



**Healthy London
Partnership**



A London wide ‘applied’ systems leadership training programme for the UEC CYP community in each STP

Masterclass Evaluation Summaries

Supported by and delivering for:



Public Health
England



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Delegate attendance summary by STP

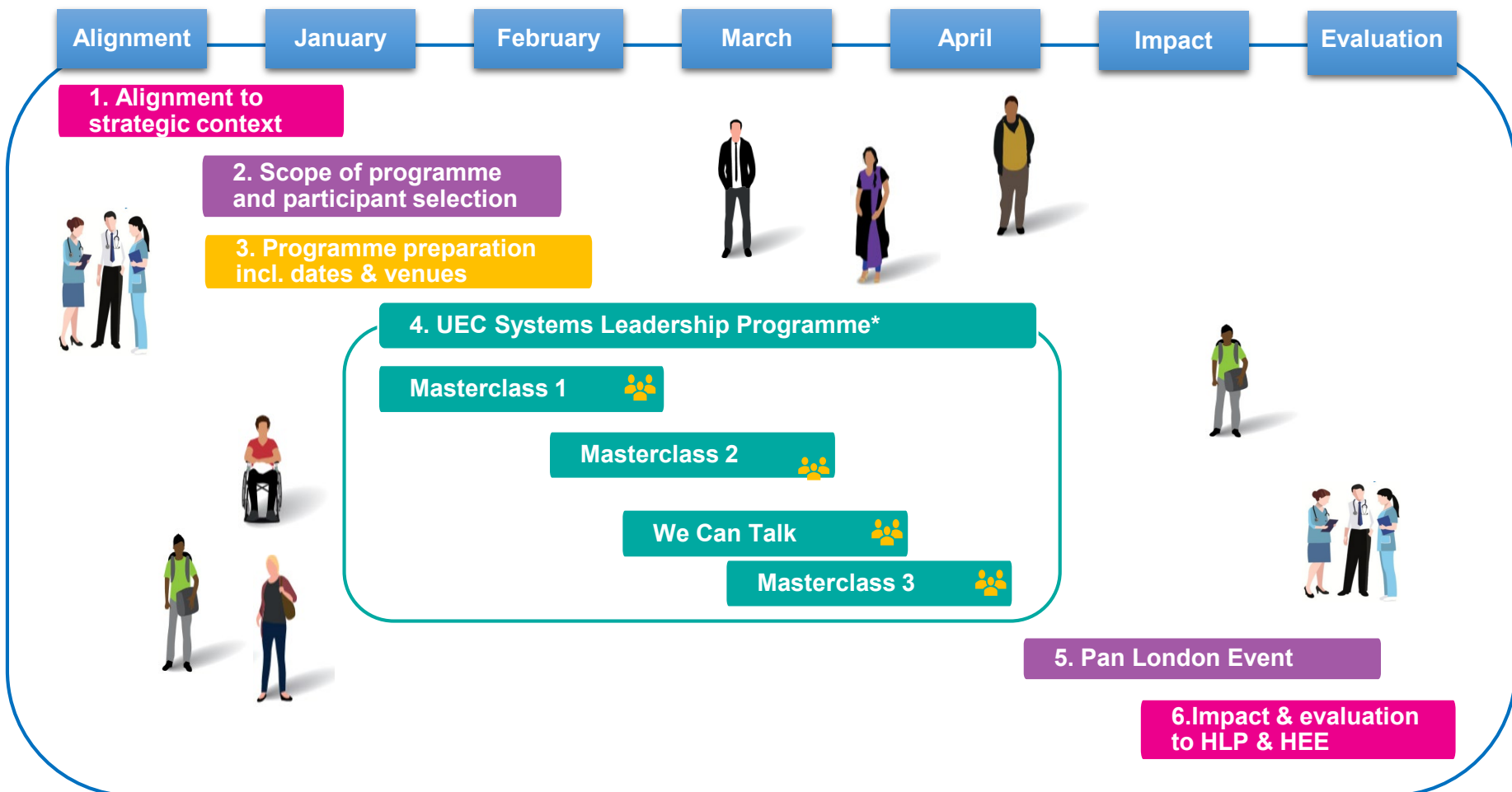
Quantitative evaluation feedback by STP

Qualitative evaluation feedback by STP

HLP CYP UEC

'Applied' Systems Leadership Development Programme

The offer: x 3 half day masterclasses to deliver systems leadership training across urgent and emergency care (UEC) services for clinicians, managers and commissioners involved in leading, managing, delivering and developing children and young people's UEC physical and/or mental health services. This will take place in each of London's STPs to help delivery of integrated services for children and young people in urgent and emergency care settings. The programme will also include an additional masterclass in mental health for each STP based on the "We Can Talk" approach.



*This timeline is indicative and schedules will be designed to suit each STP

Programme outcomes:



Programme design: skills and competency development required to support delivery

STP Leads are asked to identify no more than **five** specific skills and competencies that they would like their stakeholders to develop in the masterclasses to support taking forward the UEC transformation priorities

Leading with Confidence	Developing Connections	Navigating Complexity
Engaging and influencing others	Systems leadership	Systems thinking
Resistance and conflict management	Collaboration and collective responsibility	Large scale change
Behavioural Insights: EAST (Easy, attractive, social, timely)	Building trusting relationships (and restoring system trust)	Logical models
Holding others to account	Managing multiple systems stakeholders	Prioritisation and understanding drivers
Understanding and using power for positive impact (negotiating)	Building networks	Transformative vs. transactional change
Thinking and doing things differently (Inc. cycles of change)	Psychological safety and its impact on innovation and creativity	Creating a plan on a page
Presence and impact (communications for engagement)	Empowering others	Feasibility and testing
Resilience		Polarity management
When things go wrong (preparation and recovery)		Creativity and innovation – creating the art of the possible

