

# Frameworks for Embedding CI

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by ICiPS

Institute for Continuous Improvement in Public Services

# Frameworks for Embedding CI

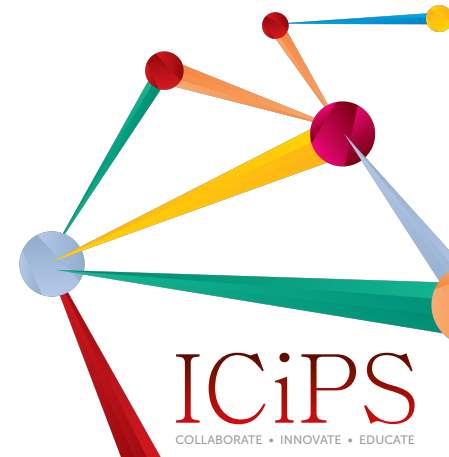


# Introduction

This guide has been produced in response to an increasing number of members asking us to recommend a CI framework.

There is no simple answer to this question, as each organisation differs greatly in what they aim to accomplish, what it means to them and how they define continuous improvement (CI).

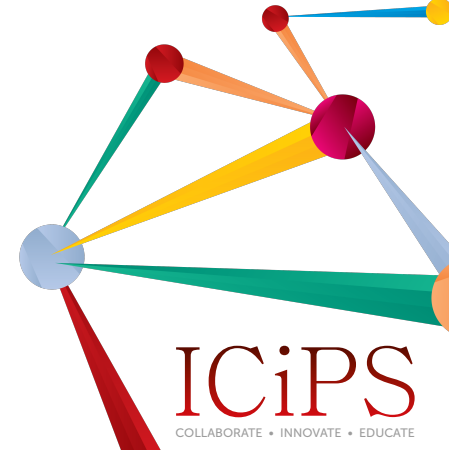
This guide pulls together information that can help you decide what is right for your organisation.



# Starting with the end in mind

**The goal of CI is to create an environment where :**

- Clear and shared purpose drive action and behaviours
- Every employee is invested in ensuring the most efficient and effective processes; processes that deliver right first time, meet customer need; are timely, and provide value for money
- Employees are empowered and trusted to improve ways of working
- Failure is embraced as a learning opportunity
- Silos are replaced with collaborative working
- Time is invested in understanding what stakeholders need
- Change professionals lead only the most technically complex pieces of work
- Every minute worked adds value

