

# Embedding quality throughout NHS Lothian

The purpose of this paper is to summarise the assurance and leadership frameworks from point of care to the board as it relates to the provision of Acute Hospital services within NHS Lothian. Specifically the paper sets out the responsibilities individual staff/roles/groups have in contributing to the delivery of safe, effective and person centred care from ward to board and how individual elements of the governance agenda interlink at clinical and managerial level across the board.

Quality and safety of care is embedded throughout the organisation ensuring that safe, effective, person centred care is the primary function of every service throughout NHS Lothian. How the organisation gets assurance on quality and safety of care (healthcare governance) from the front line services to the NHS Board is detailed below and presented under four categories of roles:

- i. Overseeing Role - Governance committees and groups
- ii. Delivering Role - leadership structure, including clinicians involved in management
- iii. Supporting Role - staff employed in activities such as quality improvement, clinical effectiveness, risk management, complaints handling etc.
- iv. Practising Role - front line clinicians and support staff

## (i) **Overseeing Role**

The following section details the formal governance structure in place that enables the Board to take assurance that safe, effective, person centred care is being delivered throughout every service within NHS Lothian. This includes a brief description of the Board Sub-Committees role and remit.

A diagram illustrating the Board's committee structure is available in the Board Members' Handbook [here](#). This formal committee structure ensures that sufficient focus and detail is given to all aspects of the boards governance agenda.

The Board's **Healthcare Governance Committee** has the following remit:

'The Healthcare Governance Committee is to provide assurance to the Board that the quality of all aspects of care in NHS Lothian is person-centred, safe, effective, equitable and maintained to a high standard.'

The Committee will also provide assurance to the Board that NHS Lothian meets its responsibilities with respect to:-

- Scottish Health Council Participation Standards
- Volunteers/Carers
- Information Governance
- Protection of Vulnerable People including children, adults, offenders
- Relevant Statutory Equality Duties.

The Board's **Staff Governance Committee** has the following remit;

To monitor and scrutinise performance against the Staff Governance Standard, including the key deliverables from Everyone Matters: 2020 Workforce Vision to secure the fair and effective management of staff, compliance with all legal obligations and implementation of all policies and agreements to ensure that staff are:

- Well informed
- Appropriately trained
- Involved in decision which affect them
- Treated fairly and consistently
- Provided with an improved and safe working environment.

The Staff Governance Committee ensures that systems and procedures are in place to monitor, manage and improve performance across the whole system, and liaises closely with the other governance committees to ensure appropriate integrated governance. The Committee is also responsible for monitoring and reviewing the strategic risks relating to staff and workforce issues.

Importantly, all of these committees have a defined statement of assurance needs, and produce an annual report which sets out the level of assurance they have secured to the **Audit & Risk Committee**. The Audit & Risk Committee uses these reports to inform its review of the Governance Statement, which is included in the annual accounts.

There are other formal and informal *management meetings* however that also ensure quality is embedded throughout the organisation and some key groups are briefly detailed below;

The **Patient Safety and Experience Action Group (PSEAG)** is a short meeting with a nimble approach to considering emerging issues as they affect patients and agree next steps or actions. The board level meeting occurs every two weeks. It was developed as a way of ensuring that all board executives, including those of a non-clinical background, had a perspective and were able to contribute to any discussion about patient facing priorities in a timeous manner.

The following items are routinely discussed; complaints, SPSO decisions, public protection issues, emerging infection or other issues, serious or significant harms or concerns about patient management as well as the regular Significant Adverse Event (SAE) and staffing reports. The executive and non-Executive Directors also regularly participate in Executive Quality & Safety Walkrounds as part of the Scottish Patient Safety Programme. The 2018 Information pack is available by clicking [here](#). Reports from these programmed visits feature as part of PSEAG discussion.

