



Health
Innovation
Network
South London



Leading and managing change across boundaries



Health Education England

Development programme for aspiring health and care leaders to collaborate and innovate across organisations, disciplines and sectors.

Deadline for applications:
13th NOVEMBER 2017

Increasingly, public sector leaders must not only lead the transformation of their own organisations. They must also engage collaboratively across disciplines, organisations and sectors to integrate services, contain costs, and improve service quality. Differences in culture, funding regimes, and ways of working often present barriers to change.

This unique leadership programme is designed specifically to address these challenges. It is offered free of charge to aspirant leaders from organisations that are members of the Health Innovation Network.

Aims of the programme

The leadership programme offers both personal and professional development. It aims to prepare aspiring leaders to innovate and collaborate to address problems that require organisations to work together to find solutions.

The programme will:

- Provide the knowledge, analytical, and change management skills to lead and build partnerships across organisations
- Provide an understanding of the complex health and social care environment and what this means for aspirant leaders' roles and future careers
- Develop leaders to work effectively in teams in multidisciplinary, multi-professional and cross-organisational contexts
- Generate critical self-awareness of personal strengths and development needs
- Stretch, challenge and motivate participants to continue personal development beyond the programme
- Build an enduring network of leaders across the health, social care and higher education sectors.

Now in its sixth year, the programme originated in the South West London Academic, Health and Social Care System and was then jointly funded with Health Education South London so that it could be made available to participants across south London. From 2017, the programme is funded and delivered by the Health Innovation Network, the Academic Health Science Network for south London, with continued support from Health Education England.



Programme approach and format

The programme consists of five two-day modules and a presentation event, underpinned by facilitated action learning sets, mentoring, and a personal leadership assessment.

Now in its sixth year, the programme constantly evolves in response to the changing context for health and social care and participants' evaluations of each session and the programme as a whole.

The approach is designed to bridge the gap between knowing and doing and the subject-matter, whilst theoretically grounded and evidence based, is made immediately relevant to the work context. It makes best use of time away from the workplace through tasks, mentoring and additional reading.

The programme builds on the wealth of expertise and experience participants bring from their backgrounds in the health, social care and higher education

sectors. Learning from each other is an integral part of the programme, with activities centred around knowledge exchange between participants, speakers and tutors.

Modules are delivered in workshop format, using an interactive approach. Sessions take a number of forms with a mixture of group work, exercises, participant presentations, discussion and speaker input. Speakers and facilitators are leaders from the health, social care and higher education sectors, and distinguished business academics.

The first day gives participants a clear understanding of the programme and what they can contribute and expect of others. Guidance is given on the objectives of the group project, group formation and project selection. The underpinning science and purpose of the personal leadership assessment is explained, and the role of the mentor outlined.



Programme dates:

Module 1:
10th and 11th January 2018

Module 2:
21st and 22nd February 2018

Module 3:
21st and 22nd March 2018

Module 4:
18th and 19th April 2018

Module 5:
16th and 17th May 2018

Presentation Day:
29th June 2018



Module topics and programme content

Trends and challenges for leaders

- The national and local context for health, social care and higher education delivery
- Strategy into practice: the leadership challenges and strategic responses in each sector
- Policy drivers for change, such as the movement of care closer to home

Working across boundaries, knowledge exchange & network

- Understanding the strategies of other key players and their roles
- Cross-boundary partnerships and the challenges for integration and inter-professional working
 - Analysis of the concept of public value and how it is created in public services

- Critical evaluation of how evidence based practice can be applied to management decision making
- Identifying the potential for innovation in a changing context

Leading and managing change

- Effective leadership and teams
- Designing and managing change programmes and projects
- Lean working in the public sector: myths and realities
- Leadership and career development

Mentoring

Participants will identify a mentor who can guide and support them through the programme. Mentors and mentees will be given guidelines on roles and expectations.



Leadership assessment

The Saville Assessment leadership assessment provides the basis for identifying strengths and areas for development. It analyses individual motives, preferences, needs and talents in critical work areas. Each participant will complete an online self-assessment and receive a report that predicts their strengths and limitations and how effective they are likely to be in different situations, along with the opportunity to learn more from a Saville Assessment expert.

Service improvement group project

The group project addresses a cross-boundary issue identified by participants themselves. It includes problem analysis, evidence-informed solution development, and a business case and implementation plan. Groups have five to eight members selected from across organisations and are expected to meet regularly and maintain online communication throughout the programme. Facilitation is available for the project groups with some time allocated for the groups during the programme.

Presentation day

Presentation day is opportunity for participants to showcase their project work and to invite their mentors and senior managers from their organisations to celebrate the completion of the programme. In addition to participants presenting and receiving panel feedback on their projects, the day features a keynote address from an eminent speaker and a panel discussion of the challenges ahead for public sector leaders.

Programme follow up

Following completion of the programme, participants meet with their mentor to review their learning and career plans and are encouraged to maintain and develop their networks.



Learning outcomes

By the end of the programme, participants will be able to:

- Identify and critically analyse the forces shaping the direction of health and social care and higher education management
- Understand the implications for their role and their organisation and its strategic position
- Identify the challenges and opportunities for cross-boundary partnerships and inter-professional working
- Identify the potential for innovation in a changing context
- Analyse the factors to consider when designing and implementing change programmes to ensure they meet their objectives
- Evaluate the current issues and debates about performance, public value and the implications for practice
- Critically reflect on their leadership style, team management skills and career development



“Well-designed course with stimulating material and many excellent presenters”

“Valuable opportunities for networking”

“Outstanding speakers with top quality expertise and experience of leading health and care institutions”



Who is the programme for?

The programme is offered free of charge to participants from health, local government, social care, public health and higher education organisations that are members of the Health Innovation Network.

It is aimed at staff in or preparing for specialist, strategic or general leadership roles which require knowledge and skills for working across organisational boundaries, including:

- NHS - Bands 8C, 8D and 9 and clinical managers
- Local government - heads of department, directors / assistant directors and public health specialists and managers
- Academic heads of department or division and above and heads / deputy heads of professional services

Participant commitment

Participants should plan for a commitment of at least 14 days' full attendance, to undertake independent study between modules and complete a service improvement group project.

They should have the full support of their employing organisation and their line manager.

Participants must also identify a mentor if they do not already have one.

Selection process

The programme is limited to 30 participants. Applications will be assessed on four main criteria:

- The fit between the programme and the applicant's current and future career development needs
- What applicants can contribute in terms of experience and different perspectives
- Commitment to full attendance and participation from the participant and their organisation
- Ensuring a mix of participants across organisations, sectors and professional disciplines.



“Practical application helps me better understand the concepts around leadership”

“Challenging and insightful”

“Excellent. A very inspiring programme”

How to apply

Download the application form and guidelines from: <https://healthinnovationnetwork.com/projects/leading-managing-change-across-boundaries/>

You will need to attach your CV, which must be no longer than two pages.

You must have the support and commitment of your employing organisation and your line manager to release you for module attendance and group project meetings. This will be a minimum of 14 days.

The deadline for applications is:

13TH NOVEMBER 2017

For more information on the application process please contact Kitty Grew, kitty.grew@nhs.net

The team

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