



**Integrated
Care System**
Nottingham & Nottinghamshire

Talent and Leadership

People Culture Delivery Group May 2024

Applied

What happened
when we system tested the approach

2023 to 2024





Impact Report

Talent and Leadership
April 2024 : 6 Months

ICS First Test

Senior leaders- Level 7 Imperial

25 Enrolled

All Partners
£360,000

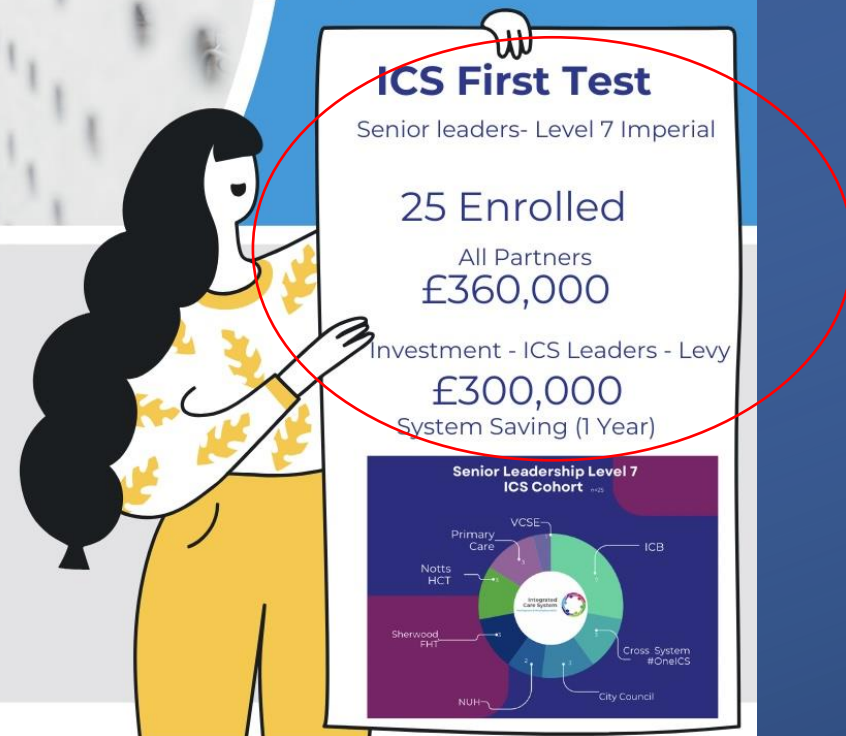
Investment - ICS Leaders - Levy
£300,000
System Saving (1 Year)



