

Learning and improving across systems

Welcome to your peer learning
programme for leaders of
system improvement



NHS Confederation

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This programme has been created in partnership, bringing together the improvement expertise of the Health Foundation, the networks and relationships of the NHS Confederation and the Q community of over 5,000 people, collaborating to improve the safety and quality of care.

Welcome to your peer learning programme

We are delighted that you are joining us over the next year as a participant in our peer learning programme.

There has been tremendous interest in this programme and we are thrilled to share that you will be participating with 160 other leaders of system improvement across the UK.

Together we will explore shared questions: how can we accelerate learning and improvement led from within and across health and care systems so that we can better support healthy lives in the UK? How can we use improvement to translate strategy into delivery at scale?

Improvement across all services has never been more important and we are working to establish improvement as an embedded cornerstone for the health and care sector, at a system level. We can only do that by learning from each other, sharing those ideas, challenges and solutions, and working together to create conditions for change at scale.

This welcome pack is intended to provide you with the information you need to orientate your journey including what to expect, who will be involved, how you can best prepare, and the logistical information you need to seamlessly step into the first workshop on 27 February.

Our facilitation team will be working with you to continue to co-design the programme elements throughout your journey to make sure it flexibly meets your needs and goals.

If you have any questions about the programme or your participation, please do contact us at improvement@nhsconfed.org and we'll be happy to help.

We look forward to seeing you soon and learning together over 2024!

Warmly,

Victoria Binks
Assistant Director – Improvement,
NHS Confederation

Jen Morgan
Local System Lead,
Q at the Health Foundation



Learning and improving across systems

A peer learning programme for leaders of system improvement

This peer learning programme is aimed at people like you who are leading improvement across health and care systems in the UK.

We are delighted that you are joining us on this improvement journey which will include:

- four online workshops and four peer coaching sessions over the coming year
- quality time and space with peers to help you develop your ideas, skills and solutions
- support from improvement experts and facilitators and peers who will guide you through sessions and signpost useful tools and resources

Why we set up the programme

The health and care sector is facing an unprecedented range of workforce, financial and performance pressures. To help systems build a stronger population healthcare for the future, collaborative learning across systems and beyond is needed now more than ever.

We want to support the leaders within and across health and care systems to be able to do their best work, especially in light of this challenging context.

We came together with a shared commitment to support improving and learning across systems. We have spent time listening and understanding the system context and needs, co-designing your peer learning programme with system leaders and those in improvement leadership roles.

Our support will also complement the implementation of NHS England's new single shared improvement approach, [NHS IMPACT](https://www.england.nhs.uk/nhsimpact/),¹ and provide those of you based in England with practical ways to bring its ambitions into reality.

¹ <https://www.england.nhs.uk/nhsimpact/>

Who will be participating with you

We invited people leading improvement work and who are connecting strategy to implementation across health and care systems. This includes those working at place, across organisations or at a system level.

We included all 42 ICSs and the equivalents in Wales, Scotland and Northern Ireland and encouraged two to three participants from each system.

We are thrilled with the level of interest and now have 160 participants confirmed from a broad spectrum of leadership roles and locations across the UK. You will have opportunities to work together in many group formations. We believe that the power of networks and facilitating connection and relationships are key to making change happen.

We are really looking forward to bringing you all together and we can't wait for you to meet each other!

Your learning environment

We want to create a space for leaders of system improvement to support each other, so that you can accelerate learning and activate improvement leadership across systems.

There were three key themes that surfaced from across the applications we received which have aided us in designing the learning outcomes that underpin this programme.

You have shared with us that you would like to:

- learn and implement
- network and build community
- progress and influence

Specifically, by the end of the year we hope that benefits to your improvement work could include:

- greater understanding of improving across systems and the ability to influence change within and across your system
- increased awareness and knowledge of different improvement frameworks, tools and approaches and leadership behaviours
- more time, confidence and ability to apply new thinking and methods to your work in practice
- a feeling of being resourced and inspired through working with peers, and developed new connections for learning and support
- developed skills in participatory learning approaches and experience, such as peer coaching, listening, and convening groups

Our beliefs that underpin the programme

We believe that change will come about through:

- joining up and creating a critical mass of pioneering practitioners who are leading the way for improving across systems
- creating spaces for you to learn together because the best learning happens when you have structure, peer accountability, and diverse thinking all in the same safe space
- synthesising and amplifying the collective intelligence of the group to reveal what works, including joining up pockets of well-designed and evidenced change that will enable implementation on a bigger scale

Our values

Collaborative: we'd like you to help us shape this programme based on what you need and want over time. Your continuous feedback will be helpful for us to learn and iterate and we'll provide opportunities for you to input.