Emerging common themes

STP	Programme					
	CYP User Engagement to co-design local UEC needs	Healthy Child (mind & body, self care, peer support & group consultations)	Strengthening community support to manage LTCs/MH needs	Hospital @ home and ambulatory care minimum offer across STP	Managing CYP with highly complex needs (right care right place)	Developing expert clinical support networks and shared clinics
NWL	✓	✓	✓		✓	✓
NCL	✓	✓	✓	✓		✓
NEL	✓*	✓*				✓*
SEL	✓	✓	✓	✓	✓*	✓
SWL	✓*		✓*		✓*	

*Themes carried forward from 2018

South East London

Transforming London's health and care together

Delegate attendance summary

SEL Session 1, March 6th 2019

20 attendees

12 evaluation forms returned

SEL Session 2, April 10th 2019

11 attendees

7 evaluation forms returned

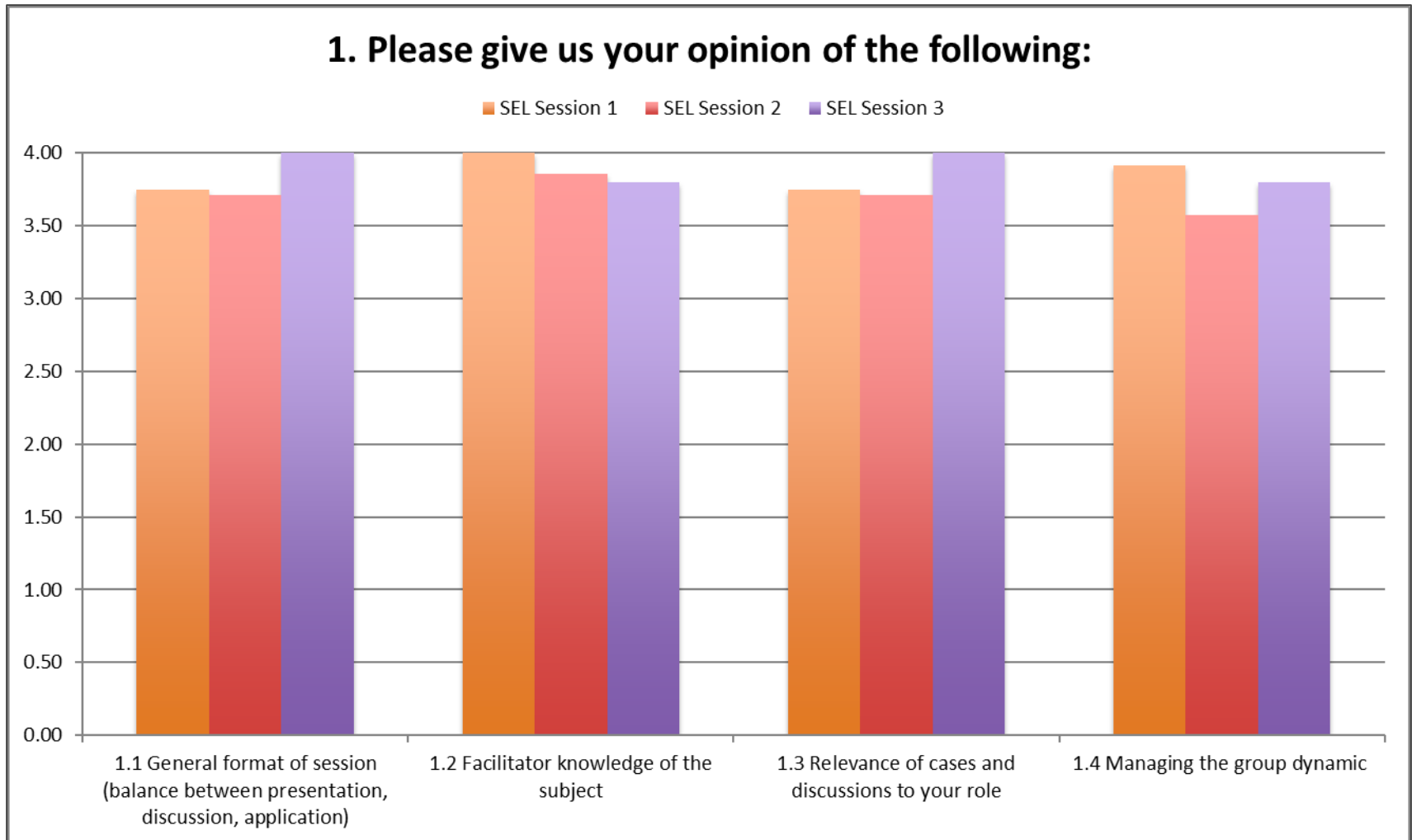
SEL Session 3, May 20th 2019

26 attendees

10 evaluation forms returned

