

Integrated Care Webinar series 2022 / 2023

**Webinar: Developing compassionate,
inclusive and collective culture in
integrated care systems**

Tuesday 28 February 2023

**NHS England in partnership with the
Social Care Institute for Excellence
(SCIE)**



Your panel today

Chair: Dr Ronke Akerele, Director of Culture Transformation,
NHS England

Jenni Douglas-Todd, Chair Dorset ICB

Stephanie Crow, Head of Culture Transformation, NHS England

Alice McGee, Chief People Officer, Leicester, Leicestershire and
Rutland ICB

Bina Kotecha, Associate Director of Systems Leadership and
OD, Leicester, Leicestershire and Rutland ICB

Ruth Lake, Director of Adult Social Care and Safeguarding
Social Care, Leicester City Council

Emma Challans-Rasool, Director of OD, Culture and Talent,
Nottingham and Nottinghamshire ICS.





AGENDA	
Intro and Scene Setting	Dr Ronke Akerele - Director of Culture Transformation, NHS England
Presentation NHSE Culture and Leadership Programme Approach <ul style="list-style-type: none">The Culture and Leadership ProgrammeConsiderations for the ICS Context	Stephanie Crow – Head of Culture transformation NHSE
The Leicester, Leicestershire, and Rutland (LLR) ICS - Culture Development Experience <ul style="list-style-type: none">The LLR ICS ContextCollective and collaborative leadership in developing the inclusive culture and leadership strategy	Alice McGee – Chief People Officer LLR ICB Bina Kotecha – Associate Director of System Culture, Leadership and OD Ruth Lake - Adult Social Care and Safeguarding Social Care and Education at Leicester City Council
The Nottingham and Nottinghamshire (NN) ICS Experience <ul style="list-style-type: none">The NN ICS ContextDeveloping a systemwide approach to culture development	Emma Challans-Rasool - Director of Organisational Development, Culture and Talent, Nottingham & Nottinghamshire ICS
Q and A session for case studies panel	
Keynote address: <i>The role of culture in ICSs</i>	Jenni Douglas-Todd – Dorset ICS Chair
Q and A session for Keynote Speaker	
Reflections and Close	Dr Ronke Akerele

Developing Compassionate and Inclusive ICS Cultures



The Culture and Leadership Programme

Stephanie Crow - Head of Culture
Transformation,
Culture Transformation Team, NHS
England

@people_NHS @culture_nhs



Culture and ICSs

This is a cultural revolution, not a structural reorganisation... we need to rewire the way people think.

Professor Sir Muir Gray NHS Confed conference 2021

Good governance is about more than just processes and structures. It is about people and culture and the ICS guidance opens the door to local good governance provided the right mindset and capacity are devoted to it now.

[ICS-design---good-governance-will-be-key-Illumination-22-June-2021.pdf](#)

Good Governance Institute

The Culture and Leadership Programme

In 2015/16 NHS Improvement, The Kings Fund and the Centre for Creative Leadership developed a programme to support trusts' culture change journeys.



The evidence, from research and practice, confirms that leadership, particularly **compassionate, inclusive and collective leadership**, is key to culture change and results in:

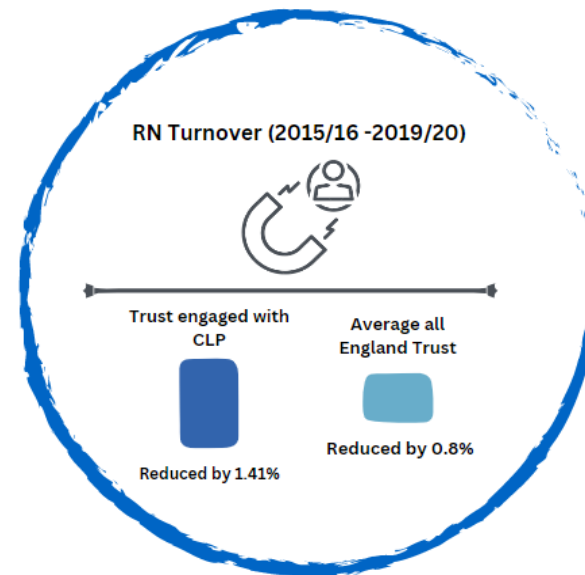
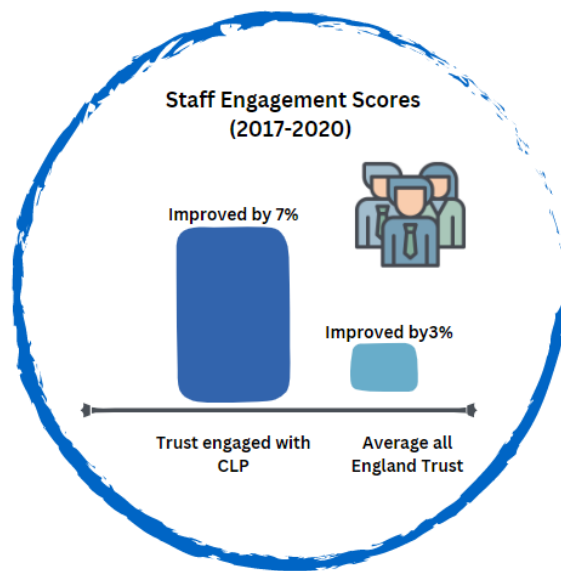
- **high-quality care and value for money** (Developing collective leadership for health care, The Kings Fund, 2014)
- **a healthy and engaged workforce** (West and Dawson, March 2017)
- **a greater sense of belonging for all staff**, reducing discrimination, bullying and unfairness (<https://www.nhsemployers.org/case-studies/listening-voices-staff-disabilities>;
- **better leadership, psychological safety and staff feeling able to speak up** and to continuously improve care (The Kings Fund 2014)



West et al 2014, Kings Fund [Developing collective leadership for health care](https://www.kingsfund.org.uk/publications/developing-collective-leadership-for-health-care) | The King's Fund ([kingsfund.org.uk](https://www.kingsfund.org.uk))

CLP – Impact and Outcomes for High-Quality Care

Quantitative analysis of data from 35 CLP trusts examined between 2018 and 2020 against national averages showed improvements in the indicators below.



