

# quality

everyone everywhere



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OUR NEW APPROACH TO  
**QUALITY**





*Quality Everyone Everywhere* sets out a clear vision for NHS Greater Glasgow and Clyde to be a world leading quality healthcare organisation, where people experience person-centred, high-quality care in every place and interaction. The voices of our population, people that use our services and staff are embedded in the decisions we make, and this document has been informed and shaped by these voices.

A cornerstone of quality-led, fair, and equitable care is compliance with equalities duties and legislation, and we have committed to reaching out to 'seldom heard' communities to ensure that everyone can be heard.

The priorities in *Quality Everyone Everywhere* resonate with national and international thinking, but more importantly, they reflect what matters to those who use and work in our services and to those who matter to them. *Quality Everyone Everywhere* is our overarching priority and the principle which runs through the other four priorities:

- Safe, Effective and Efficient
- Person-centred
- Co-production
- Learning and Improving

The strategy describes what we aim to achieve under each priority, and how we will do this.

*Quality Everyone Everywhere* builds on our current strengths and recognises the improvements made over the last few years. It is relevant across all clinical and support services, and we will use it as a framework to develop local implementation plans to continue to drive improvement in all our services over the next five years.

**Jane Grant**

Chief Executive

NHS Greater Glasgow and Clyde

# The strategy will embrace innovation, and build on our strong foundations of person-centred care...

Quality is our core business in NHS Greater Glasgow and Clyde and this Quality Strategy **Quality Everyone Everywhere** sets out a clear vision for how we will work together across all areas of service to ensure people experience high-quality individualised, person-centred care.

The strategy builds on our current strengths and recognises the improvements made over the period during and since the pandemic. It takes a collaborative and new approach to support person-centred care in an environment of financial and sustainability challenges.

To achieve our aims the strategy seeks to develop connectivity across both formal and informal networks at a system-wide level, in our teams, and at the point of care encouraging local ownership and accountability as part of the approach.

## Our aims

- NHSGGC is recognised as a world leading quality healthcare organisation
- People experience person-centred high-quality care in every place and every interaction
- The voices of our population, patients and staff are embedded in the decisions we make

“Quality is teamwork, collaboration, not being afraid of failure and being curious in a complex system”

Quality is about having the right culture





The strategy will embrace innovation, and build on our strong foundations of person-centred care, patient safety, value-based health and care and other programmes of work which are well established.

A cornerstone of quality-led, fair and equitable care is compliance with equality legislation. This strategy sets out a commitment that all aligned programmes of work will satisfy the requirements of the Equality Act (2010) and aligned Public Sector Equality Duty and evidence our due regard for the need to:

- Eliminate unlawful discrimination, harassment and victimisation
- Advance equality of opportunity between groups of people with different protected characteristics
- Foster good relations between these different groups

Our safeguards will include the use of equality impact assessments on all programmes of work stemming from the implementation plan and the application of a ward-based or locality Frontline Equality Assessment Tool that will align legislative theory and frontline practice.

**1.3m**  
**RESIDENTS**

The Board is responsible for providing and managing a range of health and care services in people's homes, local communities and in hospitals.

The Board also provide specialist, regional and national services, catering for the needs of people Scotland wide.

**232**  
**GP SURGERIES**

**41000**  
**NHSGGC STAFF**

NHS Greater Glasgow & Clyde serves the people of:

- East Dunbartonshire
- East Renfrewshire
- Glasgow City
- Inverclyde
- Renfrewshire
- West Dunbartonshire

**23**  
**HOSPITALS**

**£4.4b**  
**BUDGET**

**279**  
**DENTAL SERVICES**

**283**  
**PHARMACIES**

**187**  
**OPTICIANS**

**72**  
**HEALTH CENTRES**

## WHAT DID PEOPLE TELL US?

# Quality Everyone Everywhere speaks directly to the principle of understanding what matters to people.

Our continual, comprehensive engagement approach throughout the development of the strategy has included ongoing communication, listening, and collaboration.

We have taken an inclusive approach representative of our population, those requiring or providing care and those with a stake in the planning and outcome of the strategy.

## Accelerated Design Events

On 23 November 2023, almost 200 people from across the Board took part in a process of inquiry called an Accelerated Design Event to begin defining the new strategy.

Attendance at the event included health and social care professionals, local and national government partners, clinical and managerial leaders, students, voluntary sector partners and people with lived experience of healthcare.

Examples of what matter to people who attended the ADE are displayed throughout the summary document:

“Everyone working together to do the right thing at the right time to achieve the best outcomes for everyone involved.”