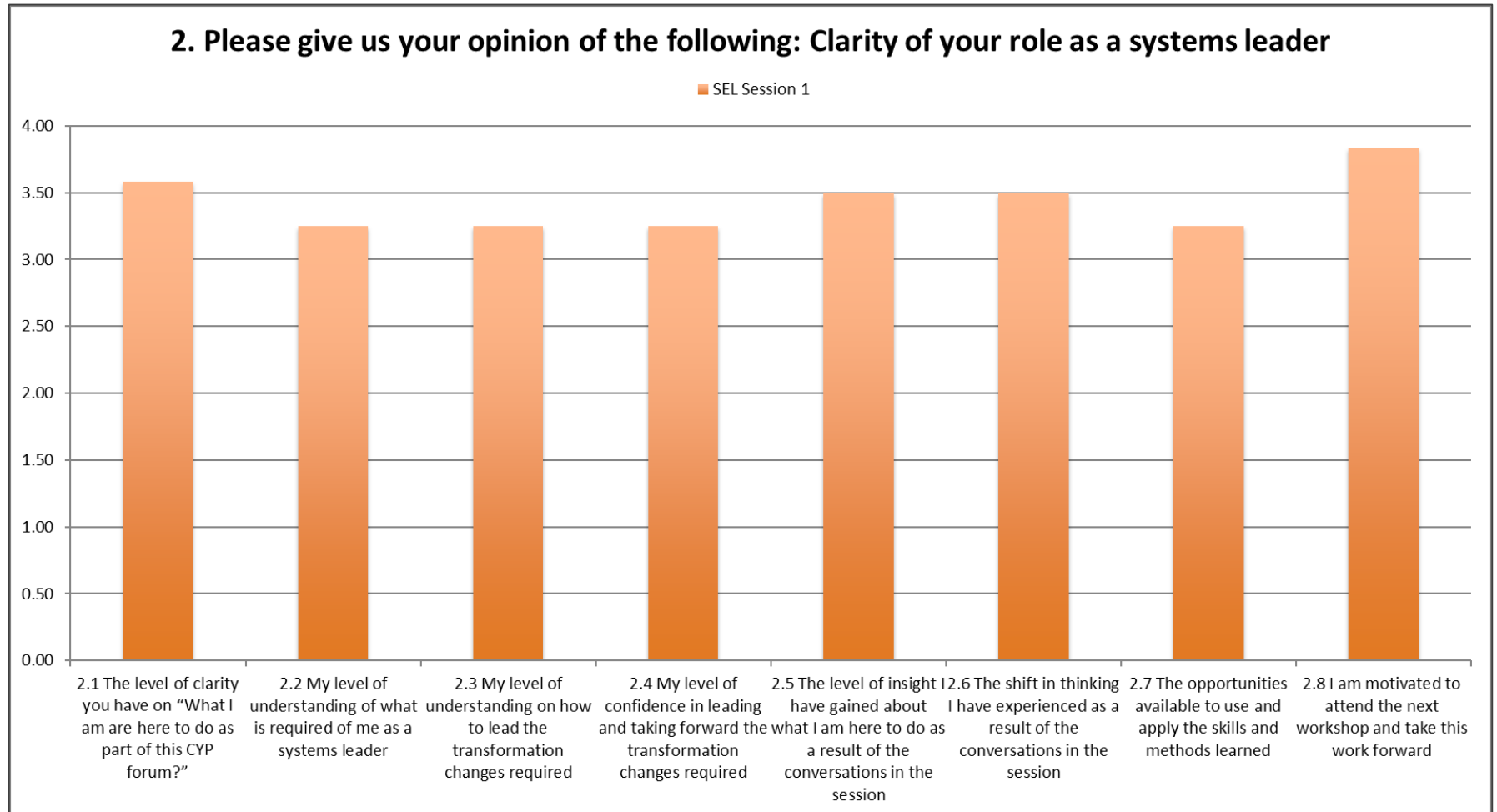
Quantitative evaluation feedback

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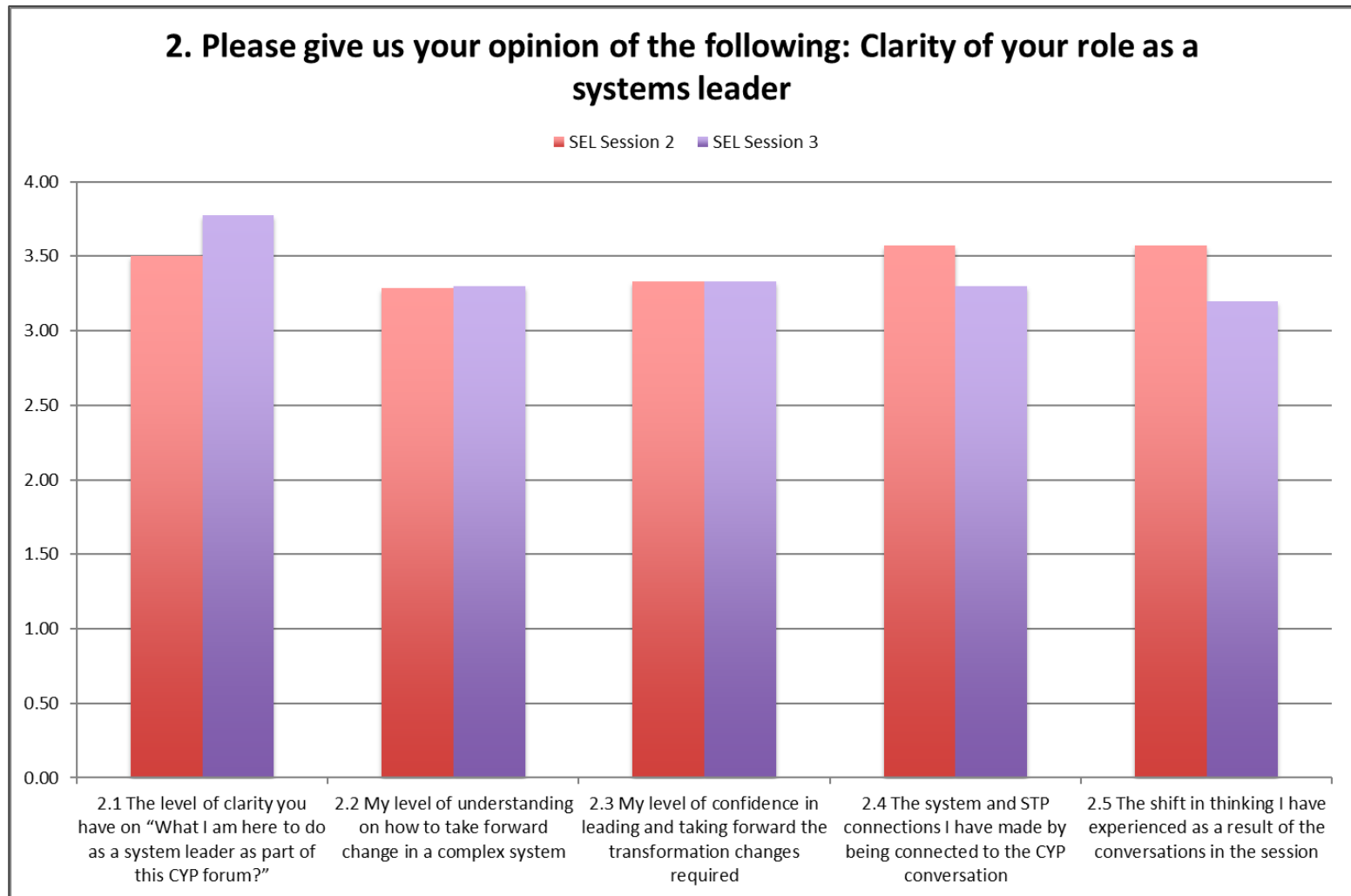
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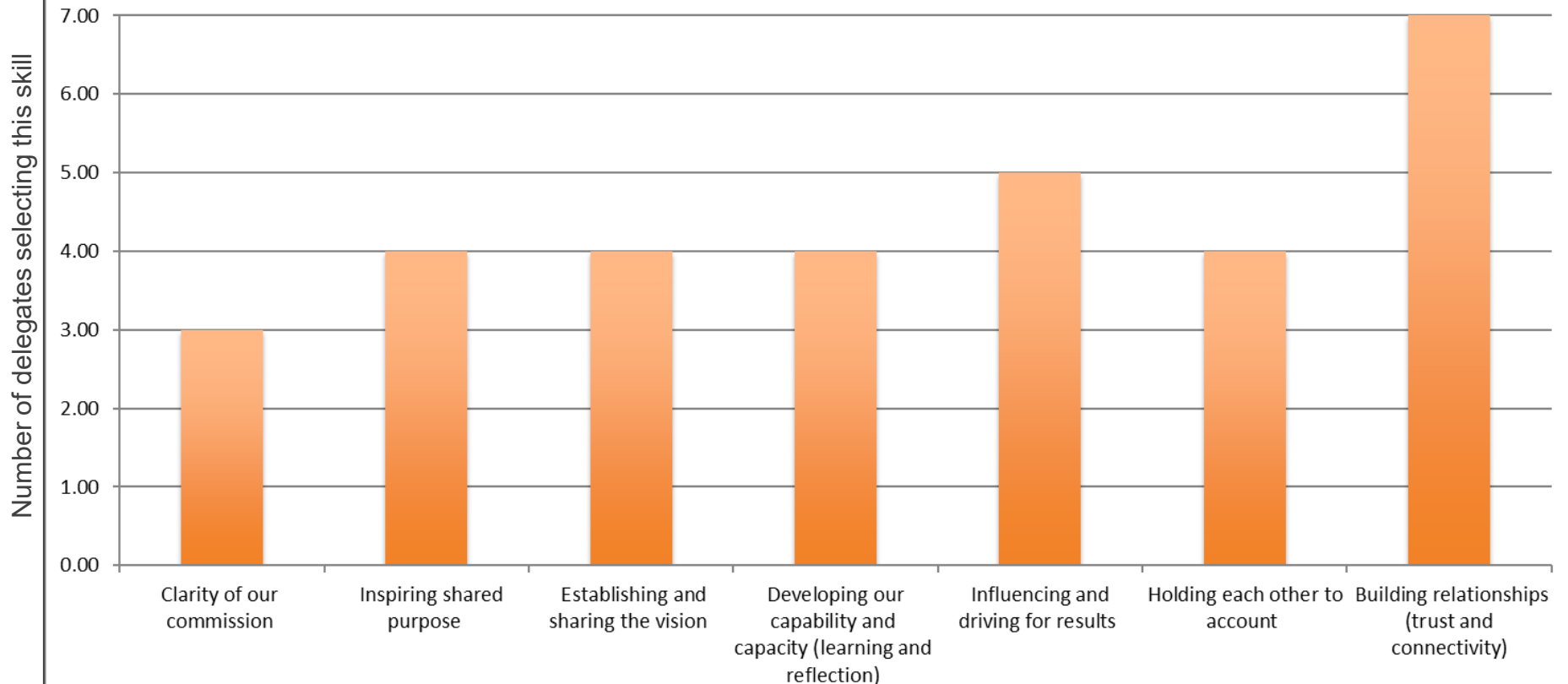


Quantitative evaluation feedback

Delegates were asked to select from a list of skills. Vertical axis shows the number of delegates who selected each skill.

