



Building a
Better Health
Service

Seirbhís Sláinte
Níos Fearr
á Forbairt

National Quality Improvement Team

National Quality Improvement Team

Quality Improvement Knowledge and Skills Guide



Supporting your QI Journey



CHAMPION PARTNER ENABLE DEMONSTRATE



Reader Information

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Welcome



Dear colleagues,

I am pleased to share with you the National Quality Improvement (QI) Team's reviewed and revised Quality Improvement Knowledge and Skills Guide. We have all recently experienced unprecedented, fast paced changes to the delivery of our health services as a result of the COVID-19 pandemic. While QI is usually carried out electively, having the knowledge and skills to support successful implementation of rapid change and service improvement is equally valuable during times of crises.

I hope that you will be able to use this guide to support improvements in the quality of care within your service and facilitate the implementation of rapid change in response to current service needs. By building your own QI knowledge and skills, as well as increasing the QI capacity and capability of local teams and organisations, this will give you the skillset to respond readily to acute or emergency situations.

Improving the quality of the healthcare we deliver is a valued responsibility of all staff within the Irish health service. Everyone in our service is an expert in their area of work, our managers and leaders must enable all staff to lead. The many improvement activities undertaken by local, group, area and national teams reflects this commitment. Yet, it can be an everyday challenge for teams to commit to and deliver on this responsibility, particularly in times of crisis.

Our purpose, in the National QI Team, is to work with people who use our services and with people who work across our health services in clinical, managerial and support roles to guide and enable lasting improvements across our health service. Supporting the development of individual and local quality improvement knowledge and skills is fundamental to achieving this objective. The strategic approach to improving quality published by the National QI team emphasises the importance of all our services really putting quality at the centre of all planning and service delivery.

This Quality Improvement Knowledge and Skills guide has been revised after extensive consultation with patient representative groups, staff who work in and lead our services and our academic partners who design education and learning programmes to support health services.

I would like to thank the many people who gave their time and commitment to providing feedback on the revision of this guide. Your support has been invaluable.

We look forward to working with you, supporting you and guiding you on your QI journey.

Best wishes,

A handwritten signature in black ink, appearing to read 'Philip Crowley', with a long, sweeping flourish extending to the right.

Dr. Philip Crowley,
National Director,
National Quality Improvement Team,
March 2021.

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Introduction

This guide will help you to discover what knowledge and skills you need to make effective, sustainable quality improvements in your area of work. It will also guide you in attaining that knowledge and skills through the education and learning resources and opportunities available to you.

Purpose

The purpose of this Guide is to support our health care services in their work to build their local Quality Improvement (QI) capacity and capability. This is a revision of the 2017 guide which includes new thinking and practices to strengthen our approach to QI education and learning.

It articulates the six core competencies required for Quality improvement and the behaviours, knowledge and skills that align to these competencies. The core competencies reflect the six drivers for improvement in the [HSE's Framework for Improving Quality](#) which are:

1. Leadership for Improvement
2. Person and Family Engagement
3. Staff Engagement
4. Use of Improvement Methods
5. Measurement for Improvement
6. Governance for Improvement



QI Learning Journey

This Guide sets out a QI learning journey where knowledge and skills are incrementally built upon as people choose to progress through the three levels of Learning. Within each level, knowledge and skills are set out against the six core competencies aligned to the Framework for Improving Quality.

