

Developing Collaborative Leadership –

for health & care professionals, patients and citizens

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*“Achieving a more collaborative dynamic will require a change in the way that all of us work. The ability to adapt, communicate and shift between roles will be important for all leaders who seek to establish a new, collaborative relationship that puts safety and quality at the heart of health and care in our communities*”

Allison Trimble, Senior Leadership Consultant, The King’s Fund

Introduction

The NHS Five Year Forward View talks about harnessing the ‘renewable energy represented by patients and communities’ and the need to ‘engage with communities and citizens in new ways, involving them directly in decisions about the future of health and care services’. Delivering the Forward View and transforming the patient and public experience of health and care will involve place based and system wide leadership from local leaders developing and implementing a shared vision with their local community.

Success will depend on building open, trusting, and collaborative partnerships across the system. The perspectives, knowledge and experiences of patients, service users and citizens will be an important resource for those involved in the design and delivery of local services. Learning to work together will involve developing our shared and system leadership practices.

We know that building these collaborative relationships is not always easy and requires a shift in thinking and the adoption of new ways of working from all of us. So we have put together a unique programme in conjunction with The King’s Fund. The programme will be facilitated by senior consultants from The King’s Fund, an independent charity working to improve health and care in England. The programme will explore how health care professionals (clinicians and managers) and patients and citizen leaders can work and learn collaboratively and in partnership.

Clinicians, managers, patients, service users, carers and community leaders will learn how to build productive relationships, develop a culture of collaborative and cooperative working across the system whilst exploring how different roles and perspectives can be a constructive force for transformational change

Who is the programme for?

The programme has been designed for trios (comprising any health and care professional/clinician, their senior manager and patient/service user, carer or citizen) from the same local health and care system, to work together on a shared challenge.

Clinicians and managers might want to find new ways of engaging and working with patients, service users and citizens. This might include building co-productive relationships that support conversations enabling strategic thinking and shared decision making.

Patients, services users and citizens might involve those keen to explore how to work in partnership with health care professionals in ways that build a different way of working together. They could be drawn from local community groups, particularly those representing traditionally marginalised groups within the health and care system. Or they could be currently working as patient leaders, patient and public involvement representatives or a lay member of a Trust or Healthwatch.

The programme

The content of the programme will be co-produced with participants and therefore we can only provide indicative content at this stage but experience has shown us that people want to explore the following:

* How to develop relationships across the system with people who might have different agendas
* Develop the tools and practices to handle difficult conversations
* Developing tools and techniques to effectively communicate your message across the system
* Effectively managing the political context
* Building a support network to develop your partnership working in the workplace

All the content and skill development is designed to support your practice of working in partnership to deliver the project/issue or challenge that you have brought to the programme.

**How will you benefit from the programme?**

*As a patient, carer, service user or citizen you will:*

* Learn how to influence and build constructive relationships with health care professionals
* Access opportunities to build your personal leadership presence and skills and develop your confidence at sitting with others around the table in order to work together to support the design and delivery of health care services
* Join a network of other patients, service users and citizen leaders and health care professionals. A network of peers that will support your continued development as a leader

*As a clinician and/or manager you will:*

* Learn new ways of working with patients, service users and the community
* Develop the mindset, skillset and practices that will support collaborative and partnership working with other stakeholders in the system, particularly patient and community leaders
* Develop the skills, particularly related to communication practices that build relationships, sustain them, and successfully manage relationships if they become difficult.
* Explore the challenge of the shifting roles from manager and clinician to collaborative partner

*Together you will:*

* Learn in a practical and supportive environment to make progress on a real-time challenge for your organisation
* Build a productive and collaborative relationship that provides a model for your organisation
* Join a network of collaborative trios from across your health and care system that can contribute to regional and national thinking about what the NHS Five Year Forward View’s aspirations for a new relationship with patients and communities will look like

**What will you do?**

If your application is successful, you will be invited as a trio to join a programme and become part of a community of practice that will support the development of collaborative and partnership working in your local health and care system. You will bring a particular challenge that your organisation, community or system is facing. You will have the time and space to work together on this challenge and with the support of your fellow participants stretch your thinking and try new ways of working together developing practical solutions for your shared challenge. You will also reflect on and learn from how you have worked collaboratively together. You will be offered a range of different ideas, models and tools that will support your own development and support the development of your thinking about what successful collaborative relationships between health care professionals, patients, citizens and other system stakeholders could look like. There will be an opportunity to capture your learning and feed this into national thinking.

**Length of Programme**

A tailored five-day programme for 18 participants (6 trios). All modules to be attended.

**Programme Module Dates:**

Tue 27 June 2017

Tue 1 August 2017

Fri 8 September 2017

Tue 10 October 2017

Mon 13 November 2017

Times and Venue to be confirmed (Taunton or Exeter)

How to apply:

Completed applications (see form attached) to be sent by **5pm, Monday 8th May 2017** to

[Leadership.SW@hee.nhs.uk](mailto:Leadership@southwest.hee.nhs.uk) Enquiries: 01823 361145 (Victoria Suter)

The Facilitators

**Mark Doughty**

**Senior Consultant in Leadership Development and OD at The King’s Fund**

Mark is an accredited executive coach and been a faculty member of the NHS Leadership Academy where he facilitated on a range of their leadership development programmes. His work focuses on supporting patients and citizens to influence and become actively involved in the design and delivery of health and care services both strategically and operationally. He also works with health and social care professionals and their organisations to build collaborative partnerships and engage effectively with patients and their local communities.

In 2011 he co-founded and is the Director of the Centre for Patient Leadership and in 2015 he was awarded a place on the HSJ Top 50 Patient Leaders list. The HSJ judges stated that he “is seen by many as originating the idea of patient leaders”. Mark also supports private and public sector employees living with an illness, injury and disability to develop their leadership potential in the workplace.

**Patricia Boyle**

**Senior Leadership and OD Consultant, The King’s Fund**

Tricia contributes to both the open and tailored leadership programmes as well as customised consulting services. Before joining the Fund in 2016, she worked as the Head of OD in a regional board in Scotland, providing services in both the Acute and Community sectors. Before working in NHS, Tricia worked as an external consultant across all sectors and prior to that, in senior management positions in Local Government.

She has experience working with people who need to work collaboratively, across organisations and hierarchies, to make change happen. She is accustomed to working in political environments, with Party politics, organisational politics and identity politics, helping groups acknowledge and deal with the complexity this brings to their decision making.

This work has led her to develop specialist dialogue practitioner skills to help individuals and groups who need to explore difference and find ways forward. This has included designing public engagement and participation processes to help senior leaders who want to achieve change and improvements based on the voice of those who experience the services, alongside those who deliver them.