

# Talent and Leadership Overview

2023 to 2024





# Sarah Phillips – Talent and Leadership Subject Matter Expert



Integrated Care System  
Nottingham & Nottinghamshire

## About Sarah Phillips

I bring over 30 years of health and care experience. My leadership training (MA) was at The Tavistock, London (2004). This means my leadership approach is grounded in systems thinking, aligning well with NHSE for ICS and the current global trends in leadership.

My professional journey is diverse. I have a clinical background in emergency care and corporate nursing in London. Prior to returning to the NHS and joining the ICS I became an academic author, founded a company and developed an international organisational consultancy practice.

I have a special interest in working at the boundary which I believe to be the place for innovating our future. I am committed to supporting ICS colleagues to unlock the ICS potential through our people. e:Sarah.phillips65@nhs.net

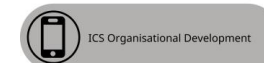
## About the workstream

The aim of our workstream is that leaders at every level live the behaviours and values set out in the People Promise and *Our ICS Leadership Way as we move towards 'one workforce'* Please [click here](#) for all things ICS Talent, Leadership and ODI!

To achieve this, our ODI CoP co-designed our **three workstreams**:

As we deliver on these, we will also be producing our ICS Talent and Leadership Strategy. Having been in the system around culture and improvement I can see we are navigating the challenges of collaboration well. Notably co-design is now our default in ODI, and our ICS culture is forming. While it continues to emerge, we will pay attention to our process, nurturing our strengths while noting and shaping areas of concern. We see improvement as everyone's business and the need of leadership and particularly psychological safety.

All our groups seek to create assets that reduce our workloads and duplication and engage with all: We strive to: Standardise- Consolidate-Automate and at the start and end of each meeting, we ask who is not here.





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## Talent and Leadership (TL) Stream

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### Delivery Plan

**Talent management:** Draft plan going to Talent Management sub-group and move to Talent and Leadership Strategy Design Group.

**Exemplar Hub** – This concept is working well and allowing us to proceed at pace or as important, pause to adjust, pivot or stop. This hub is rooted in the Culture Leadership Programme we are part of as system pilot site. Projects at different stages; of Discover (&Scope) , Design, Deliver are considered good enough to put out to system and adjusted. The first win from this approach is the Level 7 Leadership Course just launched.

**Leading in System:** Enabling leadership. Our leadership Nottingham and Nottinghamshire Leadership way.

[CLP pilot site \(overview here\)](#) awarded, invoices and suppliers, systems thinking and is also aligned to [Virginia Mason, NHS Impact](#) and UWE ICS synthesis

### Links and key activity for this Month on 15/03/24

- ICS SLT (senior Leadership) System Leadership - 50 Places Each – Please hold the date : **15<sup>th</sup> May and 11<sup>th</sup> September 2024.**
- National Team (NSHE) meeting for Systems Thinking for Culture Leadership Programme : outstanding event and the speaker (who has worked with [Peter Senge – System Thinking](#)) will deliver a session for our SLTs.
- **Midlands Talent management** first face to face meeting
- Board Development for leading in complexity attended 1 of 4 with midlands colleagues.
- **Talent and Leadership Strategy Design group-** Facilitator Commissioned. Former CEO, Author – Design Thinking, Academic Faculty NHS Leadership courses (i.e: EGA)
- **ICS level 7 Executive Leadership:** Thanks to all for huge interest - applications are now closed and we will evaluate to consider another ICS cohort.
- ICS System Offers: I strongly recommend all the session and note an excellent offer opened to the ICS from our partners Active Notts and Active Derbyshire for **Systems Leadership online session from Debbie Sorkin.** [You can also watch last year's sessions](#) and linked on our Talent and Leadership Hub Start; [\(click\)](#).
- Online learning system co-production space for our leadership way group leads project - Coaching, Active Bystander, Capture of other interventions.

**Connect: Scan or click :**

You can contact me: [Sarah.phillips65@nhs.net](mailto:Sarah.phillips65@nhs.net)



Operational Development



# Sarah Phillips - Talent and Leadership Subject Matter Expert



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## Talent and Leadership (TL) Stream

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**Leadership Way:** Join our **Leadership way Strategy group** to inform/design our Talent and Leadership strategy: Join our **Leadership way group** to inform/design our TL strategy: Sarah.phillips65.nhs.net and gain benefit from the support on this work for members from an external consultant expert in systems approach.