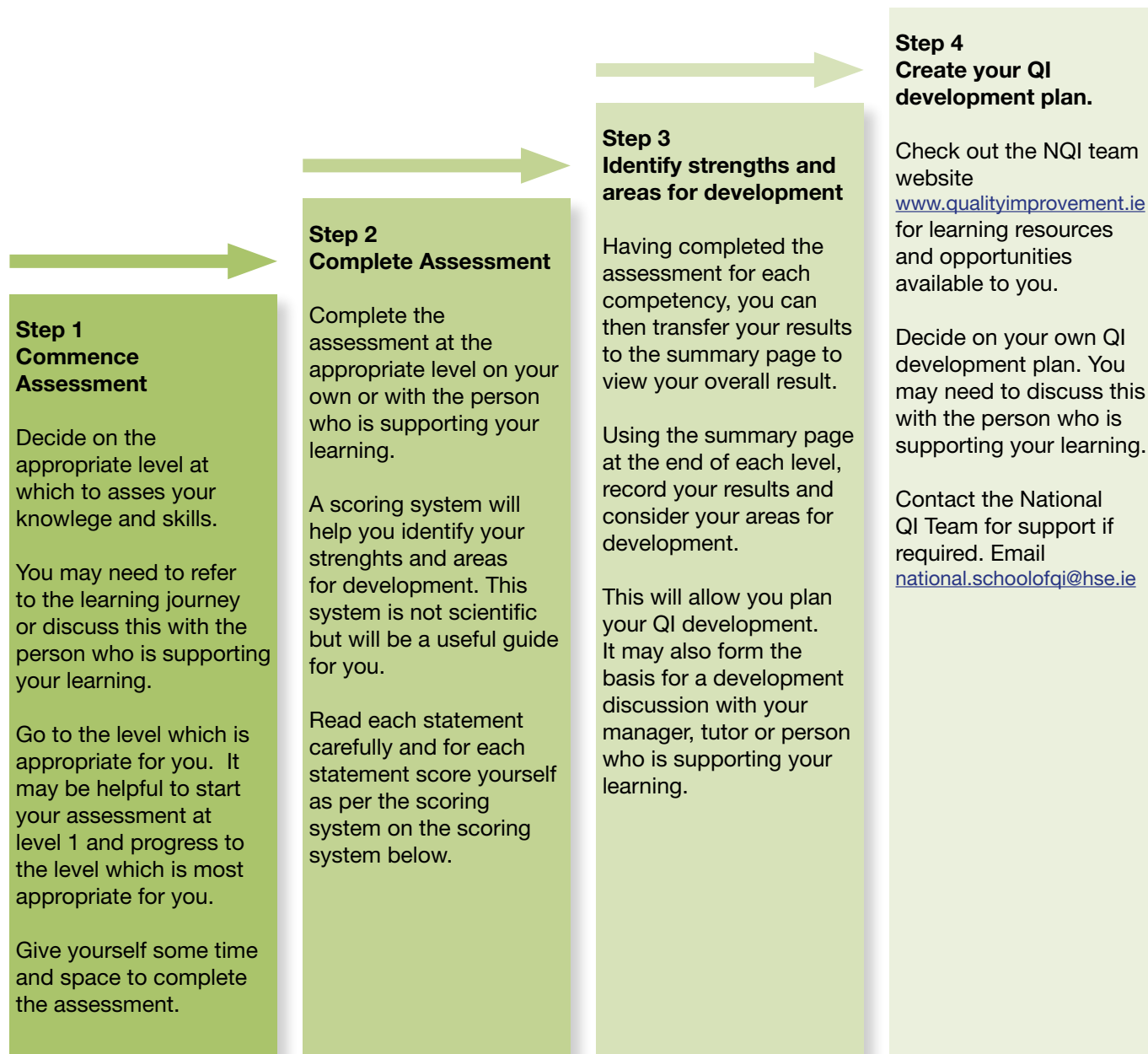


Who will find this Guide beneficial?

- People who use our health and social services and are interested and actively involved in improving quality across services.
- Frontline teams working across our services who are seeking to make improvements.
- Leaders and managers facilitating change and improvements across our services.
- Educators and tutors seeking to build QI knowledge and skills within individuals, teams and services.

A step by step approach to using the guide

You have now made the decision to take the self-assessment, this can be done on an individual basis or as part of a team. Below you will find a step by step approach to follow.



Scoring

Read each statement carefully and rate yourself against each statement as follows:

I need a lot of development. If you do not understand or know how to demonstrate competence in this area or if you feel you need to develop a lot of knowledge and skills in this area. **(Give yourself a score of 1)**

I need some development: If you are not fully confident in this area and would like to learn more to further develop your knowledge and skills. **(Give yourself a score of 2)**

I am confident: If you feel confident about your knowledge and skills in this area and can give examples of where you have successfully applied them. **(Give yourself a score of 3)**

Your total score for each competency will indicate whether you need a lot of development, some development or are confident in that particular area.

Advice for Managers, Tutors or other Supporting Roles

A key part of quality improvement is valuing our collective knowledge wherever it comes from. Equipping everyone with the appropriate knowledge and skills is at the core of development so that everyone can act on their ideas for improvement.

Creating supportive environments where there is shared decision making and staff feel they can take responsibility for improvements in quality of care is key to successful and sustainable quality improvement.

Tips for supporting QI learning and development

- ✓ Allocate some protected time to meet with the person you are supporting.
- ✓ Invite them to share the results of their self-assessment.
- ✓ Explore the identified areas for development (the aim being that everyone would reach the level of 'confident' in all drivers at the level that is appropriate for them).
- ✓ Discuss the best development options available (note: there are many development options and these can include completing a learning programme, reviewing resources available online, reading an article or paper, participating in peer learning, joining a local improvement group/team or shadowing a colleague).
- ✓ Contact your local Quality and Patient Safety department to explore the learning opportunities available in your local area.
- ✓ Contact the National Quality Improvement Team for advice and support national.schoolofqi@hse.ie.
- ✓ Agree a development plan with the person.



Level 1

Awareness and understanding of quality improvement



Level 1

Competency	What this looks like
<p style="text-align: center;">Leadership for Improvement</p> <p>This is about understanding the importance of taking responsibility to create the conditions that enables others to engage in improvement.</p>	Respectfully enables others to do their best.
	Demonstrates courage and responsibility to make things better.

Using the rating below, assess yourself against each statement then total your scores at the end.

I need a lot of development = 1

I need some development = 2

I am confident = 3

	What I need to know or be able to do	Score
1	I recognise what effective leadership looks like in supporting a culture for quality improvement.	
2	I appreciate what quality and quality improvement in healthcare means.	
3	I can identify areas where I can apply quality improvement approaches to make changes in my work.	
4	I understand the importance of creating opportunities and sharing ideas for improvement.	
5	I can identify ways to engage and support colleagues in collaborative improvement efforts.	
6	I can demonstrate effective listening and communication skills.	
7	I contribute to supporting a culture of quality improvement in healthcare.	
8	I have awareness of my strengths and limitations and the impact my behaviour can have on others.	
	Total	

✓ Select box below as appropriate

If you scored between 8 and 15 you have assessed yourself against this competency as;	If you scored between 16 and 23 you have assessed yourself against this competency as;	If you scored 24 you have assessed yourself against this competency as;
I need a lot of development <input type="checkbox"/>	I need some development <input type="checkbox"/>	Confident <input type="checkbox"/>

Transfer your result to the summary page (p.16)

Level 1

Competency	What this looks like
<p style="text-align: center;">Person and Family Engagement</p> <p>This is about understanding how we partner with people who use services in the design, planning, delivery and evaluation of healthcare.</p>	Demonstrates an awareness of the importance of partnering with people who use health services in decisions about their care and improving healthcare.
	Communicates clearly and encourage questions.
	Demonstrates compassion and respect in interactions with people who use health services.