Quality is about working together

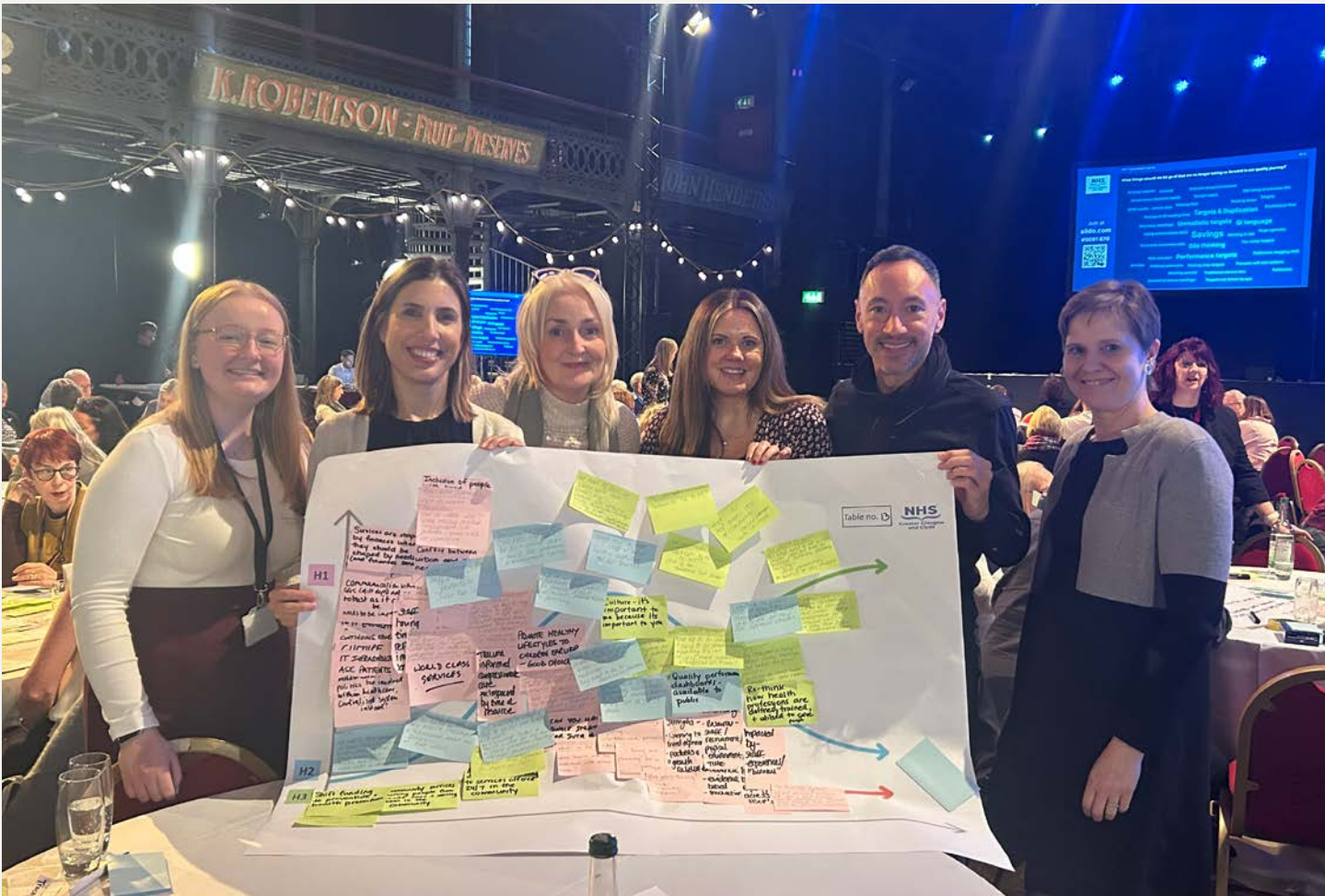






“From a place which can be complicated and full of adversity, we must work with a wide/diverse community and agree a vision of what is achievable for people’s experience of care and establish the foundation to deliver this.”

Quality is rooted in what matters to people





On 20 May 2024, people who previously attended the Accelerated Design Event in November 2023 were invited to attend a virtual session where we shared progress on development of the strategy and next steps. Attendees were asked for their views on the strategic priorities, specifically ***“Does what you have heard align with your thinking following the previous Accelerated Design Event?”***

92% of attendees responded 'yes', 0% 'no', with the remainder responding 'somewhat'.

