

# Navigating the mutual challenges of establishing ICS's

Effectively managing transformation

Understanding your communities

Making the most of partnership & collaboration

3 steps to partner with ICE

# Solutions to complex change for ICS's

**The formation of Integrated Care Services is a fundamental shift in how our health and care systems are organised. But unlike previous reforms there is no blueprint empowering local design, while also being difficult and challenging for those of you leading it.**

If key issues are left unresolved during the design of the ICSs, you, your leaders and employees could be left disappointed because hopes and aspirations for your communities are not realised.

**In this document we outline some quick win solutions that can help you and your team navigate this period of complex change so you emerge stronger, more resilient and collaborate as one-team.**

3 Mutual Challenges

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Take action today

Meet Your Experts

# Mutual Challenges

**Our desire to understand and support you during this challenging time prompted us to conduct a study with organisations and partners across integrated care systems, NHS Trusts and large-scale healthcare data organisations to gain a deeper insight into the common issues around establishing the new services.**

At ICE, we have more than 22 years' experience enabling organisations and people to find the courage, clarity and commitment needed to realise their full purpose and potential.

**We have worked in partnership with more than 100 NHS Trusts, Public Health England and the Department for Health and Social Care** influencing significant changes to the nation's behaviours, attitudes, habits and minds - transforming lives, leaders and their teams, and communities.

Everything we do is powered by deep human behavioural insights, intelligent thinking and radical creativity to provide strategies for activating strong cultures and teams, brand experiences, social movements, and informing product and service designs to move the world forward.

*"Building leadership skills and capability of our senior clinical leaders is a fundamental part of transforming the way we deliver care for our patients at St George's. Throughout our work with ICE it has been a highly enjoyable, collaborative and adaptive partnership. Jane and her team listened, challenged and delivered a creative and interactive programme, built on a clear understanding of our needs. The team created a strong and clear narrative across the workshops, balancing individual and group-based development. Critically there was plenty of time for reflection, shared learning and some fun along the way!"*

**Martin Haynes**  
Director of Quality Improvement & PMO  
St George's & Epsom St Helier Hospitals Group

**Our research indicates three main mutual challenges:**

# 1

## **Effectively managing transformation**

Taking transitions seriously and undertaking realistic assessments to support people to let go of the past, learn new skills and take up new roles to build a new integrated health culture.

# 2

## **Understanding your communities**

Establish a deep understanding to make sure all have access to information and services by removing the barriers, particularly for hard-to-reach, hidden and vulnerable communities.

# 3

## **Making the most of partnership & collaboration**

Embedding peer support and extending effectiveness by strengthening meaningful relationships with existing and new partners to achieve more for your communities.

## Challenge 1

# Effectively managing transformation

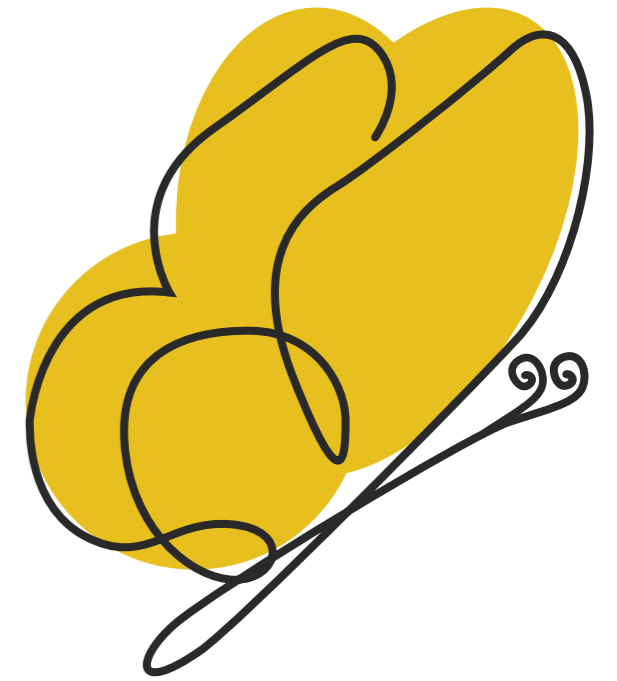


**Transforming the way integrated health and care services are organised and delivered across a whole system will be driven by those on the front-line displaying new behaviours and leadership styles with an emphasis on collaboration rather than competition.**

Building Strong integrated care systems requires a focus on developing and committing to one workforce, with your team at the centre of the vision for greater integration and better care.

