The KSF handbook wording for:

Core 5 – Quality

Status

Core – this dimension is a key aspect of all jobs as everyone is responsible for the quality of their own work. It underpins all the other dimensions in the NHS KSF.

Levels

1. Maintain the quality of own work
2. Maintain quality in own work and encourage others to do so
3. Contribute to improving quality
4. Develop a culture that improves quality

Description

This dimension relates to maintaining high quality in all areas of work and practice, including the important aspect of effective team working. Quality can be supported using a range of different approaches including: codes of conduct and practice, evidence-based practice, guidelines, legislation, protocols, procedures, policies, standards and systems.

This dimension supports the governance function in organisations – clinical, corporate, financial, information, staff etc.

Progression through the levels in this dimension is characterised by:

- increasing scope – from own activities to the work of others and then broader areas
- greater proactivity in improving quality and addressing quality issues.

Links to other KSF dimensions

This dimension is supported by:

- Core 1 Communication
- Core 6 Equality and Diversity

This dimension is different from dimensions:

- Core 4 Service Improvement which focuses on taking forward services whereas this focuses on the quality of current practice
- G6 People Management which focuses on managing the quality of other people’s work.
The KSF handbook wording for:

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Level 1 – Maintain the quality of own work

Indicators:

The worker:
   a) complies with legislation, policies, procedures and other quality approaches relevant to the work being undertaken
   b) works within the limits of own competence and responsibility and refers issues beyond these limits to relevant people
   c) acts responsibly as a team member and seeks help if necessary
   d) uses and maintains resources efficiently and effectively
   e) reports problems as they arise, solving them if possible

Examples of application:

Legislation, policies and procedures:

- accident/incident reporting
- anti-discriminatory practices
- building regulations and standards
- children
- clinical negligence
- corporate identity
- criminal justice
- data and information protection and security (including the specific provisions relating to access to medical records)
- emergencies
- employment
- equality and diversity
- harassment and bullying
- hazardous substances
- health, safety and security
- human rights
- infection control
- ionising radiation protection measures
- language
- mental health
- moving and handling
- protection of vulnerable adults
- public interest
- risk management.

Acting responsibly as a team member:

- arriving and leaving promptly and working effectively during agreed hours
- developing the necessary knowledge and skills needs by and in the team
- enabling others to solve problems and address issues
The KSF handbook wording for:

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- identifying issues at work and taking action to remedy them
- presenting a positive impression of the team and the service
- reacting constructively to changing circumstances
- recognising, respecting and promoting the different roles that individuals have in the team
- recognising, respecting and promoting the diversity of the team
- seeking and reflecting on feedback from the team and adapting as necessary
- supporting other team members
- taking a shared approach to team work
- understanding own role in the team and the wider organisation.

Resources would include:

- environments
- equipment and tools
- information
- materials.

**Level 2 – Maintain quality in own work and encourage others to do so**

**Indicators:**

**The worker:**

a) acts consistently with legislation, policies, procedures and other quality approaches and encourages others to do so
b) works within the limits of own competence and levels of responsibility and accountability in the work team and organisation
c) works as an effective and responsible team member
d) prioritises own workload and organises own work to meet these priorities and reduce risks to quality
e) uses and maintains resources efficiently and effectively and encourages others to do so
f) monitors the quality of work in own area and alerts others to quality issues.

**Examples of application:**

Legislation, policies and procedures:

- accident/incident reporting
- anti-discriminatory practices
- building regulations and standards
- children
- clinical negligence
- corporate identify
- criminal justice
- data and information protection and security (including the specific provisions relating to access to medical records)
- emergencies
- employment
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- equality and diversity
- harassment and bullying
- hazardous substances
- health, safety and security
- human rights
- infection control
- ionising radiation protection measures
- language
- mental health
- moving and handling
- protection of vulnerable adults
- public interest
- risk management.

Resources would include:

- environments
- equipment and tools
- information
- materials.

Working as an effective and responsible team member:

- arriving and leaving promptly and working effectively during agreed hours
- developing the necessary knowledge and skills needed by and in the team
- enabling others to solve problems and address issues
- identifying issues at work and taking action to remedy them
- presenting a positive impression of the team and the service
- reacting constructively to changing circumstances
- recognising, respecting and promoting the different roles that individuals have in the team
- recognising, respecting and promoting the diversity of the team
- seeking and reflecting on feedback from the team and adapting as necessary
- supporting other team members
- taking a shared approach to team work
- understanding own role in the team and the wider organisation.

