

## System Leadership – Local Vision – Kent

### Summary of the project

This project will focus on supporting **system leadership** across Kent to develop further its approach to integrated commissioning.

The impetus and catalyst behind the development of system leadership is the planning and implementation process required for the **Integration Transformation Fund (ITF)**. This project is about 'how' to make system leadership happen. The analogy is made with diving into deep water. System participants are standing by the side of the pool, with a hesitancy to dive into system working. This project aims to put in place the leadership understanding, behaviours and actions that will enable system leaders across Kent to overcome the barriers to taking the risk of diving in. Specifically, the project will address:

- implications resulting from what organisations need to do to meet the challenge of implementing the ITF and working effectively as a system
- how organisations can use the Health and Wellbeing Boards, as well as other structures, to achieve this
- understanding the roles and responsibilities at different levels, specifically between the KCC health and wellbeing board and the CCG health and wellbeing boards
- understanding, therefore, of what organisations can expect and need from others around the table
- what exactly organisations can bring to this, including risk analysis and mitigation

Key **participants** will include:

- Kent Health and Wellbeing Board members
- CCG Health and Wellbeing Board members
- District authority stakeholders
- Integrated Commissioning Group members

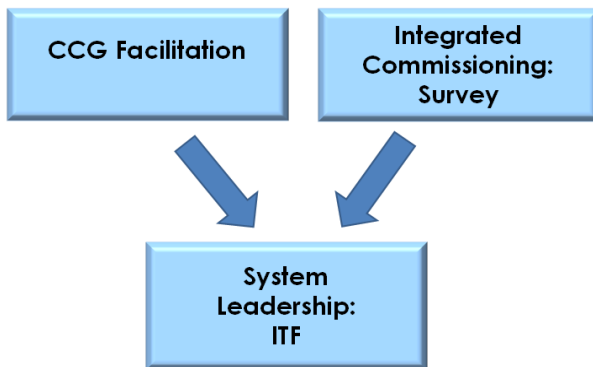
Providers will be brought into the system leadership work through the development of system leadership at CCG level, where service delivery is focused.

Outcomes and outputs from this project relate to the changes or development in system leadership knowledge and behaviours necessary to make integrated commissioning and the use of the ITF work. A draft 'road map' will also be produced that describes how the parts of the system are lined up, and work together, in a way that leads towards effective integrated commissioning.

This systems leadership project will be delivered using a 2-stage process:

- a system-wide challenge and clarifying **workshop**
- **bespoke support** to identified system leaders and groups as a result of the outcomes from the workshop

This phase of the system integration work builds on **earlier projects**, illustrated below:



There is therefore a body of knowledge to build on in making step change in system leadership to deliver the ITF. Project milestones and progress reports will be aligned to the ITF implementation plan, with the interface between the ITF plan, the Pioneer work and the System Leadership project providing the criteria for monitoring and evaluation.

**Key Contacts**

Roger Gough	<a href="mailto:roger.gough@kent.gov.uk">roger.gough@kent.gov.uk</a>	01622 696276
Deborah Benton	<a href="mailto:deborah.benton@kent.gov.uk">deborah.benton@kent.gov.uk</a>	01622 221902
Mark Lemon	<a href="mailto:mark.lemon@kent.gov.uk">mark.lemon@kent.gov.uk</a>	01622 696252
James Lampert	<a href="mailto:james.lampert@kent.gov.uk">james.lampert@kent.gov.uk</a>	0300 333 5510
John Deffenbaugh	<a href="mailto:john.deffenbaugh@frontlinemc.com">john.deffenbaugh@frontlinemc.com</a>	07788 746550
Laurie McMahon	<a href="mailto:laurie@loop2.co.uk">laurie@loop2.co.uk</a>	07831 260803
Sally Williams	<a href="mailto:sally.williams@frontlinemc.com">sally.williams@frontlinemc.com</a>	07738 543402
Sarah Harvey	<a href="mailto:sarah@loop2.co.uk">sarah@loop2.co.uk</a>	07866 513327

