

Leadership and Innovation in our Health and Care System

Welcome

Fiona Hogg

Chief People Officer, Health Workforce
Scottish Government

Agenda and speakers

- **Welcome & Introductions** by Anne Armstrong, Interim Chief Nursing Officer
- **Systems Leadership Development in Health and Social Care: Tackling Wicked Problems** by Roy Lawrence
- **Investing in the Future Workforce through Innovative Technology and Collaboration** by Jen Pennycook
- **Q&A** session chaired by Fiona Hogg with Roy Lawrence, Jen Pennycook, Carolyn McDonald , Catherine Ross, Iona Duckett, Kathryn Brechin

Slido



Anne Armstrong

Interim Chief Nursing Officer

How policies and practice are supporting leadership and innovation nationally by working collaboratively across professions and directorates.

Roy Lawrence

Principal Lead for Organisational
Development & Culture
Fife Health & Social Care Partnership

Systems Leadership Programme: Tackling Wicked Problems Together

The background of the lower half of the slide is a dark blue night sky filled with numerous small, bright white stars. A large, bright, full moon is positioned in the upper right quadrant of this section.

THE PROCESS YOU INVOKE IS THE OUTCOME YOU CREATE



"THE SECRET OF THIS
PROGRAMME WAS JUST
GETTING STARTED."

MISSION 25

"WE STICK TO THE VISION,
NOT THE PLAN"

A photograph of the Space Shuttle Challenger during its ascent. The orbiter is attached to the External Tank (ET) and Solid Rocket Boosters (SRBs). The ET is white with black and white checkered bands. The SRBs are white with black bands. The orbiter is white with a blue NASA logo and a small blue triangle. The shuttle is angled upwards against a black background with stars. The Earth's horizon is visible at the bottom. The text "WHAT DID WE LET GO?" is overlaid in white capital letters.

WHAT DID WE
LET GO?

Nicky Connor
Chief Officer

What fuelled our journey

A faded background image of a Space Shuttle Columbia during launch, angled upwards from the bottom left towards the top right. The shuttle is white with black and grey markings, including a small USA flag on the side. A large, bright white plume of smoke and fire trails behind it, extending from the bottom right towards the center. The overall tone is light and airy, with a soft focus.

Curiosity

Commitment

Connections

Cultural Conditions

Collaboration

Compassion

WHAT DID WE OVERCOME?