Using the rating below, assess yourself against each statement then total your scores at the end.

I need a lot of development = 1

I need some development = 2

I am confident = 3

	What I need to know or be able to do	Score
1	I understand the importance of partnering with people who use our health services.	
2	I understand the importance of introducing myself to people who use health services.	
3	I can identify how to involve people who use health services in decisions about improving their healthcare and the healthcare system.	
4	I can describe how to encourage and enable people who use health services to ask questions.	
5	I enable people who use health services to share ideas and make suggestions for improvement.	
6	I can describe the importance of communicating with people who use health services in a way that they understand.	
7	I understand the importance of treating people who use health services with dignity, compassion and respect in every interaction.	
8	I can identify person and family engagement initiatives that I can use in my own area.	
	Total	

✓ Select box below as appropriate

If you scored between 8 and 15 you have assessed yourself against this competency as;	If you scored between 16 and 23 you have assessed yourself against this competency as;	If you scored 24 you have assessed yourself against this competency as;
I need a lot of development <input type="checkbox"/>	I need some development <input type="checkbox"/>	Confident <input type="checkbox"/>

Transfer your result to the summary page (p.16)

Level 1

Competency	What this looks like
Staff Engagement This is about understanding what staff engagement is and how my actions and engagement impact the team and how we relate to each other.	Regularly communicates with colleagues, participates in teams and collaborates with others.
	Shares ideas to improve care/service delivery and values the contribution of others.

Using the rating below, assess yourself against each statement then total your scores at the end.

I need a lot of development = 1

I need some development = 2

I am confident = 3

	What I need to know or be able to do	Score
1	I am able to define what staff engagement for quality improvement looks like.	
2	I am able to describe what it looks and feels like to be engaged at work.	
3	I can identify my own role in engaging others for improvement.	
4	I can describe the importance of engaging staff in improvement work.	
5	I can identify simple things I can do to improve staff engagement.	
6	I know how to work well as part of a team.	
7	I know how to listen respectfully and value other's contributions.	
8	I know how to raise issues when they need to be raised.	
	Total	

✓ Select box below as appropriate

If you scored between 8 and 15 you have assessed yourself against this competency as;	If you scored between 16 and 23 you have assessed yourself against this competency as;	If you scored 24 you have assessed yourself against this competency as;
I need a lot of development <input type="checkbox"/>	I need some development <input type="checkbox"/>	Confident <input type="checkbox"/>

Transfer your result to the summary page (p.16)

Level 1

Competency	What this looks like
<p style="text-align: center;">Use of Improvement Methods</p> <p>This is about understanding the importance of using a scientific approach to improving quality.</p>	<p>Demonstrates awareness of quality improvement methods and tools used in improvement work.</p>

Using the rating below, assess yourself against each statement then total your scores at the end.

I need a lot of development = 1

I need some development = 2

I am confident = 3

	What I need to know or be able to do	Score
1	I can describe how quality and quality improvement in healthcare is defined.	
2	I can identify opportunities for improvement by talking to patients and colleagues, looking at audits, incident reports and service user feedback.	
3	I understand that good ideas need to be tested and adapted to healthcare settings.	
4	I can describe at least one method for improvement.	
5	I can explain the importance of having a clear aim for my improvement idea.	
6	I am aware that measurement is required to demonstrate if a change has resulted in an improvement.	
7	I can describe the process of implementing a small test of change.	
8	I can describe the HSE's Framework for Improving Quality.	
	Total	

✓ Select box below as appropriate

If you scored between 8 and 15 you have assessed yourself against this competency as;	If you scored between 16 and 23 you have assessed yourself against this competency as;	If you scored 24 you have assessed yourself against this competency as;
I need a lot of development <input type="checkbox"/>	I need some development <input type="checkbox"/>	Confident <input type="checkbox"/>

Transfer your result to the summary page (p.16)

Level 1

Competency	What this looks like
<p>Measurement for Improvement This involves understanding analysis and presentation of data to support improvement.</p>	Seeks clarity on how improvement will be measured.

Using the rating below, assess yourself against each statement then total your scores at the end.

I need a lot of development = 1

I need some development = 2

I am confident = 3

	What I need to know or be able to do	Score
1	I can describe what measurement for improvement means.	
2	I can explain the importance of measurement for improvement in QI.	
3	I can describe the difference between quality improvement, audit and research.	
4	I can describe different types of measures.	
5	I can describe the key steps towards effective measurement for improvement.	
6	I can describe the different sources of information that can help choose a measure for improvement.	
7	I recognise the importance of viewing data over time.	
8	I can describe how to use data to inform improvement work.	
	Total	

✓ Select box below as appropriate

If you scored between 8 and 15 you have assessed yourself against this competency as;	If you scored between 16 and 23 you have assessed yourself against this competency as;	If you scored 24 you have assessed yourself against this competency as;
<p>I need a lot of development</p> <input type="checkbox"/>	<p>I need some development</p> <input type="checkbox"/>	<p>Confident</p> <input type="checkbox"/>

Transfer your result to the summary page (p.16)

Level 1

Competency	What this looks like
Governance for Improvement This is about understanding the structures, processes, oversight and accountability that enable improvement work.	Seeks clarity on the governance arrangements for any improvement work.

Using the rating below, assess yourself against each statement then total your scores at the end.

