

Primary Care Phased Investment Programme: Final report

Appendix 5: Quality Improvement (QI) approach used to support demonstrator sites

Throughout the Primary Care Phased Improvement Programme (PCPIP), Healthcare Improvement Scotland worked closely with each demonstrator site, using a quality improvement approach, to inform the development and delivery of local improvement plans (*Figure 1*). This support was accompanied by additional funding from Scottish Government for demonstrator sites to enable change.

Figure 1: The steps of the QI journey adopted in PCPIP



The stages of the QI journey were undertaken by demonstrator sites as follows:

Creating conditions

Sites worked on creating the conditions for change for PCPIP by establishing a project team, undertaking QI training and development, agreeing ways of working and governance structures, and identifying and engaging with stakeholders.

Understanding systems

All demonstrator sites carried out activities to understand the demand, capacity, activity and queue (DCAQ) in their systems. This process involved employing tools such as process mapping and cause-and-effect analysis, as well as collecting and organising data.

Developing aims

Following the understanding of the system work, each demonstrator site refined their driver diagram to describe their theory of change. These included an overall aim, key drivers that would lead to change, and specific change ideas to be tested.

Testing changes

Demonstrator sites prioritised their change ideas for system-level improvement based on their data and local circumstances, including potential impact on health inequalities. All sites carried out tests of change and collected data to understand their impact.

Sites worked with Healthcare Improvement Scotland, and local QI teams where available, to develop a QI measurement plan which consisted of three types of measures:

- outcome measures to show whether the aim of the tests of change was being achieved
- process measures to show how the test was progressing, and
- balancing measures to highlight and monitor any unintended consequences of the test on other parts of the system.

Implement and spread

Demonstrator sites successfully tested at a small-scale and, for some areas of work, they were able to move to implementation and spread. Data was collected to understand the impact of this work, although, in some cases, this involved using a smaller dataset or collecting data less frequently than during the initial small-scale testing.

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