

Building capability and leadership for improvement nationally

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**"The nine most terrifying words
in the English language are:**

**'I'm from the government
and I'm here to help.'"**

-RONALD REAGAN

Developing People - Improving Care: #ImprovingTogether

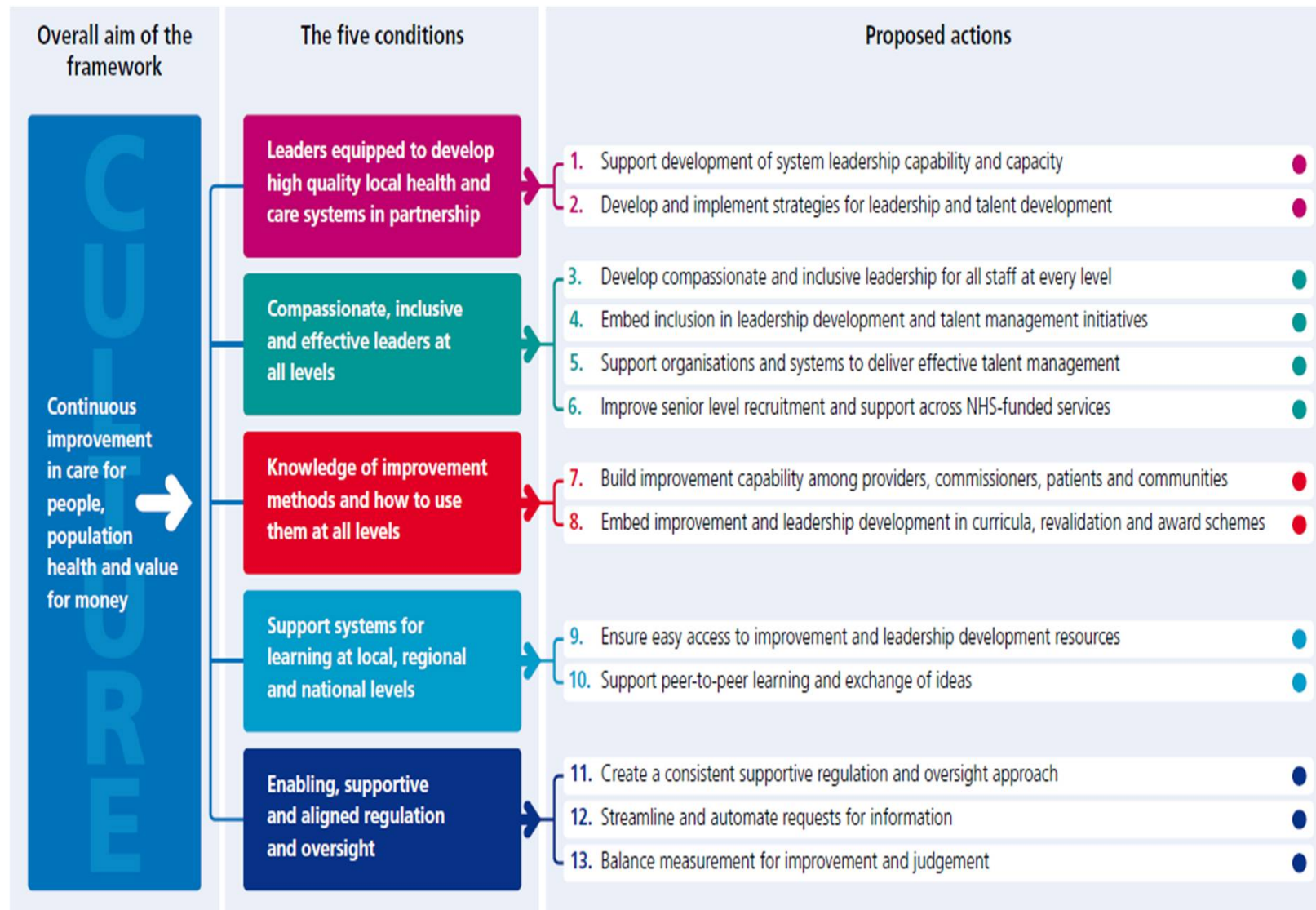


Developing People – Improving Care

A national framework for action on
improvement and leadership development
in NHS-funded services

Developing People
Improving Care
Together.