### Engagement Survey

Following the Accelerated Design Event, a public survey was cascaded through the Involving People Network to capture wider feedback on what matters to people about quality and what we can do differently to improve quality in the future.

The survey received 1,009 responses.

A breakdown of the main groups that responded can be highlighted as follows:

- Current Patients or Service Users: 264 (26%)
- Members of the Public: 352 (35%)
- Current NHS Greater Glasgow & Clyde staff: 370 (37%)

The word cloud provides a summary of what people told us a high-quality health and care service looks like with the most used words including: ***efficient, timely, effective*** as well as ***caring, compassionate, accessible*** and ***safe***.

### Further Engagement Approaches

Two key groups were pivotal to the co-design of ***Quality Everyone Everywhere***. A Design and Development Group was established to firstly plan and deliver the Accelerated Design Event and thereafter review the key themes and priorities and associated actions.

Secondly an International Advisory Group was established to help support our aim to be a world leading healthcare quality organisation.

This was achieved by working with international leaders of healthcare quality who offered support and respectful challenge.

The group shared good practices and experiences from other health and care systems around the world.

Ongoing communication with all our stakeholders included a regular easy to read, interactive digital newsletter. The newsletter kept all stakeholders informed of progress and invited their participation and involvement in key activities.

# Quality Everyone Everywhere



**Priorities**

**Person-centred Care**

Co-production

Learning & Improving

Safe, Effective & Efficient

**Core Values**

Care & Compassion

Quality & Teamwork

Dignity & Respect

Open, Honest & Responsible

**Leadership**

Communication

Fair & Equitable

Transparency

**Foundations**

Protocols & Procedures

Care Pathways

Prevention & Early Intervention

Evidence & Research

Sustainability

# This model serves as a framework for applying a quality led approach to service change and improvement. It can be applied to clinical and non-clinical or support services.

The Quality model has been co-produced building on three main elements:

1. A robust evidence base (Lachman, Batalden and Vanhaecht)
2. Listening and consulting with our key stakeholders
3. Alignment with local NHS Greater Glasgow and Clyde context

The NHS Greater Glasgow & Clyde Quality model demonstrates the purpose, values, aims and priorities with people who use and work in our services at the centre of our aspirations.

**Quality Everyone Everywhere** is an overarching priority identified through system wide engagement, and will run through the four other priority areas:

- Safe, Effective and Efficient
- Person-centred
- Co-production
- Learning and Improving

This model serves as a framework for applying a quality led approach to service change and improvement. It can be applied to clinical and non-clinical or support services.

## The Foundations

The foundations provide a robust framework for safe and effective care. High-quality care relies on well-designed and managed processes.

Clinical pathways need to be underpinned by evidence, best practice, research, and good governance. Focussing on prevention and early intervention can lead to economic savings and can support people to enjoy good health during their lifetime.

## Leadership

Strong clinical and non-clinical leadership sets the direction for the organisation. Leaders will demonstrate transparency, open communication, and a fair and equitable style. These attributes further build trust in both individual interactions and in organisational processes.

## Core Values

The values in our model are explicit in the Board's corporate statements, and they foster positive interactions and careful and kind care.

## Priorities

The title, roof and walls of the model reflect the five priorities.

# Strategic priorities have been set through extensive engagement with the people who use and work in our services and other partners.

Our collective priorities resonate with national and international work, and with evidence-based quality models.

Each priority is described in more detail to set out what we want to achieve and how we will achieve it.

In some areas, this will include building on ongoing work, but in others it will challenge us to work in new ways. It will be supported by an implementation plan which will be regularly reviewed through Board governance processes to evidence measurable improvements in quality.

“Quality is a multi-dimensional approach to meeting needs and aspirations by building trusting relationships.”

Quality relies on good relationships



# Priority 1

## Quality Everyone Everywhere

Quality will be integral to everything we do, at all levels with everyone, everywhere.

We will foster an approach that will connect across different levels of our health and care organisation; at a system-wide level, in our teams and divisions, and at the point of care.

We will ensure connectivity, strengthening formal and informal networks and use the Quality Management System to deliver this consistency.

We will build and strengthen local ownership and accountability.