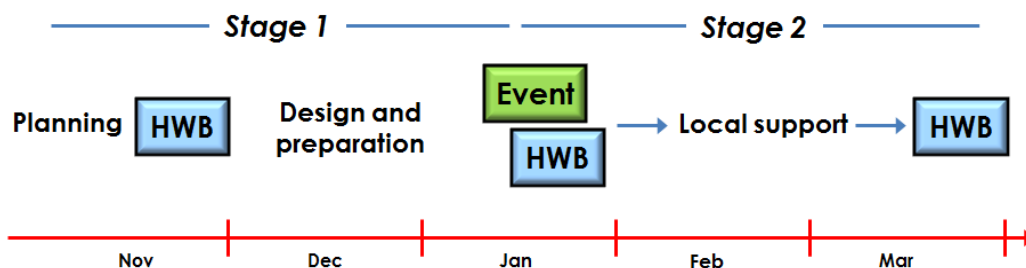
## Intended / hoped outputs and outcomes – How are leadership behaviours and actions going to change and what effect will this have?

The inter-related outcomes overlap and support each other, and together work towards strengthening system leadership in order to deliver the ITF:

- system leaders and their organisations will be clear on their **roles and responsibilities** involved in successful use of the ITF
- system leaders and their organisations will take up the **accountability** necessary to perform their roles and responsibilities
- system leaders and their organisations will clarify new and/or changes in **mindset and behaviour** necessary to operationalise the ITF effectively
- a '**road map**' will be produced that describes how the parts of the system are lined up and working together in a way that leads towards effective integrated commissioning
- system leaders and their organisations will develop an understanding of how to assess **risks**, and to take responsibility for mitigation

## Planned process

System leadership development will be progressed in 2 stages, illustrated in the figure below:



### Stage 1 – County level

The first stage is built around a **whole system workshop** for Kent Health and Wellbeing Board, whose members will have the opportunity to explore the significant opportunities to improve outcomes for service users through integrated commissioning and alignment of different elements of health and social care, and other related public services. A priority area from the Pioneer bid, which has meaning to all participants across the County, will be extrapolated and used to provide a real-time action focus for learning and application through this workshop format.

In the first part of the workshop mixed groups of participants will be asked to determine how specific challenges in the identified area might be addressed through applying their combined commissioning responsibilities and levers, as well as pooled budgets. We propose to use **hypothetical** but realistic integrated commissioning challenges as a means to address these issues. This will not only generate ideas on how integrated commissioning will work for real, but will also enable participants to develop:

- Insight to how the relationship between County and CCG level organisations will function effectively
- a deeper appreciation of each other's approaches to commissioning
- insight to their respective strengths
- understanding of specific barriers to be overcome

- insight to differences in ways of working and changes in behaviours necessary

Drawing on the experiences of the first part, participants in the second part will focus on addressing the question, '**so what** does this tell us?' They will draw on their experiences of tackling the commissioning challenge to establish agreements/options about the roles, responsibilities and necessary behaviours of the key stakeholder leaders and groups, and identify what enabling work and support different parts of the system will need in order to make integrated commissioning work well.

This is envisaged to be a **full-day workshop**, illustrated in the figure opposite. It is recognised, however, that some board members may not have this full time available, so the preference is full attendance in the morning, with the afternoon building on the positioning work of the morning discussion.



Preparatory work and design of the hypothetical will be carried out in conjunction with the KCC team.

A draft 'road map' will be produced as a result of the workshop that describes how the parts of the system can line up and work together in a way that leads towards effective integrated commissioning/ITF implementation. At this stage the 'road map' will present options for the way ahead, which will be developed and clarified in Stage 2.

## Stage 2 – CCG level

This second stage of the system leadership initiative will build on the outcomes of the workshop held at Stage 1, and will provide 'enabler' support to selected leaders/groups where particular system leadership development needs have been identified.

