

“Developing People – Improving Care” – National Improvement and Leadership Development Board

Who are the authors?

The national improvement leadership and development board is made up of representatives from the Department of Health, NHS England, NHS Improvement, Health Education England, NHS Leadership Academy, NICE, CQC and various other representatives from health and social care organisations.

What is the purpose?

The framework will guide local, regional and national action on developing people who work in health and social care organisations. The purpose of the framework is to equip and encourage people in NHS funded roles to deliver continuous improvement in local health and care systems and gain pride and joy from their work. The framework aims to guide leaders at every level of the NHS to develop a critical set of improvement and leadership capabilities among their staff and themselves.

Why do we need the framework?

Evidence from high performing health and care systems shows that having effective change and leadership capabilities enables teams to continuously improve population health, patient care and value for money.

What are the critical skills identified?

The critical skills identified in the framework are:

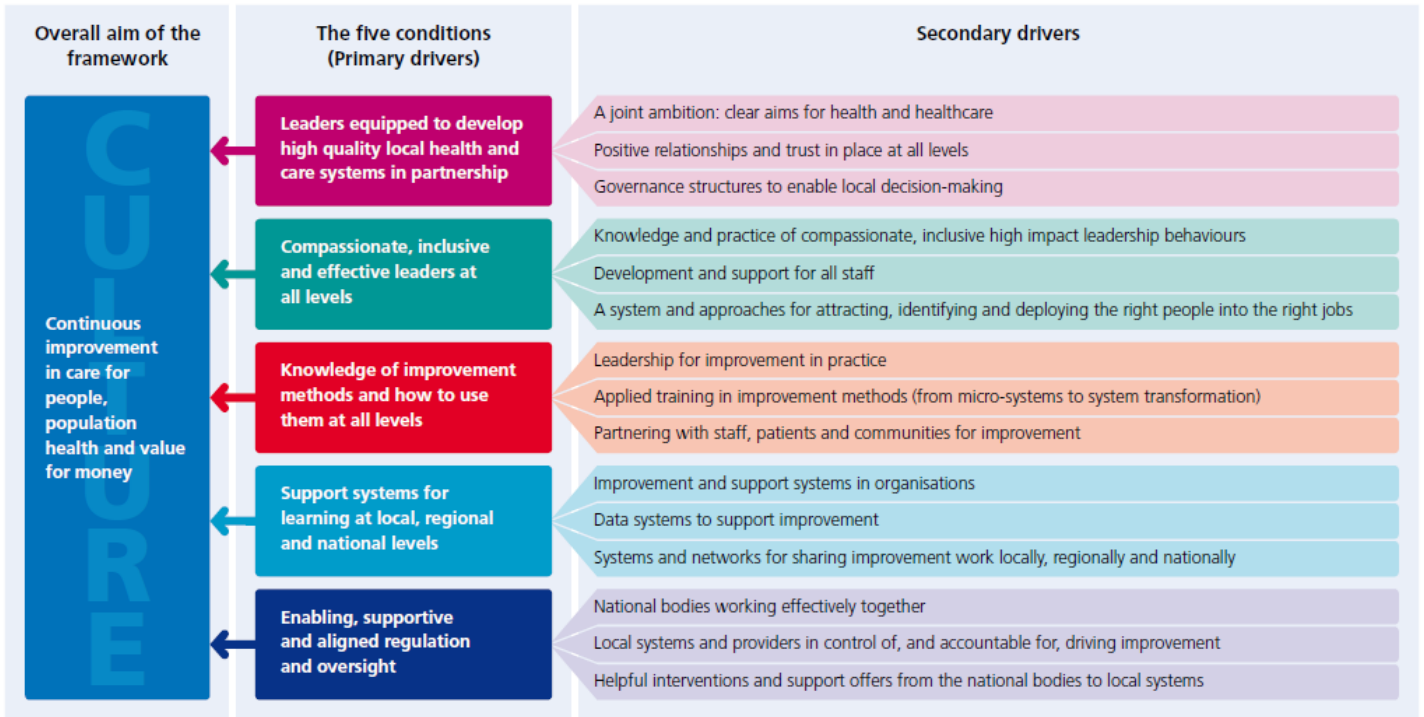
- **System leadership skills** – these skills help leaders to build trusting relationships, agree shared system goals and collaborate across organisational and professional boundaries.
- **Improvement skills** – for staff at all levels. *Chief executives of the majority of provider trusts rated outstanding by the Care Quality Commission, credit established Quality Improvement methods* for improvement in their operational performance, staff satisfaction and quality outcomes.
- **Compassionate, inclusive leadership skills** - this means paying close attention to the people you lead, understanding the situations they face, responding empathetically and taking thoughtful and appropriate action to help. These traits create learning cultures where improvement methods can engage colleagues, patients and carers, deliver cumulative performance improvements and make health and care organisations great places to work.
- **Talent management** – to fill current senior vacancies and future leadership pipelines with the right numbers of diverse, appropriately developed people.

What do leadership teams need to do?

