

NHS England

Sustainable Improvement team

PROSPECTUS 2018/19



NHS England Reader Information Box

Directorate

Medical	Commissioning Operations	Patients and Information
Nursing	Transformation and Corporate Operations	Commissioning Strategy
Finance		

Publications Gateway Reference: 08583

Document purpose: Implementation Support

Document name: Sustainable Improvement team - Prospectus 2018/19

Author: NHS England Sustainable Improvement team

Publication date: 13 November 2018

Target audience: All health and care staff and teams requiring support in quality improvement work.

Additional circulation list: N/A

Description: This prospectus details the range of support offers provided by NHS England's Sustainable Improvement team to individuals and teams in health and care, including face-to-face, self-directed and online support.

Cross ref: N/A

Superseded docs: N/A
(if applicable)

Action required: Contact the Sustainable Improvement team to access any of the offers within the prospectus.

Timing/deadlines: N/A
(if applicable)

Contact details for further information: NHS England Sustainable Improvement team, Quarry House, Quarry Hill, Leeds, LS2 7UE - www.england.nhs.uk/sustainableimprovement

Document status:

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Equality and Health Inequalities Statement

Promoting equality and addressing health inequalities are at the heart of NHS England's values. Throughout the development of the policies and practices cited in this document, we have given due regard to:

- Eliminate discrimination, harassment and victimisation, to advance equality of opportunity and to foster good relations between people who share a relevant protected characteristic (as cited under the Equality Act 2010) and those who do not share it; and
- Reduce inequalities between patients in access to, and outcomes from, healthcare services and to ensure services are provided in an integrated way where this might reduce health inequalities.

How we can help you

In the Sustainable Improvement team we help to enhance patient care by assisting to improve health and care services.

We offer evidence-based, quality improvement support that helps to deliver NHS England's priorities and achieve the objectives set out in the NHS Five Year Forward View.

To do this, we've developed a wide range of improvement offers that you can choose from to meet you and your team's needs – on individual, organisational or system-wide levels. Our offers are developed in a variety of formats to suit different learning styles and requirements, from face-to-face facilitated support to self-directed virtual learning and online resources.

About us

We bring a track record of success in improvement work. For example, through our Time for Care programme, we are delivering one of the biggest improvement programmes for general practice in the country.

We are working with practices in every NHS region, helping teams to redesign their care and manage demand more sustainably.

We have a track record of success in improving health and care services. We are delivering one

of the biggest improvement programmes for general practice in the country, through Time for Care.

This prospectus covers our offers in 2018/19. We do hope we can be of assistance to you in your improvement work, and look forward to hearing from you.

Our offers are designed to be accessible to all - if you require reasonable adjustments or additional support please contact us and we'll be happy to help.

Contents

The following tables gives you a brief overview of our offers. Please go to the relevant section for more information.



VIRTUAL SUPPORT

<p>Virtual Academy of Large Scale Change webinars</p>	<p>A free webinar series introducing participants to frameworks and tools for leading successful large scale change. (PAGE 9)</p>
<p>Improvement Fundamentals</p>	<p>A brand new programme of introductory online mini-courses, designed to build improvement knowledge of individuals at any level. (PAGE 9)</p>
<p>Developing Effective Networks for Change and Improvement</p>	<p>A free modular online learning programme designed to provide the fundamental insights, knowledge, resources, connections and ‘building blocks’ for network leaders. (PAGE 10)</p>
<p>Source4Networks Focal Point</p>	<p>A series of one-hour virtual events including a mix of webinars, tweet chats and ‘expert in the hot seat’ interactive events. (PAGE 10)</p>
<p>Primary Care Improvers’ Community</p>	<p>A national network, including online hub, and community of practice connecting primary care clinicians and managers leading quality improvement locally. (PAGE 11)</p>



VIRTUAL SUPPORT (Continued)

Continuous Improvement capability building webinars

To build introductory capability in Lean continuous improvement tools and techniques, this webinar series comprises four interactive online sessions. **(PAGE 12)**

Retrospects

Hosted face-to-face or via WebEx, SI offers a retrospect facilitation service to improvement teams to reflect on and review their work. **(PAGE 12)**



