Making it Happen

Clinical Leadership and Engagement

Leadership and Engagement

"This is a major project of utmost importance, but it has no budget, no guidelines, no support staff, and it's due in 15 minutes. At last, here's your chance to really impress everyone!"

Cross Boundary working

- Evidence shows that working across boundaries and within networks is more effective in delivering the changes needed in the NHS.

- Clinical leadership and engagement when working in this way, however, is crucial if these changes are to be achieved and sustained.

(Goodwin et al, 2004).

Potential Challenges of Cross Boundary Working

- Lack of full senior management support and corporate buy-in
- Financial pressures of, and between, different organisations
- Lack of alignment of clinical, financial and managerial perspectives
- Bureaucracy
- Lack of systems in place to communicate across organisations (including robust IT links)
- Individual anxieties of going into the unknown – "it all feels a bit risky"

Senior Management Support

- Senior management support means:
  - Staff will feel valued and supported
  - Barriers can be removed quickly
  - The project is viable from the start
  - The project fits in with the organisational and local health economy strategies
  - Change can happen more quickly

Networks

- This type of working requires clinicians to develop an enhanced leadership style and skills, particularly effective communication and influencing skills.

- It is clear from the projects examined that these skills are more important when working across organisational and professional boundaries.

(Goodwin et al, 2004).

Team Working – what makes it effective?

- Individual commitment
- Experience and seniority
- Close links with management
- Political awareness and team working
- IT infrastructure and support
- Training and development

Children and Family Involvement

- Involvement from an early stage will:
  - Highlight the gaps between services in a unique way
  - Challenge existing practices and deeply held views
  - Bring new perspectives
  - Drive forward improvements
  - Influence others to buy into the change process
  - Be a powerful force for change at clinical and organisational levels

Leadership
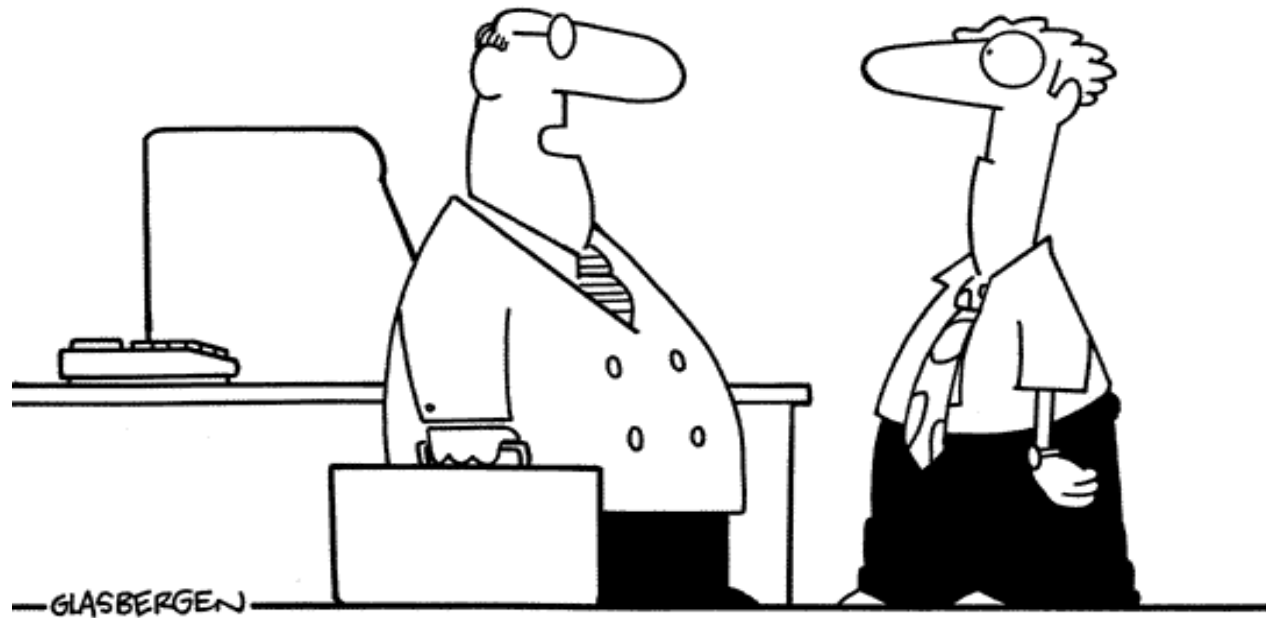
"As my assistant, your job will be to follow me around humming the 'Jaws' theme every time I enter a room."

Clinical Leadership

- Successful projects have clinicians who are able to lead change by:
  - Gaining respect from colleagues
  - Being honest, impartial and transparent
  - Working beyond any individual or organisational boundaries
  - Providing a clear sense of direction
  - Working in equal partnership with patients
  - Constantly focussing the project on patient centred outcomes

Leadership

Leaders need to have Followers to be effective.

The development of Followership is an even bigger challenge in health-care organisations than development of leadership.
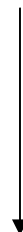
National Delivery Plan Implementation Group

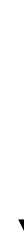| Board Planning Groups	Regional Planning Groups	National Planning Groups
↓	↓	↓
Local Services	Regional Services	National Services
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Frontline Services

Workshops – Making it Happen

- **Clinical Leadership and Engagement**
  - Planning, Commissioning & Ensuring Equity of Service
  - Workforce Roles, Flexibility & Skill Mix
  - Role of Networks
  - Role of the DGH
  - Values, Principles & Stakeholder Involvement
  - Patient Safety & Improvement
  - Indicators, Outcomes & Data Management

Making it happen – Leadership and Engagement

So what are the key issues?

- Local, Regional, National
- Multidisciplinary, Interdisciplinary
- Urban, Rural
- Human Resources
- Training, Education
- IT, Information
- Financial

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