You can't please all the
people all the time

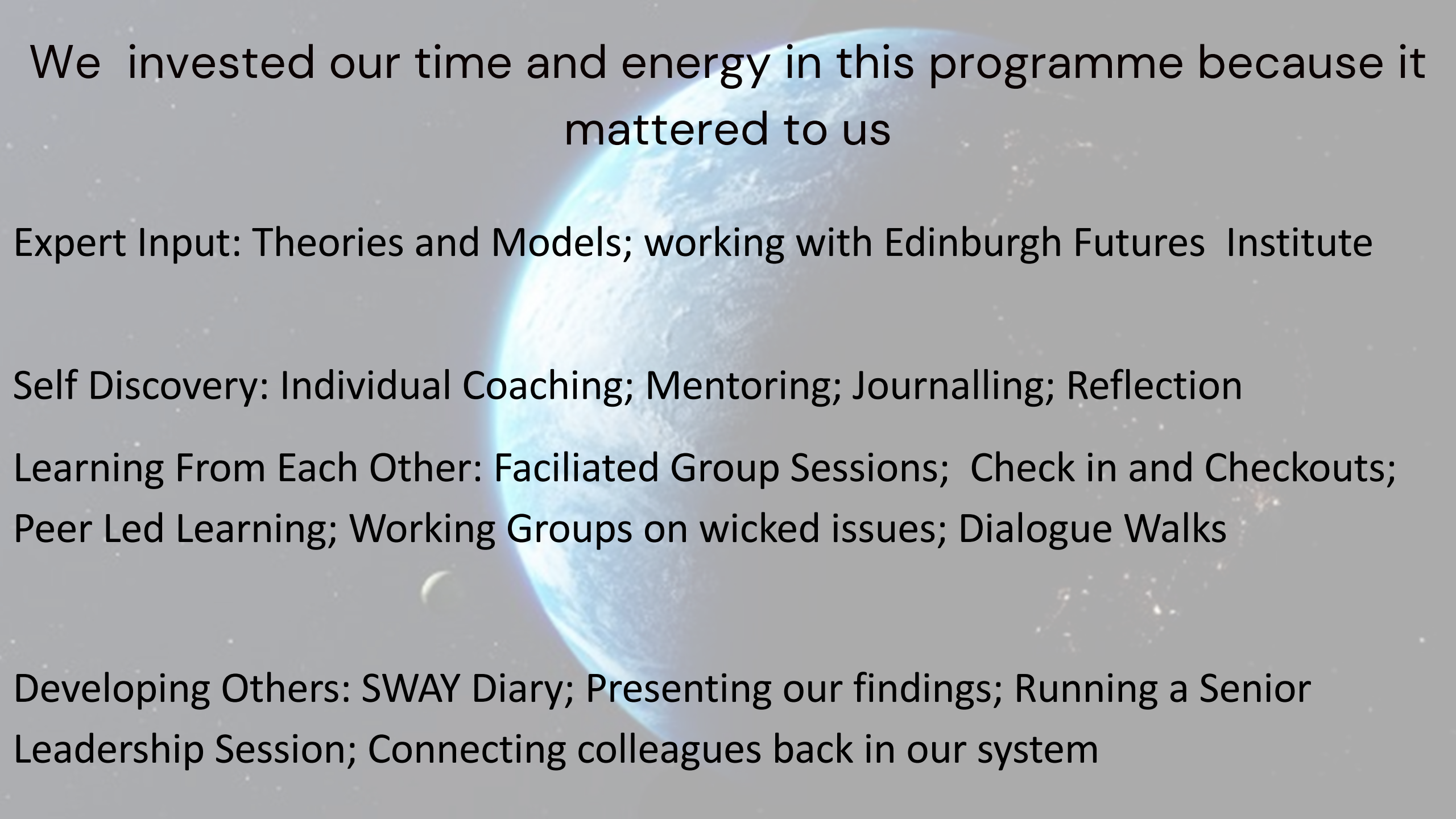
Time

Different
business
cultures

Divergent
Objectives

The Day Job





We invested our time and energy in this programme because it mattered to us

Expert Input: Theories and Models; working with Edinburgh Futures Institute

Self Discovery: Individual Coaching; Mentoring; Journalling; Reflection

Learning From Each Other: Facilitated Group Sessions; Check in and Checkouts; Peer Led Learning; Working Groups on wicked issues; Dialogue Walks

Developing Others: SWAY Diary; Presenting our findings; Running a Senior Leadership Session; Connecting colleagues back in our system

With shared vision and purpose ... We landed our mission....

- People turned up, owned their commitment, worked towards a shared outcome.
- There was vulnerability and willingness to learn: self, group and system.
- Collaboration outside of the group and developed allies.
- Coaching and mentorship supported big issues they were facing.
- The Group shaped the programme





