Knowledge of improvement methods and how to use them at all levels
Developing People Improving Care was created by the thirteen organisations that form the National Improvement and Leadership Development Board. Every month the operational leads for Developing People Improving Care from those thirteen organisations meet as an implementation group, which drives our approach to the framework, and ensures greater alignment between our work.
Introduction

This short guide is the third in a series of five which aims to provide more information to those with a deeper interest in any of the five conditions that underpin Developing People Improving Care. This guide relates to Condition Three ‘Knowledge of improvement methods and how to use them at all levels’.

Improvement methods accelerate the rate and improve the effectiveness of change to deliver positive clinical and operational outcomes for all. They enhance the uptake of evidence-based approaches to care and reduce unwarranted variation.

In addition, there is compelling evidence of significant uplift in staff engagement and morale in organisations that have embedded improvement. Organisations and systems nationally and internationally have achieved outstanding performance using an improvement approach.

If we build our improvement capability and give NHS employees a culture that is compassionate and inclusive, health and care will be well placed to face the challenges of the future.
Developing People Improving Care Together.

*Developing People Improving Care* is the national framework to develop leadership and improvement capability throughout the health and care system. It seeks to create the right conditions to equip and encourage all staff and organisations involved in NHS funded activity to continually improve their local health and care systems.

**The change we want to see:**

- Behavioural change from the centre, with oversight bodies modelling compassionate and inclusive leadership
- Enhanced systems leadership capacity throughout the NHS
- Improvement skills for all staff
- Compassionate, inclusive leadership delivered by staff at all levels
- The right numbers of diverse, appropriately developed people to fill current and future senior management vacancies.
Why this is important

Evidence and experience from high performing health and care systems shows that having these capabilities enables teams to continuously improve population health, patient care, and value for money. Developing these capabilities and giving people the time and support required to see them succeed is vital if the healthcare system is to meet the challenges it faces.

The three pledges

The oversight bodies that are part of Developing People Improving Care recognise that our behaviour and approach to how we do our jobs directly affects the time and space that those on the frontline have to focus on leadership and quality improvement.

Because of this, we made three pledges in Developing People Improving Care:

1. We will model in all our dealings with the service and in our own organisations the inclusive, compassionate leadership and attention to people development that establish continuous improvement cultures.

2. We will support local decision-makers through collectively reshaping the regulatory and oversight environment. In particular, we owe local organisations and systems time and space to establish continuous improvement cultures.

3. We will use the framework as a guide when we do anything at a national level concerning leadership, improvement and talent management so we engage across the service with one voice.
Condition Three: Knowledge of improvement methods and how to use them at all levels

The ambition inspired by this condition is for all NHS-funded organisations across England, with regional and national partners, to invest in building skills in quality improvement and continual learning among all their teams. The aim is for continuous improvement to be core to everyday work for everyone working in NHS-funded services. Extending this capability into primary, community and social care is vital to performance improvement across health and care systems.

There are several approaches to improvement methods, but all share the same basic principles. As the Berwick review identified, not everyone needs to be expert in an approach, but all staff and teams should understand the principles and all organisations should have enough staff with the leadership and expert analytical skills to lead and sustain improvement work through coaching teams.

Research into the factors driving high quality health systems shows that board and executive teams’ understanding of leading for improvement is crucial. In addition, whilst there a number of regional networks that support provider and commissioning organisations in building improvement capability very well, a more coordinated and coherent offer needs to be developed. Patients, service users, families and communities should always be involved as equal partners with professionals in re-designing and improving processes and systems.
Build improvement capability among providers, commissioners, patients and communities

- Develop ‘Leading for Improvement’ programmes for boards of providers and commissioning organisations
- Co-design with primary care practitioners a training offer for primary care
- Embed leading for improvement in all core leadership development programmes
- Issue guidance for providers indicating the scale of training required to embed quality improvement capability in their organisations
- Identify the current training and support infrastructure in relation to improvement
- All sponsoring organisations develop their approaches to involving patients and/or carers in their work
- Develop a procurement framework for specialist providers
- Provide guidance to boards on how to build organisational and system improvement
- Support board and executive teams access to relevant improvement training
Condition 3: Knowledge of improvement methods and how to use them at all levels

(Continued from the previous page)

ACTION

Embed improvement and leadership development in curricula, revalidation and award schemes

- Develop a strategy for implementing the recommendations of Quality Improvement-Training for Better Outcomes, alongside royal colleges and other relevant professional groups
- Establish a working group to review Clinical Excellence Awards
- Work with Medical Royal Colleges, professional regulators and others to implement new curricula and revalidation processes that include improvement and leadership skills
Case Studies

Case study one: Leading for Improvement

Developing People Improving Care recognises the importance of the boards of healthcare organisations in role-modelling and embedding an improvement mindset in their organisations. Nevertheless, the extent, quality, and availability of training and quality improvement coaching support varies widely across the country. Following a successful pilot programme in 2016-2017, funding was granted to take a cohort of NHS organisations through the programme, facilitated by an external delivery partner.