Source Report:

“An evaluation of the implementation of the NHS Culture and Leadership Programme “December 2021

Dr Thomas West (Affina Organisational Development/Bristol University), **Professor Michael West** (King's Fund/Lancaster University).

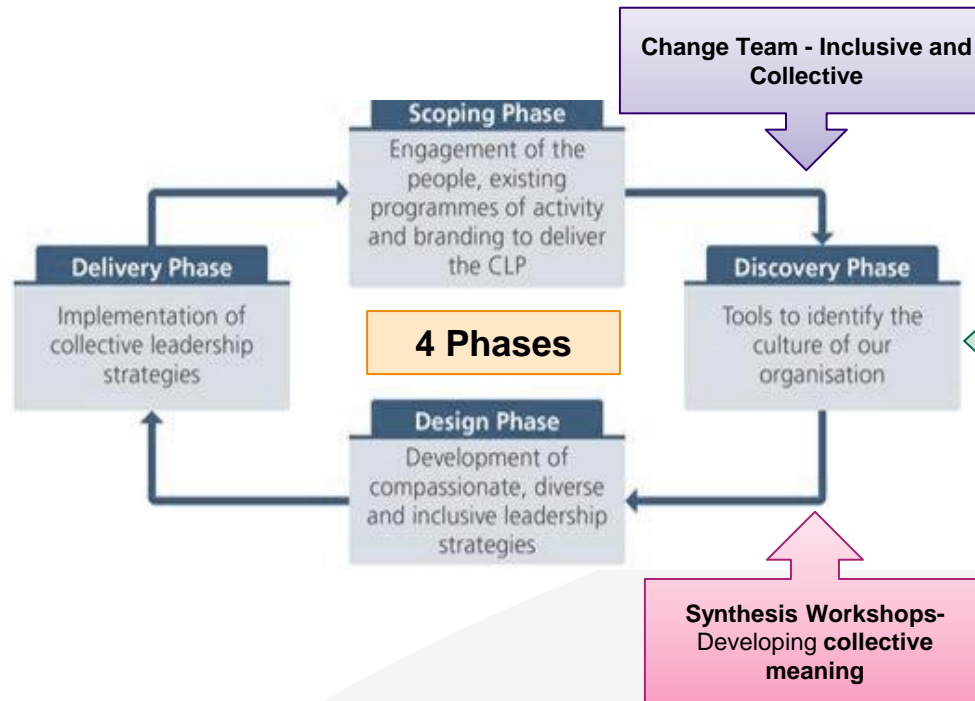
Commissioned by **Dr Katy Steward** (Head of Culture Transformation NHS England and Improvement)

What is the Culture and Leadership Programme?

The **culture and leadership programme** uses **6 Cultural Elements** and consists of **4 phases** to develop and implement strategies for collective leadership which result in cultures that **deliver high quality, inclusive, continuously improving, compassionate care**.

Six Cultural Elements

Vision & Values
Goals & Performance
Learning & Innovation
Support & Compassion
Equity & Inclusion
Teamwork



Discovery Phase: 6 Tools

1. Culture & outcomes dashboard
2. Board Interviews
3. Leadership Behaviours Surveys
4. Culture focus groups
5. Leadership Workforce Analysis
6. Patient Experience Survey

Do partner organisations contribute to collaborative, supportive, compassionate, diverse and inclusive leadership in....?

Vision and Values	Developing clear shared objectives across the ICS
Learning and Innovation	Working together across the ICS to develop system wide quality improvement & innovation
Support and Compassion	Demonstrating support, respect and compassion in all interactions throughout the ICS
Goals and Performance	Developing clear shared objectives across the ICS
Equity and inclusion	Is the E & I vision a central component of the ICS and embedding in systems and processes throughout?
Teamwork	Ensuring long-term focus frequent contact, conflict resolution, and mutual support across the ICS

Early Insights & Reflections

- **Who's in the Room? Who's Missing?**

Partner & Stakeholder Identification, Connecting. Significant and continuous focus, time and resources needed to support.

- **System Learning and Understanding**

ICSs as “Social World as a Landscape” – Understanding through: Systems, Process and Relationships
“System Convening – Crucial Form of Leadership for the 21st Century” “Wenger-Trayner & Wenger-Trayner (2021)

- **Co-production, Co- Production, Co-Production**

Contacting Us

Contact the team

england.culture@nhs.net



@Culture_nhs

Our webpages : <https://www.england.nhs.uk/culture/>

Online Learning:

<https://www.england.nhs.uk/culture/learning-together/online-course/>

Learning Network

This growing community is an interactive space to share your learning and ask your colleagues for advice and guidance, as well as accessing resources like case studies and blogs relevant to your 'community'. For more info visit: <https://www.england.nhs.uk/culture/learning-together/>



More Information and Contacting Us

Contact the team

england.culture@nhs.net



@Culture_nhs

Our webpages : <https://www.england.nhs.uk/culture/>

Online Learning:

<https://www.england.nhs.uk/culture/learning-together/online-course/>

Learning Network

This growing community is an interactive space to share your learning and ask your colleagues for advice and guidance, as well as accessing resources like case studies and blogs relevant to your 'community'. For more info visit: <https://www.england.nhs.uk/culture/learning-together/>