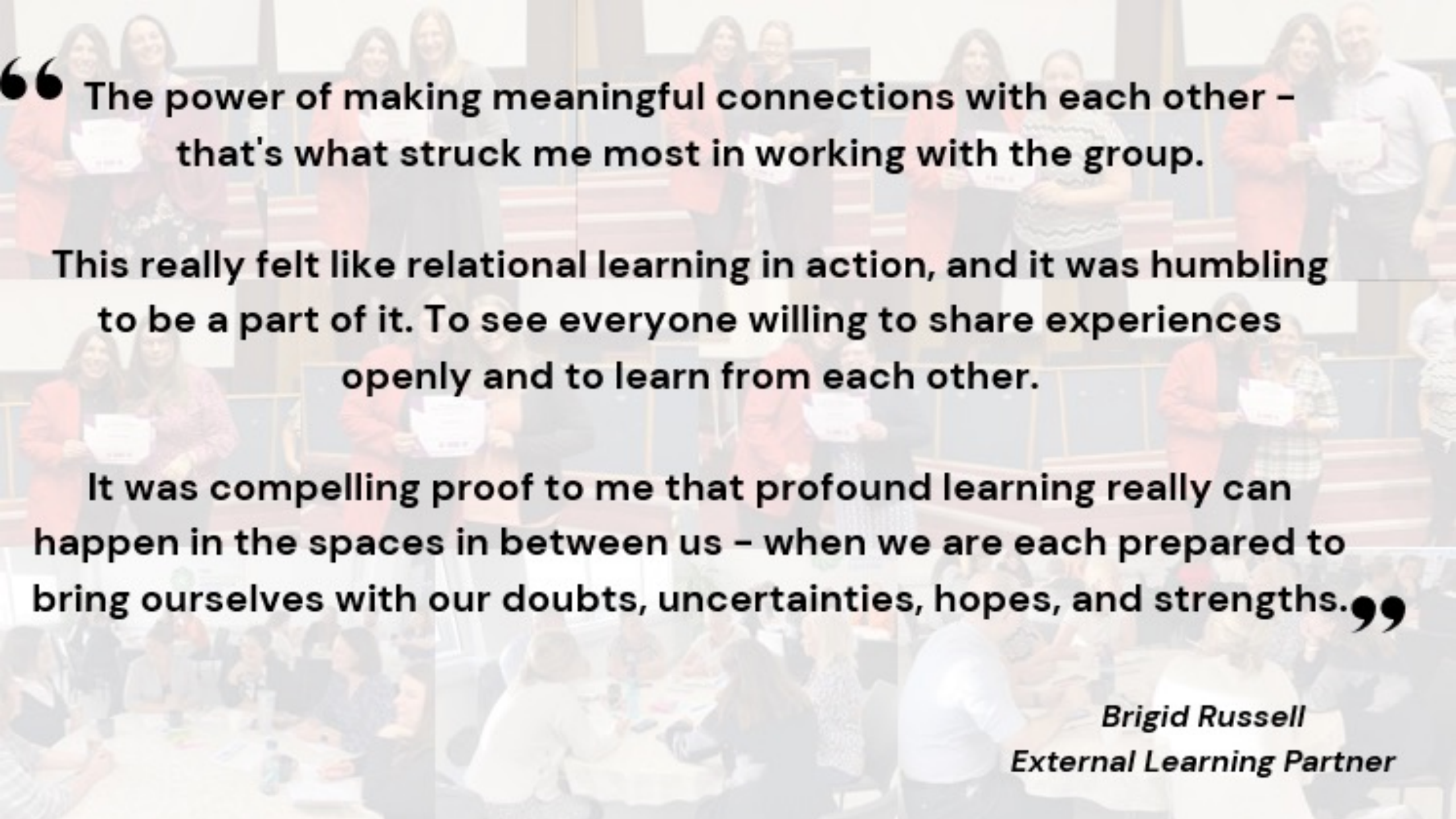
Listening ★ Learning ★ Caring





WHAT IT FEELS LIKE WHEN YOU BUILD, SHAPE, OWN AND TREASURE SOMETHING





“ The power of making meaningful connections with each other – that's what struck me most in working with the group.

This really felt like relational learning in action, and it was humbling to be a part of it. To see everyone willing to share experiences openly and to learn from each other.

It was compelling proof to me that profound learning really can happen in the spaces in between us – when we are each prepared to bring ourselves with our doubts, uncertainties, hopes, and strengths.”

Brigid Russell
External Learning Partner

Our Systems Leadership Pioneers 2023



What next....

We still meet regularly; 4 of us are in promoted posts;
We are now mentoring others; We are co-designing the next programme.

Thank you

<https://sway.cloud.microsoft/2Mh6hC9rF4vVnA5n>

Fife Health
& Social Care
Partnership



Jen Pennycook

Chief Nurse Professional Development

NHS Ayrshire and Arran

NHS Ayrshire & Arran

*Investing in the
Future Workforce through
Innovative Technology and
Collaboration*

Jen Pennycook
Chief Nurse Professional Development

NMAHP



Strategy



LUNCH & LEARN
VIRTUAL SEMINARS



Mission

We will create a workforce that promotes individual and collective responsibility for embracing development and education opportunities for all to help build capacity and leadership qualities whilst preserving the importance of our wellbeing.

