



Bath and North East Somerset,
Swindon and Wiltshire Partnership
Working together for your health and care

BSW System Leadership Development Programme Overview – Cohort 1

20th August 2021



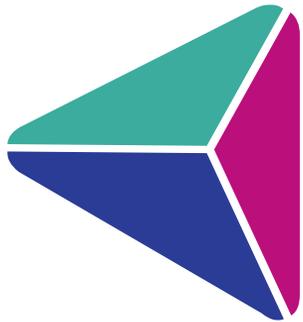
Contents

1. Context [Slide 3]
2. BSW OD and Leadership Programme [Slides 4 and 5]
3. BSW System Leadership Development Programme
Overview – Cohort 1 [Slide 6]
4. Timetable – Cohort 1 [Slide 7]
5. Nomination Process [Slide 8]



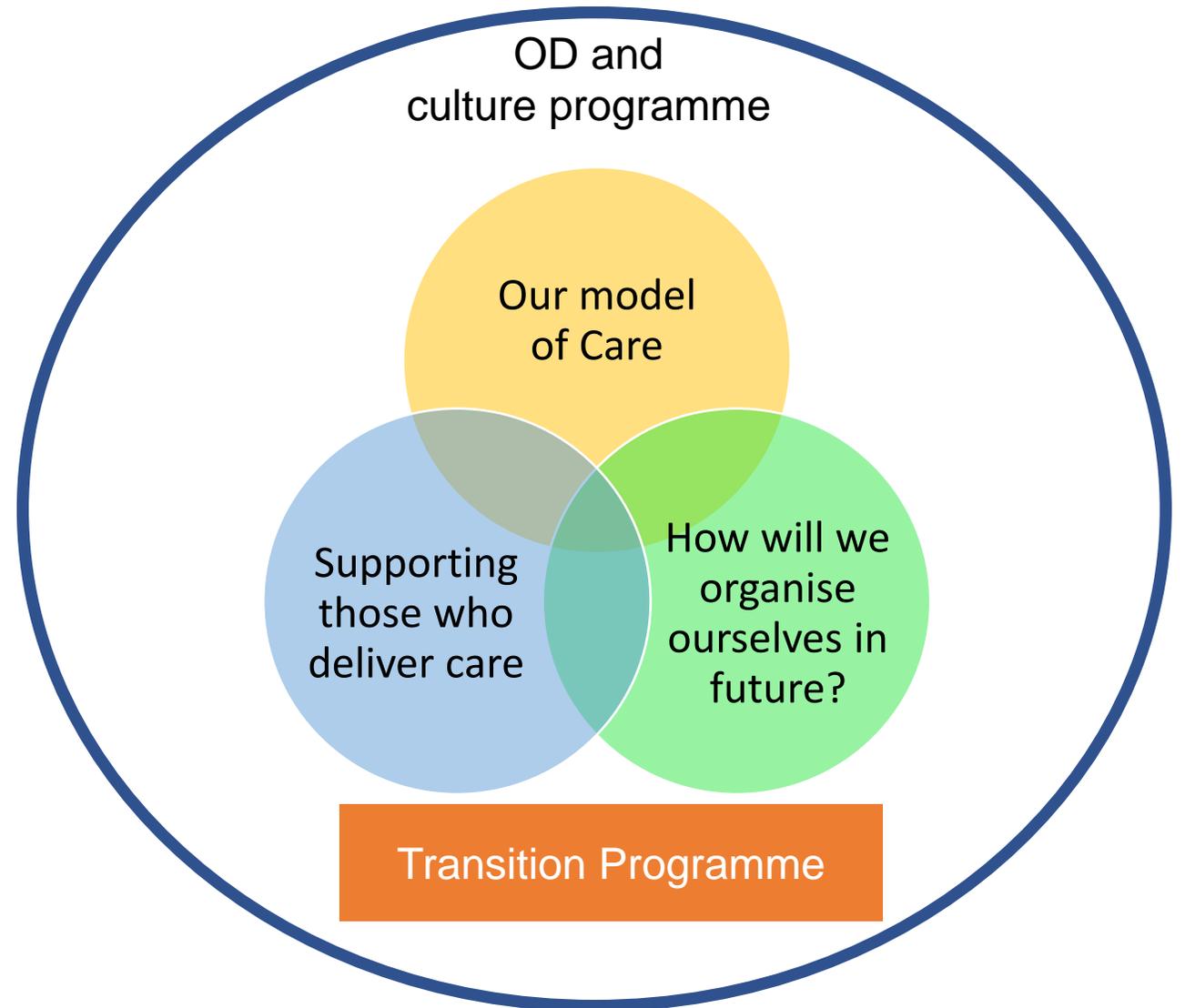
BSW System Leadership Development Programme - Context