### What we want to achieve

- Alignment of the Quality Strategy with the Equality Act and Public Sector Equality Duty
- Local teams will have ownership of quality implementation plans which are focussed on the strategic priorities
- An inclusive and continuous communications and engagement plan for quality
- Drive in partnership with others, digital innovation to improve services and care experience for people

### How will we do this?

1. Integrate Quality into everything we do at all levels in clinical and non-clinical settings
2. Implement a team approach to Quality – it is everyone's responsibility; for people who work in all areas of service
3. Quality principles and priorities will be embedded in meetings and forums
4. Individual Personal Development Planning and Review (PDP and R) will include opportunities to help staff develop and strengthen their capabilities and potential to reliably embed the principles of quality in everything they do
5. Evaluate the delivery of the Quality Strategy priorities

## Priority 2

# Safe, effective and efficient

### Collecting evidence to scale up what works and stop doing the things that do not.

We will collect evidence to scale up what works well and stop doing the things that do not.

We have a strong record across our services of assurance and improvement approaches to safety and quality and responding to internal and external inspection and review.

It is essential that our new quality approach builds on this, continuing to strengthen outcomes for people.

Value based health and care is central, building on the principles of Realistic Medicine.

#### What we want to achieve

- A culture where people can share success as well as express concerns about potential and emergent risks
- A commitment to prioritise safety at all levels across the organisation
- An organisation where data is accessible, easy to understand and used to drive improvement
- Safe care which is underpinned by strong foundations of evidence-based approaches, processes, policies, and practice

#### How will we do this?

1. Embrace Learning from Excellence consistently across all areas of the organisation
2. Identify, interpret, and act on early warning signals and concerns about potential and emergent risks to safety
3. Review data collection, measurement, and analysis to ensure added value
4. Make sure data is presented in an easy-to-understand format to drive change
5. Align Quality Improvement projects with Delivering Value Based Health and Care, embedding the principles of Realistic Medicine



# Priority 3

## Person-centred

### Ensure people are at the centre of everything we do.

We are committed to a person-centred approach which is firmly grounded in what matters to the people who use and work in our services and those who matter to them.

We will build on this culture to ensure people are equal partners in decisions about their care planning.

We will consistently listen and learn to experience of care in many different ways.

#### What we want to achieve

- A culture of careful kindness, trust, respect, and compassion
- People who use our services are supported to take part in shared decision making about their care
- An organisation where listening to individuals is valued as a vital source of information about what is working well, or not working well and drives improvement
- A 'what matters to you' culture where meaningful conversation about what is important to people is central

#### How will we do this?

1. Support people to be at the centre of their care and enable them to discuss their treatment and participate in shared decisions with their healthcare team
2. Create opportunities for people who use and work in our services to share their experience to allow us to listen, learn, reflect, and collaborate for improvement
3. Better connect multiple sources of feedback to generate whole system improvement
4. Further develop our focus on what matters to people who use and work in our services by leading a kindness programme where inclusion and working collaboratively are central
5. Set up the Person-centred Care Steering Group as a key component of the Quality Strategy Programme Board

# Priority 4

## Co-production

### Working with people in equal partnership to co-design and co-create services.

Our new Quality approach has and will continue to be co-designed and co-created with those who experience our services and those who work within them.

This embodies the principles of co-production, continuously working with people in equal partnership and engaging across diverse groups at the earliest stages of service design and evaluation.

#### What we want to achieve

- People who use and work in our services are supported to voice their views, needs, and wishes and to coproduce plans and proposals about services
- Involvement of those who are 'seldom heard' and / or have poor health outcomes
- Strong connections with our partner organisations and communities
- A consolidated approach to co-production, working together in partnership across all parts of the system

#### How will we do this?

1. Create multiple opportunities for people to influence the design, development, and delivery of our services
2. Co-create policy and research with people who use and work in our services
3. Work with Equalities and Human Rights colleagues to implement approaches to support the involvement of 'seldom heard' voices
4. Deliver on our duties under the Equality Act (2010)
5. Take part in communication and engagement activity that is accessible to all by using a variety of media, clear language and recognising and addressing individuals' needs

# Priority 5

## Learning and improving

### Supporting a culture of listening, learning and improving.

We will support a culture of listening, learning, and improving across our complex health and care system.

We are committed to enhancing our Quality Improvement capability across our systems in order to deliver the fundamentals of our strategic aims.

We will build a learning system galvanising both formal and informal networks across the organisation.

#### What we want to achieve

- Quality Improvement Capability across NHS Greater Glasgow and Clyde supported by an ambitious programme of training and development
- A learning system to accelerate improvement, good practice, and signposting to training resources
- A significant and impactful Quality Improvement network across our organisation
- People who use our services are confident and supported in self-management

#### How will we do this?

1. Develop a Quality Improving Faculty to provide training, coaching, mentorship, and support to local areas underpinned with a learning and development framework
2. Expand access to Quality Improvement training across all professional groups using a tool to identify key areas to focus Quality Improvement training
3. Develop a central and accessible repository of Quality Improvement projects for monitoring and reference
4. Over the next five years, at regular intervals, self-assess the maturity of our Quality Management System and act on the outputs
5. Align Quality Improvement with research and support increased numbers of publications
6. Working at scale, share skills, knowledge, and techniques to support self-care

# An implementation plan will be established to ensure integration and alignment of these priorities to everything that we do.

