

# Innovation and Improvement Programme

2017/18

## Information Pack

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## About the Programme

### Would you like to...

1. **Create energy for improvement in the midst of fatigue?**
2. **Empower people to think creatively to improve the health of your local population, patient outcomes and people's experiences of health and care?**
3. **Lead the delivery of improvement at a systems level both efficiently and safely?**

The East Midlands Leadership Academy are delighted to be working in partnership with Stephanie Fade, Director, What Matters Cubed, to offer an innovative, practical and integrated 3-day leadership programme for people with a passion for system wide improvement.

Whilst we all have it in us to be innovative, being able to translate an idea into practice often requires a different set of skills that are often scarce within the public sector. With the demand for services increasing and funding to support delivery decreasing, the need to think creatively and implement innovative solutions is increasingly important.

### Programme Design

Participants will have a practical, inspiring and fully integrated experience where each day's learning builds on what went before and on the pooled experience of the cohort. You will be:

- Equipped with evidence based tools and techniques
- Challenged to think differently
- Inspired to visualise and act on the art of the possible and
- Supported to build lasting relationships with colleagues across health and social care to enhance your ability to lead improvement across your career.
- Able to tackle a live improvement challenge and will be invited to present the outcomes of your improvement project at a conference autumn/winter 2017/18.

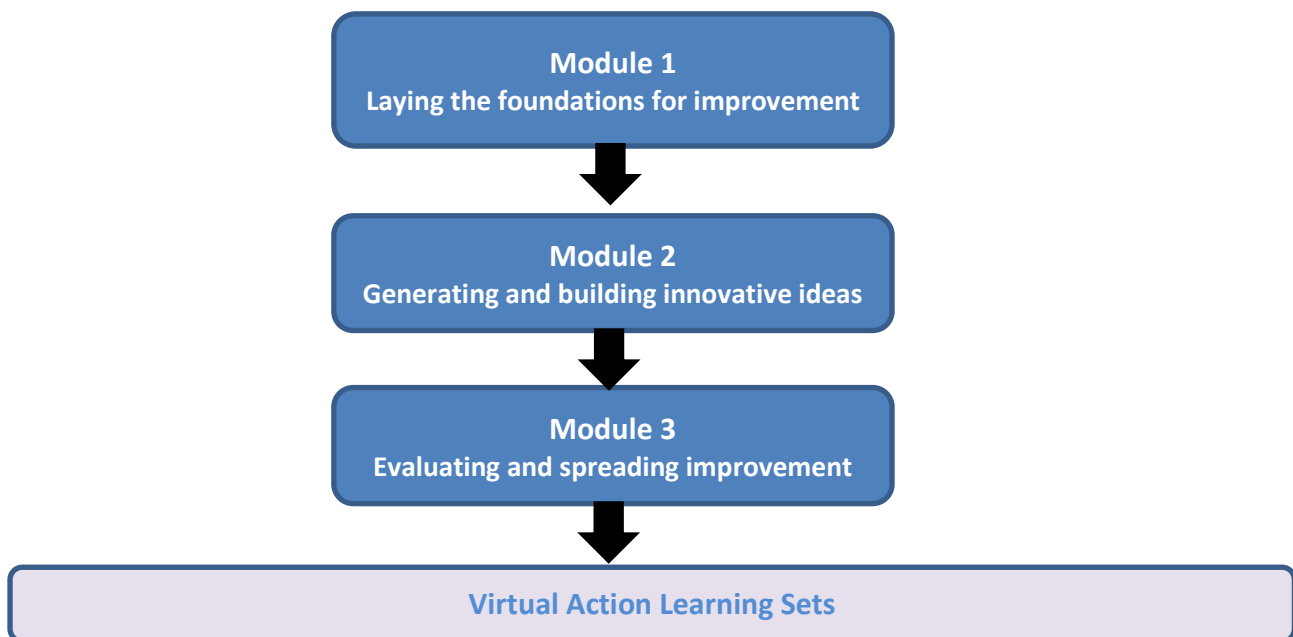
### Programme Outcomes

By the end of the programme participants will have:

1. Developed their **network for improvement** to reflect all relevant parts of the healthcare system with specific reference to a live project.
2. **Formed a Community of Practice** (Wenger et al 2002) to support a live improvement project
3. **Used their personal power for improvement as a "top", "middle", "bottom" or "customer"** in relation to a live work or personal/family health related issue.

