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Health Education England


Leadership Development for Qualified Nurses, AHPs, & Pharmacists in Yorkshire & the Humber NHS

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HEE, Yorkshire and the Humber



Developing people
for health and
healthcare
www.hee.nhs.uk

COMEPASSIONIT


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What this talk covers

- The **national picture** for leadership development for nurses, AHPs & pharmacists in England
- I'm COMEPASSIONIT for interprofessional leadership learning & working!!
 - why it is **important** & the **challenges**
- **Examples** of interprofessional leadership programmes within Yorkshire & Humber & the **outcomes**
- Also, I'd like to learn some things from **you!**

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Who are they?



**Statutory
Arm's Length Body**

NHS England and NHS Improvement



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National **Strategy**
Commissioning



**Non-Statutory
Partnerships**

South Yorkshire and Bassetlaw
Integrated Care System




Strategy/Coordination
Education & Training of
Workforce

Improving
health & care
across the region

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Introductions

- **What is your job title?**
 - SALT
 - Currently leadership fellow,
Future Leaders Programme,
HEE, Yorkshire & Humber
- **Which country do you work in?**



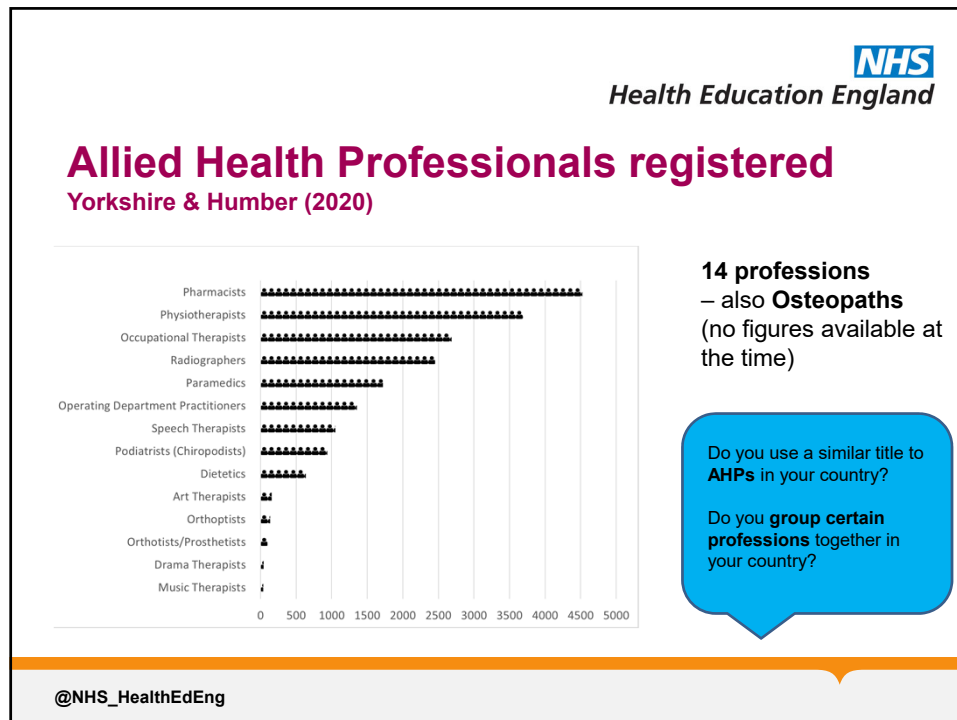
Populations

Sheffield city = 590k
SYB ICS = 1.5m
HEE Yorkshire & Humber = 5.5m



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Who are the leaders in the NHS?



NHS England and NHS Improvement



Nurses



Pharmacists



AHPs



Is there more **interprofession al leadership** in your healthcare system?

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What does this create?



Siloed working

Silos...

- Clinical level (teams/wards)
- Business & clinical leaders
- System

What is our future?

- Fostering **systems-based, cross-sector, multiprofessional leadership**

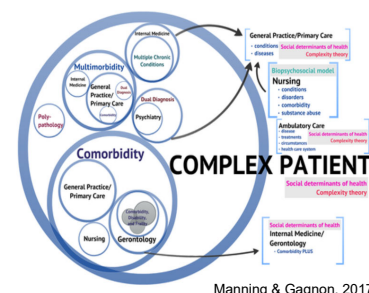
From Improving the Leadership Culture, Interim People Plan
– UK government publication

What do I mean by interprofessional leadership?

- Leadership breaking down the silos...
 - Within clinical teams, at ward level
 - At board level
 - At system level



The context in healthcare



Manning & Gagnon, 2017

Complex clients &
complex health systems

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Why is interprofessional leadership important?

- The current status quo can lead to...
 - Poor **culture**
 - Poor **leadership**
 - Ineffective **interprofessional working**



Why is interprofessional leadership important?