There also exists **Site PSEAGs** which also meet fortnightly, to allow the Site Management team (Director AND and AMDs) to consider emerging clinical issues and how to handle them, so that a team approach is taken. This includes:

- SAEs or complaints on the site,
- events that need discussed for duty of candour, reviewers for SAEs ,
- cardiac arrests, failure to escalate deteriorating patients for any immediate actions
- any patterns from daily safety huddle (complex patient or operational site issues, persistent issue in a ward)
- cancellations, delays in discharge from critical care,
- incidents of violence and aggression

**Site Safety Huddles** take place on all 3 adult hospitals, twice daily, in NHS and are attended on a regular basis by site leaders and clinical managers. This approach ensures that on all sites, patient and staff safety are clearly prioritised during complex site management discussion, patients at risk are consistently highlighted. The huddles have evolved over recent months to address the necessity of bed numbers and flow and site plans in the context of these safety priorities and patient experience. Staff involved in these huddles are given open invitation to express any safety concerns regarding patients or staff and importantly senior managers and clinicians are alerted to ensure early intervention and resolution.

The acute hospitals also have a healthcare governance committee which is the Clinical **Management Group and** this group chaired by the Acute Hospital Medical Director supported by the Acute Hospitals nurse Director to provide assurance to the NHS Lothian Healthcare Governance Committee (HGC) and Acute Services SMT that the quality of all aspects of care in UHSS is person-centred, safe, effective, equitable, and maintained to a high standard. The CMG also provides assurance to the HGC that the Acute Services Division meets its responsibilities with respect to:-

- OPAH
- HEI (HAI)
- Protection of Vulnerable People including children, adults, offenders

## (ii) **Delivering Role**

The Board and its committees require to receive assurance from the executive directors that the Board's duties and responsibilities for healthcare governance are effectively discharged.

This sub-section sets out those with a 'delivering role', being the management structure in NHS Lothian, which includes clinicians who are involved in management.

The executive Board members' principal responsibilities for healthcare governance are:

Table 1: Executive Board members' principal responsibilities for healthcare governance

Executive Board Member	Responsibilities
Chief Executive	<p>The Chief Executive of NHS Lothian is accountable to the Chair of the NHS Board for the performance of the whole organisation in protecting and improving the health of the population and for the delivery of front line health care services. As the Accountable Officer for NHS Lothian, the Chief Executive also has a personal responsibility to the Scottish Parliament for the propriety and regularity of the public finances deployed by NHS Lothian. They lead the staff of the NHS Board to deliver the board's vision, values, aims and objectives with particular emphasis on improving the health of the population, improving the quality and safety of care for patients and to improve value for money and sustainability.</p>
<p>Medical Director</p> <p>Executive Director for Nursing, Midwifery and Allied Health Professionals</p>	<p>In summary these individuals are jointly responsible for healthcare governance, which involves:</p> <ul style="list-style-type: none"> <li>• Ensuring that effective frameworks, strategies and systems exist throughout NHS Lothian to support high quality, safe, effective, and patient-centred care.</li> <li>• Ensuring the provision of support functions for operating units.</li> <li>• Supporting the functioning of the Healthcare Governance Committee.</li> <li>• Co-ordinating the systems of organisational learning for healthcare governance and risk management.</li> <li>• Providing assurance and other reports to the Board.</li> </ul> <p>The Medical Director is also responsible for health &amp; safety matters. The Medical Director is the Responsible Officer</p> <p>The Executive Director for Nursing is also responsible for patient experience and the Patient Experience Team, which is the team which centrally manages the processes for feedback from patients on their experience.</p>
Director of Public Health and Health Policy	<p>The Director of Public Health &amp; Health Policy is responsible for protecting and improving the health of the population of Lothian, and leading efforts to address health inequalities.</p> <p>The Director of Public Health &amp; Health Policy is also responsible for <a href="#">information governance</a>, and is the Caldicott Guardian. The Executive Director for Nursing is the designated Senior Information Risk Owner.</p>
Director of Finance	<p>The Director of Finance is responsible for providing appropriate professional financial advice and information to the Board and the organisation towards the achievement of its objectives. A key planned outcome of the Quality Management System is to release money and other resources as a consequence of eliminating waste.</p>