LLR Inclusive Culture and Leadership

Alice McGee, Bina Kotecha and Ruth Lake

A proud partner in the:



Leicester, Leicestershire
and Rutland
Health and Wellbeing Partnership

Context of the ICS

LLR has a population of 1.2 million people



2022/23 £1.9billion was spent on health



The ICS has 76,000 people working across health and social care



The ICB as an organisation employs approximately 270 people



LLR – a diverse population

LLR population
1.1m

Leicester



360k

Leicestershire



700k

Rutland



40k

Languages

English

Leicester **72.5%**
Leicestershire **96%**
Rutland **98.2%**

Gujarati

Leicester **11.5%**
Leicestershire **0.9%**
Rutland **0%**

Punjabi

Leicester **2.4%**
Leicestershire **0.4%**
Rutland **0%**

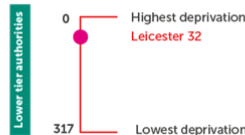
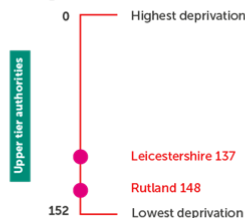
Polish

Leicester **2%**
Leicestershire **0.4%**
Rutland **0%**

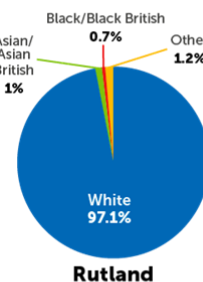
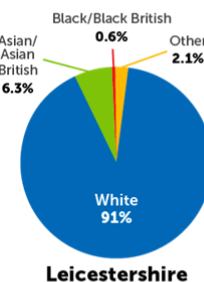
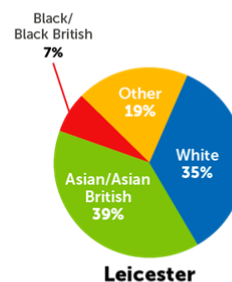
70k
health and
care staff



Deprivation



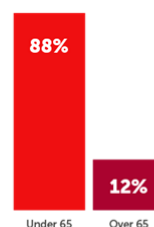
Ethnicity



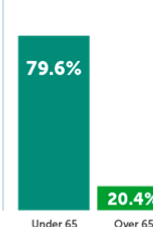
Age



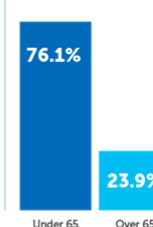
Leicester



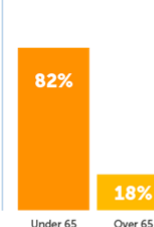
Leicestershire



Rutland



UK



Who's involved?

Our partnership brings together NHS and council partners with the voluntary, community and social enterprise sectors, to plan services and provide funds to address the needs of our population.

Local authorities

Our current ICS boundary is co-terminus with three upper tier local authorities; Leicester City Council, Leicestershire County Council and Rutland County Council.

NHS statutory bodies

UHL, LPT, EMAS and the ICB. The CCGs ceased to exist on 30th June 2022 and the new NHS statutory body is the ICB

Wider partners and stakeholders

General practice providers, DHU, district councils and the third sector are key partners of our ICS.



University Hospitals
of Leicester
NHS Trust



Leicestershire Partnership
NHS Trust



Leicester, Leicestershire
and Rutland



Leicester
City Council



Leicestershire
County Council



Rutland
County Council

Our priorities

1



Best start in life

We will support you to have a healthy pregnancy, a safe environment, a nurturing and secure relationship with caregivers, good nutrition and healthcare, and support from birth to adulthood.



3



Living and supported well

We will support you through your health and care needs to live independently and to actively participate in your care.



2



Staying healthy and well

We will help you to live a healthy life, make healthy choices, within safe and strong communities, and maintain a healthy quality of life.



4



Dying well

We will ensure you have a personalised, comfortable, and supported end of life with personalised support for your carers and families.



This will be seen on the ground with: quicker diagnosis, care closer to home in improved facilities, higher quality services, earlier intervention in long-term conditions, improved wellbeing, more digital healthcare options where appropriate, and greater integration between healthcare providers so patients have seamless care between organisations.

