Northern Ireland Confederation for Health and Social Care

2024 Conference & Exhibition

Welcome remarks

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How can the new Programme for Government Help?

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Northern Ireland Executive

www.northernireland.gov.uk

Draft Programme for Government

Doing What Matters Most Consultation Open

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Embracing Innovation

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Integrated Care – Building Our Approach

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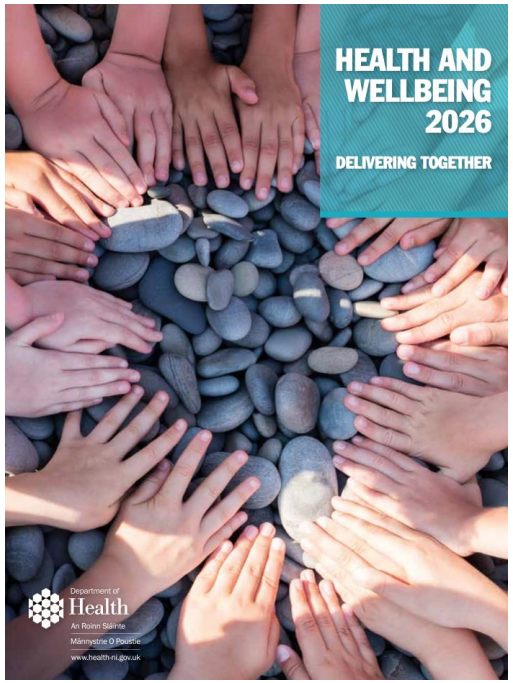
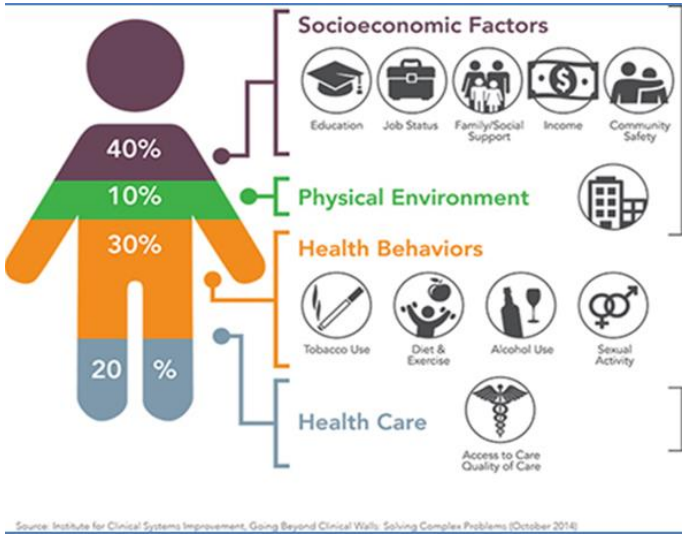
HSC
Health and Social Care
Department of Health
An Roinn Sláinte
Männystrie O Poustie
www.health-ni.gov.uk
Integrated Care System NI
Integrated Care System
Delivering the right care at the right time