The **NHS Lothian Director of Human Resources & Organisational Development** is an executive director, but not a member of the NHS Board. The Director of Human Resources & Organisational Development is responsible for:

- Developing and implementing a Human Resources & Organisational Development Strategy and associated policies to deliver upon the NHS Scotland Staff Governance Standard and the key deliverables from Everyone Matters: 2020 Workforce Vision.
- Providing the professional and operational lead on human resource management and organisational development practice.
- A leadership role for improving and enhancing workforce development, staff experience and culture development
- Overseeing development of internal and external communications strategies

You can find all the information you may require on HR matters on [HRonline](#).

The Chief Executive and his or her direct reports meet on a monthly basis as the [Corporate Management Team](#).

The following tables set out;

- The list of services each acute directorate is accountable for and a list of senior staffing within each directorate.
- The line management structure from the executive Board members to the ward or other point of service delivery.
- The general management and professional lines of responsibility in acute hospitals and health & social care partnerships (which cover services in primary care and the community).

**Table 2: Responsibility and Accountability in the Management Structures in Acute Hospitals**

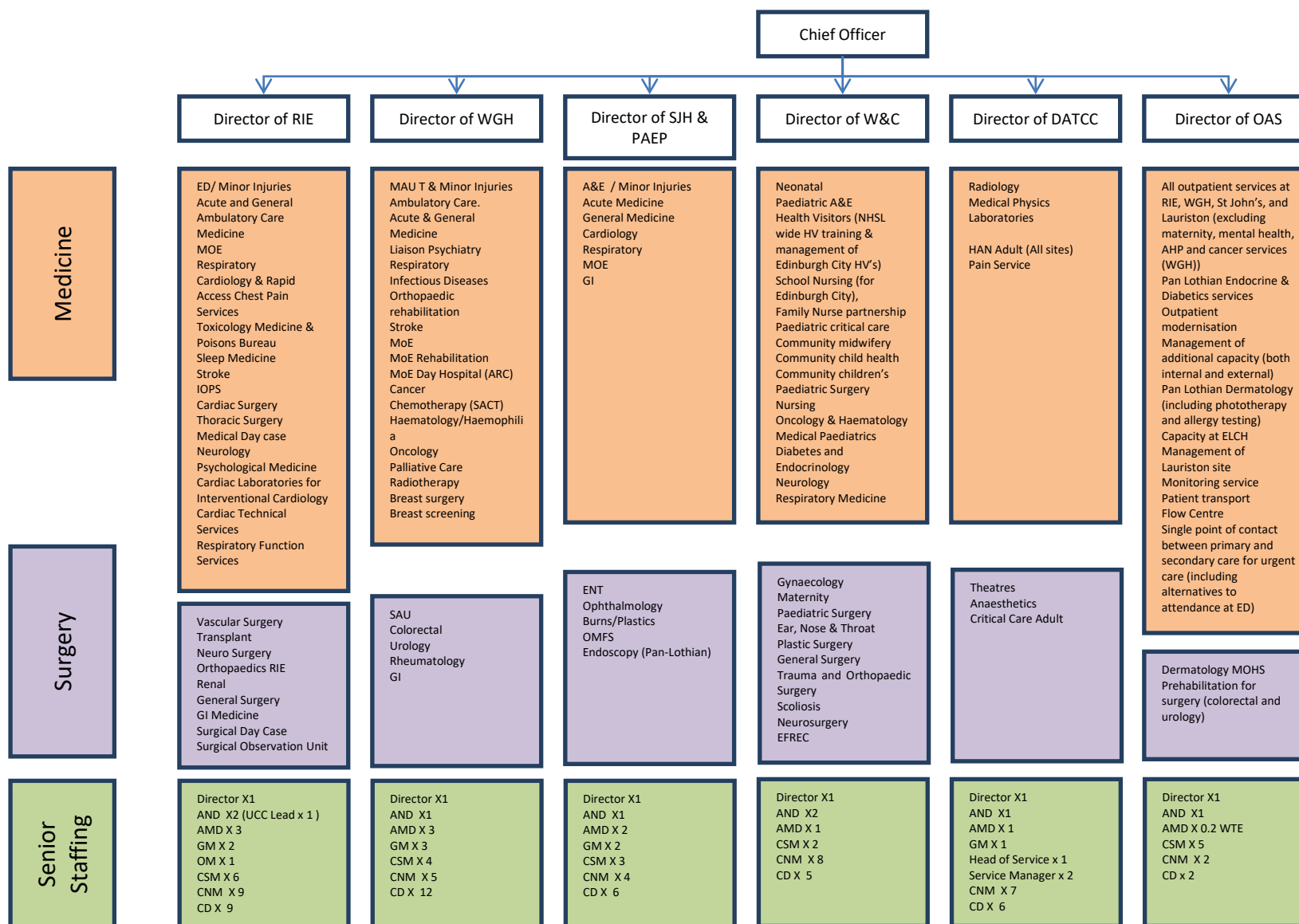


Table 3: Responsibility and Accountability in the General Management Structure in Acute Hospitals

Level	Management Position	
1	<b>Chief Executive</b>	The Chief Executive has overall responsibility for all operational matters.
2	<b>Deputy Chief Executive</b>	<p>Accountable to the Chief Executive and is responsible for driving whole system operational delivery and performance. The post holder will work closely with the Director of Finance and Chief Quality Officer to support the Chief Executive as Accountable Officer for the Board to deliver the 3 principal responsibilities of :-</p> <ul style="list-style-type: none"> <li>• Quality and safety of care for patients</li> <li>• Balancing the books</li> <li>• Operational delivery across the primary/social/acute services with a particular emphasis on access targets.</li> </ul> <p>The Deputy Chief Executive will focus principal attention on the whole system operational delivery and performance agenda, enabling the Chief Executive to focus principal attention on the strategic transformational change agenda, collaboration across the East region to deliver sustainable services and developing organisational culture.</p> <p>The post holder will provide executive leadership for Acute Services and the Facilities Directorate and will work closely with the Chief officers of the four Health and Social Care Partnerships to ensure whole system operational delivery and performance.</p> <p>Provide significant and effective influence to the development and promotion of NHS Lothian's mission, aims and strategic objectives.</p>
