

digitalhealth

**REWIRE**  
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Headline Sponsors:



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Digital Leadership in Integrated Care Systems and Boards

# Humble beginnings ...



“So what qualifies you  
to be a Digital Leader?”

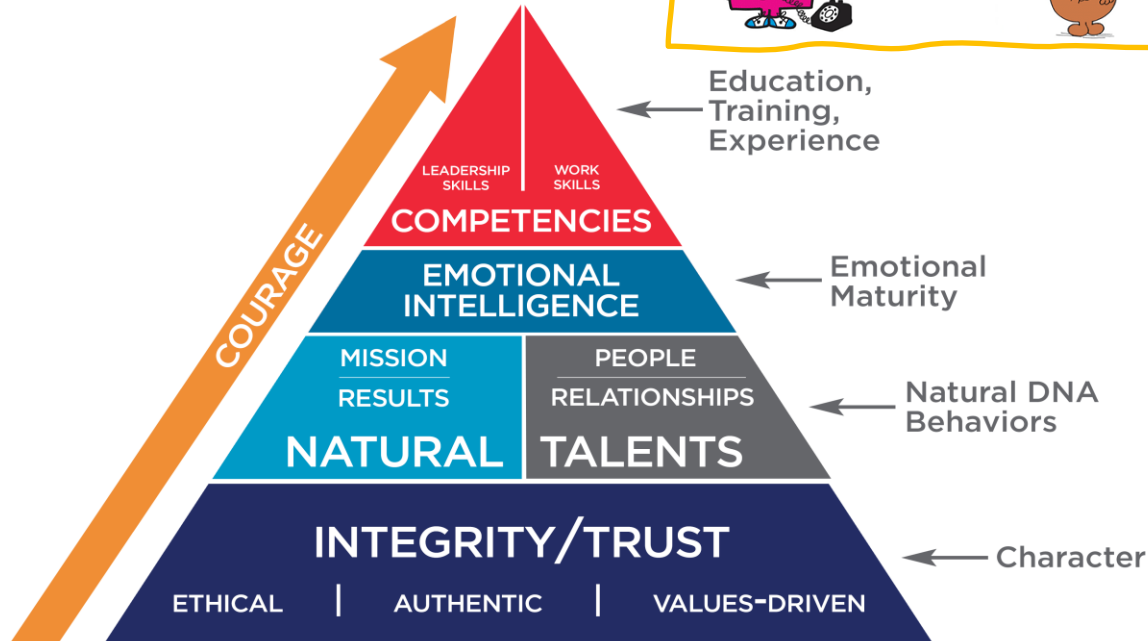
Ummmm ....

PgCert Digital Health?

Clinical leadership?

# What does ICS/ICB leadership look like?

Diversity ...



<https://www.potentialproject.com/>

- People/patient
- Technical
- Care
- Nursing
- Maternity
- AHP
- Medical
- Multi-agency
- Intelligence
- Business
- ...

