

# **Briefing Note on the Central Bedfordshire Systems Leadership Programme: improving outcomes for frail older people**

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## **PURPOSE**

The purpose of this note is to share with Central Bedfordshire Health and Wellbeing Board some information around:

- The Systems Leadership Programme
- Background to the challenge around improving outcomes for frail older people

## **SYSTEMS LEADERSHIP PROGRAMME**

### **National Programme**

In 2012 representatives from the Department of Health (DH), Public Health England (PHE), the Local Government Association (LGA) and associated leadership development organisations, including the NHS Leadership Academy and the Kings Fund, identified the need for a paradigm shift in public sector leadership. The DH has subsequently provided funding for external facilitation for around 30 Health and Wellbeing Boards, and Central Bedfordshire has been successful in securing a place on this programme.

The underlying thesis is that organisations, communities, and indeed society as a whole, function as complex adaptive systems. Leadership in such systems requires attitudes, behaviours and skills, which go beyond more traditional mechanistic ideas about leadership, management and change. Experience suggests that developing such leadership capacity is best approached by focusing on real work, drawing on the multiple perspectives of the participants. The systems leadership programme is designed according to these principles.

Participation in the SLP includes the time of experienced leadership development ‘enablers’ to help local areas develop their project, whilst advancing leadership in their area, for the benefit of local people. Joyce Redfearn and Holly Wheeler have been recruited to work with Central Bedfordshire Health and Wellbeing Board (CBHWBB) on this project between now and March 31<sup>st</sup> 2014.

### **Central Bedfordshire Systems Leadership Project**

For the purposes of the Central Bedfordshire SLP, CBHWBB has chosen to focus on improving outcomes for frail older people as the ‘real work’. This work will form the content focus of activity undertaken with the system, which aims to increase the capability of the CBHWBB to leverage its collective capacity while improving the outputs and outcomes for older residence.

There are an estimated 6,500 frail older people in Central Bedfordshire currently and this is expected to double within the next 20 years. Whilst there is some excellent local service provision, at times it can be disjointed, responding to rather than preventing crisis, with too many people losing their independence.

Some good progress in improving outcomes for frail older people has been made such as developing alternatives to acute admission and an urgent falls response service, which have resulted in higher proportions of older people returning or staying at home. However to achieve significant change, the local system aspires to work radically differently through areas such as:

- integrating and re-designing urgent care pathways across a number of acute providers
- adopting a more preventative approach
- developing a better understanding of the relationship between spend and outcomes across health and social care

The programme aims to work with Leaders across the health and social care system to help speed up and deepen their understanding of the barriers to, and the behaviours needed to achieve:

- reduction in the numbers of urgent admissions to acute or residential care
- an improved experience of customers
- prevention is at the heart of the offer
- care that is integrated across the health and social care system