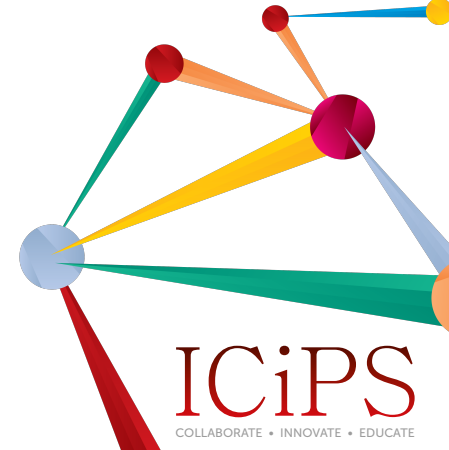


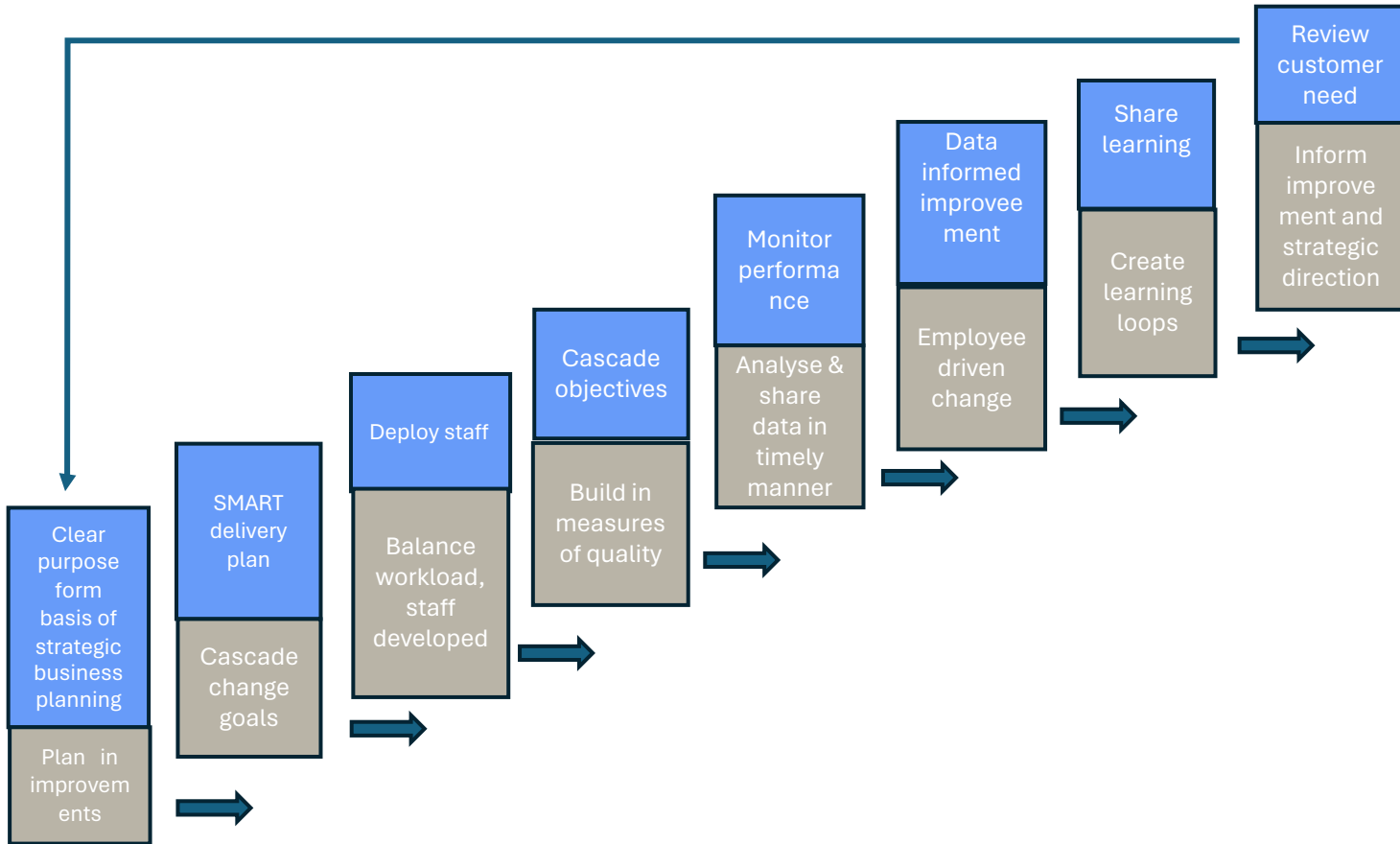
# Frameworks for change

There are numerous published frameworks, many sector specific. The majority focus on the delivery of change; far fewer on the creation of a CI culture. Many frameworks are readily found through an internet search, and some can be found in our website in the 'World of Knowledge' section.

You will find they are all remarkably similar in their approach. Why? Because CI programmes are built on a logical progression of common-sense steps including;

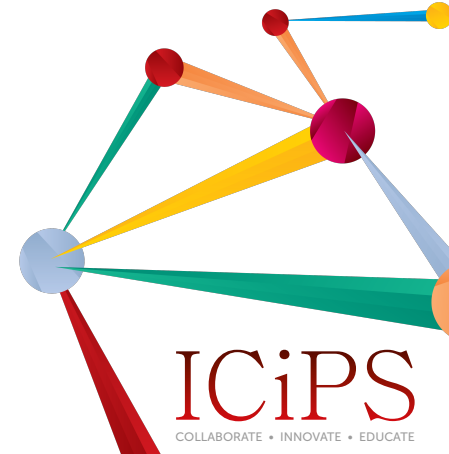
- A demonstrator project to demonstrate what CI is, the benefits it brings, and to gain buy-in
- Process changes to embed the change delivered
- Developing employees in the application of change techniques
- Analysis of insight to identify further areas for improvement
- Collaborating with stakeholders to improve cost-cutting processes
- Leadership creating the conditions for change are right



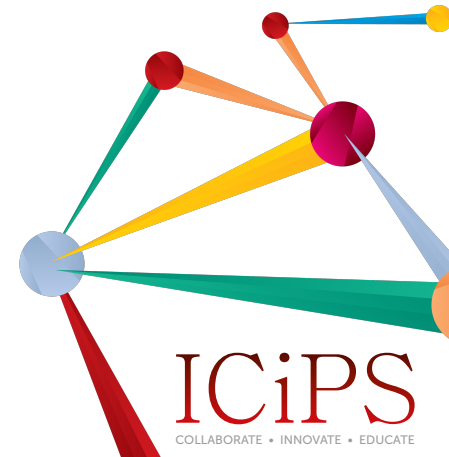


CI is simply good business practice, so where leaders understand the concepts and recognise the benefits of CI, it will simply be part of BAU

Strategic plan	SMART operational delivery plan	Skills matrix & workforce development plan	Team and individual contribution defined	Method and plan for data capture and analysis	Local CI accountability & authorisation levels defined	Preventative maintenance	Customer engagement plan
Business plan	Communication plan	Understand & balance workload	Defined behaviours	Organisation wide reporting frameworks	Change capability	Cascade system	Horizon scanning
Finance plan		Flexible working	KPIs & PIs	Local real time data, visual display boards, team huddles	Tools & approach for tackling more complex issues e.g. lean, 6s, systems thinking	Knowledge management system	Innovation
Business Intelligence		Tidy & ordered workplace	PDPs		Innovation		
		Functioning supply chain	Feedback		Understanding & tracking ROI		
← Transformational leadership & CI culture →							