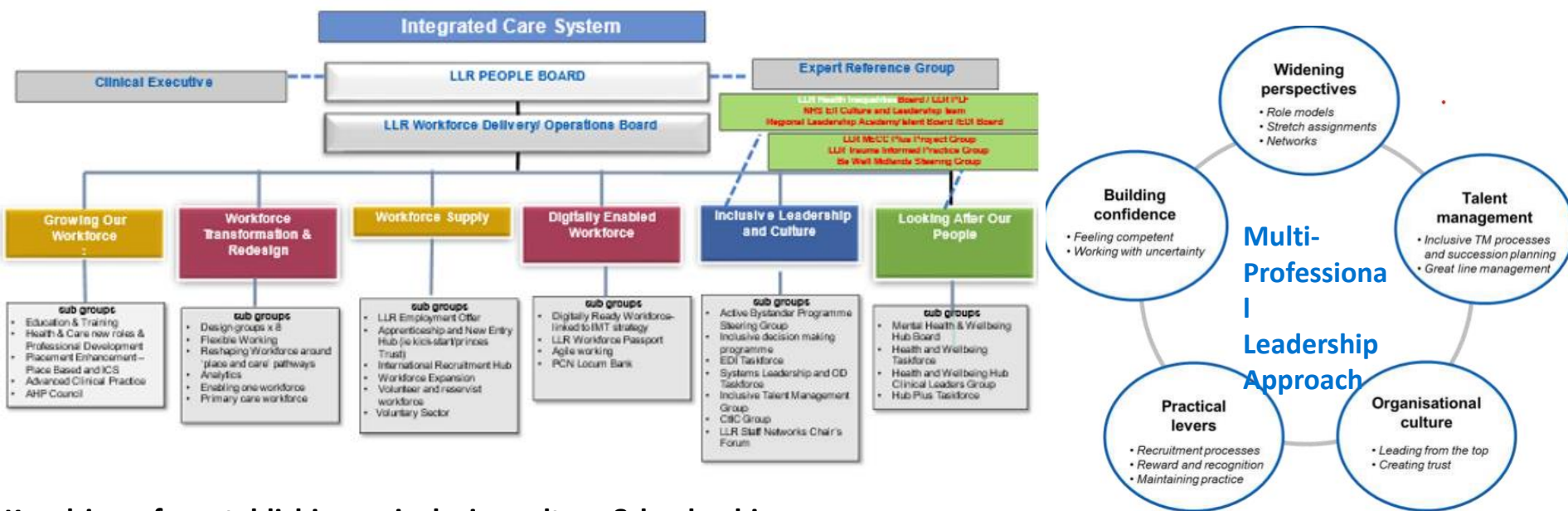
Our principles

We are committed to working together with respect, trust and openness, to:

- Ensure that everyone has equitable access and high-quality outcomes
- Make decisions that enable great care
- Make decisions and deliver services (as) locally as possible
- Develop and deliver services in partnership with [our] citizens
- Make the Leicester, Leicestershire and Rutland health and care system a great place to work and volunteer
- Use our combined resources to deliver the very best value for money and to support the local economy and environment



LLR ICS People Strategy



Key drivers for establishing an inclusive culture & leadership

- building on something special and reputation as trailblazers
- translate staff experience into the quality and experience of care that people receive.
- LLR ICS is committed to delivering its triple aim ambitions
- to create the inclusive environment we all want and deserve for staff and patients.

Overview of our Inclusive Culture and Leadership Workstream

Systems Leadership and OD	Rebecca Carlin, Steve Gulliver, Bina Kotecha, Ruth Lake, Amy Huckle and	Equality, Diversity and Inclusion Taskforce	Haseeb Ahmad, Sandy Zavery, Kate Gallopi, Bina Kotecha, Ruth Lake
Leadership Development Offerings and Catalogue		Inclusive Decision Making Framework	
Collaborating to Improve Care		Reverse Mentoring	
Coaching, Mentoring and Buddying		Active Bystander Programme /Your Voice Tool	
ICS Senior Leadership Development Programme		ICS Staff Networks	
Professional Leadership Forum	Claire Ellwood, Chris West, Steph O'Connell, Caroline Tote and Dr Anu Rao	Cultural Competency Programme	
Developing a Multi-Professional Leadership Strategy		WREI Strategy / 6 High Impact Recruitment Actions	
Inclusive Talent Management	Bina Kotecha, Ruth Lake, Steve Gulliver, Rebecca Carlin, Amy Huckle and Regional TM Team	Health Inequalities Champions	Mark Pierce, Steve McCue, Bina Kotecha and Rebecca Carlin
BAME Nursing and Midwifery Development Programme		Development Programme	
Inclusive Approach / Making an Improvement Happen		Quality Improvement	Liz McIntyre, Ben Shaw, Moira Durbridge and Fay Bayliss
Developing Diverse Leadership		Creating a QI Movement	 LLR Academy #MoreGoodDays

LLR Inclusive Culture & Leadership Programme Workstreams – Our Big Three

Developing and Enabling Cultural Competence

The workstream involves:

- Understanding the current baseline of cultural competency
- Development of a bespoke, evidence based 360 feedback assessment tool on cultural competency
- Development of up to 40 Culture Enablers to champion the work as a national pilot ICS site for NHSI/E's Culture & Leadership framework.

Developing an Open/ Inclusive Talent Community

The workstream involves:

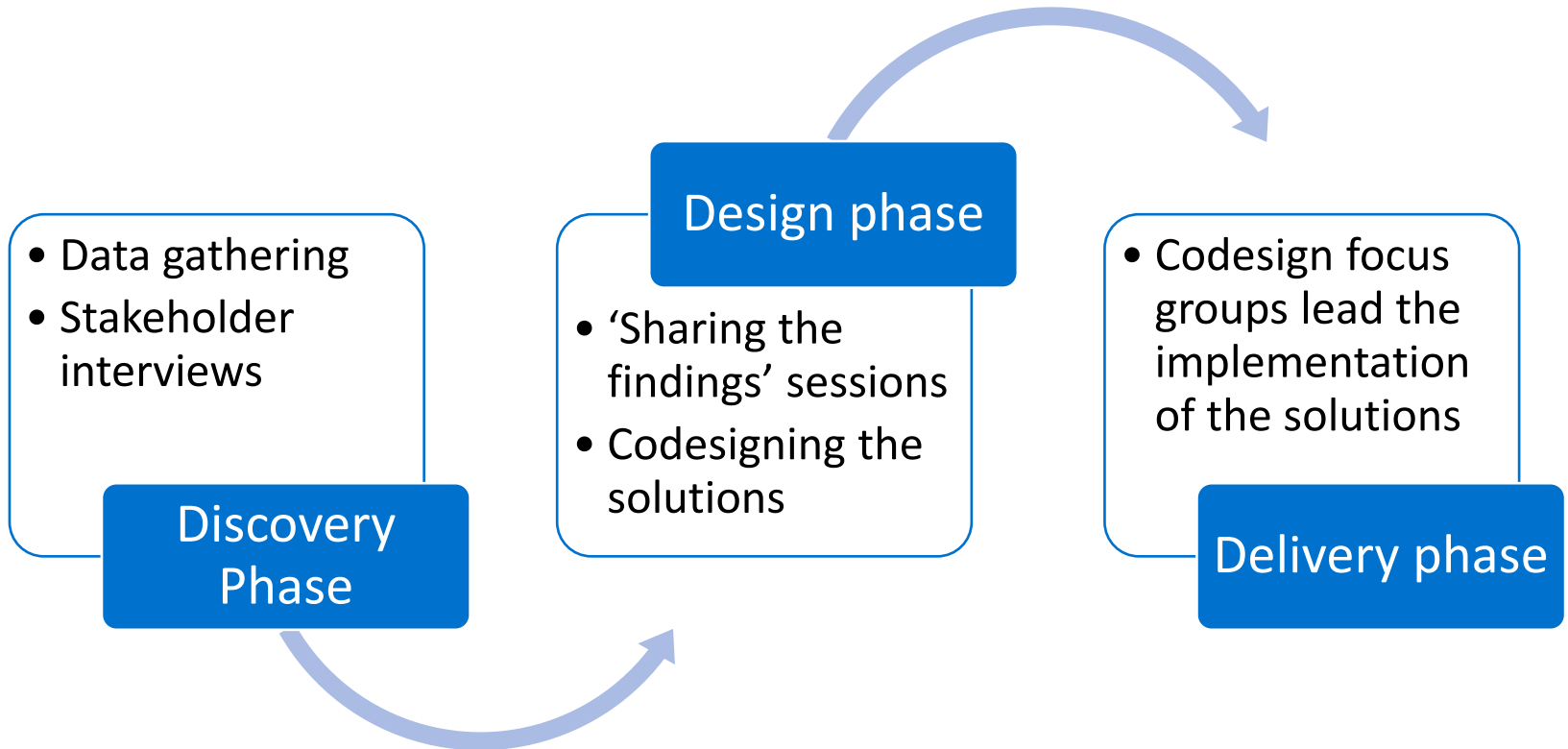
- Understanding the appetite & readiness for system talent management approaches that enhance (not duplicate) organisational approaches
- Identification and agreement on where focussed open/ inclusive talent management approaches can be started across LLR.

Developing LLR Culture & Leadership Strategy

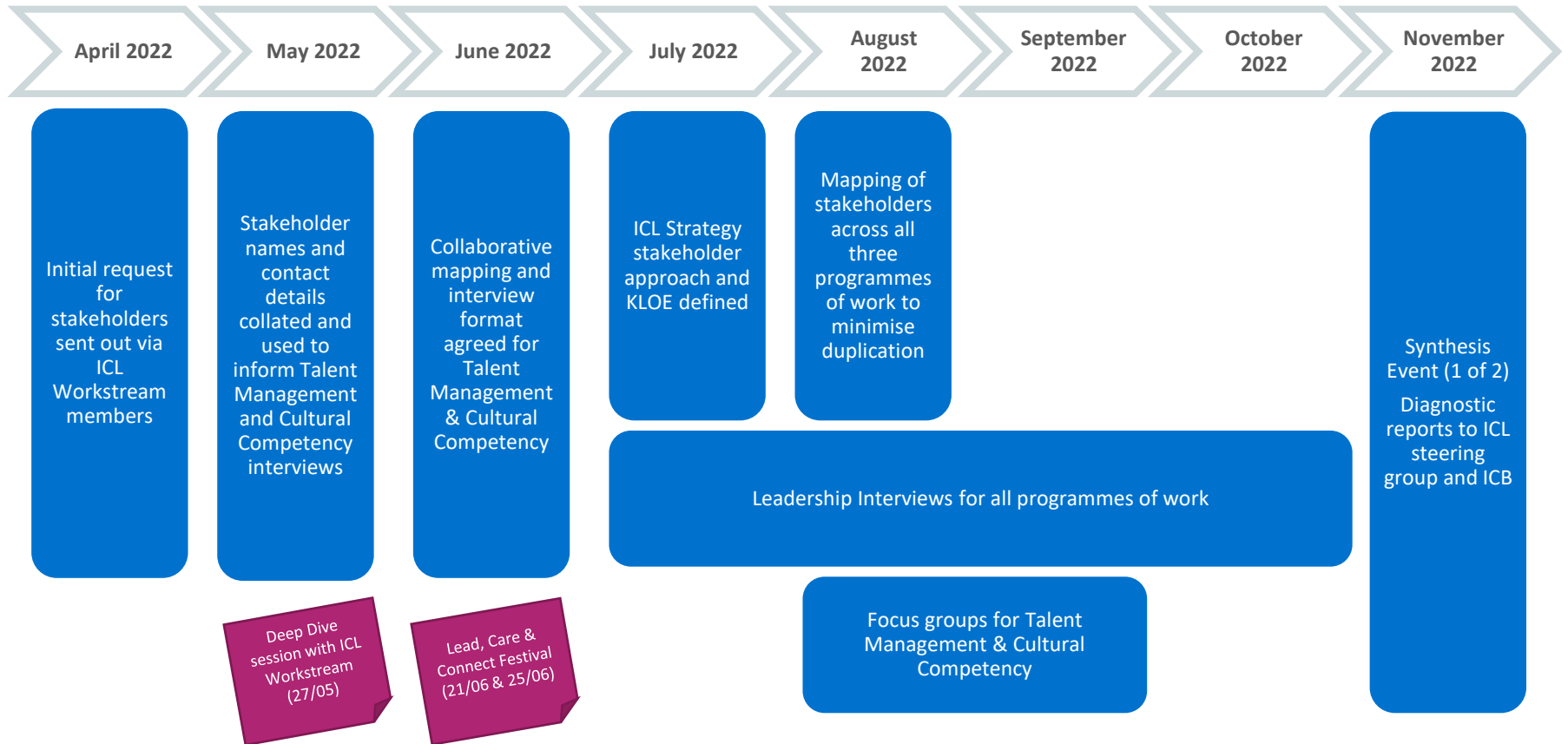
The workstream involves:

- Development of the Integrated Care Boards culture & leadership strategy
- Development of a LLR ICS Culture and Leadership Development Programme as a national pilot ICS site for NHSI/E's Culture & Leadership framework.

