

# 2020

EMPOWER INNOVATE DELIVER

Developing the person, to improve the place,  
for the benefit of the whole population



The 2020 Leadership Programme brings together some of the most enterprising and courageous clinicians and managers across the clinical, social care and public health systems to help redesign and lead changes for a better future to our local communities.

The programme is built on cross-organisational collaboration, portraying leadership across a pioneering health system. Open to all clinicians and managers working in the Frimley Health and Care Sustainability and Transformation Partnership (STP), the programme breaks down organisational barriers and prides it's richness by the diversity of seniority.

The changing face of the health, social and public sector needs a cadre of innovative and empowered leaders, leaders who work at the coal face of service delivery. The system needs influential individuals who understand the needs of their local population and who will work across traditional boundaries to make change happen.



The programme has been running since January 2017, led by Dr Peter Bibawy, Medical Director at NHS North East Hampshire and Farnham Clinical Commissioning Group, with support of an executive board and programme management team.



Welcome to 2020. I hope this brochure gives you a flavour of the programme, our journey, as well as our aspirations for whole system change and leadership development.

By virtue of being a vanguard CCG, under the NHS New Models of Care programme, we were invited to participate in a pioneering leadership programme: the Forward Institute Fellowship in collaboration with the Health Foundation. The ideas, insights and relationships I personally developed through the fellowship has shaped my understanding of how responsible leadership can transform systems and society for the better – a truly transformational experience.

The personal learning opportunities created by the Forward Institute – building on existing collaborative work by system leaders, the culture of innovation and collaboration with system partners – provided the inspiration, the capacity and the momentum to be able to devise and launch 2020 in January 2017.

The impact of the programme has been beyond anything we could have predicted. We started with an idea and we have created a movement that is generating change and is improving patient care through collaboration and localised improvements to our system and beyond.

We are extremely grateful to all our system leaders for their support in making 2020 a reality and allowing us to share this opportunity with you.



Major Will Meddings from The Centre for Army Leadership presenting to Fellows at Sandhurst Military Training Academy, Camberley. The 2020 Leadership Programme is proud to partner with other public sectors like the armed forces.

## The Programme

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Over a 12 month period, empowered individuals are invited to attend energising residential and day events in truly inspiring venues across the local system and beyond.

Fellows on the programme will be in receipt of an engaging and interactive suite of sessions, designed to create an environment of collaboration, trust and freedom where they can reflect. 2020 provides opportunity outside of the work environment, away from processes and hierarchy, for individuals to consider the systems they work in, how their behaviours can impact change and how they can influence transformation.

Each event is designed to nurture the development of the Fellows. Both in terms of their leadership attributes and in consideration of a system level problem in which they can use their skills to impart influence.

The programme approach consists of workshops, coaching (1:1 and group), mentorship and presentations from influential speakers across health and social care. The programme will equip Fellows with skills necessary to drive change in the capacity of their normal working life and as part of their continued professional development. The programme includes sessions on interpersonal skills, influencing and engagement, collaborative leadership, values and trust and change management.





House of Commons, London Residential



Sandhurst Military Training Academy,  
Camberley Residential



Microsoft Headquarters,  
Reading Day Event

## The Fellows

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Each year a cohort of 30 Fellows are selected across the Frimley Health and Care STP, spanning a diverse range of sectors and roles within their organisations. For the 2017 cohort this included practice managers, community matrons, GPs, senior managers, allied health professionals, nurses, ambulance clinical operations manager, military representation, hospital and hospice consultants and social care team leaders.



## Application Process

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The programme has an application process that starts in the Autumn. Applicants will require the support of their organisations and applications will be reviewed by a selection panel.

## **Maggie MacIsaac**

**Chief Executive, Hampshire CCGs Partnership**

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The 2020 Leadership Programme is an innovative course which gives Fellows opportunities, skills and support to deliver transformational changes to the health and care system.