## Links to frameworks & models for delivering change



**Government Functional Standards** - a set of guidance that looks at best practice in different areas of activity e.g. procurement, project management

<https://www.gov.uk/government/publications/project-delivery-functional-standard>

### **NHS Embedding CI Guide**

<https://aqua.nhs.uk/resources/embedding-a-culture-and-system-for-continuous-improvement/>

### **Scottish Government National Improvement Framework for Schools**

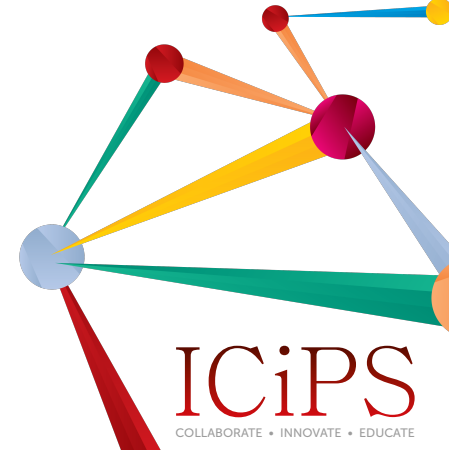
<https://www.gov.scot/publications/education-national-improvement-framework-improvement-plan-2024/pages/6/>

### **Welsh Government Framework for Improvements in Social Services**

<https://www.gov.wales/performance-and-improvement-framework-social-services-using-evidence-inform-improvement>

### **National Audit Office**

<https://www.nao.org.uk/insights/how-to-improve-operational-services/>





## **Improvement Cultures in Health and Adult Social Care**

<https://www.cqc.org.uk/sites/default/files/2023-07/202307-RapidLiteratureReview-improvement.pdf>



## **Continuous Improvement Self-assessment College of Policing**

<https://assets.college.police.uk/s3fs-public/2020-12/Continuous-Improvement-Self-Assessment-Matrix.pdf>



***And don't forget to explore and learn from what is being done overseas***

Government of New South Wales Australia

<https://www.nsw.gov.au/nsw-government/onecx-program/blog/continuousimprovement>

**Western Australian Government**

<https://www.wa.gov.au/government/publications/fact-sheet-continuous-improvement>

**BASELINE leading to IMPROVEMENT**

**ONGOING IMPROVEMENT**

*Agree Project Program & Governance*

*Commence lean projects ( higher level end to end process view, quick wins, reduce NVA, reduce cycle time)*

**S**

*Agree & Commence six sigma projects ( deep look at specific problem areas to reduce variation , right first time every time )*

*Continuous Improvement Processes ( roll out of lean systems thinking)*

*Risk Management & Management of Stakeholder Expectations*

*Skills & Competencies (skills & knowledge where you need it when you need it )*

**Change lead agrees demonstrator project & Governance with senior stakeholders**

- Prioritise opportunities and agree one to move forward
- Agree SMART measures
- Agree governance arrangements & reporting
- Agree support resource

**Change Managers commence demonstrator change project**

- Team formed
- Risk Plans
- Communications Plans
- Reporting and Escalation
- Key Milestones
- Project Control
- Project Reporting

**CI experts guide on implementation of change projects**

- Dashboards
- Daily work group meetings
- Introduce lean thinking practices
- Align with other activities
- Data collection plans

**Change lead agrees Further projects with senior stakeholders**

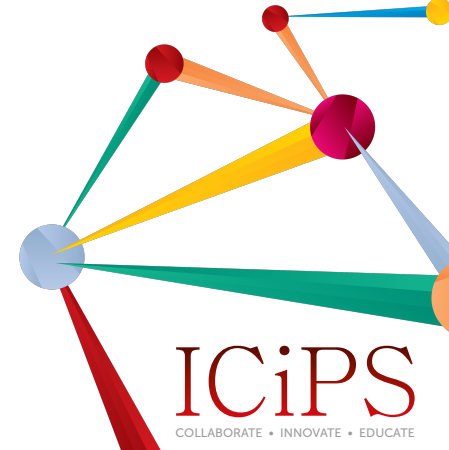
- Prioritise potential projects
- Agree implementation plan
- Assign project sponsors
- Assign experts to mentor each project