I need a lot of development = 1

I need some development = 2

I am confident = 3

	What I need to know or be able to do	Score
1	I can describe what governance for improvement is within my team and organisation (e.g., vision, values, strategic objectives, standards).	
2	I can identify who is responsible for quality improvement within my team and organisation.	
3	I can identify who to talk to about improving quality in my organisation.	
4	I can define where quality improvement is discussed within my organisation.	
5	I can describe the ways quality improvement information can be shared within my organisation.	
6	I can describe the quality improvement approaches used in my organisation.	
7	I can identify opportunities for quality improvement within my team and organisation.	
8	I can identify ways to build further on my knowledge and skills for improvement.	
	Total	

✓ Select box below as appropriate

If you scored between 8 and 15 you have assessed yourself against this competency as;	If you scored between 16 and 23 you have assessed yourself against this competency as;	If you scored 24 you have assessed yourself against this competency as;
I need a lot of development <input type="checkbox"/>	I need some development <input type="checkbox"/>	Confident <input type="checkbox"/>

Transfer your result to the summary page (p.16)

Level 1 Summary

Transfer your results from each competency to the summary table below. This will give you an overall picture of your development needs.

✓ Select box below as appropriate

Competency	I need a lot of development	I need some development	I am confident
Leadership for Improvement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Person and Family Engagement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Staff Engagement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Use of Improvement Methods	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Measurement for Improvement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Governance for Improvement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

What now?

Explore the QI development options below. You may need to discuss this with the person who is supporting your development to guide and agree next steps.

I need a lot of development	I need some development	Confident
<p>Complete the Introduction to quality improvement online programme hosted on HSeLanD www.hseland.ie.</p> <p>Complete the Level 1 Foundation in Quality Improvement Programme. Check out the National QI Team website for further details www.qualityimprovement.ie.</p> <p>Check in with your local Quality and Patient Safety Department for local learning opportunities.</p>	<p>Check out the National QI Team website www.qualityimprovement.ie for education and learning resources and opportunities/</p> <p>Consider undertaking the Level 1 Foundation in Quality Improvement Programme as a refresher.</p> <p>Check in with your local Quality and Patient Safety Department for local learning opportunities.</p>	<p>Consider how best you can apply your existing knowledge and skills to your job and the service you provide.</p> <p>Proceed to assess yourself at Level 2 if appropriate.</p>

Level 2

Actively involved in and can deliver quality improvement as part of a team



Level 2

Competency	What this looks like
Leadership for Improvement This is about taking responsibility to create the conditions that enables the team to engage in improvement.	Actively works within the team to set objectives and assists in implementing them.
	Continually engages with all team members to ensure that they feel valued and respected.

Using the rating below, assess yourself against each statement then total your scores at the end.

I need a lot of development = 1

I need some development = 2

I am confident = 3

	What I need to know or be able to do	Score
1	I can identify the components necessary to enable my team to deliver quality improvement.	
2	I can describe what co-creation for quality improvement means.	
3	I know what motivates others to contribute to improvements.	
4	I know of ways to support, listen to and manage all team member's points of view.	
5	I am aware of the importance of emotions, how they influence behaviour and impact others.	
6	I know how to help our team to create shared priorities for improvement goals.	
7	I know how to highlight and celebrate our improvement work.	
8	I recognise the importance of planning for sustainability from the start of any improvement project.	
	Total	

✓ Select box below as appropriate

If you scored between 8 and 15 you have assessed yourself against this competency as;	If you scored between 16 and 23 you have assessed yourself against this competency as;	If you scored 24 you have assessed yourself against this competency as;
I need a lot of development <input type="checkbox"/>	I need some development <input type="checkbox"/>	Confident <input type="checkbox"/>

Transfer your result to the summary page (p.24)

Level 2

Competency	What this looks like
<p>Person and Family Engagement</p> <p>This is about how we actively partner with people who use health services in the design, planning, delivery and evaluation of healthcare.</p>	Continually seeks opportunities to partner with people who use health services to improve quality.
	Demonstrates the use of different methods to partner with people who use health services in the team's quality improvement work.

Using the rating below, assess yourself against each statement then total your scores at the end.

I need a lot of development = 1

I need some development = 2

I am confident = 3

	What I need to know or be able to do	Score
1	I can describe the benefit of partnering with people who use our health services.	
2	I can describe the different levels of engagement for involving people who use our health services in improving quality.	
3	I know how to recruit and support people who use health services to partner on quality improvement teams.	
4	I can describe the different methods used to partner with people who use health services in the team's quality improvement work.	
5	I can describe the principles of 'co-design and co-production' and their role in engaging people who use health services in improving quality of care.	
6	I can use various strategies for capturing the experience of people who use health services including stories, listening sessions, focus groups and surveys.	
7	I encourage and incorporate suggestions for improvement from people who use health services,	
8	I keep people who use our health services informed of progress of improvements in quality of care.	
	Total	

✓ Select box below as appropriate

If you scored between 8 and 15 you have assessed yourself against this competency as;	If you scored between 16 and 23 you have assessed yourself against this competency as;	If you scored 24 you have assessed yourself against this competency as;
<p>I need a lot of development</p> <input type="checkbox"/>	<p>I need some development</p> <input type="checkbox"/>	<p>Confident</p> <input type="checkbox"/>

Transfer your result to the summary page (p.24)

Level 2

Competency	What this looks like
Staff Engagement This is about how we actively work with people who use and deliver health services to engage them in QI.	Encourages others to seek opportunities to get involved and deliver improvement.
	Demonstrates the use of engagement and facilitation techniques to support improvement work.

Using the rating below, assess yourself against each statement then total your scores at the end.