Vision and Values

We take pride in developing the NMAHP Workforce, where the people of Ayrshire and Arran are supported to live the healthiest life possible.

EXEMPLARY PROFESSIONAL PRACTICE

- Endeavour to make Ayrshire and Arran the best place to work.
- Invest and support staff wellbeing
- Promote a process whereby individual teams analyse their iMatters survey results as well as co-produce the action plan, thereby supporting shared decision making.
- Use patient outcomes and personal experiences for shared learning across all disciplines in order to drive and assure a high quality of care.
- Review and agree efficient and meaningful data for individual services.
- Agree person centred approach to multidisciplinary care planning and service delivery.
- Have personalised care and enablement approaches.
- Commit to celebrating successes across all disciplines.
- Commit to prioritising safe and effective staffing
- Ensure effective rostering and job planning.
- Work towards gaining Magnet® status.
- Provide a centralised area for resources on a digital platform.



NEW KNOWLEDGE, INNOVATION & IMPROVEMENT

- Promote Digital Healthcare Strategy and Delivery plan across all sites of NHS A&A.
- Develop and promote digital care solutions.
- Increase NMAHP Quality Improvement capability and capacity.
- Promote a culture of innovation and shared learning. Deliver evidence based practice.
- Increase research capability and capacity through development of a NMAHP research strategy and plan.
- Provide cross profession learning and development opportunities.
- Provide opportunities for staff to discover new ways to support innovative practice.
- Encourage staff members to work in other teams and with other disciplines to have an appreciation of each other's roles as well as encourage appropriate and important connections with other services to inform ideas for change/improvement.
- Value diversity
- Develop professional objectives.



STRUCTURAL EMPOWERMENT

- Assure staff have PDRs completed annually.
- Assure staff have equitable professional development opportunities.
- Embed clinical supervision into practice.
- Ensure equity of access to learning and development.
- Develop a Communication Strategy to ensure effective 2 way communication across the NMAHP workforce.
- Ensure NMAHP workforce is connected through a shared governance approach without replacing uni-disciplinary processes.
- Have psychological safety at the foundation of everything we do to ensure everyone has a voice. We promote a culture of trust, honesty and openness.
- Enhance NMAHP workforce performance through an understanding and application of Human Factors Science



TRANSFORMATIONAL LEADERSHIP

- Enhance visible, supportive and compassionate leaders, strengthening connections, so staff can voice concerns and share successes
- Promote clinically competent compassionate leadership
- Review operational plan for key performance measures
- Be transparent of local and organisational position relating to the 4 pillars of Finance, People, Quality and Service.
- Ensure we have leadership skills at all levels across the organisation. Have the appropriate NMAHP workforce representative who will be involved in strategic and operational decision making at the earliest opportunity and engaged throughout.
- Have NMAHP workforce engagement and involvement in any consultation and decision making processes.
- Have the NMAHP workforce leading by example in living by the organisational values.
- Develop processes where staff feel valued and listened to.





Developing a Strategy with NMAHP Teams



Strategy





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Come alive!

Go and light your light

Let it burn so bright



*"Saving you time
so you can save lives"*



SOCIAL MEDIA **THE** PERSON CENTRED HEALTH
CARE APPRAISING **RIGHTS** SYSTEMATIC REVIEWS
CIVILITY SAVES LIVES **TOPIC** TRANSFORMATIONAL
LEADERSHIP **THE** AID TO OMBUST CYCLES
THE PATIENT VOICE **RIGHT** DIVERSITY AND
INCLUSION PERSON **PLACE** CENTRED CARE
SUSTAINABLE HEALTH **THE** CARE RIGHT DECISIONS
RESEARCH AND **RIGHT** DEVELOPMENT
INFORMATION SKILLS **TIME** COMMUNICATION