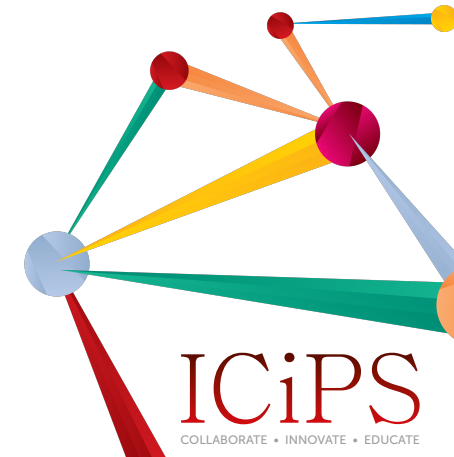
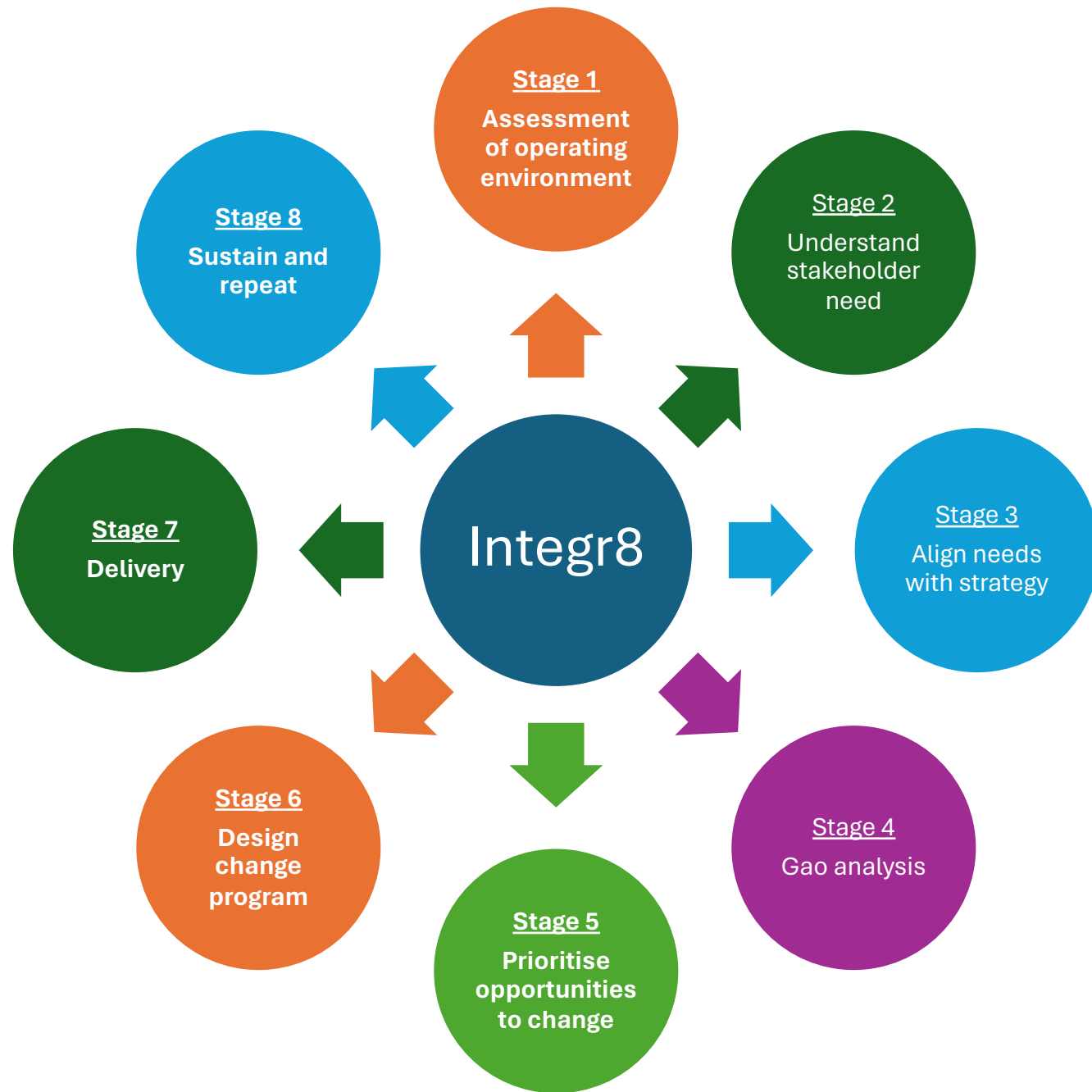
**Risk & stakeholder management**