What is the plan?



Stakeholder Mapping Process



Next steps with our partners

Talk to colleagues across all partner organisations about the programme and the key priorities
Nominate colleagues to take part in findings &/or solution design workshops

Feb

Co-designing the solutions workshop

April

March

Circulate findings packs
Review and comment on findings
#MoreGoodDays Workshop 2 x days

Developing
compassionate or
inclusive leadership

Improving 'the
culture' within their
organisation

Contributing to
improving the culture
in the ICS

Addressing
inequalities and
promoting inclusivity
in the workforce

Organisation
Development (OD)
and inclusion work



Thank you / further information

Connect with us at



llracademy@uhl-tr.nhs.uk



llracademy.org/



[@llracademy](https://twitter.com/llracademy)



LLR Academy
#MoreGoodDays



**Integrated
Care System**
Nottingham & Nottinghamshire

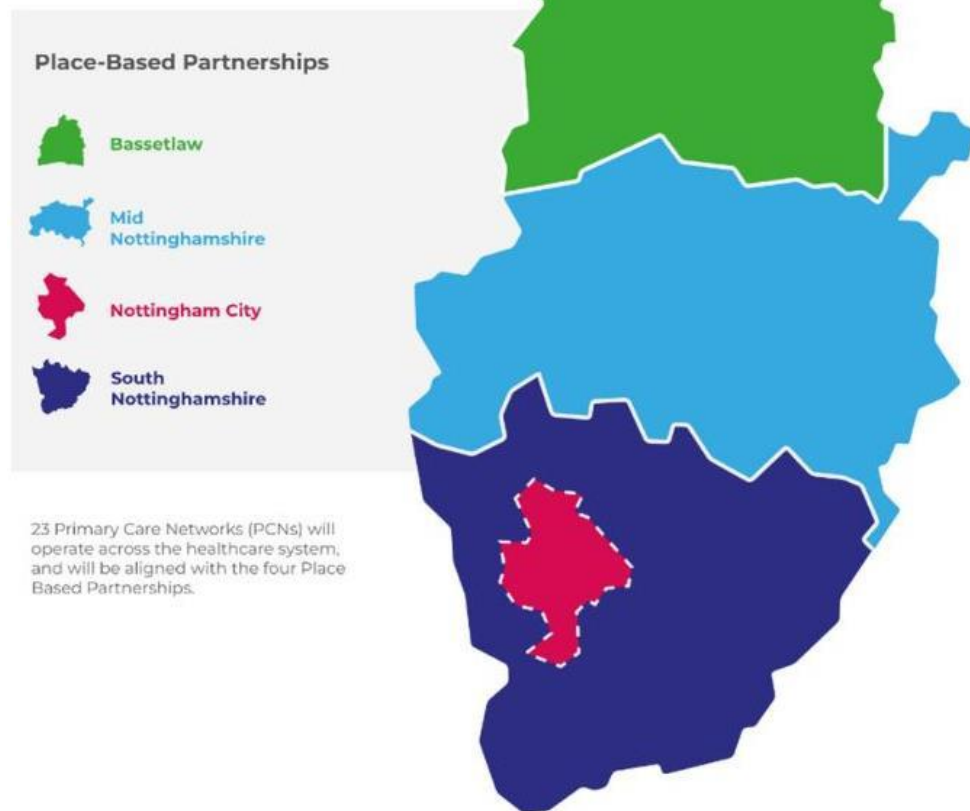
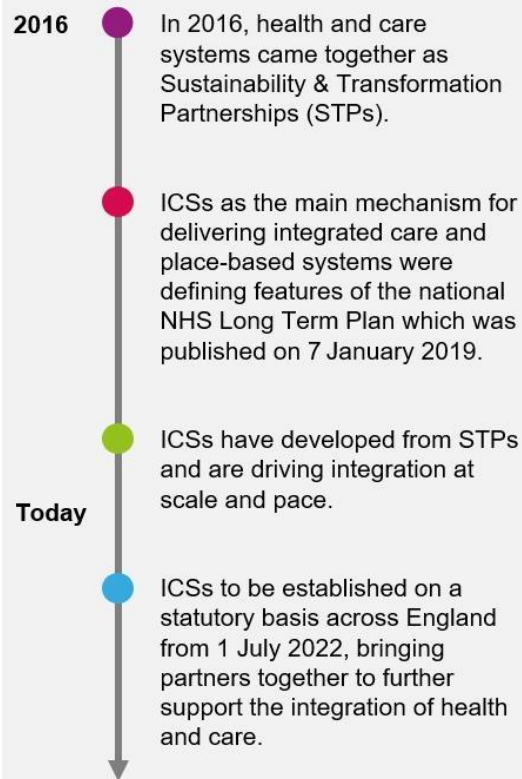
Nottingham & Nottinghamshire ICS OD, Culture and Improvement

