CONSUMER EXPERIENCE ← → SYSTEMS AND OUTCOMES

GOVERNANCE AND ACCOUNTABILITY

TOOLS AND SKILLS

CREATE A GREAT
QUALITY
SYSTEM
IN SIX MONTHS

COMPLIANCE AND STANDARDS

MEASURES AND REPORTING

CONSUMER PARTNERSHIPS

PLANS AND GOALS

A blueprint for building the foundations
of a great consumer experience.

EFFECTIVE IMPLEMENTATION ← → GREAT CARE

STAFF OWNERSHIP AND LEADERSHIP ← → REDESIGN

CATHY BALDING

QUALITY SYSTEM MATURITY

'With grateful thanks to my family and friends who support, indulge and humour my pursuit of all things healthcare quality.'

QUALITYW✦RKS

CONSUMER EXPERIENCE

SYSTEMS AND OUTCOMES

GOVERNANCE AND ACCOUNTABILITY

TOOLS AND SKILLS

CREATE A GREAT
QUALITY
SYSTEM
IN SIX MONTHS

COMPLIANCE AND STANDARDS

MEASURES AND REPORTING

CONSUMER PARTNERSHIPS

A blueprint for building the foundations of a great consumer experience.

PLANS AND GOALS

EFFECTIVE IMPLEMENTATION

GREAT CARE

STAFF OWNERSHIP AND LEADERSHIP

REDESIGN

CATHY BALDING

QUALITY SYSTEM MATURITY

CONTENTS

OVERVIEW

Why 'Create a Great Quality System in Six Months'?

GREAT CARE

CONSUMER PARTNERSHIPS

EFFECTIVE IMPLEMENTATION

STAFF OWNERSHIP AND LEADERSHIP

REDESIGN

QUALITY SYSTEM MATURITY
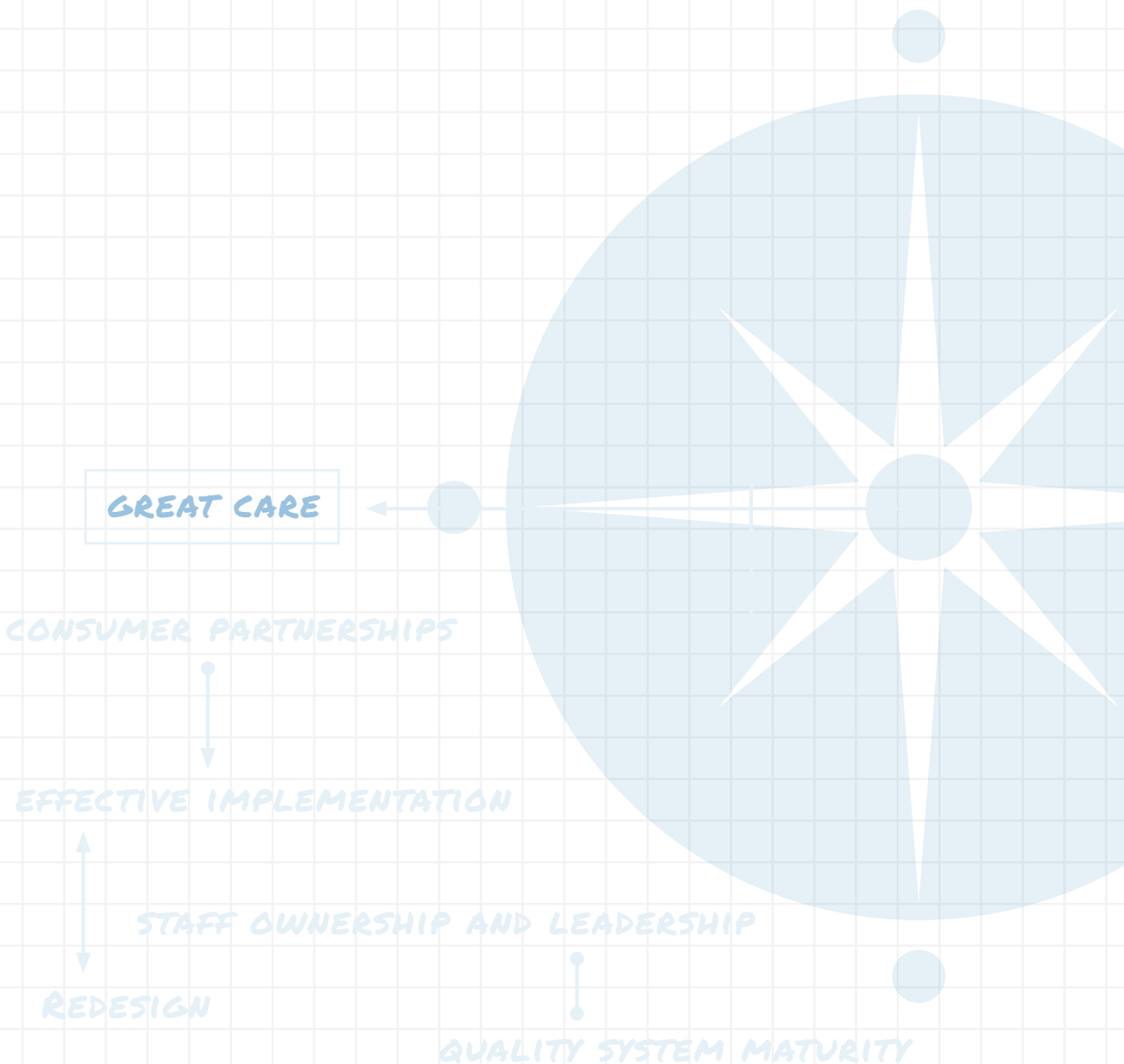
This is not a book for quality system managers. And it's not a book for executive teams. Wait! I don't mean it's not for either of you. I'm saying it's for *both of you*. It's a resource for quality system managers and operational executives who want more from their quality system and are prepared to work *together* on implementing a blueprint for creating a truly great system; one that addresses traditional problems with lack of purpose, ineffectiveness, staff and consumer engagement and rescuing and re-work. This is also the book for those who say: *'Just tell me what to do!'*