*"The best laid
schemes o' Mice
an' Men gang
aft a'gley"*

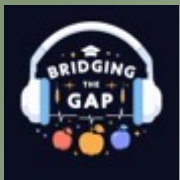




Sustainability



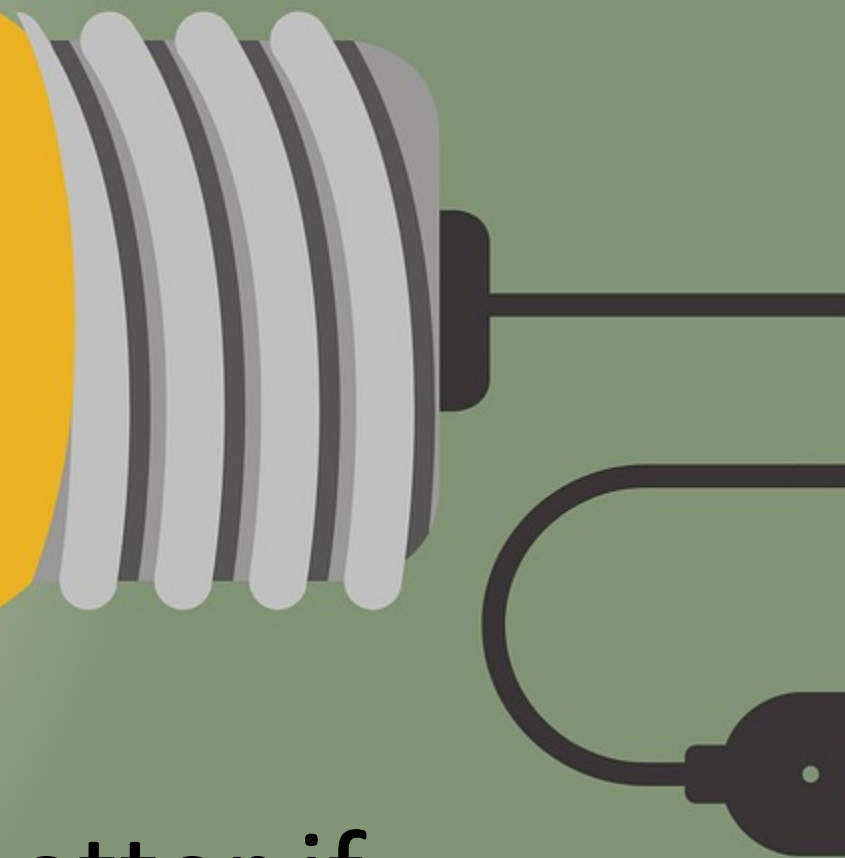




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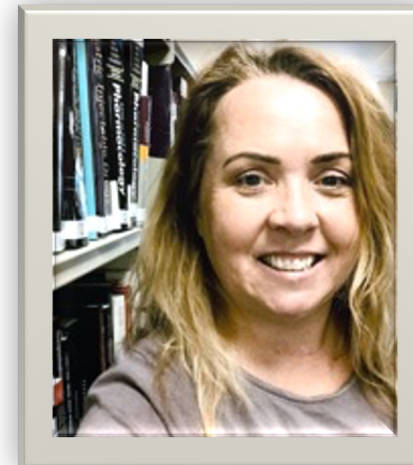


Even better if...