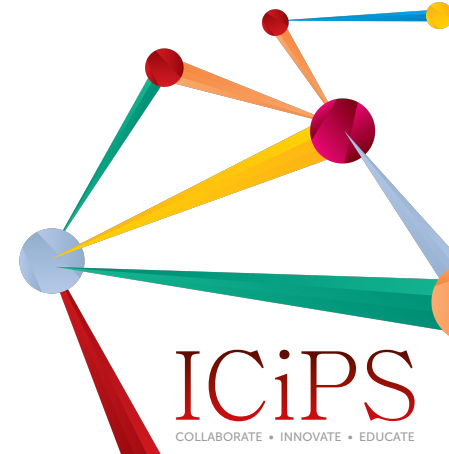
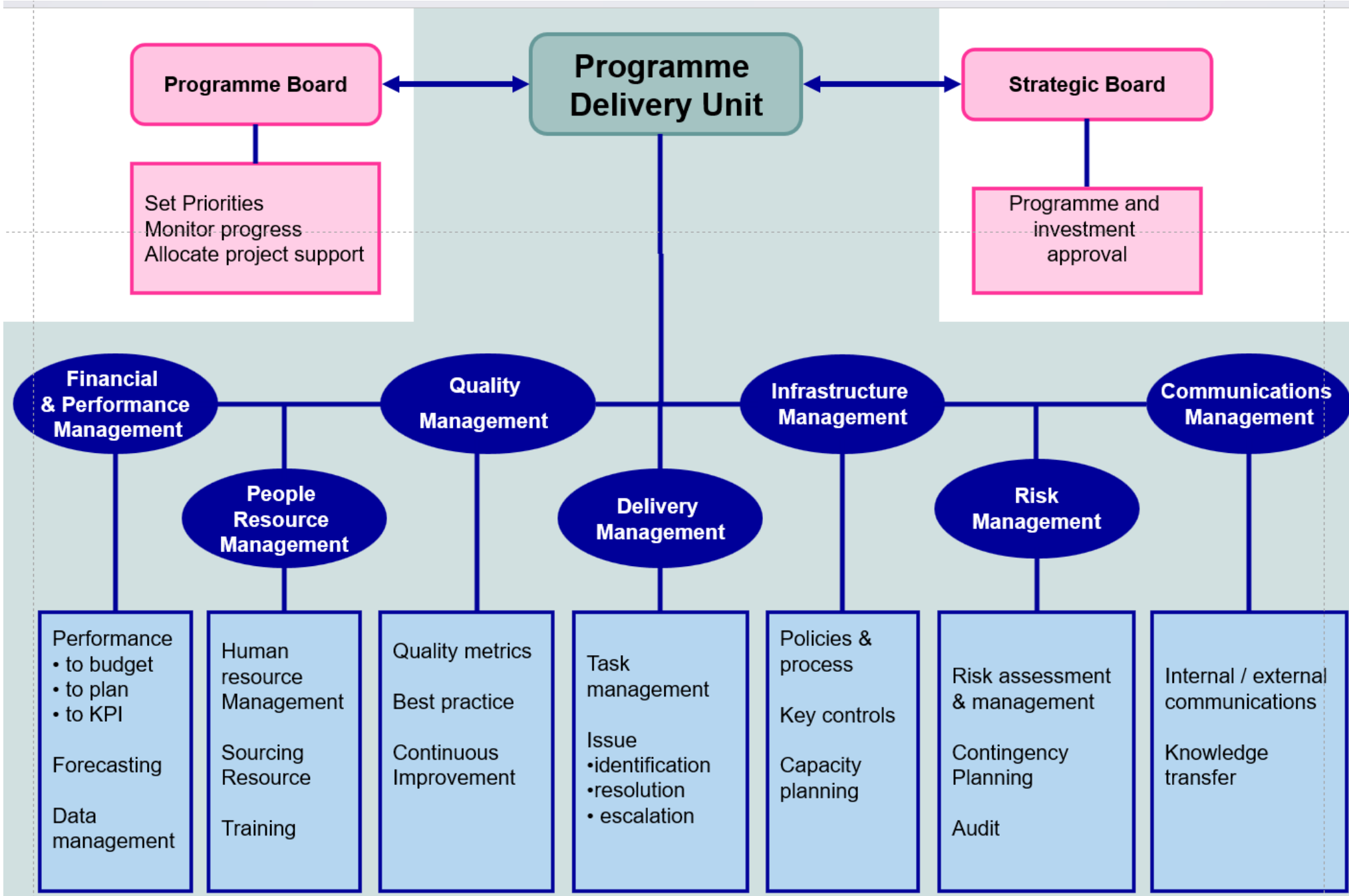
- Open partnerships
- Effective communication pipelines
- Define partnership roles and responsibilities
- Determine & Agree Service Quality levels
- Active risk management for all activities