Five conditions



National pledges

Pledge 1: 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

Pledge 2: We will model in all our dealings with the sector and in our own organisations the inclusive, compassionate leadership and attention to people development that establish continuous improvement cultures

Pledge 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 sector with one voice.

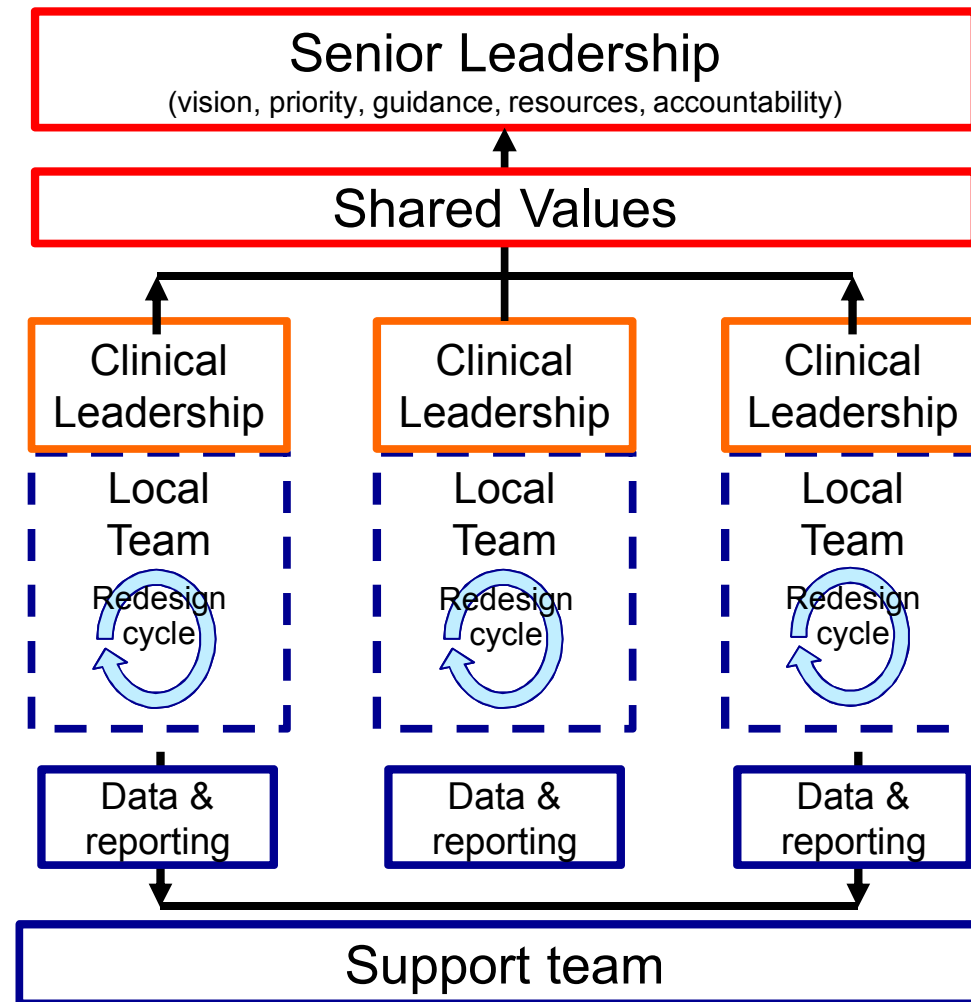
Evidence

Based on the findings from CQC inspections and in-depth conversations with leaders of almost all of these (outstanding) organisations, I have observed the following characteristics:

- A passion for high-quality, patient-centred care among the trust's leadership. This is observable not only in conversations in their offices but also when they are walking through the wards and corridors of their hospitals, talking to staff and patients
- A clear strategic direction, based on a good understanding of the trust's strengths and weaknesses, and of the external environment
- Good governance processes – knowing where problems are arising at the earliest opportunity and then dealing with them
- Good engagement with and support for staff, listening and acting on issues that can be resolved. Management and staff being aligned on the central purpose of delivering the best possible care to patients
- The ability to take tough decisions when needed
- **A focus on organisational development and quality improvement. These need to go hand-in-hand. The precise approach to quality improvement does not appear to be critical, as long as the trust has an agreed approach.**

Professor Sir Dr Mike Richards, 2017

It's hard work!!!!!!



