

NHS Quest Improvement Science for Leaders (IS4L) Programme Overview (2022-2023)

Introduction

[NHS Quest](#) is the first member-convened network for NHS Trusts who focus relentlessly on improving quality and safety. NHS Quest members work together, share challenges and design innovative solutions to provide the best care possible for patients and staff.

The NHS Quest's Improvement Science for Leaders (IS4L) is a programme designed to develop teams to plan, lead, and deliver improvement projects that can be replicated and sustained. The programme's architecture is grounded in shared learning that recognises the skills and expertise of both the participants and the programme faculty, embodying the spirit of 'all teach, all learn.'

Teams are typically led by a senior clinician or health care manager and consist of 5 to 8 people. Over the course of the programme each team comes virtually together to join the taught element of the 12 month development programme. The programme has been revised to reflect the current context and the challenges facing the NHS. We have designed a programme allowing participants to work as teams, develop their collective leadership capability and use their peer networking opportunities to innovate and improve care within their organisations. The programme is delivered using 9 virtual workshops accompanied by a series of coaching sessions.

Outcomes

On completion of the programme participants will have:

- Collaborated with colleagues to learn and influence improvement within your organisation
- Scoped, set up, and executed an improvement project
- Developed advanced improvement science leadership skills by directly applying learning.
- Opportunity to enhance their leadership skills and team based working capability
- Discussions and conversation with Experts across the field of leadership roles in QI
- Formed a close network with their peers and teams from across the cohort, which is formed from across the breadth of the NHS Quest and its partners
- Demonstrated successful completion of an improvement project
- Learning and plans for the scale-up and spread of their project
- Increasing insight, awareness and understanding
- Developed new ideas through innovation

Programme Timeline (see page 3 for details)



NB: All workshops run from 09:30 to 16:30 and include theory in the morning and practical application in the afternoon

Curriculum

The IS4L programme is built around 9 days of virtual and interactive classroom work, delivered using Miro (a virtual whiteboard platform that enables participants to engage and participate whilst in sessions), small assignments on specific technical topics in between each session. Each of the 9 days are designed to provide theoretical learning in the morning and very interactive practical application in the afternoons (see delivery dates next page). There is a virtual learning environment (Basecamp) to facilitate communication and continuous collaborative learning. Areas covered include:

- The Model for Improvement
- Identifying problems through root cause analysis, process mapping and risk assessments
- Influencing change across an organisation through stakeholder mapping and learning the principles of influences
- Understanding Human factors and culture change
- Understanding collective leadership and the dynamic of team working
- Embed psychological safety principles
- Use appreciative inquiry to QI methodology and application of QI tools
- Understanding the importance of Change concepts
- Developing, testing and implementing changes (PDSA cycles)
- Using Innovation through creativity techniques
- Using QI tools to develop, test and implement a full project
- Tools for understanding variation
- Measurement for research and improvement
- Qualitative research methods
- Developing and applying an evaluation plan
- Scaling up and spread improvement

Who should take part?

- Clinical academics
- Clinicians from all professional backgrounds
- NHS managers
- Department leaders
- Research nurses or research practitioners
- Professions allied to medicine
- Laboratory scientists
- Nursing staff

In addition to the all-day workshops once a month, it is estimated that the time commitment required is around 1-2 hours per week from all IS4L participants, largely to deliver the project within their own organisation but will also include assignments and exercises between workshops. The teams should have an executive sponsor to provide support for the project and aims should be of strategic value and clearly aligned to their organisation's improvement priorities.

Timetable

Stage	Date
Applications deadline	20 May 22
Applications Feedback and Acceptance Notice	27 May 22
C8 Launch	6 July 22
Workshop 1 <i>Team coaching: Behaviour, engagement, psychological safety, Stakeholder</i>	27 Jul 22
Workshop 2 <i>High level problem defining: Process mapping, aim setting</i>	17 Aug 22
C7 Celebration*	14 Sept 22
Workshop 3 <i>Designing your improvement project: Driver Diagram, PDSA</i>	21 Sept 22
Workshop 4 <i>High performing teams: self and teams' assessment, Leadership Collective, Influencing others</i>	12 Oct 22
Workshop 5 <i>Creativity and coaching for improvement: Influencing change, culture - shaping, behaviours, and coaching</i>	23 Nov 22
Workshop 6 <i>Measurement for Improvement: Measurement plans, understanding and using run charts for QI</i>	14 Dec 22
Workshop 7 <i>Being in their shoes: Patient centred care</i>	11 Jan 23
Workshop 8 <i>Implementation and sustainability Implementing, scaling up and spreading</i>	8 Feb 23
Workshop 9 <i>Lights, Camera, Improvement! Sharing your story, narrative for QI</i>	8 March 23
C8 Celebration	5 April 23

*C7 Celebration: This is optional, but highly recommended, the previous cohort of IS4L will present their projects and experience of taking part of the programme.

Coaching Sessions: All accompanying coaching sessions are practical activities to support and complement the workshops. These sessions are co-designed with attendees to create a personal learning opportunity as well as project focused support.

Keynote Sessions: The programme uniquely invites and involves recognised experts to discuss and debate the challenges and opportunities for driving improvement as a leader.

Team Support and Network: An Improvement Advisor and/or mentor will work alongside each team to provide regular expert input and support into your projects. Teams are supported to produce a monthly report on their progress and to participate and share via regular presentations at workshops and virtual sessions in between workshops.

Getting started with IS4L: On successful application to the programme, you will receive a detailed "Getting Started Pack" with clear information about the programme delivery and your team formation.

Contact details:

Course Facilitator: **Delphine Corgié** - NHS Quest Improvement Advisor
 Email: delphine.corgie@nca.nhs.uk
 Tel: 07710387018
 Website: <https://www.quest.nhs.uk/>