FACE-TO-FACE FACILITATED SUPPORT

Virtual Academy of Large Scale Change masterclasses

A series of masterclasses covering key topics in improvement including systems leadership, large scale change, networks, evidencing impact and knowledge spread and curation. **(PAGE 13)**

Source4Networks - Health Check Diagnostics Support

A coaching and consultancy support offer to help network leaders to get the most from diagnostics on Source4Networks – an online platform for network leaders. **(PAGE 14)**

Productive General Practice QuickStart

Hands-on, on-site, rapid support to help address everyday pressures in general practice and release time for care. **(PAGE 14)**

General Practice Improvement Leaders Programme

A personal development programme to build your confidence and skills for leading service redesign in your practice or group/federation. **(PAGE 15)**



FACE-TO-FACE FACILITATED SUPPORT (Continued)

<p>Time for Care: Learning in Action</p>	<p>Cohorts of local practices coming together for a series of locally facilitated action-focused workshops to progress implementation of the 10 High Impact Actions to release time for care. (PAGE 15)</p>
<p>Process mapping workshop facilitation capability building</p>	<p>A one-day training workshop to build and cascade capability in process mapping and redesign workshops based on a ‘train-the-trainer’ approach. (PAGE 16)</p>
<p>Continuous Improvement project support</p>	<p>Coaching support to those trained in process mapping facilitation to help teams to establish and run their own continuous improvement projects using a standard Lean approach. (PAGE 16)</p>
<p>Rapid improvement workshop support</p>	<p>Coaching support to those trained in process mapping facilitation to run rapid improvement events. These are two to three-day time-out workshops in which staff focus intensively on improving work processes. (PAGE 17)</p>
<p>Bespoke support - design and facilitation</p>	<p>Provide expert planning/design support and facilitation of a broad range of improvement and accelerated event formats of varying scale. (PAGE 17)</p>



SELF-DIRECTED LEARNING

<p>Source4Networks platform</p>	<p>A dynamic, evidence-based online learning resource designed to strengthen and improve the impact of both network leadership and the performance and impact of networks. (PAGE 18)</p>
<p>Fundamentals in a Day Toolkit</p>	<p>A toolkit providing all the tools and resources you need to run a local improvement workshop. (PAGE 18)</p>
<p>FolksLab Toolkit</p>	<p>Guidance and resources to allow anybody to run their own FolksLab-style workshop to come up with creative and innovative solutions to problems. (PAGE 19)</p>



RESOURCES

<p>Improvement Hub</p>	<p>An online portal bringing together a wealth of improvement knowledge, information and tools from across the NHS to support the delivery of sustainable service improvement. (PAGE 20)</p>
<p>Leading Large Scale Change: A Practical Guide</p>	<p>An online guide providing a vital and comprehensive round-up of all the latest thinking and practical approaches and tools that can be used in advancing large scale change programmes. (PAGE 20)</p>
<p>Change Model Guide and Diagnostic Tools</p>	<p>A framework for any project or programme that is seeking to achieve transformational, sustainable change. (PAGE 21)</p>



IMPACT AND EVALUATION

Impact Framework

A framework drawing from traditional and more innovative evaluation approaches, designed to capture the full value of improvement work. **(PAGE 22)**



PARTNER OFFER

School for Change Agents

A free five-week virtual learning programme equipping you to make radical changes in your workplace. **(PAGE 23)**



VIRTUAL SUPPORT

Virtual Academy of Large Scale Change webinars

The webinar series introduces participants to frameworks and tools for leading successful large scale change. The webinars covers the principles of systems leadership; the theory and principles of large scale change; processes of change and the Change Model; foundational elements of mobilising and organising and the use of narrative; approaches for maximising value from your networks; and the key principles of measurement for improvement and change. Each webinar is CPD certified and runs for one hour, with the seven sessions being delivered over eight weeks.

Participants can choose to join as many webinars as they wish although maximum benefit will be gained from joining the full series.

For details of timings of webinars in 2018/19, visit: www.england.nhs.uk/largescalechange

Audience: Anyone with an interest in large scale change in health and care.