Relational: we believe in the power of relationships. The programme will be interactive and participatory, and your peer coaching sessions will build a personal network of support.

Purpose driven: we are on a mission for change. The sessions will be intentional about surfacing what we are learning and turning that into practical application in your systems.

The programme content

We have developed a strategic learning and enquiry framework² which will provide an anchor for the four main workshops that make up this programme. The builds on and complements NHS IMPACT's vision and approach for improvement practice.

We will spend some time together in Workshop 1 on 27 February reflecting on the six activities shown below and your experiences of them. This will help us identify areas most relevant to you to cover in the following three workshops.

Action enquiry process

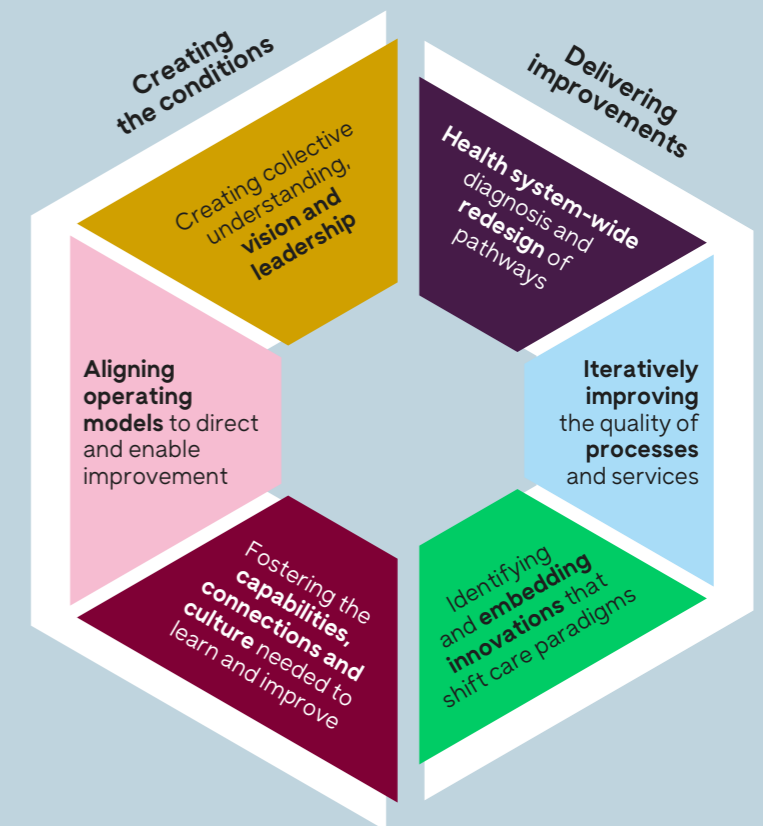
We will also use Workshop 1 to help you to develop an action enquiry question which you will explore through the peer coaching sessions.

As the programme progresses, you will be creating small tests of change and reflecting about your observations in small groups. We know the work you do is multi-layered and we hope you will support each other to move strategic ideas into implementation.

A framework for embedding improvement across health and care systems

Six broad modes of activity need to come together to enable sustainable improvement at scale.

This framework is being developed into practical strategic tools to be used flexibly by systems. It will help leaders navigate the main ideas and methods that can support work in each mode and understand what's distinctive when improving across large systems.