The programme is available to those working within the Frimley Health and Care Sustainability and Transformation Partnership (STP) to complement the collaborative work which is already underway. The programme helps to fast-track the work of the STP as participants share expertise and achievements help to break down barriers and challenge each other to come up with innovative and effective solutions to current issues.

During the first 2020 Leadership Programme, I was impressed by the dedication and enthusiasm of the Fellows. Their vision and plans for system reform are truly inspiring. I look forward to being a part of the journey where health and care in our area is designed with the patient at the centre and delivered to meet the health and care needs of now and the future.



## **Maggie Woods**

**Deputy Director of Leadership and OD, NHS Thames Valley and Wessex Leadership Academy  
2020 Executive Board**

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The 2020 programme offers the opportunity for Fellows to receive the support and confidence that they require in order to make improvements to services. We hope that by facilitating their personal development that we will develop a network of motivated system leaders, who move the focus from reactive problem solving to co creating solutions.



## **Adrian Hayter**

**Clinical Chair, Windsor Ascot and Maidenhead CCG  
2020 Executive Board**

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This exciting, unique programme is built on a foundation of collaboration. We have joined success from the 'Windsor Collaborative Leadership Programme' with New Models Vanguard Development. This new movement of 'on the ground leaders' are prepared to break down barriers of organisations, to work together with communities and support improvements for people and populations. This type of leadership is just what care systems require and how as a Frimley Health and Care STP we shall move from ambition into change.



## **Andy Caldwell**

**CoCreate Consultancy**

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The world's best thinkers on complex problems all agree on one central theme – the people with complex problems must be involved in solving them. The 2020 programme is therefore a pioneering leadership programme – uniting colleagues from across functions and across hierarchy to improve patient care through collaboration.



Yet increased collaboration requires that people feel safe enough to contribute their ideas and beliefs openly, and therefore much of the power of the 2020 programme is found in the environment we create. This enables Fellows to develop much deeper connections - to one another, to the communities they serve and to the healthcare system they work in.

Through leadership development, inspirational speakers and challenging discussions Fellows then gain new insights into the challenges facing the NHS and the health needs of local communities, building the depth of relationships and inner confidence to instigate meaningful system-wide change together.

## Surgeon Captain Stuart Millar

Royal Navy, Regional Clinical Director (South),  
Defence Primary Health Care



“As Clinical Director for the South Region of Defence Primary Health Care, I was very keen to be involved when Peter invited me to engage in this leadership programme. Clinical leadership, and not just management, is always very important but becomes even more so in times of significant resource challenges. The Defence Medical Services and the NHS have much to learn from each other as well as benefiting directly from the course. We face similar difficulties and share the same goal, the best possible outcome for our patients. Additionally, any activity that brings us closer together and strengthens our links must be a good thing. This leadership programme achieves this and I hope our involvement continues.”

## An opportunity for change...

The Fellows from cohort 1 have been empowered to influence or lead Change Challenges (projects) to improve an element of the health or social care sector. The diversity of the Change Challenges are reflective of the sectors in which our Fellows work. Change Challenge outcomes may include development on a personal level, or supporting the delivery of a specific project targeted individually, locally or that may contribute to an existing national programme.

### Some cohort 1 examples

- Improving outreach to ethnic minority communities in Slough
- The End of Life Future Planning Project
- Delivering primary care in different ways – true collaboration and working at scale
- The Red Bag Scheme
- Development of a stroke pathway across the Frimley system
- Supporting sustainability of the Prevention and Self-Care agenda for North East Hampshire and Farnham CCG

Cohort 1 consisted of: Alexandra Argenti, Angela Murphy, Bharan Kumar, Clare Watson, Faye Nel, Fiona van der Merwe, Hanne Hoff, Jennie Ford, Jenny Partridge, Joanne Taylor, John Seymour, Karen Hampton, Karen Robinson, Katie Simpson, Katie-Jo Tripp, Laura Sadler, Mandy Gundry, Martin Ballard, Megan John, Mitch Gardner, Pauline Mundy, Steve Plenderleith, Tara Ashley, Tilly Speirs

## Jo Taylor & Tara Ashley

Community Matrons, Frimley Health Foundation Trust

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“The 2020 launch event was both inspiring and intriguing. The group created a motivational, energised atmosphere and a perfect foundation was formed for the journey ahead.”