I need a lot of development = 1

I need some development = 2

I am confident = 3

	What I need to know or be able to do	Score
1	I apply principles of staff engagement with the team for improvement work.	
2	I am able to share examples that demonstrate meaningful staff engagement for improvement.	
3	I am able to choose which resources and tools to use to support staff engagement.	
4	I use engagement and facilitation techniques to support improvement work in teams.	
5	I can work with my team to identify and deal with challenges that might impact on our improvement work.	
6	I know how to communicate what we are doing and acknowledge the outcomes of our work.	
7	I am able to work with my team to run effective meetings for improvement work.	
8	I value and respect the contribution of all staff in improvement work.	
	Total	

✓ Select box below as appropriate

If you scored between 8 and 15 you have assessed yourself against this competency as;	If you scored between 16 and 23 you have assessed yourself against this competency as;	If you scored 24 you have assessed yourself against this competency as;
I need a lot of development <input type="checkbox"/>	I need some development <input type="checkbox"/>	Confident <input type="checkbox"/>

Transfer your result to the summary page (p.24)

Level 2

Competency	What this looks like
Use of Improvement Methods This is about applying improvement methods and tools to deliver and sustain quality improvement work.	Consistently applies methods and tools for improving quality to achieve sustainable quality improvement.

Using the rating below, assess yourself against each statement then total your scores at the end.

I need a lot of development = 1

I need some development = 2

I am confident = 3

	What I need to know or be able to do	Score
1	I understand the importance of taking a systems approach to improvement work.	
2	I can apply a number of approaches from improvement science to support our team's quality improvement work.	
3	I can describe at least two creative thinking techniques to generate ideas for improvement within the team.	
4	I know how to write a SMART aim.	
5	I can create a driver diagram to support my team's improvement work.	
6	I can use a range of QI tools to support improvement work.	
7	I can demonstrate how to plan and conduct PDSA (plan-do-study-act) cycles.	
8	I know how to use relevant measurement tools to demonstrate that a change has resulted in an improvement.	
	Total	

✓ Select box below as appropriate

If you scored between 8 and 15 you have assessed yourself against this competency as;	If you scored between 16 and 23 you have assessed yourself against this competency as;	If you scored 24 you have assessed yourself against this competency as;
I need a lot of development <input type="checkbox"/>	I need some development <input type="checkbox"/>	Confident <input type="checkbox"/>

Transfer your result to the summary page (p.24)

Level 2

Competency	What this looks like
Measurement for Improvement This is about undertaking the analysis and presentation of data to support quality improvement work and to demonstrate when a change has resulted in an improvement.	Takes a consistent, robust and planned approach to measurement.
	Applies a methodological approach to simple survey design.

Using the rating below, assess yourself against each statement then total your scores at the end.

I need a lot of development = 1

I need some development = 2

I am confident = 3

	What I need to know or be able to do	Score
1	I can produce a measurement plan by selecting appropriate measures for quality improvement.	
2	I can demonstrate awareness of qualitative and quantitative methods for data collection and their benefits.	
3	I can design a simple survey.	
4	I can demonstrate how to construct and interpret a run chart and a pareto chart.	
5	I include subject matter experts at all stages of measurement for improvement.	
6	I can define variation and the difference between common cause and special cause variation.	
7	I am aware of SPC charts and how they can inform decision making.	
8	I can describe good practice for creating informative charts.	
	Total	

✓ Select box below as appropriate

If you scored between 8 and 15 you have assessed yourself against this competency as;	If you scored between 16 and 23 you have assessed yourself against this competency as;	If you scored 24 you have assessed yourself against this competency as;
I need a lot of development <input type="checkbox"/>	I need some development <input type="checkbox"/>	Confident <input type="checkbox"/>

Transfer your result to the summary page (p.24)

Level 2

Competency	What this looks like
Governance for Improvement This is about using the structures, processes, standards, oversight and accountability for delivering and sustaining quality improvement.	Works with the team to have a collective understanding of purpose and different roles.
	Engages with managers in the organisation to share the improvement work of the team.

Using the rating below, assess yourself against each statement then total your scores at the end.

I need a lot of development = 1

I need some development = 2

I am confident = 3

	What I need to know or be able to do	Score
1	I can assess our team's readiness for improvement.	
2	I know how to create a project charter.	
3	I can define our team's roles and responsibilities, level of decision making and to whom we are accountable for quality improvement.	
4	I know who to talk to for advice and support about our quality improvement initiative.	
5	I can align our team's quality improvement initiative to my department/ organisation's goals.	
6	I know how to plan for sustainability for our quality improvement initiative.	
7	I know how and where to report on the progress of our quality improvement initiative.	
8	I can describe the processes used by our team to communicate, raise issues and plan actions.	
	Total	

✓ Select box below as appropriate

If you scored between 8 and 15 you have assessed yourself against this competency as;	If you scored between 16 and 23 you have assessed yourself against this competency as;	If you scored 24 you have assessed yourself against this competency as;
I need a lot of development <input type="checkbox"/>	I need some development <input type="checkbox"/>	Confident <input type="checkbox"/>

Transfer your result to the summary page (p.24)

Level 2 Summary

Transfer your scores from each competency to the summary table below. This will give you an overall picture of your development needs.

✓ Select box below as appropriate

Competency	I need a lot of development	I need some development	I am confident
Leadership for Improvement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Person and Family Engagement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Staff Engagement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Use of Improvement Methods	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Measurement for Improvement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Governance for Improvement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

What now?

Explore the QI development options below. You may need to discuss this with the person who is supporting your development to guide and agree next steps.

I need a lot of development	I need some development	Confident
Complete the Introduction to quality improvement online programme hosted on HSeLanD. www.hseland.ie	Check out the website www.qualityimprovement.ie for education and learning resources and opportunities.	Consider how best you can apply your existing knowledge and skills to your job and the service you provide.
Complete the Level 1 Foundation in quality improvement as a refresher Check out the National QI Team website for further information. www.qualityimprovement.ie	Complete Level 2 Quality Improvement in Practice Programme Check out the National QI Team website for further information. www.qualityimprovement.ie	Proceed to assess yourself at Level 3 if appropriate.
Complete Level 2 Quality Improvement in Practice Programme Check out the National QI Team website for further information. www.qualityimprovement.ie	Check in with your local Quality and Patient Safety Department for local learning opportunities.	
Check in with your local Quality and Patient Safety Department for local learning opportunities.		

