

Health and Wellbeing Board

9th June 2016

System Leadership Offer

Responsible Officer Interim Director of Adult Services

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1. Summary

- 1.1 The HWB Strategy gives clear strategic focus on prevention and sustainability of services and community support, while putting individuals at the heart of decision making (HWB Strategy). The Board is keen to make strides in shifting our collective focus to preventing crisis and to ensure that when people need services they are easy to access and processes are clear. In order to do this the Board is working to integrate services where it makes sense to do so; this takes strong leadership and an ability to manage change and shift organisational culture. To develop these leadership skills the Board has secured 30 days of input from the Leadership Centre.
- 1.2 The offer from the Leadership Centre includes working with 2 'enablers' over a total of 30 days to work with our senior leaders and officers. The 2 enablers are Robin Douglas and Holly Wheeler. Robin has many years of experience working on behaviour change at a senior leadership level and Holly has experience working with HWBBs in a coaching and mentoring capacity. Please see Appendices A&B below for more details.
- 1.3 A memorandum of understanding between the Leadership Centre and the HWBB will help shape the understanding and ensure commitment across organisations.
- 1.4 Details of the work are yet to be determined, and a discussion at the HWBB will be welcome. It is felt that we need to consider the Board's relationship with senior leaders across health and care and to ensure that all have an opportunity to input and participate. It will also be imperative that this work links directly with all health and care transformation plans, including the Sustainability and Transformation Plans (STP).
- 1.5 Previous examples of the support of the Leadership Centre has shown, that committing time and effort into a leadership programme now, will ensure that those individuals at the core of decision making will have the confidence to work collaboratively across organisations to establish cost effective integrated solutions for the future.

2. Recommendations

1. The Board discuss the leadership offer and provide input to its development.
2. Discuss and agree regular reporting of this item.

REPORT

3. Risk Assessment and Opportunities Appraisal

(NB This will include the following: Risk Management, Human Rights, Equalities, Community, Environmental consequences and other Consultation)

3.1 The HWBB works to reduce inequalities across Shropshire.

4. Financial Implications

N/A

5. Background

See summary

6. Additional Information

N/A

7. Conclusions

List of Background Papers (This MUST be completed for all reports, but does not include items containing exempt or confidential information)
Cabinet Member (Portfolio Holder)
Cllr Karen Calder
Local Member
Appendices
A and B

Holly Wheeler

Profile

Holly Wheeler is an insightful change practitioner, with a 'hands on' practical approach. Holly enjoys working with local people, practitioners and politicians to get local results and sustained learning. She has over ten years of experience working with leaders in public, private and third sectors across the globe. She is experienced at facilitating across sector boundaries and projects including work with Health and Wellbeing boards, Local Vision, Total Place and the Leeds Castle Leadership Programme for Political Leaders and Chief Executives.



Working across the public system with various bodies nationally and locally, Holly has a deep knowledge of local sector and collaboration processes. She is skilled at convening groups and can be a catalyst for action. She understands the nature of contracting to many organisations and the importance of iteration for work with complex systems.

Holly's recent Local Visions projects have included working with a location's leadership, an inter-organisational team of officers and the community. Her current project involves looking at the sustainability of care system and involved a whole system events to develop innovative prototyping to increase capacity and reduce demand. Previously she has supported the integration of health and social care focusing on frail older people. This work meet the goals of developing the curiosity and enquiry of a Health and Wellbeing Board so they could create truly shared Better Care Fund proposal, the develop community ownership, and sustained learning into how their system works, which has been evident in their support of each other in recent difficulty. Another project around inter-generational obesity focused on three geographic areas. A cross organisational team engaged with the communities and together they facilitated better diet and more physical activity in ways that local people wanted to be part of. The Health and Wellbeing Board met in the community for a session and have since begun to engage in the ideas and challenges of localising their strategy.

Holly played an instrumental role in the development and delivery of Total Place: a whole system intervention looking at how people, professionals and politicians in a locality can rethink public services to ensure better outcomes for local people, whilst reducing financial and social cost. This work involved 13 cities and counties, several thousand people, and led to work on community budgets and place programmes.

Holly provides challenge through observed insights, and inquiring into the current and desired situations. Her blend of supported learning through good practice and experimentation helps clients discover their messy solutions for their context, while leaving skills for next time.

