

A photograph of two men in a professional setting, overlaid with a blue geometric pattern. The man on the right is smiling and looking towards the camera, wearing a red zip-up jacket. The man on the left is wearing glasses and a dark sweater, looking towards the other man. The background is slightly blurred, showing what appears to be a clinical or office environment.

# Leading Change, Adding Value

A framework for nursing, midwifery and care staff -  
**summary document**

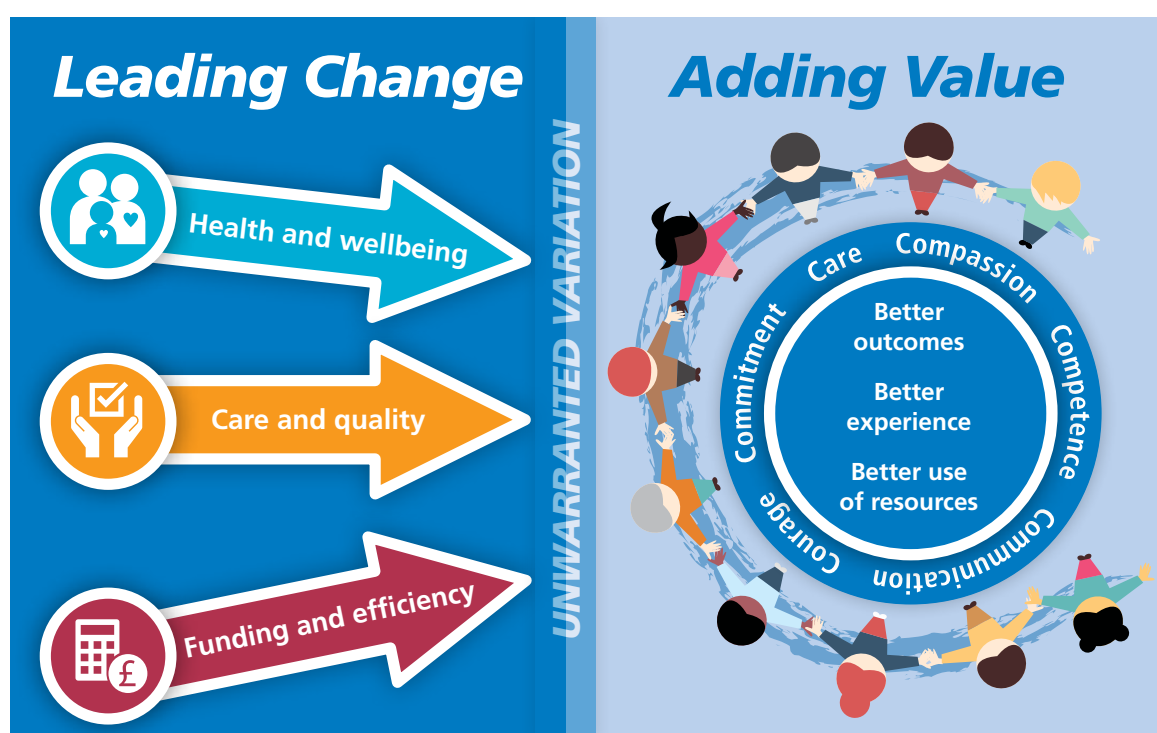
May 2016

# Leading Change, Adding Value:

## A framework for nursing, midwifery and care staff

Leading Change, Adding Value is a framework for all nursing, midwifery and care staff, wherever you work, whatever your role. It builds upon [Compassion in Practice](#) and is directly aligned with the [Five Year Forward View](#) and its vision to integrate health and social care services, improve the adoption of preventative measures and narrow three crucial gaps in:

- **Health and wellbeing:**  
A greater focus on prevention is needed to enable health improvements to continue and to counter pressure on services
- **Care and quality:**  
Health needs will go unmet unless we reshape care, harness technology and address variations in quality and safety
- **Funding and efficiency:**  
Without efficiencies, a shortage of resources will hinder care services and progress



We have opportunities and responsibilities to make a difference in narrowing these gaps no matter where we work. What is important is that we understand where we need to align our efforts to undertake activities that are of high value. Throughout this framework we use the terminology 'we' and 'our' to represent all nursing, midwifery and care staff wherever you work, whatever your role.

## Closing the gaps

### Closing the health and well-being gap:

practising in ways which prevent avoidable illness, protect health and promote well-being and resilience.