# What does ICS/ICB leadership look like?

## Our skills are needed:

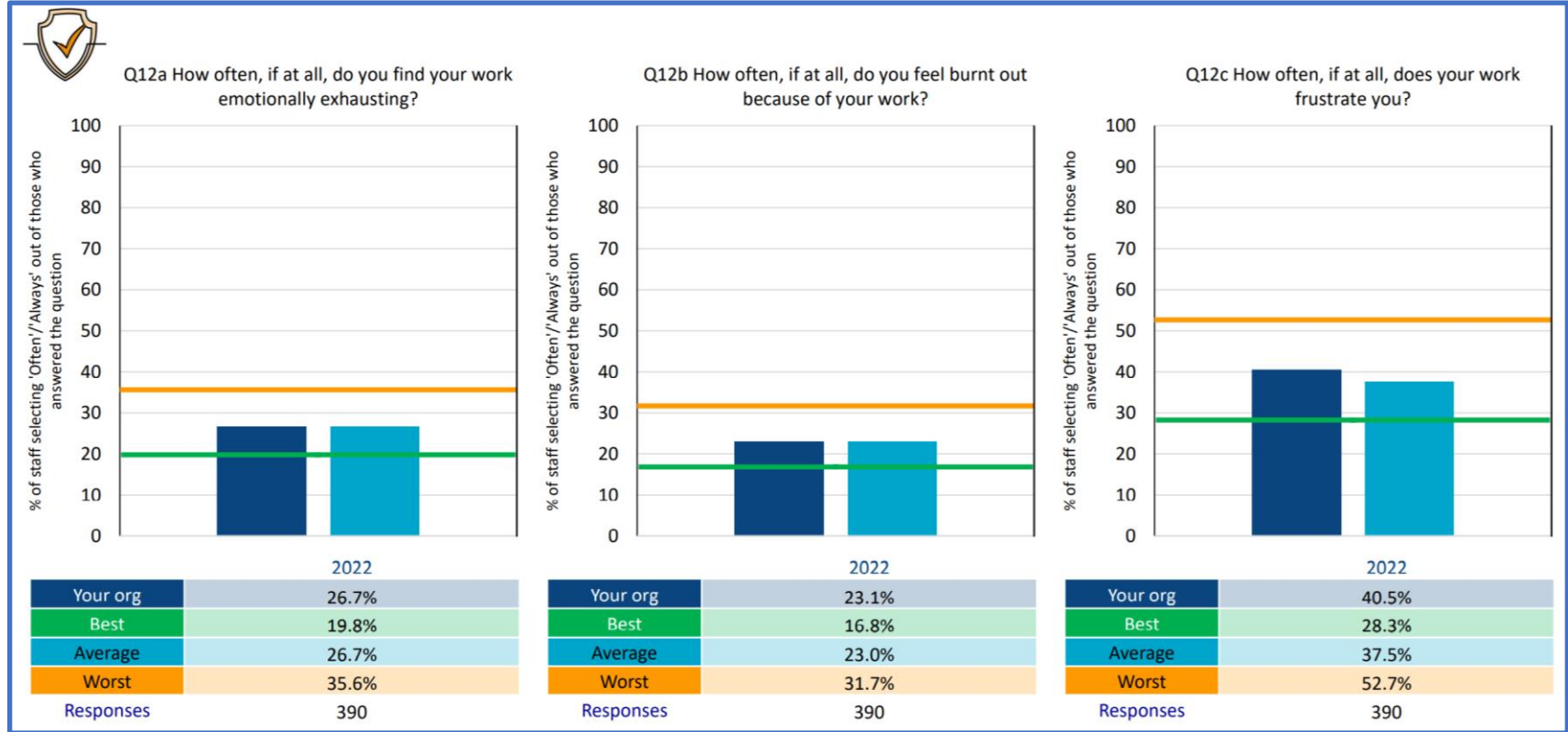
To Manage ...

- Conflicting challenges
  - Centre, system, place and organisational priorities
  - PCB vs ICB delivery
  - Quality vs efficiency
  - Levelling up vs innovation
- Constraints – financial, staffing governance, bureaucracy
- Decision-making – shared, evidence-based and data-driven
- Expectations – board(s), front line, patients and people
- Risk – patient and information security
- Skill-mix
- ..... ..

But also (mainly?) to Lead ... our greatest assets



# Current challenges facing system leaders



NHS Staff Survey 2022, ICB Results

**How CEOs Are Battling Employee Burnout**

C.J. Prince



# Challenges facing system leaders - culture

“Culture is a laddering up of collective behaviours” Katie Goulding

## Compassionate culture sub-score: 2022: 7.0 (2021: 7.1)

### Care of patients and service users

**86.9%** said they feel their **role makes a difference** to patients / service users (q6a) (2021: 87.4%)

**74.0%** said that **care of patients / service users is their organisation's top priority** (q23a) (2021: 75.6%, 2020: 79.5%, 2019: 77.3%, 2018: 75.9%)

**69.1%** agree that their organisation **acts on concerns raised by patients / services users** (q23b) (2021: 72.1%, 2020: 75.0%, 2019: 74.0%, 2018: 73.5%)

### Recommend as a place to work

**57.4%** would **recommend their organisation as a place to work** (q23c) (2021: 59.4%, 2020: 66.8%, 2019: 63.4%, 2018: 61.7%)

## Diversity and equality sub-score: 2022: 8.1 (2021: 8.1)

### Equal opportunities

**56.0%** of staff felt their organisation **acts fairly with regard to career progression or promotion**, regardless of ethnic background, gender, religion, sexual orientation, disability or age (q15) (2021: 55.6%, 2020: 56.2%, 2019: 56.8%, 2018: 56.4%)