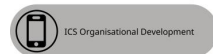
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- ICS System Offers:
- Talent and Leadership Hub Start; [\(click\)](#). Online learning system co-production space for our leadership way group leads projects.
- Join our TL strategy: Sarah.phillips65.nhs.net
- [CLP pilot site \(overview here\)](#) awarded, invoices and suppliers, systems thinking and is also aligned to [Virginia Mason, NHS Impact](#) and UWE ICS synthesis



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### Delivery Plan

**Talent management:** Draft plan ready next co-design stage at Talend Management sub-group.

360 Reviews agreed by provider collaborative as focus.

**Exemplar Hub** – CLP plans aligned to enable. 3 projects at different stages; of Discover (&Scope) , Design, Deliver.

Stakeholders for Exemplar hub and working groups reviewed.

**Leadership Way:** Agreed plans for Talent and Leadership Strategy as ICS co-production with NHS Elect – (SLT). CLP (design/sub-groups).

**Happening Now/Next:** Connecting and reaching more of the system, Design events for TL strategy, Active bystander, coaching testing. Identify design council for our ICS Leadership Way

### Update from this Month on 15/1/24

- ICS SLT (senior Leadership) sessions – Our ICS. Two Event days and supporting elements before and after. Next: In Person: 50 colleagues each: May and September (TBA)
- ICS Coaching: Current need: Integration Coaches/Team Coaches . Next: Feb meeting to design a test concept (team coach), Coaching Pool build and view options. Definitions (mentoring, shadowing, Coaching) and pathway alignment.
- ICS level 7 Executive 1 year Online Course: Comms plan and timeline [\(click\)](#). Next: EOI Key dates: [Information Session:](#) 20/2/24 & 27/2/24 Application Close: 05/03/2024. Start: 30/4/24
- Active bystander: CLP funding to support Design Team and elements as identified. Next: Design Huddle February [\(click\)](#)
- [CLP pilot site \(overview here\)](#) awarded, invoices and suppliers, systems thinking and is also aligned to [Virginia Mason, NHS Impact](#) and UWE ICS synthesis Kumu Map: **Stakeholder Map and Workstreams ICS NNCoP ODI, by Sarah Phillips (kumu.io)**



### Key Dates:

18/01/24: Talent and Leadership Monthly Oversight Group  
2/2/24 – ICS Coaching Design

Now: [Level 7:](#) Now: EOI (Expressions of Interest).

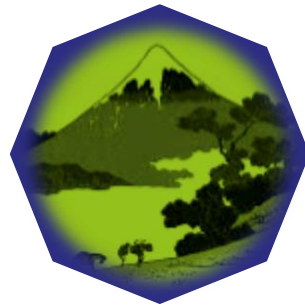
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# Talent and Leadership: Our 3 Focus Areas



## Releasing Talent to Lead

We will retain, find, release, support and develop our talent through infrastructure and leadership pathways that enable our people to take up their agency and lead us to health.



## ICS Identity – Exemplar Hub

Our people will identify positively with Nottingham and Nottinghamshire ICS. We will use our infrastructure, approaches and projects that works well.

le: ADA, Active Bystander, Coaching, Systems leadership - ICS brand



## Leading in System

Fostering an organisational mindset that enables change to be led where it as needed. Enabling our leaders for maximum impact for our population. We will celebrate learning on our journey to health.



# Workplan– Talent and Leadership

**Our AIM:** Leaders at every level live the behaviours and values set out in the **People Promise** and creating **our NN ICS Leadership Way as ‘one workforce’**

Our NN system assets will be available to all our people to release talent to lead everywhere. We aim to adopt an approach of **Consolidating: Automating: Standardising**

## Releasing Talent

## Exemplar Hub – Talent and Leadership

## Leading in System

### Project and Objectives

Engage as one workforce in Talent Development, Assessment and Management

To enable supported rapid spread of our most promising or established initiatives.

Leading in a systems context, fostering a collaborative leadership approach, across boundaries as enabling leaders.