4. Worked with senior responsible officers or equivalent to **define a brief and mission for an improvement project using the 'rope of scope' technique**
5. Worked with their Community of Practice to collaboratively **generate, grow and test ideas for improvement and produce a pitch for an improvement idea using Improvement Science and "greenhousing" tools**
6. Made **at least one change in their immediate work area to support a culture of improvement** and developed a plan to build on this over a 6-month period.
7. Developed a **long-term accountable relationship with two other participants to form a "learning and accountability trio"** to continually challenge each other in the development and use of skills gained on the programme over the course of their careers.

### Programme At-a-glance



## What you will experience

### Module 1- Laying the foundations for improvement

#### The day will cover

1. Why improvement projects have failed and what a healthy improvement mindset looks like.
2. How to define a SMART improvement goal that is aligned with local, national and personal objectives.
3. Creating a culture where everyone knows their power and is enabled to use it constructively for improvement ie people at all levels of the organisation as well as patients and carers

#### By the end of the day, participants will:

1. Be able to describe a healthy improvement mindset.
2. Be able to explain what improvement science is and how it supports safe and efficient improvements in health and social care.
3. Have used an understanding of health and social care goals and key improvement tools to define a SMART improvement goal for their work.
4. Understand how power can be used constructively by patients, carers and staff at all levels to drive improvement
5. Have formed and started to work with a Growth and Accountability Trio to provide peer support for their improvement work.

#### Between days 1 and 2 participants will work with their GAT face to face or virtually to:

- Hold each other to account for using power and empowering others for improvement
- Refine their SMART improvement goal and develop an elevator pitch to articulate it in relation to national, local and personal goals.
- Share their elevator pitch with a senior sponsor who can support the improvement work and take on board feedback

### Module 2- Generating and building innovative ideas

#### The day will cover:

1. Identifying parts of the health and social care system that could support your improvement or that might be interested in adopting any changes you come up with.
2. The value of Communities of Practice for generating and testing ideas.
3. How to generate and grow innovative ideas that might deliver the improvement that you want.
4. How to test ideas for improvement for impact and feasibility.

#### By the end of the day, participants will:

1. Have used their understanding of the health and care system to identify people who could play a role in their Community of Practice
2. Have used their elevator pitch to develop an invitation to join their Community of Practice
3. Have generated ideas for change that might deliver a SMART health/care improvement goal.
4. Have tested their ideas for impact and feasibility

#### Between days 2 and 3 (4 weeks) participants will:

1. Convene a community of practice around their SMART improvement goal using the invitation and list of potential members developed during day 2 (This can be done hypothetically if organizational issues prevent progression with the improvement project.)
2. Offer and take on board constructive challenge from GAT colleagues in relation to the above

### Module 3- Evaluating and spreading change

#### The day will cover:

1. Developing a robust measurement plan
2. Interpreting your data
3. Planning for spread once you have a change that leads to improvement

#### By the end of the day participants will:

1. Have worked collaboratively to begin to develop a launch plan for their change idea.
2. Have worked collaboratively to begin to develop a measurement plan.
3. Have worked collaboratively with their GAT to begin to plan for the spread of their live/planned improvement challenge.

#### Over 6-9 months participants will:

1. Work with their Community of Practice to develop a plan to launch their change idea.
2. Work with their community of practice to identify suitable measurement tools to assess the effectiveness of their planned change in driving improvement.
3. Engage a senior sponsor to support spread
4. Work with their GAT to develop a communication plan to use once they have demonstrated an improvement
5. Started to work with their CoP to plan for spread of their live/planned improvement.

### Virtual Action Learning Sets

Action learning is an approach to solving real problems that involves taking action and reflecting upon the results. The learning that results helps improve the problem-solving process as well as the solutions the action learning set develops.

The action learning process aims to promote creativity, curiosity, inquiry and reflection, which converts to action.

Participants will engage in Virtual Action Learning Sets (VALS). Each VALS will be approximately 1.5 hours long. The aim would be for each participant to have the opportunity to present an issue and get support and/or share a success.

