

# National Leadership Development and Improvement Strategic Framework

June 2016

# Building on the Smith, Rose and Carter reviews, we will develop capability and capacity across the whole of the English NHS.

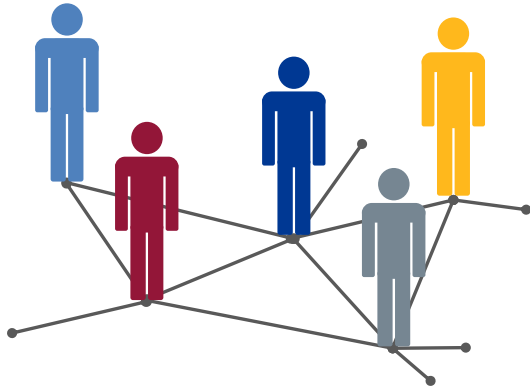
*“Culture change and continual improvement come from what leaders do, through their commitment, encouragement, compassion and modelling of appropriate behaviours”.*

***Don Berwick, A promise to learn, a commitment to act***

So, working with partners across the health and care system, we will create:

- a compelling, **unifying ambition for leadership and improvement the English NHS** committed, to continual learning and improvement, with an engaged workforce and capable and compassionate leaders at all levels
- a **practical, adaptive plan** for delivering to this ambition – 1, 3 and 5 year timeframe
- A focus on local leadership and improvement to deliver the STP ambitions

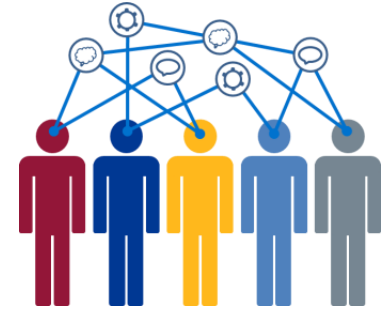
# The NHS is a people business – success depends on creating the right conditions for everyone to excel



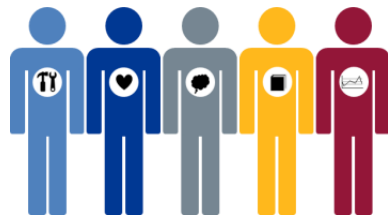
**Organisations headed by system leaders who want to and can transform local health systems together...**



**With leaders distributed at every level, who cultivate...**



**Open, learning cultures, which engage staff and patients in improving services...**



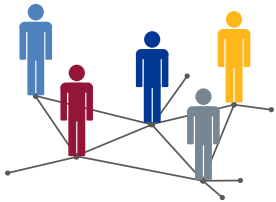
**With people who have learned and are empowered to apply improvement skills...**



**In a supportive organisational and regulatory environment**

# There are nine priority areas that have emerged from the strategic framework development work

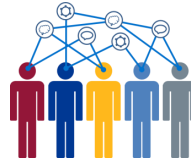
## Ambition



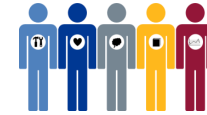
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## Priority Areas

Board and Executive Ownership

Investment in Improvement Skill Building

Organisational System LD&I Strategies

Organisational Cultures and Structures

An Enabling Environment

Investment in Talent Management

Investment in Systems Development

Investment in Leadership Development

Knowledge sharing/building networks

# Stakeholder Engagement

## Intelligence gathering

- **Visits to colleagues in Scotland, Wales, Northern Ireland**
- Meetings with analysts/thought leaders – eg. **King's Fund, Health Foundation**
- **Expert advice** – international best practice: King's Fund (Leadership Development – Michael West); Institute of Healthcare Improvement
- Networks/representatives of **AHSNs, LDPs, Clinical Senates, AQUA, North-West Learning Collaborative, UKIA, Q Initiative, Patient Safety Collaborative; etc**
- Visited/met with representatives of trusts who have successfully embraced continuous improvement – **Salford, ELFT, Western Sussex, Northumbria, Sheffield - and more planned**
- Meetings with **Heads of most Royal Colleges**
- **ALB Working Group** – representatives of all ALBs/DH/LGA/NHS Providers; meetings with working level colleagues in NHSE/HEE and other relevant bodies; other relevant national Boards – NIB, NQB

## Raising awareness and testing emerging themes

- **Workshops and events with wider leadership development and improvement community**
  - **14<sup>th</sup> June** – Smith reference group
  - **21<sup>st</sup> June** – range of NHS staff
  - **7<sup>th</sup> July** – Let's talk talent event
- **Engagement with front-line staff**
  - Scoping opportunities over the summer to visit organisations (e.g. Ashford and St Peters, Great Ormond Street, Lincolnshire partnership)
  - Scoping roundtable events with NHS Providers and NHS Clinical Commissioners
  - Engaging with commissioners/ primary care providers via Quality Working Group
- **Engagement with patients**  
In discussion with e.g. NAPP, National Voices and the Centre for Patient Leadership/Kings Fund re patient engagement re engagement routes/approaches
- **Stands/conversations at events**  
Q Spaces; Health and Social Care Show, etc

# Building on existing good practice, the strategic framework will align, accelerate and strengthen leadership development and improvement across the NHS



**Getting on with existing work!**  
*Supporting STPs, Aspiring CEOs programme, Board support events, Well-led review, etc*

**Leading by example, energising the movement for continuous improvement and inspire behavioural change in leaders**  
*Our approach is grounded in working closely with stakeholders across the system, both nationally and internationally to make sure the framework is inspiring and motivating.*