The programme supports Boards to focus on:

- Understanding the key characteristics of successful Quality Improvement methodologies and the boards role in empowering staff at all levels to continually strive to improve their working practice to deliver high quality, compassionate care for patients
- Understanding the cultures and behaviours that are seen in high-performing organisations and how to develop strategies to build capability and empowered leaders at every level through the organisation
- Understanding how to build Quality Improvement into organisational governance identifying the importance of improvement and assurance
- Understanding the difference between measurement for improvement and measurement for judgement and how to develop a more robust strategy for measuring data at Board level and all levels through the organisation

The programme is underpinned by evidence and free resources are available on the NHSI website.
Case study two: Improving care for older people in homes

Sutton care homes

Older people with complex health needs are benefiting from improved care thanks to a new care model supported by widespread staff training.

Throughout the whole process, we have been actively involved and feel that we have had a voice instead of just being told what to do.

— Sarah Stacey
Registered Manager, Crossways Nursing Home

The number of older people with complex healthcare needs is predicted to increase significantly over the coming years. In response, Sutton Homes of Care developed a new initiative to enhance the training and skills of care staff to deliver better care in Sutton, South West London. The aim of the programme is to improve the health and quality of life of all care home residents in Sutton through a new care model that offers older people improved, integrated healthcare and rehabilitation services.

As well as broader aims, the programme wanted to reduce inappropriate calls to the ambulance service, which they addressed by producing up-to-date training resources to share advice on best practice.

The programme is one of 50 vanguard sites, selected to take a lead on developing new care models, intended to act as the blueprints for the NHS moving forward and providing inspiration to the rest of the health and care system.
The programme shaped the new training materials with the support of local expertise, including community nursing services, hospital staff, care home staff and the London Ambulance Service. Registered Manager Sarah Stacey felt this approach provided “the skills and confidence to care for our residents in a much more proactive way.” She added “Throughout the whole process, we have been actively involved and feel that we have had a voice instead of just being told what to do.”

The training materials, which include films and posters (all available online) have improved confidence and helped to standardise the competence among care home staff, with resulting improvements in residents’ care. The initiative was low cost and has led to significant benefits for the NHS, including a reduction of ambulance call outs, A&E attendances and hospital admissions, as well as improved staff morale.

Christine Harger, Quality Assurance Manager at Sutton Clinical Commissioning Group explained the vision: “By developing education and training resources for care home staff that is transferable to care staff across the social care sector, we are empowering care staff with the information they need to provide the best care possible to residents.”
Case study three:
A GP’s quality improvement journey

Dr Farzana Hussain, Newham

An NHS England improvement leadership programme produced far-reaching changes for Dr Farzana Hussain and her GP practice.

**Video resource**
Dr Hussain shares her quality improvement journey in these three improvement diaries
- Diary 1: July 2017
  - www.youtube.com/watch?v=vukQuIKFlhs&t=170s
- Diary 2: August 2017
  - www.youtube.com/watch?v=dqogiUoVw7k
- Diary 3: September 2017
  - www.youtube.com/watch?v=FLYhjTt6cS0

**Building capability for improvement**
General Practice Improvement Leaders programme
england.si-enquiries@nhs.net | @NHSEnglandSI

Newham-based GP Dr Farzana Hussain has always had a passion for improving patient care. She is quality improvement lead for her federation but, like many GPs, she finds the process of change difficult. Engaging the rest of the team and making changes that stick are particular challenges.

In September 2016 Dr Hussain joined NHS England’s General Practice Improvement Leaders programme. Over the course of three two-day residential workshops, she was coached in facilitating teams to use improvement techniques.
The programme, run by NHS England’s Sustainable Improvement team, is available free of charge to anyone working in general practice or with a role directly supporting practices to improve their care. The facilitators are experienced clinicians and managers from primary care, together with specialist improvement and team leadership coaches.

The impact was wide ranging, including:

- increased leadership across the practice team, resulting in a healthcare assistant being supported to carry out consultations for patients with high blood pressure
- freeing up 10 per cent of the practice’s GP consultation time by signposting hayfever sufferers to local pharmacists
- reducing the number of ‘did not attends’ (DNAs) for the practice’s travel vaccine service from 12 to just one or two saving two hours per week of nursing time
- supporting other practices to increase their patient access to GP appointments
- increasing online bookings, freeing up administrative time.
Case study four: 
Building improvement skills in patients and staff 

NHS England

A new guide from NHS England is helping health and social care organisations share ideas, solve problems and make improvement happen.