### Real-life Application

To support the development and practice of skills and techniques that will be experienced during this programme, you will be asked to work on a real-life innovation and improvement project. This will act as your opportunity to make use of what you learn through the modules and access the support that will be available through the VALS's. The project can be a part of your remit or an aspect of health and social care that you and your organisation are passionate about. The project should be something that will demonstrate improvement within your organisation but also focuses on wider system improvement, for example, a challenge that requires different disciplines and organisations to work together to work across boundaries to improve patient outcomes and experience, and/or population health. What we are aiming for is that a problem that you have effectively supported and either resolved or take along a path to improvement through using what you learn with us.



## Facilitator background

Helping people in the UK to live well and enjoy the best possible health is at the core of everything I do as a Dietitian and as a consultant to the health and social care sector. For more than 20 years I have had the privilege of learning from clients, colleagues and from scientific research and these rich insights support the innovative approach I take to my work.

As Director at What Matters Cubed I bring together organisations from across the health and social care system for some facilitated fresh thinking to drive improvements in health outcomes and people's experiences of health and social care.

## Who is it for?

We are looking for individuals with at least some experience of leadership development, even if it is at the very basic level.

We want to ensure that those attending are aware of the monumental task that is changing the way in which the health and social care sector thinks and operates. The learning is not just a repetition of current NHS methodology, repeating the same behaviours expecting different results. We intend to provide a different experience that supports movement toward a health and social care sector that integrates well and is an environment where leaders feel they have autonomy to think and act innovatively.

This will be a challenging programme. You will be encouraged to learn beyond your comfort zone but in an environment that feels safe and encouraging. You will take away new learning which may meet resistance when you go back into your own workplace and virtual action learning has been built into the programmes as a means to support participants in maintaining positivity, energy as well as a forum to share challenges.

## Programme Dates and Venue

What	When	Location
Day 1 – Laying the foundations for improvement	25 <sup>th</sup> January 2018	Ingenuity Centre, University of Nottingham Jubilee Campus
Day 2 - Generating and building innovative ideas	15 <sup>th</sup> March 2018	Ingenuity Centre, University of Nottingham Jubilee Campus
Day 3 – Evaluating and spreading improvement	19 <sup>th</sup> April 2018	Ingenuity Centre, University of Nottingham Jubilee Campus

## Your commitment; commitment from your Line Manager/Sponsor

**If you are accepted onto the programme you will be required to attend all of the programme dates.**

You will need to identify a sponsor. This could be your Line Manager but doesn't need to be. Your sponsor is responsible for supporting you through the programme and mentoring you in relation to the project that you will undertake throughout the programme. You may wish to have a discussion at this point about what your project could be.

## The application process

Completed application forms must be returned to [eastmidlands.leadershipacademy@nottshc.nhs.uk](mailto:eastmidlands.leadershipacademy@nottshc.nhs.uk) by **22<sup>nd</sup> December** with the subject 'Innovation & Improvement Programme Application'. An e-mail to confirm receipt of the form will be sent to you within 2 working days.

### Programme Candidate Recruitment Dates Summary

<b>Applications open</b>	16/10/17
<b>Applications close</b>	22/12/2017
<b>Candidates notified of outcome</b>	Week Commencing 08/01/2018
<b>Final Joining Instructions/Enrolment Pack Sent to Candidate(s)</b>	11/01/2018

## Cancellation and Fees

No course fees apply to this programme for our membership organisations.

However, where a programme requires full attendance over a series of workshops, attendance at all elements of these programmes is expected. Failure to attend all sessions will have an impact on both personal development and programme delivery and will impact on the individual's opportunity to access any future development offers.

Accepted candidates on this programme are expected to attend ALL programme and action learning set dates. In the event of non-attendance, the East Midlands Leadership Academy reserves the right to withdraw candidates from the programme.

However we do accept that non-attendance can occur due to extenuating circumstances and this will be dealt with on a case by case basis.

## More Information

If you would like more information or have any enquiries about the programme, please contact:

Lucy Titterton (Programme Coordinator) or Amy Foster, Programme Lead at [eastmidlands.leadershipacademy@nottshc.nhs.uk](mailto:eastmidlands.leadershipacademy@nottshc.nhs.uk).