² <https://q.health.org.uk/about/local-systems/local-system-improvement/cross-system-improvement-framework/>

The peer learning journey

Sharing learning along the way: we'll be synthesising collective insights and we invite you to share them with others

Pre-reading and preparation to join the workshops and coaching

Attending four 2.5-hour online **themed workshops**

Meeting in person at NHS ConfedExpo (for those who are attending)

Attending four 1.5-hour **peer coaching sessions**

Learning by doing: you can experiment in action in between the sessions
Reflecting on your own personal leadership journey

Session schedule

Event	Date	Time	Location
Kick-off workshop	Tuesday 27 February	10:30am–1:30pm	🌐 Online
Peer coaching	Tuesday 12 March	10am–11:30am	🌐 Online
Peer coaching	Tuesday 14 May	10am–11:30am	🌐 Online
NHS ConfedExpo (for those attending)	Wednesday 12 and Thursday 13 June	TBC	👤 In person
Workshop	Tuesday 18 June	10am–12:30pm	🌐 Online
Peer coaching	Tuesday 9 July	10am–11:30am	🌐 Online
Workshop	Tuesday 17 September	10am–12:30pm	🌐 Online
Peer coaching	Tuesday 15 October	10am–11:30am	🌐 Online
Workshop	Wednesday 20 November	10am–12:30pm	🌐 Online

What to expect

The programme includes approximately two and a half days of direct participation in online workshops and coaching sessions.

There will be a further two to three days of indirect participation time to support your learning and taking action.

We will be using [Zoom](https://zoom.us/)³ as our primary method for bringing together participants in an online space. It enables us to best create collaborative and interactive sessions with the number of people on this programme.

We encourage you to use a device that enables you to download the app as the user journey experience is more accessible.

You should have now received the Zoom diary invites for all the workshops and peer coaching sessions. We will also be using Miro which is a visual collaboration tool.

If you have any issues, please contact us at improvement@nhsconfed.org

³ <https://zoom.us/>

Flexible by design

We understand the operating context is constantly changing and may affect your ability to engage. If you're unable to attend sessions, in particular the peer coaching, please let us know with as much notice as possible. We will be providing recording of the workshops so you can listen again.

We will be capturing learning and insight throughout the programme. Our communications and insight and evaluation team may reach out to you to understand what you are learning. Participating in case studies is completely optional.

Thank you to those who joined the welcome sessions and gave your views on your preferred platforms to use for sharing files (such as reading material or recordings) as well as the best platform for you to communicate with each other. We will be updating you on this at the first workshop in February.

We take confidentiality and data protection very seriously and have a privacy statement that you can read more about.⁴

Setting yourself up for successful learning

Here are some ideas for how you might make the most of the learning experience:

- dedicate time to give to the workshops and peer learning sessions
- bring your whole self to the room and be willing to share ideas and thoughts
- good reliable internet connection for the online sessions
- a quiet space when taking part so you can fully engage and not be distracted
- set aside time to read the pre-work tools and resources so you get the most out of the session
- take the opportunity to reflect on your development journey after the session
- keep track of your learning as you go so you can build a record of your progress

⁴ NHS Confederation privacy statement: <https://www.nhsconfed.org/privacy>
The Health Foundation and Q privacy statement: <https://www.health.org.uk/privacy-policy-and-cookies#:~:text=Privacy%20Notice&text=We%20aim%20to%20be%20clear,and%20process%20your%20personal%20data>

Our commitment

Our commitment to you

Experienced facilitators who will host you throughout the process, helping you to navigate the range of perspectives, practical tools and approaches shared by our contributors.

Flexible sessions which will take place online. We can provide closed captioning and live transcription if required and can support accessibility needs.

Resources for your learning journey: pre-reading, session recordings and summary of insights so that you can listen again.

Practical tools and takeaways that you can adapt and use in your system.

Our commitment to equity, diversity and inclusion

All the elements of your peer learning programme have been designed to create a welcoming inclusive space. We can provide adjustments and accessibility support, such as live captioning, which can be requested from the team.

We welcome feedback at any time throughout the programme. Please do contact us using the email at the end of this welcome pack as we'd love to hear from you.

We are committed to supporting greater equity, diversity and inclusion across our work to support better improvement in health and care systems.