3	<b>Chief Officer (Acute Services)</b>	<p>Accountable to the Deputy Chief Executive with responsibility to lead, direct and manage the effective and efficient operational planning and delivery of acute services, ensuring that the Board's corporate objectives and plans are implemented in a patient centred manner.</p> <p>To ensure that the strategic capacity plans are in place to support the delivery of the Board's objectives within acute services.</p> <p>To lead the strategic planning of the acute services element of the Boards overall clinical strategy.</p>

Level	Management Position	
4	<b>Site Director</b>	<p>Accountable to the Chief Officer and will lead, manage and control the operational delivery of acute services on hospital sites, ensuring the safe delivery of patient care and services in accordance with NHS Lothian's agreed corporate objectives and within the context of Scottish Governments quality, financial and other performance and governance targets.</p> <p>The Site Director will lead the sites through service change and redesign to improve the efficiency of effective 24/7 services underpinned by NHS Lothian's values and a culture of person centred care.</p> <p>The Site Director will ensure governance responsibilities are effectively discharged and that there are clear arrangements in place for scrutiny at assurance at each level.</p> <p>The Site Director will ensure the development and implementation of a strategy for the ongoing improvement of patient flows for both scheduled and unscheduled care through the hospital, working in closely with the Locality Managers in the Integrated Health and Social Care Partnerships to ensure opportunities are maximised to integrate services.</p> <p>As a member of the Acute Management team, the Site Director will fully contribute to and participate in the setting of the strategic direction for health services in NHS Lothian working closely with other Acute Directors and Corporate Directors of the Board to ensure effective cross-service coherence.</p>
5	<b>General Manager</b>	<p>Accountable to the Hospital Site Director/Pan-Lothian Service Director and is responsible for the operational management of the Sub Directorate and its resources ensuring resources are maximised to meet the Directorate's targets and objectives.</p> <p>As a member of the of the Directorate Management team, contribute to the corporate management of the Directorate; the achievement of national priorities and delivery of key service improvements to ensure safe and effective patient care. This includes promoting a culture of compliance with the infection prevention and control programme and</p>