### Purpose, Scope, Key Milestones – *how we will get there*

#### Co-design a NNICS Talent and leadership strategy

- Operate a partnership approach to talent management with particular note of provider collaborative
- Perform diagnostic on ICS Talent Management Approach
- Establish groups and sub-groups with appropriate organisational representation
- Determine focus areas of strategy
- Design staged testing and learning within system i.e.: Focussed testing of strategy elements with partners for our NN ICS way

#### Taking what can work for NN ICS to system test, allowing for seed time

- A climate for creativity and innovation
- Connect more of the system to itself i.e.: shared language of ICS architecture (groups) , IT , initiatives.
- Face our ICS wicked challenges together i.e: Appraisal, leading in system
- Noting and reflecting on our process and behaviours as we build
- ICS funding and resources benefits all system ie: CLP

#### Agreeing and enabling our NNICS leadership way

- Agree ICS definitions of good leadership for systems leading
- Shared language of leadership terms and approaches for leading in system
- ICS leaders are enabled to shift culture and embed change
- Temporary design groups and reference groups for ICS leadership initiatives
- Identify our strongest leadership offerings and adapt for ICS and or promote

### What will success look like

1. A co-produced ICS Talent and leadership strategy connected to midlands approach
2. A provider collaborative selected key area of focus for this year and propose for TL strategy 3 years strategy
3. People seek to engage and work in our ICS and retain with our ICS stretch place. Ie: An ICS Leader programme (grad or non grad)
4. Co-Developed, guidance/principles of practice for focus areas in one workforce and select one element .ie: Appraisal linked to national/specialist

1. Work with ICS leadership groups making use of the CLP and CTT to work collaboratively
2. Talent and Leadership Hub pilot
3. Working effectively at the interface with increased appreciation of partner Identity
4. Agreed shared language as we build
5. Taking most promising initiatives for system wide testing Ie: Appraisal, A Bystander, Coaching, Online senior leadership (ICS)
6. Further develop successful mechanisms and initiatives ie: Council leadership course, people promise, ADA - Accelerated Design Approach)

1. Design our NN leadership way with direct consult from NSHE CTT and specialist external consultants
2. ICS interventions for leaders leading: i.e.: Deliver SLT ICS events, Board Development (MLA) specialist facilitated workstream leads for support and challenge (CLP funded)
3. Selected offerings opened up to shared access (ie: Council ICS leadership) and ICS initiatives co-design (ie: Active Bystander, coaching).
4. ICS leadership Interventions are designed to enable evaluation and measurement of impact. Ie: online systems leading, Coaching.

# ICS Workstreams and Connections to System meetings: Talent and Leadership



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Releasing Talent

Our ICS – Exemplar  
Hub

Leading in System

## ICS Top Team

Who is leading in are our three focus areas *(starter for 10 – stakeholder mapping in progress for review Jan to March)*

1. ICS: Sarah Phillips
2. Julie Fellows - Talent Strategy DC
3. Provider Collab: Emily Gartshore
4. Vol Sector, CVS, MCVS
5. Sarah Phillips (ICS)
6. Mr Mat Daniels (TCB) – NUH Lead Medical careers

1. ICS: Sarah Phillips (ICS)
2. Alex Lyon (NHCT) - Lead/Chair
3. Michael Pearson (NuH) Lead/
4. (SFH) - Connel
5. Vacant (Council,)
6. Vol Sector (Vacant) VG (TBC)
7. Mr Mat Daniels – ICS Coaching

1. Sarah Phillips (ICS)
2. Nuh - Adrian Piggot
3. Notts HC: - Maddy and Alex Lyon
4. SFH – Ann FEWTRELL/Connel
5. Council: TBC
6. Voluntary MCVS,/NCVS: Vacant
7. ICB: Robert, Julie F, Pam Rumble – Community
8. Vol Sector: Vicky Gutteridge –CVS, MCVS

## ICS, National and Specialist Groups for TL SME will attend

### TL SME – Sarah Phillips (Chair/Co-Chair)

1. Talent and Leadership Chair (monthly) –Briefing style : Q&As, Discussion
2. ICS Talent Strategy Design Group – JF Chair, SP (Monthly)
3. ICS Leadership Co- Chair (Monthly – T&F, EH oversight focussed – CLP)
4. EH – T&F oversight, CLP support: Strategy, Coaching, Leadership course