Overview



3 places
working as one
system

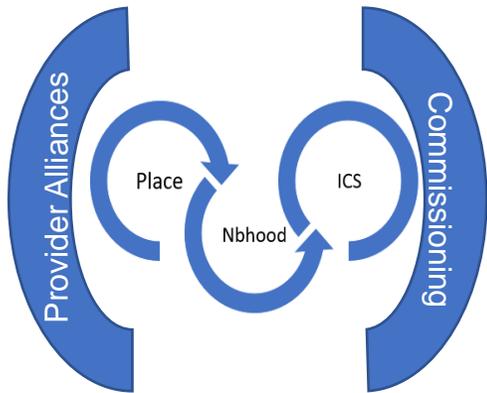
*“Working together to
empower people to
live their best life”*





BSW System Leadership Development Programme – Part of the BSW OD and Leadership Programme

Workstream 1: Facilitating a co-evolving integrated health and care system:



1. Establish 1st generation structures – Minimum Viable System - and develop common purpose
2. Structured Organisation Design process
3. Pathfinder PCN development and establishment of a Community of Practice
4. Rapid Design Cycles at each level to build confidence and problem solve
5. CCG development.
6. Living System Map
7. Structural Dynamics Facilitator Cohorts

Workstream 2: Equipping leaders at all levels to lead systemically:

Navigating contexts	Convening conversations	Narrating meaning	Fostering innovation	Personal governance
Understanding complexity theory and exploring their effect in human systems	Understanding power and politics – working within and outside authority	Understanding and working with social movements	Knowledge of innovation approaches and effective climates	Understanding own internal assumptions, drivers, patterns and preferences
Cynefin and ideas from eg Ralph Stacey	Theories of groups and group needs, Hellinger etc	Public narrative and campaign theory	Design thinking, prototyping and innovation cultures	Ethics, trustworthiness and self disclosure
Identification of weak signals, unspoken cultural norms and drivers	Facilitation and conversation design skills	Framing, metaphor, and story-telling skills	Experimentation and creativity skills	Inquiry into self and roles, uncovering internal tensions and dilemmas

1. **System Leadership Development Programme**
2. Bespoke modules for key groups (e.g. BSW Executive, Directors of Finance, Transformation Workstream Leads)
3. Action Learning Sets, Team & personal coaching
4. Talent mapping and support to facilitate role transitions. [linked to BSW Academy]

Workstream 3: Embracing broad & deep communication, engagement & participation with staff, partners and citizens:



1. Building and extending expertise in co-production
2. Skills for story telling and narrative
3. Working with and on Culture; accentuating new habits and rituals, creating artefacts.

BSW System Leadership Development Programme - Context

Organisational Development

Commissioned in 2018 and supported by funding from Health Education England and the South West Leadership Academy, the **BSW Organisational Design & Development Programme** has been a foundation of BSW Partnership Development; it has three distinct workstreams each with a number of key aligned activities:

Workstream 1: Facilitating a co-evolving integrated health and care system

Workstream 2: Equipping leaders at all levels to lead systemically

Workstream 3: Embracing broad and deep communication, engagement and participation with staff, partners and citizens.

Developing a systems culture

- *Defining principles for system culture and values*
- *Determining the leadership and behaviour change to enable new ways of working*
- *Creating a profound culture change*

Leadership development

- *Whole system OD approach*
- *Establishing appropriate clinical and professional leadership*
- *Role of leadership within system, place and provider collaborative*
- *Approach to leadership development*

Communication & Engagement With Staff, Partners and Citizens

- *Approach to be defined*

Next Steps

SRO: Claire Radley

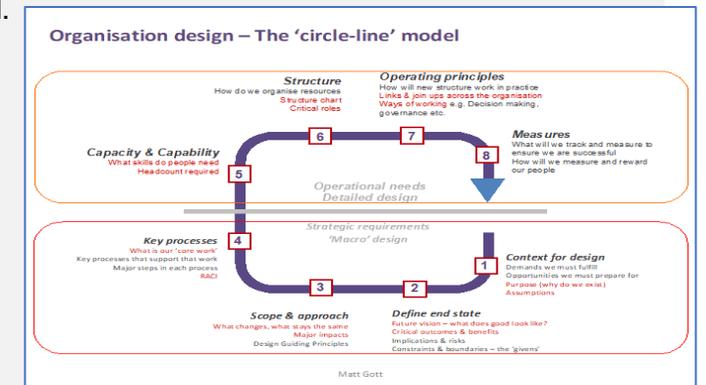
Milestones

1. **System Leadership Development Programme September '21**
2. Creating sustainability: Alignment of Approach and Resources across BSW – September '22 [BSW Academy]
3. Series of Executive workshops – Q2-Q4
4. Clinical and Professional Networks – Workshop September '21

Next Steps

1. Our two Structural Dynamics Facilitator Cohorts (n 26 started training in June '21).
2. Executive Leads Structural Dynamics workshop held 11th June '21; series of follow-on activities planned.