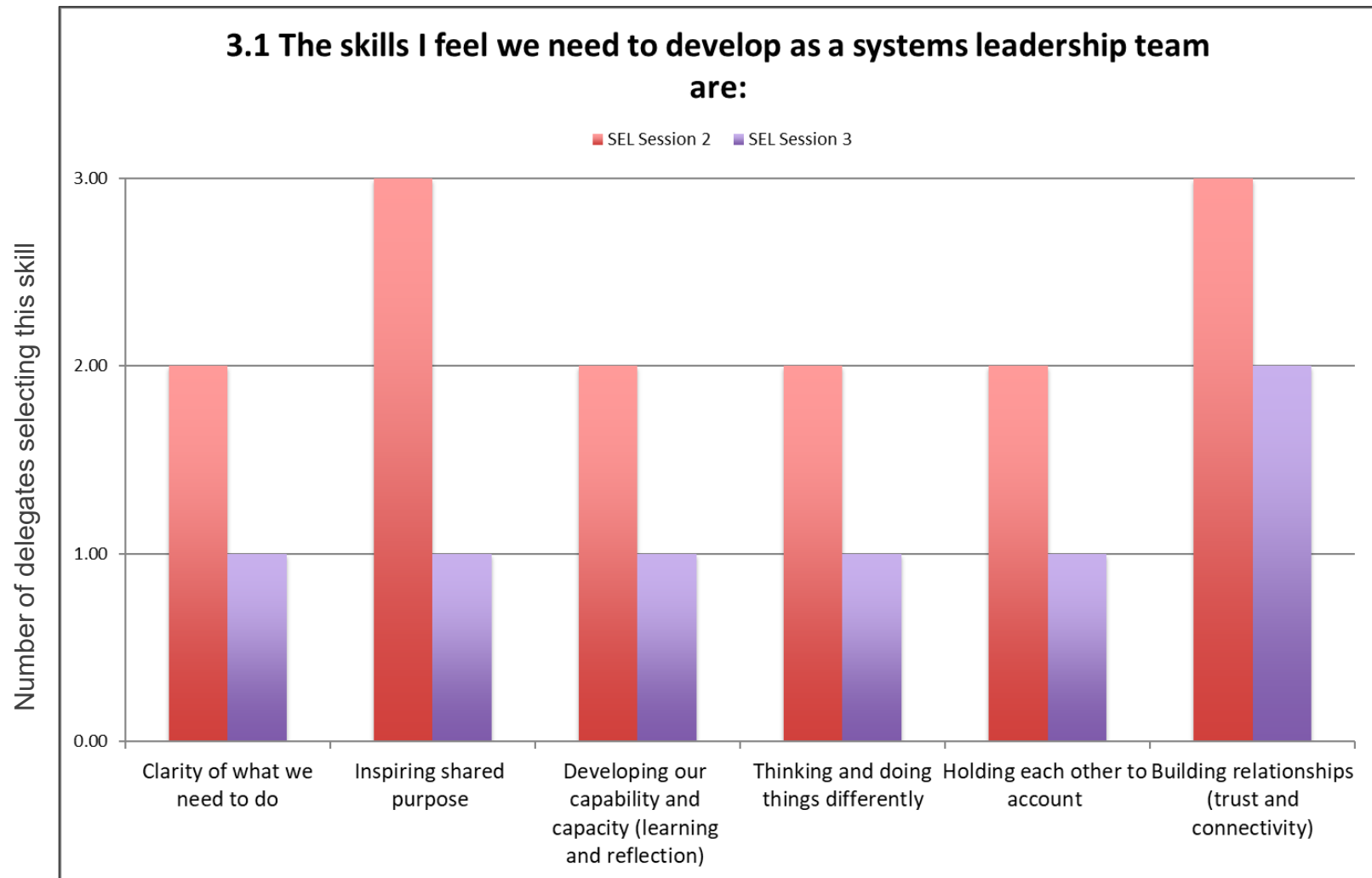
3.1 The skills I feel we need to develop as a systems leadership team are:

SEL Session 1



Quantitative evaluation feedback

Delegates were asked to select from a list of skills. Vertical axis shows the number of delegates who selected each skill.



Qualitative evaluation feedback – SEL Session 3

The skills we need to develop as a systems leadership team are:

- Listening to others at the coalface to get their buy-in.
- A shared knowledge and understanding of our colleagues across health and education.

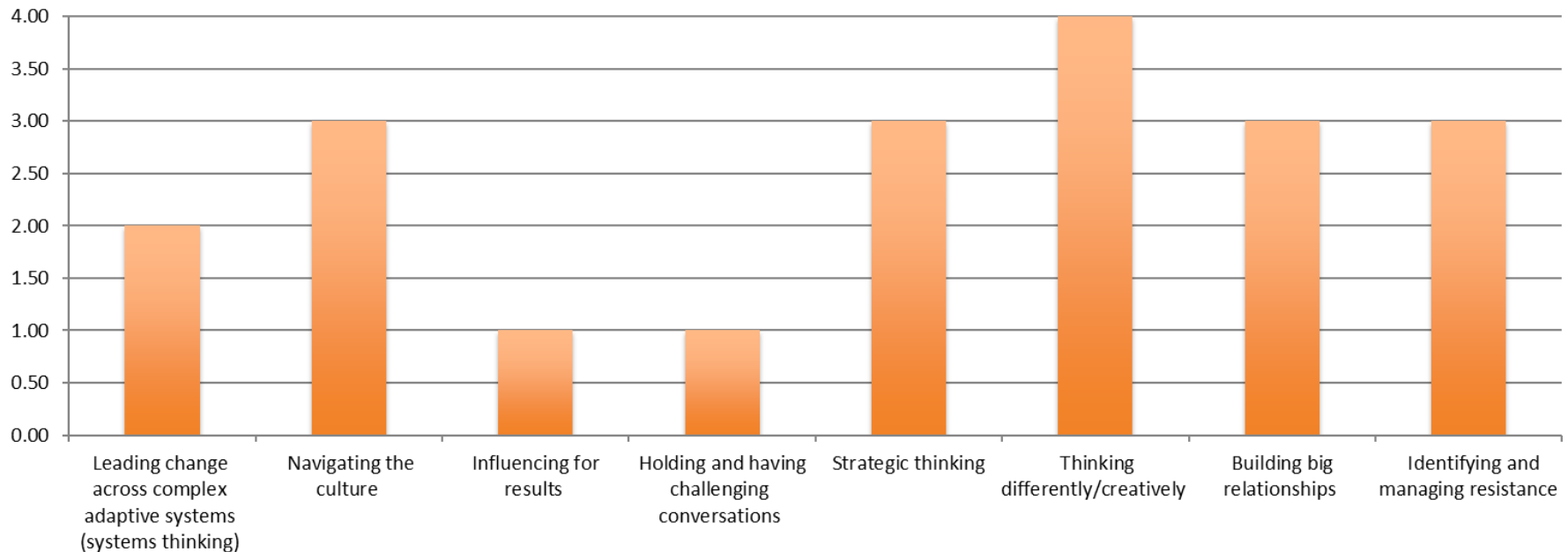
Quantitative evaluation feedback

Delegates were asked to select from a list of skills. Vertical axis shows the number of delegates who selected each skill.

3.2 The skills I would personally like to develop as a systems leader are:

SEL Session 1

Number of delegates selecting this skill



Qualitative evaluation feedback – SEL Session 1

Things I may need to do differently are:

- Explore areas that have been successful at implementing change e.g. NEL/NWL.
- Free up more time, engage effectively with CYP.
- Thinking systems-wide in approach.
- Look at the HLP delivery and provision online.

