Using Education to Prepare the NHS and Social Care Workforce to Deliver the Digital Future

2019/20

The Programme

"**Using Education to Prepare the NHS and Social Care Workforce to Deliver the Digital Future**" offers the opportunity for senior teams across the system from STP/ICS footprints to work together to strengthen the capacity of the NHS and social care workforce to:

> 'embrace the digital future, realising the full potential of benefits for patients and their families, including citizen empowerment, improved patient-clinician/practitioner relationships and more efficient and effective clinical care'.

The programme is directly responsive to the vision, priorities and current workforce needs highlighted in the Topol Review, "Preparing the Healthcare Workforce to Deliver the Digital Future, 2019." It will integrate the latest scientific evidence on digital technology innovation, change management, leadership, project management and project-based team learning. This breadth of content will equip delegate teams to become effective contributors to the transformational changes associated with rapid advancements in digital health care technology. Our aim is to encourage and support participants to rethink traditional ways of working to address strategic system-level issues and collaborate more effectively to deliver high quality solutions for the populations they serve.

Working in partnership with Yale University, USA, this international programme will offer a unique and comprehensive learning experience that includes experiential learning, access to vast curricular resources, interaction with top-tier academic and practitioner faculty from both the UK and US, and culmination in a certificate from a world-class university. The programme faculty have a demonstrated track record of supporting change at a system level whilst promoting the development of senior leaders with strategic responsibilities through the delivery of programmes over the past 12 years.

The aims of the programme are to expand thinking from local to global, explore and look for solutions to health and social care problems outside of the 'local system,' and broaden perspectives. The programme is supported by top academics who bring deep understanding for system level change. The programme will not always be comfortable; as it aims to challenge thinking and practice.

Learning objectives

The programme is grounded in the conviction that strong capacity in strategic problem solving and change management is critical to leveraging digital health technology for high quality, efficient and effective health systems. Upon completion of the programme, delegates will emerge prepared to catalyse health and care transformation enabled by technology and informatics in diverse health and social care settings, with attention to citizen-driven design, and robust performance improvement. The learning objectives are directly aligned with those proposed by the Organizational Development Working Group for the Topol Commission. https://topol.hee.nhs.uk

- To support the development of digital champions and teams who will promote the adoption and spread of technological innovations and genomics in clinical practice.
- To extend delegates knowledge and understanding of the potential of digital technologies now, in the future and their potential impact on health and social care systems, services and workforce.
- To strengthen NHS clinical and social care workforce capacity among groups/teams so that they are agile and able to collaborate in meeting the challenges and opportunities of emerging digital health technologies in the UK.
- To provide the analytical and behavioural science tools to allow delegates to foster productive relationships across diverse groups and organizational boundaries in order to effectively integrate digital innovations within the NHS.
- To enhance the knowledge, attitudes and behaviours delegates need to become digitally literate (defined by HEE "those digital capabilities that fit someone for living, learning, working, participating and thriving in a digital society").
- To support delegates in cultivating an open culture of learning around digital innovations, including openness to experimentation, failure and positive growth within their organizations.

Programme audience and required commitment

The full programme cohort will comprise a total of 30 delegates. It is aimed at groups of senior leaders (see below). The 2019/20 cohort will comprise 10 teams of three with a focus on ICS's or STP footprints. Each of the ten 'trios' should include the following:

- **A Senior Educationalist,** someone working in education at a senior level in areas such as HEI's with evidence of senior responsibility, Postgraduate Dean, Medical Educator, Nurse Educator, Social Work Educator, AHP, Science or Pharmacy Educator.
- **Local Authority lead,** with a digital lead responsibility or responsibility for transformation and an interest in the digital agenda.
- **A senior clinician or manger,** from an ICS or STP with lead responsibility for transformation and an interest in the digital agenda.

Please do not worry if you are not an already established working Trio we just need you to agree that you are committed to working on a local project in relation to the Digital Agenda that is aligned to the priorities in your local health and social care system. If you need to discuss your application or configuration of your team, please do not hesitate to contact the UK Programme Directors contact details are on page 9 of this application pack.

Delegate teams will be expected to:
- secure system support for the project they select to work on during the programme
- establish a working group and guiding coalition for a project
- commit to working together for the duration of the programme to deliver their project.

Programme offer

The programme has been commissioned and funded by Health Education England. The course fees include two one week residential modules; one in the UK and one in the US, access to senior Yale University faculty, food, accommodation, economy flights, course material, and coaching with field assignment work.

Format

The format of the programme is two 6-day residential modules. Between the residential modules, teams will be required to identify and **work on/complete** a project which is aligned to delivery of a significant challenge for their STP/ICS. Dates and associated programme content are as follows:

- **Sunday 17 – Friday 22 November 2019**, a six-day residential programme in Hertfordshire, UK

In this Module, delegates will be introduced to new ways of thinking about transformations in clinical/social care practice, organizational form, and workforce with a specific focus on how digital technology can support these changes, drawing on the latest scholarship and practice innovations. Exposure to principles and practices of leadership as a relational construct, together with an experiential understanding of the strategic problem-solving process will prepare clinicians responsible for digital innovations in the NHS for success.