NHS England Culture Webinar

Emma Challans-Rasool, Director of OD, Culture and Improvement
@emmachallans

Tuesday 28 February 2023

Our journey to integrated care



Our family portrait - Nottingham and Nottinghamshire Integrated Care System (ICS)							
Nottingham City PBP 396,000 population	South Nottinghamshire PBP 378,000 population		Mid Nottinghamshire PBP 334,000 population		Bassetlaw PBP 118,000 population		
8 PCNs	6 PCNs		6 PCNs		3 PCNs		
NHS Nottingham and Nottinghamshire Integrated Care Board (ICB)							
Nottingham University Hospitals NHS Trust			Sherwood Forest NHS Foundation Trust		Doncaster and Bassetlaw NHS Foundation Trust		
Nottinghamshire Healthcare NHS Foundation Trust (mental health)							
Nottingham CityCare Partnership (community provider)	Nottinghamshire Healthcare NHS Foundation Trust (community provider)						
East Midlands Ambulance NHS Trust							
Nottingham City Council (Unitary)	Nottinghamshire County Council						
	Broxtowe Borough Council	Gedling Borough Council	Rushcliffe Borough Council	Ashfield District Council	Mansfield District Council	Newark & Sherwood District Council	Bassetlaw District Council
Voluntary and community sector input	Voluntary and community sector input		Voluntary and community sector input		Voluntary and community sector input		

Context



Nottingham and
Nottinghamshire

- **Synthesis and Surveys:** UWE (Aug 2021) NHS & Local Staff Surveys
- **Integration, shared responsibility and accountability**
- **Collaborative and Collective Leadership**
- **Enablers: *OD, Culture, Leadership and Improvement***
- **Readiness for Change**

Remind ourselves...

Journey: *an act of travelling from one place to another*

Deliberate: *done consciously and intentionally*



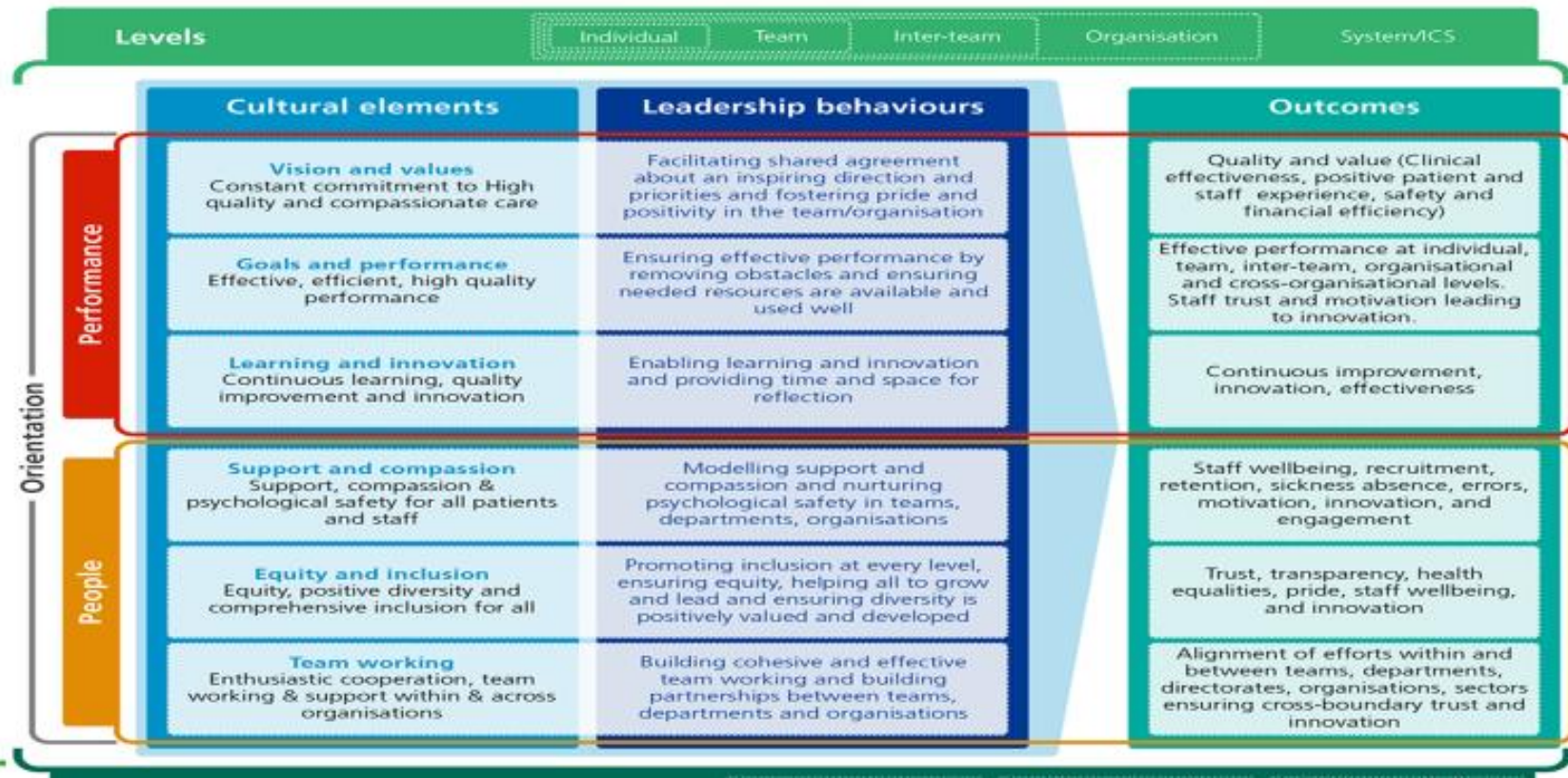
Principles

- **Inclusive** System approach
- **Equity** across partners
- Gift of **Engagement**
- **Deliberate**
- **Outcome** Measures
- System **Asset**
- **Continuous** and **Consistent**



Nottingham and
Nottinghamshire

The importance of culture: the concept framework



Purpose – CLP exploration...



Why are we here, what is our purpose?