Level of expertise: Beginner.

Level of support: Individual, organisational and system-wide.

Improvement Fundamentals

Improvement Fundamentals is a brand new programme of introductory online mini-courses.

The programme is delivered over the course of the year as a series of free, facilitated mini-courses.

“Improvement Fundamentals gives you the right skills, the right tools, and the ability to make changes.”

NHS Graduate Management Trainee

Each mini-course consists of five segments totalling 2.5 hours of online learning, discussing and practising. Each course can be taken at any time to suit the learner, but a scheduled week will be allocated when the facilitators will be available throughout each day to discuss and assist learners.

For more information, and to enrol, visit www.england.nhs.uk/sustainableimprovement/improvement-fundamentals

Audience: Anyone working in health, care or public services who wants to learn basic improvement skills.

Level of expertise: Beginner.

Level of support: Individual.

Developing Effective Networks for Change and Improvement

This programme is a free modular online learning programme with an optional certification module.

The programme is designed to provide the fundamental insights, knowledge, resources, connections and 'building blocks' for health and care professionals who are finding that increasingly they need to build partnerships, collaborations and networks across boundaries, to lead change and transformation. The programme will commence in January 2019.

For more information, visit the [Source4Networks platform](#).

Audience: Health and care professionals leading change and transformation; current and aspiring network leaders and enthusiasts.

Level of expertise: Beginner/intermediate.

Level of support: Individual.

Source4Networks Focal Point

Source4Networks Focal Point is a series of one-hour webinars, tweet chats and 'expert in the hot seat' online discussions.

The series:

- Shares the latest evidence and thinking in the field
- Provides focused support addressing the problems facing networks and network leaders
- Facilitates peer-to-peer learning and connections
- Provides guidance on how to get the most out of the Source4Networks platform, resources and diagnostic tools
- Provides coaching.

Full details on the series are available at:

www.source4networks.org.uk

Audience: Of particular relevance to current, aspiring network leaders and enthusiasts leading change and transformation.

Level of expertise: All levels.

Level of support: Individual, organisational and system-wide.

"The session was well-led, clear and concise, interactive, and shared with like-minded people."

Source4Networks webinar participant

Primary Care Improvers' Community

A national network connecting clinicians and managers involved in facilitating innovation, quality improvement and transformation of general practice and primary care provider services. This also includes an online hub and an annual conference.

For more information visit www.england.nhs.uk/gp/gpfr/redesign/gpdp/capability

Audience: Anyone involved in general practice improvement.

Level of expertise: Beginner upwards.

Level of support: Individual.

Continuous improvement capability building webinars

Our Continuous Improvement webinars provide an introductory foundation in Lean improvement tools and techniques. The webinar series is comprised of four interactive online sessions covering: an overview of Lean methodology and the Plan, Do, Study, Act (PDSA) model that underpins continuous improvement; the concept of visual management and a five step approach (5S) to help staff take control of organising their workplace; creating standard operations to reduce variation and increase reliability of work processes: how to set up, document and measure results in continuous improvement projects.

For more information, email: england.si-enquiries@nhs.net

Audience: NHS England leaders and staff with an interest in improvement.

Level of expertise: Beginner.

Level of support: Individual.

Retrospects – Capturing and sharing learning to support future success

When implementing improvement, teams will face success and challenge along the way: if a team invests time to capture its experiences, it means future teams will benefit from that learning, repeating success, establishing good practice, and avoiding known challenges.

SI offers a retrospect facilitation service. Between two to four hours long, and scheduled towards the end of a project, the retrospect is a structured discussion for an improvement team to step back, reflect, and review their work. By discussing the team's insight and lessons learned – of what works, and what does not – the retrospect's outcome is a set of detailed recommendations that support both sustainable change now, and future improvement delivery.

For more information, email: england.si-enquiries@nhs.net

Audience: Everyone in an improvement team.

Level of expertise: None required.

Level of support: Organisational.



