



Reflections; Leading Transformation for Integrated Care

The context

Working with our colleagues across the 7 regional Academies, we developed our **Leading Transformation for Integrated Care** series of virtual workshops, which were delivered during November 2022 – April 2023. Based on insights and experience drawn from work with Integrated Care Systems across England, this series was designed to explore what partnership working looks like across teams and organisations and what this means for leaders operating in this context.

Co-designed with input from health and care staff to understand their current challenges and opportunities, we heard “*voices*” from the systems of their experience of working in an Integrated Care System and their current challenges and opportunities. The aim was to enhance capability to think and act as leaders within systems.

General learning outcomes for the programme were to:

- Understand and explore a “leading transformation” topic.
- Increase confidence in application of practical transformation tools.
- Learn, share, and grow with colleagues in similar situations.

A series of 90-minute virtual bitesize sessions, open to colleagues working in social care, health and the VCSE sector, were co-designed with our delivery partner *Tricordant.

Over the last six months over 2,000 people have joined these sessions.

Topics covered were:

- **Who leads in a system?** - explored who leads in a systems context and how to lead across boundaries. It provided insight into a better understanding of how leading in a system differs from leading in a single organisation, types of leaders in a systems context and the knowledge, skills and behaviours required for leading in a systems context.
- **Improving the health of our local communities- it's everybody's business** - explored difference between organisational performance and practical outcomes and value for patients and local communities and how a focus of organisational performance metrics alone can inform leadership practice.
- **Leading alongside your local communities** - explored engagement and co-production with communities. How can you work as leaders to hear the voice of local communities and work their strength and assets?
- **Rethinking recovery- a systems perspective** - explored how systems respond to crisis and recovery. It was designed to enable participants to gain a better understanding of the surprising opportunities of self-organisation, collaborative approaches to service and workforce recovery and leading recovery in networks and across boundaries.
- **Collaborating within your neighbourhood/place** - explored how to collaborate across statutory partners and communities at place levels. The focus was on enabling participants to gain a better understanding of place-based working and building trust, how to work together for real change and examples of partnership working at place level.
- **System workforce innovation** – providing participants with an opportunity to learn more about the design and development of innovative approaches to workforce and the challenges of working in a system.
- **Humanising the machine** –explored how culture can be developed and nurtured at a 'system' level.
- **Collaboratives – developing new ways of working** - explored the different approaches to 'Collaboratives' as ways of working together across organisations and sectors at Place, across Providers and at System level.

Learning Resources:

Our intention with this programme was to try and reach as great a number of participants as possible, to increase the awareness of systems transformational leadership, recognising staff constraints for joining during operational pressures.

Working with the commissioned provider, *Tricordant, we have developed a series of online learning modules that can be found on our Leadership Learning Zone.

The modules include recordings of the sessions, alongside supporting resources. Questions are posed to aid reflective learning. Further details can be found at our website.

Leadership Learning Zone

NHS
Leadership Academy
East of England

Truly authentic leadership is a journey and these online modules will enable you to support that journey to truly realise your potential.

Our **10 Systems and Relational Leadership** modules are for leaders in health and care looking to learn more about leading and working collaboratively across boundaries. The modules include links to practical tools and approaches, as well as opportunities for more in depth study and learning.

Our **Leading Transformation for Integrated Care** series explores what partnership working looks like across teams and organisations and what this means for leaders. The aim is to enhance participants' capability to think and act as leaders within systems. The series of modules is for anyone involved in organisation development, change and transformation work in health and care systems across England.

- Introduction to systems
- Collaborations - what makes them tick
- Collaboration - keys to success
- Complicated or complex?
- Agile project working
- Working with complexity
- Leading in complexity
- Working with tensions
- Stuckness - tools for shifting patterns
- System leadership: in their own words

- Who leads in a system?
- Improving the health of our local communities
- Leading alongside your local communities
- Rethinking recovery - a systems perspective
- Collaborating within your neighbourhood/ place
- System Workforce innovation

Coming soon: **Leading Transformation in Primary Care**

Please visit our website for more information on these and further modules in development, and to register for an account.

Scan this QR code or go to: <https://eoe.leadershipacademy.nhs.uk/development-support/east-of-england-leadership-learning-zone/>

The cost of licences is covered by the EoE Leadership Academy.
Please do provide feedback in evaluation questionnaires to help improve the content and develop additional resources.

Impact:

Over 4,000 health and care staff registered for these sessions. Participants who attended were asked the following questions;

- What will be your key **takeaway** from today's session?
- How will this **influence** your leadership approach and your work moving forward?
- What one word that sums up the **leadership quality** that you think/feel you need to pay the most attention to right now?

Takeaways:



- refocusing our purpose
- leadership starts with self
- build on a shared purpose

- the importance of strengthening relationships
- ensuring all collaboratives feel listened to
- understand the realm of influence that we now have within a system

Influences:



- to tackle things as a wider system
- people are the assets, use this more in place based approach
- to go in with a more positive mind

- the power of communities to make and sustain real change has truly inspired me
- being more curious with the community and work more collaboratively.

- by creating a healthy environment, I as a leader can influence at all levels,

Leadership Qualities:



- compassion
- forward thinking
- patient focused
- common purpose
- collaboration
- kindness

- authenticity
- courage
- diversity
- integration
- transparency
- listening to others and making my voice heard

Participants shared the following testimonies:



“I realise that I need to look for opportunities to be curious, and support my leadership team by enhancing SLT leadership skills, agreeing collective goals and a common purpose”

“This session will influence my work going forwards by tackling things as a wider system, but also recognition that as a service we are only a small part of the solution”

“Communication with stakeholders are key! I love the word alliance, it feels like we are working together with a shared purpose.”



“Good to hear from colleagues that similar experiences and feelings I am experiencing are also happening in most other places too. Thought provoking session-very helpful many thanks for a great learning opportunity..”

“A very useful session thank you. The discussion on Katz and Miller and the Cynfin Framework was particularly interesting and deserves more thought”

Summary of themes from participant feedback:

Participant evaluation themes aligned with the desired objectives of the sessions. With the move to Integrated Care Systems and the rise of systems working, major shifts in mindset and behaviours are required to foster a collaborative approach. Participants indicated they felt more able to influence the development of a systems culture that supports innovative, challenging organisation development and transformation, to deliver improved outcomes for service users.

“Everyone is equal when collaborating, we need to leave egos at the door and focus on the task. Transformation of services will only happen with the sign up of all parties, collaboration will be key”



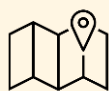
Participants highlighted that collaboration is critical to integrated care systems and being more open with a positive mindset will help improve services and population health outcomes



Listening to the communities systems are working with, considering others point of view, stepping into their shoes!



Participants said the sessions prompted them to reflect on their leadership style, and work to influence others to be more collaborative and much less directive



Lean into discomfort and ask the question, consider what can I do that helps someone else?

If you are interested in this training, and further development opportunities please visit our website: <https://eoe.leadershipacademy.nhs.uk/> . Please contact us to find out more: eoe@leadershipacademy.nhs.uk

We aim to make our events as inclusive as possible and welcome bookings from individuals with protected characteristics, from diverse backgrounds and from under-represented groups. If we can make any adjustments to enable you to access and participate in our events, please let us know. We also welcome any general comments on the inclusivity of our events.

*Providers are commissioned in accordance with NHS Commercial Compliance requirements and NHSE policy