Qualitative evaluation feedback – SEL Session 1

The things we as a systems leadership team may need to do differently are:

- Work together, share ideas.
- Clarity of deliverables and at what level things are best done.
- Changing hearts and minds, acknowledging time lines and work within them.

Qualitative evaluation feedback – SEL Session 1

Comments:

- Well done!
- Very constructive and focused.
- Thank you :)

Qualitative evaluation feedback – SEL Session 2

The things we as a systems leadership team may need to do differently are:

- Time.
- Progress reports to be shared - positive and negative. Maybe an STP "dashboard" to be shared.
- Clarify complexity of changes included in LTP (PCN).
- Work jointly.
- Ensuring representation from all partners to achieve our goal.
- Improve capacity to implement change.

Qualitative evaluation feedback – SEL Session 2

What kind of future development support would be helpful in driving the system changes forward:

- As above in terms of representation (ensuring representation from all partners to achieve goal).
- System leadership to support local delivery.
- See above (progress reports to be shared - positive and negative. Maybe an STP "dashboard" to be shared).
- I think the pan London event planned will be hugely beneficial.
- Bringing different areas together like today to continue to share ideas/develop.

Qualitative evaluation feedback – SEL Session 2

Comments:

- Thank you, another really interactive session with some really great planned outcomes. Very exciting times.
- Thank you.
- A focus on "system blockers" may be useful. All attendees are already on board. Without being pessimistic, a strong focus on what might happen to derail enthusiasm and how to manage this would be appreciated.
- Great event thanks.

Qualitative evaluation feedback – SEL Session 3

The things we as a systems leadership team may need to do differently are:

- Move from silos and end professional boundaries and geographical boundaries. Improve intercultural understanding.
- Understand challenges facing local services and recruitment.
- Engage with and inspire education colleagues to work with us.
- 1. Make it happen. 2. Integrate. 3. One service at SEL level.
- None.
- Recognise that more unifies us than divides!
- Engagement with children's social care.
- Work more collaboratively. Involve parents more.

Qualitative evaluation feedback – SEL Session 3

What kind of future development support would be helpful in driving the system changes forward:

- A forum for discussion. A repository of systems as they are working now to understand each other's constraints/opportunities.
- Joint commissioning. Joint working. Better info for parents.
- Resourcing to support parent and CYP engagement.
- Involve decision makers.
- Separate different issues. Have further focussed meetings.
- STP pathway plan, evidence-based and best practice.
- Time/resources.

Qualitative evaluation feedback – SEL Session 3

Comments:

- Excellent meeting, gives a positive view of future possibilities.
- Thank you.
- Really welcome session. Engaging too.

South West London

Transforming London's health and care together

Delegate attendance summary

SWL Session 1, May 8th 2019

17 attendees

7 evaluation forms returned

SWL Session 2, May 21st 2019

19 attendees

Workshop 2 concluded with an agreement that there was a requirement to go back and revisit the fundamental aims and vision of providing an integrated CAMHS service. Given this decision, it was decided that it was not appropriate to complete an evaluation of the process at that point.

