

Making improvement and change



As part of the planning stage of your retention activities, and to help create an environment where change programmes deliver transformational, sustainable change, you may wish to consider the Change Model framework. The model provides a useful organising framework for sustainable change and transformation that delivers real benefits for patients and the public.

Things to consider

- What constraints in your organisation prevent line managers and teams becoming involved in retention activities?
- Could line managers and teams help to break down their activities into smaller short-term actions which are more manageable and together lead into a long-term vision? This may also help build trust and minimise concerns by helping line managers and teams to break the long-term vision into shorter-term actions for making change.
- How can information and stories be used to connect in a diverse way to get line managers and teams appropriately engaged? Use examples of

- Encourage managers to create the vision for their team or department. The process is as important as the vision itself, as it gives everyone time to consider the change, what it means for them, and to voice any concerns.
- Where the change may be perceived as negative, talk openly about it to build trust. Also value your sceptics as they may help identify things you may have missed.

The Improvement Capability Building and Delivery team, which is part of NHS England and NHS Improvement's Improvement Directorate, helps build capability in teams, organisations and systems to improve services to enhance patient care, driven by evidence-based, policy-aligned improvement capability building. A dedicated improvement hub sets out a wealth of improvement knowledge, information and tools to support the delivery of sustainable service improvement.

NHS England and NHS Improvement provides direct support to ICSs as part of the national retention programme. This support helps the ICSs to work through a 90-day improvement cycle, with 30, 60 and 90 day check-ins. It also supports development of a retention plan. This approach has resulted in retention improvement plans being developed in our 'pathfinder organisations' – North East and Yorkshire region, Bristol, North Somerset and South Gloucestershire ICS and North Central London ICS. For further information, please get in touch with your regional retention manager.

Top tips

- ✓ Speak with your improvement lead about ways you can work together to improve workforce retention.
- ✓ Consider the different improvement tools that are available and answer the questions set out here to help inform your thinking around the planned change.
- ✓ Continue the dialogue over time so that line managers and teams stay engaged and up to date with changes, and continue to see the benefits to them.

✓ Role model both the values and behaviours needed to create transformational change within your organisation.

✓ Taking time to slow down and observe what is going on in your departments will give you the opportunity to gain real insights into what is happening for staff and patients on the shop floor.

Tools and further reading

- Keep up to date with interventions and practical solutions on NHS England and NHS Improvement's website.
- A driver diagram is a visual activity for tackling complex issues like retention and can be used to plan improvement project activities.
- NHS England and NHS Improvement's Leading Large Scale change and Change Model Framework.
- East London NHS Foundation Trust's quality improvement hub.