

Demystifying Board Development

Workshop 1

People, Culture and Talent Team,
NHS Leadership Academy

Demystifying board development workshops content

- 1 What is the current context for health and care board development?
- 2 What is health and care board development?
- 3 What do good health and care board dynamics look like and what can hinder them?
- 4 How do we know what is needed?
- 5 How do we design what is needed?
- 6 How do we find the right facilitator?
- 7 How do we support and/or deliver board development?

Workshop 1 content

1 What is the current context for health and care board development?

- The health and care landscape
- Health and care boards
- Health and care leadership

2 What is health and care board development?

- The role of health and care boards
- Increasing health and care board effectiveness
- Focussing on group dynamics

3 What do good health and care board dynamics look like and what can hinder them?

- Good health and care board dynamics
- Health and care board dynamics challenges

What is the
current
context for
health and
care board
development?



The health and care landscape

A paradigm shift:

- away the delivery of episodic treatment, care and support for acute illness
- towards a holistic approach that enables whole systems to use their collective resources to tackle the roots of ill-health and health inequalities in localities
- whilst promoting well-being and delivering joined up support

Requiring a focus on devolution, integration and prevention

To be delivered via:

- the adoption a population health approach
- systems leadership
- development of Integrated Care Systems (ICSs)

Integrated care systems (ICSs)

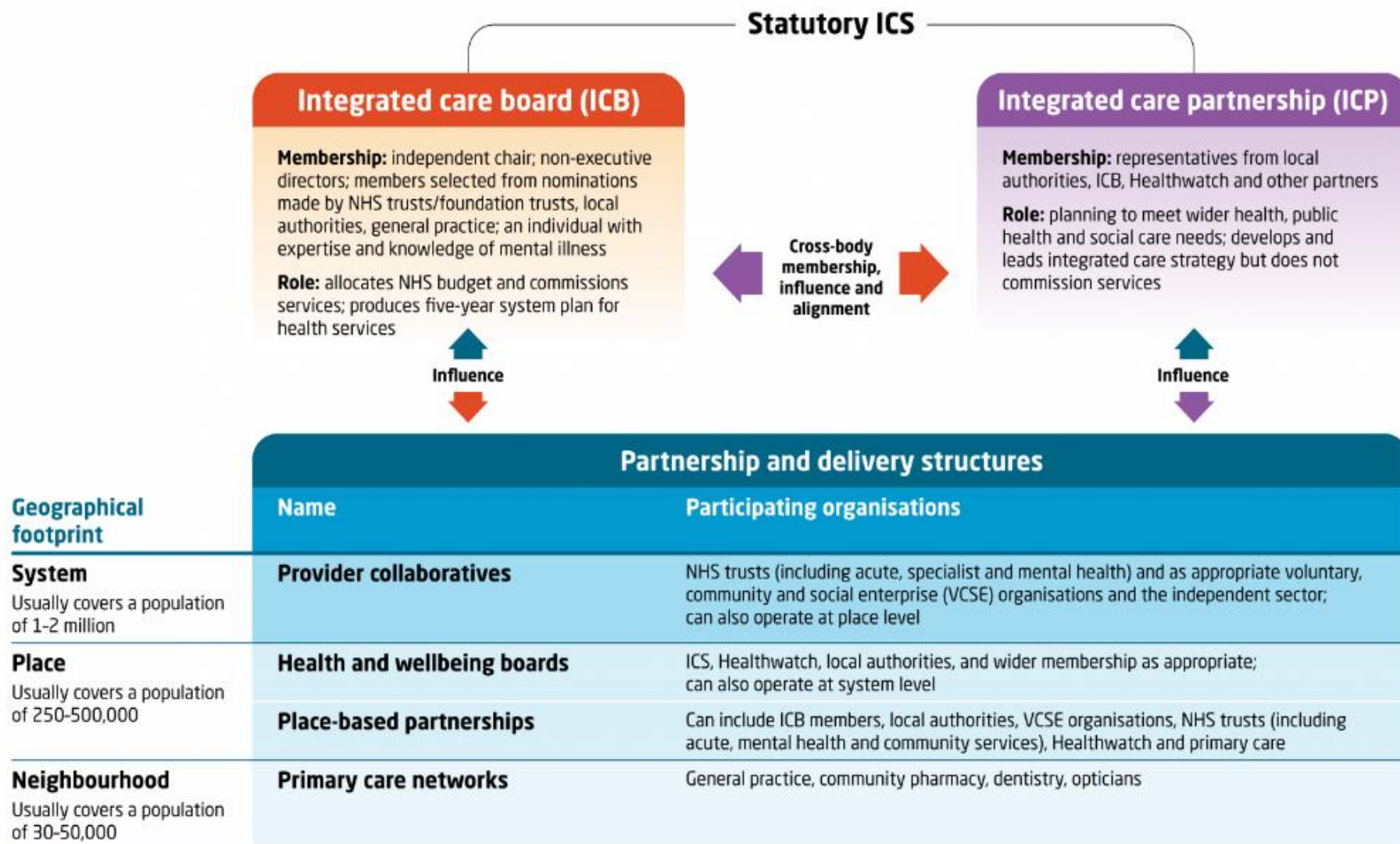
Key planning and partnership bodies from July 2022