Source: Bohmer RMJ. The Hard Work of Health Care Transformation.
New England Journal of Medicine, 2016; 375(8): 709-711.

It's hard work!!!!!!



In 2010 72% of NHS trusts and foundation trusts mentioned 'lean' in their annual report.

But lean done properly is like taking your organisation to the gym.

Many of these trusts just bought the trainers!

Alan Martyn, Director of Lean Transformation, NHS Improvement

Building improvement capability

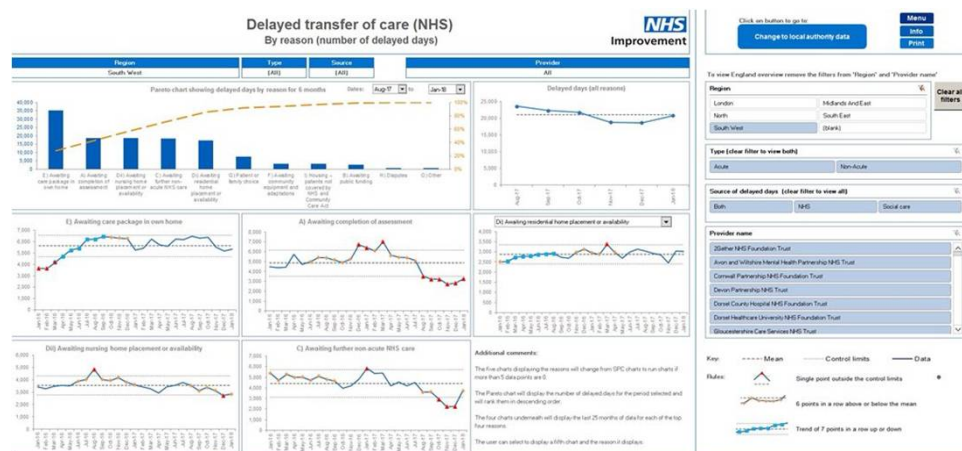


- Guidance on how to build capability
 - Training
 - Leadership
 - Culture
 - Time