**We use the
Circle-line model**





BSW System Leadership Development Programme – Cohort 1 Overview

- The BSW Leadership Development Programme has been designed to meet the needs of leaders in health and care roles in BaNES, Swindon & Wiltshire, to equip leaders at all levels to lead systemically. The programme focus is on supporting leadership at system and place, providing colleagues with the tools and methods to help with the challenges they are currently facing.
- The transformation to integrated care systems provides a great opportunity to work collaboratively, however, it reveals new complexity, the need for new relationships and confidence in working across organisational boundaries. All of these present challenges to our meaning-making – how we make sense of the world and how we choose to act in it. The BSW Leadership Development Programme builds capacity to make meaning of our emerging environment and to act in new ways that are in harmony with our ambition for system change. There are two parallel strands to the programme:
 - **Strand 1: System Leadership Challenge** – each pod (5-6 colleagues) works on a shared system leadership challenge, supported by tools and methods.
 - **Strand 2: Capacities for System Leadership** - Online, web-based sessions with a mixture of the whole cohort, pod, paired and individual sessions, with a strong emphasis on social learning and strengthening networks and communities of practice.
- We welcome nominations of colleagues who are in leadership roles (all professions) from all BSW Partners. Further detail on the nomination process is on slide 8.
- The full timetable is available on slide 7.
- A further 3-4 cohorts are being planned for 2022 onwards.

Group Coaching



Apply learning to our context - real change happens in real work

- **Full-day workshops** to review and apply learnings

Group Learning



Make meaning together in facilitated online and offline environments

- **Group learning workshops** to engage participants in constructive exchanges
- Option to request personal coaching related to learning and system challenges.

Content & Reflection



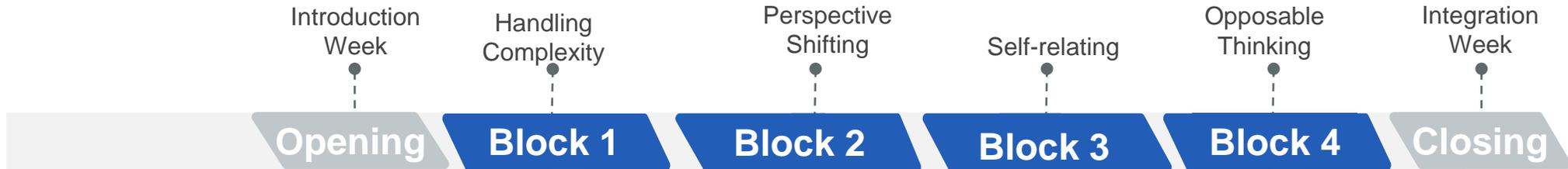
Reflect personal behaviours and thought patterns to **discover areas of growth**

- **Content workshops** to jumpstart participants' engagement
- **Daily content and guidance** for self-reflection journaling to go deeper



BSW System Leadership Development Programme – Cohort 1

Timetable



Program Introduction Q & A	10.09. 13:00-14:00					
Get-to-Know & Kickoff	14.09 12:30-16.00					
Content Workshop			27.09. 14.30. -16:00	02.11. 09:30 – 11:00	03.12. 09:30 – 11:00	
Shiftspace App: Self-guided						
Group Learning			08.10. 09:30 – 10:30	12.11. 09:30 - 10:30	10.12. 09:30 - 10:30	
Theory & Practice		23.09. Full Day	12.10. Full Day	16.11. Full Day	17.12. Full Day	
System Leadership Challenge Groups		Establishing Leadership Challenge Groups & Focus	Breakthrough Questions	Prototypes and Experiments	Leading System Change	
Integration Session			22.10 09:30 – 10:30	26.11 09:30 – 10:30		14.01. 09:30 - 12:30

	In-person
	Shiftspace
	Zoom



BSW System Leadership Development Programme– Cohort 1 Nomination Process

If you would like to nominate a colleague for first cohort of the BSW System Leadership Development Programme, please follow the process below.

Each organisation may nominate two nominees and each place may nominate three nominees. We would encourage you to discuss potential nominees within your organisation.

1. Discuss the programme with the nominee(s) on a 1:1 basis confirming that they:
 - Understand the purpose of the programme and the development opportunity.
 - Understand the level of commitment required. Programme attendees are asked to commit to attending all of the training sessions (mix of online and in-person). In addition, attendees are asked to set aside 15mins each day during content weeks, commit to journaling and actively participating in group conversations. A timetable is available on slide 7.
 - Will be released from their role to attend training sessions and be given the time for learning and reflection.
2. Email alicia.wyer@nhs.net confirming the below details copying in the nominee(s):
 - Name of nominee(s)
 - Role of nominee(s)
 - Email and contact number
 - Confirm commitment to all dates of the programme
3. A confirmation email will then be sent to the nominator and nominee(s) confirming their place on the programme.