



Programme Prospectus  
& Application Process

August 2018



## Introduction

Improvement Science for Leaders (IS4L) is a programme designed to develop teams that can set up, lead, and deliver improvement that can be replicated and sustained. The programme's architecture is grounded in shared learning that recognises the skills and expertise of both the participants and the teaching faculty, embodying the spirit of '*all teach, all learn.*'

Teams are typically led by a senior clinician or health care manager and consist of 5 to 8 people. There are 5 places on each team to join the taught element of the 12 month development programme, where participants come together for three 3 day workshops. The content of these days, as well as the three site visits and monthly webinar sessions, are led by a mix of improvement science experts from across the country.

IS4L is run by Haelo, an Innovation and Improvement Centre based in Salford's Media City, which hosts improvement experts, clinicians, improvement fellows, and researchers. The core purpose of Haelo is to support organisations to improve health and healthcare through action, measurement, and evaluation.

Contact details are available at the end of this document.

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What is Improvement Science?

**'The overriding goal of improvement science is to ensure that quality improvement efforts are based as much on evidence as the best practices they seek to implement. Improvement Science is an emerging concept which focuses on exploring how to undertake quality improvement well. It inhabits the sphere between research and quality improvement by applying research methods to help understand what impacts on quality improvement.'**

- The Health Foundation

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## The IS4L Development Programme:

### Outcomes

On completion of the programme participants will have:

- Scoped, set up, and executed an improvement project
- Developed advanced improvement science leadership skills
- Formed a close network with their peers and teams from across the cohort, which is formed from across the breadth of the NHS and its partners
- Demonstrated successful completion of an improvement project
- Learning and plans for the scale-up and spread of their project

### Curriculum

The 12 month IS4L programme is built around nine days of classroom work, spread over three workshops with additional online workshops and assignments on specific technical topics. There is a virtual learning environment (the Hub) to facilitate communication and continuous collaborative learning. Areas covered include:

- The History and Definition of Improvement Science
- The Model for Improvement
- Developing, testing and implementing changes (PDSA cycles)
- Change concepts
- Using Deming's System of Profound Knowledge
- Understanding and responding to personality types (Myers-Briggs Type Indicator)
- Publishing quality improvement work (SQUIRE guidelines)
- Innovation and creativity techniques
- Factorial design (planned experimentation)
- Scaling up improvement
- Tools for understanding variation
- Measurement for research and improvement
- Shewhart's theory of variation and Statistical Process Control (SPC)
- Qualitative research methods
- Connecting qualitative and quantitative methodologies
- Large scale change and social movement theory

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**'It is about being able to implement real change through small step changes. It is relevant to everything we do.'**

Sandra Critcher (IS4 Alumni), Rehabilitation and Recovery Manager, Manchester Mental Health and Social Care Trust.

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## Application process and requirements

### Who should take part?

- Clinical academics
- NHS managers
- Research nurses or research practitioners
- Professions allied to medicine
- Laboratory scientists

Graduation is based on the output of the team and individual attendance of at least 7 of the 9 taught days.

The time commitment required is 0.2 WTE or up to 20% of work time from all IS4L participants, largely to deliver the project within their own organisation but will also include assignments and exercises between workshops.

The experience of previous cohorts is that the time commitment required is up to a day a week in order to execute the improvement project and attend the developmental aspect of the programme.

The teams should have an executive sponsor to provide support for the project, and aims should be of strategic value to their organisation.

To apply for the programme or to discuss it in more detail, email [is4ac.haelo@nhs.net](mailto:is4ac.haelo@nhs.net)

Stage	Date
Application process opens	September 2018
Application deadline	January 2019
Interviews	February 2019
Notification of place on programme	March 2019
Pre-Work online workshop	May 2019
Workshop 1	12-14 June 2019

### **Workshop dates:**

Workshop 1: 12-14 June 2019

Workshop 2: 2-4 October 2019

Workshop 3: 4-6 March 2020

There are monthly online workshops using WebEx which will be based around developing technical content and coaching teams in its application. A mentor is assigned to each team to provide regular expert input into projects. Teams are required to produce a monthly report on their project and regular presentations in face to face workshops and via WebEx. Each team will also receive three on-site visits over the course of the year from the faculty.

A graduation will take place in May 2020.

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**‘Our aim was to implement a regional prescribing pathway for biologic use in patients with rheumatoid arthritis to facilitate high quality, consistent patient care within a single department by introducing a ‘Virtual Biologics Clinic (VBC).’ Overall, our aim has been achieved: the VBC is established and working; research recruitment is increasing; cost savings are being realised; and there have been several unexpected benefits including improved communications with CCGs and a programme of service improvement work within the department. The results of the project have also complemented the translational regional agenda at NIHR BRU.’**

Dr Ben Parker (IS4 Alumni), Consultant Rheumatologist, Central Manchester University Hospitals NHS Foundation Trust.

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### **Core faculty**

#### **Kurt Bramfitt**



**Kurt** is the course leader on the ‘IS4’ improvement science course. He is an improvement expert at Haelo with over ten years’ experience working across health and social care and third sector organisations. Kurt spent one year training with the IHI and graduated as an Improvement Advisor. At Haelo, Kurt leads a team who work across a multitude of local, regional and national collaborative programmes providing advice on measurement and improvement science methods to support and facilitate positive improvement outcomes.



### **Zoe Egerickx**

**Zoe** is a professional coach, facilitator, and registered nurse with experience in quality improvement and patient safety. At Haelo, Zoe is the lead for NHS Quest, focusing relentlessly on improving quality and safety. Zoe has a wealth of experience in leading large scale transformational change programmes through her previous roles at Great Ormond Street Hospital and has a particular interest in coaching and development.



### **Jess Roberts**

**Jess** is an academic who has previously taught at Salford and Manchester Universities. Jess has completed a PhD in the history of medicine and has published research on contagion theory and QI pedagogy. At Haelo, Jess facilitates all of the improvement science training, including the IS4 course.

## **Expert guest faculty**

**Prof Maxine Power**, Director of Quality, Innovation, and Improvement, North West Ambulance Service.

**Maxine** has worked in the Department of Health Quality Innovation, Productivity and Prevention team (QIPP) as the National Improvement Advisor. She has a 20 year clinical career as a Speech and Language Therapist, was awarded a Medical Research Council Clinical Research Training Fellowship and completed her doctoral training in neurophysiology in 2001. In 2006, she was awarded a Health Foundation Quality Improvement Fellowship, and spent one year at the Institute for Healthcare Improvement.

**Mohammed A Mohammed**, Professor of Healthcare, Quality and Effectiveness in School of Health Studies at the University of Bradford.

**Mohammed A Mohammed** is Professor of Healthcare, Quality and Effectiveness in School of Health Studies at the University of Bradford. His main areas of interest are health care quality, performance monitoring, league tables and more generally health services research. He has extensive experience in health care quality in both primary and secondary care. Mohammed is a student of Deming and Shewhart and a keen advocate of Statistical Process Control (SPC) methodology for understanding and controlling variation in healthcare. He has published over a dozen leading papers on the use of SPC in healthcare including papers in the Lancet, British Medical Journal, British Journal of General Practice and BMJ Quality and Safety in Health Care. Mohammed is a recognised expert in the use of SPC and was invited to be an expert witness to the Shipman Inquiry where he also shared his experience and progress of the first practical demonstration of the use SPC to monitor

death rates in general practice. Mohammed was also interviewed by the producers of the above Radio 4 programme regarding his experience in developing systems to monitor death rates in general practice.

### **CONTACT DETAILS**

Course Facilitator: Jess Roberts

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