



Jan's Weekly Update

Issue 146 - 19.08.2016



Summer Cold is here

One of the hottest days of the year yesterday and I'm full of cold. How does that happen? I realise that it may be justice for not being as sympathetic as I could have been with my God-daughter's boyfriend who was a bit grumpy about his "common cold" at the weekend! He obviously kindly shared it with me...



One word probably sums up my week (no not bless you) Leadership

System Leadership

I started the week with a discussion with local authority colleagues about leadership development - the Shropshire Health and Well Being Board, on which I'm our representative, have commissioned some system leadership development and after I was interviewed I gave some feedback - some good, some a little critical - so they asked me to join the planning group. If you speak out you then have to be part of the solution! So off I went.

It was a good few hours, we worked hard to understand what would help us to work better as partners. We are having the same conversations in the Sustainability Transformation Plan (STP) Board because working together in the way that is required in the future is actually quite difficult. And for those of you who think we should be able to get on with it just think about how you and your team might suddenly have to agree everything with other teams in the county, with competing priorities, different ways of doing things, different ideas about how things should be and lots of people who need to feel involved and valued. Think about it...

I think it's really exciting and if we pull it off will support patients their families and improve how we do work. We just need a bit of help to learn how to work differently.

Leaders of the Future

After the STP Board meeting on Tuesday I shot down to London to do some interviewing for the NHS Leadership Academy. I had been asked to be part of a selection process for one of their courses The Nye Bevan Programme - which is aimed at individuals who want to be in Director roles within the next two years.

I really enjoyed the day - some great candidates from around the country - who had worked really hard to prepare for the day. Many were successful, but all will get feedback and a suggested plan for them to support their individual development needs.

Between interviews I also had the opportunity to talk to a Director from another part of the country about what they are doing in Community Services - quite interesting - and we agreed to meet with our teams to swap notes soon.

Leadership through Evidence

Yesterday was Quality Committee where, with our Non Executive Directors we go through all aspects of quality and clinical risk. We have a few issues with our waiting times at the movement, which we are fixing. Importantly we are looking for evidence to ensure that people are kept informed, and are not experiencing harm because of the waits. We know the experience needs to be better.

We also discussed some work the Culture Working group had done for us - reviewing a report on a Community Trust in Liverpool who had lost sight of quality chasing Foundation Trust status. The group made up of a cross section of staff and patient representatives made comments about their views on how we do things compared to what the CQC found at Liverpool, particularly how very senior staff including the Board handle things. We decided we would take the comments and observations for further discussion at the Board. The group didn't think our Board have lost sight of quality but there were some things to think about.

Role Modelling in Leadership

We had an interesting conversation about emailing after 5 - and the message that potentially sends out. I'm one of those people who emails at all sorts of times - and some feel this is a micro message of a long hours culture. I have reflected on it and realised that for me it's not long hours but I never lost the 24/7 approach to my work. I may take a couple of hours off to do something then work into the night, or I will work long hours at the beginning of the week so I can finish a bit earlier on a day I need to get home at a decent hour.

And if I'm in a hotel room one night for work is easy for me to work. I don't expect replies then or even during the day if people are busy. My team know that. I have never worked 9-5 and I don't think I can start now. And actually many of you don't work 9-5. I do get mail from people on nights or twilight shifts and I answer when I'm working.

I think we can all be flexible about how we work - as long as we are clear that we don't expect everyone to work like us but that we deliver our objectives, achieve a work life balance and therefore stay healthy at work.

Leading Improvement and a Quality Service

We had a really well attended CTLG (our leadership group) this week - I was really pleased with the high number of clinical staff who attended and engaged in the discussions about our CQC Inspection and how we are going to use it to keep improving. There was a brilliant energy in the room and it really energised me to think that you still think the common goal is to achieve more and better for our patients despite the context we sometimes find ourselves in. We still haven't had the final report which is why we can't share it with you yet.

Great leadership displayed. I am confident all the leaders, clinical and corporate, in the room will go back to the teams and share that enthusiasm and desire to learn and improve.

Leadership through Learning and Reflection

Finally when I haven't been emailing in the evening I have been reading a book this week. Julie Harris (our Children's Safeguarding Lead) gave it to me suggesting I read it (good upward influencing and leadership) and while it's a difficult read she and I both thought it is a very important piece of writing. It's the story of one of the young girls who was a victim in the Telford Sex Ring. It's shocking reading for all sorts of reasons, it's an excellent example of how vulnerability and abuse presents itself - it's complicated, evokes many different thoughts and emotions. It tested my values and some of my at tides and assumptions. It's told through the eyes of Holly, outstandingly honest and reflective on why what happened happened.

I recommend it. It happened on our patch, our own back yard to a group of girls who could be our daughter's friends and family. Important learning and a story that will influence the way I think and act at work and at home. The book is called "I Never Gave My Consent" Holly Archer.

Until next week.....

Jan

Jan Ditheridge

Chief Executive



You can contact me at Jan.Ditheridge@shropcom.nhs.uk or on 01743 277688