FACE-TO-FACE FACILITATED SUPPORT

Virtual Academy of Large Scale Change masterclasses

Our Virtual Academy of Large Scale Change masterclasses cover key topics in improvement including systems leadership, large scale change, networks, evidencing impact and knowledge spread and curation.

They take the form of one and two day face-to-face, learning-in-action events designed to help health and care system teams to achieve their large scale change ambitions.

Our masterclasses connect teams to our expert faculty and are highly interactive. The aim for each masterclass is to help participating teams to develop a practical action plan to take forward the next steps of their large scale transformation challenge.

For dates and application processes, visit:

www.england.nhs.uk/largescalechange

Audience: Health and care system teams who are either already redesigning services or are ready to start a transformation or redesign programme. Teams must be working on system-wide transformation rather than single-organisation improvement.

Level of expertise: Intermediate.

Level of support: Individual, organisational and system-wide.

“Great opportunity to work on our large scale change programme. [We were] given a structured methodology and excellent facilitator support and peer review.”

Respiratory Consultant and Clinical Lead for STP

Source4Networks – Health check diagnostics support

The Source4Networks platform provides a valuable set of diagnostic tools that help network leaders to identify the strengths of their networks but also the areas of improvement they need.

We deliver coaching and consultancy to help network leaders get the most from the diagnostics. This includes online coaching clinics, self-directed materials (e.g. a 'how-to' handbook), tools and videos.

To access the diagnostics, visit www.source4networks.org.uk/diagnostics. More details on the support offer will be available soon at www.england.nhs.uk/sustainableimprovement/source4networks

Audience: Health and care professionals (leading change improvement and transformation); current and aspiring network leaders and enthusiasts.

Level of expertise: Beginner/intermediate.

Level of support: Individual.

“The tools that have been provided through Source4Networks have been absolutely fantastic.”

Consultant Clinical Psychologist

Productive General Practice QuickStart

Hands-on rapid support to address everyday pressures in general practice helping to improve the efficiency of key activities and release time across the team. This typically includes six sessions, facilitated by development advisers, at practice level, plus group-based learning.

For more information, visit www.england.nhs.uk/gp/gpfr/redesign/gpdp/releasing-time

Audience: Health general practices (typically in a cohort of 8+).

Level of expertise: Beginner to intermediate.

Level of support: Organisational.

General Practice Improvement Leaders Programme

A personal development programme to build confidence and skills for leading service redesign in your practice, group or federation. The six day programme is a blend of interactive workshops over three blocks of two days and action learning with participants supported to apply their new skills and knowledge to a live project.

There are four remaining cohorts scheduled for the remainder of 2018/19. For more information and to apply, visit:

www.england.nhs.uk/gp/gpfv/redesign/gpdp/capability

A new Primary Care Network Improvement Leaders Programme will launch later in 2018, specifically targeted at supporting leaders of these local hubs/practice collaborations within the Integrated Care System pilots.

Audience: Individuals working within general practice.

Level of expertise: intermediate to advanced change practitioner.

Level of support: Individual.

Time for Care: Learning in Action

Delivered locally, Learning in Action brings together GP practices to implement one or more of the 10 High Impact Actions that feature within NHS England's General Practice Forward View. It typically lasts between six to nine months and is delivered through a series of practical workshops.

For more information visit www.england.nhs.uk/gp/gpfv/redesign/gpdp/releasing-time

Audience: Representatives from practice teams e.g. GPs and practice managers.

Level of expertise: Beginner upwards.

Level of support: Organisational and system-wide.

“Excellent programme which has certainly made me change the way I think and act. I have [shared on the] national Practice Manager portals as to how beneficial this programme is.”

Practice Manager

Process mapping workshop facilitation capability building

Our process mapping workshop facilitation training uses a 'train-the-trainer' model to build and cascade capability in process mapping to support teams and staff to establish and run their own continuous improvement projects. The training develops facilitators to use Lean tools (a methodology for minimising waste) with process mapping to support teams to identify and eliminate waste via a three-stage approach. This includes: analysis of the current state of a work process; identification of improvement opportunities and design of an ideal future state process; and developing with staff a specific, measurable action plan to move towards the improved state.