### SME (SP) Attending:

1. ICS PCDG – Governance (Rob Simcox)
2. ICS Provider Collab – Emily Gartshore
3. ICS CLLP – Clinical Leadership (Hazel)
4. MLA – Regional Meeting CoP
5. MLA – Talent Management Midlands Approach
6. CTT (NHSE) – CLP Pilot site (system)
7. **OTHER Groups? - Please advise PCDG**



# ICS Assets: People, Groups,



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**Stakeholder mapping for group membership in on workplan – in Progress – All to review and update**

## ADA Reference Group (CLP funds)

1. Sarah Phillips – Chair:
2. Talent and ICB: Julie Fellows
3. NUH: Steve Daykin –TBC
4. Primary Care – Steve White
5. NHCT: Ashley/ Paula/ TBC
6. EMAS: Karen
7. 3<sup>rd</sup> Sector: Vicky Gutteridge/ CVSE
8. Council: TBC
9. Alex, Pam, Robert
10. SFH: Ann Fewtrell /Connel (tBC)

## Associates/Inhouse Experts

- Pam Rumble ODI/Community
- Robert Treadwell OD
- Julie Fellows Talent, OD
- Julie: CVS – Notts
- Healthwatch - TBC
- CityCare (new)
- Primary Care – Ankish, Manik
- **PCDG – Any more**

## Recommended Suppliers: (12/23)

- Arden and Gem: OD
- Winterburn Associates – Systems Leadership (MLA – NHS)
- The Leadership Centre, SI
- Stefan Cantore: Improvement Co-Design
- John Atkinson – Systems leadership
- **To be added to and each group to support**

## Specialist SME (Go to's SMEs plus groups)

- Talent Management: Emily Gartshore, MLA, Jfellows,  
Clinical Leadership: CLLP
- Mat Daniels –Surgeon: Coaching mapping and expert consult (Discovery stage)
  - A Bystander Training – in progress
  - Talent & Leadership Development Approach – JF, SP
  - **PCDG – and stakeholder mapping**

## Project Management

Armandina Deller – ICS Project Support Officer

### Project Officer Links to Providers/projects:

le: Sarah Scott – Notts HC  
Automation: CMS (IG approval pending, Diary management., collab space, comms)

## ICB Infrastructure/Assets - Now

ICB FOC for ICS use 1 to 40 People  
Innovation Portal  
Meeting Space ICS footprint  
CoP – Whole ODI community meeting  
Website, Future NHS, Teams (ICS hosted)

## CLP supporting Infrastructure

Website, Comms,  
TBC –: Large data visualisation.  
Kumu  
Hexitime  
Diary booking ICS Facing  
Systems thinking support options  
Collaboration space

**Initial Scope – to re-shape with new groups input: What they are: ADA approach: Design councils (Steering groups) Action Groups (Task and Finish as needed) :**

**Large Design groups:** ADAL, ADAT, ADATL when scaling/spreading and sharing with you

**CLP Funding: Leaders leading support at the groups as they deliver plus a regular space for support and challenge (**

One oversight, strategic group and other working ICS groups to lead forward design and delivery and testing for further spread and embed at system level. These meetings will mostly be online and will be fluid to prioritise the system leads diaries.

**Talent and Leadership Strategic Group:** Monthly –SP Chair: Oversight, TL Strategy , External/Expert consultants. Outcome: TL Strategy

### **Action Working Groups: (3 plus sub working)**

- **Talent Management Strategy :** Monthly – Chair: Julie Fellows Chair Talent Management Strategy, Talent Pathway – ICS Leaders (ie: Leadership/management Scheme) **Outcome: ICS Talent Management Plan, Executive routes (Imperial)**
- **Exemplar Hub** – Monthly each: Active Bystander, Systems Innovation, Leadership Pathway, ICS Culture Leadership Programme, Coaching. **Outcome: System testing plus spread of exemplars.**
- **Leadership Design:** Partner Chair: Monthly plus T&F **Outcome: Our ICS Leadership Way**

**Additional Organisational Intervention/T&F:** In progress: (dates and Info to follow)– SLT: Programme plus 2 large in-person days (MLA), CLP National – February 1 day, Board Development (MLA), Midlands Talent Management (JF, SP), Systems Leading specialist CLP, 3 facilitated events Support and Challenge. Also see MLA offers for systems leading [\(see TL hub website for updates\)](#)

**The following pages are the starting point and current infrastructure for until September 2024**

As we build our People Culture Function we will pay attention to how we are building. (Myron Rogers) We need different architecture to work with actions, strategic work and projects. This is part of our CLP funded support.