Learning objectives:
- To introduce delegates to the potential future landscape of Health and Social Care in the context of digital innovation.
- To enhance digitally capable leadership through acquiring analytical and behavioral science tools for working within and between groups to integrate digital health care technologies successfully.
- To consider applications of programme learnings for adoption and evaluation of digital innovations in the NHS delivery system.
- To cultivate a vibrant learning community and peer network to support delegates in implementing change and in sharing successes and challenges in digital technology adoption.
- To prepare for field assignments in which individuals and or teams will apply and refine these skills to solve real-world problems in respect of digital healthcare innovation.

- **November 2019– July 2020**, teams work on the delivery of a project aligned to delivery of an STP/ICS priority, coaching and technical support will be provided by the programme faculty

- **Sunday 12 – Friday 17July 2020**, six-day residential at Yale University, New Haven, USA

In this Module, delegates will develop a global perspective of digital healthcare technology innovation through direct access to the latest research by distinguished

Yale faculty (See Appendix A and below), first-hand exposure to the US health system examples through site visits and round table discussions with clinicians and executives managing system level adoption of digital innovations, and shared experience with peers as they present their field projects. The programme will offer delegates unparalleled access to experts from the US system (see appendix for proposed schedule).

Learning objectives:
- To provide delegates direct exposure and access to US based leading innovators, disruptors and researchers in the field of digital innovation for health and social care.
- To deepen understanding of strategic problem solving, group relationships and dynamics, systems thinking, and leadership development principles as they apply to adoption of digital health innovations.
- To expand knowledge of various uses of digital technology in the U.S., critically comparing approaches to adoption, regulation, data privacy and other aspects of technology.
- To consider applications of programme learnings for supporting adoption and scale up of digital innovations across the NHS.

*Participants must be able to commit to ALL programme dates

There is tailored support for participants before and between the two residential modules covering a period of 12 months e.g. coaching, expert input and facilitation, one-to-one and or group meetings as appropriate, to support the development and implementation of agreed projects. The programme has an educational evidence based approach to the requirements for leading and embedding successful transformation and is subject to independent evaluation.

How to apply

Any interested participants must complete all questions in the **individual** application form below. They must also state the names of their ICS/STP colleagues applying as members of their footprint. Each team member is required to submit an application form. Completed application forms are to be submitted to kate.chandler@chandlerdevelopment.co.uk *no later than 9am on 14 October 2019.*

The assessment panel will review all applications and score submissions against pre-defined criteria. A shortlist will be created so that the panelists can assess:

- the composition and viability of the team against the criteria above
- the ambition and alignment of the intended outcomes in terms of the potential project topic area
- alignment of each project to ICS/STP priorities.

Confirmation of successful participants will be announced week commencing 21 October 2019.

The selection criteria

Clearly identified strategic team, able to impact on the Educational Offer and ICS/STP priorities.
Identification of a project area with a clear and compelling connection to ICS/STP priorities.
Clarity as to the distinct and complementary roles that the proposed team members will bring to bear on the project
Clear articulation of how participation in the programme will benefit individuals, their employing organisations but most importantly the STP/ICS local system.
The scale of ambition, motivation and commitment across all team members.

The application and identified project encourages participation of

partnership members from across the local system.
Evidence that the governing body and board members within each participating organisation are supportive, active and committed to the participants
There is evidence of commitment to share the experience and learning from participation in the programme
As this is a National Programme and there are limited places available; provided the applications meet all other criteria above we will be looking to ensure there is geographical spread of teams

Testimonials

Please see below what previous participants have told us about other programmes delivered by this team.

"The most enlightening programme I've experienced. The input from Yale provides a challenging, respectful and practical learning experience with exciting twists. A real opportunity to develop new and enduring partnerships in an environment that blends academic robustness with fun." **Chief Nurse**

"Alongside the material that I might have predicted I would learn, there were two or three surprising sessions that have profoundly, and permanently, changed the way I think about and approach issues in team working and service transformation." **Medical Director**

"Whilst we all might know why relationships are so critically important and influence everything, you don't translate that into behaving differently unless you have approached the concept from a multitude of different angles. The fact that I already have in my diary a time to meet for coffee with someone I would previously have described, (at best) as a 'nightmare to work with, is testament I think to this. It came at his suggestion, not mine, I think perhaps reflecting a change in nuance of my communication with him along the lines of trying to think together about a shared agenda rather than our probably more instinctive defensive position." **Anonymous**

"What is harder to quantify – but probably more profound – is the effect it has had on me personally – which no doubt will show itself in a million ways!" **Director of Social Care**

Contact queries

If you would like to have a conversation or have any questions relating to the **Strategic System Leadership Programme for STP Footprints,** please contact Patrick Geoghegan OBE or Peter Wadum-Buhl the UK Programme Directors.

