PACE self-sufficiency and continuous quality improvement template

PACE Team/Leads Group

- PACE Lead and Data Lead identified (crucial)
- Who else in team do they need? e.g. Solicitors, Reviewing Officers, other agencies
- Is there a Lead for each Aim? Aims groups?
- How often will the group meet? How often will Aims groups meet?
- Data for all/most meetings to track progress
- Do we still have strong "distributed leadership" at all levels with colleagues who are still generating and testing new change ideas?

Governance

- Governance and senior leadership structure - who and how often do they report? Need this for getting past any barriers and communication about new change ideas, testing and implementation of new processes/practice
- Is PACE seen as part of service planning? Part of local authority structure?

Relationship building

- Do relationships exist between people representing all agencies? (social work, CHS, SCRA, local authority legal team, health, education, third sector)
- What relationships do we need to build?
- Do we have a targeted approach to building these relationships and working towards having a PACE/QI mind-set?

Data

- Ongoing collection - for every/most meetings and for governance updates – we need to understand what the data is telling us
- Is data for all key permanence milestones being collected? Is everyone clear on who is responsible for this?
- Do we have a team available to pull the data (which isn't reliant on one person to do it)?
- Who else in other parts of the service/agencies can support this?

Listening

- Do we actively seek to understand the experiences of infants, children, young people and families?
- Do we place real weight on these lived experiences of care/the edges of care?
- Do we have a toolbox of participation resources which enables us to listen really well?

- Are we strengths-based in our focus; working *alongside* families where possible?
- Do we actively seek those "quieter" voices (such as infants or nonverbal children, to name a couple of examples but not an exhaustive list)
- Do have a clear feedback loop? In what ways are we getting feedback from children, carers and families? How are we learning from them what the barriers are to the system?
- Do we really welcome feedback?

Communication
- Newsletter? Intranet? Meeting other parts of service/agencies?
- Need to be able to get ideas of barriers and change ideas, and also share what is being tested and any new processes/practice to be implemented
- PACE email box to collect ideas?
- How will PACE/QI become part of normal practice?
- Do we have PACE as a standing agenda item for meetings?
- Frequent sharing of permanence/improvement work with other areas (both within own local authority and across Scotland)
- How do we have regular communication with our governance structure and/or corporate parenting board? And with groups representing the views of children and young people with care experience?

Aims
- Refresh Aims on a regular basis to bring back focus, momentum and to have a clear improvement plan
- Monitor Aims on a regular basis at PACE group meetings, using data and info from testing
- Remind of what is needed for setting new Aims - clear, %, from and by when, etc.
- Outcome measure - how will this be recorded/analysed and who will do it?
- Set local Aims and not just PACE Aims

Testing
- What did we learn from innovations as a response to Covid? Do we want to keep testing or implement these?
- How are we making sure we are hearing from everyone who has an idea of a change to test?
- Focus on key change ideas to test – where do you think you will make the biggest impact?
- Use PDSA forms - can do Plan, Study and Act as a group if helpful, with people who have been tested
- Have time at Leads groups to reflect on testing and decide next steps ("Study" and "Act")
- Identify who is leading on each change idea to be tested (helps to co-ordinate evidence)

- Capture qualitative data (feedback etc.) from children, parents, carers and colleagues where at all possible – e.g. how did it feel? Was it easier/more helpful? Did it take too long?
- Lead and Aims groups lead to be kept aware of all testing
- Spread and scale: has it been tested in enough settings? Across all localities? Any other adaptations to be done? Do we have feedback from everyone who would be affected by it?
- Don't rush to implement without capturing the necessary evidence and testing in a variety of situations

Implementation of change ideas
- Do we have innovations as a result of Covid that we want to implement? Do we have enough data/feedback to do this?
- Look at evidence from PDSAs/feedback/data etc. and agree as PACE group if should implement
- Get approval from whoever needs to - may be many service leaders
- What is in your "change package"? e.g. flowchart of new process; written guidance on why new process being introduced and what it is; who to contact for more info about it; links to where key resources are kept; etc.
- Clear flowchart of new processes and/or clear outline of what is involved in new practice shared
- Consider: standardization of approach; documentation; training; measurement; and appropriate resourcing for implementation
- Are colleagues aware/trained in the new innovation? Coaching for this?
- Communication: tell all who needs to know of new process/practice; where to find resources/more info; why it is such a positive new way of working; and what date will it start on?
- Who should colleagues contact for more info/feedback?
- Periodic self-audits can be useful determining if new practices are being followed

Quality Improvement ("QI") knowledge
- Are we committed to continuous improvement?
- Do we have a good knowledge of QI across the local authority area and multi-agency team? If not, how do we build this?
- How do we make links within our local authority with colleagues who are trained in QI?
- Do we have people ready to learn about QI as part of their ongoing continued professional development?

## Sharing knowledge across Scotland
- How can we use our networks to share what we've learned and learn from others across Scotland?
- How can we use our QI knowledge to tackle other challenges?

CELCIS
- Information on the CELCIS website - www.celcis.org - with PACE legacy info/resources and we will be in touch when this goes live

RESOURCES
- www.celcis.org
- Scottish Government's Three Step Improvement Framework for Scotland's public service: https://www.gov.scot/publications/three-step-improvement-framework-scotlands-public-services/
- Institute for Healthcare Improvement: www.ihi.org
- Scottish Government's publication, The Scottish Improvement Journey: https://www.gov.scot/publications/scottish-improvement-journey-nationwide-approach-improvement-compiled-2016-17/
- YouTube videos on QI (Robert Lloyd's are very helpful)
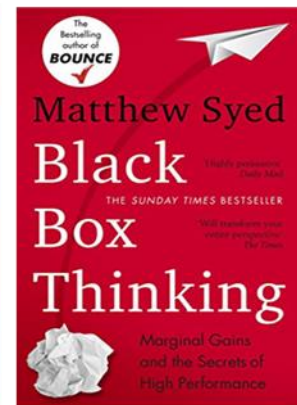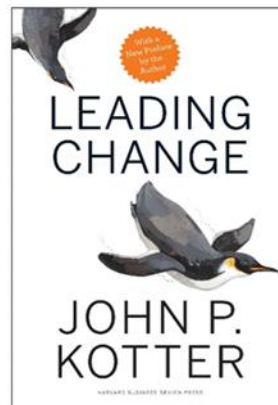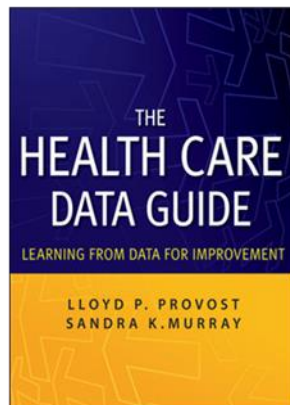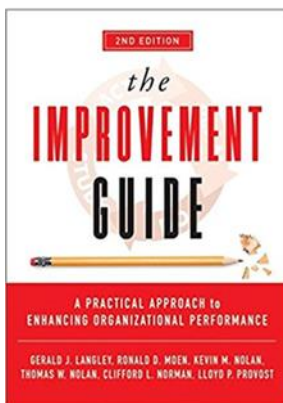
Permanence and Care Team
CELCIS
October 2020