Level	Management Position	
		<p>facilitating compliance with policy, to ensure NHS Lothian achieves locally and nationally set targets for reducing HAI. This also includes providing assurances to the Chief Officer that all departments on site are fully prepared and meet the expectations and standards of any inspections from Healthcare Environment Inspectorate and Healthcare Improvement Scotland.</p> <p>To improve patient flow across the site, the General Manager will have to work closely with the Integrated Joint Boards in the planning and delivery in order to minimise delayed discharges.</p> <p>Work always within the context of NHS Lothian values.</p>
6	<b>Clinical Service Manager</b>	<p>Accountable to the General Manager for the management and control of the Directorate resources, achievement of business performance objectives within quality standards e.g. local and national HEAT targets are achieved) and contribute to the corporate management of the Division through the Directorate Management Team.</p> <p>The Clinical Service Manager has a key role to play in the infection prevention and control programme by promoting a culture of compliance and facilitating compliance with policy, to ensure NHS Lothian achieves locally and nationally set targets for reducing HAI.</p> <p>Responsible for provision of operational support to the General Manager in the efficient and effective delivery of LRP. Work always within the context of NHS Lothian values.</p> <p>The Clinical Service Manager needs to ensure that patient flow is optimised across all their services.</p>
7	<b>Clinical Nurse Manager</b>	<p>Accountable to the Clinical Service Manager with operational responsibility for providing clinical, managerial and professional leadership in the running of the service and influencing the future service delivery and nursing strategy, accountable for the delivery and standards of care provided to patient and ensuring safe effective person centred care. This includes promoting a culture of compliance with the infection prevention and control programme and facilitating compliance with policy, to ensure NHS Lothian achieves locally and nationally set targets for reducing HAI.</p> <p>Lead in the appraisal and setting of personal development plans for ward managers and their senior nursing staff including ensuring access to CPD and individual performance management and implementation of revalidation processes.</p>

Level	Management Position	
8	<b>Senior Charge Nurse</b>	<p>Accountable to the Clinical Nurse Manager and has clinical, professional leadership and managerial responsibility for the nursing service, on a 24-hour basis within the ward and has overall responsibility for clinical and staff governance issues. The post holder will promote team working to maximise service performance and ensure the delivery of safe and effective clinical practice.</p> <p>The post holder has overall responsibility for supervision of the assessment of care needs, the delivery and maintenance of optimal care outcomes and ensuring that NHS Lothian's standards, values and beliefs are upheld.</p> <p>Enhance the patient experience by ensuring that the highest standard of personalised nursing care and support is delivered to patients and their families in partnership with all members of the multi disciplinary team.</p> <p>Ensure that the clinical area/department is efficiently managed at all times, including the management of the allocated budget in conjunction with the Clinical Nurse Manager/Associate Nurse Director.</p> <p>Contribute to the delivery of the organisations' objectives and support the Clinical Nurse Manager, deputising in his/her absence.</p>

Table 4: Responsibility and Accountability in the Medical and Nursing Structures in Acute Hospitals

Please note that this table does not include allied health professionals, which as a group cover an [extensive range of roles](#). Within NHS Lothian, Allied health professionals report operationally through the general management structure, and are professionally accountable to the Allied Health Professionals Director and the Executive Director for Nursing, Midwifery, and Allied Health Professionals.

