



# Q COMMUNITY

## Special Interest Group on Community Hospitals



### RESOURCE PACK #3 LEADERSHIP



# INTRODUCTION

**THE COMMUNITY HOSPITALS ASSOCIATION (CHA) HAS DESIGNED A SUITE OF RESOURCE PACKS AS A WAY OF SHARING SOME OF THE LEARNING IN AN ACCESSIBLE WAY. THIS RESOURCE PACK FOCUSES ON THE TOPIC OF LEADERSHIP.**

We have set out the examples and identified positive impact changes specific to community hospitals. Each Resource Pack also provides links to national resources concerned with leadership. To create these Resource Packs, the CHA has assembled information from a number of sources from members and our special interest group. Also in 2021/22 the CHA carried out a study on the role of community hospitals during COVID-19, asking staff to describe quality improvements and initiatives that made a positive impact. We interviewed 85 staff and managers working in community hospitals from 20 provider organisations so this has generated reports and resources as well as 31 case studies which have now been shared widely. Staff used these terms during the interviews including “camaraderie,” “resilience,” “all in it together,” and “the team is like a family.” Staff were open and honest about the difficulties and challenges during the pandemic, as well as sharing the improvements that were made for the benefit of patients and staff.

The topics in this Resource Pack include leading change, leadership at all levels of organisations and leadership in clinical practice. Leadership was often woven through areas such as wellbeing and management and we have shared examples of this as well.

The topics in the Resource Packs are being discussed and developed in the Q CHA Community Hospitals: sharing good practice Special Interest Group. Staff are sharing their case studies and experiences. We are sharing the outcomes of our online discussions groups widely to encourage learning across the community hospitals network. The outcome of discussions from the emerging communities of practice will continue to influence and inform the Resource Packs. This Resource Pack reflects initiatives and schemes concerned with leadership and will develop as the learning continues to be shared.

## WHAT WE DID

**85**

**PRACTITIONERS**



85 STAFF INTERVIEWED  
USING APPRECIATIVE INQUIRY

**20**

**ORGANISATIONS**



20 ORGANISATIONS  
TOOK PART REPRESENTING  
168 COMMUNITY HOSPITALS

**31**

**CASE STUDIES**



31 CASE STUDIES SELECTED  
AND DEVELOPED

# COMMUNITY HOSPITAL RESOURCES: LEADERSHIP

Leadership was expressed by staff as a critical factor in being able to provide an appropriate service in the circumstances of the pandemic. Staff spoke of bold and compassionate leadership. Managers spoke of the challenge of having a central and national focus at the start of the pandemic, to the detriment of the local services.

This was adjusted as the pandemic progressed, and leaders and managers sought ways to support front line staff. The staff spoke of being person-centred and how this was emphasised during the pandemic when the staff were the main and often the only contact for patients in the hospital. Staff provided care and support for patients who were isolating and unable to see their loved ones,

and the ways in which staff went out of their way to reassure and care for patients was inspiring and heart-warming.

**CASE STUDY EXAMPLES BELOW ARE GROUPED UNDER THREE THEMES:**

- 1** Leading Change
- 2** Leadership at every level
- 3** Leadership in Clinical Practice

## 1 LEADING CHANGE

### Enhanced Care: A New Model

**CORNWALL PARTNERSHIP NHS FOUNDATION TRUST**

Change was a constant during the pandemic.

Staff in Cornwall spoke of their experience of changing the focus of their ward to deliver an Enhanced Care Model at Launceston Community Hospital. This involved sourcing a different workforce, training staff, developing different relationships with Mental Health colleagues and managing a different group of patients.

Leadership from the Matron and Ward Manager was evident in the stories they shared with us. They put in place support on an individual and team basis and ensured good practice and care were acknowledged and highlighted. The Matron did an Excellence Report (on the Datix system) for Launceston to celebrate their success which meant they got a certificate to say well done.