NHS England

Performance manages and supports the NHS bodies working with and through the ICS

Care Quality Commission

Independently reviews and rates the ICS



Health and care boards

- Integrated Care Boards (ICBs)
- Integrated Care Partnerships (ICPs)
- NHS Trust Boards
- NHS Provider Leadership Boards
- Voluntary, Community and Social Enterprise Boards

Health and care leadership

We are compassionate:

- we are inclusive, promote equality and diversity, and challenge discrimination
- we are kind and treat people with compassion, courtesy and respect

We are curious:

- we aim for the highest standards and seek to continually improve, harnessing our ingenuity
- we can be trusted to do what we promise

We are collaborative:

- we collaborate, forming effective partnerships to achieve our common goals
- we celebrate success and support our people to be the best they can be

Systems leadership

The task...

A collective endeavour requiring collaboration across organisational **boundaries** to create holistic and sustainable change across whole systems

The mind-set...

The application of systems thinking to issues and challenges which span organisational **boundaries**

The behaviours...

The ability to build cross **boundary** relationships and **balance the sometime competing priorities of their own organisation with the needs of the wider system**

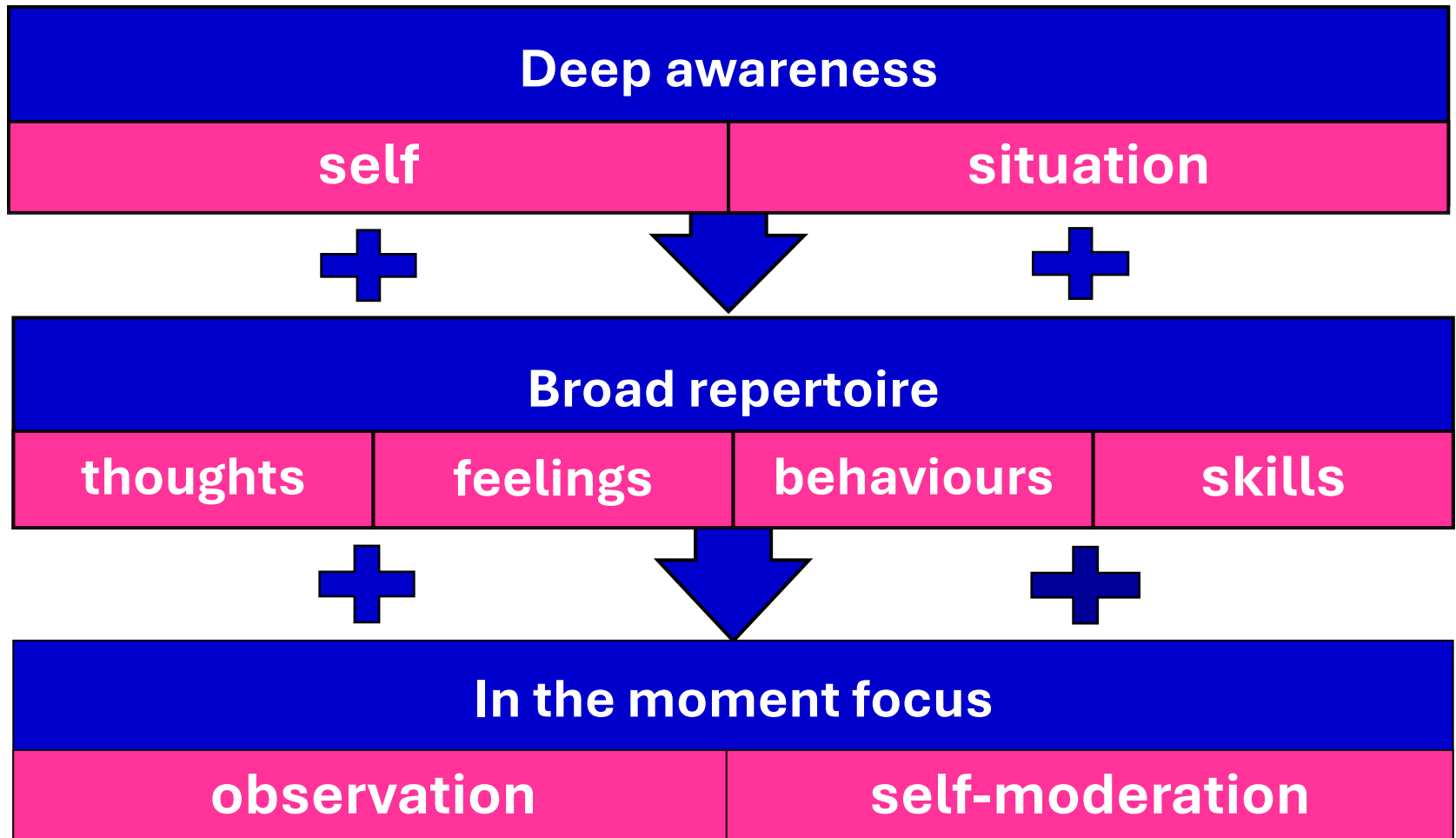
Reflexivity

The ability to stand outside ourselves and our situation in real time so that we can understand what's going on and notice our impact



The capacity to alter our behaviour to change our impact

Reflexive skills



Reflexive questions

What's going on in me?

What's going on in you?

What's going on in the group
dynamic?

What's going on in the wider
system?

What could I do differently to
change what's happening?

What is health and care board development?



Three key roles of boards



The Healthy NHS Board

Five important clusters of activity that enable boards to improve their effectiveness

Building board capacity and capability

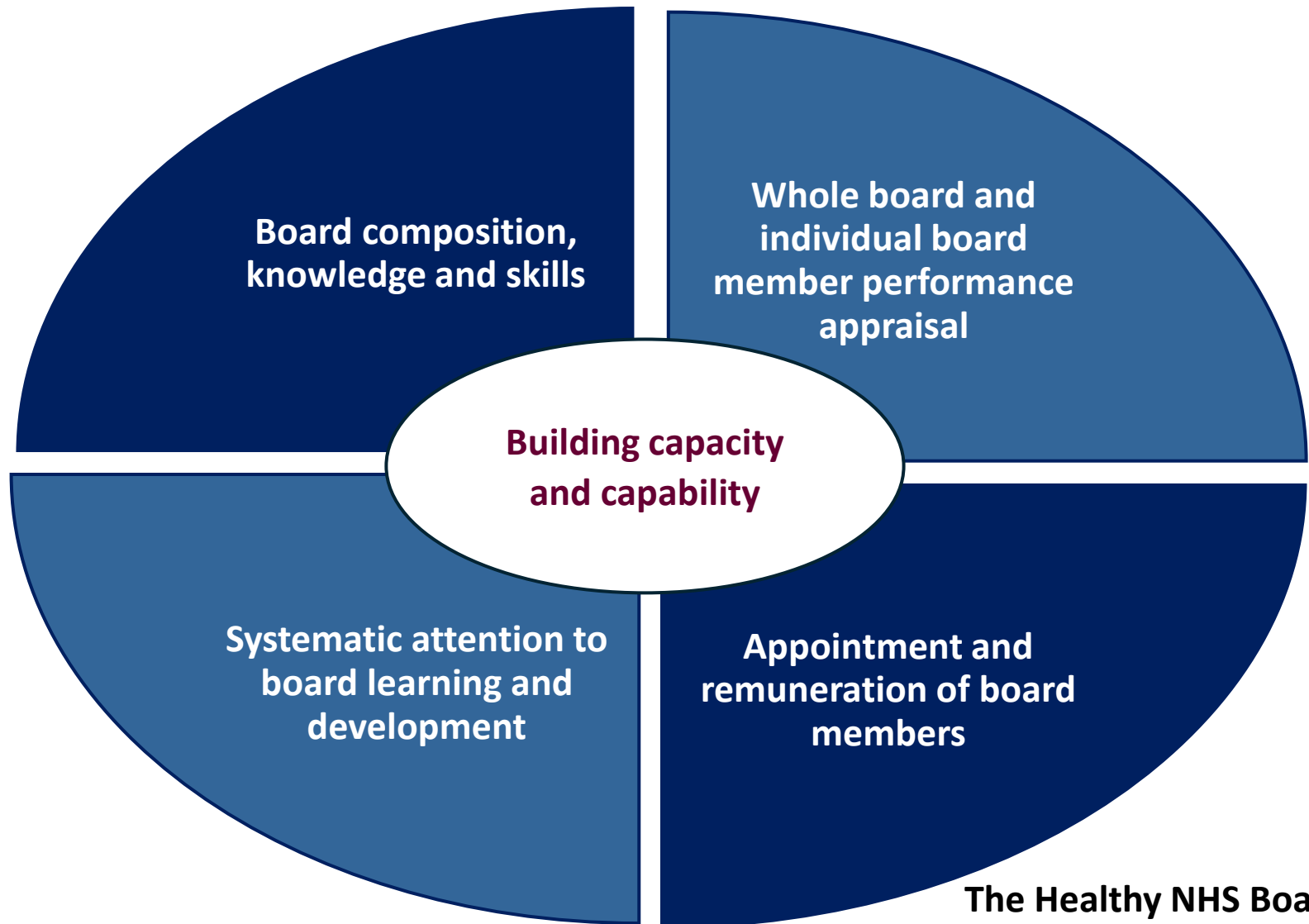
Enabling corporate accountability and good social practice

