

An aerial photograph of a village with numerous stone buildings, a winding road, and green fields in the background. The text 'Leading for System Change' is overlaid on the left side of the image.

Leading for
System Change

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Introduction

Leading for System Change is a development offer for Integrated Care Systems (ICS) to help build collaborative system-wide leadership thinking and practice and support pan-sector teams working across organisational boundaries with complex issues relating to ICS strategic priorities.

The aim is to build understanding and expertise within each ICS around what it means to work at a system level; to encourage new ways of working and – ultimately – to enable better outcomes for people using health and care services.

“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

About Leading for System Change

Leading for System Change is a set of flexible components, tailored to the needs of a particular system and delivered within that locality, that aims to develop and extend the capacity for system-wide thinking and action within a system.

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 system's 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.

Why this is needed

This offer has been developed as 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 health and social care 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 through true collaboration, irrespective of the organisation.



“An ICS brings together local organisations to redesign care and improve population health, creating shared leadership and action.”

Aim of the support offer

- To build understanding and expertise within each ICS around what it means to work at a system level
- To increase impact and build collaborative energy to address real system issues
- To create a network of change agents across a system to drive forward system thinking in practice.
- To encourage new ways of working
- To enable better outcomes for people using health and care services.

How it works

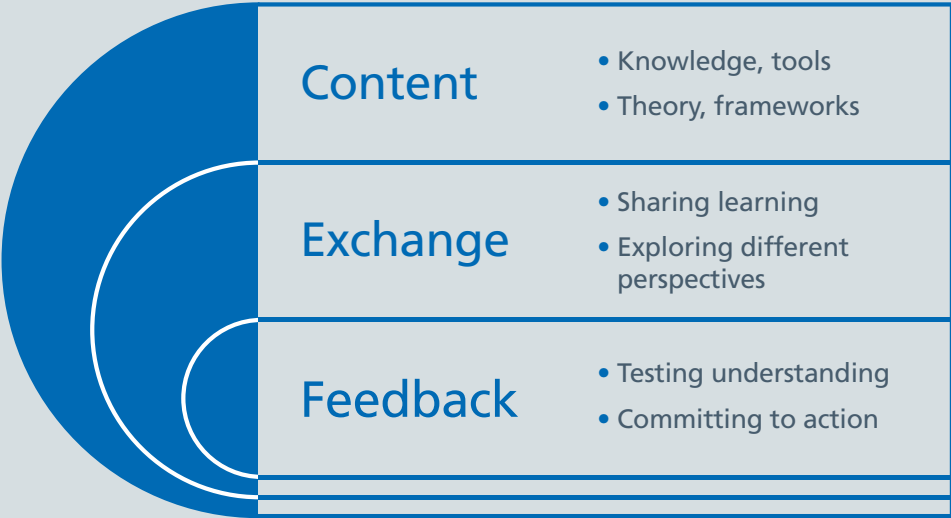
The support fuses theory and ideas with practical application, based on two elements: **Orientation** and **Discovery**.

The **Orientation** phase is the gateway into the process, using three linked components to 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.

This phase also provides tools and approaches that will help participants make progress with their system challenges. There are also options for more in-depth work alongside the fundamental ideas.

Orientation:



How it works

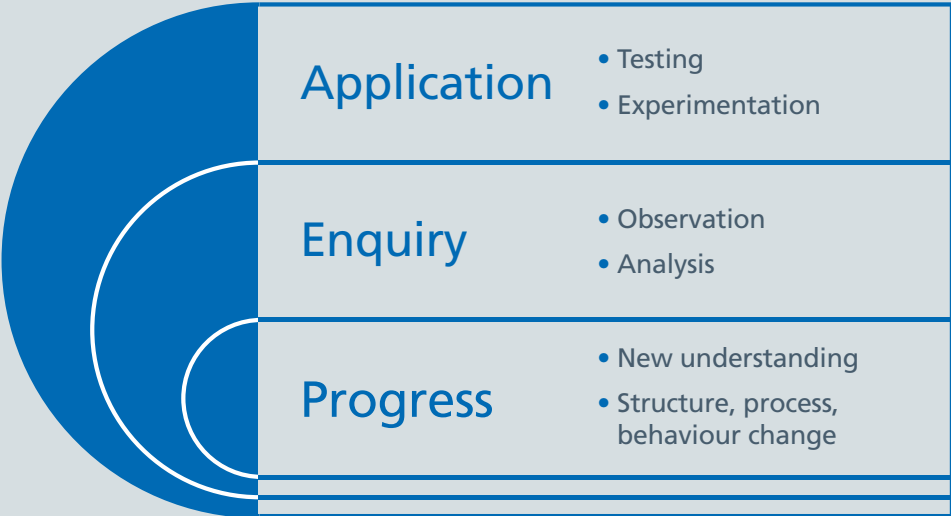
The support fuses theory and ideas with practical application, based on two elements: **Orientation** and **Discovery**.