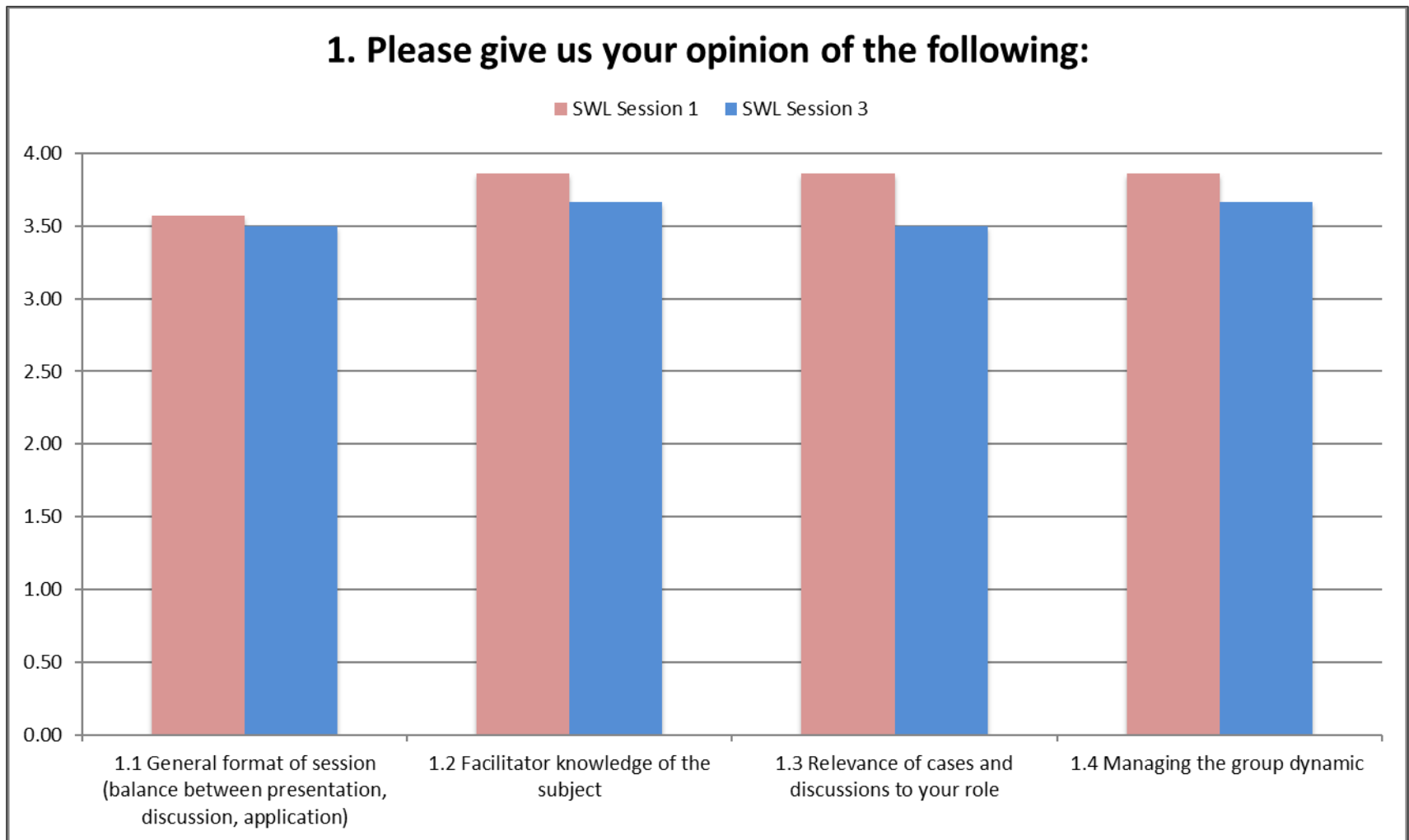
SWL Session 3, June 6th 2019

9 attendees

6 evaluation forms returned

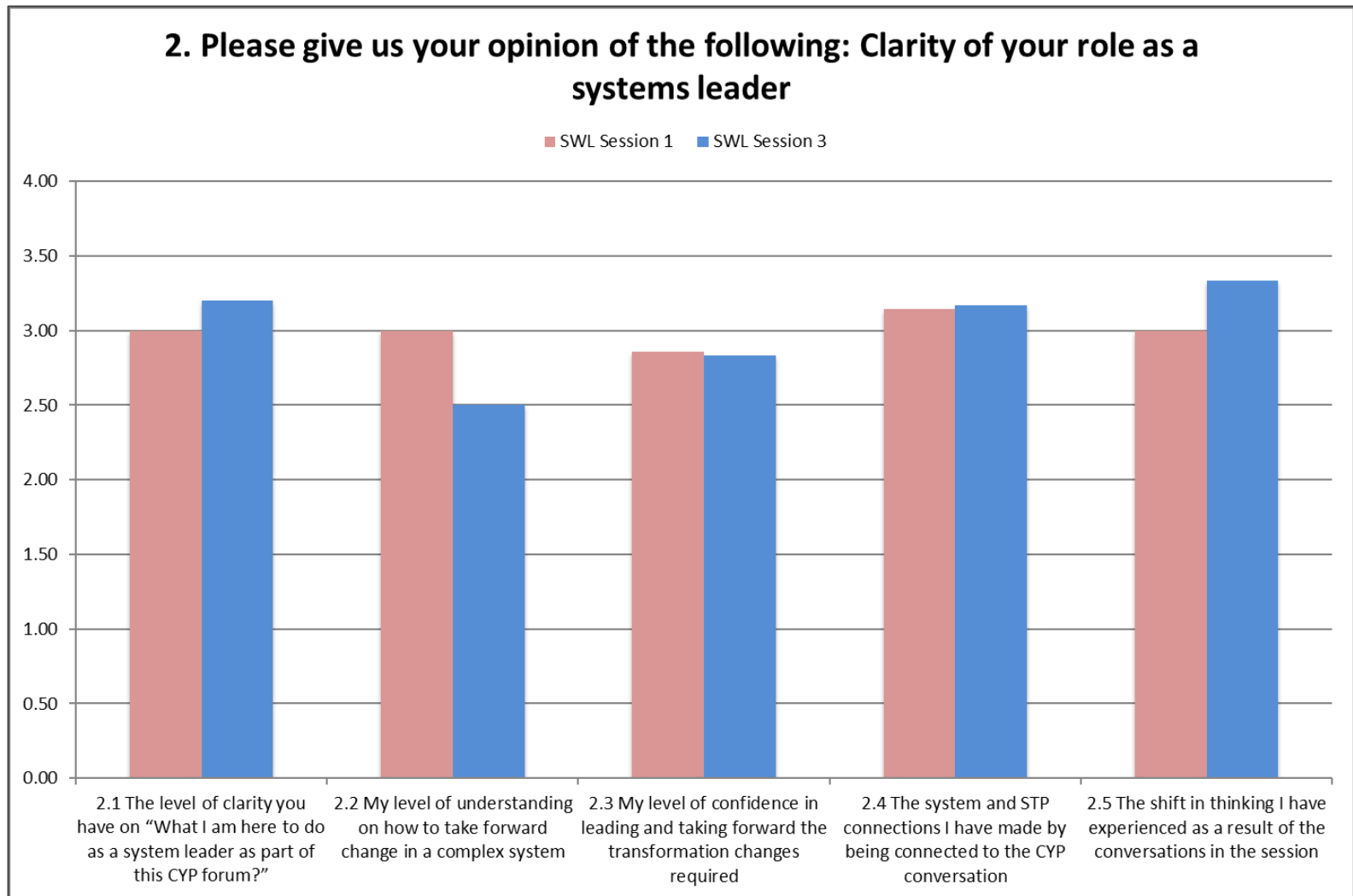
Quantitative evaluation feedback

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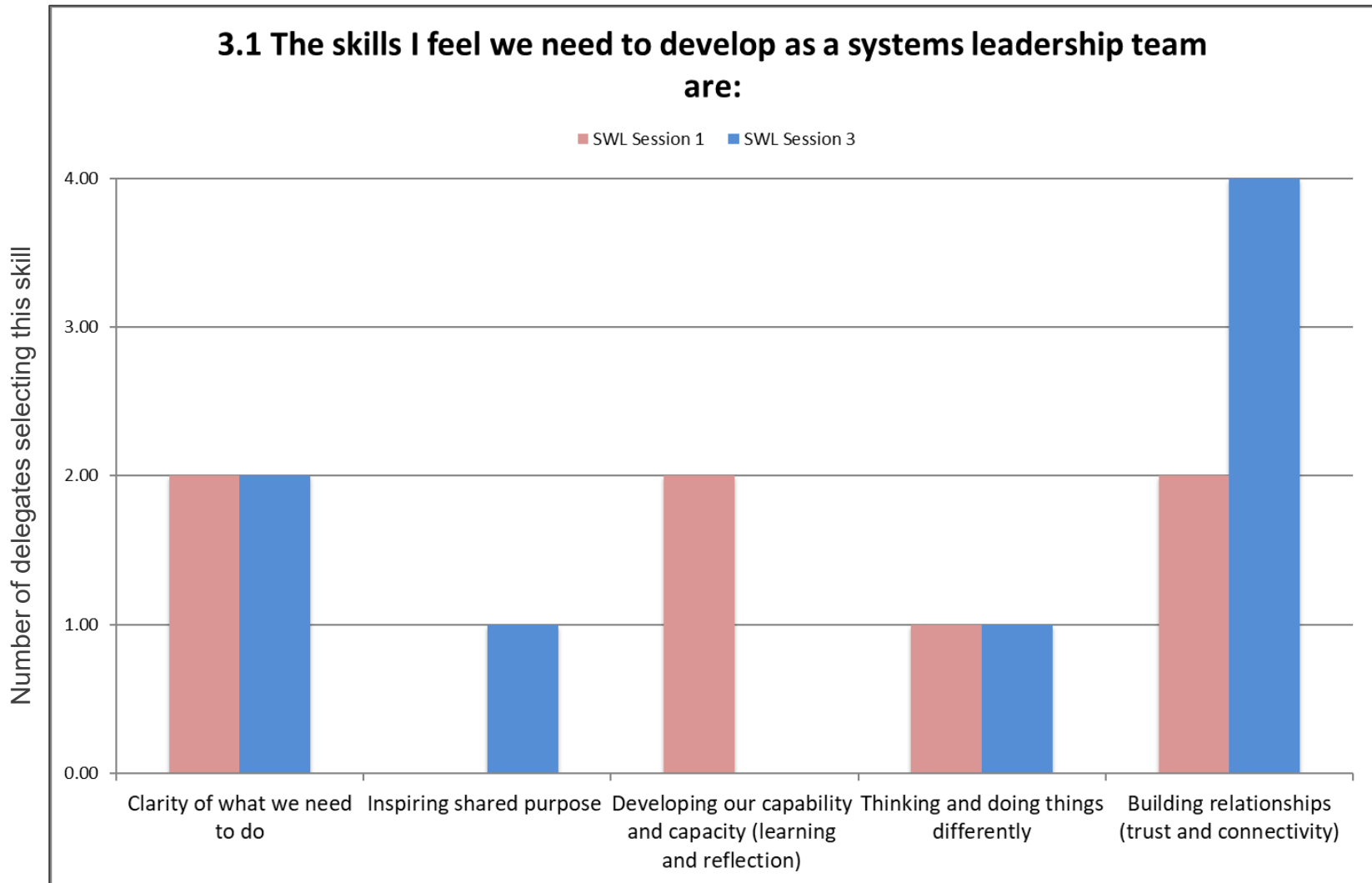
Quantitative evaluation feedback

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Quantitative evaluation feedback

Delegates were asked to select from a list of skills. Vertical axis shows the number of delegates who selected each skill.



Qualitative evaluation feedback – SWL Session 1

The skills we need to develop as a systems leadership team are:

- I don't feel particularly confident about driving change without the presence of managers or commissioners from my borough. I don't feel I have much power to drive change.

Qualitative evaluation feedback – SWL Session 1

The things we as a systems leadership team may need to do differently are:

- Engage with stakeholders and see how things can be done differently.
- Further meetings/workshops.
- We have good connection between SPA clinical leads but we need more connection between SPA clinical leads and our commissioners together so we can identify inconsistencies across boroughs and work to make joint priorities and actions to shift change.

Qualitative evaluation feedback – SWL Session 1

What kind of future development support would be helpful in driving the system changes forward?

- Information for nursing staff and also to be displayed for patients and their families to see and access.
- Sessions within hospitals to include psych liaisons, nurses, doctors and other team leaders.
- Notes of future workshops sent to myself/colleagues who are unable to attend to read through.
- Highlighting need for consistent commissioning across the SPAs for all the boroughs.

Qualitative evaluation feedback – SWL Session 1

Comments:

- The whole session was beneficial to practise. Informative day. Thank you!
- Very informative. Was good to hear other professionals' points of view and experiences.