Exercising judgement

Prioritising a people strategy

Embedding board development disciplines and appropriate delegations

Key activities to help boards build their capacity and capability



Types of board development

- Developing board roles and responsibilities and facilitating governance and accountability arrangements
- Helping boards to establish vision and principles
- Supporting boards with their key performance targets of formulating strategy, ensuring accountability and shaping culture
- Facilitating members' individual leadership development
- Enabling boards to develop well as a group by building healthy and productive behaviours and dynamics

Group dynamics

- “An aggregate cluster of persons becomes a group when interaction between members occurs, when members’ awareness of their common relationship develops, and when a common group task emerges... when an aggregate becomes a group, the group behaves as a system – an entity or organism that is in some respects greater than the sum of its parts”

Wilfrid Bion

- When the sum is greater than the parts, groups dynamics are bigger than any one individual and all of the group members get swept up in them
- Kurt Lewin invented the term group dynamics to describe the positive and negative forces within groups of people
- “Group dynamics” refers to a set of behavioural and psychological processes that occur within a group or between groups
- The concept comprises “the nature of groups, the laws of their development, and their inter-relations with individuals, other groups and their institutional environments”

Cartwright and Zander

What do good
health and care
board dynamics
look like and what
can hinder them?



Ways of working that support good social processes	Ways of working that obstruct good social processes
Building a crystal clear understanding of the roles of the board and individual board members	Board members behaving in a way that suggests a “master-servant” relationship non-executive and executive
Actively working to develop and protect a climate of trust and candour	Executive Directors only contributing in their functional leadership area rather than actively participating across the breadth of the board agenda
Building cohesion by taking steps to know and understand each other’s backgrounds, skills and perspectives	Demonstrating an unwillingness to consider points of view that are different from individual directors’ starting positions
Encouraging all board members to offer constructive challenges	Challenge primarily coming from non-executive directors, rather than all directors feeling empowered to challenge one another in board meetings
Sharing corporate responsibility and collective decision-making	Challenging in a way that is unnecessarily antagonistic and not appropriately balanced with appreciation, encouragement and support
Ensuring that neither chair nor chief executive power and dominance act to stifle appropriate participation in board debate	Working in ways that do not demonstrate overall confidence in the executive and that feed individual anxiety and insecurity about capability

Individual micro behaviours

- Operating reflexively
- Working with process as well as content
- Listening
- Being curious and facilitating others
- Engaging with difference
- Understanding power
- Possessing and demonstrating emotional intelligence
- Building strong relationships
- Communicating clearly
- Embracing conflict
- Knowing how groups and organisations work
- Recognising how change happens
- Generating ideas
- Systems thinking
- Making robust decisions and turning them into action

Collective behaviours

