The challenge of culture change: sharing system-wide learning to deliver the NHS long-term plan

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What we’ll do

1. One Vision
   - Our vision is that every leader in NHS funded service, the mindsets, behaviours, knowledge and skills to create and sustain positive, inclusive cultures of person-centred leadership

3. Three Strategic Aims
   - Raise the level of ambition on inclusion
   - Quicken the pace of change towards inclusion
   - Ensure that leadership is equipped to achieve and leave an ever increasing and sustainable legacy of inclusion

9. Nine Ambitions
   - Guide the national direction of travel on inclusion for the NHS Leadership Academy
   - Fundamentally change workplace relationships across sameness and difference
   - Progressively eliminate discrimination in all of its forms
   - Support leaders to build nurturing, trustful, honest and productive relationships with all staff
   - System Development that enables service improvement across health and care
   - Enabling, convening and supporting whole system talent management
   - Developing the right number of leaders, with the right knowledge and skills to meet the needs of the service
   - Building capability and capacity to do this work through expert facilitation
   - Setting out new inclusive approaches to learning

Road Map

1. Learning Through Lived Experience
2. New Inclusive Approaches To Learning
3. Facilitation
4. Leadership Development
5. Leadership Practice
6. Change Enablers

How we’ll do it

- Upping our game - setting the ambitions for inclusive Leadership development by developing capability and capacity
- Re-designing for an inclusive future through collaboration and communities of practice

Measuring Success

- The leadership and cultures of health and care organisations and the wider system will be more inclusive, welcoming and supportive of diversity
- Processes, structures and ways of working will be more flexible, responsive and reflective of the needs of a multitude of communities, as identified in the NHS Long Term Plan
- The Academy will have influenced and transformed what people think of as “great” leadership development by supporting development of the “NHS leadership compact”
- Health and care services will have a significantly higher percentage of employees with protected characteristics working and leading at the most senior levels
- Those with protected characteristics will play a greater role in driving forward improvements in quality and extending perceptions of what is possible
- Managers and leaders will recognise that their role as co-creators of inclusive cultures is the most important work that they do

2019
2020
2021
2022+

Sharing the learning from BLFI and implementing the BLFI Strategy

Reviewing and refining the journey – where are we now, what next
Deepening our understanding

Getting to grips with what discrimination is (what is it, how it works, what its origins are, how it is experienced, how it is related to power/privilege, what we mean by privilege in this context, how systemic discrimination operates, what is a micro-aggression, how micro-aggressions work, what does great allyship look like, what contribution am I making to this thing called inclusion? how might I be hindering inclusion?) is the first step towards eliminating it.
Why lived experience?

- **Who’s stories are driving inclusive change?** - Change what is *actually* happening and addressing system denial (“We are all good people here and none of us are racists!”).

- **Shifting the focus** – leaders that build positive, trustful, engaging relationships across difference.

- **Moving beyond discomfort and towards capability** – dialling up *learning* and insights gained from lived experience.

- **“We want to lead the changes that affect us”** – creating socially just systems.

Valuing the knowledge that diversity brings through lived experience
How we lead matters

Tony Hall
"If your success is defined as being well-adjusted to injustice and well-adapted to indifference, then we don’t want successful leaders. We want great leaders – who love the people enough and respect the people enough to be unbought, unbound, unafraid, and unintimidated to tell the truth."

– Dr. Cornel West
Allyship – three questions

Allyship is not an identity—it is a lifelong process of building relationships based on trust, consistency, and accountability with marginalized individuals and/or groups of people. Allyship is not self-defined—our work and our efforts must be recognized by the people we seek to ally ourselves with.

(The Anti-oppressive Network 2019)
Changing leadership mindsets

• Practice until you are comfortable talking about race and difference in the workplace – you cannot be part of the change unless you are skilled at this.

• Dis-invest in denial and avoidance and invest in transformation – we cannot eliminate discrimination if we are not willing to acknowledge its existence in the first place.

• Start connecting and learning from lived experience – put lived experience at the heart of all strategies for inclusive change.

• Learn how to become better allies.

• We learn how to get this right by getting it wrong - make mistakes, apologise, make things right and learn from it.