Integrated Care System NI

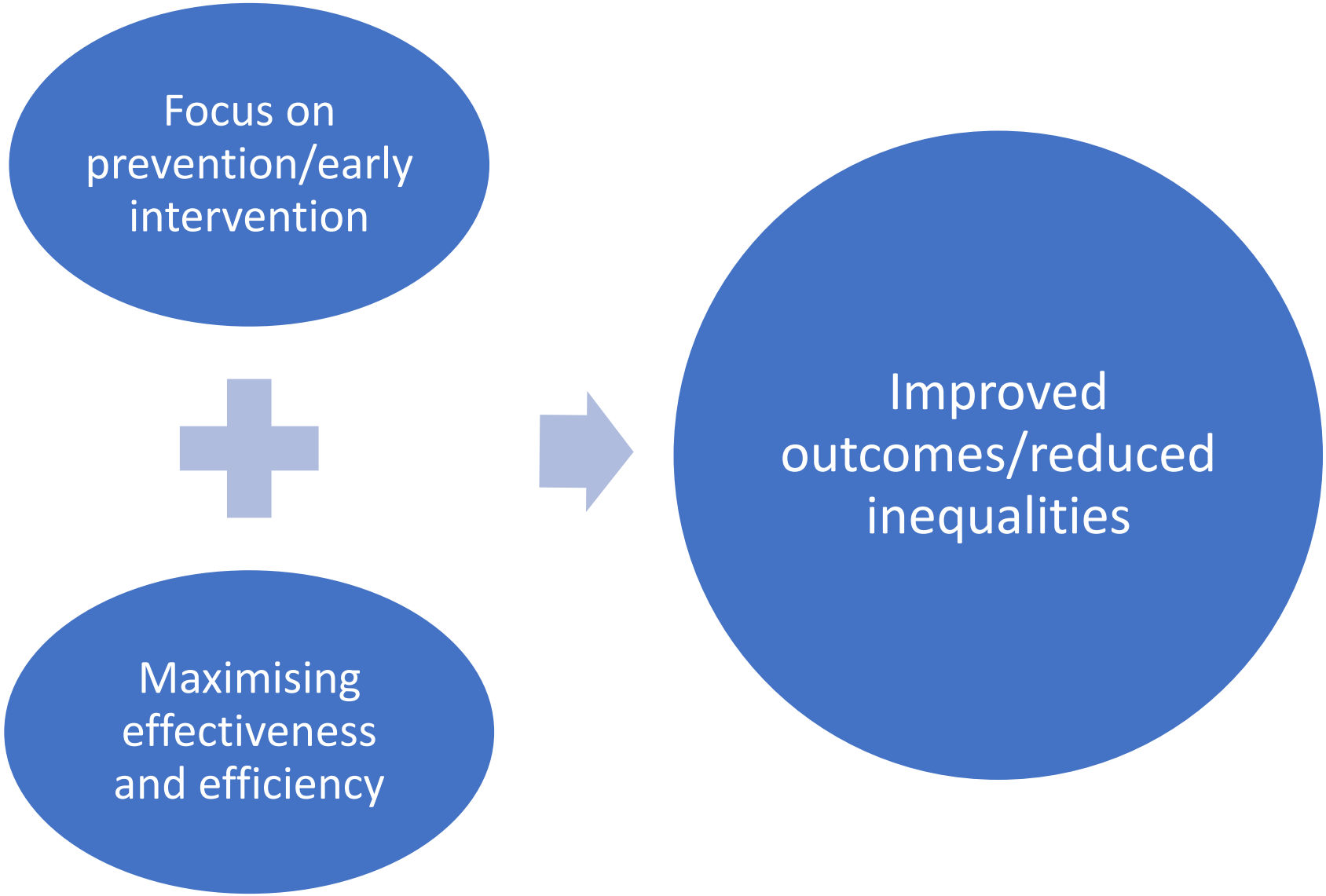


Integrated Care System NI



