**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.
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| **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.
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| **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.
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| **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.
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| **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.
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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.