**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.

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| **Organisational Quality System Maturity Scale** | |
| **Maturity Level** | **Characteristics** |
| **1. Informal**  **Improvement** | * Driven by lone ‘champions’ with an interest in improvement. * Lack of systematic approach: random improvement activities based on minimal and poor data. * Managerial response to quality problems largely dependent on staff ‘trying harder’. * Limited staff input into identifying problems and improvements. |
| **2. Compliance** | * Focus on compliance with external funding requirements. * Problem based and reactive approach with minimal systematic collection or analysis of data on key issues. * ‘Doing quality’ is staff code for auditing and other data collection with little impact on client outcomes. * ‘Quality’ is seen as the responsibility of the quality manager. |
| **3. Reactive Risk** | * Focus on risk management and compliance with accreditation and other external requirements. * Systematic tracking of key indicators, client feedback and incident reporting. * Evidence of some systems improvement and follow up. * No agreed change and improvement model in use. * Reliance on policy change and education as key change tools. * Leaders are developed to improve safety. |
| **4. Proactive Improvement** | * Quality system is a key component of your governance system, with plans for improvement at both organisation-wide and local levels. * Lack of common and uniting goals with the improvement program comprising a series of (possibly unrelated) monitoring, improvement and redesign projects. * Minimum dataset reported across all quality dimensions. * Data analysed and reported through organisational levels to the governing body, with evidence of effective systems improvement as a result. * Strategies in place for developing leaders to engage staff in improvement across the dimensions of quality, with some client input. |
| **5. Strategic**  **Creation** | * The desired quality of both the clients experience and outcomes is defined with staff and clients, and achieving it is a strategic priority. * The organisational quality plan is designed and systematically implemented to create the defined quality client experience, through developing people and improving systems. * Roles and responsibilities at all levels of the organisation for creating the quality client experience are described and supported. * Governance systems are owned by the governing body and executive team and designed to support staff to create the quality client experience. * An agreed and consistent model for change and improvement is in use. |

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.