



THE WAY AHEAD

Vision

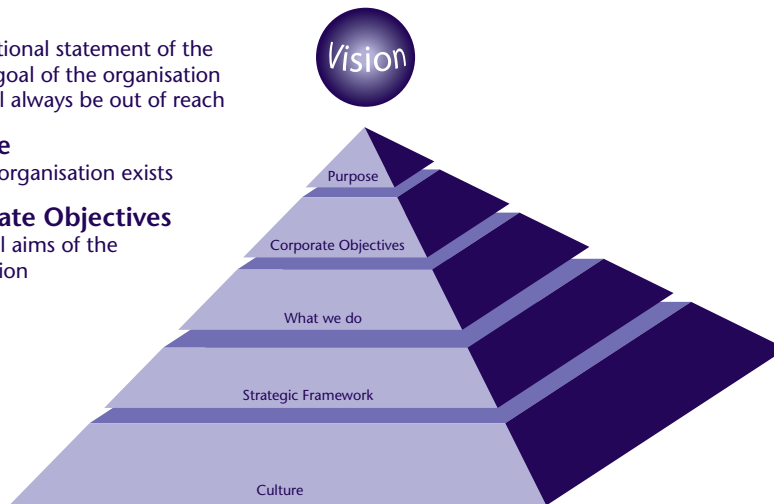
An aspirational statement of the ultimate goal of the organisation which will always be out of reach

Purpose

Why the organisation exists

Corporate Objectives

High level aims of the organisation



Strategies

Broad courses of action that the organisation needs to take in order to achieve its objectives

Plans

The detailed actions required to deliver strategies

Culture

The values and behaviours that underpin our work

developing our vision

At the Staff Day last October, we shared the new NHS QIS strategic direction with you.

You fed back that we needed to be much clearer in the way we articulate this.

Since then, considerable work has been going on and this document is the result.

It lays out our vision and purpose, defines what it is we do, sets objectives and the strategic context in which we work, and challenges us to create the right culture for our work.

June 2008

1 vision

An NHS which achieves excellence in the care of every patient every time.

2 purpose

NHS QIS leads the use of knowledge to promote improvement in the quality of healthcare for the people of Scotland.

3 what we do

We perform four key functions:

- We set standards of care.
- We provide advice and guidance on effective clinical practice.
- We scrutinise the performance of the NHS and publish our findings.
- We drive implementation of improvements in quality.

Within this remit we have central responsibility for patient safety and clinical governance across NHSScotland.

4 corporate objectives

improving quality

To lead advances in the quality of care in NHSScotland based on a continually refreshed framework for quality improvement.

making an impact

To make a demonstrable impact on the quality and safety of patient care and treatment.

sharing the knowledge

To contribute to the advancement of knowledge and understanding on quality improvement.

working effectively

To ensure NHS QIS delivers its functions effectively and efficiently.

Delivering our objectives: action 2007-2009

improving quality

- Develop with key stakeholders a quality improvement framework for NHSScotland.
- Identify and disseminate information about quality improvement models and the benefit they bring to NHS QIS and NHSScotland.
- Review, refresh and reprioritise NHS QIS' activities in the light of the framework and evidence on impact.
- Develop quality improvement network(s) in NHSScotland, underpinned by communities of practice.
- Strengthen engagement with front-line clinicians and with professional organisations and specialty associations.
- Work collaboratively with other agencies to improve all services that contribute to health.

making an impact

- Focus NHS QIS' activities on use of knowledge to influence clinical processes, outcomes and patient experience.
- Establish key indicators to track impact on quality and safety and to guide development of the work programme.
- Develop a long-term programme of work led by NHS QIS to embed patient safety throughout NHSScotland.

sharing the knowledge

- Contribute to research and learning from experience on quality improvement.
- Establish strong links with equivalent organisations in the UK and internationally.
- Raise the profile of NHS QIS generally and specifically with Parliament, especially the Health and Sport Committee, with NHS staff and with voluntary organisations.

working effectively

- Strengthen NHS QIS' governance framework, including greater Board ownership of strategic direction and its influence on development of work programme, and the scrutiny of performance.
- Empower staff to generate ideas and innovative approaches and take responsibility for delivery of activities.
- Streamline processes by which work is undertaken and ensure they are fit for purpose.

5 strategic framework

Our corporate objectives are supported by the following strategies:

- Continuous improvement – to ensure we promote the best possible care and embed continuous improvement in NHSScotland based on a robust conceptual framework.
- Implementation – to maximise the impact of our work on the quality and safety of healthcare in NHSScotland.
- Patient and public focus – to ensure that patient and public perspectives guide our work.
- Advancement of knowledge – to ensure that we contribute to the advancement of knowledge and understanding on quality improvement.
- Workforce development – to ensure that we attract, recruit and retain a motivated, skilled and flexible workforce.
- Corporate governance – to ensure that our organisational systems are fit for purpose.

6 culture

To deliver our corporate objectives we are developing an organisation which reflects the values outlined below:

- Freedom to determine how we work and publish our findings and recommendations.
- Openness and transparency in everything we do.
- Working in partnership with patients, the public, health professions and colleagues in other agencies with whom we work.
- The use of evidence as the foundation for our activities, and the contribution made by all our staff and all those who work with us.

We are committed to supporting these values by the following behaviours:

- Demonstrating an open management style, communicating effectively with staff, encouraging innovation and adopting positive attitudes.
- Promoting continuous learning and improvement of the individual and organisation.
- Becoming an outward looking organisation, aware of the environment within which we operate and making things happen, and reducing unnecessary bureaucracy.

We aim to be an organisation that is:

- Engaged – strongly engaged with NHSScotland, other agencies and with patients, carers and the general public.
- Efficient – using processes that are fit for purpose, targeted on areas where we can have the greatest impact and as streamlined as they can be without loss of rigour.
- Enterprising – forward thinking, using innovation to take advantage of new opportunities to promote quality and safety and placing ourselves in the forefront of quality improvement in the UK and internationally.
- Communicating – maintaining effective two-way communication with all our stakeholders and with other organisations that share and can contribute to achievement of our aims.
- Coherent – consistent in the approaches we adopt to our work and in the advice and guidance that we provide, and conceptual and self-critical – clear about how our activities fit together and about why we are tackling them in the ways that we do, learning and applying the lessons of our own and others' experience.



Edinburgh Office

Elliot House
8-10 Hillside Crescent
Edinburgh
EH7 5EA

Phone: 0131 623 4300
Textphone: 0131 623 4384

Email: thewayahead@nhshealthquality.org
Website: www.nhshealthquality.org

Glasgow Office

Delta House
50 West Nile Street
Glasgow
G1 2NP

Phone: 0141 225 6999
Textphone: 0141 241 6316