

INNOVATION MINDSET FOR HEALTHCARE LEADERS

Programme Content

Audience

- Healthcare senior managers and clinicians and members of their innovation project teams are invited to attend both full day workshops and to complete tailored project activities between workshops. The programme is aimed at leaders and teams who are conceiving and implementing substantive innovation projects at work. By bringing leaders and team members together, we raise the odds of project success, as the team learns and implements in real time.
- We envisage a maximum of 16 people drawn from 3-4 teams on this programme. This will allow the precise content of the programme to be tailored to meet the needs of each cohort.

Programme Aims

- To help leaders and team members learn and apply a systemic model for innovation to a current and real challenge facing the team, and taking their context and eco-system into account.
- Each team will gain insight into their climate for innovation and plan to improve it, through inclusive leadership and work practices.
- To build an innovation community of practice, using the participants as a peer network and links to other healthcare innovators.
- To learn systematic and sustainable innovation practices that can be applied on this and other innovation challenges.

Programme Value

We consider this programme to be of high-value. It is designed to be highly-customised around the needs of leaders and teams. And it will help participants learn a systematic and sustainable approach to workplace innovation. In particular, we aim to add value through:

- Working with multiple members of the same team, including the team leader. This will increase the odds of sustained project success, as team members apply learning to their real innovation challenges, in real-time, and agree a path to implementation.
- Ensuring that participants select a real and current innovation challenge facing their team, that can be developed through completing the programme.
- Providing access to two experienced leadership of innovation professionals. Professor Carol Jarvis and Dr Rob Sheffield are highly experienced in leadership and innovation research and practice. (See more details below.)
- Including two diagnostics in the programme. These will give feedback to individuals on their preferred problem solving style, and to teams on the health of their team climates for innovation. Both diagnostics can help teams deliver more sustainable approaches to innovation.
- Raising the potential for demonstrating impact. The programme runs over a 7-month period, allowing time for planning and implementation. This raises the chances of being able to share stories of innovation impact.

The programme overview

Preparation work: day 1

- Identify an innovation challenge your team wishes to bring to the programme. Complete template provided¹; send to facilitators a week in advance of Day 1; and bring hard copy to the first day.
- All participating team members to complete the KAI diagnostic online before day 1.

¹ The template is designed to provide insight to the facilitators on your team's innovation project, its challenges and enablers so that the workshops can be fine tuned to meet the specific needs of the cohort.

Day 1: Developing the support for innovation

Feedback to the WoE AHSN suggests that mid-career medics and healthcare professionals want organisational climates that support ideas being developed to implementation and wider adoption. These factors include resources such as time, space, people and money; permission to 'fail', and to evolve ideas; incentives for staff and senior-level support; prioritisation of innovation to legitimise efforts and attention.

Our own work with the NHS South West Leadership Academy around leadership for innovation suggests that there is no shortage of ideas generated by clinicians and healthcare professionals, rather the challenge is moving from idea to sustainable innovation. The goodwill of the workforce means there is high motivation for change. What's often missing is the discipline, skills and wider support to turn ideas into demonstrable value, and to spread this further. This is captured in the 'traffic light' representation shown below.



That's why, *in these workshops*, we take people through a systemic approach to innovation, with attention on skills development, awareness building, and implementation support.

On Day 1 we take participants through:

- An introductory session which looks at the role of leadership in enabling innovation in contexts that are volatile, uncertain, complex and ambiguous (VUCA). We will look at the growth in demand for creativity and innovation skills, and the mindset that underpins it.
- What makes a healthy climate for innovation, using the Situational Outlook Questionnaire (SOQ) climate model².
- Input about and feedback on adaption-innovation theory, which assesses personal problem solving preference. We share feedback on this, and encourage teams to discuss the implications of this for their innovation challenge.
- Mixed and diverse groups will 'disrupt' and provoke new perspectives about each team's innovation challenge.
- Giving teams and leaders time to plan to progress their innovation challenge in the light of insights from the day.

Preparation work: day 2

- Complete SOQ with your project team
- Develop a team presentation, ready to share project progress

Day 2: Embedding Innovation practices over time

Broadly, this day helps learners to identify the aspects of team climate which are already good, and select those needing improvement. It will help team leaders consider their role in sustaining this. This day also connects innovation to resilience and will stimulate ideas for team practices that sustain team energy over time. Finally, we will connect the learners with a platform and community for ongoing support, and to share insights from innovation applied in healthcare and other sectors.