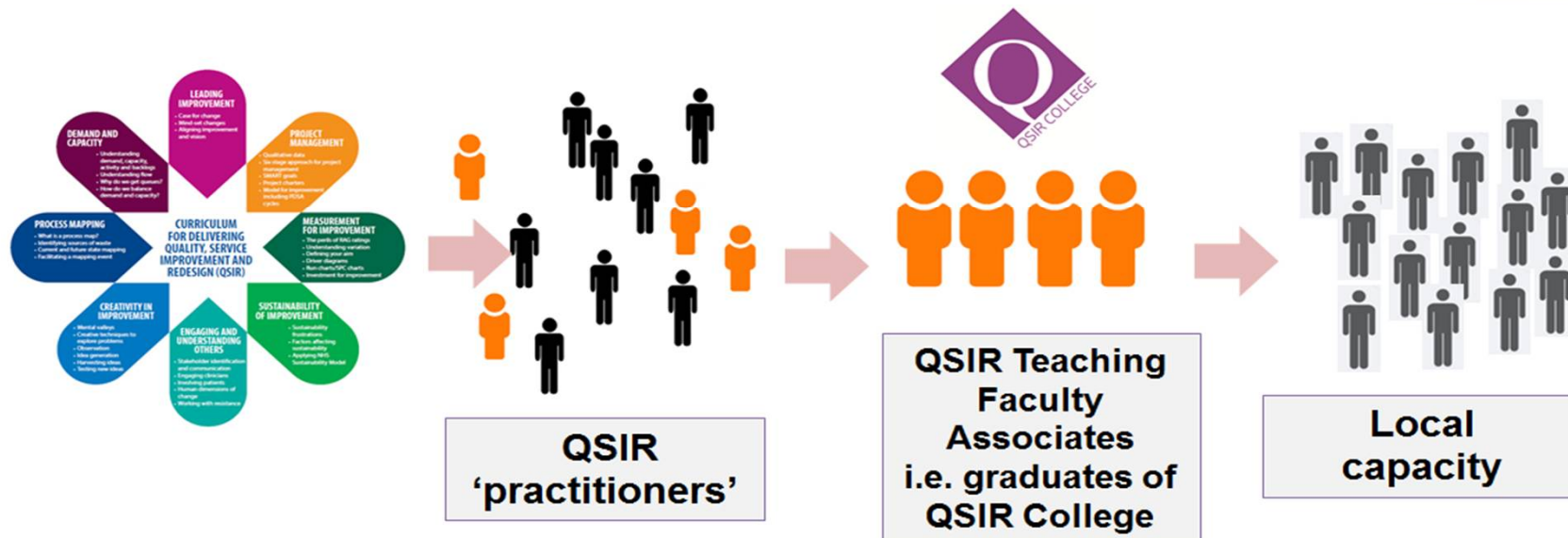
Mainstream improvement approaches

- Measurement for improvement
 - Better board reporting
 - Process visualisation tools for operational management
 - Open source tools created and free to use
 - Online community of practice

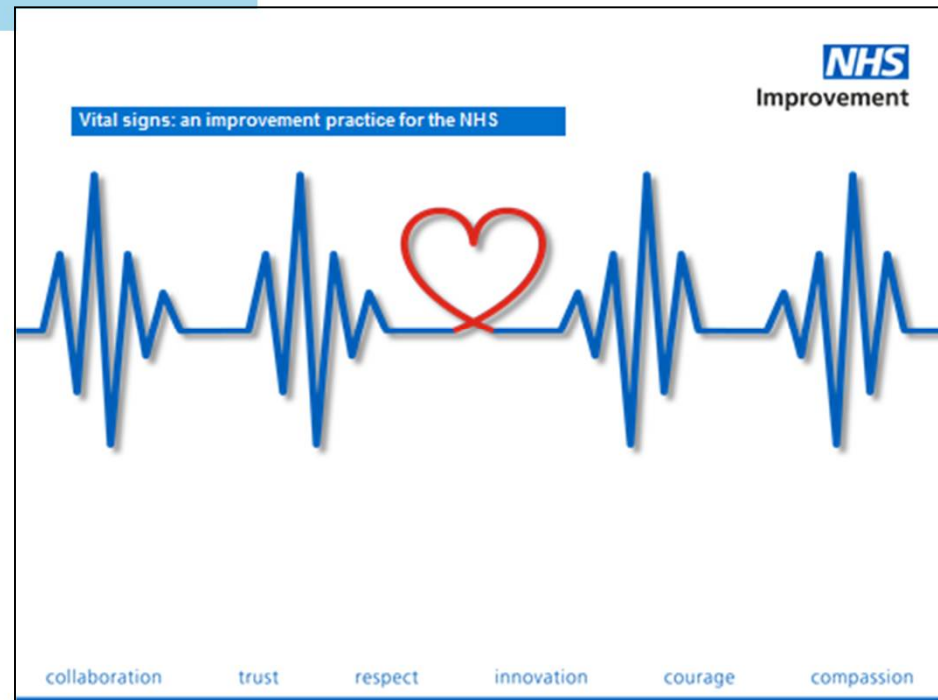


Building knowledge

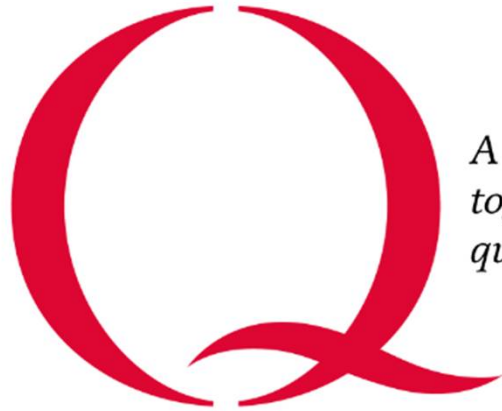
- Quality, Service improvement and Redesign (QSIR) College
- Delivered by the ACT Academy
- Fully funded



In-house 'consultancy' offers



Building community



A connected community working together to improve health and care quality across the UK

#IDN

