Catalysing and embedding innovation

SEL Community of System Leaders Inspiration and Learning Event

Tuesday 5 July 2022

KALEIDOSCOPE
Health and Care

South East London
Integrated Care System

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This afternoon

Our objectives

1. We're coming together as a community of systems leaders for a series of inspiration and learning events, organised around the 5 characteristics of effective south east London system leaders.

2. These events are designed to support leaders across three areas:
   a. encouraging new thinking on effective systems leadership and developing skills and knowledge on each characteristic
   b. creating opportunities to explore/test how these skills and knowledge are put into practice.
   c. providing spaces for leaders to reflect on their practice and refresh themselves through inspiration, connection, challenge and support

Our agenda

09:00: Welcome and introductions

09:10: Introducing our Community

09:25: Catalysing and embedding innovation: theory, panel discussion and breakout sessions

10:25: Defining our characteristic

10:35: Next steps and closing reflections

10:45: Close

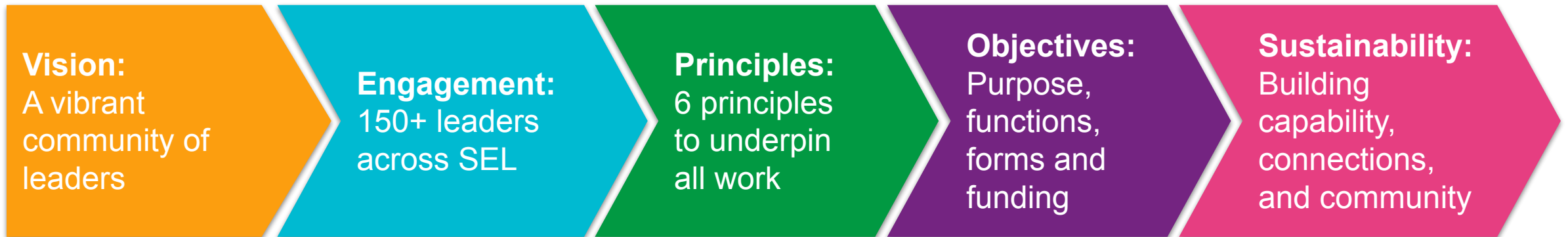Need support?
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Introducing our community

Jonty Heaversedge, Joint CMO SEL ICS

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Vision, engagement, principles, objectives and sustainability

We're building a community to connect people across our sectors, organisations and places to explore what it looks like to be a south east London system leader together.

Our vision is for a thriving and developmental community of system leaders which is inclusive, inspiring and improvement focused. We want to support an environment where all system leaders have the **capabilities, opportunity and motivation** to make system leadership a truly impactful, rewarding and joyful experience for them and our system.

Vision:
A vibrant community of leaders

Engagement:
150+ leaders across SEL

Principles:
6 principles to underpin all work

Objectives:
Purpose, functions, forms and funding

Sustainability:
Building capability, connections, and community

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Developing our community over the next for inspiration and connection

We have begun to create an emerging identity for our community based around core principles and the knowledge, skills and behaviours we want to foster.

Over the next 6 months we will come together to further co-design and co-develop what a **vibrant, joyful, rewarding and inclusive system leadership community** means in south east London.

Our emerging characteristics of a SEL system leader

Building trust across boundaries

Embracing challenge and difference

Driving purposeful collaboration

Including and empowering others

Catalysing and embedding innovation

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What do we mean by 'System Leadership' and who are 'System Leaders'?

"Leadership across organisational and geopolitical boundaries, beyond individual professional disciplines, within a range of organisational and stakeholder cultures, often without direct managerial control."

From traditional leadership

1. Hierarchical
2. Focused on organisations
3. Winners and losers
4. Traditional central authority and control
5. Transactional
6. Short-term, task-focused

To system leadership

1. Distributed
2. System level responsibility
3. Collective ownership and success
4. Seeks to influence across boundaries
5. Relationship-based and personal
6. Long-term, focused on transformation of whole system

Who is a system leader?

Leaders and change-makers at all career levels across all the different sectors and disciplines across in our system. Anyone who leads across or is interested in cross-boundary and cross-organisation working.

The Virtual Staff College – Exceptional Leadership for Exceptional Times:Synthesis Paper (2013).

