

Systems Leadership Support

Sustainability and Transformation Plans

Introduction

The NHS Leadership Academy on behalf of Health Education England is pleased to be working with the Leadership Centre, NHS Improvement, Public Health England, NHS England and NHS Horizons among other providers to ensure that the best leadership development support is available to all Sustainability and Transformation footprints.

This offer is for anyone responsible for implementing part or all of a Sustainability and Transformation Plan (STP), focusing on what's actually happening in services and on needing to show progress towards real change taking place on the ground. We know that issues will be complex and there will be a need to reform or refocus resources and engage with a wide range of people – not just professionals but also citizens, patients and service users. Whether you are leading an STP footprint, working in an organisation towards development of your STP footprint or in other roles that are affected by system issues this offer is here to support you.

We understand that the creation of STP footprints represent a changing way of working for local health and care leaders, and therefore the challenges that you face may be different as a result. We therefore want this package of support to enable you and your colleagues have the access to world class development opportunities that will enable you to continue to make a difference. The benefits of system leadership in this space (including the theory /recognised outcomes behind it) and how they can go about doing it (techniques etc. on offer to help them develop necessary skills), i.e. theory vs action.

The formation of STP footprints represent a new way of working for the health and care system and offer an opportunity for organisational boundaries to be broken down to provide even better services to meet local needs. In support of this a number of providers of leadership development interventions have come together to provide a coordinated offer that will support the development of individual behaviours, organisational culture and system redesign. We understand that the needs of each footprint will be different based on:

- local challenges;
- how well-developed relationships are; and
- the availability of resources.

We aim to support you to make change and develop leadership capacity and capability. This should enable you to undertake the work required and develop a leadership development offer that meets your local needs. The Academy's Leadership Development Partners are available to work with you to develop the right package of support across what is currently available and develop more bespoke offers. In some areas this work is well underway, and where interventions are at their best systems leadership support has been intertwined from the start.

What is systems leadership?

Systems leadership takes complexity and inherent difficulty as a given. It's about how you lead across boundaries and when no one person is in charge: when you have to influence rather than pulling a management lever.

It describes types of behaviours that can be helpful when people face large, complex, difficult and seemingly intractable problems; where they need to juggle multiple uncertainties; where no

one person or organisation can find or organise the solution on their own; where everyone is grappling with how to make resources meet demand which is outstripping them; and where the way forward therefore lies in involving as many people's energies, ideas, talents and expertise as possible.

Systems leadership recognises that leadership isn't vested in people simply because of their title or position. It is possible – indeed, necessary – for leadership to be shared and power to be given up – and that you can come together on the basis of a shared ambition and accept partial or clumsy solutions on the way to getting there. And citizens, patients and service users are always at the centre of the work.

Because of its cross-sector nature, systems leadership is particularly relevant for people involved in large-scale or fundamental change, like much of the work involved in implementing STPs. It's a practical, grounded approach to joined-up working and long-term behaviour/culture change. And as such, it's a really useful tool to have in your armoury.

Why use systems leadership experts to support your development?

Because we know it works. There is a body of evidence from a national systems leadership programme, led by an Alliance including NHS England, the NHS Leadership Academy, Public Health England, NHS Improvement and the Leadership Centre, that shows Systems Leadership can be highly effective in changing how people think and how they behave; in connecting with citizens; and thereby in improving services and outcomes across local populations.

A national programme already provides on-the-ground support in some 60 places around the country, including through the [Systems Leadership – Local Vision](#) initiative and the Integration Pioneers. The effectiveness of the interventions has been shown in independent evaluation, for example in the report [The Difference that Makes the Difference](#).

How systems leadership interventions can help

Systems leadership interventions play a wide-ranging, dynamic role in development of complex and wicked system issues. They help people build robust relationships and trust; share leadership where necessary; and have difficult conversations about complex issues, with a view to obtaining real progress. They can include:

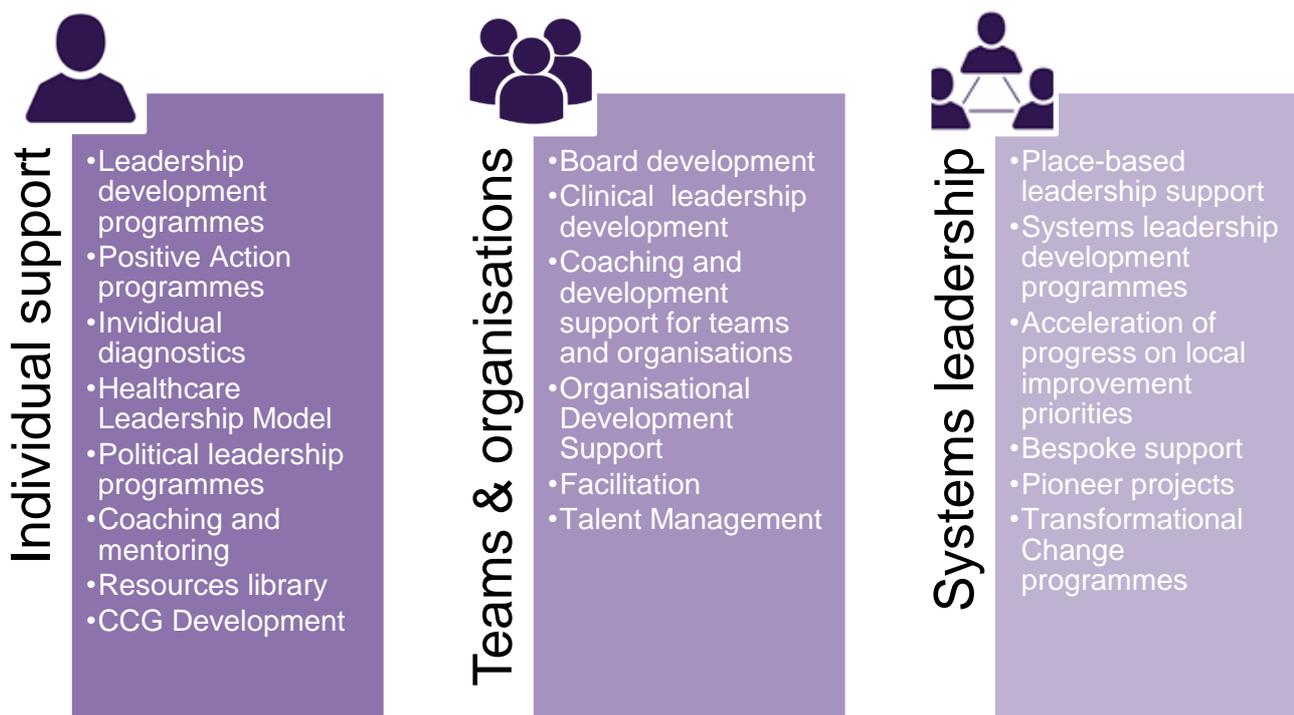
- building capacity for analytical thinking about a local system;
- applying models and insights to support behaviour change;
- framing debates in ways that motivate people to take action;
- coaching people to strengthen their leadership capacity;
- connecting different parts of the system, including citizens, patients and service users;
- creating deeper understanding of shared issues; and
- bringing people together to work differently.

In summary, systems leadership interventions provide bespoke, tailored support to help people in places move from planning to bring about sustained, and sustainable, change.

Wider leadership development support

If you're working in STP footprints, it may be that systems leadership interventions will not be the only support you'll need. In some cases individual, team and organisational development needs are also vital to enabling and developing cultures that will help transform our services. With this in mind, we're working towards providing a single joined up offer - with one point of access - with contributions from our partner organisations. We'll also be building on some of the excellent work already in progress and will:

- **develop the sectors with the most potential to transform health:** Leadership development initiatives are tailored for and designed to build strength in CCGs, general practice providers, primary care and vanguards;
- **build on work already in place** to support GP practices and local authorities and develop local offers; and
- **build leadership unconstrained by organisational boundaries that spans systems, multi-agency teams and networks to deliver improvements in health and care for everyone:** We have put in place a comprehensive series of offers around place-based and system leadership led by Leadership Development Partners (LDPs), particularly to support those working in STP footprints. This is especially important now in delivering STPs.



How to access support

We recognise that you may already be accessing support from different areas of the system and that this might be the right support for you now and your STP footprint. As a group of organisations that provide systems leadership support and interventions we are here to help you develop, this can be done through contacting us as a centrally, individually or through the work that you may already doing with the NHS Leadership Academy's LDPs.

Leadership Development Partners

The NHS Leadership Academy works through 10 LDPs who are available to provide ongoing support with each STP footprint. As established providers of leadership development they also work alongside other regional and local bodies to ensure that all organisations have access to high quality development.

To date, work has commenced with a wide number of footprints undertaking needs based assessments, building an understanding of work that needs to be delivered to aide each footprint and either signposting or providing development opportunities.

In most cases the LDPs will be working closely with local workforce advisory groups or similar to ensure that provision is factored in to any ongoing planning and provision.

How to get more information

Sam Peate should be your first point of contact and can be contacted on 07584 888896 or Sam.Peate@leadershipacademy.nhs.uk. Sam will be able to direct and advise you to the right support available to meet you and your footprints individual needs. A more formal and detailed offer will be circulated in the near future to ensure there is a comprehensive long-term offer available to all footprints in the development of your work. Alternatively if you are not already working closely with your leadership development partner see **Appendix A** for their contact details.

Systems leadership support for STPs: what's on offer

A group of national bodies, under the leadership of Health Education England and the NHS Leadership Academy have come to provide a combined offer support that can be tailored for different places and circumstances.

