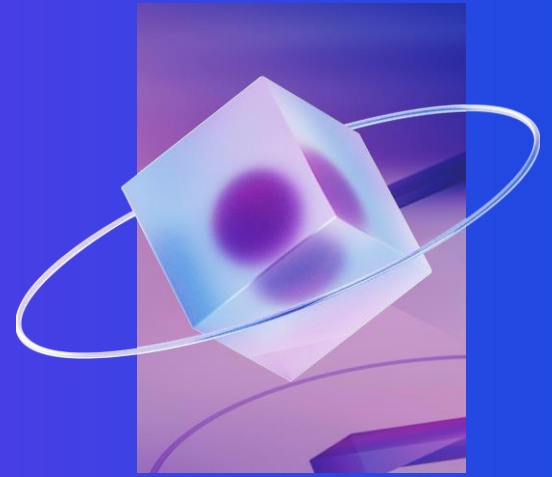


# Delivering Continuous Improvement in ICSs

## Embedding quality management at a system level



As part of April's NHS Delivery and Continuous Improvement review, NHS England set an expectation that all NHS providers, working together with their Integrated Care Boards, will embed a quality improvement method aligned with the single, shared NHS improvement approach. This will support increased productivity and enable improved health outcomes.

### What should ICBs consider first?

- 1 Integrated Care Boards should start by aligning provider partner strategies with their Joint Forward Plans to set a system-level 'True North' that directs improvement efforts across all organisations
- 2 Common improvement principles should be identified and applied across performance management systems, mapping out reporting lines and governance
- 3 Immediate projects should be identified and prioritised from within the JFP, focusing on a small number of improvement areas that will have the quickest and biggest impact on the system 'True North'
- 4 Continue to play a coordination role across the delivery of improvement initiatives, allocating resources, shaping the balance of improvement effort, and ensuring both short-term and long-term goals are met

### How can KPMG help?

Along with our partners Catalysis, we have worked globally with integrated health systems to implement quality management systems and a coordinated improvement approach.

This approach draws on our market-leading work with over 18 NHS Trusts to embed Board to Ward continuous improvement, with evidenced improvements in quality, outcomes, and CQC ratings. This means that systems are not having to start from scratch or duplicate existing efforts.

### What outcomes should I expect?

- System-wide agreement on outcomes to be achieved, including how to measure success against those outcomes
- A small number of prioritised improvement areas that will have a positive impact on system outcome measures
- A view on the strategic programmes of work needed to enable the long-term delivery of identified ICS outcomes
- Clearly outlined local projects that can be driven within individual organisations, which still support the achievement of shared ICS outcomes to encourage subsidiarity

