Leading across health and care systems

No More Heroes...

‘involves leaders working collaboratively across organisational or professional boundaries...’

This new form of leadership was not just about individual behavioural style and competencies.

Focus is on building organisational relations, connecting interventions across health and care organisations, changing organisational practices and processes to support more collaborative working for leaders at all levels.
The practice of system leadership
Being comfortable with chaos

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How can system leadership be developed?

- Frequent personal contact to build understanding and trust
- A commitment to working together for the long term
- A shared purpose and vision for the population you are serving
- An ability to surface and resolve conflicts, not letting them fester
- An ability to behave altruistically towards partners
- An open book approach to information to build understanding and trust
We’ve done some of it by working collectively together, and we’ve done some of it deliberately using leadership techniques to bring people together....lots of face to face time together to talk and collectively solve some of our collective problems.

We worked a lot on strengthening relationships – in the first instance with chief executives but now with other groups/teams across the organisations. We spent protected time together – using an approach that allowed us to get to know one another as people rather than individuals leading organisations.
Getting the focus right

Figure 3  What does it mean to move from integrated care to population health systems?

Aim: To improve health and wellbeing of a population and address inequalities through prevention and by addressing the wider determinants of health.

How? By strengthening connections between the health system and wider public sector services, the voluntary sector and community.

Individuals → Populations

Integrated health and care

Service provision → Health and wellbeing
Reflections

The move to a different style of leadership is still ‘work in progress’ – Leaders are learning by doing

Creating conditions to allow others to work differently has been important

The relational challenges need as much attention if not more than the technical challenges

In some cases we have needed to work with leadership groups and attend to history before leaders can start to co-create the future vision

Trust

Having confidence and competence in one another...
Leading across health and care systems…….

... is ultimately about transforming relationships among people who shape those systems. Many otherwise well-intentioned change efforts fail because their leaders are unable or unwilling to embrace this simple truth

(Senge et al 2015)