Emergency bed days for over 75s						
Stroke services						
Healthcare associated Infection						
Reduce A&E attendances						

 clear line of sight in supporting short term

 indirect or longer term contribution

HEAT TARGETS CONTRIBUTING TOWARD SCOTTISH GOVERNMENT'S NHS QUALITY AMBITIONS	People live longer healthier lives	People supported to live at home / community with access to treatment	Healthcare is safe	People have a positive experience of healthcare	Staff feel supported and engaged	<i>There is no inappropriate variation</i>
Alcohol brief interventions						
Targeted Health Checks						
Suicide reduction						
Child healthy weight interventions						
SIMD Smoking cessation						
SIMD Child Fluoride Varnishing						
Financial balance						
Efficiency savings						
Carbon Emissions & Energy Consumption						
62-day & 31-day Cancer Waiting Times						
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