**CASE STUDY: ENHANCED CARE: A NEW MODEL**  
CORNWALL PARTNERSHIP NHS FOUNDATION TRUST >>

### Relocating Non-Surgical Cancer Services

**TORBAY AND SOUTH DEVON NHS FOUNDATION TRUST**

Staff in Torbay and North Devon told us about their experience of Relocating Non-Surgical Cancer Services. They shared how important “senior clinical, nursing and operational support” was in creating a “super green” site at Newton Abbot Community Hospital.

This work involved collaborative working across the acute site and the Community Hospital, developing new protocols, staff learning and produced positive outcomes for patients and valuable learning for the wider organisation.



**CASE STUDY: RELOCATING NON-SURGICAL CANCER SERVICES**  
TORBAY AND SOUTH DEVON NHS FOUNDATION TRUST >>

## System impact of organisational innovation

BIRMINGHAM COMMUNITY HEALTHCARE  
NHS FOUNDATION TRUST

In Birmingham, the Community Hospitals responded as part of whole organisational change to support the wider system. Some of the initiatives put in place related to changing the focus of care from a rehabilitation to a sub-acute model, enhanced clinical skills around Nasogastric feeding and care of tracheostomies, introducing family liaison, end of life care involvement from therapists, introducing an Early Intervention Service and Attend Anywhere and enhancing support to Care Homes. Huddles were introduced within the Community Hospitals to support communication and increase opportunities to share operational issues and problem solve together.

A focus was maintained on staff wellbeing. Whole teams were redeployed, including the Research Team in the early part of the pandemic but they identified the benefits of participating in research projects, much of which took part on Community Hospital sites. This also raised the profile on research in out of hospital care.

The leadership approach to organisational change resulted in better outcomes for some patient groups, innovation, new service models, enhanced relationships, improved equity of access and recognition for the role of Community Hospitals.



## A Leadership Journey to support a 7 Day Service

OXFORD HEALTH NHS FOUNDATION TRUST

Community Hospitals in Oxfordshire told us about a new way of working was developed across the community hospitals, with a strengthening of leadership at every level. This has enabled a 7-day service to be offered, and the community hospitals contribution to the service within the whole system to be enhanced, recognised and valued by partners.

The Matrons for the community hospitals in Oxfordshire Health NHS Foundation Trust came up with a proposal for a new way of working in the second wave of the pandemic. They developed a system whereby one Matron had an operational responsibility for all community hospitals for a 7-day period.

The Operational Matron became the single point of access for partner organisations such as the Acute Trusts and Social Care with the inpatient services. The other 3 Matrons had clinical responsibility across the rest of the community hospitals. This arrangement was on rotation, so each Matron had regular experience of operational and clinical responsibility for all community hospitals in the community directorate.

This new arrangement provided leadership and support for staff in community hospitals and 7 days a week.

MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY	SUNDAY
1	2	3	4	5	6	7

“

### QUOTE FROM CASE STUDY

*I think, from a bird's eye view, the most significant change to the NHS in general is that although we think it is a big organisation and slow to change, during Covid we saw things change on a pinhead. So, we have learned that it is possible to create change and agility if we really need to. The key is we can do this*

DR. BURT

**CASE STUDY:** SYSTEM IMPACT OF ORGANISATIONAL INNOVATION – BIRMINGHAM COMMUNITY HEALTHCARE NHS FOUNDATION TRUST >>

“

### QUOTE FROM CASE STUDY

*We split our responsibilities so we can be both operational and supporting the system, and also providing clinical leadership supporting our teams*

MATRON

**CASE STUDY:** A LEADERSHIP JOURNEY TO SUPPORT A 7 DAY SERVICE – OXFORD HEALTH NHS FOUNDATION TRUST >>

## Supporting Hospital Discharge During Reset

HOUNSLOW & RICHMOND COMMUNITY HEALTHCARE NHS TRUST

Leadership was shown by staff working at many levels within Community Hospitals. Staff at Teddington Memorial Hospital shared their experiences of Supporting Hospital Discharge during Reset. The Clinical Lead Nurse/Acute Liaison Nurse was able to draw on her extensive knowledge and skills to lead work to improve patient flow supporting the wider health and care system.

