

# **Having a Confident Strategic Voice for Dentistry in ICSs**

## **HEE Yorkshire and the Humber**

### **Purpose:**

To release the energy and leadership potential of participants by deepening their insight into the role, mind and skillset they need to be successful to influence and partner within an ICS. Be able to add strategic value, insight and direction to ICS board, place and neighbourhood conversations and decisions on health and social care issues in a confident and credible manner by having a patient-centric, systemic and integrated approach to patient care and population health management.

### **Objectives:**

In particular by the end of the two, one day, workshops participants will:

- Walk in the shoes of colleagues in different parts of the system (acute, primary care, community, social care). What's their experience /perspective? What do they need?
- Learn to powerfully credentialise themselves with other senior clinicians
- Have a practical insight into how ICSs are evolving and the implications for how they work
- Explore and collectively define what success looks like for their role in an ICS
- Shift their mindset and conversation from being tactical, focused on a narrow dental agenda to a more strategic focus that puts patient outcomes first and takes an integrated, collaborative approach to care, focused on population health improvement
- Clarify their personal leadership challenge and the transition involved in being successful
- Understand how to use their network to build partnerships for positive change across the system
- Develop a personal and collective action plan focused on quick and long-term wins for being a powerful influencer and partner in the system
- Understand the different types of conversation (persuade, coach, challenge, require, inspire, negotiate) that they might use to influence the strategic direction of an ICS board in the interests of patients
- Practice and receive feedback on influencing, negotiation, dialogue and facilitation skills for generative conversations and action
- Explore strategies for being centred and confident in the face of resistance and high emotion and challenging conversations
- Develop a supportive self-sustaining community of practice

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### Module 1 - What's my leadership challenge?

Session:	Timing
<b>Scene setting:</b> <ul style="list-style-type: none"> <li>Purpose objectives and flow for two days</li> <li>Themes from previous interviews with Dentists in system</li> <li>What do you want from two days?</li> <li>How to credentialise yourself</li> <li>First impressions and feedback on impact</li> <li>Introductions practising authority presence and impact</li> </ul>	9.00 – 10.00
<b>Fishbowl Exercise – Working effectively in an integrated care system</b>  A facilitated fishbowl conversation between key ICS stakeholders and participants covering: <ul style="list-style-type: none"> <li>Some background about how ICS are evolving</li> <li>Adopting a patient centric, systemic, integrated care, PHI mindset</li> <li>How different stakeholders in the system are collaborating</li> <li>Emerging strategic priorities</li> <li>Potential barriers to being an effective collaborator and having a voice</li> <li>Tips and advice on how to build alliances that make a difference for patients</li> </ul> <p>This is what's coming. What does this mean for you in your role?</p>	10.00 – 11.00
<b>Break</b>	11.00 - 11.15
<b>What's our role?</b>  In the light of what's needed, the move to integrated care and a focus on Population Health Improvement and your reputation now what's your role and purpose? Four groups. Discuss and capture your answers to these questions (capture different views): <ul style="list-style-type: none"> <li>The purpose of Dean &amp; Associate Deans, Local Dental Network Chairs, Managed Clinical Network Chairs etc within the ICS is to ...</li> <li>We do that by ...and we add value by ....</li> <li>Our stakeholders are ...</li> <li>Our key inner and outer obstacles are</li> <li>We will know we are successful as leaders of change if ...</li> </ul>	11.15 - 12.15

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<ul style="list-style-type: none"> <li>• A metaphor / image to describe our role is ...</li> </ul> <p>Be prepared to summarise your reflections and share with whole group</p> <p>30 minutes</p> <p>Debrief groups separately:</p> <p>What are commonalities / differences?</p> <p>What will be the mind / skill shift required to be successful?</p> <p>From ... to .....</p> <p>30 minutes</p>	
<p><b>Lunch</b></p> <p>An opportunity to network</p>	<p>12.15 – 13.15</p>
<p><b>Resilient leadership</b></p> <p>Choose three Thinkwave cards:</p> <ul style="list-style-type: none"> <li>• What's my why?</li> <li>• What brings me alive?</li> <li>• What am I grateful for?</li> </ul> <p>Three conversations x 3 minutes</p>	<p>13.15 – 13.35</p>
<p><b>Leadership context and challenge</b></p> <p>Form separate learning support groups (4 per group) for Dean &amp; Associate Deans, Local Dental Network Chairs, Managed Clinical Network Chairs etc</p> <p>Input on coaching colleagues open questions, noticing patterns, self-limiting beliefs, noticing strengths.</p> <p>15 mins</p> <p>Individuals share two flipcharts /slides (part of pre work):</p> <ol style="list-style-type: none"> <li>1. A stakeholder map of the key network contacts in their local ICS</li> </ol>	<p>13.35 - 15.45</p>