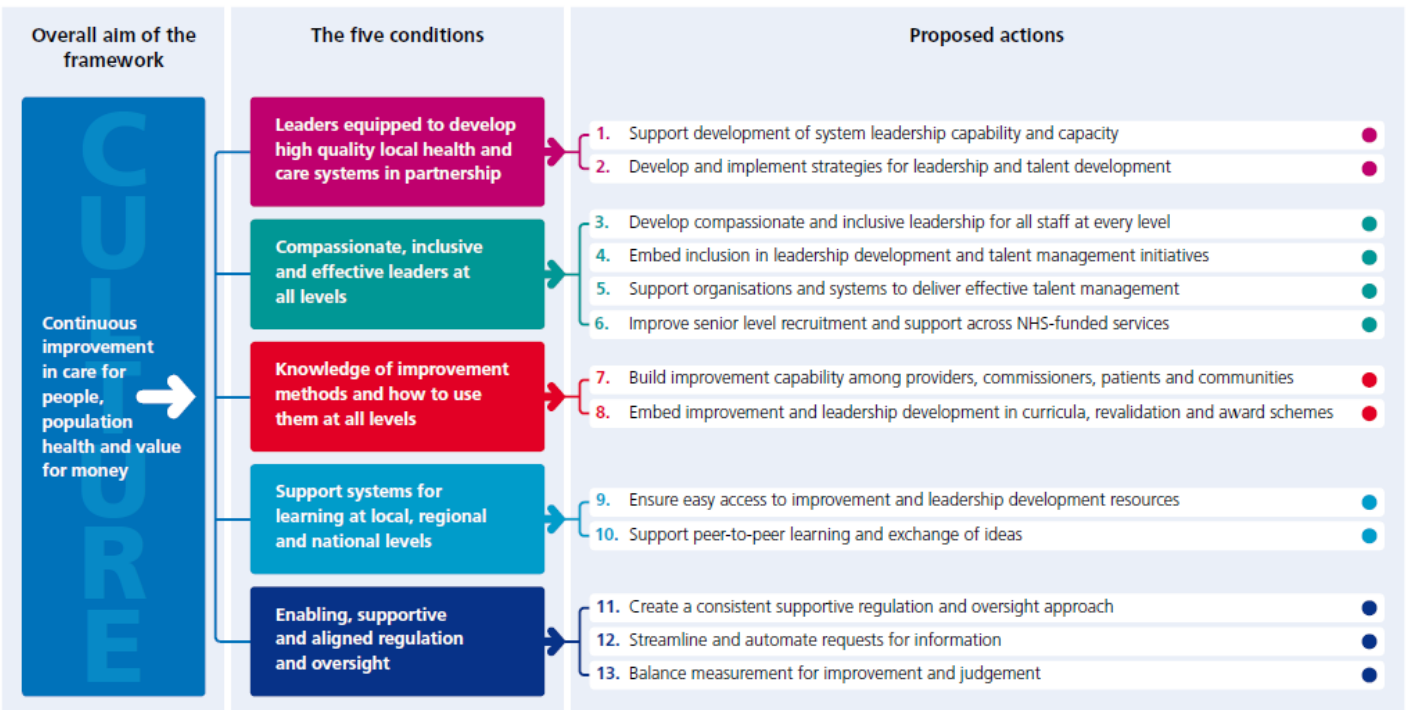


All leadership teams need to review their people development strategies and revise priorities and budgets to target building these critical skills from their staff and themselves.

What does the framework look like?



What are the proposed actions?



How can Care City help?



- **Action 1 – support development of system leadership capability and capacity.** Care City is facilitating several whole system quality improvement initiatives, focussing on priority areas that have been agreed by senior leaders from across Barking and Dagenham, Havering, Redbridge and Waltham Forest. Whilst the main purpose of the initiatives is to improve the care provided to service users, one of the by-products is the development of skills required for partnership working. These skills include effective communication, collaboration, staff engagement, conflict management, holding challenging conversations about complex issues and the use of improvement methodologies, including measurement for improvement.
- **Action 7 – build improvement capability among providers, commissioners, patients and communities.** Care City offers various levels of improvement training, including online learning modules, a one day face to face ‘foundations’ module and training for coaches who will spread improvement skills and lead improvement work. The programme is fully funded by Health Education England and so there is no cost to organisations.
- **Action 8 – include improvement and leadership development in curricula, revalidation and award schemes.** Care City is working towards accreditation of our modules by the professional colleges, for the purposes of revalidation. Our training offer prepares professionals for the quality improvement projects that they are required to complete as part of their training curriculum. We are also working with local provider organisations to embed our training into their development programmes and award schemes. We will continue to develop our offer according to the demand and requirements of the system.
- **Action 9 – ensure easy access to improvement and leadership development resources.** Care City offers various levels of improvement training, which can be accessed in several different ways. We are working with an independent evaluation partner to evaluate and continuously improve the effectiveness of the Care City quality improvement programme and will share the results of this with system partners. We will ensure that the learning from this process is shared to shape the future implementation of improvement training.
- **Action 10 – support peer to peer learning and exchange of ideas.** All of Care City’s training and improvement initiatives are entirely multi-disciplinary and break down traditional barriers between organisations and health and social care. We continue to work with our UCL Partners, and improvement leads from other organisations to share best practice, support the spread of improvement skills and develop innovative methods of sharing improvement ideas, such as the Life QI System online platform.

For more information on how Care City can support you and your organisation, please email dean.rigg@nelft.nhs.uk.

View “Developing People – Improving Care” in full [here](#).

