



Reflections of the East of England Diagnostic Workforce Leaders Development Programme

The context

- Clinicians and managers working in diagnostic services are at the forefront of developing and leading new service delivery models in integrated care systems. This involves developing clinical pathways and services to ensure the provision of excellent patient care. [Recovery and Renewal \(Nov. 2020\)](#).
- The programme was developed in collaboration with the East of England Leadership Academy, Tricordant, and NHS England Regional Diagnostics Transformation Team.
- The programme approach combined online monthly leadership theory webinars, application learning group work, a behavioural mapping tool, and access to the regional coaching network.

Who was the Programme for?

The programme was open to clinicians and managers working in East of England Trusts, Networks, or Integrated Care Boards across the five major diagnostic modalities: Imaging, Pathology, Endoscopy, Physiological Sciences and Genomics

Programme Aims:

The programme aimed to promote new thinking, skills, and behaviours that encourage change and empower leaders to transform services. The focus was on building leadership capability in complex adaptive systems driven by:

- Workforce Transformation
- Community Diagnostic Centre development
- Digital Diagnostics
- Developing Clinical Pathways
- Using Data Effectively
- Improving Productivity
- Horizon Scanning
- Changed Ways of Doing Business- business planning, commissioning, and contracting

Learning Outcomes:

Based on the feedback received from the participants, the programme's approach offered wrap-around support for development needs. The programme has begun to promote changes in behaviour to support a collaborative approach needed for elective recovery and integrated care.

The behavioural mapping tool helped participants gain self-awareness, reflect on their working preferences, and improve their performance. Through enhanced self-awareness, participants learned about impact, working in complexity, group dynamics, collaboration, system dynamics and collective responsibility for patients.

Key Learning Themes:



Coaching & leadership models

Participants gained insight into coaching and leadership models, which helped participants navigate difficult conversations and develop their leadership skills.



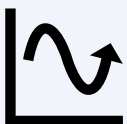
Self-reflection and personal development

The programme helped individuals become better leaders by gaining insight into their work habits and perceptions from others, leading to positive changes both personally and professionally.



Collaborative working

Participants found value in collaborating with colleagues and stakeholders to work on integrated services projects. This has allowed individuals to share ideas and learn from others.



Change management

The cohort learnt about the stages of dealing with change and transition, which has been particularly relevant to their work. They plan to use this knowledge to support their team through large-scale changes.

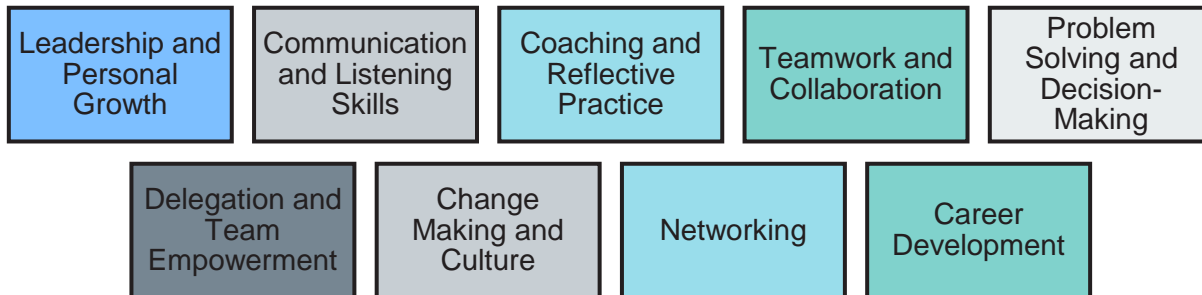


Diverse perspectives

Participants appreciated the opportunity to learn about different approaches to similar problems in health and care.

Key Skills Learned:

The learners described the key skills developed on the programme as:



Participants shared the following testimonies:



"I learnt a significant amount about myself as an individual and as a leader that has changed my approach to a number of situations both personally and professionally."

"The programme allowed me to recognise who I am, how I see others and how others may see me. I have also learnt how to be more mindful."

"System thinking, engaging the right stakeholders at the right time, and encouraging collaboration (even across organisations) to achieve a shared goal were useful tools for me to learn."

"I learned to take a breath before jumping into problem-solving mode. Assembling a multidisciplinary team with different experts allows the opportunity to delegate decisions."

"I really enjoyed sharing ideas with colleagues regarding integrated services, reaching out to relevant stakeholders to work collaboratively on projects."

Impact:

Participants shared the following feedback:



87%

Said the programme was relevant to individual learning and development needs.



75%

Said the programme positively impacted individuals in their role and made a positive difference in their team and workplace.



75%

Said the programme positively impacted their patients and service users.

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

For more information, please visit eoe.leadershipacademy.nhs.uk