Holly is an experienced and qualified coach, and with her organisational development experience, she delivers programmes that change thinking and behaviour. She has experience of delivering resilience training within a large county council to look at how to create a culture that is adaptive, proactive and able sustain services while innovating.

Personal philosophy

As leaders we take on the responsibility to inspire action, to guide the resources and capacity of our networks wisely, and embody what we expect of others. When leaders undertake to transform a system it takes deep reflective courage and humility so truly new ways of thinking and doing can be tried. I bring the support and experience to enable leaders to take on this challenge.

Sectors

- local government
- national government
- education
- health
- community
- charity
- social housing
- marketing and new media

Skills

- Inter-organisational collaborations: whole place leadership
- Organisational development programmes: changing cultures and behaviours
- Design and delivery of discovery processes
- Leadership coaching: facing the difficult questions
- Strategic dialogue leading to practical action and outcomes
- Facilitation of critical conversations and negotiating conflict

Robin Douglas

Profile

Robin Douglas facilitates system change with senior leaders across organisational and professional boundaries. With over 30 years experience of successful service improvement and leadership development throughout the public services; he retains a commitment to improving human outcomes. He works creatively with senior managers, clinicians and politicians as coach, team and board facilitator and with wider partnership groups on local change.



Robin has deep and extensive experience of enabling service improvement, and top level individual, team and board level development throughout the public services, Robin has worked with all parts of the health system including primary care, trusts, regional bodies, and the Dept of Health, in the UK and beyond. He was an early post graduate student of the Lancaster soft systems approach and it still has a significant influence on his practice.

He was a Fellow of the King's Fund and director of the Office for Public Management. He is active across all parts of the public services, including work with police, local government, and education. He also works throughout the independent and charitable sectors. He has significant experience with central government, the inspection and regulation agencies and professional bodies.

Robin provides direct support to individuals in leadership positions; he is currently coaching chief executives, chairs and key leaders in health and local government. Over the last year he has worked with top teams and cabinet groups in a number of NHS Trusts, borough, district and county councils. Much of his work with boards involves both senior executive staff and elected/non-executive members.

He has been actively involved in the Systems Leadership Programme, recently designed and ran the national Leadership Academy programmes for Cabinet and Scrutiny Lead Members and led local projects for the LGA on strengthening member engagement with local decision making. He is also facilitating elected politicians and officers on the implications of the changes in public health, primary care and the establishing of more integrated service arrangements. Robin currently works as an adviser with Health and Well-being Boards, Clinical Commissioning Groups and ran a support group for chairs of HWB Boards across the Midlands. He currently works with the Darzi Fellowship Programme across London.

Robin has led a number of national leadership programmes including the NHS Management Training Scheme, the Top Managers Programme at the Kings Fund and the LGA Leadership Academy for elected members. He works in primary care development and has strong links in commissioning, care pathway development and general practice. He has written extensively on adult learning and peer leadership development.

He has direct involvement in the management and development of services through board level appointments in health and the charitable sector – he chairs two national charities. He remains an Associate of OPM

Personal philosophy

I work with local leaders and policy makers who recognise that:

- Innovation and improvement will not develop naturally from the existing patterns of services; we must find radical ways to achieve positive and affordable changes in planning, distribution, access and local leadership
- Such changes will come not only from those who currently lead the system; there will need to be a real shift in power to more co-productive approaches.
- A key challenge is to build and maintain a creative dialogue with many people and interest groups to enable public services to produce strong social outcomes for people and their communities.

Sectors

- Facilitating place-based development opportunities – working with local leaders from business, voluntary and independent bodies as well as the traditional public services
- Building the effectiveness of Health and Wellbeing Boards
- Development of Clinical Commissioning Groups
- Strategy development with top teams across health, local government and associated agencies
- Children's and Adult's service development
- Public health engagement with local government
- Leadership development with politicians

Skills

- Collaboration, partnership and effective joint working
- Appreciative and asset based approaches to service and community development
- Introducing Peer leadership ideas and practice to senior teams
- Clinical leadership programmes for existing and aspiring doctors, nurses, social workers and other specialists.
- Board development in NHS trusts and Local Authority and integrated top teams
- Using scenarios to explore uncertainty and possible futures
- Coaching senior leaders across the public services