### Closing the care and quality gap:

practising in ways which provide safe evidence-based care which maximises choice for patients.

### Closing the funding and efficiency gap:

practising in ways which manage resources well including time, equipment and referral.

Nursing, midwifery and care staff bring immense value by ensuring a focus on quality is maintained by demonstrating that our interventions result in meeting the Triple Aim outcomes.

## Triple Aim

Measures of better outcomes, better experiences and better use of resources. Tackling unwarranted variation is key to this and knowing where to look for it, what to change and how to change is crucial. This means understanding differences in how services are provided, how much they cost and differences and inequality in outcomes.

## Unwarranted variation

Unwarranted variation is a helpful way to focus on ensuring that the right care and support is delivered for everyone at a consistently high standard. Unwarranted variation can be a sign of waste, missed opportunity and poor quality and can adversely affect outcomes experience and resources.



One of the major programmes currently being implemented to tackle unwarranted variation in the NHS is the [NHS RightCare](#) programme. The principles and methodology set out in this programme could be applied in other settings too.

# Closing the gaps:

## 10 commitments to support action of nursing, midwifery and care staff

The framework offers 10 aspirational commitments that help us focus on narrowing the three gaps, address unwarranted variation across a number of areas and assist in demonstrating the Triple Aim outcomes. They are designed to be applied locally in any environment and at any level.

Commitment	Health and wellbeing	Care and quality	Funding and efficiency
1. We will promote a culture where improving the population's health is a core component of the practice of all nursing, midwifery and care staff	✓	✓	✓
2. We will increase the visibility of nursing and midwifery leadership and input in prevention	✓	✓	✓
3. We will work with individuals, families and communities to equip them to make informed choices and manage their own health	✓	✓	✓
4. We will be centred on individuals experiencing high value care	✓	✓	✓
5. We will work in partnership with individuals, their families, carers and others important to them	✓	✓	✓
6. We will actively respond to what matters most to our staff and colleagues	✓	✓	✓
7. We will lead and drive research to evidence the impact of what we do	✓	✓	✓
8. We will have the right education, training and development to enhance our skills, knowledge and understanding	✓	✓	✓
9. We will have the right staff in the right places and at the right time	✓	✓	✓
10. We will champion the use of technology and informatics to improve practice, address unwarranted variations and enhance outcomes	✓	✓	✓

Social care colleagues have developed a set of 'I-statements' for the people whom they support, which relate to the 10 commitments and the 6Cs.

✓ I can live the life I want and am supported to manage any risks

✓ I have choice and control and feel safe

✓ I have the information and advice I need to stay healthy and as independent as I want

✓ I am still connected to my local community through friends and family

✓ I have a voice to control the planning and delivery of my care and support

✓ I have caring compassionate support delivered by competent people

✓ My family is supported to care which helps us all to cope



In summary, the framework makes 10 commitments; these commitments help us focus on where nurses and care staff can make a difference by reducing unwarranted variation to the care given and health and wellbeing of those in our care. Leading Change, Adding Value gives us the opportunity for England's nursing, midwifery and care staff to now demonstrate the outcomes and impact of our work.

# Keep in touch

Leading Change, Adding Value is a framework that enables all nursing, midwifery and care staff to lead change and add value, wherever you work, whatever your role. To reduce unwarranted variation and improve outcomes for individuals and populations; nursing, midwifery and care staff all have a vital role in leading change, no matter how big or small.

Whether you know about the framework already and are actively reducing unwarranted variation as a result or if you haven't heard about it or applied the framework to your role, visit our website to see how nursing, midwifery and care staff across the country are leading change across a variety of health and care settings.

Find out more and keep up to date with the latest case studies, information and blogs by visiting [www.england.nhs.uk/leadingchange](http://www.england.nhs.uk/leadingchange) and contribute to the discussion on twitter using the hashtag [#Lead2Add](https://twitter.com/Lead2Add).

Alternatively, email [england.leading-change@nhs.net](mailto:england.leading-change@nhs.net).

Finally, if you have a great example of how you have identified and addressed unwarranted variation in practice, contact us at [england.leading-change@nhs.net](mailto:england.leading-change@nhs.net) so we can help share your work and ideas.

Updated May 2017

NHS England publications gateway approval number: 05247

This information can be made available in alternative formats such as easy read or large print and may be available in alternative languages upon request. Please contact 0300 311 22 33 or email [england.contactus@nhs.net](mailto:england.contactus@nhs.net)