



# **HFMA Brighter Together Leadership Masterclass**

Leadership in integrated care systems (ICSs)

**Ewan King, Chief Operating Officer, SCIE**

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# Agenda

- NHS Leadership Academy research – Key lessons for systems leaders
- Group work on scenarios to explore system leadership responses
- Plenary discussion on implications for local finance and wider systems leaders



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# Evidence on systems leadership

- Review of literature
- Interviews with systems leaders across 7 ICSs
- Discussion at national leadership workshop

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## Leadership in integrated care systems: Report prepared for the NHS Leadership Academy

**Introduction**  
The NHS Leadership Academy commissioned SCIE to undertake this research to further expand the understanding of systems leadership and leadership of integrated care systems. This research will inform the Leadership Academy's long-term plans for supporting leaders in integrated care systems. This paper, aimed at chief executives, directors and senior managers from the NHS, local authorities, housing organisations and voluntary and community sector, is based on findings from interviews with systems leaders and a review of the literature. Quotes from these leaders are presented throughout the report.

**Key messages**

- 1 Integrated care systems (ICSs) are a critical part of 'the biggest national move to integrating care of any major western country'.<sup>1</sup>
- 2 With no basis in law, ICSs are entirely dependent on a collaborative approach to leadership and a willingness on the part of the organisations involved to work together.
- 3 Leadership in ICSs is very much a form of systems leadership, but with new and unique challenges, such as the need to exert influence across an even larger range of organisations and co-produce services with people who use them.
- 4 Effective systems leadership relies on a composite set of capabilities and behaviours, which can be grouped under the following four domains (NHS Leadership Academy Systems Leadership Framework):
  - ✓ innovation and improvement
  - ✓ relationships and connectivity
  - ✓ individual effectiveness
  - ✓ learning and capacity-building.

Leaders in ICSs need to be skilled at:

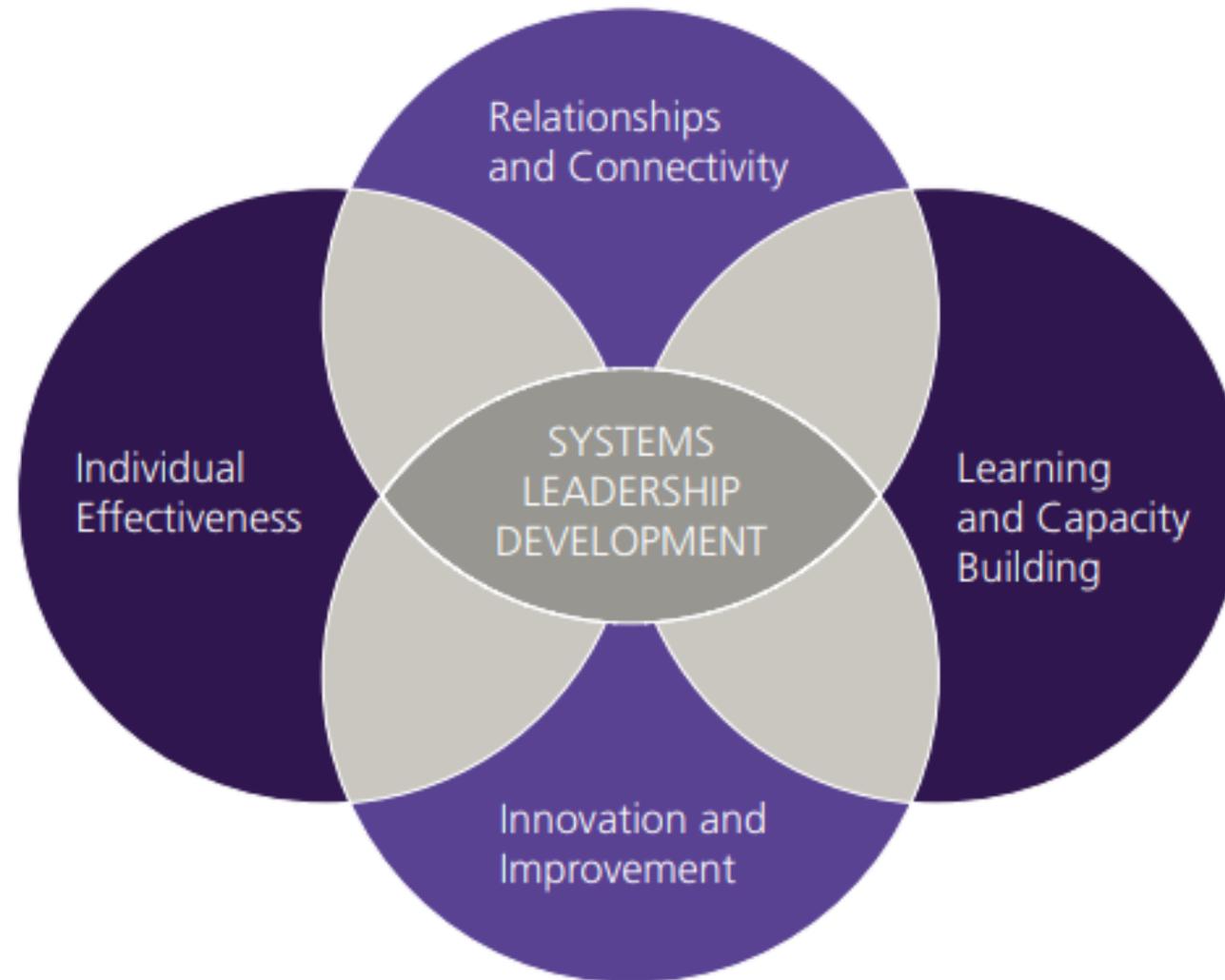
- ✓ identifying and scaling innovation (e.g. from pilots)
- ✓ having a strong focus on outcomes and population health
- ✓ building strong relationships with other leaders, and often working with them informally to develop joint priorities and plans
- ✓ establishing governance structures which drive faster change, often going where the commitment and energy is strongest
- ✓ setting the overall outcomes and expectations on behaviours, but handing day-to-day decision-making to others
- ✓ supporting the development of multidisciplinary teams (MDTs)
- ✓ designing and facilitating whole-systems events and workshops to build consensus and deliver change
- ✓ understanding and leading cultural change
- ✓ building system-wide learning and evaluation frameworks
- ✓ fostering a learning culture across the whole system.