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What is innovation? *To introduce something new*

Health innovation:

- 'a new or improved solution with the transformative ability to accelerate positive health impact' (WHO);
- a novel idea, product, service or care pathway that has clear benefits over what is currently done;
- something which is both usable and desirable.

c80% of the top 50 innovations over 100 years were sparked by someone with expertise outside the field

Key read: Diffusion of Innovations by Everett Rogers

Invention
Applying a solution to an existing problem in a novel way (recombinant opportunities)

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Adoption
Going through the individual process of adopting the new thing (awareness, persuasion, decision, implementation & continuation)
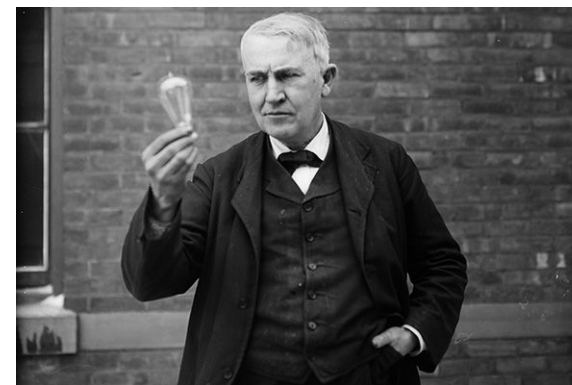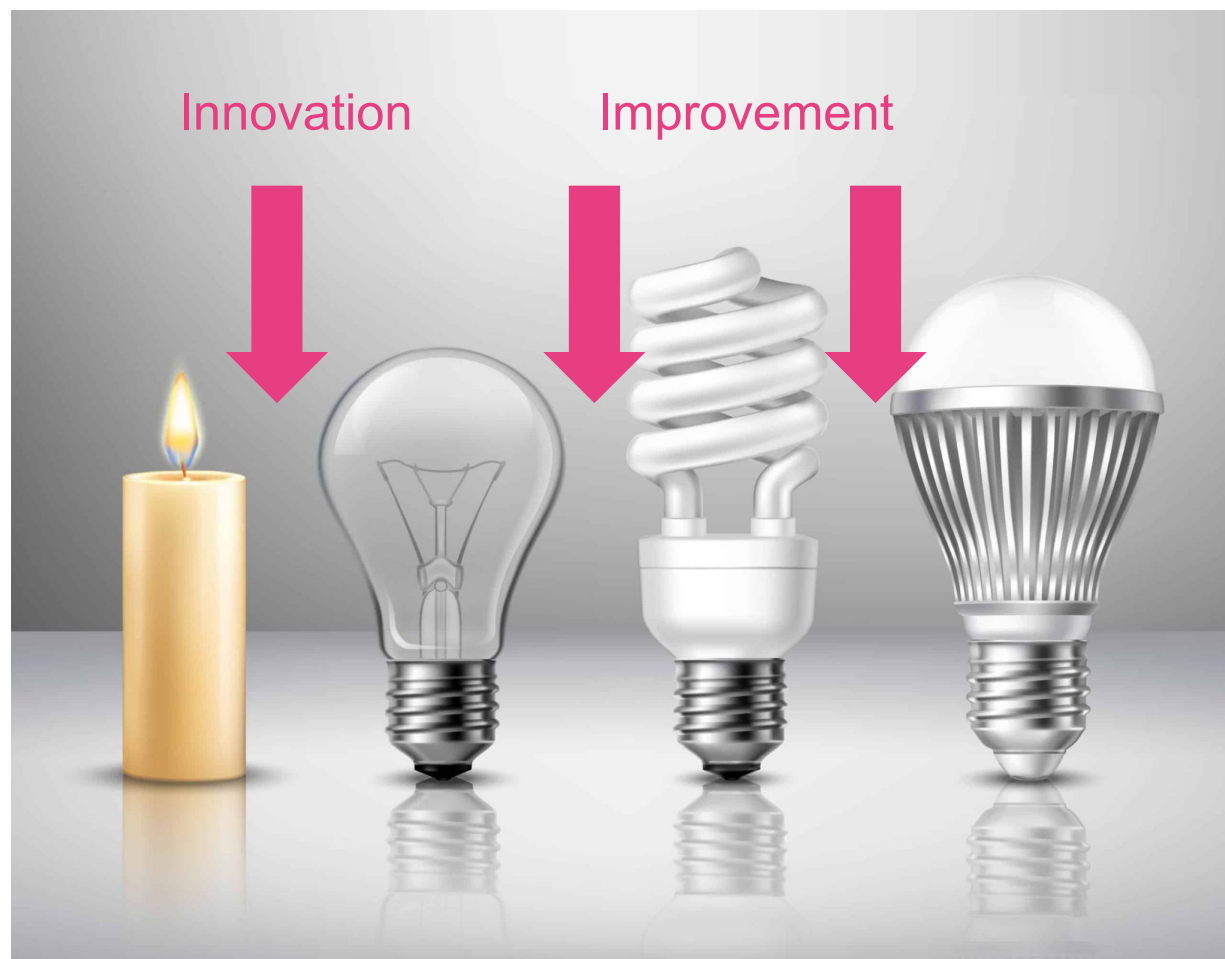
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Diffusion
Communicating & spreading the new thing through a group or population