Design our Top Team ICS and then groups top teams ie: Top TTT for ICS Active Bystanders and others. Spread and embed reach:

What do we need – Architecture to enable – groups, infrastructure, resources. – work with CLP

### Update November 23: Foundation Set – (Discovery, scope)

- Midlands Leadership Academy (MLA) approved our ICS to join the Talent and Leadership Strategy Expert consult for the region. Coaching ADA
- New ICS level 7 Leadership course made available via Levy ([click](#)) in hidden website link for all to view
- Award winning bystander training for Train the Trainers – ICS Wide Project attendance ([click](#))
- Presented our ICS culture journey on People Promise Week to hundreds of colleagues nationally ([click](#))
- Improvement, ICS [Portal](#). NHS Impact – our approach aligns thanks to UWE ICS synthesis, [CLP pilot site](#), systems thinking and is also aligned to [Virginia Mason, NHS Impact](#)

### Update December 23: Scope, Discovery, Design testing -

- MLA Talent Development Meeting– Regional collaboration, reducing duplications, NNICS Adapt to adopt.
- NHSE CTT – CLP (Culture Leadership Programme) Funding awarded to NN ICS to develop this approach further
- Strategic groups released and logistics for dates released for all groups
- Attended CLLP group in person meeting.
- Expert consult for the region. Coaching ADA
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### Update January 24 - System Delivery for 3 Focus areas

–Stakeholder Team recheck – attending ICS groups as well as TL Groups.

- Review about cohort for Feb ICS level 7 course made available via Levy ([click](#))
- Active bystander training for Train the Trainers (parallel testing, Design council meeting to design an ICS WAY (ie; levels, one way, aims EDI/HR and OD on design council) – ICS Wide Project ([click](#))
- National – CLP Design Council establish T&F/steering – what will help with CLP for ICS([click](#)) – How can we best allocate the funds to help us most.
- Infrastructure – Check still aligned: All groups a UWE ICS synthesis, [CLP pilot site](#), systems thinking and is also aligned to [Virginia Mason, NHS Impact](#)

### Update February 24 : System Strengthening and Test – (moved to March – stabilization needed)

- Midlands Leadership Academy (MLA) Board Development for strategy alignment to current NSHE and expert thinking
- Level 7 final places and live online information sessions
- Check in on Active bystander, Coaching ready for refresh March for next double diamond
- TL strategy framework, integration with Talent Management elements from JF ICS work
- CLP enabler quotes, processes, invoices requests, reporting for CTT content shape and plan
- Design for SLTs with NHS Elect
- CTT National Event Leeds
- Midlands Regional Event Leicester – Talent Management Midlands Approach
- CLPP visit – intro and highlight key area of work and offers.
- Architecture – online file store with linked access – Set up SI and core share documents as LIVE for use
- Review all dashboards - Streamline

### Update March 2024 – Steady System – EH delivery

- MLA Board Development, Direct consult on Talent Management for our ICS – data
- CLPP cancelled – how to engage with co-design of TL Strategy
- Finalise CLP invoices, move orders (30 hours +)
- Close Level 7 move to evaluation of doing as ICS and impact measurements from kickoff onboarding in April
- Meet with Phoenix – architecture needed and infrastructure to enable – CLP and infrastructure.
- Skeleton Draft – simple outline and approach, with example text style for strategic - End march
- Systems Innovation – introduce and discuss TL Oversight – recorded
- Impact report – how do we share what our impact of CLP approach.

### Update April 2024 – Final Foundations

Stakeholder Team recheck – attending ICS groups as well as TL Groups. – remove non engaged put on cc only then remove and note for May. Add more on CC and move to engaged in to: June- Sept as core decision makers – small group – take to PCDG to present TL strategy or element.

- Final dashboards – Project Detail tool as core and comms foundation for
- Exemplar Hub – reporting – CLP, PCDG, ready for Strategy commitment
- Prep large group event – 15<sup>th</sup> May 2025 – Systems Thinking
- Refresh Website – full review from groups –Monthly huddle 1/3
- Enroll MA student to work on TL hub. – accessible via CLP monies
- Introduce Stefan