On:

Patrick Geoghegan – patrick.geoghegan1@gmail.com or Mobile 07966160094

Peter Wadum-Buhl – peter.wadumbuhl@gmail.com or Mobile 07545419831

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2019

Application form

Completed application forms are to be submitted to
kate.chandler@chandlerdevelopment.co.uk *no later than 9am on Monday 14 October 2019*.

Each team member must complete and submit an application form. i.e.

- **A Senior Educationalist E.g. Postgraduate Dean Medical, Medical Educator, Senior Nurse/Social Work/General Practice Educator**
- **Local Authority Digital Lead**
- **A manger with leadership responsibility for transformation and an interest in the digital agenda from an ICS or STP**

We understand there will be overlap in the content of each individual application in terms of project focus, however, we are also interested in your individual perspectives on the challenges facing your system and how you envisage working together.

Application

Form A one per individual team member

Full Name:	
Role:	
Organisation:	
Email Address:	
Telephone Number:	
Mobile Number:	
Personal Telephone:	
Full Name of Team Colleague:	
Full Name of Team Colleague:	
Primary contact for your team	

Please give a brief description as to why you wish to join this programme and what you feel you can contribute. Max 200 words

Please confirm STP/ICS area/s your project is linked to (Team Name):	

Declaration:

If successful in our application, I agree to:

*Attend **ALL** of the scheduled programme dates:* ☐

Disseminate learning to our teams, organisations, partners and wider system: ☐

Commit to complete and share the outcomes of the project even if it is completed after the programme has finished. ☐

Commit to take part in the evaluation and impact assessment: ☐

Signed: **Date:**

Form B - one per team

STP/ICS (Team Name):	

Describe through a compelling statement the challenge you aim to address through the project you will develop during the programme. Max 200 words

Describe the composition and rationale for the composition of your team. Indicate how the roles of each of the 3 team members will contribute uniquely to the solution and how you plan to work together. Max 200 words

What outcomes are you trying to achieve through participation in the programme as a team. How will these help your STP/ICS address a key challenge/priority? Max 200 words

How will you capture and share the learning throughout and post programme locally and across Health & Social Care communities elsewhere? Max 150 words

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Equal opportunities monitoring form

1. Please tell us your age
- ☐ Under 16
- ☐ 16 – 20
- ☐ 21 – 29
- ☐ 30 – 39
- ☐ 40 – 49
- ☐ 50 – 59
- ☐ 60 – 69
- ☐ 70 – 79
- ☐ 80+
- ☐ Rather not say

2. Do you consider yourself to have a disability
- ☐ Yes
- ☐ No
- ☐ Rather not say

2b. If yes do you have a:
- ☐ Physical impairment
- ☐ Sensory impairment
- ☐ Learning disability
- ☐ Mental health condition (long term)
- ☐ Other health condition (long term)

3. Ethnicity

Asian or Asian British
- ☐ Bangladeshi
- ☐ Indian
- ☐ Pakistani
- ☐ Any other Asian background

Black or Black British
- ☐ African
- ☐ Caribbean
- ☐ Any other Black background

Mixed
- ☐ White and Asian
- ☐ White and Black African
- ☐ White and Black Caribbean
- ☐ Any other mixed background

White
- ☐ White British
- ☐ White Irish
- ☐ Any other White background

Other ethnic group
- ☐ Chinese
- ☐ Any other ethnic group
Please state:

- ☐ Rather not say

4. Gender
- ☐ Male
- ☐ Female
- ☐ Rather not say

4b. Gender

Do you now, or have you ever considered yourself to be Transgender?
- ☐ Tick if yes

5. Religion or beliefs

- [ ] Atheism
- [ ] Agnosticism
- [ ] Buddhism
- [ ] Christianity
- [ ] Humanism
- [ ] Islam

- [ ] Jainism
- [ ] Judaism
- [ ] Sikhism
- [ ] Any other religion or belief

Please state:

- [ ] No religion or belief
- [ ] Rather not say

6. Sexual orientation

- [ ] Bisexual
- [ ] Gay man
- [ ] Heterosexual

- [ ] Lesbian/gay woman
- [ ] Other
- [ ] Rather not say

7. Are you currently providing support to a partner, child, relative, friend or neighbour who could not manage without your help or/and support?

- [ ] Yes
- [ ] No
- [ ] Rather not say

8. Clinical background

- [ ] Have a clinical background although not currently working in a clinical role
- [ ] Clinician currently working in a clinical role
- [ ] No clinician background
- [ ] Rather not say

9. Do you require any adjustments to be considered to help you access the programme?

- [ ] Yes

Please state:

- [ ] No
- [ ] Rather not say

10. Please state here any other specific requirements that we should be aware of:

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