



About Q

The Health Foundation

We are an independent charity committed to bringing about better health and health care for people in the UK. Our aim is a healthier population, supported by high quality health care that can be equitably accessed. We learn what works to make people's lives healthier and improve the health care system. From giving grants to those working at the front line to carrying out research and policy analysis, we shine a light on how to make successful change happen.

You can find out more about the Health Foundation at <https://www.health.org.uk/>

The Q Initiative

Q is an ambitious initiative connecting thousands of people with expertise in improvement across the UK, shortly to expand across Ireland. It is being led by the Health Foundation and supported and co-funded by the lead organisations responsible for supporting improvement in the health sector in each part of the UK and Ireland.

Q makes it easier for people from a wide range of backgrounds to learn, share and collaborate, so that the existing skills and the £billions spent on innovation and improvement in the health sector stretch further. Ultimately, our mission is to support continuous and sustainable improvement in health and care.

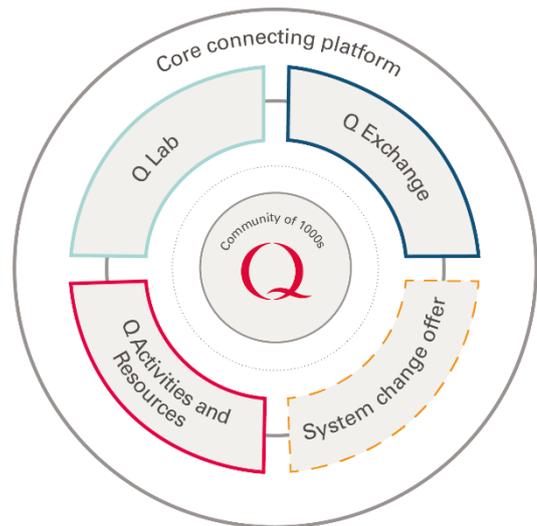
Following a design and set up phase in 2015, we have established a strong brand, communications infrastructure and set of activities, a novel approach to grant funding and a way of making progress on complex problems.



A community of thousands

At the centre of Q is a community of thousands of people, who demonstrate expertise in structured approaches to improvement. In joining Q, they commit to sharing and collaborating with other Q members, as well as within their own organisations and networks.

Recruitment to the community is open on a rolling basis, with 10-20 people joining each week. Membership is open to people from all backgrounds.



Core connecting platform

Q's core connecting "platform" - consisting of Q's website, group collaboration spaces, online directory and communications channels - is the foundation for everything Q does. It provides members, partners and others with easier, faster ways to reach improvement practitioners, as well as making the rich and varied improvement work underway across the UK more visible. Q has partnerships with other organisations which are also a critical part of this platform.

Activities and resources

Q provides a range of flexible development, learning and networking opportunities. Our events programme attracts hundreds of members, providing safe and creative spaces to share current learning in improvement. Downloadable tools on creative problem solving and design methods are available for members, as well as access to a number of online learning resources. We support groups of members to come together around topics they are passionate about and provide funding to support these connections, as well as supporting the development of networking and inclusive facilitation skills. Q specialises in flexible, interactive opportunities that make the most of sharing between peers.

With the pandemic our events programme moved online and we anticipate that virtual delivery will continue to be an important part of supporting Q's geographically dispersed community. During 2022 we will be developing our approach to events, aiming to test hybrid delivery for our annual conference and other activities such as our visits programme. We are testing a new 'community space' regular event for members to learn with each other, and across our events programme considering how to give people space and support to explore some of the key challenges facing health and care.

'System change' offer

In 2022, we are introducing a new paid-for 'system change' membership offer, bringing together organisations involved in leading change across whole countries and systems to learn from each other. It aims to enable new insights and more effective collaboration amongst those with the power to create the conditions within which improvement can flourish.



Q Exchange

Q Exchange is a participatory funding programme that draws on the collective intelligence of the Q community to identify projects that offer the greatest potential to benefit patients and the work that others are doing in the community. Awards of around £30-£40k are available for projects that are refined, developed and strengthened with the knowledge and expertise of the Q community. Q Exchange encourages alignment with what's already known, emphasising collaboration as much as competition. Participants learn and support each other through a transparent process where the community has a say on which projects receive funding.

Q Labs

The Q Lab works with Q members and others to make progress on specific complex challenges that organisations are grappling with across the sector. The Lab undertakes a fast-paced research and discovery phase, pooling the best available evidence about an issue and drawing on the 'hive-mind' of Q to draw out practical wisdom from patients and practitioners. It works with frontline teams to develop and test improvement ideas in practice, sharing learning about promising interventions and insights. The long-term ambition is to establish a network of Labs across the UK, with a second Lab established this year as part of the organisation responsible for improvement across Wales.



Q insight

We are building our approach to tapping into the insights of the Q community to help shine a light on learning that will be practically useful to others in the community and help to influence those leading the system. Initial projects have included work with 50 people introducing video consultations and those working to reduce backlogs in care and a survey of improvement approaches during covid.

