

# Integrated Care Webinar series 2021/2022

## Webinar Three: Clinical and care professional leadership.

NHS England and Improvement System Transformation, in partnership with the Social Care Institute for Excellence (SCIE)

27 September 2021

**NHS England and NHS Improvement**



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[www.scie.org.uk/consultancy/co-production](http://www.scie.org.uk/consultancy/co-production)



# Integrated Care Systems: Professional Clinical and Care Leadership

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NHS England and NHS Improvement South West

NHS England and NHS Improvement



# South West approach to supporting systems with ICS development and implementation of the Clinical and Care Professional Guidance

- The regional supports our systems with their ICS implementation programme, acting as a central hub, coordinating wider ICS activities between systems, regional workstreams and national activity.
- Ensuring there is consistency in interpretation and application across systems and reducing duplication whilst recognising that there needs to be flexibility to adapt to the needs of local systems and characteristics local population.
- Regional programme works closely with system leaders and ICS programme directors, linking into different teams around relevant guidance as appropriate such as HR, Finance, Commissioning and the Medical Directorate.
- To date, have been working with our clinical leaders network and the leadership academy and have had initial discussions around clinical and care professional leadership frameworks.
- Demographic of 7 small ICSs in South West so multi disciplinary collaboration, distributed leadership and decision making incorporated at every level will be key. Initial engagement has been very high – with appetite to build on existing clinical collaboration and networking, redoubling efforts and addressing gaps.

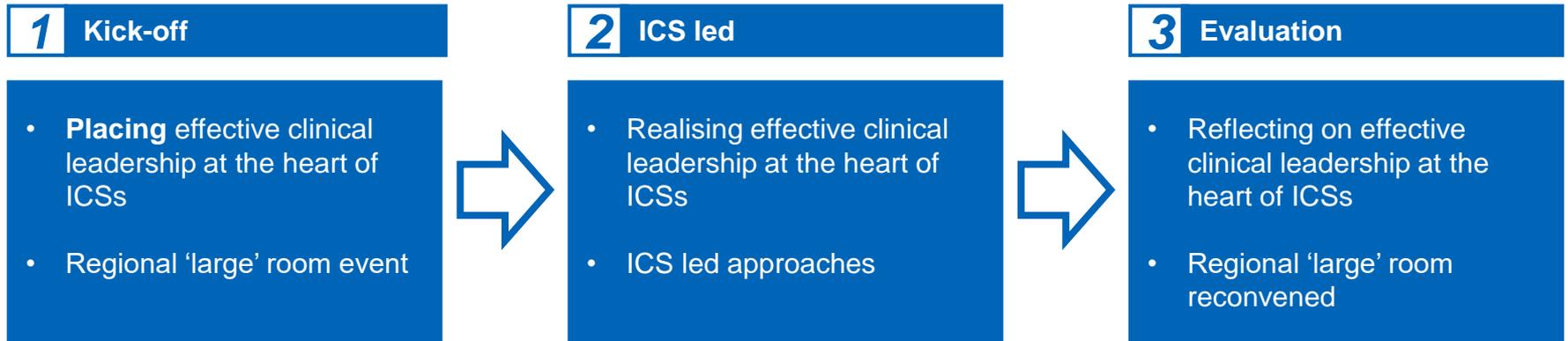
**The ICB needs to sign off the leadership model/framework by April 2022, addressing the 5 guiding principles around:**

- 1** Decision making
- 2** Culture shared learning
- 3** Resources
- 4** Leadership development
- 5** Pipeline of leaders

## Principles

- 1** Ensure that the full range of clinical and professional leaders from diverse backgrounds are integrated into system decision-making at all levels, supporting this with a flow of communications and opportunities for dialogue
- 2** Nurture a culture that systematically embraces shared learning, supporting clinical and care professional leaders to collaborate and innovate with a wide range of partners, including patients and local communities
- 3** Support clinical and care professional leaders throughout the system to be involved and invested in ICS planning and delivery, with appropriate protected time, support and infrastructure to carry out this work
- 4** Create a support offer for clinical and care professional leaders at all levels of the system, which enables them to learn and develop alongside non-clinical leaders (for example, managers and other non-clinical professionals in local government and the voluntary sector), providing training and development opportunities that recognise the different kind of leadership skills required when working effectively across organisational and professional boundaries and at the different levels of the system (particularly at place).
- 5** Adopt a transparent approach to identifying and recruiting leaders which promotes equity of opportunity and creates a professionally and demographically diverse talent pipeline which reflects the community served and ensures that appointments are based on ability and skillset to perform the intended function.

