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**The Six Core Principles of Improvement**

**1. Make the work problem-specific and user-centered.**

It starts with a single question: “What specifically is the problem we are trying to solve?” It enlivens a co-development orientation: engage key participants early and often.

**2. Variation in performance is the core problem to address.**

The critical issue is not what works, but rather what works, for whom and under what set of conditions. Aim to advance efficacy reliably at scale.

**3. See the system that produces the current outcomes.**

It is hard to improve what you do not fully understand. Go and see how local conditions shape work processes. Make your hypotheses for change public and clear.

**4. We cannot improve at scale what we cannot measure.**

Embed measures of key outcomes and processes to track if change is an improvement. We intervene in complex organizations. Anticipate unintended consequences and measure these too.

**5. Anchor practice improvement in disciplined inquiry.**

Engage rapid cycles of Plan, Do, Study, Act (PDSA) to learn fast, fail fast, and improve quickly. That failures may occur is not the problem; that we fail to learn from them is.

**6. Accelerate improvements through networked communities.**

Embrace the wisdom of crowds. We can accomplish more together than even the best of us can accomplish alone.