Level	MEDICAL	NURSING
1	<b>Medical Director – Acute Services</b>	<b>Nurse Director – Acute Services</b>
	<p>Is accountable to the Chief Officer (Acute Services) with professional accountability to the Medical Director. Is a member of the Senior Management Teams with specific responsibility for supporting delivery of access target, quality improvement, healthcare governance, and patient safety in the acute services.</p> <p>Acts as the professional lead for all medical staff working within the Acute Services., and will provide highly visible clinical leadership across the acute sites.</p> <ul style="list-style-type: none"> <li>• To function as an active &amp; effective member of site/service leadership/management forums including the acute senior management team and the Patient Safety &amp; Experience Action Group.</li> <li>• To support optimal performance of the site and service senior management teams in delivering agreed objectives</li> <li>• Working with the Nurse Director- Acute Services, provide clinical advice &amp; expertise to the site director and the senior management team on the provision of safe &amp; effective care.</li> <li>• To work closely with the Site CMTs to develop and implement a strategy that ensures the ongoing improvement and optimisation of patient flows for both scheduled and unscheduled care throughout the hospitals.</li> <li>• Participate in workforce planning and development to ensure the workforce can meet the demands of the</li> </ul>	<p>Is accountable to the Chief Officer (Acute Services) with professional accountability to Executive Director for Nursing, Midwifery and Allied Health Professionals. Is a member of the senior leadership team and with the Medical Director- Acute Services has responsibility for supporting delivery of access targets, quality improvement, healthcare governance and patient safety in the acute services.</p> <p>Acts as the professional lead for all nursing staff working within Acute Services, and will provide highly visible clinical leadership across the acute services.</p> <ul style="list-style-type: none"> <li>• To function as an active &amp; effective member of site/service leadership/management forums including the acute senior management team and the Patient Safety &amp; Experience Action Group</li> <li>• Have a shared responsibility with the Medical Director – Acute Services in respect of clinical and care governance</li> <li>• Has professional responsibility for those nurses working within the services areas that the site is responsible for including adequate supervision of nurses in training</li> <li>• To work closely with the Site CMTs to develop and implement a strategy that ensures the ongoing improvement and optimisation of patient flows for both scheduled and unscheduled care throughout the hospitals.</li> </ul>

Level	MEDICAL	NURSING
	<p>population.</p> <ul style="list-style-type: none"> <li>• Participate as a member of site senior management team, using available data, to identify areas of risk and where required ensure effective corrective/ improvement actions are deployed &amp; monitored</li> <li>• Provide visible leadership and support across site/service</li> <li>• To ensure the processes that support clinical governance are in place (adverse events risk complaints etc &gt;to monitor the effective implementation of guidelines and standards, audit of effectiveness of care) and to ensure that systems and processes are safe and effective</li> <li>• To provide professional leadership for the management of all medical staff including adequate supervision of doctors in training</li> <li>• To support the processes that allow as RO assurance to be provided to the board that all doctors in portfolio are practising to the standards set out by the GMC.</li> <li>• Support the drive to look at continuous quality improvement through use of data and also using current research evidence.</li> </ul>	<ul style="list-style-type: none"> <li>• Participate in workforce planning and development to ensure the workforce can meet the demands of the population.</li> <li>• Provide professional oversight which in turn will support optimal performance of site/senior management team in delivering agreed objective</li> <li>• To provide clinical advice &amp; expertise to the site director and senior management team on the provision of safe &amp; effective care.</li> <li>• Provide visible leadership and support across site/service to ensure the processes that support clinical governance are in place (adverse events risk complaints etc</li> <li>• To monitor the effective implementation of guidelines and standards, audit of effectiveness of care and to ensure that systems and processes are safe and effective</li> <li>• Ensure through managerial and professional lines that all registered nurse have revalidated and are fit to practice in line with the NMC standards</li> <li>• Provide professional support and advice to managers and clinical nurse managers in addressing any professional and capability issues that might arise in individual members of nursing staff who are or have failed to comply with the NMC code of practice</li> <li>• Support the drive to look at continuous quality improvement through use of data and also using current research evidence.</li> </ul>
2	<b>Associate Medical Director</b>	<b>Associate Nurse Director</b>
	<p>At each site, the senior leadership team comprises of: Site Director, Associate Nurse Director and Associate Medical Director, who are collectively responsible for ensuring high quality, safe and effective patient-focussed services and are accountable to the Site Director</p> <p>To provide visible professional leadership and management for all medical staff within the site/ pan Lothian service. This</p>	<p>At each site, the senior leadership team comprises of: Site Director, Associate Nurse Director and Associate Medical Director, who are collectively responsible for ensuring high quality, safe and effective patient-focussed services and are accountable to the Site Director</p> <p>To provide nursing expertise and leadership across the site/pan Lothian service as part of the Senior Management Team, expected to lead, plan, prioritise and deliver the Nursing and Quality agenda.</p>