“This is very useful and timely and gives the knowledge and expertise required to mobilise and implement the changes set out in the NHS Five Year Forward View. This common-sense, easy-to-read guide will be helpful to system leaders in trying to bring about the sustainable, large scale change that everyone can and is willing to contribute to. I wholeheartedly commend it and would encourage people to use it.”

— Professor Jane Cummings
Chief Nursing Officer for England

September 2017 saw the launch of a new edition of Leading Large Scale Change: A Practical Guide. The guide, developed by NHS England’s Sustainable Improvement and Horizons teams, is a refreshed version of the earlier resource and is designed to help NHS staff meet the challenges set out in the Next Steps on the NHS Five Year Forward View.

The guide provides a vital and comprehensive round up of the latest thinking and practical approaches and tools that can be used in advancing large-scale change programmes, including:

- updates on the leading models that will enable leaders to address the challenges in achieving large scale change
• the latest thinking from national and global improvement experts and change leaders

• new tools, techniques and tips to help leaders effectively progress large scale change programmes

• evidence-based insights and learning that will help leaders and change agents in healthcare

• thought-provoking content that will help leaders successfully take forward their Sustainability and Transformation Partnerships (STP), vanguard, new care model, accountable care system or other large-scale change programme

• signposting to a host of new online resources, including videos, presentations and digital media links

• the resource is also underpinned by a free skills development programme that includes webinars, masterclasses and consultation surgeries.

Find out more or download the guide at: www.england.nhs.uk/publication/leading-large-scale-change

Join in our social media campaign on Twitter to support the guide and encourage discussion and debate on the subject of large scale change using #LargeScaleChange

Get in touch
england.si-enquiries@nhs.net | @NHSEnglandSI
**Where can I find out more?**

**Resources**

Care Quality Commission  
www.cqc.org.uk

Department of Health  

Health Education England  
hee.nhs.uk

Local Government Association  
www.local.gov.uk

National Institute for Health and Care Excellence (NICE)  
www.nice.org.uk

NHS Clinical Commissioners  
www.nhscc.org

NHS Confederation  
www.nhsconfed.org

NHS England  
www.england.nhs.uk

NHS England – Improvement Hub  
www.england.nhs.uk/improvement-hub

NHS Improvement  
improvement.nhs.uk

NHS Improvement – Developing People Improving Care  
improvement.nhs.uk/resources/developing-people-improving-care

NHS Improvement – Improvement Hub  
improvement.nhs.uk/improvement-hub
NHS Leadership Academy
www.leadershipacademy.nhs.uk

NHS Leadership Academy – Resources
www.leadershipacademy.nhs.uk/resources

NHS Leadership Academy – Aspire Together
www.leadershipacademy.nhs.uk/aspireetogether

NHS Leadership Academy – Systems Leadership
www.leadershipacademy.nhs.uk/about/systems-leadership

NHS Providers
nhsproviders.org

Public Health England
www.gov.uk/government/organisations/public-health-england

Skills for Care
www.skillsforcare.org.uk/Home.aspx
Condition 3: Knowledge of improvement methods and how to use them at all levels

**Overall aim of the framework**

Continuous improvement in care for people, population health and value for money

**The five conditions (primary drivers)**

- Leaders equipped to develop high quality local health and care systems in partnership
- Compassionate, inclusive and effective leaders at all levels
- Knowledge of improvement methods and how to use them at all levels
- Support systems for learning at local, regional and national levels
- Enabling, supportive and aligned regulation and oversight

Secondary drivers

- A joint ambition: clear aims for health and healthcare
- Positive relationships and trust in place at all levels
- Governance structures to enable local decision-making
- Knowledge and practice of compassionate, inclusive high impact leadership behaviours
- Development and support for all staff
- A system and approaches for attracting, identifying and deploying the right people into the right jobs
- Leadership for improvement in practice
- Applied training in improvement methods (from micro-systems to system transformation)
- Partnering with staff, patients and communities for improvement
- Improvement and support systems in organisations
- Data systems to support improvement
- Systems and networks for sharing improvement work locally, regionally and nationally
- National bodies working effectively together
- Local systems and providers in control of, and accountable for, driving improvement
- Helpful interventions and support offers from the national bodies to local systems
Secondary drivers

A joint ambition: clear aims for health and healthcare

Positive relationships and trust in place at all levels

Governance structures to enable local decision-making

Knowledge and practice of compassionate, inclusive high impact leadership behaviours

Development and support for all staff

A system and approaches for attracting, identifying and deploying the right people into the right jobs

Leadership for improvement in practice

Applied training in improvement methods (from micro-systems to system transformation)

Partnering with staff, patients and communities for improvement

Improvement and support systems in organisations

Data systems to support improvement

Systems and networks for sharing improvement work locally, regionally and nationally

National bodies working effectively together

Local systems and providers in control of, and accountable for, driving improvement

Helpful interventions and support offers from the national bodies to local systems
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