For more information, email england.si-enquiries@nhs.net

Audience: NHS England Continuous Improvement leaders and champions; staff with an interest in improvement.

Level of expertise: Beginner/intermediate.

Level of support: Individual.

Continuous Improvement project support

Our Continuous Improvement project support provides coaching to help teams to establish and run their own CI projects. Using a standard Lean approach, this support provides advice to those trained in process mapping facilitation to:

- help teams and front line staff to set up, document and measure results of CI projects
- facilitate teams through process mapping workshop to develop an improvement action plan
- provide advice and signposting to improvement tools and resources (via our Knowledge Hub).

For more information, email england.si-enquiries@nhs.net

Audience: NHS England Continuous Improvement leaders and champions; staff with an interest in improvement.

Level of expertise: Intermediate.

Level of support: Individuals and teams.

Rapid improvement workshop support

This support provides coaching to those trained in process mapping facilitation and setting up continuous improvement projects to run rapid improvement events. These are two to three-day time-out workshops in which staff focus intensively on improving work processes. Rapid improvement events comprise of: training for participants on relevant Lean and continuous improvement topics and tools; teams working together with a process mapping facilitator to document the current state of a process; generation of ideas to design an improved future state and create an action plan to deliver it; rapid testing and implementation of the improvement actions; and report out to senior sponsors.

For more information, email england.si-enquiries@nhs.net

Audience: NHS England Continuous Improvement leaders and champions; staff with an interest in improvement.

Level of expertise: Intermediate to advanced.

Level of support: Individuals and teams.

Bespoke support – design and facilitation

The SI team can be engaged to provide expert planning/design support and facilitation of a broad range of improvement and accelerated event formats of varying scale. Typically these bring stakeholders together to fully understand an issue or improvement opportunity, identify and agree a future desired state and commit to action planning.

We utilise a range of quality improvement techniques and seek to facilitate progress in a short duration that might otherwise take weeks or months. As well as supporting action planning and momentum for improvement in healthcare, we always endeavour to build capability to replicate use of quality improvement tools and approaches.

For more information, email england.si-enquiries@nhs.net

Audience: From teams to multi-partner systems, facilitated action-focused workshops.

Level of expertise: Intermediate to advanced.

Level of support: Organisational and system-wide.



SELF-DIRECTED LEARNING

Source4Networks platform

Source4Networks (www.source4networks.org.uk) is a dynamic, evidence-based online learning resource designed to strengthen and improve the impact of both network leadership and the performance and impact of networks.

The platform:

- Supports network leaders to strengthen and improve the impact of both their leadership and the effectiveness of their networks
- Builds network leadership 'know-how' through access to the latest evidence and practical learning resources
- Provides a comprehensive set of health check diagnostics to determine the effectiveness and impact of networks
- Connects network leaders to experts in the field to facilitate network-to-network learning.

Audience: Health and care professionals leading change and improvement; current and aspiring network leaders and enthusiasts.

Level of expertise: All levels.

Level of support: Individual, organisational and system-wide.

Fundamentals in a Day Toolkit

Our Fundamentals in a Day Toolkit provides all the tools and resources you need to run a local improvement workshop. With step-by-step guidance and facilitator videos on each of the techniques, all you need is good general facilitation skills and you can run a workshop that will teach basic principles of improvement.

The toolkit will guide you through producing all the documents you need to kick start your improvement project - from defining your aims to completing measurement and spread plans.

The toolkit is currently in development.

Audience: Anyone working in health, care or public services starting an improvement project.

Level of expertise: Beginner.

Level of support: Organisational and system-wide.

FolksLab Toolkit

Our FolksLab Toolkit provides guidance and resources to allow anybody to run their own FolksLab-style workshop to come up with creative and innovative solutions to problems.

The toolkit is available at:

www.england.nhs.uk/sustainableimprovement/folkslab

Audience: Anyone working in health, care or public services wanting to kick start their improvement project by generating creative ideas.

Level of expertise: Beginner.

Level of support: Organisational and system-wide.

“I have been amazed at how well the FolksLab method works for connecting ideas and coming up with solutions.”