**There are three main challenges to overcome:**

- 1. Navigating change at scale & pace:** The challenge is two-fold. Managing the challenge of multiple initiatives at the same time as keeping motivation and momentum high is a fundamental concern. Particularly as emotions are likely to be high because of role changes and potential job losses as the new ICS takes shape.
- 2. Gaining ownership:** Lack of buy-in or resistance to change can hamper progress and long-term success. Everyone must own the change. Our experience has shown employee resistance is one of the biggest factors to affect the success of a change process.
- 3. Changing the operating system:** Your people want to support system change to be more efficient and collaborative, to work together differently to best meet local priorities, relationships and circumstances to target support where it is most needed.



**We use a suite of diagnostic tools to measure your current organisation and team temperature – what's it like now, and where we want to be for example.**



## Diagnostic of where you are and need to be

Our Culture Map tools generate insights at an individual, teams, organisational and system level, mapping alignment and energy for work including cultural entropy (positive and negative energy) in the workplace, i.e. the culture of the workplace.

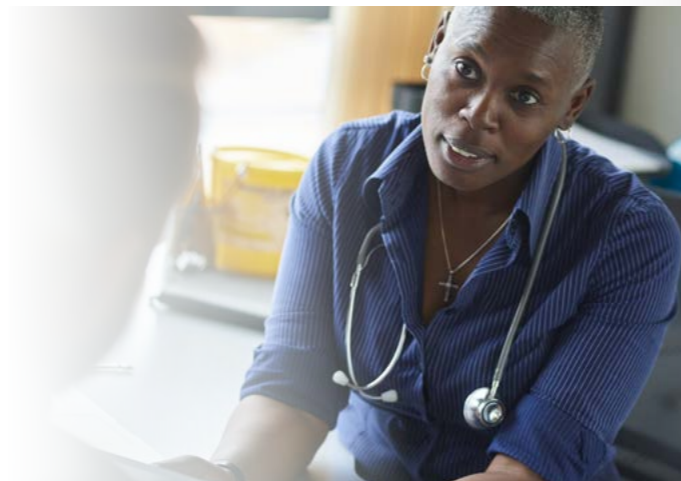
Understanding the energy level is important for identifying the culture and drivers for your people, it will also help you identify the hot and cold spots in your teams and linking these insights with qualitative work to design simple development interventions. Culture map used through a transformation journey will evidence the change often before you have been able to measure the overall outcome, giving you early insight that your interventions are working.



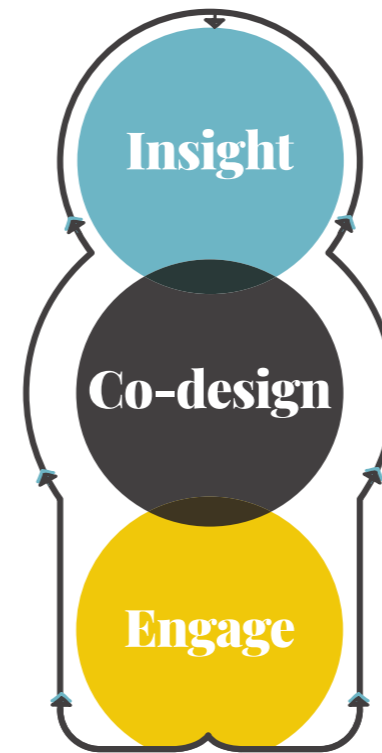
We don't steer clear of the fact that there is dissatisfaction with how things are now. Instead, we embrace that and let people explain it so they feel listened to. We focus on the positive – exploring from your perspective of the health and care system, paying particular attention to the contexts we agreed at the point of commission. We complete the strategy by exploring what the first steps should be to create the desired future. Those first steps often turn out to be far simpler than anyone originally expected.

*“Applied theory is gold dust...  
ICE is a mine of such gold.”*

**Matthew McClelland**  
Executive Director of Strategy  
and Insight  
NMC Regulator



Everything we do is powered by human understanding. What makes ICE unique as a transformation partner is our 3-stage person-centred methodology for change:



ICE will work closely with your team to really get under the skin of your ethos, culture, philosophy and ambitions for growth. We will essentially walk in your shoes to gain a deeper understanding of the organisation to co-create with your team a shared vision to un-pick your purpose and delve into your mission to build internal clarity and bring all team on the journey to create a narrative to propel the organisation forward.