Quality issues might relate to:

- complaints
- data and information gaps
- health, safety and security
- incidents
- lack of knowledge or evidence on which to base the work
- mistakes and errors
- poor communication
- resources
- team working
- workload.
The KSF handbook wording for:

Core 5 – Quality

Level 3 – Contribute to improving quality

Indicators:

The worker:

a) acts consistently with legislation, policies, procedures and other quality approaches and promotes the value of quality approaches to others
b) understands own role in the organisation and its scope and identifies how this may develop over time
c) works as an effective and responsible team member and enables others to do so
d) prioritises own workload and organises and carries out own work in a manner that maintains and promotes quality
e) evaluates the quality of own and others’ work and raises quality issues and related risks with the relevant people
f) supports the introduction and maintenance of quality systems and processes in own work area
g) takes the appropriate action when there are persistent quality problems.

Examples of application:

Legislation, policies and procedures:

- accident/incident reporting
- anti-discriminatory practices
- building regulations and standards
- children
- clinical negligence
- corporate identify
- criminal justice
- data and information protection and security (including the specific provisions relating to access to medical records)
- emergencies
- employment
- equality and diversity
- harassment and bullying
- hazardous substances
- health, safety and security
- human rights
- infection control
- ionising radiation protection measures
- language
- mental health
- moving and handling
- protection of vulnerable adults
- public interest
- risk management.
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Working as an effective and responsible team member:

- arriving and leaving promptly and working effectively during agreed hours
- developing the necessary knowledge and skills needed by and in the team
- enabling others to solve problems and address issues
- identifying issues at work and taking action to remedy them
- presenting a positive impression of the team and the service
- reacting constructively to changing circumstances
- recognising, respecting and promoting the different roles that individuals have in the team
- recognising, respecting and promoting the diversity of the team
- seeking and reflecting on feedback from the team and adapting as necessary
- supporting other team members
- taking a shared approach to team work
- understanding own role in the team and the wider organisation.

Quality issues and related risks might include:

- complaints
- data and information gaps
- health, safety and security
- inappropriate policies
- incidents
- ineffective systems
- lack of knowledge or evidence on which to base the work
- lack of shared decision making with users of services
- mistakes and errors
- poor communication
- resources
- risks
- team working
- workload.

Taking the appropriate action when there are persistent quality problems might include:

- alerting a trade union official
- alerting one’s own manager
- alerting the manager of the person concerned
- issuing warnings
- investigating incidents
- whistle blowing.
The KSF handbook wording for:

Core 5 – Quality

Level 4 – Develop a culture that improves quality

Indicators:

The worker:
   a) acts consistently with legislation, policies, procedures and other quality approaches and alerts others to the need for improvements to quality
   b) works effectively in own team and as part of the whole organisation
   c) prioritises, organises and carries out own work effectively
   d) enables others to understand, and address risks to quality
   e) actively promotes quality in all areas of work
   f) initiates and takes forward the introduction and maintenance of quality and governance systems and processes across the organisation and its activities
   g) continuously monitors quality and takes effective action to address quality issues and promote quality.

Examples of application:

Legislation, policies and procedures:

- accident/incident reporting
- anti-discriminatory practices
- building regulations and standards
- children
- clinical negligence
- corporate identify
- criminal justice
- data and information protection and security (including the specific provisions relating to access to medical records)
- emergencies
- employment
- equality and diversity
- harassment and bullying
- hazardous substances
- health, safety and security
- human rights
- infection control
- ionising radiation protection measures
- language
- mental health
- moving and handling
- protection of vulnerable adults
- public interest
- risk management.
The KSF handbook wording for:

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The need for improvements to quality might be identified by:

- analysis of legislation and other emerging requirements and standards
- auditing
- benchmarking exercises
- inspections
- investigations of incidents
- monitoring and analysis of complaints, incidents, errors etc
- observation of practice

Working effectively in own team and as part of the whole organisation:

- arriving and leaving promptly and working effectively during agreed hours
- developing the necessary knowledge and skills needed by and in the team
- enabling others to solve problems and address issues
- identifying issues at work and taking action to remedy them
- presenting a positive impression of the team and the service
- reacting constructively to changing circumstances
- recognising, respecting and promoting the different roles that individuals have in the team
- recognising, respecting and promoting the diversity of the team
- seeking and reflecting on feedback from the team and adapting as necessary
- supporting other team members
- taking a shared approach to team work
- understanding own role in the team and the wider organisation.

Risks to quality might include:

- failure to comply with legislation, published standards and guidelines
- individual’s state of health
- ineffective quality systems and approaches
- out of date quality systems and approaches
- people being unable to access legislation, policies and procedures on the ground
- people’s lack of knowledge and understanding about legislation, policies and procedures
- prevailing culture
- quality systems and approaches that are not capable of use by the intended users
- user dissatisfaction
- workload pressures and stress.