Good care is more than the absence of bad. Transforming the quality of your organisation's care and services to create a great experience for every consumer, every time, requires more than a functioning quality system – it takes a *great* quality system. A great quality system is based on a vision of great care in your organisation that is driven by the governing body and executive team and operationalised through line management; with technical improvement and co-ordination support supplied by the quality system manager/team. Achieving something great requires both the executive team and the quality system manager to play their roles – each working by themselves can only do half the job. Of course, quality system managers and executives can use this book in isolation, and still achieve significant change. But the best results will be achieved by implementing this blueprint in partnership. This is essential if organisations are to move beyond staff 'doing quality' and 'quality' being seen as the quality system manager's 'problem', to something that is all about transforming the consumer experience.

So, where to start? Despite the explosion of the quality improvement industry over the past few decades, there is no standard, tried and tested, best practice approach to the structure and implementation of quality systems in health and aged care - as there is for accounting, for example. In over 20 years of working in quality systems management in healthcare, I've never seen two systems that looked alike. Or that worked the same way. We know more about how to improve than we ever have, with a wealth of literature available on change, improvement, measurement and tools, but these are components of a quality system, not the system itself. The lack of an agreed and accepted quality system blueprint can make it difficult to know where to start and how to continue. As a result, healthcare quality systems are often not designed so much as grown - and many are not systems at all.

Why 'create a great quality system in six months'? In my experience, that's about the time it takes to get the infrastructure established *if staff ownership and effective implementation are built into the process*. I don't believe there's any point developing a quality system and plan as a desktop exercise and then thinking about implementation and 'selling' participation to executives and staff. It could be the greatest quality plan and system in the world – but it belongs to those who developed it, not to those who must work with it every day. It is well worth well investing time and effort at the front end of planning and development to build in the implementation methods used by high per-forming organisations. This increases the likelihood that the system will achieve concrete results, be owned by the governing body, executive team, clinicians and staff, evolve with the organisation, and be robust and self-sustaining.

Of course, six months is an estimate. How long this really takes depends on many factors: the 'quality maturity' of your organisation, where you're starting from, the size and type of your facility, the current level of knowledge and understanding of quality systems across the organisation, access to resources, the size of the quality system support team, the degree of executive support and the related infrastructure in place. If you're starting from scratch in a medium to large size organisation, it may take 12 months. If you're overhauling an existing system, the time period will depend on the maturity of your current system, and each month of the blueprint may, in reality, take two. Or you may just be planning to take three months to refresh and refocus an already effective quality system to achieve something more for consumers than it already does. Whether it's three, six or 12 months, the steps are the same; the important thing is to tailor them to your organisation's needs.