**SHORT CASE STUDY: SUPPORTING HOSPITAL DISCHARGE DURING RESET – HOUNSLOW & RICHMOND COMMUNITY HEALTHCARE NHS TRUST >>**

## Increased GP Support

HYWELL DDA UNIVERSITY HEALTH BOARD

Staff in Hywel Dda University Health Board told us of the way GPs stepped up to support Llandoverly Hospital with one living in a caravan in the driveway of his home to be able to support delivery of care to patients. A real example of leadership in action.

**SHORT CASE STUDY: INCREASED GP SUPPORT HYWEL DDA UNIVERSITY HEALTH BOARD >>**

## Wellbeing Conversations

SUSSEX COMMUNITY NHS FOUNDATION TRUST

The senior leadership/management team at Sussex Community NHS Foundation Trust recognised the need for self-care and remaining connected to be able to lead their Community Hospitals effectively. It helped further develop relationships and resilience as well as ensure they remained focus on the wellbeing of teams.

**SHORT CASE STUDY: WELLBEING CONVERSATIONS SUSSEX COMMUNITY NHS FOUNDATION TRUST >>**

## Managers as buddies

OXFORD HEALTH NHS FOUNDATION TRUST

In Oxfordshire staff described how senior leaders buddied up with each Community Hospital meaning they had direct access to someone for escalation conversations and provide enhanced staff support. This resulted in re-energised leaders and leadership that was truly connected with the reality on the wards.

**SHORT CASE STUDY: MANAGERS AS BUDDIES OXFORD HEALTH NHS FOUNDATION TRUST >>**

## Senior Team Leader Huddles

NHS HIGHLAND

Staff in Nairn shared how empowering and enhancing the leadership at Team Leader level supported them to take early action to keep their services safe.

**SHORT CASE STUDY: SENIOR TEAM HUDDLES NHS HIGHLAND >>**

## Ice lollies for patients

GLOUCESTERSHIRE HEALTH AND CARE NHS FOUNDATION TRUST

Leadership at practice level was demonstrated clearly when staff at Dilke and Lydney Community Hospitals told us about concerns regarding patient hydration which was creatively managed using ice lollies.