To answer the questions: ***what's the work we want to do, and why do we want to do it?***

Creating an environment to build healthier communities - 'The wellbeing of the population'

This means:

- *We can have a consistent approach across sectors*
- *We can all practise collective leadership, based on shared values*
- *We can use this to drive and underpin economic growth alongside health*
- *We have inclusion and compassion, because a healthy community is by definition an inclusive and compassionate one*
- *We work alongside the people in our communities, recognising their skills, voices and experience to enable people to enhance their lives*

Our Aim is for our common purpose to provide an expression of what we're here for, as a system, that's so compelling and motivating that everyone will want to be involved.



- To build relationships beyond organisational boundaries.
- Help us all understand where we are as a system - celebrating success and sharing our challenges.
- Utilise colleague expertise and skills to help each other and address these challenges, with the intent to improve citizens and colleague experience.
- To aid professional development.

All colleagues working in the sphere of organisational development, improvement, transformation and change, within Nottingham & Nottinghamshire ICS.

We hold bi-monthly events, with a mixture of face-to-face and virtual sessions.

For more information, please contact
ODQI_COP@nottshc.nhs.uk



Conversation spaces



Nottingham and
Nottinghamshire

- **Collectively create spaces to talk about our why, how and what we aim to do together**
- **Co-production being at the heart**
- **Explore elements of the CLP**
- **Shared understanding**
- **Relationship building**
- **Continuous Improvement**
- **Share insights and learning**



Quiet and gentle community movement...



Nottingham and
Nottinghamshire

Achievements and Moving Forward on our Journey...



Where are we now...



Nottingham and
Nottinghamshire

- Formal OD, Culture and Improvement role
- Evolving system function
- Growing CoP
- Collaborative Design Huddle
- Consistent System Approach to Quality and Continuous Improvement
- Development of a System OD Plan: *Developing, Leading and Improving our System*
- CLP remains central to our Leadership ambitions



There are many ways up a mountain.....

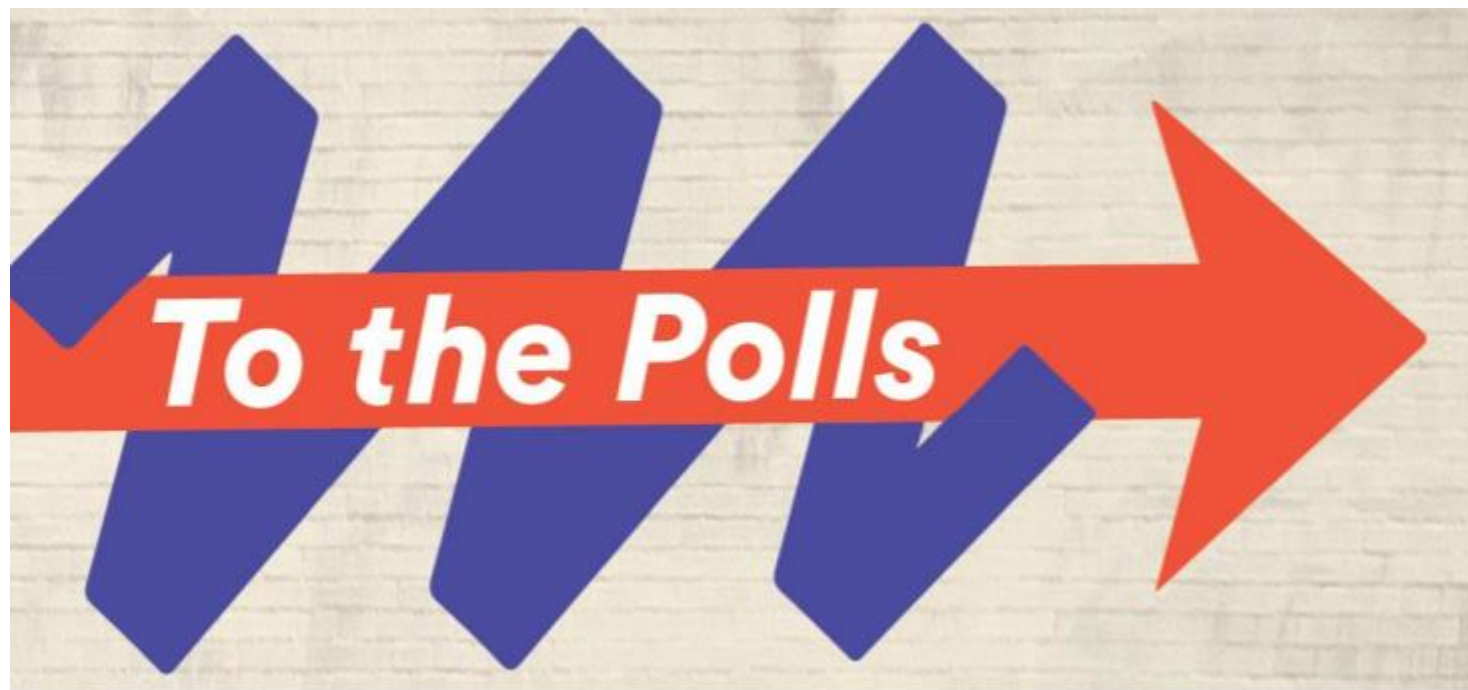


Conversation space

THANK YOU



@emmachallans





Poll 1

How much would you say this webinar has increased your understanding of developing compassionate, inclusive and collective culture in ICSs?



Poll 2

Has much would you say this ICS webinar met your expectations?

Integrated Care Webinar series 2022 / 2023

A recording of the webinar, slides and resources will be shared on the Integrated Care Learning Network.

Next webinar: Clinical and care leadership. Exploring professional identity and the possible challenges and opportunities for multi-disciplinary leadership – Register:
<https://www.tinyurl.com/nhsescie6>

To join the network email
[**integratedcare-manager@future.nhs.uk**](mailto:integratedcare-manager@future.nhs.uk)

