



Mid & South Essex Sustainability  
and Transformation Partnership (STP)

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Quality Improvement Leadership programme – Information pack

The application deadline is 11.59pm on 27<sup>th</sup> May 2019

**Background:**

The Mid and South Essex STP Organisational Development Oversight group are looking for innovative ways to support leaders within the STP to lead the significant changes that need to be made in order to better integrate and improve the quality of care for patients. We also know that key challenges in our STP persist in terms of poor health outcomes, the need to develop capacity for system transformation, and the desire to offer attractive career opportunities to retain and recruit staff. You can find out more about the STP here - <http://v1.nhsmidandsouthessex.co.uk/about-the-stp/the-stp-plan/>

Across the STP, primary, secondary and community care organisations are investing in building their staff's improvement and leadership skills and knowledge to support organisational goals. The Leadership Subgroup of the Local Workforce Action Board (LWAB) workstream is hence investing in this programme to develop QI leadership capability for system wide projects and encourage joint-working across boundaries.

The QI Leadership programme is using local assets like the local QI leads to develop a cross-organisation partnership to support leadership development for staff with QI experience or specific improvement expertise, to ensure that the STP has a pipeline of talented and reflective leaders who are ready and able to:

- act as local champions to support staff engagement for improvement within their own organisation, which can help retain and develop staff as well as supporting improved patient care
- work with QI leaders across other organisations to help make system working on tangible projects with patient and staff benefit a reality, initially through developing their skills together followed by more joined up QI projects that spans boundaries
- are able to champion the Mid & South Essex STP externally as a leader in improvement, nationally and through Quality Improvement networks and related professional organisations
- Support greater promotion of opportunities for staff entering the STP as new recruits to develop and practice QI
- In time, begin to consider patient QI leaders

**Programme aim:** To develop a cohort of QI leaders who can lead and support change across STP priorities, work in partnership with QI leaders across boundaries and develop broader engagement and skills in QI amongst the workforce

**In order to:** ensure the STP has a pipeline of talented and reflective leaders ready to lead on QI projects within their organisations, across boundaries and bring around positive change to improve the quality of care for patients.

**The programme will be open to:**

All health and care staff from within the STP health and care system who have proven improvement experience and are willing to lead change within and across organisations. This application is open to clinical and non-clinical staff. The application for this programme is an open application however the programme team will ensure that all (or most) organisations within the STP are represented in this cohort of 16 participants.

**Commitment required from organisations:**

Organisations employing these leaders will commit to:

- supporting the application and then ongoing participation in the programme for successful applicants.
- working on cross boundary projects through these QI leaders, in line with their local quality improvement processes and governance. Since the projects will be system wide they may not seem immediately relevant to the local role or the local organisation.

Support from organisations would include giving time to participate in all the training and development days as part of the programme, travel expenses, access to local change resources if needed to as part of local and cross boundary projects. This is not an exhaustive list.

**The programme will encompass:**

1. **Enhanced quality improvement skills** in order to develop individual’s capability to utilise QI methodology to facilitate and lead improvement work, both within their organisation and across organisations. *Quality improvement is a systematic approach that brings about changes leading to delivery of person centred care that is better, safer, more effective and more efficient using a range of specific tools and methods.*
2. **Leadership development** in order to develop a cadre of leaders with a deep awareness of themselves and their influence, the impact their behaviour has on others and understanding of how to lead change and work more effectively across boundaries.
3. **1:1 Coaching** for these future leaders that supports their development and helps them realise their full potential
4. Tools and techniques to support change which will help the leaders to implement their change ideas
5. **Live projects** to support STP priorities that these leaders can lead whilst learning in order to put their learning into practice. These projects will be system wide and may not seem immediately relevant to the individual organisations. They will however lead to system wide change that will impact individual organisations.
6. Patient and public engagement and patient/client/carer-centred improvement techniques
7. Access to **QI clinics** to support with project implementation using Quality Improvement methodology

**This programme makes use of some of the current talent and assets in the system** through a partnership approach to training and development.

The team delivering the programme is a partnership between:

- **NELFT and The Staff college** – will lead on teaching days to support enhanced QI skills and leadership development and coaching
- **MSE Institute** - Mid and South Essex Hospital group’s internal training institute will lead on programme management and overall leadership. They will also support mentoring through QI clinics

The programme details are as follows:

Day	Date	Time	Topic
1	19 <sup>th</sup> June	9am - 5pm	Introduction to the programme and projects
2	20 <sup>th</sup> June	9am - 5pm	Leadership development day 1
3	2 <sup>nd</sup> July	9am - 5pm	Leadership development day 2
4	16 <sup>th</sup> July	9am - 5pm	Leadership development day 3
5	17 <sup>th</sup> July	9am - 5pm	Enhanced QI skills development
6	10 <sup>th</sup> Sept	9am - 5pm	Enhanced QI skills development
7	15 <sup>th</sup> Oct	9am - 5pm	Enhanced QI skills development
Summit	21 <sup>st</sup> Jan	12-5pm	Presentations on project progress from all participants



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Venue for the training days would be within Mid and South Essex. A central location with parking facilities will be used, as far as possible.

Each learning day will include some action learning time/reflective activity to support group working and development of the projects

**Projects work:** Participants will work in groups with other members of the cohort to take forward a pre-identified priority area for the STP. The aim of this is for participants to apply their learning to practice. On 21<sup>st</sup> Jan, participants will present their progress towards their system projects to a group of senior leaders from their own organisation as well as the STP.

**1:1 coaching:** Between the 19<sup>th</sup> June and end of the programme, participants will have access to 4 hours of 1:1 coaching with an executive leadership coach to further develop their progress towards personal, project or organisational leadership goals.

**QI clinics:** These are monthly sessions either in a group or 1:1 available on advertised dates from NELFT and MSE group QI coaches/mentors. Participants will be given the dates at the start of the programme and they can book on these sessions, as needed. These sessions would support them with applying QI principles to their projects and will involve experts offering advice.

**Evening talks:** Two evening talks will provide the opportunity to hear from senior system leaders about their experiences of working with wicked problems and the challenges of implementing system wide working in practice.

### **Application and selection:**

- To apply, you will need to demonstrate that you either have undergone basic Quality Improvement training or have used improvement methodology in your work. You can explain your relevant experience on your application form.
- Your organisation will need to agree to release you for the training days and any other time you may need outside training to work on the identified project. The initial organisational commitment will be captured through the application process.
- Applications would be assessed based on the response to the questions in the application form but if clarifications are needed the programme team may arrange a call in the week of 27<sup>th</sup> May.
- Please consider the training dates before you apply. It is expected that you will be able to attend all sessions. Individuals who miss more than 2 training days or one evening sessions will not be able to graduate.
- Participation in the summit is mandatory and will involve a presentation on the progress you have made towards your system project.
- **The application deadline is 11.59pm on 27<sup>th</sup> May 2019**



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**Online support:**

**LIFE QI** is a platform that supports QI projects through existing templates for QI project implementation. This would be introduced to you via the training days.

**Future NHS forum** is an NHS platform that supports networking. The programme will be hosted on this website. All study material will be available via this platform reducing the need to clog emails with large files. The platform also offers opportunity to network, organise discussion forums and connect with the trainers/coaches.

If you have any queries please write to Programme lead: Preeti Sud

[Preeti.sud@btuh.nhs.uk](mailto:Preeti.sud@btuh.nhs.uk)