Improving Global Health through Leadership Development
The RAID Model of Service Improvement

**Review** - of current system of care

Led by a project team the key stakeholders i.e. staff, service users and commissioners etc who take a collective fresh look at the service in operation in real-time. They focus on creating an accurate understanding of the problems/issues that could be improved and on generating ideas for solving them.

Some examples of improvement projects that could be reviewed in this way are:

- Waiting times in a clinical department like A&E/outpatients
- Appointments processes in any setting
- Processes for patients obtaining blood test results in general practice
- Prescribing processes, linen provision processes, patient discharge processes on a hospital ward
- Theatre utilisation

Strategies for the review can include observing and recording what is happening to patients in real time, lean methodologies, 1:1 meetings, small and large group meetings, informal corridor conversations, email conversations, virtual networks to generate debate, information posters, surveys etc

**Agree**

The project team use the information obtained from the Review to develop recommendations about the main priority issues that need to be tackled. A process of agreement with key stakeholders and senior leaders is followed and a plan of work to implement change is developed.

Strategies for this phase can include 1:1 meetings, small and large group meetings, a written Review Report with recommendations etc

**Implement**

Frontline staff with support from the Project Team and senior leaders implement the changes that have been agreed.

Strategies include education (e.g. coaching/mentoring, retraining of staff), comprehensive communication about the changes to staff and patients, effective performance management
Demonstrate

The project team, senior leaders and frontline staff put in place systems and measurements to demonstrate improved performance (i.e. better quality and lower cost) over a long period of time i.e. 1-2yrs

Some Key Principles:

Choose a project based on a frequent task and an issue that is felt to be important by the whole team

Engage staff and patients in real time

Develop insight into how the care system currently works by questioning

Sell ideas as saving time and improving experiences

Use simple data to show a problem area

Consider value stream maps

Experiment with small changes first

Gain some stability in a system as a stepping stone for each round of improvement

Be realistic about the amount of time to do this well (min. 4 months for simpler transformational projects)

Reference