**SHORT CASE STUDY: ICE LOLLIES FOR PATIENTS GLOUCESTERSHIRE HEALTH AND CARE NHS FOUNDATION TRUST >>**



### Creating a Communication Open Door

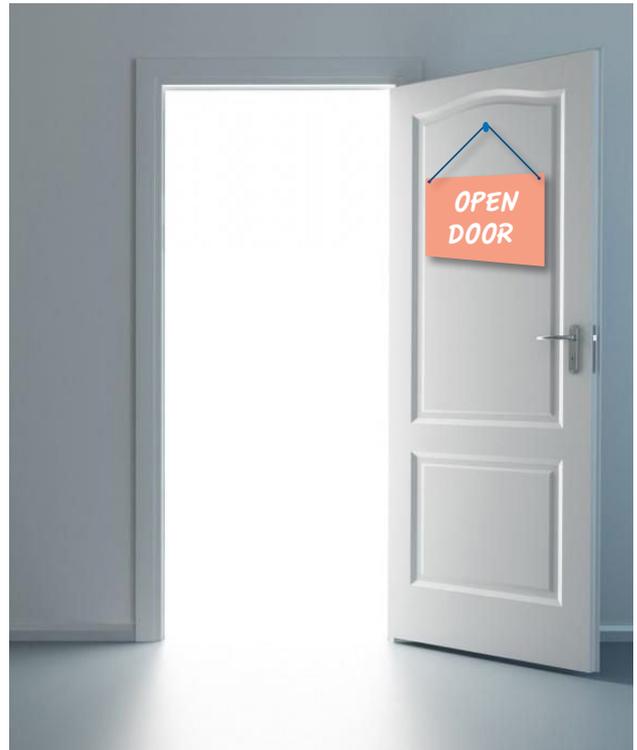
#### NORTHERN HEALTH AND SOCIAL CARE TRUST

The Team at Robinson Memorial Hospital shared their experiences with a focus on Communication. The leadership of the team by the GP and Ward Manager ensured they worked to communicate differently with patients and families. Their experiences of managing restricted visiting and communication at end of life have left a lasting impression and generated learning which will continue to improve practice.

Managing relationships with colleagues from other teams, supporting team members to develop new technological skills and managing a red COVID-19 ward were not always straightforward but as a well led team they achieved good outcomes for patients and families.

The leadership of the team was vital in supporting them to remain united and continue to focus on patient centred care.

**CASE STUDY: CREATING A COMMUNICATION OPEN DOOR**  
NORTHERN HEALTH AND SOCIAL CARE TRUST >>



# NATIONAL RESOURCES

## NHS Leadership Academy

**Develop your career, connect with peers, grow as a leader**

<https://www.leadershipacademy.nhs.uk/career-development/>

- You can find information on Programmes to help you grow as a leader.
- The Learning Hub which provides a space to learn, reflect and connect.
- Information on support for organisations and regional centres.

### Developing your health career

<https://www.healthcareers.nhs.uk/working-health/your-nhs-career>

The Academy offers a range of tools, models, programmes and expertise to enable those at every level of their leadership journey to fulfil their potential.

The aim is to support individuals, organisations and local academies to develop leaders, celebrating and sharing where outstanding leadership makes a difference.

## NHS England

### The Culture and Leadership programme

<https://www.england.nhs.uk/culture/culture-leadership-programme/>

The programme supports organisations through all phases of the Culture and Leadership Programme, a modular programme which provides opportunities for organisations to understand their own culture using evidence-based tools, develop tailored leadership strategies for developing compassionate, inclusive and collective leadership and deliver culture change.

## NHS Education for Scotland Academy

### Leadership Resources

Key resources include a report on resilience, and good practice toolkits.

<https://www.effectivepractitioner.nes.scot.nhs.uk/leadership/leadership-resources.aspx>



## NHS Fabstuff

The Academy of NHS Fabstuff, led by our Patron Roy Lilley, has a wealth of resources and case studies on leadership. This podcast is a very useful example.

**Clinical leadership is key to serving the needs of local populations and in turn making integrated care a reality – podcast:**

<https://fabnhsstuff.net/fab-stuff/clinical-leadership-is-key-to-serving-the-needs-of-local-populations-and-in-turn-making-integrated-care-a-reality-podcast>

## Institute of Health and Social Care Management

<https://ihm.org.uk/>

There are many resources on Leadership. Below is an example of a special interest group and event.

### Women in Leadership Special Interest Group meeting

This group is about sharing interests of people at different stages in their leadership career

<https://ihm.org.uk/special-interest-groups/>

## NHS Elect

### Leadership Development

<https://www.nhselect.nhs.uk/Bespoke-Services/leadership-development>

Find information on:

- Leadership development programmes
- Core leadership topics
- Online training

## The Point of Care Foundation

**Leadership – because health and care leaders have a vital role to play in humanising the system**

[https://www.pointofcarefoundation.org.uk/topic/leadership/?gclid=CjwKCAiAxvGfBhB-EiwAMPakqtrmgjYaL-Cg8c2xUC7oH1Dn6XhRM82BuWN91XwKoahlrgm8h4VJ9Gxo-CkM4QAvD\\_BwE](https://www.pointofcarefoundation.org.uk/topic/leadership/?gclid=CjwKCAiAxvGfBhB-EiwAMPakqtrmgjYaL-Cg8c2xUC7oH1Dn6XhRM82BuWN91XwKoahlrgm8h4VJ9Gxo-CkM4QAvD_BwE)

Find information on:

- Compassionate Culture
- Diversity and inclusion
- Leadership
- Person-centred systems
- Quality Improvement
- Supporting health and care staff



# PROFESSIONAL RESOURCES

## Florence Nightingale Foundation

To elevate the voice of Nurses and Midwives as leaders in clinical excellence and evidence based care.