The workshop will have surfaced a number of issues that are perceived as barriers to 'diving' into the deep water of system working. The exact nature of Stage 2 will therefore depend on the output of Stage 1, but we anticipate taking forward some of the following **activities**:

- Using the hypotheticals locally to tease out practical system leadership issues, and to explore the implications of different courses of action
- Facilitation of specific conversations among system leaders that might be helpful in overcoming blockages to system working
- Aligning the development of system leadership with the development of the ITF plan
- Providing clarification of options for the way forward, and appraisal of the best route/s to take
- Development of an agreed 'road map' among all stakeholders that aligns the work behind ITF, Pioneer and system leadership implementation

Providers can be engaged at CCG level as part of this system leadership development work. The activities in Stage 2 will have the project outputs and outcomes firmly in mind, so there will be flexibility in using the resources of this second stage to ensure that these are met.

### Key milestones / Review points

Project milestones and review points will be aligned with the ITF planning and reporting process. They will include:

Nov 20<sup>th</sup> – Agreement with H&WB on the aims, activities and outcomes of this system leadership initiative

Dec-Jan – Preparatory work for system leadership workshop

Jan tbc – Hold the Stage 1 system leadership workshop

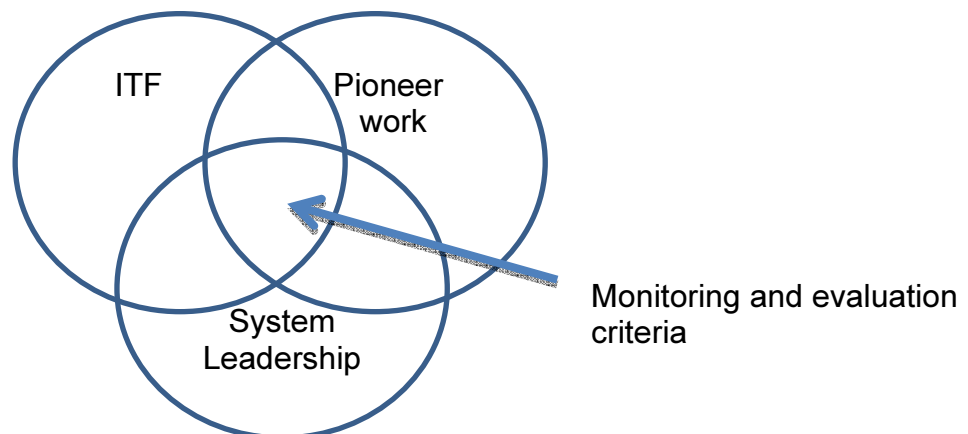
Jan 29<sup>th</sup> – Present outcomes to H&WB and obtain agreement for Stage 2

Feb-Mar – Carry out Stage 2

Mar 26<sup>th</sup> – Present project findings to H&WB

**Planned monitoring and evaluation process** – Have leadership behaviours changed, if so what and how? Did you get the expected outcomes, what else has changed as a result?

The project monitoring and evaluation process aligns with the ITF, the Pioneer work and the System Leadership programme, as illustrated in the Venn diagram below:



The overall outcomes are both substantive and behavioural, recognising that the firm outcomes of the ITF and Pioneer work cannot be achieved without the alignment of appropriate behaviours, ways of working and responsibilities across the system.

The start-up stage of the system leadership project will therefore involve alignment of the outcomes of the three initiatives. By focusing on the 'how' of implementation, the system leadership work will seek to align leadership behaviours and mindsets that enable implementation of both ITF and the Pioneer work. Success of this system leadership project will therefore show up in more effective implementation of the other two projects.

### Planned enabler input and days

30 enabler days are available for this system leadership facilitation, shared across key activities as shown in the table below:

Activities	Days
Workshop design and planning	10
Workshop delivery enablers/facilitators	2
Production of a draft 'road map'	1
Support to individual commissioning system leaders/groups	14
Project learning and report	1
Feedback to KCC HWB	2

Our team of enablers will carry out these days, maximising availability and sharing knowledge.

Name: [please complete]  
Position: [please complete]  
Date: [please complete]

Signed for and on behalf of the local lead body  
[please complete]

Name: John Deffenbaugh  
Position: Director, Frontline  
Date: 28 October 2013

Signed for and on behalf of the enabler(s)

