



Cross System Improvement Framework



Q is led by the Health Foundation and supported by partners across the UK and Ireland





Collective vision and leadership

Building leadership support	Addressing inequities and power imbalances that may hinder collective leadership
Co-creating a vision and narrative for change	Navigating multiple cultures, histories and leadership styles
Understanding together the nature of the system	Creating a credible system view from disparate data and perspectives
Engaging with all partners and communities	

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Aligned operating model

Developing goals and the ability to measure progress	
Redesigning management systems to enable improvement	Building consensus on what's best done at system level
Aligning resources and incentives	Rebalancing resources in the face of organisational interests
Agreeing priorities and mediating expectations	Balancing demands for rapid results and systemic transformation

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Capability, connections and culture

Enabling productive cross-silo connections and reflection	Overcoming practical and cultural challenges when bridging groups
Creating collaborative learning habits and structures	Making it easier and a cultural norm to learn across silos
Building skills and space for everyone involved in the change	Navigating different methods and uneven access to development between groups

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System and pathway redesign

Understanding the context, needs, experiences and assets of those served

Taking a whole population view of needs, inequities and co-production

Diagnosing and redesigning end to end pathways and service models

Designing for multiple interlocking pathways that span many organisations

Delivering multi-strand 'transformation' programmes

Managing interconnected system shifts in IT, estates and other infrastructure



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Continuous quality improvement

Incrementally improving hundreds of processes with service users	Sponsoring and supporting work by service level teams and organisations
Adapting roles, ways of working, metrics and linked systems	Maintaining pace and clarity across multiple teams and strands of work
Ongoing monitoring, adaptation and control of service performance	Understanding and optimising performance of the system as a whole

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Targeted innovation

Understanding the current situation and desired futures	Charting futures that helpfully disrupt but maintain universal access and system sustainability
Identifying priority gaps and / or innovations	Pulling in innovations to meet system needs, including from disruptors and entrepreneurs
Testing, experimenting, scaling and embedding innovations	Embedding and scaling innovations across an ever changing and stretched system

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