On the ground support

- The **NHS Leadership Academy's Leadership Development Partners** have been funded to help kick-start work in this area including undertaking a needs based assessments, setting out work to be undertaken and (in some circumstances) starting delivery.
- The **Leadership Centre** will provide tailored place-based support through its staff and its team of Enablers. This support is based on recognising the specific complexities in individual places, and therefore working to secure local buy-in and commitment to the work, including from local politicians and local citizens, as well as ensuring continuous feedback across the system. Supporting this feedback loop could include co-ordinating 24-hour events for stakeholders across the system.
- The **Leadership Centre** and the **NHS Leadership Academy's Leadership Development Partners** can also share learning about systems leadership through masterclasses, which introduce underlying ideas and models, alongside providing practical lessons around what works.
- The [Transformational Change through Systems Leadership programme](#) is for senior teams from health and care systems who are actively engaged in delivering system-wide transformational change. It offers the opportunity to build personal and team

capabilities in transformational change whilst putting theory into practice. Delivered via NHS Improvement the programme is fully funded so mixed teams of NHS and social care can join.

Alongside these offers the team will also work to identify bespoke packages of support across the offers.

Support for individuals

- The **NHS Leadership Academy** offers Individual diagnostics, including the [Healthcare Leadership Model](#), to help individuals at different levels and in different health professions: the diagnostic can be used as a self-assessment or as a 360-degree feedback tool.
- The **Local Government Association (LGA)** and **NHS Clinical Commissioners** offer Highlighting Political Leadership, a two-day programme for Health and Wellbeing Boards and adult social care portfolio holders, providing an opportunity to reflect on their leadership challenges and learn from each other.
- The **Leadership Centre** offers Skills for Systems Leadership, a programme that builds awareness of, and familiarity with, Systems Leadership approaches across sectors and teams, and builds individuals' capacity and capability to work in a system through real-time experiments.
- The **NHS Leadership Academy** is offering its suite of [leadership development](#) programmes for people at different levels in healthcare, alongside its multi-sector [Intersect](#) programme and its [Future Clinical Commissioning Leaders](#) programme in autumn 2016.
- NHS Horizon's School for [Health and Care Radicals](#) is a five-week online course for front-line staff and change leaders, enabling participants to develop skills, connections and confidence to make improvements in their own place.

Many of the national bodies also offer quality assured **individual and team coaching** and **mentoring**, and there is access to a free **Resources Library** via [The Edge](#), NHS Horizon's comprehensive online resource.

Support for teams and other groups

- The **NHS Leadership Academy's Leadership Development Partners** can provide Organisational Development (OD) support, including building local skills and expertise alongside providing guidance and advice, and access to OD networks.
- **Leadership Development Partners** can provide access to [talent management](#) resources that support effective management at different levels.
- Working in partnership, The **NHS Leadership Academy**, The **Leadership Centre**, **Public Health England** and The **Staff College** offer *Leadership for Change*, a joint leadership development programme for pan-sector teams from different places that develops their Systems Leadership capacity and capability and applies this to a real-time complex issue in their area.

- The **NHS Leadership Academy** can be commissioned to provide Board development in order to improve Board members' understanding of their role and build their effectiveness.

Further support

There are also a range of well-established support offers that sit around other initiatives such as the Better Care Fund, New Models of Care and GP initiatives that may be available to compliment work in different environments.

The New Care Models team have been supporting vanguards around systems leadership and they have opened up parts of their programme for STP footprints. Please see below for what is available. These offers can be accessed via Caroline Corrigan (caroline.corrigan@eoe.nhs.uk) unless otherwise stated.

- **Organisational raids** – designed to deliver whole team development and can help you learn from another organisation, including private sector industries, how they tackle a workplace issue, explore how your approach differs and assess what your team could apply back home. They are for one day and are purpose-built to allow organisations to learn from another's expertise and proven practice. If you are interested in participating, please contact Stacie Coburn (Stacie.coburn@nhs.net).
- **Communities of Practice for commissioners** to help peers work together to understand what the direction of travel means for them and their responsibilities, facilitated by senior NHS players.

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Appendix A

Leadership Development Partner – Director Contact Details

LDP area	LDP Lead	Email	PA name	PA tel no
East Midlands	Paul O'Neill	paul.o'neill@nottshc.nhs.uk	Yvonne Brown	0115 748 4277
East of England	Karen Bloomfield	kbloomfield@nhs.net	Leanne Dellar	01223 596863
Kent, Surrey and Sussex	Amanda Grindall	agrindall@kssleadership.nhs.uk	Alison Ramsay	01293 227128 07741 238709
London	Anne-Marie Archard	anne-marie.archard@ncel.hee.nhs.uk	Bernadette McShane	07717 342377
North East	Clive Spencer	clivespencer@nhs.net	Stephanie Wilton	0191 3718615
North West	Deborah Davis (was Arnot)	deborah.davis11@nhs.net	Paula Turner	0161 625 7143
South West	Christina Quinn	christina.quinn@southwest.hee.nhs.uk	Kate Westcott	01823 361128
Thames Valley and Wessex	Caroline Chipperfield	caroline.chipperfield@twleadershipacademy.nhs.uk	Victoria Churchill	01865 785500 07824 864668
West Midlands	Sue Harris	sue.harris@wm.hee.nhs.uk	Andrew Spears	0121 695 2571
Yorkshire and Humber	Kathryn Winterburn	kathryn.winterburn@yh.hee.nhs.uk	Amy Makler	07780 587183