Level	MEDICAL	NURSING
	<p>includes: consultants, SAS doctors, Doctors in training, Clinical Academics, senior scientists and Locums, as appropriate. The role leads, motivate and inspire medical staff to ensure delivery of clinical services aligned to corporate objectives.</p> <p>Deliver robust and effective Acute Hospital performance in Clinical, Financial and Staff Governance to achieve the highest standards of quality, patient safety, patient experience and the efficient and effective use of staff and financial resources</p> <p>Participate in workforce planning and development to ensure the workforce can meet the demands of the population.</p> <p>Analyse situational reports, data and activity trends to respond to service demands and take appropriate action through the creation of appropriate actions/programmes to support flow and unscheduled care activity, adapting to changes/plans as required.</p> <p>To function as an active &amp; effective member of site/service leadership/management forums including the site Patient Safety &amp; Experience Action Group.</p> <p>The role is responsible , the Associate Nurse Director, for ensuring that local and national clinical standards/indicators are monitored and managed through effective service and site clinical governance arrangements.</p> <p>To work closely with the Site CMT to manage the ongoing improvement and optimisation of patient flows for both scheduled and unscheduled care throughout the hospital.</p> <p>Together with the Associate Nurse Director, this includes providing leadership to the infection prevention and control</p>	<p>To provide clinical leadership to all nursing services and participate as a member of the Management Team contributing to the delivery of safe, timely care within the hospital site, ensuring compliance with NMC policy and guidelines in relation to the provision of patient care and standards of professional practice and conduct.</p> <p>Deliver robust and effective Acute Hospital performance in Clinical, Financial and Staff Governance to achieve the highest standards of quality, patient safety, patient experience and the efficient and effective use of staff and financial resources</p> <p>Participate in workforce planning and development to ensure the workforce can meet the demands of the population.</p> <p>Analyse situational reports, data and activity trends to respond to service demands and take appropriate action through the creation of appropriate actions/programmes to support flow and unscheduled care activity, adapting to changes/plans as required.</p> <p>To function as an active &amp; effective member of site/service leadership/management forums including the site Patient Safety &amp; Experience Action Group.</p> <p>To work closely with the Site CMT to manage the ongoing improvement and optimisation of patient flows for both scheduled and unscheduled care throughout the hospital.</p> <p>To ensure the provision of a visible, accessible and authoritative nursing presence in ward settings, providing assistance, advice and support to patients and their families and ensuring receipt of timely, safe, effective patient centred care.</p> <p>Together with the Associate Medical Director, this includes providing</p>