## Inclusion sub-score: 2022: 6.9 (2021: 6.9)

### Part of a team

**69.4%** of staff said they **felt valued by their team** (q7h) (2021: 68.7%)

**63.8%** of staff said they **felt a strong personal attachment to their team** (q7i) (2021: 63.6%)

### Respect and civility

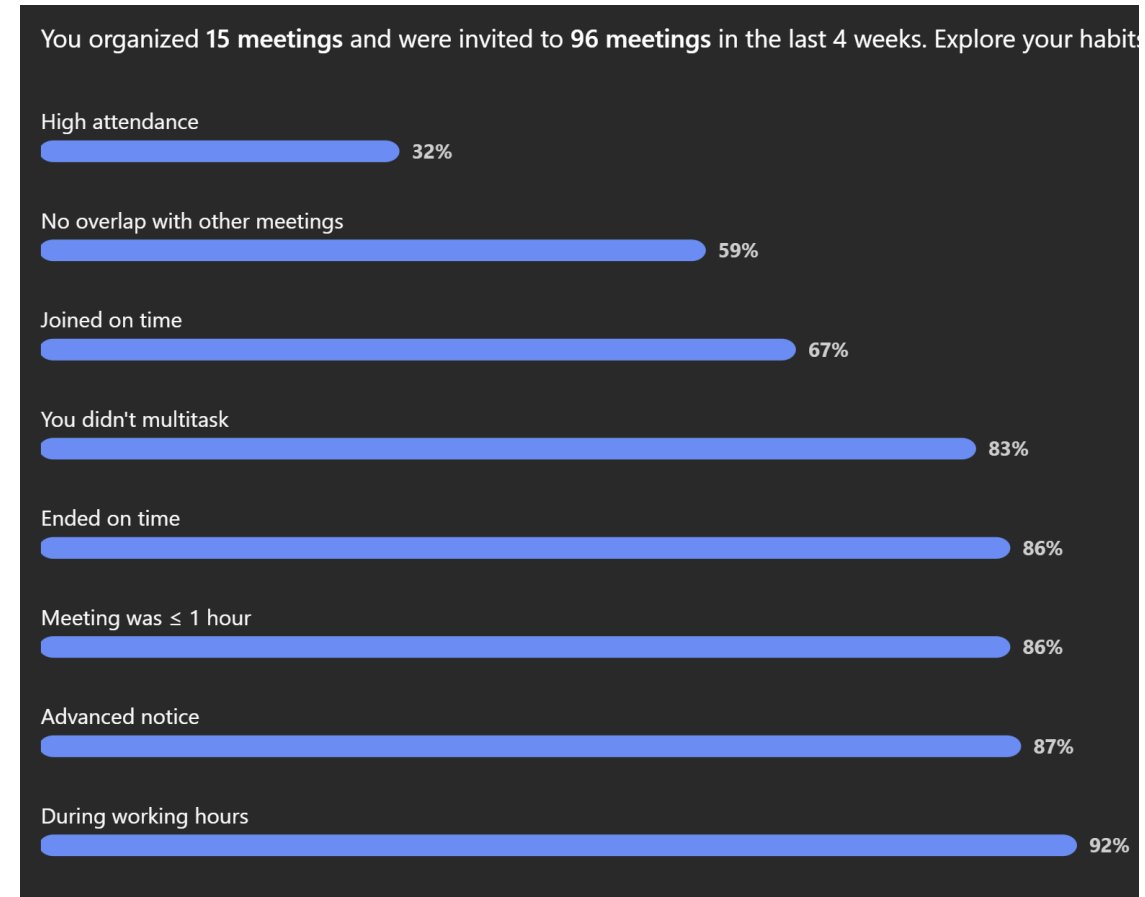
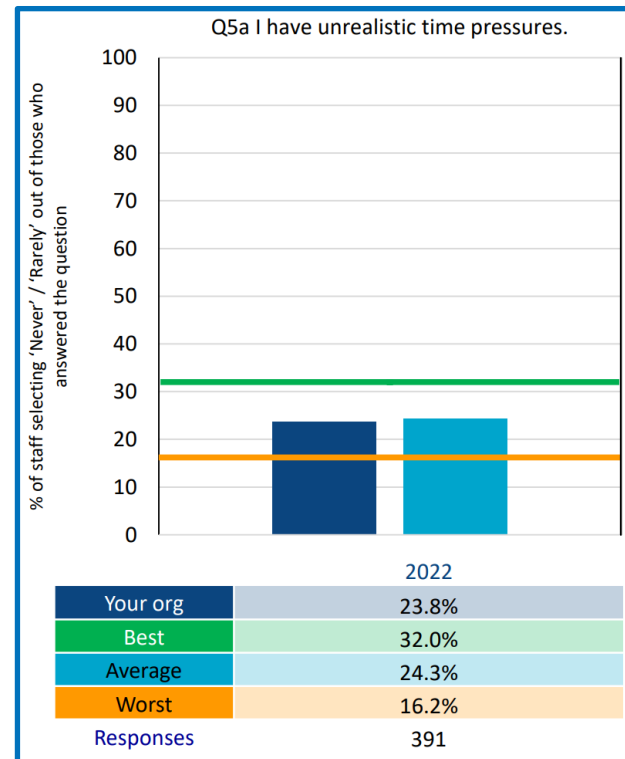
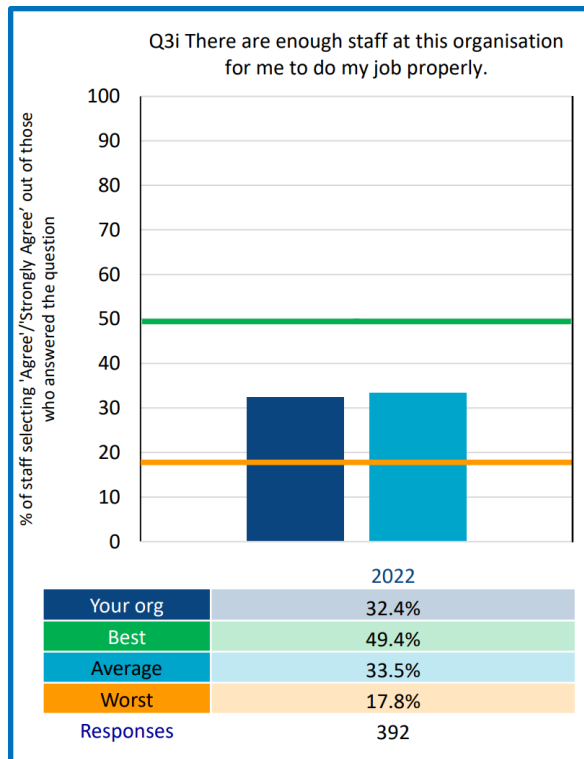
The following percentage of staff reported that the people they work with are:

**71.1%** ... **understanding and kind to one another** (q8b) (2021: 70.6%)

**72.4%** ... **polite and treat each other with respect** (q8c) (2021: 72.0%)

**But that leaves 2 in every 7 people who don't ...**

# Challenges facing system leaders – capacity & workplace stress



NHS Staff Survey 2022, ICB Results

From 'Viva Insights'

# My guiding principles:

- Start with Why?
- Look within first
- We need to heal the system before we can heal the population
- Your truth: find it, speak it and live by it
- Listen deeply
- Create and encourage the creation of 'space'
- Unlearn & let go
- (United leadership) teams that learn together grow together ...
- And teams that grow together flow together
- Develop and nurture heart intelligence

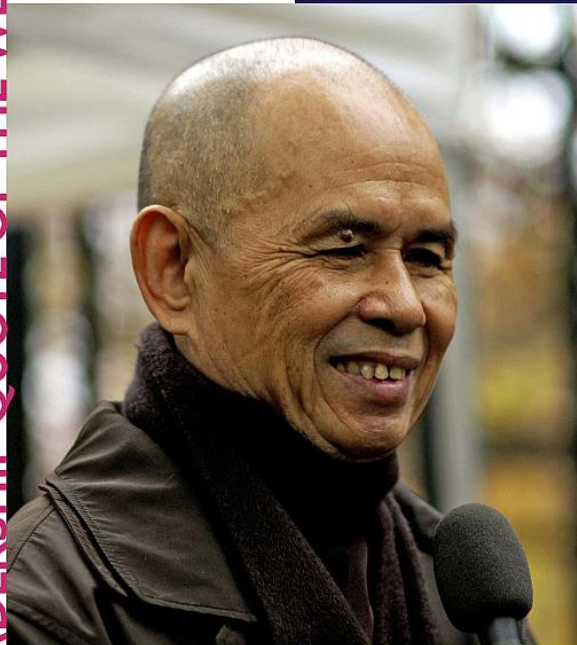




And remember:

# Our People are our Greatest Asset

LEADERSHIP QUOTE OF THE WEEK



**You can evaluate the quality of your authority by looking deeply to see if compassion is the foundation of your leadership.**

*—Thích Nhất Hạnh*

# Some of my inspirations ...

<https://www.heartmath.org/articles-of-the-heart/the-math-of-heartmath/heart-intelligence/>

<https://www.ihl.org/resources/Pages/IHIWhitePapers/Framework-Improving-Joy-in-Work.aspx>

<https://hemavyas.com/>

<https://www.danielgoleman.info/>

<https://simonsinek.com/>

<https://www.potentialproject.com/>

Laddership: see [Nipun Mehta \(Part 1\) - From Leadership to Laddership on Vimeo](#) (~6 mins) and [Nipun Mehta: Laddership: Leading with the gifts of emergence | TED Talk](#) (~25mins)

Podcasts:

The McKinsey Podcast, HBR Ideacast, The HBR Channel, Awakin Call