

The Case for the Programme

The case for a specialist programme - **Developing Senior Systems Leadership** for Health, Social Work and Social Care in Scotland.

Developing Senior Systems Leadership is a contemporary programme which is part of an ambitious national plan, [Leading to Change](#) to build high levels of systems leadership capability across Social Care, Social Work, and Health.

The resounding message from all corners of the Social Care, Social Work and Health system is that leadership capability is fundamental to the delivery of an effective, integrated and outcome focussed system which has patients and people who use services at its heart.

"We will promote a consistent, collective and collaborative approach to systems leadership, that focus on solutions for citizens and staff."

NHS Scotland COVID Recovery Strategy for a fairer future, 2021



Click here to listen to cohort participants and faculty discuss "What's the focus of this programme?"

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The case for a specialist programme - Developing Senior Systems Leadership for Health, Social Work and Social Care in Scotland.

In context

Scotland's 2018 National Performance Framework (NPF) offers a set of values to guide our approach to government and public service. Achieving the common outcomes in the NPF requires people across Scotland to work together more effectively, across communities, national and local government, in statutory bodies, across the third sector and in businesses. This requires senior leaders who think and act systemically rather than in operational or organisational silos.



Similarly, Public Sector Recovery Strategies and Plans recognise the 'crucial' interdependencies between systems and services across Social Care and Health and makes specific commitments to develop leadership at all levels and in particular, systems leadership.

Leading to Change has been developed in service of these strategic priorities and will augment leadership capabilities at all levels in organisations and ensure that the very best and most able people with the passion to make a difference reach senior positions within Social Care, Social Work and Health.

The focus of Leading to Change is to create more effective, compassionate, and collaborative leadership at all levels; and enabling transformative change to happen.

"This is a unique and fantastic opportunity, it is bringing together social care, social work, and health to focus on our leadership style and encourage thinking across the system, as opposed to in our silos which has never been more important as we move forward post covid."

Yvonne Semple Chief

Pharmaceutical Advisor, Scottish Medicines Consortium Health Improvement Scotland Cohort One Participant

Informed by extensive and ongoing inquiry in Social Care, Social Work and Health

We are proud that this programme is informed by interviews and focus groups with over 100 senior leaders from Social Care, Social Work and Health sectors in Scotland during 2021/2022. The design and approach have also been further endorsed and refined throughout the delivery of cohort one during 2022/3, with ongoing evaluation being a fundamental part of our approach, including a planned external evaluation at the end of cohort one.

We are grateful to all those who have taken part and engaged with us in this process. The programme philosophy, structure and content has also been tested in all three sectors. The design and approach has also been endorsed and refined throughout the delivery of cohort one, with ongoing evaluation being a fundamental part of our approach.

This extensive inquiry is recognised as a significant and welcome contribution to the critical challenge of developing a senior leadership talent pipeline.

Consistent themes have throughout the inquiry phase emerged across all stakeholder groups, endorsing its potential value:

- 1 Bringing together a cohort drawn from Social Care, Social Work and Health is a strength. It supports the development of collaborative leadership which is critical to post COVID Recovery and the ongoing transformation of experiences and outcomes for patients and people who use services.
- 2 The emphasis within the proposed design on understanding, and being able to work within, the dynamic context for Social Care, Social Work and Health is an asset and a distinctive feature of the programme.
- 3 Stakeholders value the emphasis on building a leadership community. They are keen to be an integral part of this learning community and a resource to participants throughout.
- 4 It will be important to be sensitive to structural and cultural differences between Social Care, Social Work and Health that may be reflected in differences in how participants see their purpose as well as power dynamics and practical issues such as grading and pay differentials.
- 5 Sensitivity to seasonal pressures and the timing of learning events is important.
- 6 The emphasis on real work as the focus for learning is a core strength. This will maximise the value to participants and to the system.
- 7 We have also drawn upon current research and evidence on what makes great leadership development at this level. Learning has also been captured and integrated to the programme design and delivery approach as cohort one has progressed.

"Covid Recovery is about bringing the urgency, flexibility and creativity that was brought to saving lives and supporting people during the pandemic, to tackling the inequality and disadvantage starkly exposed by Covid."

DFM COVID Recovery Strategy
for a fairer future, 2021

Informed by extensive and ongoing inquiry in Social Care, Social Work and Health

Specific feedback from cohort participants highlights their appreciation of these core elements of programme philosophy, structure, and content:

"The networking opportunities have been invaluable in developing relationships and gaining insights into different parts of the system. This has been time, space, and connections I wouldn't have made without attending the programme." "The insights from contributors / leaders from across health, social work and social care has been vital in shaping my understanding of systems leadership."

**Laura Jones,
Director of Quality and Improvement, NHS Borders**

"The overriding beneficial asset of the course, is meeting, and getting to know a broad spectrum of leaders, across the health and social care system – and practicing systems leadership in the live collaborative work group. The LCW group has been incredible learning for me, it's not just about the TASK – the HOW really matters. Listening and process – appreciating the HOW is as important as the WHAT."

**Sally McCormack,
Associate Medical Director, Emergency & Planned Care, NHS Fife**



Click here to listen to cohort participants and faculty discuss the key features of the programme.