Leadership and Improvement

How the Advancing Quality Alliance and NHS North West Leadership Academy will jointly support their members
The NHS and social care are facing unprecedented challenges. The Five Year forward View and the Sustainability and Transformation Plan (STP) process urge local leaders to work together to bring about radical service transformation. If they are to succeed in this, there will need to be a step-increase in system leadership capability and in improvement know how at every level, from the front line through to Boards.

In December 2016 Developing People – Improving Care was published, to which both the Advancing Quality Alliance (AQuA) and NHS North West Leadership Academy (NHS NWLA) contributed. This is a national framework for local, regional and national action on the pivotal relationship between leadership development and improvement to support the transformation we need. It “targets leaders at every level of the NHS, and guides them in developing a critical set of improvement and leadership capabilities among their staff and themselves” in four ways:

- Systems leadership skills for leaders improving local health and care systems, whether through Sustainability and Transformation Plans, Vanguards, or other New Care Models.
- Improvement skills for staff at all levels.
- Compassionate, inclusive leadership skills for leaders at all levels.
- Talent management to fill current senior vacancies and future leadership pipelines, with the right numbers of diverse, appropriately developed people.

Deborah Davis, Managing Director of NHS North West Leadership Academy says:

“We have a long established relationship with AQuA and together we have a successful track record of delivering joint initiatives. I welcome the new joint strategic framework, Developing People – Improving Care, which at a national level has recognised the need for leadership and improvement development to be considered together, committed to by all Arms-Length Bodies, and is a great opportunity for a unified and inclusive approach. I look forward to further enhancing our collaborative relationship, along with other partners in the North West too.”
Relevance to AQuA and NHS NWLA members

The North West is in the unique position of having two mature organisations that are already well placed to support the Developing People – Improving Care framework for action. AQuA leads on quality and improvement, the Academy lead on leadership development, including talent management and compassionate and inclusive leadership. We have a history of working together, particularly in the field of system leadership; with the Academy providing commissioning expertise for leadership development, and AQuA delivering the practical skills to lead for quality, improvement and transformational change.

Compassionate and inclusive leadership of organisations and systems, coupled with co-ordinated and at-scale quality improvement, is vital to delivering the transformation intentions of the Five Year Forward View and the STPs. The document recognises the need to integrate leadership and improvement activity, and to make it easy to access and relevant to multi-agency health and social care teams. AQuA and the NHS NWLA are committed to continuing their close partnership, and working with their members to help them understand their respective roles in supporting the work and collaborating in all key areas where it makes sense to do so. Other key areas of focus will remain separate or may be delivered in joint ventures with other key partners.

David Fillingham, Chief Executive of Advancing Quality Alliance says:

“The NHS and social care are facing unprecedented challenges. Investing in improvement skills and developing leadership talent will be crucial if we are to deliver the transformation that is so badly needed. The new national framework will be a great stimulus to this. We look forward to working in close partnership with NHS North West Leadership Academy to support its implementation.”
AQuA provides development in NHS quality improvement, change management and leadership for improvement. They are funded through membership and consultancy income. Their practical support enables individuals and multi-agency teams to apply theory to practice at all levels of the system.

AQuA has already been commissioned by NHS NWLA on improvement projects with the OD Network, Leadership for Integration programmes and locality clinical leadership programmes. Both have worked in the past on Board development programmes.

NHS NWLA commissions NHS leadership development for the North West, and is funded through both membership and national funding streams. This includes working on behalf of the national NHS Leadership Academy, supporting the delivery of the national leadership programmes here in the North West.

NHS NWLA will continue to work with its membership and commission the most appropriate and impactful leadership interventions, and where appropriate, work closely with AQuA as a partner. Both organisations are currently working together on the North West element of an international programme run by the International Foundation for Integrated Care (IFIC).
How will AQuA and NHS NWLA collaborate?

Five conditions underpin the Developing People – Improving Care framework for action. In the diagram below, we indicate the areas that AQuA and the NHS NWLA will address in their collaboration, working together to support your organisation, locality and STP footprint to achieve these conditions.

<table>
<thead>
<tr>
<th>Overall aim of the framework</th>
<th>The five conditions (primary drivers)</th>
<th>NHS NWLA and AQuA will address</th>
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<tbody>
<tr>
<td>Continuous improvement in care for people, population health and values</td>
<td>Leaders equipped to develop high quality local health and care</td>
<td>1. Programmes to develop system leadership capability &amp; capacity aligned to STP needs</td>
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<td></td>
<td>Compassionate, inclusive and effective leaders at all levels</td>
<td>2. Support to design and implement strategies for leadership and talent development</td>
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<td></td>
<td>Knowledge of improvement methods and how to use them at all levels</td>
<td>3. Help to develop compassionate and inclusive leadership for all staff at every level</td>
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<td>Support systems for learning at local, regional and national levels</td>
<td>4. Help to embed inclusion in leadership development and talent management initiatives</td>
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<td></td>
<td>Enabling, supporting and aligned regulation and oversight</td>
<td>5 &amp; 6. Support for organisations and systems to deliver effective talent management, and support for the national work to improve senior level recruitment</td>
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<td>7. Mechanisms to build improvement capability among providers, commissioners, patients, citizens and communities</td>
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<td></td>
<td>8. Advice and support to local and national bodies to implement revised improvement and leadership curricula, revalidation and award schemes</td>
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<td>9. Provide easy access to improvement and leadership development resources</td>
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<td>10. Support peer-to-peer learning and exchange of ideas</td>
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<td>AQuA and NHS NWLA will also work with national and regional partners to understand the part we may play in:</td>
<td>11. Creating a consistent, supportive regulation and oversight approach</td>
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<td>12. Streamlining and automating requests for information</td>
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<td>AQuA will continue to:</td>
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<td>13. Work with NHS Boards to balance measurement for improvement and judgement</td>
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What does this mean for North West organisations and health and care localities?

• Through our established account management relationships and conversations with organisational Executive and OD leads, locality and STP leaders and other stakeholders, AQuA and NHS NWLA will customise offers to meet your needs and to complement work that is already underway.
• Our reach across the North West, and our links across the UK and internationally enable us to share learning and ideas from elsewhere, as well as to promote the leadership and improvement successes and innovations of the North West.
• We will deliver support at the relevant level, including North West, STP, locality and organisational level.
• AQuA and NHS NWLA continue to work closely with the two North West AHSNs and Health Education North West, to present a coherent package of support to North West NHS organisations and to avoid duplication.
• We are also working closely with NHS Improvement to shape the next iteration of the national framework, and to share learning about its implementation alongside the recommendations in Developing System Leadership.

For more information, or to discuss how AQuA and NHS NWLA can support your organisation or system, please contact:

**Advancing Quality Alliance**
www.AQuAnw.nhs.uk
AQuA@srt.nhs.uk

**NHS North West Leadership Academy**
www.nwacademy.nhs.uk
nwla.info@nhs.net

**Useful reading**

• AQuA’s Support for the Implementation of Sustainability and Transformation Plans
• NHS NWLA System Leadership Support