

Learnings from the HSJ Summit 2018 Interactive Discussion Groups

Session Theme: Workforce, Training and Leadership,

Session Leader: Alastair Mitchell-Baker, Director, Tricordant
alastair@tricordant.com

Key Questions Posed

- What leadership behaviours are required to enable genuine transformation and integrated care?
- What is the behavioural shift we need to retain and attract the workforce needed for future service challenges?

Outcomes and Learnings

Less focus on targets; more on empowerment and outcomes

- Leaders are between a rock and a hard place in a performance driven culture that doesn't readily facilitate engagement.
- There are good examples of where focusing on patient outcomes and not central targets has enabled significant performance improvement.
- Myth busting sessions at different levels across the organisation which give back ownership and responsibility to staff. Get rid of top down leadership.
- Clinicians must be involved in conversations and the decision making.

Changing workforce needs new thinking, not old ways

- Current workforce entrants are very different e.g. digital natives; must find way to blend the younger generation thinking with wisdom and experience.
- Develop new workforce models, challenge traditional thinking e.g. that wards can only be staffed by nurses; what skills are really needed?
- Encourage and train lower grades e.g. band 4 to develop skills and grow into roles such as associate nurse.
- Leadership is important, so is good management through the levels; understand the difference and develop great team managers.

Make 'learning and following' as significant as initiating the new

- Good things are happening with kudos to initiator; but need more support and acclaim for those with courage to learn from, adapt and adopt.
- Create opportunities for secondments and other significant learning as part of effective and attractive talent management strategy.

Focus on individual behaviours

- Every person to be held to account and challenged, where behaviours are not those expected from leaders; at all levels.
- Leaders must help staff with problem solving and skills development; having courageous conversations.