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# Leading for System Change



**Leading for Systems Change provides practical, place based support to help build collaborative leadership thinking across all areas of Integrated Care Systems (ICS). It supports pan-sector teams that are working on complex issues relating to ICS strategic priorities.**

The aim is to build understanding and expertise within each system of what it means to work at a system level and to encourage new ways of working that will lead to better outcomes for patients.

**“Systems will have a central role in helping design new models of care and major service changes, to deliver better population health outcomes.”**

We are the NHS: People Plan for 2020/2021  
NHS England and NHS Improvement



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# About Leading for System Change

**Leading for System Change** is a set of flexible components, tailored to the needs of a particular ICS and delivered within that locality, that aims to develop and extend the capacity for system-wide thinking and action within an ICS, thereby helping to fulfil the aim set out in the NHS Long-Term Plan to “bring together local organisations to redesign care and improve population health, creating shared leadership and action”.



Leading for System Change is not simply a leadership development programme for individuals. It brings together system leadership knowledge and principles with their practical application to enable colleagues to work together on deep-seated, complex issues that form part of the ICSs priorities. It's about supporting real change in the community, changes in the way people think, the way they behave and the way they interact, with better outcomes for local populations.

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# Why this is needed

**This is a response to the need for ICSs to foster new ways of working, as set out in the NHS Long-Term Plan. However, the need goes way beyond this. Covid-19 has already brought about real change to the way public services are delivered.**

We know that we are going to need to go further, not only to respond to the virus and its impact across society, but also to address system-wide challenges such as:

- backlogs in treatment and care
- dealing with increasing demand in the face of finite resources
- managing 'normal' winter pressures.

It is recognised that to meet these challenges, we will need to embed system leadership working in true collaboration, irrespective of organisation.

## **Aim of the offer**

### **Participants will:**

- be more confident and aware of the behaviours that encourage and enable system leadership
- demonstrate system sightedness in their behaviour, mind-sets and attitudes, based on appreciating and engaging with multiple perspectives
- understand the dilemmas of managing apparently contradictory tensions as a "both-and" challenge rather than mutually exclusive options
- have a range of skills and tools to apply and further their learning about systems and leadership in systems
- choose leadership approaches which build trust, empower others, share risk and foster collective accountability
- seek opportunities to connect across boundaries, build empowering relationships and networks to deliver a shared vision for change.

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# How it works

**The support fuses theory and ideas with practical application, based on two elements that intertwine: Orientation and Discovery.**

The **Orientation** phase is the gateway into the process and will equip participants with an understanding of the fundamentals of:

- what a system is
- approaches to system thinking
- characteristics of systems
- the implications for managing and leading within them.

The **Discovery** phase presents the opportunity for participants to apply their learning to the real challenges they are grappling with day-to-day in their system.

**Participants will:**

- identify plans or tests of change
- implement actions
- observe and reflect on impact and new learning
- identify where new knowledge and understanding has been acquired.

Participants will be able to apply their learning immediately as well as over time, enabling them to learn and adapt as necessary. They will be working with others across their system, with a focus on collaboration, collective leadership and shared learning.

In this way, the intervention is not an additional drain on resources at a time when leaders are massively stretched. It is a means of accelerating change, increasing impact and building collaborative energy to address real system issues, whilst being equipped with new skills, tools and understanding.

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# Further information

For further information on this offer including the full eligibility criteria and application form, please visit [www.leadershipacademy.nhs.uk/programmes](http://www.leadershipacademy.nhs.uk/programmes)