

Section C

Improvement Knowledge and skills for '**Champion**'



Development Assessment Tool

Improvement Champion – Leading

This section of the guide identifies the improvement knowledge and skills for a champion. You can perform the actions associated with the knowledge and skills without assistance. You are recognised as ‘a person to ask’ when difficult questions arise about improvement. You consistently provide practical ideas and perspectives on process or practice improvements. You participate in discussions about the sustainability and spread of improvement within your department, organisation or service.

Who is it for?

Anyone can be a champion for improvement. You may work in leadership role or lead a team or service within your organisation. However, you do not have to work in a leadership role to champion improvement.

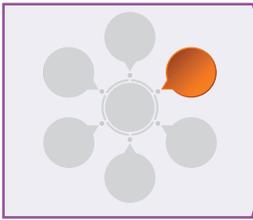


Leadership for Quality

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.

Champion	Knowledge and Skills	Confident	Some development	A lot of development
1.	I know how to create a shared vision and aim for improvement			
2.	I know how to develop an improvement strategy to achieve an aim			
3.	I know how to create a sense of urgency and build a coalition of the willing			
4.	I understand and know the different types of leadership styles			
5.	I am aware of effective leadership behaviours			
6.	I know how to create a culture of psychological safety where it is safe to question or challenge			
7.	I know how to inspire and motivate team members			
8.	I know how to delegate tasks effectively			
9.	I know how to effectively manage team meetings			
10.	I have effective negotiation and influencing skills			
11.	I have effective networking skills			
12.	I know how to manage conflict effectively			
13.	I know how to give and receive constructive and positive feedback			
14.	I know how to assess staff improvement capability			
15.	I understand organisational power and politics			
16.	I know how to create a positive organisational culture of learning and improvement			
17.	I know how to plan the sustainability and spread of improvement after implementation			

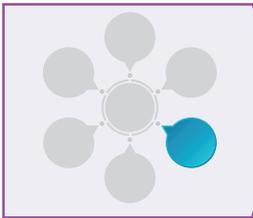




Person and Family Engagement

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.

Champion	Knowledge and Skills	Confident	Some development	A lot of development
1.	I know how to involve and empower patients, service users and families in decision making			
2.	I know the factors that enable a culture of person and family engagement			
3.	I know how to measure and evaluate patient, service user and family experience			
4.	I am able to support and develop staff and teams in person and family engagement			

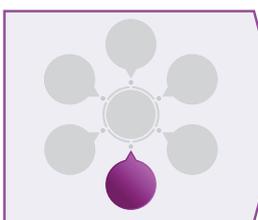


Staff Engagement

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.

Champion	Knowledge and Skills	Confident	Some development	A lot of development
1.	I am able to effectively engage staff at all levels of the organisation			
2.	I can involve staff in the co-production or co-design of a service			
3.	I know how to encourage trust and team work to improve staff engagement			
4.	I can create space and time for staff creativity and innovation for improvement			
5.	I am able to identify and manage staff expectations			
6.	I can acknowledge and celebrate the success of staff engagement initiatives			
7.	I know the benefits of actively promoting health and wellbeing to staff			

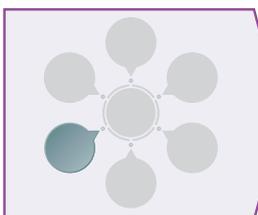




Improvement Methods

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.

Champion	Knowledge and Skills	Confident	Some development	A lot of development
1.	I know an improvement method			
2.	I know how to analyse the demand and capacity of a service			
3.	I can interpret a patient and process flow diagram			
4.	I know how to evaluate the impact of a change			
5.	I know the key components of the Programme for Health Service Improvement Handbook			
6.	I know how to develop a benefits plan			
7.	I know how to initiate clinical or non clinical audits to improve care and services			
8.	I know how to use an incident report to identify opportunities for improvement			
9.	I know how to conduct a risk assessment to develop a risk register			
10.	I know how to conduct an incident review			

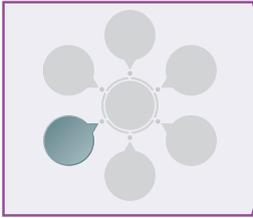


Measurement for Improvement

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.

Champion	Knowledge and Skills	Confident	Some development	A lot of development
1.	I understand the value of presenting data in a time series rather than using a 'traffic light' approach (that is red, amber and green indicators)			
2.	I know how to interpret run charts , control charts , funnel plots , bar charts, histograms and scatter plots			
3.	I know how to identify common cause variation and special cause variation and that each requires a different response			
4.	I understand the value of combining quantitative and qualitative methods in measurement for improvement			
5.	I know what is meant by a 'balanced' set of measures for example patient experience, safety, outcome, capacity and flow measures as well as staff experience measures			
6.	I know how to use measurement for improvement to drive better decision making			
7.	I know how to sustain measurement for improvement by transferring the ownership and governance for measures from a project team to a service team			





Governance for Quality

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

Champion	Knowledge and Skills	Confident	Some development	A lot of development
1.	I know how to assess organisational readiness to engage in improvement			
2.	I know how to identify and engage with key influencers and stakeholders for improvement			
3.	I know how to build and present a business case for improvement			
4.	I know the process for funding and resourcing improvement initiatives			
5.	I have a process for prioritising and aligning improvement initiatives to organisation and national goals			
6.	I know how to identify the interdependencies with other initiatives			
7.	I know how to design governance structures, processes, oversight and accountability for improvement			
8.	I understand the role of a sponsor in supporting an improvement initiative			
9.	I know how to oversee an improvement plan (project plan) to achieve the improvement aim			
10.	I know how to establish accountability for monitoring and sustaining improvement			
11.	I know how to influence executives and boards to prioritise quality as an agenda item			