## Ali Argenti

Physiotherapist, Frimley Health Foundation Trust

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“The 2020 programme has allowed me to learn so many new leadership techniques whilst networking with professionals of all levels. This has produced meaningful relationships that have already had very positive effects on the teams and environment I work in. 2020 has given me the confidence in my leadership style to listen, suggest new ideas and work within an enhanced network together, to achieve the goals of our teams and ultimately improve patient care.”

My change challenge will involve setting up a directory of local services across the Frimley footprint to include health, social and voluntary services. I am currently completing a scoping exercise of available directories with a view to setting up an online network for professionals, clinicians and the public. I hope in doing this I will improve patient flow throughout the system as clinicians will be able to access key referral information and services available in a timely manner and to empower patients to access services and take responsibility for their own health.”

## Dr Katie Simpson

GP & Clinical Lead, Windsor

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“For me it was a unique opportunity to see the issues other NHS professionals faced and start to work creatively together to find innovative solutions”



## Mandy Gundry

Farnham Integrated Care Team Leader

“The 2020 programme has not only provided the tools and network to bring about change but most importantly it has fostered the belief that I can truly make a difference to patient care. If you are afraid to make mistakes then change will never happen, the support I have received from everyone has led to the launch of the Red Bag Initiative locally.

The Red Bag is a physical resource containing standardised clinical and baseline documentation in relation to care home residents, supporting the transition of the resident when they are admitted to hospital. It contains the individuals Advanced Care Plan, ‘This is me’ documentation and space for items such as overnight clothes, hearing aids, glasses, etc. The bag ensures timely decisions are made in regards to that individuals ongoing care, as all the key information is available to the right people at the right time. We launched the Red Bag locally, and to date out of 37 admissions, 31 patients had the Red Bag in place. We are very pleased to have received reports of a reduction in the number of phone contacts from the hospital to the homes. Our model is based on the Sutton CCG scheme who have reported evidence that use of the red bag scheme reduces the length of stay for patients in hospital.”

Other 2020 Fellows involved in the Red Bag Initiative were Karen Hampton, Faye Nel, Mitch Gardner & Katie-Jo Tripp.



## Angela Murphy

Deputy Director Strategy & Partnerships, North East Hampshire & Farnham CCG

“The 2020 programme has inspired me to be brave and start creative conversations; it has given me time to reflect, an opportunity to work with like-minded Fellows and new tools like mindfulness for my own wellbeing.

My Change Challenge is to lead a project to improve access to diagnostics and treatment for children presenting with ADHD/ASD. I led a focus group with an enthusiastic group of parents, teachers and other professionals, facilitated by the 2020 Programme. This session has provided essential groundwork to map the real-life issues and barriers children and their families face, enabling the future transformation of their care and optimisation of services”





## Frimley Health and Care Sustainability and Transformation Partnership

**NHS**  
Surrey and Borders  
Partnership  
NHS Foundation Trust

**NHS**  
Surrey Health  
Clinical Commissioning Group

**NHS**  
Slough  
Clinical Commissioning Group

**NHS**  
Sussex Partnership  
NHS Foundation Trust

**NHS**  
Berkshire Healthcare  
NHS Foundation Trust

**NHS**  
Frimley Health  
NHS Foundation Trust

**NHS**  
North East Hampshire  
and Farnham  
Clinical Commissioning Group

**NHS**  
South East Coast  
Ambulance Service  
NHS Foundation Trust

**NHS**  
Windsor, Ascot  
and Maidenhead  
Clinical Commissioning Group

**NHS**  
Thames Valley and Wessex  
Leadership Academy



**NHS**  
Bracknell and Ascot  
Clinical Commissioning Group



### 2020 Leadership Programme

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