Community of South East London System Leaders: an emerging identity

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Health and Care

Our Healthier
South East London
Integrated Care System

Where we've come from: A programme of intense engagement over eight months to refine our vision and co-design our approach

Workstreams

Engagement
- Engaged 100+ leaders across SE London

Inspiration
- Learnt from systems in UK, Europe and US

Governance
- Reviewed current model in comparison to others

Core themes

Purpose, focus and ambition
- Start with the why
- Focused on areas of most system potential
- Chance to be world leaders

Culture of connection and learning
- Permissive structures enabling connection
- Underpinned by psychological safety
- Convening for maximum impact

Inclusion, support, and interdependence
- Need for diversity of leaders
- Leadership development and support
- Interdependence with executive leadership

Implications

Principles
- Set of six principles to guide future development

Recommendations
- Updated governance model to support vision
- **Build a vibrant community of capable system leaders through a 'System Leadership Collaborative'**

Connected issues
- Integration with executive and managerial leadership
- Patient & public involvement
- Data, digital and information

Designing our vibrant, rewarding and joyful community of south east London system leaders
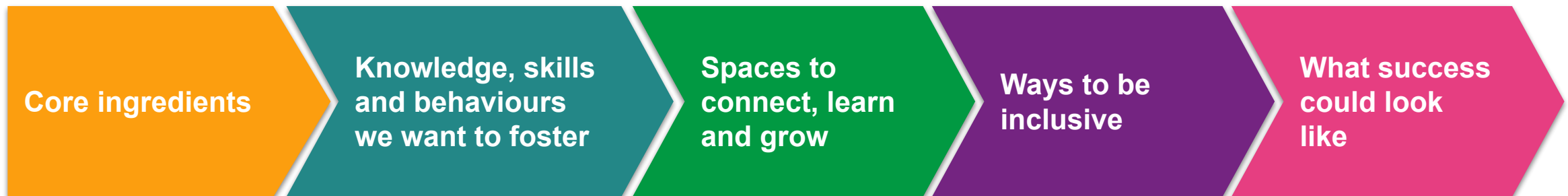
The development of an 'Integrated care system' (ICS) for south east London seeks to bring together all those involved in health, health care and social care to improve outcomes for our communities and meet our biggest challenges.

While the ICS involves some structural change, the real test is whether it equally changes how we work together across boundaries as **system leaders**.

In October 2021 we wrote to colleagues across south east London, spanning sectors and disciplines, with a call to be part of a developing community of system leaders.

Over 100 colleagues responded to our invitation, and on 21 October, 60 of us came together for a digital workshop to explore the ways we can bring together south east London leaders from across boundaries to **from a vibrant, joyful and rewarding community of system leaders.**

Together, we created an **emerging identity for our community based around five key elements**:

Core ingredients

Knowledge, skills and behaviours we want to foster

Spaces to connect, learn and grow

Ways to be inclusive

What success could look like

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Reciprocity: we all have something to give and to gain

Shared purpose, vision, values and goals

Inclusive, psychologically safe spaces

Connection and trusting relationships

Embracing challenges and learning together

recognition

belonging

diversity

relationships

embracing challenge

trust

compassion

passion

psychological safety

humility

supportive

shared values

inspiration

generosity

welcoming

common goals

inclusive

mutual respect

learning together

non-judgemental

energising

caring

identity

connection

shared vision and purpose

giving and receiving

tangible outcomes

meeting regularly

A confident, joyful south east London system leader is...

Building connections and trust

SEL system leaders **build connections and trust** with colleagues and residents across traditional boundaries - developing strong networks and relationships that work in service of residents over organisations, places or professional groups.

They are skilled in:
- understanding the different contexts, priorities and challenges of colleagues, organisations, groups, and structures across south east London and joining the dots between them
- bringing people together across traditional boundaries in ways that build trust and connection and uncover potential
- challenging and exploring tensions in ways that reveal hidden opportunities and deeper alignment

Embracing challenge and difference

SEL system leaders **seek out and embrace different ideas, perspectives and challenges** and are able to adapt and change course by continually learning from others around them.

They are skilled in:
- maximising the potential of different ideas and points of view and changing course to take into account others' views
- leading with questions inside and out actively seeking out and responding to feedback at all levels
- noticing gaps in their knowledge, skills and experience and drawing on the strengths of others to improve their understanding
- taking risks and operating in uncertain, ambiguous and challenging environments

Driving purposeful collaboration

SEL system leaders encourage and test **new ways to working together**. They collaborate and learn from each other to achieve our collective ambition to improve the health and wellbeing of our population.