<https://florence-nightingale-foundation.org.uk/academy/>

### Objectives:

- To offer individualised, contemporary and values based leadership development to nurses and midwives throughout the life span of their career
- To create networks of subject experts to provide evidence based thought leadership and resources to influences workforce related policy and practice
- To embed a culture of evidence based practice achieved through the wider integration of nursing and midwifery led research, quality improvement and innovation across health and care systems
- To forge partnerships with individuals and organisations who share our values and goals to further our collective impact through joint projects
- To demonstrate the impact of investment in nursing and midwifery leadership on the economy, society, culture, public policy and services, the environment, health outcomes and quality of life.

## Health and Care Women Leaders Network

Delivered by the NHS Confederation, the Health and Care Women Leaders Network is a free network for all women working across health and care.

<https://www.nhsconfed.org/womenleaders>

Delivered by the NHS Confederation, the Health and Care Women Leaders Network is a free network for all women working across health and care.

## Chartered Society of Physiotherapy

<https://www.csp.org.uk/professional-clinical/leadership>

### Find information on:

- Leadership Development programme
- CSP mentoring platform
- Student Placements in Leadership

## USEFUL RESOURCES

### The Leadership Log Podcasts

[https://twitter.com/leadership\\_log?lang=en-GB](https://twitter.com/leadership_log?lang=en-GB)



### Brene Brown podcasts

<https://brenebrown.com/podcasts/?refinementList%5Btopics%5D%5Bo%5D=Leadership&pagination=1>

### Tom Geraghty Psychological Safety Podcasts

<https://tomgeraghty.co.uk/index.php/talks-and-podcasts/>

### Community Hospitals Association Resource page

<http://communityhospitals.org.uk/quality-improvement/resources.html>

### Q Community

<https://q.health.org.uk/>

# ACKNOWLEDGEMENTS

THANK YOU TO THE ORGANISATIONS WHO AGREED TO TAKE PART IN OUR CHA Q PROJECT ON THE ROLE OF COMMUNITY HOSPITALS DURING COVID-19. THE 20 ORGANISATIONS ARE LISTED BELOW. WE ARE GRATEFUL TO THE 85 STAFF AND MANAGERS WHO AGREED TO BE INTERVIEWED, AND HAVE CONTRIBUTED THEIR EXPERIENCES AND VIEWS. THANK YOU.

## PROVIDER TITLE

### Northern Ireland

Northern Health and Social Care Trust

### England

Birmingham Community Healthcare NHS Foundation Trust

Cornwall Partnership NHS Foundation Trust

Derbyshire Community Health Services NHS Foundation Trust

Gloucestershire Health and Care NHS Foundation Trust

Herefordshire & Worcestershire Health and Care NHS Foundation Trust

Hounslow & Richmond Community Healthcare NHS Trust

Lincolnshire Community Health Services NHS Trust

Northumbria Healthcare NHS Foundation Trust

Oxford Health NHS Foundation Trust

Somerset NHS Foundation Trust

Southern Health NHS Foundation Trust

Sussex Community NHS Trust

Tetbury Hospital Trust

Torbay and Southern Devon NHS Foundation Trust

### Scotland

Highland Health Board

Lanarkshire Health Board

### Wales

Betsi Cadwaladr University Health Board

Cwm Taf University Health Board

Hywel Dda University Health Board





## Contact us



infocommunityhospitals@gmail.com



communityhospitals.org.uk



Community Hospitals Association



@CommHospUK



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