Head of General Practice
Development



RESOURCES

Improvement Hub

Our Improvement Hub brings together a wealth of improvement knowledge, information and tools from across the NHS to support the delivery of sustainable service improvement.

The hub resources have been produced by a succession of NHS organisations specialising in service improvement.

You can access the hub at:
www.england.nhs.uk/improvement-hub

Audience: Anyone with an interest in service improvement in health and care.

Level of expertise: All levels.

Level of support: Individual, organisational and system-wide.

Leading Large Scale Change: A Practical Guide

Together with the Horizons team, we have refreshed and updated Leading Large Scale Change: A Practical Guide, published in 2011, today's unique health and

care landscape and challenges and to help staff deliver on the NHS Five Year Forward View.

The refreshed interactive guide provides a vital and comprehensive round-up of all the latest thinking and practical approaches and tools that can be used in advancing large scale change programmes.

You can access the guide and an executive summary at:
www.england.nhs.uk/largescalechange

Audience: Anyone with an interest in large scale change in health and care.

Level of expertise: All levels.

Level of support: Individual, organisational and system-wide.

“Really helpful and simple guide with the ingredients for success.”

Chief Operating Officer

Change Model Guide and Diagnostic Tools

The Change Model is a framework for any project or programme that is seeking to achieve transformational, sustainable change. The model has eight components, all of which should be considered when implementing change.

The components act as a guide to ensure all elements of change are considered and implemented effectively creating an environment where change programmes deliver transformational, sustainable change. We have recently refreshed the model to include a PDF guide and a series of supporting diagnostic tools to use in your work.

To access the refreshed model and accompanying tools, visit: www.england.nhs.uk/sustainableimprovement/change-model

Audience: Anyone working in health, care or public services starting a change or improvement project.

Level of expertise: All levels.

Level of support: Individual, organisational and system-wide.



IMPACT AND EVALUATION

Impact Framework

Drawing from traditional and more innovative evaluation approaches we have developed an Impact Framework designed to capture the full value of improvement work. It uses theory of change and a narrative approach to bring rich sources of evidence to life. The framework is applicable to quality improvement and transformational change programmes where evidence is harder to capture.

To view the framework, please visit: www.england.nhs.uk/sustainableimprovement/impact-framework

Audience: Health and care system teams who want to conduct a robust but pragmatic evaluation of their transformation or redesign programme.

Level of expertise: All levels.

Level of support: Organisational and system-wide.

“Thank you so much for your support with this, we really could not have got there without your guidance.”

Case Manager, Complex Rehabilitation, Specialised Commissioning - NHS England South (South West Hub)



PARTNER OFFER

School for Change Agents

Delivered by NHS England's Horizons team, the School for Change Agents is a free five-week virtual learning programme. If you've been frustrated by having to navigate stifling hierarchies to get the changes you know are needed, or criticised for being a dissenter, disruptive or even divisive, then the School is for you. It's more than just a school — it's a platform for learning, and a community of people like you.

The next School for Change Agents will be running in 2019. For more information, please visit: www.horizonsnhs.com/school

Audience: Change activists within health and social care.

Level of expertise: All levels.

Level of support: Individual, organisational and system-wide.



WORK IN DESIGN

The Productives/Releasing Time series is a set of publications that enables NHS organisations to take up the challenges and opportunities that currently face them by improving quality, whilst at the same time making significant savings in productivity and efficiency.

The series is being rejuvenated with work this year to capture the methodology. We are reviewing each product to signpost to the most relevant resources for today's service challenges and ensure these are all available on an easily accessible platform.

We're keen to do this in the spirit of co-production with the frontline NHS so if you, your team or organisation have been using Productive approach or materials and want to share your learning or help review new material, please get in touch at: england.si-enquiries@nhs.net to arrange a call with the team.

Contact us

For more information on any of our offers, or to discuss any requirements you may have, please don't hesitate to get in touch with us. When emailing us, please state in the subject line which offer you are enquiring about.

england.si-enquiries@nhs.net

[@NHSEnglandSI](#)

www.england.nhs.uk/sustainableimprovement