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 the impact of new learning.

Participants will also have the opportunity to meet with others from across different ICSs, enabling them to further expand their learning and develop a shared awareness.

Discovery:



Eligibility

The Academy would work with you to identify a wicked or complex issue that is relevant to the ICS and is linked to a specific priority area where progress requires cross sector collaboration.

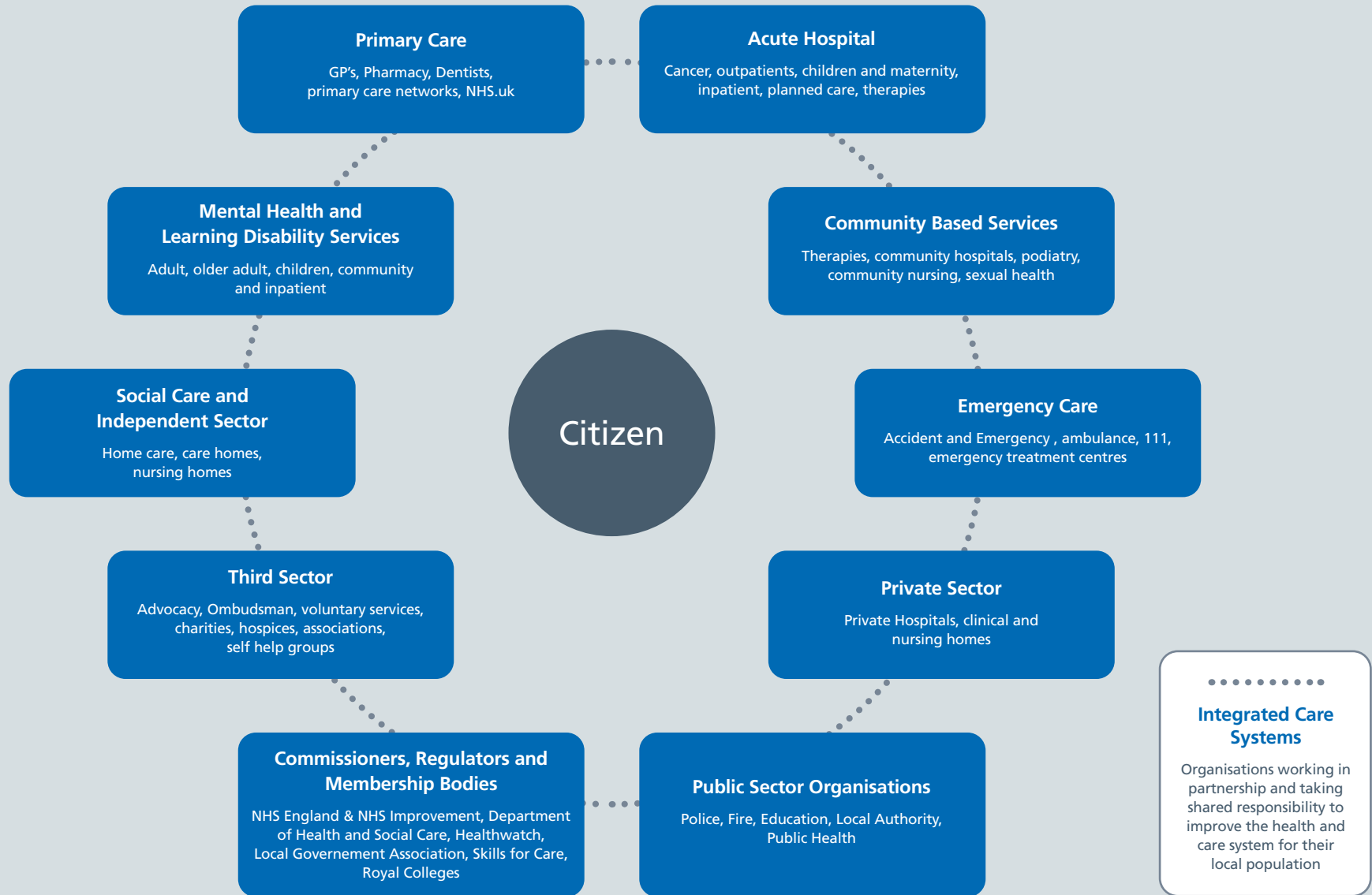
To enable sustainable change, the issue should call for new ways of working to achieve measurable improvements in the health and wellbeing of the local population within the ICS.

Having built in citizen, patient or community involvement; demonstration of commitment to diversity and inclusion and explicit support from senior stakeholders is crucial.

We would work with you to nominate the pan sector teams drawn from multiple organisations, level of seniority and functions working within the system up to a maximum of 40 people per ICS.

Full eligibility criteria can be found at www.leadershipacademy.nhs.uk/programmes





Funding

Further details on funding to support this offer are available from your regional Leadership Academy.

Further information

For further information on this offer including the full eligibility criteria, please visit www.leadershipacademy.nhs.uk/programmes