



Hampshire 20/20

Building the capacity
for collaboration



In the 4 years we have run 20/20, we have brought together over 120 leaders from across our system with a shared vision of helping the people of mid & north Hampshire to flourish. Learning leadership skills together has enabled them to build relationships across organisational boundaries and develop an ongoing curiosity for one another's worlds. Many of our earlier participants have gone on to formal system leadership roles in the ICB or in other organisations than the one they started in. The system change projects developed through the programme have contributed to specific improvements in care including reduced length of stay in hospital, reduced conveyancing of ambulances, significant uptake in virtual health care and improved medicine management between hospitals and the community.

Alex Whitfield - Chief Executive, Hampshire Hospitals NHS Foundation Trust

Context

In 2019, Hampshire Isle of Wight Sustainability and Transformation Partnership (STP) was in the process of evolving to form an Integrated Care System, in which NHS organisations, in partnership with local councils and third sector organisations take collective responsibility for managing resources, delivering NHS standards, and improving the health of the population they serve.

The construct of an ICS recognises that local services provide better and more joined-up care for patients when different organisations work together in this way. Improved collaboration can help to make it easier to work with colleagues from other organisations thus smoothing the patient's journey, reducing duplication and improving outcomes. The ambition is for Integrated Care System to better understand data about local people's health, allowing them to provide tailored care to individual needs in their local communities, helping local people to live healthier lives for longer, and to stay out of hospital when they do not need to be there.

The challenge that creates the opportunity

Historically many of these organisations have been set up to compete or at the very least just focus on concerns within the boundaries of their organisation. In support of developing joined up services for local residents, there was national and local national recognition that leaders of health and care services now require new 'system' leadership competencies and behaviours to work collaboratively across traditional boundaries.

Furthermore the hierarchical, command and control approach to leadership is no longer fit for purpose. The complexity of the problems that clinicians and operational staff are now grappling with, coupled with the pace of change requires leaders who:

- Possess the skills, mindsets and confidence to collaborate effectively – across teams, functions and hierarchies.
- Can communicate a compelling vision that helps people navigate change.
- Listen deeply and bring a coach approach, creating empowerment and supporting people to find their own solutions.
- Are culturally competent, able to engage with and understand the needs of people from a diverse range of backgrounds.
- Create the psychological safety needed to foster a climate where it's safe to take risks, disagree, challenge and ask for help.
- Demonstrate the emotional intelligence and awareness needed to manage themselves effectively under pressure.
- Adopt agile new ways of working that create pace and deliver measurable results against organisational priorities.

What is unique about this programme?

Taking inspiration from a similar programme in Frimley, leaders of the North & Mid Hampshire health and social care system worked with CoCreate, a Leadership & Organisational Development consultancy, to design Hampshire 20/20, a system leadership programme with the following aims:

- Develop individual and collective capacity for system leadership – skills, tools, system awareness, confidence and agency.
- Build networks – break down barriers, build trust, relationships and peer support.
- Support cultural change, moving from competition to co-operation.
- Mobilise participants as a community of influential change agents for the North & Mid Hampshire system.

Now into its 5th cohort, Hampshire 20/20 brings together clinical and operational colleagues from Primary and Secondary care, police, fire, ambulance, education, housing and VCSE organisations for a six month, seven-day programme. 20/20 draws on cutting-edge tools and techniques which develop practical leadership skills, accelerate trust and create a shared language and common approach to collaborating and leading change. As a place-based leadership programme, we deliberately deliver 20/20 sessions in venues such as HMP Winchester and Basingstoke Irish Centre which help participants learn more about their communities.

Example methodologies include:



Psych Safety 4 domains

A framework that helps leaders develop the skills, behaviours and habits that create inclusive, collaborative teamwork.



Systemcraft

Highly practical applied framework for helping groups make progress on complex adaptive problems.



Design Thinking

A creative group problem solving approach that leverages empathy idea-generation and agile innovation to tackle problems.



Friendly Consulting

Practical small group exercise which increases awareness new thinking and ideas on live leadership challenges.



20/20 is an experiential programme which utilises a variety of learning vehicles including:



Full cohort events

Mix of one or two-day events, themed around core aspects of system leadership



Pre work

A mix of Ted Talks, articles and questions to help them prepare for sessions



Inspirational speakers

Leaders (from within health & care and other sectors) bring personal stories of system change



Action Learning Sets

A space for deepening connections and increasing peer support on live issues.



Leadership Exchange

An opportunity to 'see the system' & observe someone else's leadership



Change Challenges

A self-identified system issue or opportunity which participants apply learning to tackle