Future developments

In summer 2019 we secured in principle commitment to funding and support from the Health Foundation and our partners for a further 10 years. Our overall indicative budget to 2030 is over £50m. This will enable Q to continue to deliver at scale, while also developing and expanding into new areas, exploring new partnerships and sources of income.

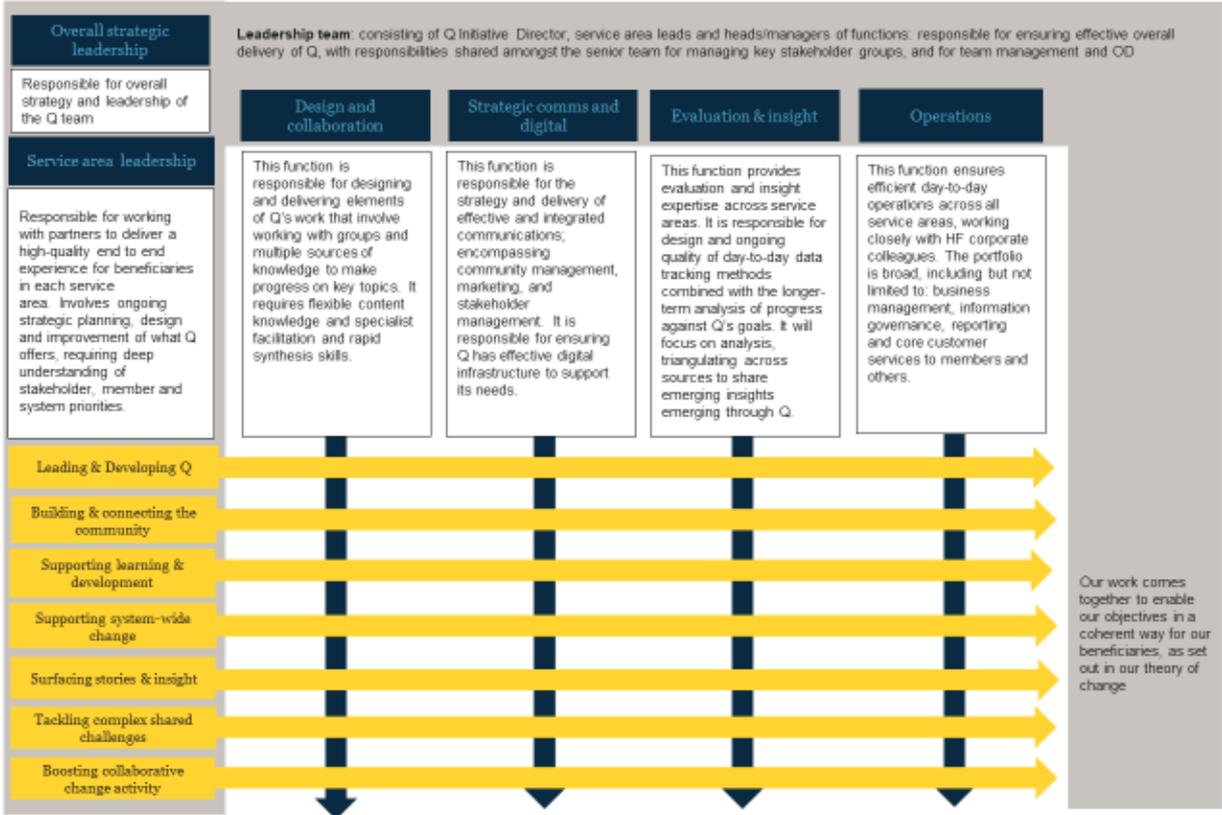
We will be growing the community and making the most of the connections between the different elements of what Q offers, in line with learning from a major independent evaluation impact across the system. We are exploring opportunities to boost the depth and scale of participation in the community and considering how to ensure our work speaks clearly to the priorities in the health sector.

You can read more about Q at <https://q.health.org.uk>

The Q team and how we work

There are 27 people in the Q team, working in a matrix structure as shown below, with people from Q’s four functions coming together to design and deliver the various offers and opportunities that Q provides. This role will work across three of the teams’ service areas: ‘building and connecting the community’, ‘supporting learning and development’ and ‘supporting system wide change’. It will also be part of Q’s leadership team and contribute improvement expertise to other service areas as relevant. It is fixed term to support a number of others in the leadership team to act up during an interim change in staffing in the wider Health Foundation.

Q’s matrix structure 2021



Our culture emphasizes iterative learning and improvement, partnership working and collaborating with members and others to design and refine our offers. We have developed a strong ability to communicate visually, work well with groups, listen and act on feedback quickly and adapt in response. Accelerated by the pandemic, we have honed the team’s online collaborative practices, both in terms of our internal ways of working and in our work with members in the virtual events we deliver.

Profiles of people currently in the team are here: <https://q.health.org.uk/about/your-q-team/>