Integrated Care System NI

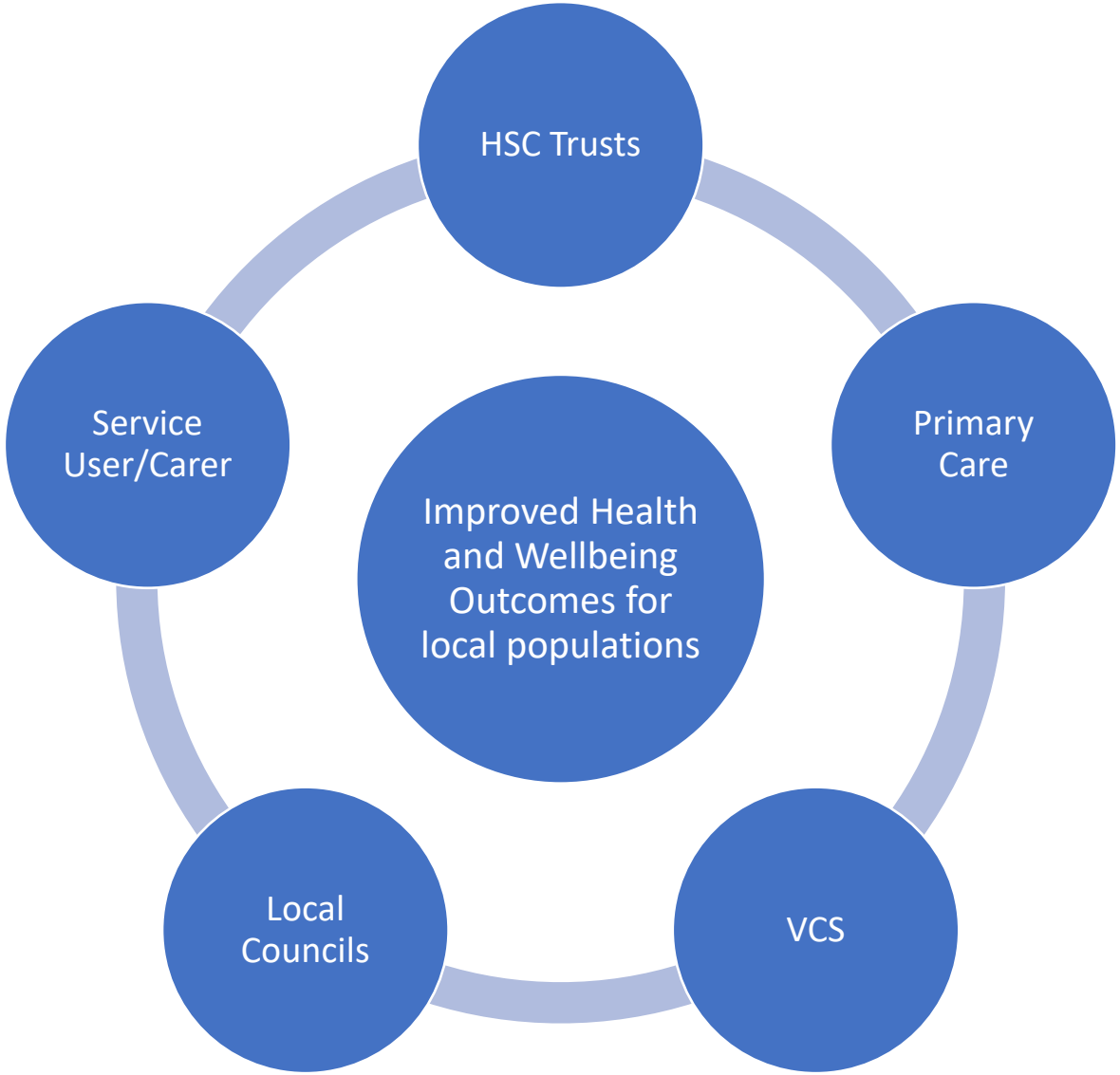
What is ICS NI?



