

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
<p style="text-align: center;">Leadership for Improvement</p> <p>This is about taking responsibility to influence and support others to create the conditions to enable them to engage in quality improvement.</p>	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	I need some development	Confident
<input type="checkbox"/>	<input type="checkbox"/>	<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>	<p>Consistently promotes partnering with people who use health services for improving quality.</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 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;
<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
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"/>

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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

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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;">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;
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;">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>