They are skilled in:
- bringing people together to co-design purpose driven strategies that everyone can understand, believe in and that can guide and inspire what matters and what work is done
- identifying opportunities to influence, collaborate and build partnerships across south east London to take a population health management approach
- empowering those around them and sharing power in ways that support others to thrive

Catalysing and embedding innovation

SEL system leaders catalyse and embed **ways to test and share new ideas and approaches that improve** how professionals and residents across south east London work together and the services they deliver.

They are skilled in:
- fostering creativity and experimentation in their day-to-day work and creating safe spaces to 'fail well'
- providing constructive challenge to 'the way things have always been done'
- looking for and analysing patterns to identify analogous solutions from a broad range of sources across industries and professions

Including and empowering others

SEL system leaders listen with compassion to the needs, hopes and challenges of those they work with and serve. Then use this understanding to **actively involve others** in the decisions that affect their lives.

They are skilled in:
- creating inclusive spaces that meaningfully involve the diverse people and communities we work with and serve in improving health and care
- listening with compassion, an open mind and heart, and in order to improve their understanding and inform their decisions
- looking for opportunities to 'pass the mic' and champion the contributions and impact of others

What would success look like for our community?

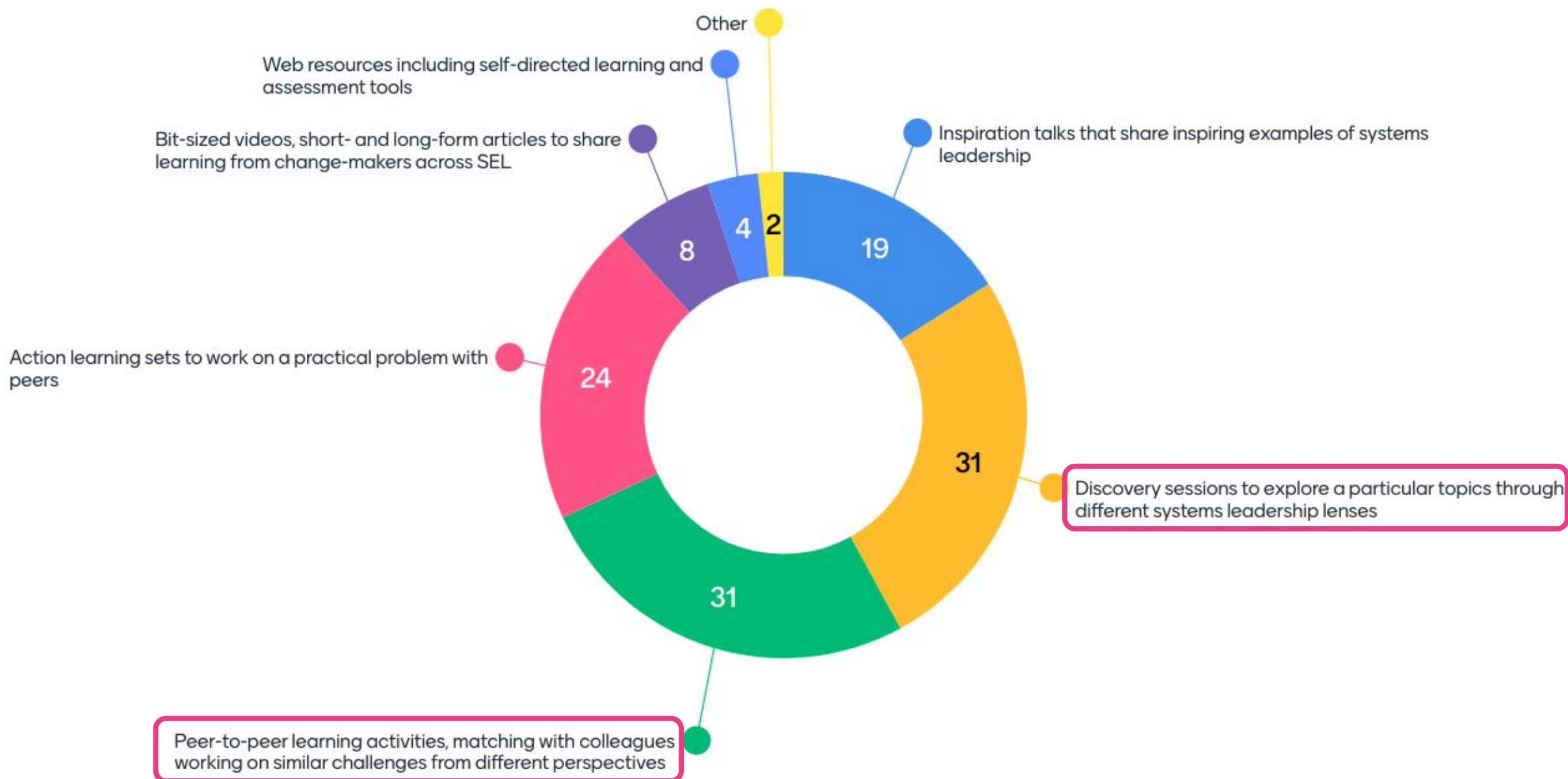|	
Positive impact across UK and internationally	Contributing to a collective understanding of what good systems leadership looks like in the UK and further afield
Positive impact across south east London	Leading to tangible outcomes that improve health and care for people across south east London
	Increased diversity of systems leaders in south east London
	More collaborations working together with a shared purpose across health, social and community sectors and disciplines
Positive impact on community members	Community members enhance their systems leadership skills in practice
	Community members able to make/rekindle connections, contribute meaningfully and be inspired to think differently
	South east London systems leaders identify as feeling part of a joyful, rewarding and connected community

