

Leading Integrated System-Level Change 2014/15

This programme has been designed to help teams of executive leaders from local economies reflect and build on their work to date in leading system-level integration of care.

The programme is led by AQuA in partnership with The King's Fund and includes four masterclasses from Paul Plsek, an international expert on transformational leadership and the management of change in complex systems (See biographies on page 3). The leadership development workshops will incorporate contributions from national and international experts in leading integrated system-level change, from both within and outside the health sector. These sessions will have a clear focus on developing the skills and capability of senior teams to deliver integration at scale and pace, and provide opportunity for teams to benchmark, to share best practice, to challenge and to learn from peers.

North West Employers and Health Education North West have contributed to the design of the programme, along with input from AQuA members. This is to ensure that the programme compliments the work that has already been undertaken and is connected with the wider work of these organisations. Throughout the programme AQuA will be calling on these partners to signpost delegates to further support and development opportunities around large-scale change that is outside of the scope of this programme.

Participant criteria and application

AQuA is now recruiting teams of 5-6 executive leaders, including the integrated care programme director, who are working on system-level integration and have already taken significant action to deliver system level integration of care services. The programme can accommodate up to 8-10 teams totalling a maximum of 40 people. Please note this programme is not designed for individual participation. To apply please complete the application form accompanying this document and return to Eleanor.morgan@srft.nhs.uk by **31st March 2014**. This programme is also open to teams from non-member organisations for a fee, in this case please contact nicki.mcnaney@gmail.com in the first instance before completing the application form.

Aims

Participant teams will:

- demonstrate increased confidence and competence to lead system integration of care services
- improve cross-agency/sector leaders capability to learn and to work more effectively together
- create a network of critical-friends to benchmark the scale, pace, outcomes and benefits of their programmes of work on integrated care
- construct a map of the journey for large-scale change throughout the programme
- build transferable skills, capability and capacity for leading large-scale change in other areas
- have protected time, safe space and expert coaching for reflective practice and peer-to-peer learning

Expectations

Teams must commit to attend the full 8 days of workshops during the 12-month programme. The workshops are designed to be highly participative and teams will be expected to prepare and share during each one. Participants make a commitment to each other as part of a community of practice and therefore deputising attendance and changing programme delegates will be by mutual agreement.

Draft Programme Outline

(Venue to be confirmed, it will be in a major conurbation close to motorway and mainline rail links.)

When / Who	Title and content
24th April 2014 Paul Plsek	<p>Formulating shared vision and engaging the commitment of others</p> <ul style="list-style-type: none"> • Methods for large group visioning • Reflecting and refining of vision • Framing and articulation • Understanding values discretionary effort and commitment • Story telling • Engaging opinion leaders <p>NB. The first hour will be a recap on complexity and large-scale change</p>
22nd May 2014 Belinda Weir	<p>Leadership development workshop - Partnership Working</p> <ul style="list-style-type: none"> • Building trust and collaboration • Risk, conflict and decision making • Learning from other sectors • Working with policy leads • Dimensions of partnership success
11th June 2014 Paul Plsek	<p>Creating pace and action leading to measurable change</p> <ul style="list-style-type: none"> • Overview of change models • Using driver diagrams for programme management • Creating a sense of urgency • Selecting manageable actions • Measurement frameworks
8th July 2014 and 3rd September 2014 Belinda Weir	<p>Leadership development workshops</p> <ul style="list-style-type: none"> • Inter-cultural management and leadership • Systems thinking and planning • Benchmarking and evaluating • Contracting levers
1st October 2014 Paul Plsek	<p>Understanding the complex system you are in</p> <ul style="list-style-type: none"> • Harmonising change in structures, processes, and patterns • Pattern mapping: How relationships, decision-making, power, conflict and learning contribute to outcomes • Exploring the power of simple rules and minimum specifications
4th December 2014 Belinda Weir in partnership with HENW	<p>Leadership development workshop - Workforce Development</p> <ul style="list-style-type: none"> • Engaging the voice of the community and workforce
12th February 2015 Paul Plsek	<p>Leading onward for sustainable change</p> <ul style="list-style-type: none"> • Mindset, behaviour and culture change • Keeping momentum going • Sustaining yourself as a leader • Reflective practice of leadership in large-scale change

Please note this programme outline is indicative, final content to be co-designed with delegates following the first workshop.

Biographies

Paul Plsek



Paul Plsek (*plea-sick*) is an internationally recognized expert on creativity, innovation, transformational leadership, and the management of change in complex systems. His work with leaders can be described as “helping organisations think better.” He has 30-years of experience and an extensive list of health care clients in the US, UK, Scandinavia, and Canada. Paul is the author or co-author of dozens of journal articles and eight books, and was an advisor on complex systems design to the US Institute of Medicine’s Committee on the Design of the 21st Century Healthcare System. He has lead various improvement and leadership development programmes in the NHS over the past two decades, and was most recently the Founding Director of the NHS Academy for Large-Scale Change. Paul is the Mark Hutcheson Chair of Innovation at the Virginia Mason Medical Center in Seattle and Innovator-in-Residence at the MedStar Institute for Innovation (MI2) in Washington, DC. Paul holds systems engineering degrees from Texas A&M University and the Polytechnic Institute of New York. He lives in Atlanta, Georgia.

Belinda Weir



Belinda Weir is an Associate in the Leadership Development faculty at The King's Fund which she joined as a senior consultant in June 2010. A successful leadership and organisational development consultant and former chief executive, Belinda has a track record of achievement in improving the quality and performance of healthcare services. She brings board-level and senior leadership experience in the NHS, and in the private and voluntary sectors, with a particular interest and expertise in cross-cultural leadership and in building collaborative leadership strategies to deliver improvement across integrated systems. In her work with The King's Fund Belinda has designed and directed leadership programmes for hundreds of health and social care leaders and worked with integrated health and social care communities around the country. Before joining The King's Fund, Belinda worked in the commercial sector for a leading management consultancy and as a development manager for the world's leading pharmaceutical company, after graduating with an MBA from Manchester Business School in 2000. Belinda is a Visiting Fellow in the Department of Business, Leadership and Enterprise at University Campus Suffolk, and a part-time senior lecturer with the Health Services Management Centre in Birmingham.