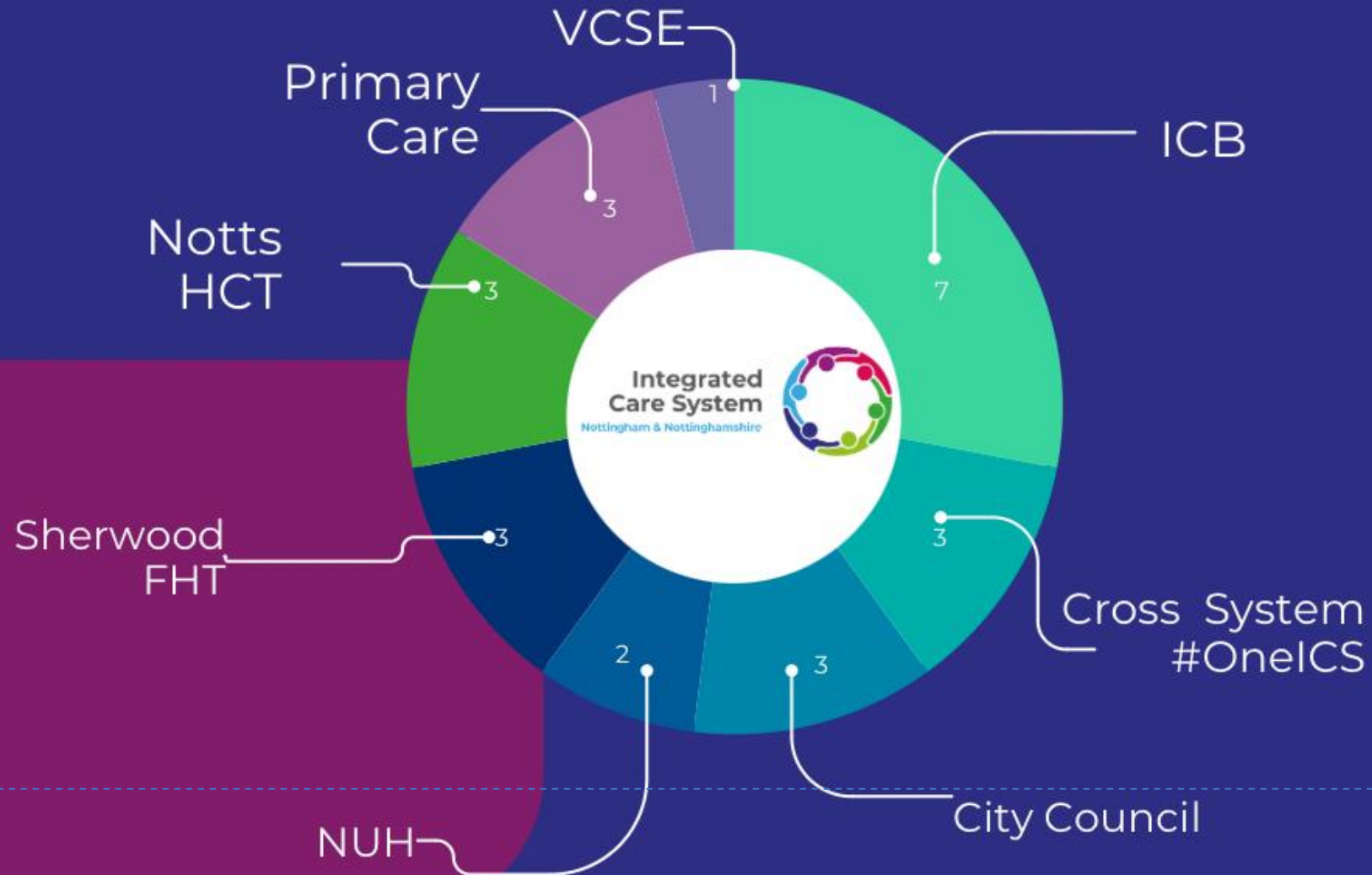
Our Aim

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 team, one workforce'.

Our NN system assets will be available to all our people to release talent to lead everywhere. As we build together adopt a learning organisation approach and seek to **Consolidate: Automate: Standardise.**



Senior Leadership Level 7 ICS Cohort n=25



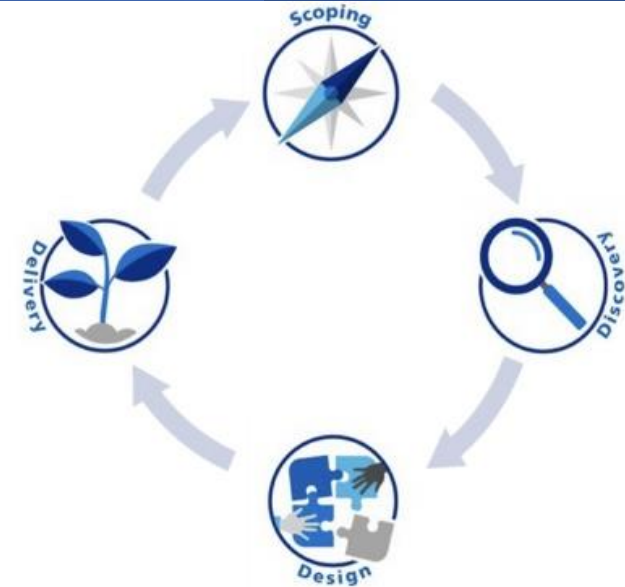
Cohort

- "Great to see such a big group from across the system on programme - Launch
- what a lovely group of learners it is and can already see the drive from these individuals from the first 121 sessions they have had - Tutor
- **Whatsapp group formed**

Coaching, 20/5/2024 – already requested feedback.

- **'Helped give confidence and focus and how to apply and use with work currently going on'**
- **In person event July, extra master class, sponsored place from Corndel £14,000 (not levy) and will again if we have 20**

As a pilot site for the Culture Leadership Programme with the National Culture Transformation Team, we have secured support and funding to advance our initiatives. Central to our efforts is the cycle, which aligns with our UWE synthesis report. This report gives insight into the approach used, what it means at system test phase our aspirations, and how insights can guide our onward journey. At the heart of this approach is systems thinking and also design thinking methodologies. The three Ds— Discover (and scope), Design, and Deliver—serve as anchors as we develop our leadership strategic direction. This impact report highlights the current areas of focus as we deliver in the present, while our anchor remains firmly upstream.