Level	<b>MEDICAL</b>	<b>NURSING</b>
	programme, promoting a culture of compliance and facilitating compliance with policy, to ensure NHS Lothian achieves locally and nationally set targets for reducing HAI. This also includes providing assurances to the Chief Officer that all departments on site are fully prepared and meet the expectations and standard of any inspections from Healthcare Environment Inspectorate and Healthcare Improvement Scotland	leadership to the infection prevention and control programme, promoting a culture of compliance and facilitating compliance with policy, to ensure NHS Lothian achieves locally and nationally set targets for reducing HAI. This also includes providing assurances to the Chief Officer that all departments on site are fully prepared and meet the expectations and standard of any inspections from Healthcare Environment Inspectorate and Healthcare Improvement Scotland.
3	<b>Clinical Director</b>	<b>Clinical Nurse Manager</b>
	<p>This post is part of the directorate leadership team which is collectively responsible for ensuring high quality, safe, effective, patient-focussed services.</p> <p>The post holder provides visible professional leadership and management for all medical staff within the directorate alongside the Associate Medical Director. The medical staff includes consultants, doctors in training, clinical academics, senior scientists, associate specialist &amp; non training grade doctors (clinical fellows) and locums. The role will lead, motivate and inspire medical staff to ensure delivery of clinical services aligned to corporate objectives.</p> <p>The role is responsible, with the General Manager and Clinical Service Manager, for ensuring that local and national clinical standards/ indicators are monitored and managed through effective directorate clinical governance arrangements.</p>	<p>Accountable to the Clinical Service Manager with operational responsibility for providing clinical, managerial and professional leadership in the running of the service and influencing the future service delivery and nursing strategy, accountable for the delivery and standards of care provided to patient and ensuring safe effective person centred care. This includes promoting a culture of compliance with the infection prevention and control programme and facilitating compliance with policy, to ensure NHS Lothian achieves locally and nationally set targets for reducing HAI.</p> <p>Lead in the appraisal and setting of personal development plans for ward managers and their senior nursing staff including ensuring access to CPD and individual performance management and implementation of revalidation processes.</p> <p>Professionally accountable to the Associate Nurse Director.</p>

\*AHP report through the line management structure and professionally through the AHP Director to the Executive Nurse Director

### (iii) **Supporting Role**

This sub-section sets out those with a 'supporting role', being those who are employed in activities which underpin healthcare governance. This includes activities such as quality improvement, clinical effectiveness, audit, complaints handling and risk management.

Dr Simon Watson, Chief Quality Officer, leads the Quality Improvement Directorate, and you can find details on the team and all of its activities on the dedicated quality improvement website:

<https://qilothian.scot.nhs.uk/quality-directorate>

The **Quality Improvement Directorate** is relatively new, bringing together what were previously separate functions. The overall role of the directorate is to improve patient experience and quality of care through service change and data management. Staff from the Quality Improvement Support Team (QIST) can provide on-the-ground and strategic support to bring about tangible, sustainable improvement in experience and outcomes of care using the quality improvement framework.

The department has three main functions:

- I. Quality improvement
- II. Assurance
- III. Risk management

You can find out more about the department and its activities on its intranet page:

<http://intranet.lothian.scot.nhs.uk/Directory/ClinicalGovernance/Pages/ClinicalGovernanceinNHSLothian.aspx>

Professor Alex McMahon, Executive Director for Nursing, Midwifery & Allied Health Professionals, is responsible for the **Patient Experience Team**, which is the team which centrally manages the processes for feedback from patients on their experience. You can find out more about the department and its activities on its intranet page:

<http://intranet.lothian.scot.nhs.uk/Directory/PatientExperienceAndFeedback/Pages/default.aspx>

#### (iv) Practising Role

Everyone in NHS Lothian has a responsibility for patient safety and quality, and some of those have already been recognised in the preceding sections. Clinical and support staff are encouraged to take responsibility for promoting the health, safety and security of people receiving care. Everyone works within their scope of practise and accountability, to standards associated with their role. Therefore all staff have a responsibility for patient safety and quality by initiating remedial actions in response to patient safety and quality concerns, suggesting and implementing improvements to services and in exercising professional responsibility for both themselves and their peers, while respecting NHS Lothian Values.

The governance monitoring and measurement frameworks support staff to use a range of information relevant to their work to identify variation, monitor performance and support improvement. At ward level across NHS Lothian the CASS delivering excellence statement is being put in place to further enhance near time information and measurement that should further support front line clinicians to monitor locally a number of key quality performance indicators.

Leaders and managers in all areas have particular responsibility as role models and enablers in the promotion of safety, quality, and must demonstrate this through their everyday actions and behaviours.

All clinical leads are responsible for promoting high standards of patient safety and quality of care and development of clinical practice as well as providing professional advice and leadership to other healthcare professionals. This includes offering advice about current clinical practice, quality, safety, and being an active member of quality assurance, quality improvement and clinical risk management groups.