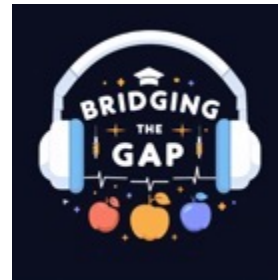


Toni Catt
toni.catt@aapct.scot.nhs.uk



Helen Stewart
helen.stewart5@aapct.scot.nhs.uk





practiceeducation.facilitators@aapct.scot.nhs.uk



Q & A

Catherine Ross

Chief Scientific Officer

Kathryn Brechin

Professional Nurse Advisor

Carolyn McDonald

Chief Allied Health Professions Officer

Iona Duckett

Professional Advisor Midwifery & Perinatal
Care

Jen Pennycook

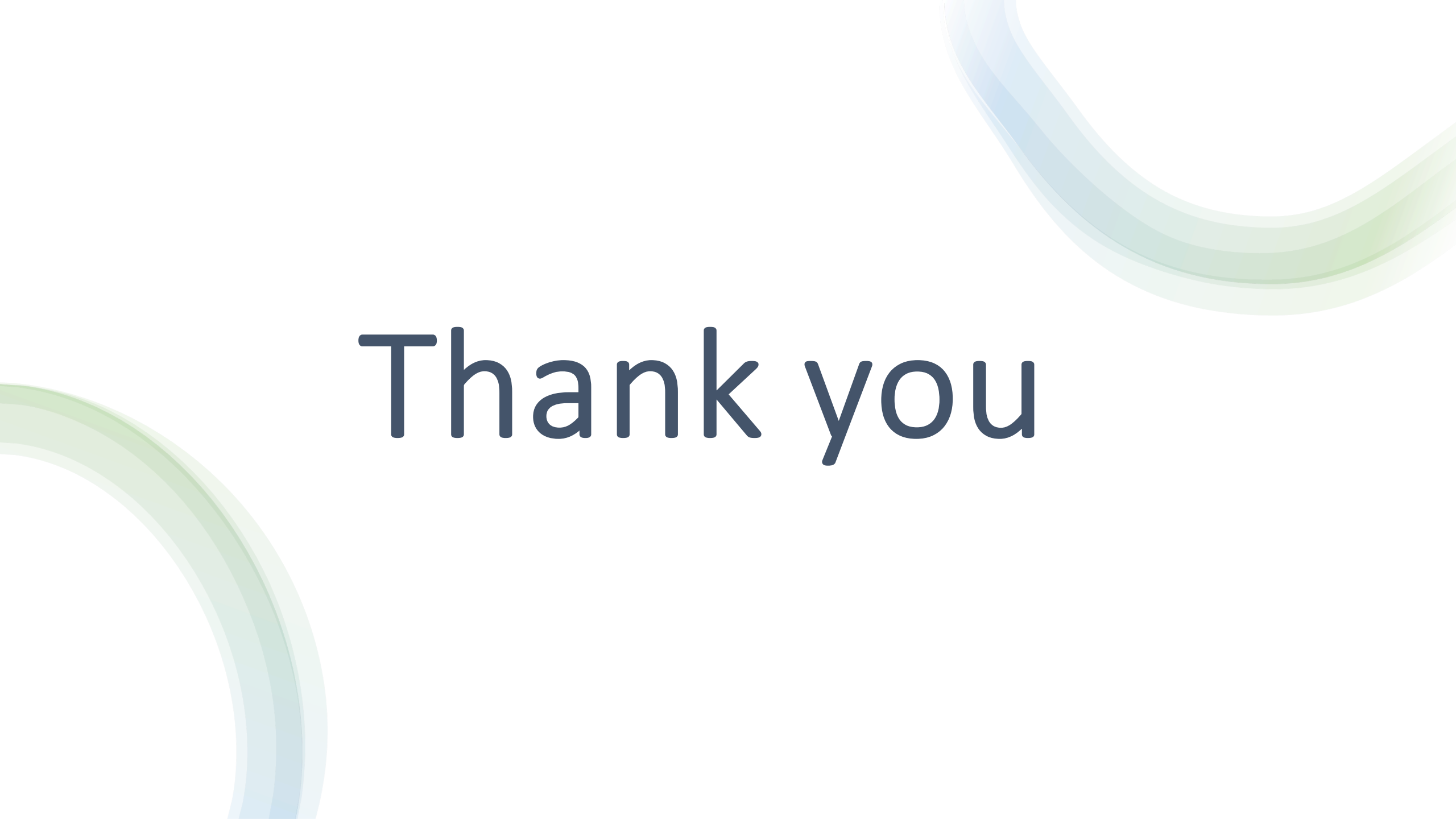
Chief Nurse Professional Development

Roy Lawrence

Principal Lead for Organisational
Development & Culture

Slido



The background features decorative curved lines in the corners. In the top-right corner, there is a thick, multi-layered arc transitioning from light blue to light green. In the bottom-left corner, there is a similar thick, multi-layered arc transitioning from light green to light blue. The text "Thank you" is centered in a dark blue, sans-serif font.

Thank you