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Which ways to come together should we prioritise?

Other

Web resources including self-directed learning and assessment tools

Bit-sized videos, short- and long-form articles to share learning from change-makers across SEL

Inspiration talks that share inspiring examples of systems leadership

Action learning sets to work on a practical problem with peers

Discovery sessions to explore a particular topics through different systems leadership lenses

Peer-to-peer learning activities, matching with colleagues working on similar challenges from different perspectives

8   4   2   19   24   31   31

Timeline: Oct 2021 · Apr 2022 · 3/4 May 2022 · 2 Jun 2022 · 28 Jun 2022 · 18 Jul 2022 · 6 Sep 2022 · 29 Sep 2022

Inspiration & learning events

Introductory Digital Event

Where: Online
Objective: To explore ways we can bring together south east London leaders from across boundaries to form a vibrant, joyful and rewarding community of systems leaders ✓

Five community events to explore are refine the characteristics, including inspiration and conversation

1: Building trust across boundaries - a connected system

Where: Online
Leadership lens: How can we build connections and trust across traditional boundaries to work in the service of people not organisations?

2: Driving collaboration - a cooperative system

Where: Online
Leadership lens: What are the characteristics of purposeful cross-system collaborations, and how do we embed them into our ways of working?

3: Catalysing innovation - an improving system

Where: Online
Leadership lens: What is impactful innovation in SEL and how can system leaders embed continuous improvement and innovation into the everyday?

4: Empowering across boundaries - a listening system

Where: Online
Leadership lens: What does empowering and inclusive system leadership look like in south east London?

5: Embracing challenge - a learning system

Where: Online
Leadership lens: What does it look like to embrace challenge and difference and why is it vital to our success as a system?

Final Digital Event

Where: Online
Leadership lens: Summarising learning from all of the preceding activity and presenting the refined characteristics of an SEL System Leader

Connect Five

A community challenge: five conversations, five connections, five months

1. C5: Building trust across boundaries

2:C5: Driving collaboration

3: C5: Catalysing innovation

4: C5: Empowering across boundaries

5: C5:Embracing challenge

A a community challenge to have **five conversations and make five new connections over five months** to help broaden your understanding of south east London system leadership. Participants matched in pairs with a colleague from a different part of the system for monthly digital coffee and connect sessions relating to each of the discovery workshop themes. They respond to prompt questions exploring what system leadership means in their own contexts. Insights captured through digital tools and fed into development of characteristics of an SEL System Leader.

Connect Five Expression of interest — System leaders express interest in taking part in *connect five*, providing information on their interests and hopes for the programme in advance

Outreach & promotion

Open email invitation and word of mouth

An email invitation shared with the existing community of C&CPL leaders and Ways of Working peer groups with a call to share more widely ✓

invitations

An email to share the calendar of events for the winter of nourishment with a call to share more widely

Micro-site: calendar and resources store — A simple online space for community members to access a calendar of events and store of resources

Co-designing a longer term digital space for the community — Convening a working group of community members to co-design the identity and functionality of a longer-term community website, and integrating plans with phases 2 and 3 of the ICS website development

Building an SEL System Leadership Library — An open call for case studies, blogs and vox-pops framed around the characteristics of an SEL System Leader to spotlight stories of SEL system leadership in practice and build a bank of evidence

Outputs

- Refined set of characteristics of an SEL System Leader, and set of competencies

- Progress and learning report mapped against our community's metrics of success

- Proposal and recommendations for how to develop the community post September '22

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