People Promise



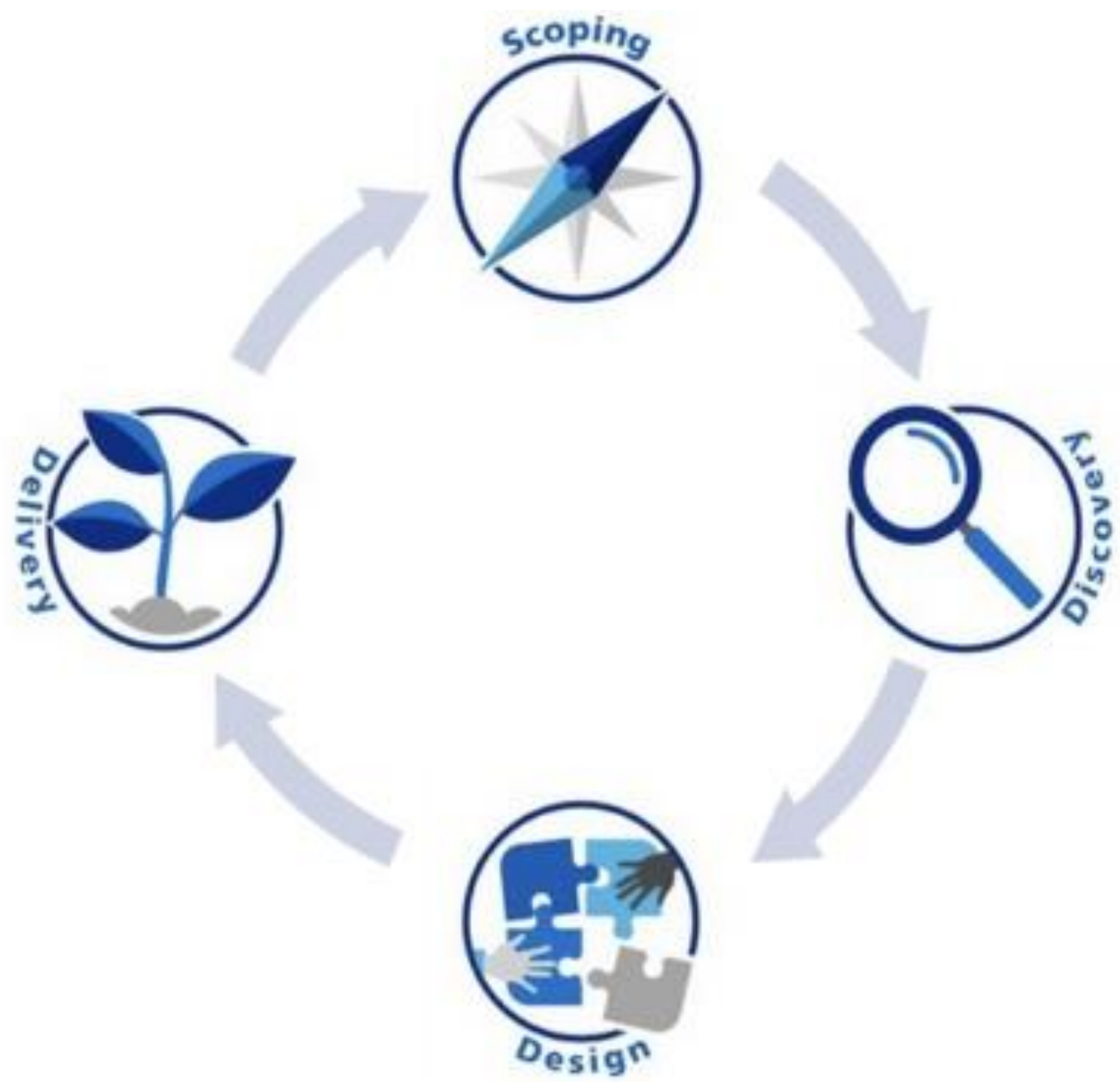
We will be open and honest with each other.



We will be respectful in working together.



We will be accountable, doing what we say we will do and following through on agreed actions.



Magic of the cohort



An ICS First - In an innovative step for our Integrated Care System (ICS) here in Nottingham and Nottinghamshire, we've launched a strategic initiative aimed at enhancing leadership skills across our health and care system. By working with Cornell, we've managed to customise elements to fit our specific needs in Nottingham and Nottinghamshire ICS.

Our ICS leaders can reach level 7 in just one year—a journey that typically takes two years and is at Imperial College, a leading world class university. The programme is designed to bring future leaders together as part of an ICS cohort, helping to build connections and understanding as they learn together to lead together.

Starting in April, this initiative will help our participants effectively tackle challenges and navigate the complexities on our path to better health outcomes.

True system working as an ICS from inception to delivery. We can use this learning to springboard us forward and use it for future initiatives, even more ICS fitting. We are currently reviewing the High Potential Scheme for system suitability and need as part of the Midlands Talent Management Approach.

One Team of 70,000



Online Asynchronous



Learn while working wanted



We are an always learning system



NN ICS One Team- learn together to lead together



Making sure our system is working for us - safe stretch



**Delivering while building strategically.
A learning organisation following the cycle:**

One Team of 70,000



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NN ICS One Team- learn
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Making sure our system
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**Delivering while building strategically.
A learning organisation following the cycle:**

Initiatives

What we did and why

What it means now and upstream

Talent Management



We have been alerted to a potential shortage of training and workforce in the near future, a concern now confirmed by the MLA. In response, we have re-scoped. Anchored in CLP and UWE - initial Priority Target Executive leaders.