Level 3

Actively leads, influences, coaches and supports others to continuously improve the quality of care in their organisation



Level 3

Competency	What this looks like
Leadership for Improvement This is about taking responsibility to influence and support others to create the conditions to enable them to engage in quality improvement.	Seeks different perspectives to take into account the complexity of healthcare.
	Actively enables co-creation in improvement work.
	Builds local capability to implement, sustain and spread quality improvement.

Using the rating below, assess yourself against each statement then total your scores at the end.

I need a lot of development = 1

I need some development = 2

I am confident = 3

	What I need to know or be able to do	Score
1	I value and enable a culture of psychological safety in our organisation.	
2	I can assess, influence and nurture an organisational culture of learning for improvement.	
3	I enable others to lead and help them to develop the expertise required to deliver quality improvement initiatives.	
4	I advocate the importance of co-creation in quality improvement.	
5	I combine coaching and advising while recognising when to apply the appropriate approach.	
6	I am able to make the case for improving quality that aligns and underpins organisational priorities and resources.	
7	I consistently promote sustainability in all healthcare improvement.	
8	I facilitate shared learning through national and international quality improvement networks.	
	Total	

✓ Select box below as appropriate

If you scored between 8 and 15 you have assessed yourself against this competency as;	If you scored between 16 and 23 you have assessed yourself against this competency as;	If you scored 24 you have assessed yourself against this competency as;
I need a lot of development <input type="checkbox"/>	I need some development <input type="checkbox"/>	Confident <input type="checkbox"/>

Transfer your result to the summary page (p.32)

Level 3

Competency	What this looks like
<p style="text-align: center;">Person and Family Engagement</p> <p>This is about how we influence and facilitate others to actively create opportunities to partner with people who use health services in the design, planning, delivery and evaluation of health care.</p>	Consistently promotes partnering with people who use health services for improving quality.

Using the rating below, assess yourself against each statement then total your scores at the end.

I need a lot of development = 1

I need some development = 2

I am confident = 3

	What I need to know or be able to do	Score
1	I support the organisational vision for partnering with people who use health services.	
2	I promote partnership with people as a strategic priority.	
3	I can identify the critical factors that enable a culture of consistently partnering with people who use health services.	
4	I advocate for resources to support partnering with people who use our health services.	
5	I recognise the barriers to partnering with people who use health services and facilitate ways of overcoming them.	
6	I can advise on how to measure and evaluate the experience of people who use health services.	
7	I enable others to actively involve people who use health services in equal partnership at the earliest stages of service design, development and evaluation.	
8	I facilitate embedding person and family engagement into specific programmes of work by coaching and mentoring improvement teams.	
	Total	

✓ Select box below as appropriate

If you scored between 8 and 15 you have assessed yourself against this competency as;	If you scored between 16 and 23 you have assessed yourself against this competency as;	If you scored 24 you have assessed yourself against this competency as;
I need a lot of development <input type="checkbox"/>	I need some development <input type="checkbox"/>	Confident <input type="checkbox"/>

Transfer your result to the summary page (p.32)

Level 3

Competency	What this looks like
Staff Engagement This is about supporting and influencing people to develop and use skills to engage others in quality improvement.	Assesses and is mindful of workplace culture and context prior to engaging in improvement work.
	Is committed to learning with and from individuals and improvement teams.
	Shares knowledge and experience to support others in staff engagement and encourage them in challenging times.

Using the rating below, assess yourself against each statement then total your scores at the end.

I need a lot of development = 1

I need some development = 2

I am confident = 3

	What I need to know or be able to do	Score
1	I can assess organisational culture to support engagement for quality improvement.	
2	I can discuss and advocate the value of staff engagement in quality improvement work.	
3	I facilitate innovation and creativity for small and large groups for quality improvement.	
4	I encourage and support others to address barriers to staff engagement for quality improvement and negotiate solutions to challenges.	
5	I share examples of staff engagement and key success factors to support others to use the learning in their improvement work.	
6	I facilitate others to use various methods and techniques to support staff engagement in improvement.	
7	I am able to coach, mentor and provide learning opportunities in staff engagement for improvement work.	
8	I encourage feedback and reflection to inform continuous improvement	
	Total	

✓ Select box below as appropriate

If you scored between 8 and 15 you have assessed yourself against this competency as;	If you scored between 16 and 23 you have assessed yourself against this competency as;	If you scored 24 you have assessed yourself against this competency as;
I need a lot of development <input type="checkbox"/>	I need some development <input type="checkbox"/>	Confident <input type="checkbox"/>

Transfer your result to the summary page (p.32)

Level 3

Competency	What this looks like
Use of Improvement Methods This involves facilitating and supporting the use of appropriate quality improvement methods and tools to drive and sustain quality improvement work.	Shares evidence of how quality improvement methods and tools support sustainable improvement.
	Advocates the use of all 6 drivers of the Framework for Improving Quality to sustain improvement work.

Using the rating below, assess yourself against each statement then total your scores at the end.