Integrated Care System NI

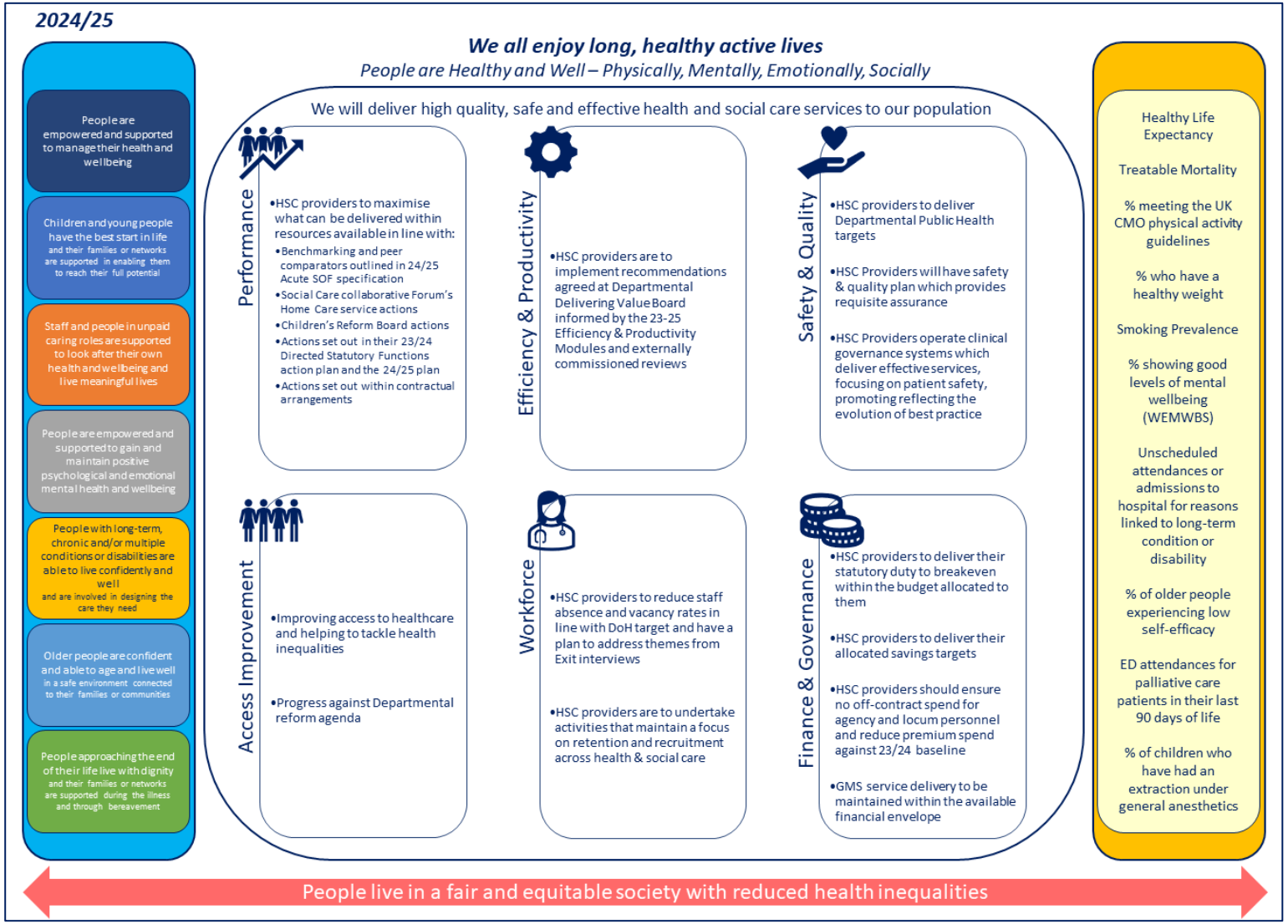
Area Integrated Partnership Boards

Regional ICS Partnership Forum



Integrated Care System NI

Approach to planning and managing services



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A Whole of Government Approach – Delivering Better Outcomes

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Leadership for Delivery – It's Over to You…

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What does it take to be a leader in ~~challenging~~ * really hard - times

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Leadership skills for transformation

Nuffield Trust – what is it?

NHS

Economic development

Third sector

Clinical psychologist

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Where are we : VUCA

V **Volatility**

Open to new ideas

U **Uncertainty**

Incomplete information

C **Complexity**

Understand systems

A **Ambiguity**

Be comfortable in this world of grey

What is policy direction ?

- Move care closer to home
- Manage down waiting lists
- Believe in the powers of AI (I distinguish from digital)
- Become more productive and work as a system
- **So that we can ….**
- Move to prevention and flatten demand (particularly older people and mental health demands)

Overall context

Lack of parity of esteem, conditions and influence between sectors

Significant regulation and performance management and focus on particular targets

Continued focus on “managing up” rather than relentless focus on the experience of patients and staff well being

And yet a desire for a new management paradigm and leadership

Further back: Menzies to Messenger

- **Menzies** argued that health care confronts participants with intimations of mortality, rites of passage and the need to deal with stress in others
- **Messenger** “External pressures such as **performance metrics**, stringent regulatory requirements, and **short-term political demands**, combine with **internal pressures such as staff shortages,** sectoral disparity and **pandemic-induced backlogs** to create a very difficult backdrop for **compassionate leadership and collaborative, inclusive** behaviour to thrive”

Compassionate system leadership

Source: Julia Unwin, 'Kindness, emotions and human relationships: the blind spot in public policy

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- Shackleton
- Lessons for leadership and staff engagement in difficult times

Psychological safety is key

Psychological safety is a shared belief held by
members of a team that it's OK to take risks,
to express their ideas and concerns, to speak up with questions,
and to admit mistakes — all without fear of negative consequences.

As **Edmondson** puts it, "it's felt permission for candor

Significant job in new leadership for organisation and for a system

Great systems do it already – private and public – sports teams to Pixar

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Google Aristotle project

- 180 teams worldwide

- Key variables:

- Structure of the team – leadership clarity
- Values
- Meaning of work
- How to measure impact
- **Psychological safety**

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Understanding your staff's world : Data isn't enough – experience is key

Simon Roberts, Stripe Partners, 2022

What are the crucial characteristics of leadership in these times ? Shackleton

- Model and Inspire optimism
- Develop a clear, shared purpose
- Build unity and commitment within the team
- Create a plan, an alternate plan, and be flexible
- Make the tough decisions – with people - based on the psychological safety you've created

And….

- Understand you are part of the system – your organisation is one “without walls”

- There is masses of international evidence to support these policy shifts (Denmark/ Netherlands) – but the system has to support its flourishing and understand that it takes time AND align everything to support transformational leadership

- Some day you may have to lead men and women in to battle and ask them to do their duty and you will do it through xxxxx”

- General Sir Patrick Dobson

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Close of Conference

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Please share your feedback

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