Creating a great consumer experience within the complexity of healthcare is not always easy. It's a jungle in there! Competing priorities, clashing sub cul-tures, unlimited demand for services with limited resources to provide them and dealing with people's lives; these all play out in an incredibly busy and high risk environment. Very little is written specifically for those charged with devel-oping the infrastructure to pull all this together into a coordinated, dynamic and effective system that makes a real difference at point of care. As a result, many health services work with inefficient, resource-intensive processes for monitoring, improving and reporting on the quality of their care and services. Some quality systems are limited to incident reporting, auditing and meeting mandatory requirements, resulting in passive approaches that are a series of activities, rather than an active and coordinated organisational journey towards creating great consumer experiences. Little wonder that many quality system managers find their role more than challenging, executives become frustrated and staff are not always exactly enthusiastic about participating.

Having seen too many of these situations, I decided to develop a step by step – or month by month – blueprint for building a dynamic quality system. Based on the literature, research and practical experience, 'Create a Great Quality System' is essentially a manual for executives, managers and quality system managers who want to design, redesign or review a quality system to have

greater purpose and effectiveness. The 'great quality system' laid out in this book is based on a simple '3PQ' model, built on robust governance and change management foundations, designed to deliver on compliance requirements and go beyond that to engage staff in creating consistently great care for every consumer. It contains 'Quality Guru' tips that emphasise 'need to know' points, and is packed with checklists, templates, examples and my favourite resources for continued learning and professional development.

'Create a Great Quality System Blueprint' is also the perfect implementation partner to 'The Strategic Quality Manager Handbook' (SQM, 2011), which provides much of the theoretical and practical knowledge base for 'Create a Great Quality System'. SQM covers key issues of change, influence, complexity, data, planning and the quality system manager role in greater depth than you will find here. 'Create a Great Quality System' is the manual that applies this information in a step by step blueprint for developing the mechanics and mindset to transform the consumer experience. SQM is the What and Why; CGQS is the How.

If you want the effort and resources invested in your current quality system to achieve more for your organisation's consumers and staff, this book is for you. It is primarily written within the health and aged care context, but the principles, tools and steps are generic and can be adapted to apply in any service industry that is charged with providing a great experience for their consumers. The way we describe the experience in healthcare may be different, but the blueprint for achieving it is basically the same. However you choose to use 'Create a Great Quality System', I hope it makes your role easier, your quality system more effective, and helps you and your staff to create great experiences for, and with, your consumers.

The research on high performing health services tells us that providing consistently good care for all, across the organisation, takes laser-like focus, commitment, planning and hard work over time to create the purpose, people and pillars that support great consumer experiences. It's time to stop re-discovering fire every time a new quality fad comes along, and build solid, sustainable platforms for improvement. The research also reveals that there is a point at which all the work launches its own momentum – and takes off. This is the moment you are aiming for: when creating a great consumer experience becomes the way that the organisation - and the people in it - define themselves. And that's what I'd like *Create a Great Quality System* to help you achieve.

Dr Cathy Balding
2013.

Are you looking for a quality system that drives great experiences for your consumers? Are you developing or refreshing your existing quality system to meet the challenges of evolving standards and compliance requirements? Tired of quality systems that devour time and resources without tangible results?

Create a Great Quality System In Six Months is a step by step, month by month blueprint for building and implementing a quality system that staff will want to use to create a great consumer experience for every person, every time. The '3PQ' quality system blueprint is based on the literature, applied research and real world experience. It builds in buy-in: instead of developing your quality system and then starting on the long journey to gaining staff engagement, 'Create a Great Quality System' does both at once – merging quality mechanics with quality mindsets.

'Create a Great Quality System' is written for you if you want to:

- Follow an easy step by step process for designing, reviewing or reviving a quality system

- Develop your quality system to create and deliver great consumer experiences and results

- Engage all areas of the organisation in embracing their role in creating great care and services – from board to bedside; chairside to chiefs.

- Access tools, tips, templates and examples for quality planning, implementation and reporting to enhance your quality system and quality system manager role

- Evaluate the effectiveness of your current quality system and your organisation's quality system 'maturity'.

Create a Great Quality System (CGQS) is the perfect implementation partner to Cathy's first book *The Strategic Quality Manager Handbook* (SQM). SQM explains the 'What and Why'; CGQS describes the 'How To'. Together they provide the framework and information required to build sustainable, effective quality systems and roles that get real results.

www.cathybalding.com

9 780992 304409