## Meet your experts

Led by Jane Cryer and Stuart Jackson, we have supported hundreds of leaders and NHS Trusts to navigate change, enhance culture and support high performing teams to co-create their emerging narrative as one team. We are experts in change management, cultural development and organisational insight.



[Click here for Stuart's bio](#)



[Click here for Jane's bio](#)

*“After working with ICE,  
you realise your  
only limit is your imagination.”*

**Graham Hodgkinson**  
Director of social care  
Wirral NMC Regulator

## Challenge 2

# Understanding your Communities

**The new system will place communities at the heart of the health and care system, bringing communities and local partnerships together as part of the integrated care service. The COVID-19 pandemic has given society its biggest challenge of the past 70 years and highlighted that people need support joined up across local councils, the NHS and voluntary organisations.**

Initiatives to bring support to people in their communities have been most successful when partners have bridged traditional divisions between health and care and the voluntary sector. As integrated care systems are created across new boundaries and localities, we have the expertise to support your objectives to reduce health inequalities by engaging those who are hardest to reach. We do this through social marketing and engagement tactics built on behavioural insight.

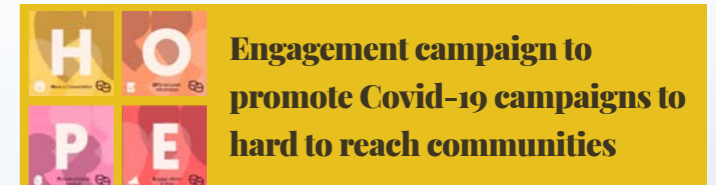
**Our expertise will provide you with actionable insights and strategic recommendations to inform the design of products, services and digital solutions.**

As experts in human behaviour, we recognise the value of co-creating solutions with people, for people. That's why our approach places patients, customers and communities at the heart of the design process:

- We will gather behavioural insights from community stakeholders and the public to explore motivations, challenges and needs.
- We will co-create and concept test brand messaging / imagery
- We will produce actionable reports, case studies and co-created branding assets that engage your audiences



**For examples of our engagement and social marketing campaigns and outcomes click on the Buttons below:**





## Challenge 3

# Making the most of partnership & collaboration

**Public sector planning is an art and a science. Part of the art is getting all the various stakeholders to effectively participate in the decision-making process. But why is it so hard? Our research revealed the following top four reasons:**

*“The habit of looking beyond the day-to-day both at where we are headed personally and at what others are doing beyond their division, organisation, industry and sector is essential for a connected system leader in our health and care system.”*

**Karen Howell**

CEO Wirral Community NHS Trust

### 1 | Different decision makers

There are so many of them often with competing priorities or agendas. MPs, local councillors, voluntary and charity sector, housing associations, plus the many health and local authority partners you already work with. How do you effectively involve them in your planning and to work together to extend your reach?

### 2 | Competing priorities

Everyone comes to the table with a unique set of objectives, expecting that most of them will be met. And, unfortunately, what's important to one group may not even be on the radar of another.

### 3 | Resource constraints

Times are tough and belts can't get any tighter. Public organisations are under intense pressure to satisfy stakeholders' needs despite limited funds, people, and equipment.

### 4 | Disparate data and opinions

Sometimes we simply make it difficult to spark the right type of engagement to enable stakeholders to provide input efficiently. Open public forums can be chaotic. Focus groups may not be sufficiently representative.

## How we can help you stop wasting time and gain alignment

If you are wrestling one or all these engagement obstacles, don't be discouraged. Our behaviour science experts, facilitators and communication specialist have a plethora of proven methodologies, tools, and techniques to stop the time wasting and get everyone on the same page.

- We will enable exchanges to ignite innovative solutions and develop mutual understanding of the journey ahead for us all.
- We will help you gain alignment and shared vision with clearly defined goals and deliverables.
- We will define the stakeholders you want to engage by mapping their interests against agreed criteria by level of expertise, influence, and ability to engage to enable our efforts to be focus on the right stakeholders.
- Co-create a framework for informing and engaging stakeholders.

# 3 steps to partner with ICE

Three steps to minimise wasted time & maximise your efforts by partnering with ICE:

**1**

Click here to schedule a **FREE 60-minute consultation** with one of our experts to help us understand your challenges.