I need a lot of development = 1

I need some development = 2

I am confident = 3

	What I need to know or be able to do	Score
1	I share and promote the evidence base for improvement science to influence a systematic approach to improvement.	
2	I integrate systems thinking into improvement projects and programmes.	
3	I can select and advise on improvement methodologies and tools most relevant to individual programmes.	
4	I coach and mentor individuals and teams on the use of appropriate methods and tools in their QI projects.	
5	I advise and help on the planning for sustainability and spread in improvement work.	
6	I support the building of local QI knowledge and skills across individuals, teams and services.	
7	I promote and advise on the integration of evaluation into all improvement work.	
8	I contribute to quality improvement research and education.	
	Total	

✓ Select box below as appropriate

If you scored between 8 and 15 you have assessed yourself against this competency as;	If you scored between 16 and 23 you have assessed yourself against this competency as;	If you scored 24 you have assessed yourself against this competency as;
I need a lot of development <input type="checkbox"/>	I need some development <input type="checkbox"/>	Confident <input type="checkbox"/>

Transfer your result to the summary page (p.32)

Level 3

Competency	What this looks like
<p>Measurement for Improvement</p> <p>This is about advising on the analysis and presentation of data in a format that allows us to identify areas of good practice, opportunities for improvement and demonstrating when a change has resulted in an improvement.</p>	Advises on appropriate methods for data collection, analysis and display in quality improvement.
	Champions SPC (statistical process control) charts in standardised reporting.
	Uses insight from data including SPC or run charts to inform decision making.

Using the scores below, assess yourself against each statement then total your scores at the end.

I need a lot of development = 1

I need some development = 2

I am confident = 3

	What I need to know or be able to do	Score
1	I can promote and advise on appropriate methods for measurement in quality improvement work.	
2	I can advise on the design, administration and analysis of surveys, interviews, focus groups, storytelling sessions and observations.	
3	I can advise on the selection of basic statistical process control (SPC) charts for quality improvement.	
4	I can interpret and explain SPC charts and funnel plots to others.	
5	I can identify and respond appropriately to special cause and common cause variation.	
6	I can advise on the development of a group of measures to support improvement projects and programmes.	
7	I can facilitate a discussion that brings together data to inform decisions.	
8	I advocate the importance of using data over time.	
	Total	

✓ Select box below as appropriate

If you scored between 8 and 15 you have assessed yourself against this competency as;	If you scored between 16 and 23 you have assessed yourself against this competency as;	If you scored 24 you have assessed yourself against this competency as;
<p>I need a lot of development</p> <input type="checkbox"/>	<p>I need some development</p> <input type="checkbox"/>	<p>Confident</p> <input type="checkbox"/>

Transfer your result to the summary page (p.32)

Level 3

Competency	What this looks like
<p style="text-align: center;">Governance for Improvement</p> <p>This is about influencing, coaching and supporting on the structures, processes, standards, oversight and accountability to enable and sustain quality improvement.</p>	Assesses organisational readiness prior to committing to a quality improvement initiative.
	Influences key stakeholders to adequately resource quality improvement initiatives.
	Advocates appropriate governance to support quality improvement initiatives.

Using the scores below, assess yourself against each statement then total your scores at the end.

I need a lot of development = 1

I need some development = 2

I am confident = 3

	What I need to know or be able to do	Score
1	I can identify features of an organisation committed to quality improvement.	
2	I can oversee the development of a quality improvement strategic plan for my organisation.	
3	I know how to prioritise and align quality improvement initiatives to organisational and national goals.	
4	I can advise others to identify and engage with key influencers and stakeholders for quality improvement.	
5	I can identify the interdependencies and the importance of co-ordinating with other quality improvement initiatives.	
6	I can coach and support others to build and present a business case for quality improvement.	
7	I can advise and support on establishing reporting structures for quality improvement initiatives.	
8	I can influence and advise on governance arrangements to support sustaining and spreading quality improvement-programmes.	
	Total	

✓ Select box below as appropriate

If you scored between 8 and 15 you have assessed yourself against this competency as;	If you scored between 16 and 23 you have assessed yourself against this competency as;	If you scored 24 you have assessed yourself against this competency as;
I need a lot of development <input type="checkbox"/>	I need some development <input type="checkbox"/>	Confident <input type="checkbox"/>

Transfer your result to the summary page (p.32)

Level 3 Summary

Transfer your scores from each competency to the summary table below. This will give you an overall picture of your development needs.

✓ Select box below as appropriate

Competency	I need a lot of development	I need some development	I am confident
Leadership for Improvement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Person and Family Engagement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Staff Engagement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Use of Improvement Methods	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Measurement for Improvement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Governance for Improvement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

What now?

Explore the QI development options below. You may need to discuss this with the person who is supporting your development to guide and agree next steps.

I need a lot of development	I need some development	Confident
<p>Consider completing the Level 2 Quality Improvement in Practice if not already completed. Check out the National QI Team website for more information www.qualityimprovement.ie</p> <p>Consider completing the Quality Improvement Leadership Programme. Check out the RCPI website for more information. www.RCPI.ie</p> <p>Check in with your local Quality and Patient Safety Department for local learning opportunities</p>	<p>Check out the website www.qualityimprovement.ie for education and learning resources and opportunities</p> <p>Consider completing the Post Graduate Certificate in <u>Leadership and Quality in Healthcare</u>. Check out the RCPI website for more information. www.RCPI.ie</p> <p>Check in with your local Quality and Patient Safety Department for local learning opportunities</p>	<p>Consider how best you can apply your existing knowledge and skills to your job and the service you provide.</p> <p>Contact the National Quality Improvement Team for on-going support. national.schoolofqi@hse.ie</p>

Planning your development

Having assessed your current knowledge and skills for quality improvement you will have identified your areas of strengths as well as some learning needs and areas for development.

