

Online library of Quality,  
Service Improvement  
and Redesign tools

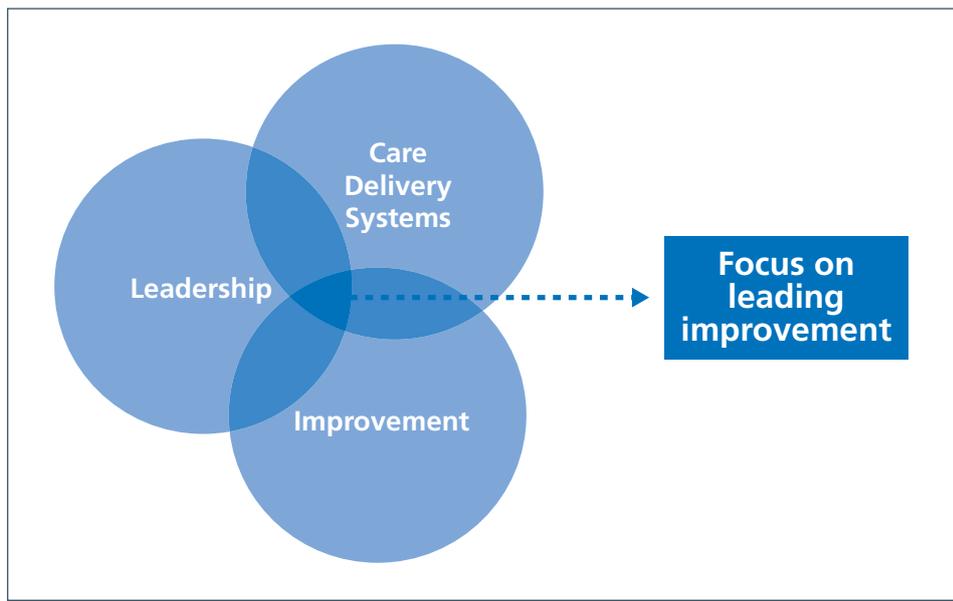
# Leading improvement framework



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## What is it?

**Figure 1: Leading improvement framework model**



The leading improvement framework was developed as a theoretical model for a national programme. It was derived from research from the NHS, which examined the knowledge, skills and capabilities that leaders need in order to achieve the most relevant and sustainable improvements and it has three parts.

- **Leadership**
- **Improvement**
- **Care delivery systems**

A leader of improvement needs to work at the intersection of these three domains.

### **Leadership: a successful leader...**

- Develops, commits to and communicates clear vision, mission, values, direction and roles, and builds shared purpose.
- Strategically influences and engages others.
- Builds relationships and shared purpose.
- Challenges thinking and encourages flexibility and innovation.
- Develops, enables and encourages others.
- Drives for results and improvement.
- Practices political astuteness.
- Displays self awareness.
- Demonstrates mastery of management skills.

## Improvement: a successful improvement practitioner...

- Sees whole systems and any counter-intuitive linkages within them.
- Brings in the experiences and voice of patients, carers and staff.
- Exposes processes to mapping, analysis and redesign.
- Applies engineering concepts of flow, capacity, demand and waste reduction.
- Encourages flexible, innovative rethinking of processes and systems.
- Facilitates active local improvement and reflective practice.
- Sets up measurement to demonstrate impact and gain insight into variation.
- Works constructively with the human dimensions (psychology) of change.
- Sustains past improvement and drives for continuous improvement.
- Spreads improvement ideas and knowledge widely and quickly.

## Care delivery systems: successful care delivery systems need to...

- Deliver evidence-based care in a timely, effective and caring manner.
- Earn and retain the confidence of the public and politicians.
- Operationalise a strategic vision of the future, encompassing trends in society, technology, funding and the workforce.
- Link systems design to a values-driven understanding of the experiences of service users.
- Create seamless working across boundaries for the benefit of staff and service users.
- Prioritise and focus limited resources on the key issues and leverage points in the system.
- Continuously increase capacity to deliver services by improving effectiveness and efficiency.
- Engage operational staff in active improvement of the systems of care.
- Develop organisational cultures that are receptive and positive environments for change.
- Ensure that all central support functions service the requirements of core delivery systems.

## When to use it?

As part of your (or a member of your team's) continuous professional development plan. You may also find the [healthcare leadership model](#) of use in supporting your (or a member of your team's) development as an improvement leader.

## How to use it?

Thinking about your own continuous development and reflecting on the attributes in the framework, identify priority areas for development.