

Section B

Improvement Knowledge and skills for **'Team'**



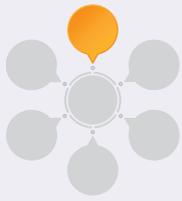
Development Assessment Tool

Improvement Team - Delivering

This section of the guide identifies the improvement knowledge and skills for a team and is in addition to the knowledge and skills listed in 'Everyone'. You will increase your understanding of terminology, concepts and principles that relate to improvement. You may need help from a champion or advisor from time to time but you can usually perform the skills independently.

Who is it for?

This section may be completed collectively by a team who are planning to deliver an improvement, or it may also be completed by individual staff or team member. Please remember that you do not have to be part of a team to deliver improvement.



Leadership for Quality

Leadership is not about job titles or professions, anyone can be a leader. A leader is someone who can create a clear vision for the future, motivates and inspires people to engage with that vision, and has the ability to influence and guide people in achieving that vision.

Team	Knowledge and Skills	Confident	Some development	A lot of development
1.	I know what our team's aim is			
2.	I know what makes an effective team			
3.	I am aware of the different types of individual and team assessment tools			
4.	I understand the different types of roles within a team			
5.	I understand emotional intelligence			
6.	I know how to recognise, value and integrate diversity within a team			

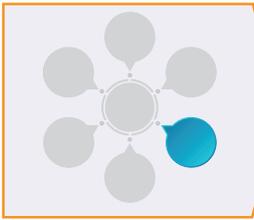


Person and Family Engagement

This is about how healthcare organisations ask for and listen to patient, service user and family needs and preferences to make sure they are delivering person centred care.

Team	Knowledge and Skills	Confident	Some development	A lot of development
1.	I understand the terms ' co-production ' and 'co-design' and how they relate to the patient, service user and family			
2.	I know how to incorporate shared decision-making and self-management support into our care pathway process			
3.	I know how to use various strategies for capturing the experience of patients, service users and families including narratives, focus groups and surveys			
4.	I know how to invite and support patient, service user and family representatives to take part in project teams			
5.	I know how to use patient, service user and family stories effectively to improve experience			

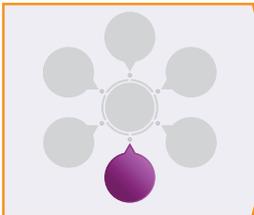




Staff Engagement

Staff are engaged when they feel valued, are emotionally connected, fully involved, enthusiastic and committed to providing a good service... when each person knows that what they do and say matters and makes a difference.

Team	Knowledge and Skills	Confident	Some development	A lot of development
1.	I understand the evidence base for staff engagement			
2.	I can apply the principles of staff engagement			
3.	I am aware of the resources and tools that support meaningful staff engagement			
4.	I know how to use social media and other communication channels for engagement			
5.	I know how to collaborate effectively with individuals and teams for improvement			
6.	I know how to use staff stories effectively to improve experience			

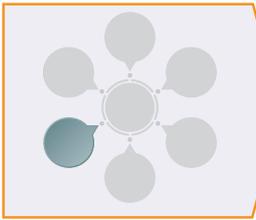


Improvement Methods

Improvement Methods, also known as [improvement science](#) is about finding out how to improve and make changes in the most effective way. It is about systematically examining the methods and factors that work best to facilitate improvement.

Team	Knowledge and Skills	Confident	Some development	A lot of development
1.	I am aware of how quality in healthcare is defined both nationally and internationally			
2.	I understand and know an improvement methodology			
3.	I have an understanding of improvement theory			
4.	I am able to write a SMART aim			
5.	I know how to develop a driver diagram			
6.	I know how to run a PDSA cycle			
7.	I know how to map a patient flow or process			
8.	I am aware of creative thinking techniques to generate ideas for improvement			
9.	I know how to construct a project story board or presentation to share benefits and learning			
10.	I know how to develop a communications plan			



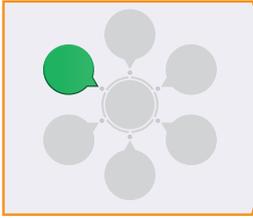


Measurement for Improvement

This is the analysis and presentation of qualitative and quantitative data in a format that allows us to identify opportunities for improvement and demonstrate when a change has resulted in an improvement.

Team Member	Knowledge and Skills: for a more detailed description of the knowledge and skills required to perform specific tasks related to measurement for improvement, please refer to the Measurement for Improvement Curriculum, available on line at: http://bit.ly/2fIPETE	Confident	Some development	A lot of development
	A characteristic of effective improvement teams is that at least one team member has confidence in data analysis and takes the lead in measurement tasks, or alternatively that the team has access to a measurement advisor. Because of this, the team section is divided into two roles: <ol style="list-style-type: none"> (1) Knowledge and skills team members should have (2) Additional knowledge and skills the measurement lead should have 			
1.	I understand the advantage of illustrating variation rather than using red, amber and green traffic lights when it comes to motivating teams and making informed decisions			
2.	I understand the importance of including subject matter experts when interpreting data or charts			
3.	I understand the difference between outcome, process and balancing measures			
4.	I understand the importance of planning measurement			
5.	I know how to draw and interpret a run chart			
6.	I can interpret a funnel chart			
7.	I know what control charts are and understand how to interpret them, and when to look for advice on their appropriate use			
8.	I understand the difference between common and special cause variation			
9.	I understand the value of annotating charts to highlight when changes were made and their impact			
10.	I understand what qualitative methods are and their value for measurement for improvement			
11.	I understand how to create a simple survey			
Measurement Lead	Knowledge and Skills	Confident	Some development	A lot of development
1.	I know how to create bar charts, run charts , basic control charts and other illustrative charts on behalf of the team			
2.	I understand the rationale for setting and recalculating the centre line and control limits for control charts			
3.	I can design and administer surveys and understand different types of scales such as Likert			
4.	I can analyse survey results or know when to seek advice on survey analysis			
5.	I can design and conduct interviews , focus groups , storytelling sessions and observations to gather qualitative data			
6.	I can analyse qualitative data or know when to seek advice on qualitative analysis			
7.	I understand the team's responsibilities in complying with relevant local and national policies on informed consent, ethical approval and data governance			





Governance for Quality

This involves having the right structures, processes, standards, oversight and accountability in place for delivering and sustaining improvement.

Team	Knowledge and Skills	Confident	Some development	A lot of development
1.	I know the team roles and responsibilities for our improvement initiative			
2.	I know how to develop an improvement plan (project plan)			
3.	I know how our team's improvement plan aligns to organisation and national goals			
4.	I know the person we are accountable to for the delivery of our improvement initiative			
5.	I am aware of the processes used by our team to communicate, raise issues and plan actions			