Following the launch of *Quality Everyone Everywhere* an implementation plan will be established to ensure integration and alignment of these priorities to everything that we do.

The implementation plan will include a proposed framework for the development of meaningful measurement, evidence and analysis to establish a baseline for which to measure improvement over the next five years.

The different approach we have taken will continue throughout implementation

- Using Implementation Science
- A robust programme of delivery
- Evidence based interventions
- Define planned outcomes
- A measurement framework and data sources
- Rigorous evaluation
- Clarity, communication and continued co-production



“Quality means compassion, listening, learning, and empathy, with safe, and excellent outcomes at all times.”

Quality is an experience



# To illustrate what quality looks and feels like across NHS Greater Glasgow and Clyde we have compiled a collection of case studies.

## Prison Healthcare

In this video we hear how in partnership with Macmillan, East Dunbartonshire Improving the Cancer Journey Service has been developed within HM Prison Low Moss, to specifically tailor support for people living in prison to navigate the challenges of a cancer diagnosis.

This pioneering initiative aims to provide holistic care and emotional support to these individuals.

Scan the QR codes to visit our new Quality website to view all the case studies or click:  
[www.nhsggc.scot/your-health/nhsggc-quality-strategy-2024-2029/](http://www.nhsggc.scot/your-health/nhsggc-quality-strategy-2024-2029/)





## Spiritual Care

The spiritual care team are available to support and listen to everyone, including family and friends, staff, students, and volunteers – this includes people of all backgrounds, faiths, and non-religious beliefs, who have equal access to the spiritual care service.

In this video we hear from one of the Healthcare Chaplains and two members of staff who received support from the Spiritual Care Team following the sudden death of one of their colleagues.

Scan the QR codes to visit our new Quality website to view all the case studies or click:  
[www.nhsggc.scot/your-health/nhsggc-quality-strategy-2024-2029/](http://www.nhsggc.scot/your-health/nhsggc-quality-strategy-2024-2029/)



# Quality Everyone Everywhere aims to build on our existing capability for improvement and develop a systematic approach to make sustainable improvements to care journeys.

Health and care services are currently experiencing significant financial challenges. Our organisation has a track record of providing high-quality, safe, effective and person-centred care. This includes continuous learning from internal and external assurance and inspection processes. It is essential that our new quality approach builds on this, continuing to strengthen outcomes for people.

Central to this is equipping staff at all levels with skills, knowledge and resources to continuously improve care. This includes reducing unwarranted variation and improving consistency across the system in safety and care experiences.



“Quality healthcare service should be safe, efficient, predictable, consistent, equitable, proactive, and based on trust, empathy and partnership resulting in timely and correct clinical care.”

Quality is achieving specific outcomes







The Board has invested significantly in local and national Quality Improvement training for staff across the organisation.

The Board is committed to developing staff in Quality Improvement methods so that they have the knowledge and skills to improve their own practice and services. The next five years will see an ambitious programme of training, development and support for Quality Improvement.

Managing quality requires different systems and processes to be cohesive and co-ordinated.

We have worked in partnership with Healthcare Improvement Scotland (HIS) to develop, refine and test a self-evaluation tool which will be used at a team, service and organisational level to assess the maturity of quality approaches across our health and care system. This tool will be used consistently across the Board to help support implementation of *Quality Everyone Everywhere*.



## CONCLUSION

Quality Everyone Everywhere will be used throughout our organisation as a framework to embed quality in everything we do.



*Quality Everyone Everywhere* sets out our approach and direction for the next five years.

The implementation of this strategy will have a tangible impact on the quality of services for people who use and work in our services and those who matter to them.

Co-production does not stop with the development of the strategy, this is just the beginning of a journey of continued partnership.

*Quality Everyone Everywhere* will be used throughout our organisation as a framework to embed quality in everything we do.

This strategy is for everyone who works in NHS Greater Glasgow and Clyde and for everyone who experiences the services we provide.

The priorities will challenge the usual way that we work, and this new approach puts us in a strong position to build on current understanding and achievements to make sustainable improvements to care.

**Quality Everyone Everywhere**  
is a commitment to work in  
partnership to achieve ambitious  
and lasting change...