Our vision

- Create a strong vibrant peer learning community through embedding diversity, and inclusive and equitable approaches.
- Embrace people from diverse backgrounds with different experiences and perspectives.
- Create an inclusive culture where everyone is valued, welcomed and respected both within the community and our organisations. This is a culture where people feel safe and empowered to express themselves.

We achieve this by ensuring we take an equitable approach, a diversity approach and an inclusive approach to all aspects of this programme:

- **An equitable approach pays attention to the different barriers people might face within the team or community based on their social identity.** It requires acknowledging that people may not have fair access to opportunities or inclusion based on their identity, understanding how and why, and designing solutions.
- **A diversity approach recognises that people are different in many ways and seeks to understand, value and manage that difference.** To do this well, we seek out and prioritise diverse perspectives and ideas, both in implementing current work and designing new programmes.
- **An inclusive approach prioritises the culture and experiences individuals have.** It requires designing solutions for when any of those things have become compromised by policies or practices and a commitment to creating a culture where all people feel valued and respected.



Your programme hosts and facilitators

In addition to the core partnership team, you can expect guest contributors and facilitators to support your improvement journey and these will be announced prior to each workshop.



Matthew Taylor
CEO, NHS Confederation

Matthew is a high-profile public figure who has had a distinguished career at the heart of public policy for the last 20 years. Matthew brings a remarkable depth of experience at the heart of government and public policy and is a compelling advocate for NHS Confederation members as they face the challenges of recovering from the pandemic and delivering better health for all the communities they serve.



Penny Pereira
Managing Director,
Q at the Health Foundation

Penny has been at the Health Foundation since 2011 and has been leading Q since its inception. Before joining the Health Foundation, Penny worked at a hospital trust in East London, where she was the Director of Strategy and Service Improvement. Penny has spent her career leading improvement work at local and national level in the NHS, with particular expertise in process and system redesign, leading strategic change across organisations and patient safety.



Jen Morgan
Local System Lead,
Q at the Health Foundation

Jen brings her skills and experience in leading and convening large scale systems change in civil society and mental health to this work. She is motivated by creating meaningful spaces for people to come together to think differently about how they see and approach things – and in a way that puts relationships at the heart of the work.



Victoria Binks
Assistant Director – Improvement,
NHS Confederation

Victoria is the Assistant Director leading on improvement for the NHS Confederation. She brings her experience of facilitation and engagement, having previously worked in roles within frontline health organisations deepening relationships and improving the way communities are involved in co-designing services for better outcomes.



Anindita Ghosh
Innovation and Development Lead,
Q at the Health Foundation

Anindita is the Innovation and Development Lead in Q. She brings experience from social innovation, service design and systems thinking fields. She is interested in creating inclusive and inspiring learning environments to enable participant learn by doing to support large scale change.



Julia Swift
Partnerships and Improvement
Manager, NHS Confederation

Julia's background spans policy, strategic communications and branding across the private, public and not-for-profit sectors. As Partnerships and Improvement Manager, she works with external organisations on projects that benefit members through driving integration and embedding improvement approaches.



Helen Wolstenholme
Assistant Director for Partnerships
and Support, NHS Confederation

Prior to her current role as Assistant Director for Partnerships and Support for the ICS Network at NHS Confederation, Helen was the Assistant Director for the South East. Previously Helen was the Regional Manager for London and the South East at Cancer Research UK. She has also held a role as Senior Policy Advisor and Stakeholder Engagement Manager at the Department of Health, service management roles in local government and developed her own consultancy supporting local government and NHS in the South East.

Supplemental reading

Improving health and care at scale: learning from the experience of systems
<https://www.nhsconfed.org/publications/improving-health-and-care-scale>

Improving across health and care systems: a framework
<https://q.health.org.uk/about/local-systems/local-system-improvement/cross-system-improvement-framework/>

A guide to making the case for improvement
<https://www.health.org.uk/publications/a-guide-to-making-the-case-for-improvement>

If you would like more information or have any questions about our partnership or your peer learning programme, please email improvement@nhsconfed.org

We are really excited to get started on this vital improvement journey with all of you and look forward to seeing the long-term system change and applied learning that stems from bringing you together.

The Health Foundation health.org.uk

NHS Confederation nhsconfed.org

Q q.health.org.uk