## Approach - Overview



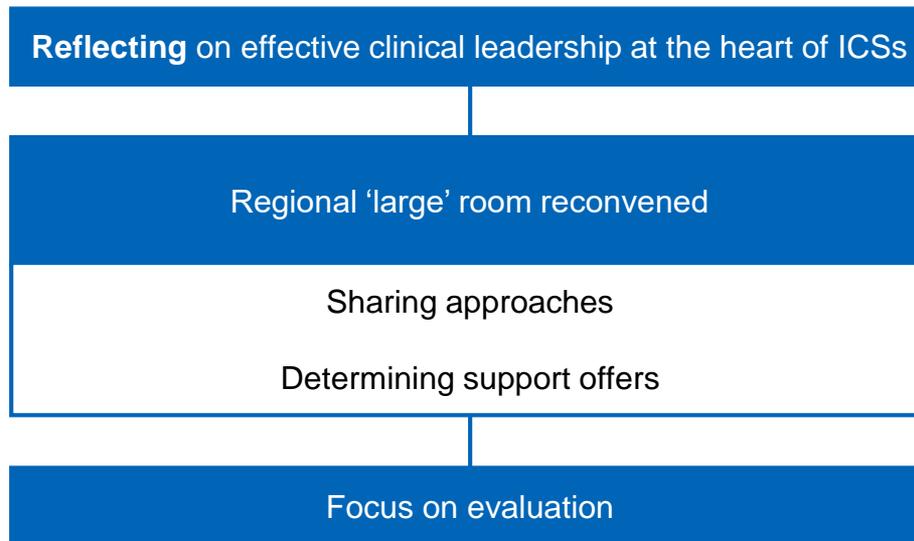
## Approach – Kick off event



## Approach – ICS led

- 1** **Realising** effective clinical leadership at the heart of ICSs
- 2** ICS led conversations to work up local frameworks for implementation April 22
- 3** Based on the five design principles
- 4** **FULL** range of clinical and care leaders working in partnership
- 5** Breath and Depth
- 6** Understanding work already achieved and underway and next steps
- 7** Investment will support **full contribution** to the **collective vision** and link to the needs of local **people**

## Approach – Evaluation



# Professor Sandeep Ranote and John Herring



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LLR System Professional  
Leadership:  
Clinical and care professional  
leadership in the LLR ICS

Prof Mayur Lakhani  
GP & Clinical Chair WLCCG

Dr Caroline Trevithick  
Executive Director of Nursing &  
Deputy Chief Executive  
LLR CCGs

## Aim of the LLR ICS Professional Leadership Strategy

- To develop a culture of leadership across the ICS the aim of our strategy is to:
  - Provide multi-professional, multi-sector clinical leadership demonstrating influence at all levels of the ICS
  - Ensure that person-centred leadership is integral to our ways of working
  - Develop an ICS that is clinically led and managerially supported
  - Ensure that clinicians have the ability lead through programmes of personal and organisational development
  - Use quality improvement methodology to drive change

# Integrated Care Board – Integrated Care Partnership

(membership reflects the national requirements)



## Assurance

### System Quality & Performance Improvement Committee

- Health and care partners
- Collaborative Assurance
- System and organisational focus

## Executive (decision-making)

### Design Groups/Collaboratives

- Quality & Performance Improvement
- Transformational Change

### Professional Leadership Forum

- OD & Engagement
- Current & future leaders
- PODs

### LLR Academy

- Leadership development

### Clinical Executive

- Clinical Senate
- System quality & performance risk management/quality improvement

Underpinned by the principle that our infrastructure reflects representation from the health and care partnership and multi-professional groups

### Principles:

- Maintain the clinical expertise and the engagement of primary care in the wider system infrastructure
- Primary care leadership and may not always be a GP and consideration will be given to expertise from other clinical and professional groups within primary care

### Enabling mechanism:

- All PCNs in LLR coming together to develop a single primary care voice that match clinical and managerial leadership in acute providers

# ICS Primary Care Clinical Leadership



## Primary Care clinical expertise in design groups

- Cancer
- Primary and Community Care
- Elective care
- Medicines Optimisation
- Acute and Tertiary
- Children and Young People
- Maternity
- Learning Disabilities
- Adult mental health

## Primary Care clinical expertise in enabling functions

- Business intelligence
- Finance and Contracting
- Workforce
- Digital
- Population Health
- Health inequalities

## Governance and infrastructure

- Clinical Executive
- Professional Leadership Forum
- Quality and performance assurance
- ICS NHS Board
- ICS Partnership Board
- Place based leadership



## Integrated Care Webinar series 2021/2022

### Next webinar

26 October 2021 at Midday.

Invites will be sent via SCIE's newsletter, SCIELine.

Register for SCIELine [www.scie.org.uk/myscie/register](http://www.scie.org.uk/myscie/register)

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## Integrated Care Webinar series 2021/2022

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

To join the network email

[integratedcare-manager@future.nhs.uk](mailto:integratedcare-manager@future.nhs.uk).

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