You can now consider how best to address these learning needs which may involve agreeing a plan with the person who is supporting your development. Remember there are a variety of ways to learn such as reading an article, listening to a podcast, visiting a website as well as shadowing a colleague or participating in a programme of learning, network events and conferences.

There are many programmes on offer across the HSE on a variety of topics relating to quality improvement. Below are the three main programmes of learning delivered by the National Quality Improvement Team.

Quality Improvement Programmes of Learning

Introduction to Quality Improvement

Level 1 – Foundation in Quality Improvement.

Level 2 – Quality Improvement in Practice.

Level 3 – Quality Improvement Leadership Programme in Healthcare in collaboration with the Royal College of Physicians of Ireland.

Further information about these programmes are available on the National Quality Improvement Team website – www.qualityimprovement.ie

Additional Learning Support

Here are some additional resources and contact information that might support you on your journey.

Learning Support	Contact Details
National Quality Improvement Team	Email: national.schoolofqi@hse.ie Website: www.qualityimprovement.ie
HSeLanD – HSE Learning Management System for e-learning	www.hseland.ie
National Healthcare Communications Programme	www.hse.ie/eng/about/our-health-service/healthcare-communication
HSE Leadership Academy	https://www.hse.ie/eng/staff/leadership-education-development/health-service-leadership-academy/
People’s Needs Defining Change Health Services Change Guide	https://www.hse.ie/eng/staff/resources/hrppg/change-guide-organisation-policy-people-s-needs-defining-change-health-services-change-guide.pdf
Leadership, Education and Talent Development Departments (Dublin North East, Dublin Mid Leinster, South, West)	www.hse.ie/eng/staff/leadership-education-development
Office of the Nursing and Midwifery Services Director	www.hse.ie/about-us/onmsd
Health and Social Care Professionals Office	https://www.hse.ie/eng/about/who/cspd/health-and-social-care-professionals/
SPARK Innovation Programme	https://www.hse.ie/eng/staff/leadership-education-development/met/spark-innovation-programme/
Institute of Healthcare Improvement (IHI)	www.ihl.org
Q Community – The Health Foundation	https://q.health.org.uk/
ISQua – International Society for Quality in Healthcare	https://www.isqua.org/

Useful Documents

Document	Link
<p>Framework for Improving Quality</p>	<p>www.hse.ie/eng/about/who/qid/framework-for-quality-improvement/</p> 
<p>Quality Improvement Toolkit</p>	<p>https://www.hse.ie/eng/about/who/qid/nationalsafetyprogrammes/national-quality-improvement-toolkit.html</p> 
<p>People's Needs Defining Change Health Services Change Guide</p>	<p>www.hse.ie/changeguide</p> 
<p>National Quality Improvement Team Self-evaluation Guide.</p>	<p>https://www.hse.ie/eng/about/who/qid/nationalsafetyprogrammes/national-qi-self-evaluation-guide.pdf</p> 

Acknowledgements

We would like to thank sincerely all those who contributed to the review and further development of this Knowledge and Skills Guide. This revision was published after extensive consultation with a number of individuals and groups from the following areas;

National Quality Improvement Team

Quality and Patient Safety Departments

National Ambulance Services

National Mental Health Services

Acute Hospital Services

Children's Hospital Group Ireland

Community Health Organisations

Leadership Academy

Organisation Development - Improving Change Capacity

Programme Management Office

Health and Social Care Professionals Office

Quality Assurance and Verification Division

Office of the Chief Clinical Officer

Office of the Nursing and Midwifery Services Director

Staff Engagement Forum

Clerical/Administration Officers CHO 9 Dublin North City and Central

Patient Representative Groups

Royal College of Physicians Ireland

University College Dublin

Health and Social Care Quality Improvement (HSCQI) Northern Ireland

The National QI Team

What do we do?

We work in partnership with teams and organisations delivering health services. We want to support frontline services in improving the quality of care and experiences they provide to people who use their services.

How do we do it?

We do so by supporting the right conditions for improvement and systematically applying QI methods and tools to improve practice. Partnering with people is central to all that we do.

It means everyone in our health service committing to:

- supporting staff to access QI learning and development opportunities,
- creating time and resource to drive improvement, and
- developing cultures that enable all staff and people who use our services to act on their ideas for improvement.

Why do we do it?

International evidence demonstrates how important QI is to effectively improve care. Our services struggle to achieve the outcomes we seek for people when we do not systematically apply improvement methods or support a culture of improvement.

Why is this work important?

Only by working together will we be able to tackle the many challenges we face in healthcare.

Core elements of a QI focused health service

To become a quality focussed health service we:

1. Develop real partnerships with people.
2. Collaborate and share learning across our system.
3. Invest in QI and create QI posts in all our organisations.
4. Commit to QI learning and development for all staff.
5. Work on relationships and culture so that staff feel valued and their input is encouraged.
6. Work with our leaders and managers to create a work environment where staff are enabled to work on improving care.
7. Use measurement for improvement approaches to understand our data better.
8. Ensure we have quality at the centre of our management and governance of health care.
9. Work to integrate services.
10. Partner with communities so that we contribute to improving the social issues that profoundly affect health outcomes.

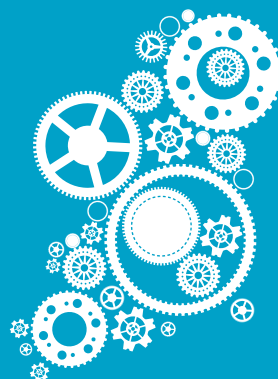
Contact Us:

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Palmerstown
Dublin 20

 national.schoolofqi@hse.ie

 www.qualityimprovement.ie

 @NationalQI



Champion
Partner
Enable
Demonstrate