**2**

Click here to Test out our **culture map tool for FREE** to show you how powerful the insights are to driving and measuring the impact of change.

**3**

Click here to **Request an initial proposal** to partner with ICE to achieve your objectives.

**By taking action today you can save time and position your ICS at the forefront of innovation with a positive culture and motivated workforce with patient care as the central focus.**

**By partnering with ICE, you are tapping into a team of more than 70 experts in behavioural change with access to the latest insight and research gained from multiple sectors.**

If you don't assert your influence and position during this time of complex system change, you will miss the opportunity to resolve your key challenges and waste precious time to deliver and prove your innovation as part of your plan to Government.



# Meet Your Experts



**Stuart Co-founded ICE in 1999, having previously served on the Board of a PLC. Stuart likes to push boundaries of experience in a quest to uncover hidden and amazing aspects of both himself and the people he works with.**

A highly experienced and passionate leadership coach. Stuart works with three building blocks of a person – humility, hunger and people smartness. Working in local authorities, NHS, public and private sector organisations to develop people’s natural leadership capacity and values driven performance, Stuart helps his clients navigate and build capability, through increasing competence and confidence to act for themselves.

Stuart’s clients recognise his passionate, energetic style, and his tenacious, open and challenging ambition. Stuart will always give space and time to help clients manage their emotional selves allowing for the rational human to describe their desired best. Then building clear, owned and easy to do action plans.

Stuart’s work is supported by a deep understanding of the behavioural and emotional and mental dimensions which impact the individual, team, and organisation and how this directly effects performance. Clients replay their experience of working with Stuart as non-judgmental, open, empathetic, hit the spot, mixing deep thinking and realisation with fun and energy.

*dedicated to all  
who want to  
make better happen*



**Jane has designed, developed and delivered coaching within integrated leadership and organisational programmes as well as delivering individual and team coaching for a wide range of organisations and senior leaders. Her focus is on clinical leaders, developing collaborative teams through coaching and team development, creating enabling cultures and enabling potential and performance by understanding and building resilience. She has worked with a wide range of doctors and medical leaders at all stages of their training and careers.**

Jane has developed coaching practices within Leadership and Organisational development working with clients across the public, private and third sector to develop coaching skills in leaders, strategic development of a coaching culture as well as delivering coaching and team coaching interventions.

Jane’s coaching style is transpersonal, strength and relationship based underpinned by a solution focused approach. She works to build a trusting relationship, so individuals can explore and define their purpose, motivation and alignment. She provides supportive challenge and helps her clients to become more self-aware and be more effective in understanding themselves, their self-belief, interpersonal relationships and finding their authentic style to lead in complexity and ambiguity, to create long-term solutions to achieve their goals. Jane works to build a trusting relationship; she uses tools only when they add an extra dimension and believes we all have internal resources to create meaningful solutions and sustain desired goals.

She is OTU Personality and Ability qualified and is accredited to use a wide range of personality, leadership and 360 instruments to support her coaching practice. Jane is particularly skilled working with clinical and medical leaders, building resilience, imposter syndrome, women leaders, transitional coaching, team coaching using live scribes and metaphors and developing positive and culture for performance and wellbeing.

## Let's get started today

**We've been working with health and social care leaders for more than 22 years, evolving our solutions to bring clarity to overcome their challenges.**

For a limited time, we are offering a free 60-minute 121 consultation with one of our top experts, CEO Stuart Jackson, and our Organisational Development Director Jane Cryer.

Partnering with ICE, you have access to 70+ experts, the latest insights and findings from multiple sectors and our expert attention and focus in delivering positive change for you, your team and those people you care for.

We know in times of challenge and change, there are opportunities to assert your influence, grow your reputation and demonstrate your innovation to Government through your plans for integrated care delivery.

We are your partner to support you to increase influence, raise profile and above all demonstrate actionable outcomes that include a motivated, high performing team culture, collaboration in the community and effective relationships with stakeholders that provide joined up services across place and space to meet the needs of a society with increasingly chronic and complex health and care needs.

[Click here to make a start](#)

**Enabling organisations & people to find the courage, clarity & commitment needed to realise their full purpose & potential.**

call **0845 519 3423**

email **ideas@icecreates.com**

visit **icecreates.com**

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