Leaders told us that they would welcome support in the following areas:

- ✓ skilled external facilitation, to help deliver complex programmes
- ✓ the creation of 'safe spaces' for leaders to meet with peers and share problems and solutions
- ✓ more opportunities to learn from other professions and sectors

Sharing knowledge, improving lives

# Systems Leadership framework



# Components of systems leadership

	Core components of successful leadership
Innovation & Improvement	Clear idea about what to prioritise and what good looks like
	Constancy of purpose but degree of flexibility – keep the momentum but adjust your approach/methodology
	A whole population approach starting from a focus on specific segments of the population, cohorts of patients
Relationships & connectivity	Strong relationships and frequent personal contacts
	Involve patients, service users and carers – co-design and co-creation
	Involvement of local authorities, with a focus on population health and service integration
	Shared responsibilities and decision making
	A positive working relationship between providers and commissioners
Individual effectiveness	Starting with individuals and teams that have already shown commitment and willingness
	Stability in senior leadership positions across organisations
	Distributing decision-making roles – responsibility for making change happen could not be held centrally
Learning & capacity building	Continuous learning – ‘test, evaluate and adapt for continuous improvement’
	Having a tolerance for things not working – learn to fail well
	Learning from elsewhere, through formal and informal networks, establishing communities of practice

# Its systems leadership, but a harder version!

In ICSs, systems leadership that has been ‘turbocharged’ – encompassing more complexity, a broader span of influence and a need to focus on long term change

**“Locally, good system leaders are ‘translators’, making sense of disparate policy drivers, legislation, performance requirements, regulatory systems and funding mechanisms.”**

# Different areas of focus

- Increased span of influence - housing, social care, VSC, primary, mental health
- Need for expertise in managing large-scale change
- Growing expectation that citizens shape local plans
- Re-emergence of place-based thinking
- Increased emphasis on sharing resources and financial risk
- Need to deepen systems leadership- Bringing the next two tiers of management along on the journey
- Issues *even more* wicked than before – contracts, estates, out- of-hospital, workforce, prevention, winter pressures

# Building strong relationships with other leaders



**“System leaders probably spent ten to twenty per cent of their time on partnership activity ten years ago. Now it needs to be fifty per cent to focus effectively on collective aims.”**

**David Pearson, Lead Greater Nottinghamshire ICS**

# Transparency

- Take an open-book approach to information: transparency and honesty around finances and other issues can help build understanding and trust.

*“If you’ve got to take on more statutory responsibility – responsibility for system control totals and financial management – then the governance that’s needed for that has to be much more robust and real and stick, so we are having to look at that now”*



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# Mastering governance across complex systems

Leaders must also be able to establish governance structures which drive faster change, rather than being beholden to complex arrangements no longer fit for purpose. People spoke about the need to sometimes break up existing structures when they are not performing, and go where the energy is strongest.

**“Without a legal framework, you have to make the most of what is around you and find new ways for decisions to be taken.”**

# Having a strong focus on outcomes and population health

The focus on population based outcomes has become an important part of the systems leadership role, with a shift away from simply tracking organisational metrics, towards patient and outcomes for people.

**“If you start with the person and the place, you arrive at a different place to when you start with organisational KPIs. You can enable people to see the value in a shared endeavour.”**

# Setting the overall outcomes and expectations on behaviours

Systems leaders are adept at building shared visions and plans that bind organisations and individuals together around shared goals.

**“I think the biggest breakthrough for us was in getting everyone into a room – mental health, social care, VCSE, citizens – to develop a shared vision for the ICS.”**

# Simplifying complexity

Leaders spoke of how important it was to be able to translate complexity into well understood plans for action. Once this vision is formed, it needs to be communicated consistently and relentlessly

**“We should be able to communicate our vision, actions, and achievements on one page.”**



# Supporting system leaders

- Creation of 'safe spaces' for leaders
- Independent facilitators to support large-scale change initiatives
- Opportunities to learn from other professions and sectors
- Increased focus on lower tiers of management
- Masterclasses on:
  - co-production theory and practice
  - finance and risk-sharing
  - scaling innovation
  - understanding local government and social care
  - working across multiple layers of governance

# Scenarios

- Read the scenario
- Discuss in your group what the main issues are
- Consider the following questions:
  - What are the critical challenges in this scenario?
  - What do local leaders need to do to resolve them?