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<p>2. A summary of their key goals in their role and the leadership challenges they anticipate facing</p> <p>3. Their strengths values and the reason why you're doing this</p> <p>Each member of the learning support group gets 25 minutes each to share their leadership context and challenge and receive coaching / observations on post it notes from fellow group members. Including 15-minute break</p>	
<p><b>Reflection and action planning</b></p> <p><b>Individual reflection and action planning</b></p> <ul style="list-style-type: none"> <li>• My why</li> <li>• Strengths</li> <li>• What relationship do I want to invest in?</li> <li>• What does success look like for you?</li> <li>• How will you measure it?</li> <li>• How do I maintain my resilience?</li> </ul>	15.45 - 16.15
<p>Swimming pool constellation exercise:</p> <ul style="list-style-type: none"> <li>• Where are you?</li> <li>• How does it feel?</li> </ul>	16.15 – 16.45
Close and next workshop	16.45 – 17.00

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### Module 2 - Having a powerful voice for change

Session:	Timing:
<b>Scene setting</b>	9.00 – 9.15
<b>Reconnecting</b>  Re - form learning support groups: <ul style="list-style-type: none"> <li>• What successes have you had?</li> <li>• What remains a challenge?</li> </ul> 20 minutes  10 minute debrief	9.15 – 9.45
<b>Introduction to influencing</b> <ul style="list-style-type: none"> <li>• Push pull exercise</li> <li>• Different types of power</li> <li>• Presence as an aspect of influencing</li> <li>• Model of influencing</li> </ul>	09.45 – 10.05
<b>Connecting</b> <ul style="list-style-type: none"> <li>• Demonstration of influencing style</li> <li>• Deconstruction of style</li> <li>• Practicing style in pairs</li> </ul>	10.05 – 11.00
<b>Break</b>	11.00 – 11.15
<b>Convincing</b> <ul style="list-style-type: none"> <li>• Demonstration of influencing style</li> <li>• Deconstruction of style</li> <li>• Practicing style in pairs</li> </ul>	11.15 – 11.45
<b>Requiring</b> <ul style="list-style-type: none"> <li>• Demonstration of influencing style</li> <li>• Deconstruction of style</li> <li>• Practicing style in pairs</li> </ul>	11.45 – 12.15

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<b>Lunch</b>	12.15 – 13.15
<b>Inspiring</b> <ul style="list-style-type: none"> <li>• Demonstration of influencing style</li> <li>• Deconstruction of style</li> <li>• Practicing style in pairs</li> </ul>	13.15 – 13.45
<b>Skills practice</b> <p>Working in three learning support groups of five, participants bringing their own challenging scenarios are given an opportunity to practice their influencing skills with actors. For example:</p> <ul style="list-style-type: none"> <li>• Practicing 1:1 influencing the strategic direction of an ICS board in the interests of patients</li> <li>• Using dialogue and facilitation skills for generative conversations and getting action</li> <li>• Explore strategies for being centred, resilient and confident when dealing with resistance and high emotion</li> </ul> <p>Four actors will play the role of a challenging senior Acute / Mental Health / Community / Social Services / Local Government ICS board members. Each participant will be invited to bring along their own live scenario. They will be given feedback and an opportunity to experiment try out different approaches as well as learn from watching others.</p> <p>25 minutes per session including 15-minute break.</p>	13.45 – 1600
<b>Coaching Walk</b> <p>An opportunity for participants to pull the threads of their learning together over the course of the two workshops in a coaching walk done in pairs. This will help them explore what they want to change about their leadership, inner and outer obstacles, strengths and resources they have and what action they will take.</p>	16.00 - 16.40
<b>Review and close</b>	16.40 – 17.00