**Embedding change**

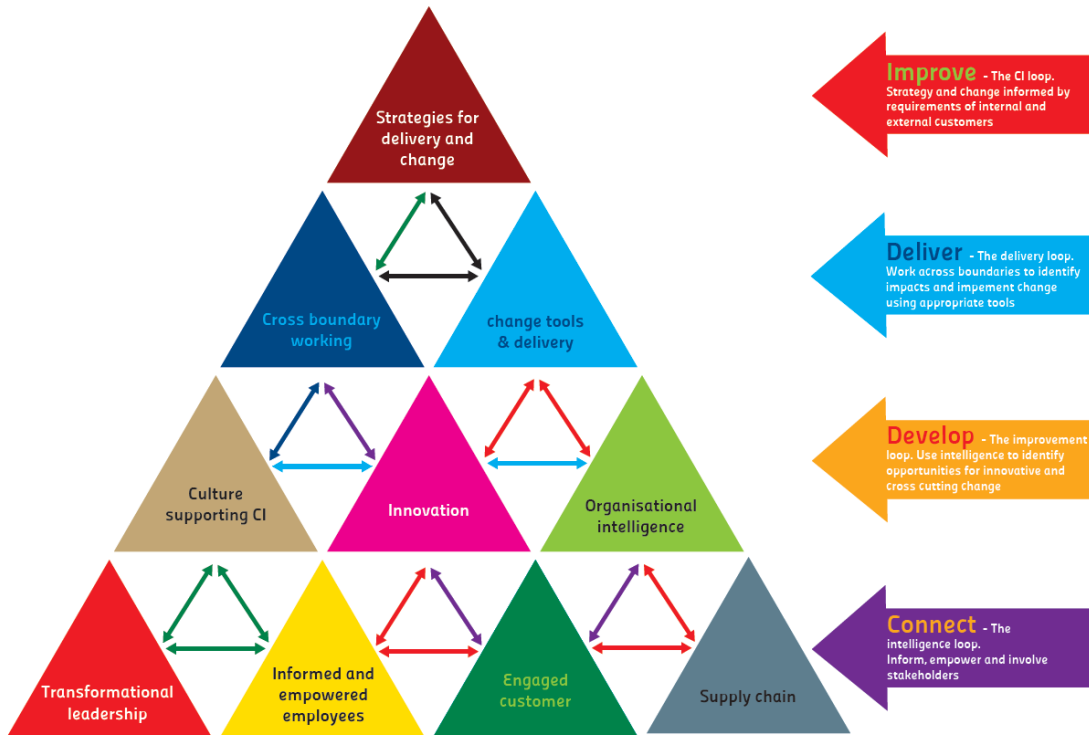
- Define Skills and competencies required
- Identify training needs
- Deliver training
- Put KPIs in place







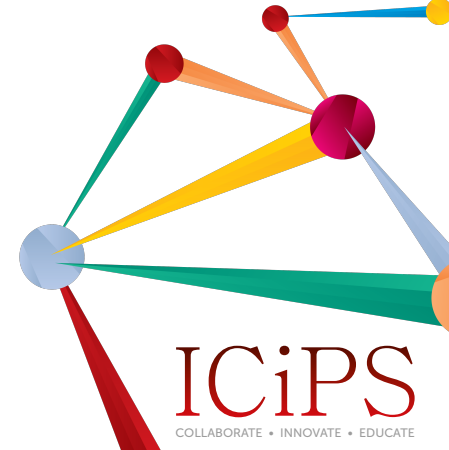
# Frameworks for culture change



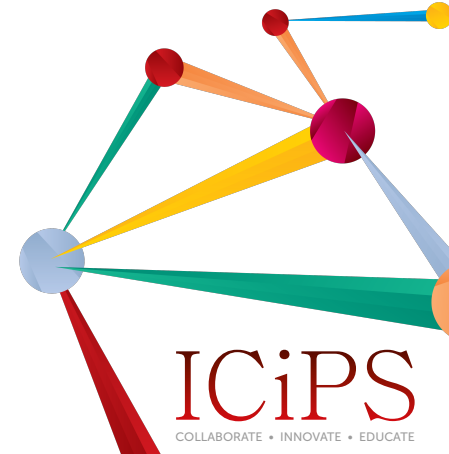
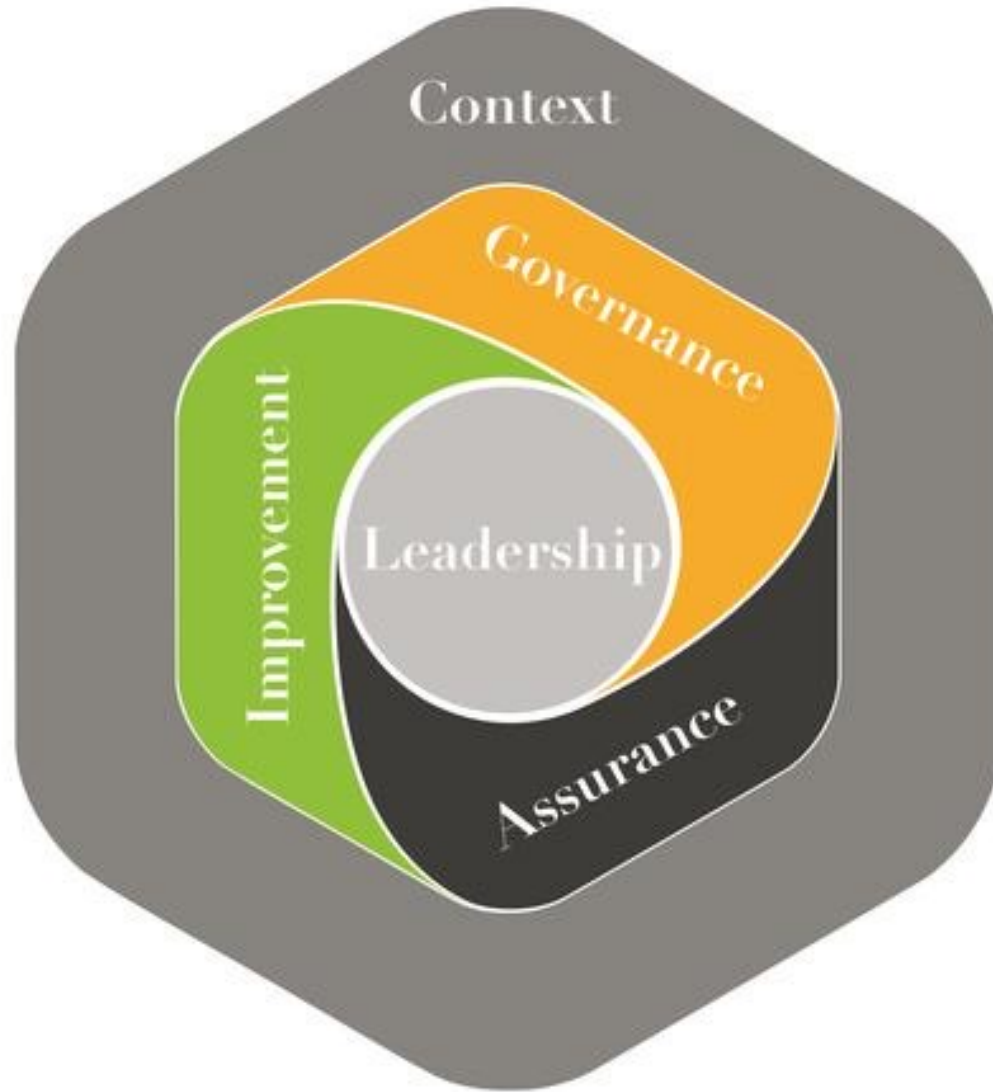
Some organisations have spent £millions implementing CI frameworks with minimal long-term benefit; this is because most frameworks address culture change at a project-by-project level, and don't tackle embedding CI in the main culture of the organisation.