- Interprofessional leadership can create...
 - **Collaboration**
 - Positive and inclusive **culture**
 - High-quality patient **care**



Interprofessional leadership training



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Outcomes of interprofessional training



As an individual

- **Personal development:** QI and leadership skills
- **Networking** / making relationships
- **Career progression**




As a system


- Developing **common (QI) language** (Microsystems)
- **Understanding** other's roles / making relationships
→ Get the right people in the room
e.g. for quality improvement

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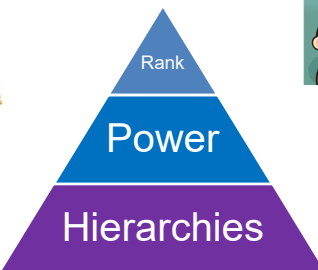
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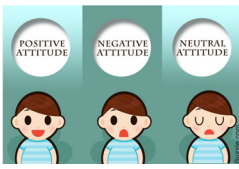
Challenges to interprofessional leadership development?



Tribes & Tribalism
1 day vs. 1 year



Rank
Power
Hierarchies



POSITIVE ATTITUDE
NEGATIVE ATTITUDE
NEUTRAL ATTITUDE

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Challenges accessing training - When not in training!



PERSONAL DEVELOPMENT




Releasing staff



Budget

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Any other **reasons** for **interprofessional leadership** in your area?

What are the **challenges** of interprofessional learning in your country/area?

Have you learnt how to **do things differently** when things have gone **wrong locally, regionally, nationally**?

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The logistics


- How are we striving to achieve interprofessional learning across Yorkshire & Humber / Sheffield?


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Sheffield Place Based



6 months


12 months




Behind this data, is a story about a change in team culture





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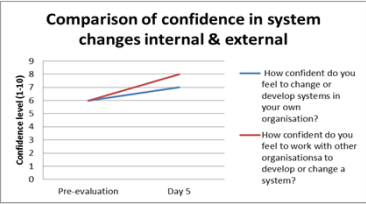
Sheffield Place Based

Leading Sheffield Programme

5 days

- Addressing a system-wide problem, with minimal direction.

Comparison of confidence in system changes internal & external




Increased confidence in ability to make changes

"It was definitely about being able to make contacts, that's always worth its weight in gold."
"I'd like to think that I've come away from that [silo working]"

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HEE, Yorkshire & the Humber

FLP
12 months

*If it wasn't so multidisciplinary, I think the experience would have been **less rich and less effective**. One thing I've taken from the fellowship was that **working in silos...is really bad for driving change** and improving things. And by having leadership programmes that are **divided up into professions**, you are...*kinda* **reinforcing that silo working**.*
(Pharmacist)

*We live in such kind of **medical silo**, that I find it really refreshing meeting people...coming at medicine from lots of **different perspectives**, you know like the paramedics... I just think it **broadened my exposure** to new stuff over the year...Probably lessened the kind of medical echo chamber that I live in. I think we need to get **inspiration from everywhere**. I think the bigger pool of people you connect with, then more likely you are going to get **creative solutions**.*
(Doctor)

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Do you have a **strong** interprofessional leadership programmes?

- Locally?
- Nationally?

Can you give any more **advice** about how to **manage** interprofessional leadership learning?

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Summary

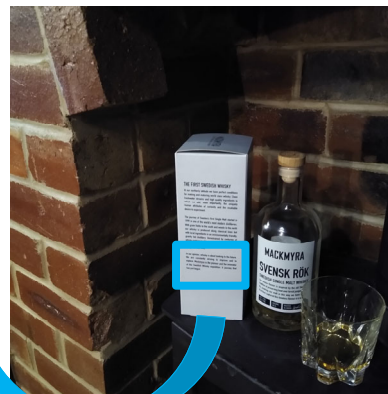
- In our opinion, **interprofessional leadership development** is about looking to the future.
- **At HEE, Yorkshire and Humber**, we are constantly striving to improve and to explore.
- We want to be the pioneer and the innovator of **interprofessional leadership development**.
- A journey that has just begun!



Summary

- In our opinion, ~~whisky~~ ^{interprofessional leadership development} is about looking to the future.
- ^{At HEE, Yorkshire and Humber,} ~~we~~ [✓] we are constantly striving to improve and to explore.
- We want to be the pioneer and the innovator of ~~the Swedish whisky expedition.~~ ^{interprofessional leadership development.}
- A journey that has just begun!

MACKMYRA



Thank you for listening!

Any questions?

My questions!

- Do you use a similar title to **Allied Health Professionals** in your country?
- Do you **group certain professions** together in your country?
- Is there more **interprofessional leadership** in your healthcare system?
- Any other **reasons** for **interprofessional leadership** in your area?
- Have you learnt how to **do things differently** when things have gone wrong **locally, regionally, or nationally**?
- What are the **challenges** of interprofessional learning in your country/area?
- Do you have a **strong** interprofessional leadership **programmes**? Locally? Nationally?
- Can you give advice about **how to manage** interprofessional leadership learning?

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- NHS Improvement. (2019). *Clinical leadership – a framework for action A guide for senior leaders on developing professional diversity at board level*. Retrieved from https://improvement.nhs.uk/documents/3702/Clinical_leadership_framework_Jan2019.pdf
 - Provided further recognition of the need for professionally diverse leadership teams, including senior clinicians at board level, to increase the likelihood of meeting the complex challenges facing the NHS. The framework, designed to help providers make the most of the talents of all of their existing workforce.

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- General AHP pages: <https://improvement.nhs.uk/resources/allied-health-professionals-ahps-leadership/>