Community Visits

Getting out into local communities, meeting with local VCSE organisations



Coaching

A space for individual reflection and support to apply programme learning





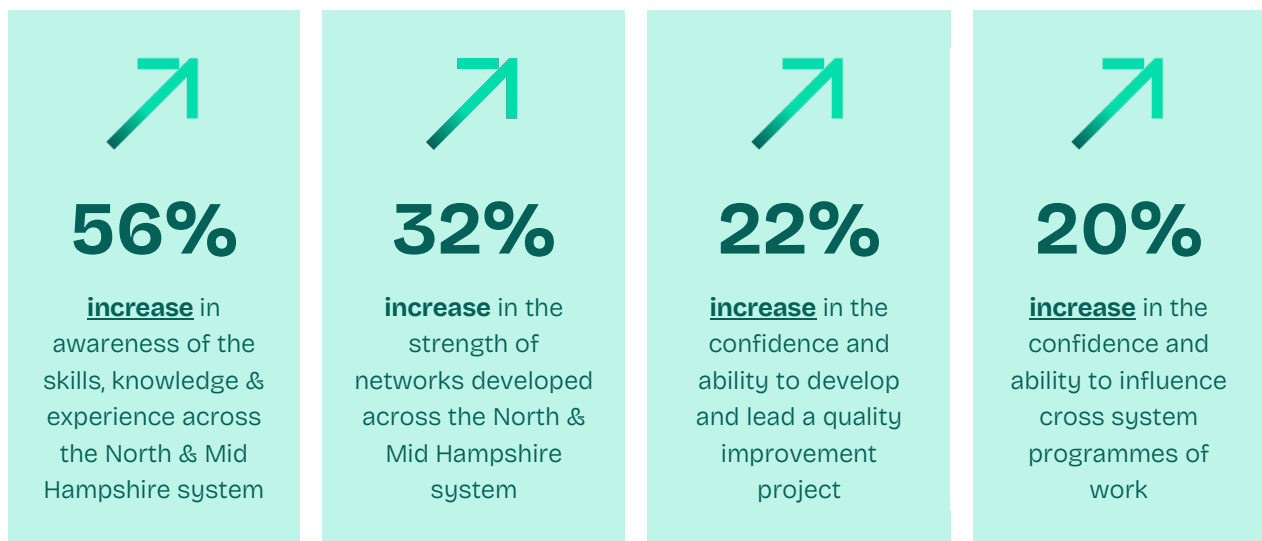
Impact

We rigorously assess impact against the key programme objectives. Our approach to evaluation includes:

- Baseline and end point surveys to measure distance travelled for programme participants against agreed core competencies.
- 3 x pulse surveys at specific points in the programme to gather feedback on individual programme elements, overall experience and application of learning.
- We review the outputs of the pulse surveys in regular review meetings with the 20/20 Programme Steering Group and use insight gathered to drive continuous improvement.
- A final evaluation report sets out all quantitative and qualitative data collated against agreed programme objectives, reflections and learning on the design and delivery, and recommendations for improving the experience and impact for future cohorts.

Headline data

Taking the average scores across the four cohorts, 20/20 has had the following impact:



% of people who agree or strongly agree that 20/20 has played a key role in...	
Helping me foster relationships with colleagues across the system	97%
Me bringing more of a system lens to my work	97%
Encouraging me to seek out views and perspectives different to my own	100%
Giving me skills, tools and methodologies which support my leadership	91%
Building my confidence and motivation to lead change	91%
Supporting my career progression	83%

Headline comments

The recurring feedback is that the networking of likeminded people in challenging times gives people hope to keep going.



It had a huge impact on my personal development, my awareness and understanding of the system, and confidence to work at this level. I have learnt to use my voice to help drive change to projects that I am overseeing.



I have been able to secure multiple system partnership agreements that involved complex discussions with more senior colleagues. The partnerships have resulted in secondary care working alongside primary care to increase trainees in the system.



20/20 helped shaped my thinking to go beyond what was comfortable for me and seek out new innovations and ideas. It gave me the confidence to speak out in situations where before I would perhaps have stayed quiet.



My 20/20 experience helped me to galvanise our local primary care teams into shared action... We established and delivered a successful scaled vaccination hub which went on to support NHS health check recovery.



20/20 helps you to navigate the unknown and to develop a network in what can be an isolating and difficult operating environment. It opened my eyes to the value of true system partnership.



I have successfully run the Trust's vaccine programme. The ability to think more laterally and the realisation that we are all part of the same team has been incredibly helpful.

Change Challenge stories

A key 20/20 aim is for leaders to apply learning on live issues through their Change Challenges. Below are three examples of how 20/20 led to system improvements.



As Clinical Director for Winchester City PCN, we have gone from a small organisation to now employing 90 staff. As a result of the tools, system insight and relationships I developed on 20/20, I have successfully implemented helpful and safe services such as pharmacists support in member practices and first contact MSK practitioners. I have managed complex change and been mindful about how different interventions affect the wider system, for example on practice, PCN & ICS scale.



The course has been a key enabler in my development as a clinical leader, giving me the tools and skills to develop. I now regularly teach on civility saves lives, kindness and compassion and provide behaviour and system leadership training for junior doctors. I also took on a Project Fusion leadership role in OPMH & Dementia, using the tools and skills to re-design a system pathway and develop a 5-year implementation plan for the whole system approach to OPMH & Dementia.



As a result of 20/20, I created a role to lead Health and Social Care for the Fire Service. This has enabled HIWFRS to support the ICS strategy development and has resulted in stronger joint planning in relation to Community Risk. Health priorities are being considered within the community risk management plan providing the mandate to integrate the Fire and Rescue Service to support health risks in the community.

To Find Out More

All those involved would be very happy to share more about 20/20 and the impact it has had. For more information please contact:

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