Without that, following a framework may help to impart knowledge, showcase benefits of change, demonstrate a willingness/desire to embrace CI, deliver localised change; but organisations will often find that the initial enthusiasm for CI is overtaken by everyday demands, and when staff leave, so does the impetus for change.

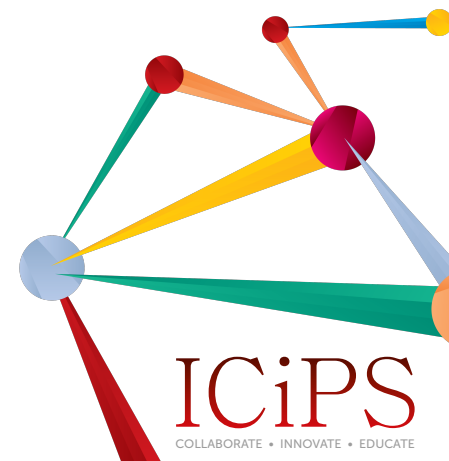
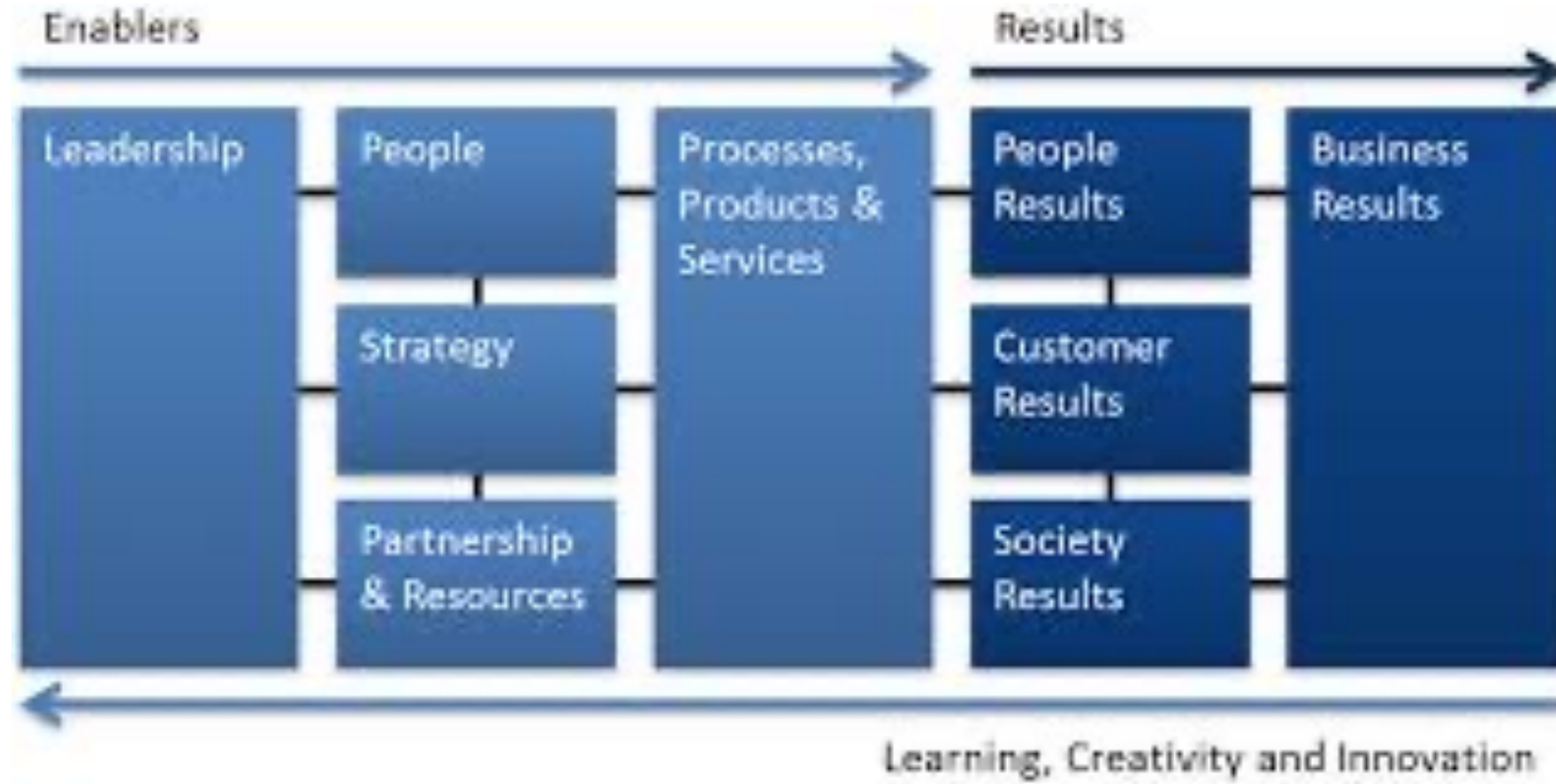
Changing the organisations culture is challenging and time consuming, it demands a multi-disciplinary approach and won't succeed without strong and visible leadership support. Those willing to take on the challenge will enjoy long-term wins, motivated staff, dynamic workplace, satisfied customers and every penny spent adds value.