During the day we encourage participants to:

² See Appendix 1 for a brief overview of the SOQ.

- Review their project progress and current opportunities and challenges. We ask teams to prepare a short presentation outlining their project progress to date, as well as barriers, enablers and key learning.
- Analyse and share the key learning from their SOQ climate survey results.
- Understand how to source and use a resource of innovation tools. We encourage team members to analyse their need for creativity, according to their project stage, and use tools to meet this need.
- Understand their own resilience and the connection with innovation. It is difficult to be imaginative when pressure drives us to be 'tunnel-visioned'. We review the resilience strategies that can support personal and team creativity.
- Plan to maintain a network, or community of innovation practitioners, for ongoing support. We aim to use the hyvr platform as a common resource for helping the community maintain conversation in the coming months.

Post Training Support:

This 6-month stage includes:

- **3 x just-in-time online support clinics** focussed on support needed by the teams as they implement their changes. We will also share tools and methods for implementing and evidencing change, and capturing value.
- **Use of the HYVR innovation platform** to provide a social exchange so participants can share information, give and receive help, share stories and more.
- **SOQ climate re-measure** to give teams the opportunity to re-measure their climate for innovation, 6 months after the initial measure.
- **Innovation stories** from leaders and team members who have implemented change to provide ideas and inspiration

Leading innovation Programme Outline (2 Days + support)

Session	Workshop Day 1	Prep for Day 2	Workshop Day 2 (2-3 weeks later)	Post-training support (Over 6-months, post workshop)	
Session 1	<p>Introductions:</p> <ul style="list-style-type: none"> - to the programme - who's in the room and their projects <p>VUCA context and scene-setting: input from external speaker/WoE AHSN</p> <p>A systemic model of creative problem solving – locating your challenge and what it needs.</p> <ul style="list-style-type: none"> - Innovation mindsets, skills and tools 	<ul style="list-style-type: none"> • Complete SOQ with your project team • Develop your project map • Prepare presentation 	<p>Review, progress-sharing and climate feedback</p> <ul style="list-style-type: none"> - 10 minute presentation from each project team on their project progress – barriers, enablers and key learning - Plenary on emerging themes - SOQ team climate feedback: understand key dimensions and target actions. 	<p>3 x just-in-time online support clinics.</p> <p>These will be focused on support needed by the teams as they implement their changes. We will also share tools and methods for implementing and evidencing change, and capturing value.</p>	
BREAK					
Session 2	<p>Leadership for climate change: fostering a climate for innovation:</p> <ul style="list-style-type: none"> - short input + external speaker who has used the approach - Innovation stories from leaders who have introduced change in healthcare settings. 			<p>Innovation tools overview</p> <ul style="list-style-type: none"> - Locating and sourcing the tools you need. - Tools mini-workshop: applied to your current 	<p>HYVR innovation platform.</p> <p>The platform will provide a social exchange so participants can share information, give and receive help, share stories and more.</p>
LUNCH					
Session 3	<p>Adaption-innovation feedback and implications.</p> <ul style="list-style-type: none"> - Participants receive feedback on their preferred problem solving style. - Discuss the implications for work planning. 			<p>Building resilient projects</p> <ul style="list-style-type: none"> - A model of resilience and the link with innovation. - Innovation stories from leaders who have built strong innovation climates. - Communications strategy 	<p>SOQ climate re-measure.</p> <p>Teams have the opportunity to re-measure their climate for innovation, 6 months after the initial measure.</p>
BREAK					
Session 4	<p>What learning can we take back to our project?</p> <ul style="list-style-type: none"> - Mapping your project (short input followed by activity): - Asset and resource mapping - Stakeholder mapping. - Feedback on innovation project plans – barriers and enablers 		<p>Leadership for sustaining innovation:</p> <ul style="list-style-type: none"> - The 3 'A' model: agency, awareness, association → informed action. - Forums, networks and your place in the innovation ecosystem - What next? Explore potential for Action Learning Sets, Webinars, HYVR support, 	<p>Innovation stories</p> <p>From leaders and team members who have implemented change.</p>	

