

## Infosheet 2: Quality Maturity

Understanding what systems and practices are required by an organisation for quality to flourish is critical. Your organisations quality maturity can develop over time.

The quality maturity scale below provides a snap shot of levels of maturity so you can identify where your organisation's performance might be located and what you can do to develop further.

| <b>Organisational Quality System Maturity Scale</b> |  |
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| <b>Maturity Level</b>                               | <b>Characteristics</b>   |
| <b>1. Informal Improvement</b>                      | <ul style="list-style-type: none"> <li>○ Driven by lone 'champions' with an interest in improvement.</li> <li>○ Lack of systematic approach: random improvement activities based on minimal and poor data.</li> <li>○ Managerial response to quality problems largely dependent on staff 'trying harder'.</li> <li>○ Limited staff input into identifying problems and improvements.</li> </ul>  |
| <b>2. Compliance</b>                                | <ul style="list-style-type: none"> <li>○ Focus on compliance with external funding requirements.</li> <li>○ Problem based and reactive approach with minimal systematic collection or analysis of data on key issues.</li> <li>○ 'Doing quality' is staff code for auditing and other data collection with little impact on client outcomes.</li> <li>○ 'Quality' is seen as the responsibility of the quality manager.</li> </ul>   |
| <b>3. Reactive Risk</b>                             | <ul style="list-style-type: none"> <li>○ Focus on risk management and compliance with accreditation and other external requirements.</li> <li>○ Systematic tracking of key indicators, client feedback and incident reporting.</li> <li>○ Evidence of some systems improvement and follow up.</li> <li>○ No agreed change and improvement model in use.</li> <li>○ Reliance on policy change and education as key change tools.</li> <li>○ Leaders are developed to improve safety.</li> </ul>   |
| <b>4. Proactive Improvement</b>                     | <ul style="list-style-type: none"> <li>○ Quality system is a key component of your governance system, with plans for improvement at both organisation-wide and local levels.</li> <li>○ Lack of common and uniting goals with the improvement program comprising a series of (possibly unrelated) monitoring, improvement and redesign projects.</li> <li>○ Minimum dataset reported across all quality dimensions.</li> <li>○ Data analysed and reported through organisational levels to the governing body, with evidence of effective systems improvement as a result.</li> <li>○ Strategies in place for developing leaders to engage staff in improvement across the dimensions of quality, with some client input.</li> </ul> |
| <b>5. Strategic Creation</b>                        | <ul style="list-style-type: none"> <li>○ The desired quality of both the clients experience and outcomes is defined with staff and clients, and achieving it is a strategic</li> </ul>   |

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|  | <p>priority.</p> <ul style="list-style-type: none"><li>○ The organisational quality plan is designed and systematically implemented to create the defined quality client experience, through developing people and improving systems.</li><li>○ Roles and responsibilities at all levels of the organisation for creating the quality client experience are described and supported.</li><li>○ Governance systems are owned by the governing body and executive team and designed to support staff to create the quality client experience.</li><li>○ An agreed and consistent model for change and improvement is in use.</li></ul> |
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1. Adapted from Balding C. The Strategic Quality Manager Handbook. Arcade Custom Publishers, 2011. [www.cathybalding.com](http://www.cathybalding.com)

2. Adapted from Sower VE, Duffy JA, Kohers G, 'Integrating Patient Feedback into the CQI Process: A Tale of Three Hospitals: Working Paper.' Sam Houston State University, Texas, USA, 2003.