eahsn
Eastern Academic
Health Science Network

East of England
Citizens' Senate
www.eoecitizenssenate.org

NHS
Leadership Academy
East of England

LEADING FOR CHANGE
Leadership training (4 days)

Dates:
Day 1 - 20th May 2020
Day 2 - 21st May 2020
Day 3 - 10th June 2020
Day 4 - 8th July 2020

This programme is sponsored by the NHS Leadership Academy and Eastern Academic Health Science Network and will be delivered jointly by the King's Fund and the East of England Citizens' Senate

The programme is open to all patient & public representatives, including NHS Patient Involvement Leads. The training is designed to develop the skills, knowledge and confidence to support partnership working with decision makers and System Leaders and to influence health and social care outcomes. The assumption is that potential participants will come on the training with a range of existing and related lived experience and knowledge of health and social care. We will be working with participants to build on and strengthen this existing base of knowledge and experiences. A key learning outcome for the work is to support participants to become even more effective influencers and partners in the strategic and operational change processes that underpin the new emerging health and care system.

A focus of the programme is to provide participants with the skills and confidence to work in partnership with the diversity and difference across the system. This includes both looking internally and working and partnering with key stakeholders operating across the health and care system whilst also looking outwards in order to build relationships and connect with the diverse voices within their local communities. Therefore, the focus on building their relational leadership capabilities and competences is critical to this work. This means their role is more than being an advocate, advisor or expert, it includes the ability to build relationships that support people to inquire into their own and other peoples thinking and decision making.

The programme will be delivered in a way that models and reflects the skills and behaviours we will be expecting participants to develop. Participants will be working together in a learning community to support and challenge each other in their practice. They will individually and collectively work together on developing their capabilities to work productively and creatively with system change and with the diversity of views, opinions, belief, assumptions held by the range of stakeholders with whom they will need to build strong and flexible collaborative partnerships.

Participants will be provided with knowledge and information to support the development of their role. A key component of the training is the use of a model of learning based on participants engaging in taking action away from the

training 'classroom', systematically capturing the learning from taking this action and reflecting with their colleagues back in the 'classroom' on the lessons and insights gained from their experiences. Therefore, it is vital that participants are able to commit to attending all the dates associated with the training.

We do not believe there is any other training available, that prepares the participants with the specific behavioural skills and then links this to the stakeholder and transformational policy information, which together will help participants to provide 'meaningful' engagement to support the STP/ICS partnerships and plans. We have the added benefit in that we ensure the influencing skills and techniques are optimised for the most current transformational activity e.g. workforce & Primary Care Networks.

We believe that this programme is addressing a 'gap' which currently exists in PPI development. The training is designed to fill this gap and address the issues experienced by participants, particularly in how to use their experience to support change.

In brief, it is important to appreciate that we are targeting and developing PPI to:
- Support the STP OD programmes by developing 'meaningful' not 'tokenistic' engagement
- Ensure participants have a current regional and wider view of the transformation
- Ensure participants are equipped with the behavioural skills & techniques to be confident influencers
- A comprehensive map of who to they need to influence and Stakeholders involved in the health & social care landscape
- Ensure participants can use their patient experience & voice to improve services & outcomes for patients

Day 1 - 10 am - 4.30 pm (Registration 9.30 am)
Understanding your local healthcare system & your role in influencing and leading change

Citizen Senate and EAHSN will deliver a short session on the local healthcare system and highlight the expected role and purpose of the delegates when they take up a position on the Citizens Senate and in the system. Delegates will then have the space to reflect on what are the qualities, skills, and behaviours required to undertake their role and they come up with the 'ideal' role profile. This is then used to guide them all with identifying their strengths sand development areas in order to fulfil this role. Delegates are then introduced to the importance of the quality of communication and are provided with a model of how to engage in dialogue and focused discussions when working with others across the system. Finally, we will work in small groups to practice the communication behaviours and skills associated with inquiry and advocacy utilising a coaching approach. Each person will have an

opportunity to focus on some part of their leadership role that they wish to build on and develop

Day 2 - 10am - 4.30pm
Continuing to develop your capacity and capability to lead change

Developing capacity to be present as a leader of change and mindful of building relationships with others by working with a model of influence and developing capacity to facilitate and influence change. Working with the barriers to progress and achieving goals - utilising the power of questions to frame a problem and using the power of group work to facilitate understanding and identify ways forward. In this session the group will have an opportunity to work with the main barriers, reframing them as opportunities and identifying how to find solutions to progress their work.

Day 3 - 10am - 4pm
Reframing resistance and planning for your future role

In the morning delegates will work on areas of interest that have emerged during the previous two days. From experience this might include the following
- Working with 'stuckness' and reframing resistance (difficult behaviours)
- Sustaining yourself and others and building resilience (including developing your network going forward)

The afternoon will be working with transitions and planning for their future role. This will involve participants working together and modelling the skills and behaviours learnt on the programme to date. They will leave with a clear individual and collective action plan and identify next steps with measurable outcomes.

Day 4 - 10am - 4pm
Stakeholder mapping & intervention

Drawing from learned skills and behaviours from previous sessions, this final day, which will be around 8 weeks after session 3, will be about applying the techniques to a practical intervention or challenge. The purpose will be to demonstrate how we engage with relevant Stakeholders, using the tools and techniques previously discussed. Early on in the training we will ask for volunteers to identify an intervention with an organisation or individual who you have identified, to help you influence change. This might be a meeting with someone, a presentation at an event, a community event which raises awareness - or it could be something else. You will need to plan who you are going to interact with, how you are going to do it and then carry out the intervention and feedback on it to the rest of the class.

To apply for a free place on this programme please contact the Chair of the Citizen Senate **Trevor Fernandes on citizens.senate@eahsn.org or by telephone 07847 344753.**

Please note you must be available to attend all four days of the course. Reasonable travel expenses will be paid for delegates upon request

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