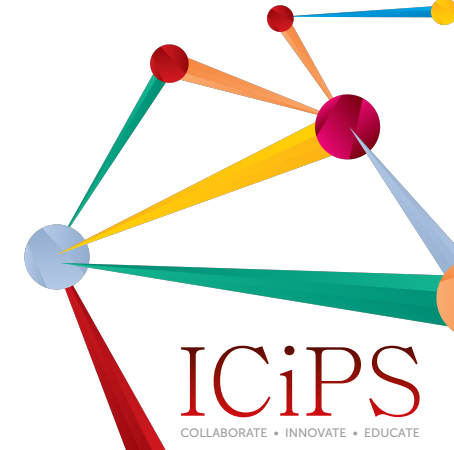
CQI



# EFQM



# ICiPS





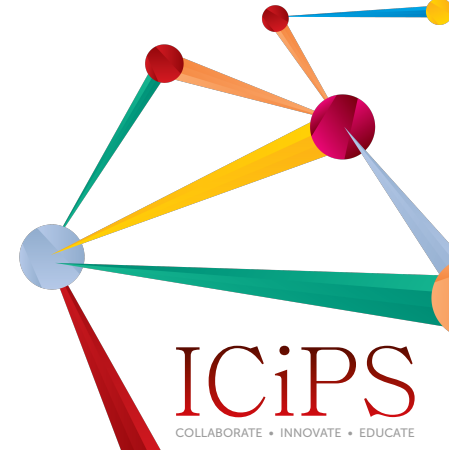
# Challenging questions;

Should you adopt a framework that has worked for others, or tailor one to meet your unique needs?

Should you just adopt a framework that supports localised change, or a framework that seeks to embed CI in the culture where you can progress from one stage to another depending on your starting point and ambition?

To help answer this consider:

- What is your starting point?
- What are the drivers for your organisation looking at CI?
- What outcome is your organisation looking for?
- Are you looking for short or long-term impact?
- What level of resources is the organisation prepared to commit?
- What is your timescale for delivering change?



# Where to start? Use the free ICiPS 'CI Maturity Assessment' to baseline, benchmark and facilitate a discussion on your CI journey.

The assessment suits any organisation, department or team who wish to understand and benchmark how well CI is embedded.

Insight is gathered from employees into how effectively the enablers of a CI culture are working; allowing a targeted action plan to be developed.

The action plan will not just be about training in tools or achieving your first quick win project; it will get to the crux of the matter – fundamentally, what do you need to do more or less of, to embed CI in the culture.

The survey doesn't require employees to understand what CI is, they simply answer questions about how they work, that shine a light on the cultural aspects of CI.

You will receive a detailed report that will facilitate senior management discussions that galvanise priorities and commitments.

You will have your own portal where results will benchmark year-on-year to show how your CI culture is developing. <https://icips.org/recognising-success>