Annual NHS spend £1.2billion

Annual NHS spend £50million

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Innovation or improvement?

Innovation

Improvement

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Why innovate now?

We are living & working in unsustainable & unequal ways - for ourselves, our families, our communities, our planet.

This shows up in escalating demand, expectations & costs of healthcare.

We need new ideas to ensure we can adapt to these changing conditions.

We have new opportunities to collaborate & diversify our innovation approach in SEL.

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What's stopping us?

- Lack of diversity across the problem space leads to siloed thinking
- Execution over innovation (get better at the wrong thing)
- Fear of failure
- The illusion of 'best practice'
- Adoption & spread are just too hard (& we don't invest)
- Mainstream evaluation methods don't fit

3 paradoxes of innovation (Prof. Mary Dixon-Woods)
- 'Uptake of the dubious, rejection of the good' - diffusion mistaken for efficacy
- Participatory approaches paralysed by poor collaboration
- Health systems can never keep up with the disruptive nature of innovation

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Key messages and reflections for system leaders

What is the innovation mindset?

- Purposeful
- Curious - 'what if…?'
- Inclusive
- Outward-looking
- Able to suspend judgement
- Fail fast

What do leaders need to pay attention to?

- Align goals
- Embrace context
- Make it a priority
- Make it local
- Make it inclusive
- Make it safe
- Major on adoption, adaptation & spread

What are the tensions? (Prof. Gary Pisano)

- Tolerance for failure, not incompetence
- Experimentation which is highly disciplined
- Psychological safety & candour
- Collaboration with accountability

Ongoing leadership task is to pursue the sweet spot that enables those tensions to remain creative

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Resources

The essentials of healthcare innovation

May 5, 2021 | Article

The King's Fund — Ideas that change health care
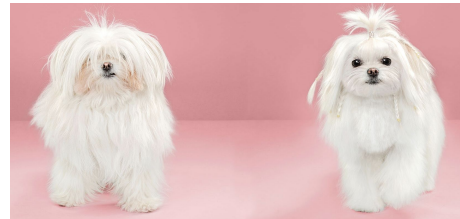
Adoption and spread of innovation in the NHS

BMJ Journals

The social determinants of action

Problems and promises of innovation: why healthcare needs to rethink its love/hate relationship with the new
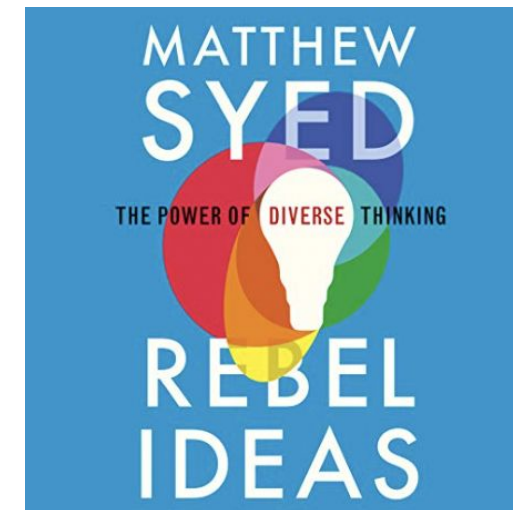
Institute *for* Healthcare Improvement

IHI "Seven Spreadly Sins"

nuffieldtrust

Achieving scale and spread

The Hard Truth About Innovative Cultures

by Gary P. Pisano

MATTHEW SYED

THE POWER OF DIVERSE THINKING

REBEL IDEAS

DIFFUSION OF INNOVATIONS

FIFTH EDITION

EVERETT M. ROGERS

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Thank you

Any further comments or reflections, please email James at:

james@kscopehealth.org.uk

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