

## Organisation + System Transformation: Building System Transformation Skills in the NHS

### Client Situation:

The NHS is facing huge pressures to transform how care is delivered to patients and their families by working in a more integrated way across local health and social care providers. Leaders who are responsible for bringing about system transformation in their local and regional systems needed the skills to work in a different way to engage, influence, and create new models of care.

The National Leadership Academy was the commissioning client, and three Leadership Academies were our local clients for whom we designed the System Change Consulting Skills Programme using principles of co-creation.

### The Solution:

A four-module highly experiential programme that built skills and confidence in adopting a consultancy-style approach to transformation. Developing the essential skills, mindsets, processes and techniques required for leaders involved with system-wide transformation.

Each module built on the one before and gave participants the opportunity to bring their own transformation challenge as 'real work' to be done by themselves and colleagues. They co-consulted in small peer groups each module, and at the final module consulted in small teams to a system client who brought a 'live' challenge to the group for their insights and recommendations.

- ❖ **Module 1: Exploring Self**
- ❖ **Module 2: Deepening Skills**
- ❖ **Module 3: Extending Your Reach + Impact**
- ❖ **Module 4: Shaping The System For Success**

**Impact:** We ran five cohorts of the programme for c75 participants across the South of England. Ten clients brought tricky system challenges they were facing, these were from a range of health and social care related charities, and from within the NHS and other public bodies.

100% of participants rated the programme as worthwhile and adding value to their transformation work. 95% of participants rated the programme as Excellent or Very Good.

New initiatives and collaborative system transformation approaches were developed as a result of attending the programme

Local system relationships were developed and new networks built to move transformation forward

Clients reported new insights and great value from the client challenge sessions

### Feedback:

Evaluation data shows growth in skills and confidence for participants, described as:

Increased personal **consciousness**, **confidence** and **courage** to work in a more emergent way

Better understanding of own and others' perspectives in change

Increased ability and willingness to influence without positional authority

Increased **competence** using system change consulting processes and tools

Stronger networks, **connections** and more **collaborative working**