

Quick Guide to our quality management system at ELFT

Approach	What does it mean?	When should I consider its use?	Cautions...
Quality planning / redesign	<p>Understanding the needs of the service users / population we are serving.</p> <p>Scanning the evidence base and field for best available service models</p> <p>Designing the structures & processes to enable us to meet the need</p>	<p>On an annual basis, or even less frequently</p> <p>When it is clear that there is an unmet need in the population that isn't being reached by our current service model</p>	<p>Top down reorganisation has large risks of unsettling and disempowering staff</p> <p>The best redesign and planning efforts deeply engage all stakeholders in the process</p>
Quality assurance	<p>Occasional checks that we are providing 'good' care and meeting minimum requirements / standards</p> <p>Identifying gaps, developing action plans and re-checking to ensure compliance</p>	<p>All services should be able to describe how they assure themselves and others that they are providing 'good' care</p>	<p>Assurance cannot help a service provide excellence. It can merely ensure we are meeting standards and providing good care.</p> <p>Don't over-rely on assurance alone</p>
Quality control	<p>Really good operational management</p> <p>A set of measures to monitor service quality & performance, chosen by the team and tracked transparently in real-time</p> <p>Visual management system of key work processes and data</p> <p>Regular team huddles around the data, responding to changes in the data as needed, with clear escalation protocols when the team can't solve something</p>	<p>Every service should have a quality control system, to enable it to manage service quality and performance in real-time more effectively</p>	<p>Quality control can't be imposed from outside the team. It needs to be owned and developed by the team</p>
Quality improvement	<p>A systematic process to improve performance and quality, deeply involving those closest to the issue</p> <p>Requires a project team with diverse members</p> <p>Developing a change theory with ideas and testing these</p> <p>Collecting and using data to inform the testing</p> <p>Usually requires 6-9 months of work</p>	<p>To solve a complex problem to which we do not know the answer.</p> <p>Tackling what matters most to the service and service users</p>	<p>Quality improvement requires time and effort. Only utilise it for complex problems focused on what matters most.</p> <p>Quality improvement requires a discrete team, meeting regularly and testing changes.</p> <p>Be clear about the aim, and ensure your theory of change is strong enough to meet the aim</p>