- Dealt with current known risk
 - Priority pivot
 - Managed with financial constraints
 - Minimal staffing release
 - Freed up system levy and set up process
- 'Real Change Happens in Real Work' for future**

Leadership Behaviours



Our leadership way behaviours - focus on process as we create our culture. Designing, testing and adjusting our best elements in the T&L hub.



- Collaborative online LMS pilot for micro testing using CLP.
- Support and Challenge space keeps our behaviour in check during co-design.
- Outward facing hub immediate now from SME ready to craft with partners

'The process you use to the future you get

System Leadership



Open access online hub for key areas for our system and member only access for blended approach to initiatives such as Active Bystander, Coaching for exemplar hub testing and then rapid spread



- Outward facing hub with curated links to suit our ICS
 - Enabling systems leadership for our ICS - curated by our own ICS subject matter experts in system Leadership and talent
- Those who do the work do the change**

ICS Coaching



This initiative is the early discovery and design cycle stage. Coaching highlighted in many areas as a need - NHS Impact, Leadership Evidence Base.



- Design Discovery phase.
 - Other systems discovery
 - ICS In house Experts
 - Coaching for all
- Determine what we mean: Facilitator, Coach, Mentor, Team coaching/Integration Coaches

'Start Anywhere follow it everywhere'

Initiatives

Talent Management



Leadership Behaviours



System Leadership



ICS Coaching



What it means now and upstream

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'Start Anywhere follow it everywhere'

We are a team
co-designing
our approach to
system leading

Our Leadership Way



“Our

Talent and leadership hub basic space has begun and we are keen to engage with all system leaders to design a space that works for all of us. A hub to share, communicate and learn. A space where our OD (Organisational Development), specialists and improvement leads curate content that suits our system

A members only access is in design and test -for an online design collaboration space for our OD

The enabler for much of this work is the infrastructure of the People and culture team, our ICS infrastructure building on years of work in system. Initiative boosts from a small fund to enable design and build whereby we create a compassionate culture as we build.

Using what we know works or doesn't to shape our strategic direction. Current Review: High Potential Scheme : Learning and progressing from level 7 and moving more rapidly with options for ICS Neighbours via Midlands Talent Management

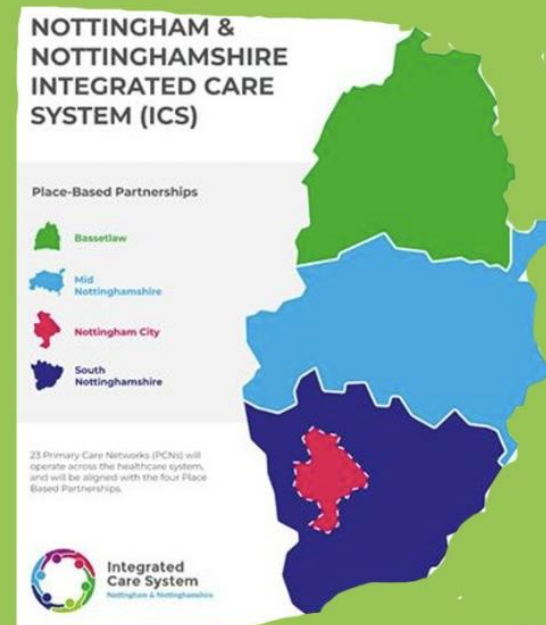
Thank you!

Please continue to have your say and shape our system. You can request to join our workstreams and find out [more here](#)

Talent and Leadership Strategy Design Group
Leadership Way Online Hub - Member only access - testing an online co-design space for learning

Active Bystander
Coaches a system session on coaching from our ICS Coaching faculty.
We are looking for our ICS Coaches already here
Improvement NHS Impact aligned: Enabling leaders everywhere

Happening Now!



Sarah Phillips, Talent and Leadership Subject Matter Expert
sarah.phillips65@nhs.net

Join us today:



Impact and learning to inform our strategic approach to system working

- What learning occurred as a system?
- What is showing positive impact?
- What would we like to have seen?
- Potential Options – Levy optimisation (£200m , target applications screening (T&F – focus, rapid, autonomy)

Workplan– Talent and Leadership – Detail

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’**

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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 creating a culture of innovation
- Connect me... shared language... initiatives.
- Face... isal, le...
- ...s
- ...

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... of focus for this... strategy
3. ...tain
4. ...or
5. ...ment
6. ...ie: App...ment

Co-designed Strategy
One focus area - appraisal

Test at system level
Adjust
Exemplar – point at

TL Hub
SLT, Board,
Systems Leadership,
innovative