- Informative, collaborative and inclusive.
- Resources impact greatly on the ability to deliver. Conflicting demands and pressures of getting on with business as usual has a huge impact on the ability to implement timely change.

Qualitative evaluation feedback – SWL Session 3

The skills we need to develop as a systems leadership team are:

- Hearing the voices of our young people.
- Co-production with CYP and parents/carers.

Qualitative evaluation feedback – SWL Session 3

The things we as a systems leadership team may need to do differently are:

- Sharing best practice. Doing mock serious case reviews to improve understanding.
- Contribute to collaborative conversations between organisations on how we can develop communication between ourselves.
- Engage and identify who to communicate with to effect change.
- 1 system of communication across all MDTs.
- Share information electronically. Break down barriers. Ensure IT systems are interactive and compatible.
- More engagement from different levels of staff.

Qualitative evaluation feedback – SWL Session 3

What kind of future development support would be helpful in driving the system changes forward?

- Liaising with front line staff to ensure theoretical ideas are in practice and vice versa.
- Regular updates on progress and new developments.
- IT support. Changing the way we think with information sharing.

Qualitative evaluation feedback – SWL Session 3

Comments:

- Thank you!
- Very friendly and relaxed morning - thank you.
- Thank you, lovely meeting other staff from different fields of work.

North East London

Transforming London's health and care together

Delegate attendance summary

NEL Session 1, March 15th 2019

The first workshop utilised an existing Steering Group meeting, chaired by Kath Evans. There was a limited slot on the agenda and a changing audience and as such, it wasn't appropriate to evaluate this session.

NEL Session 2, April 26th 2019

17 attendees

9 evaluation forms returned

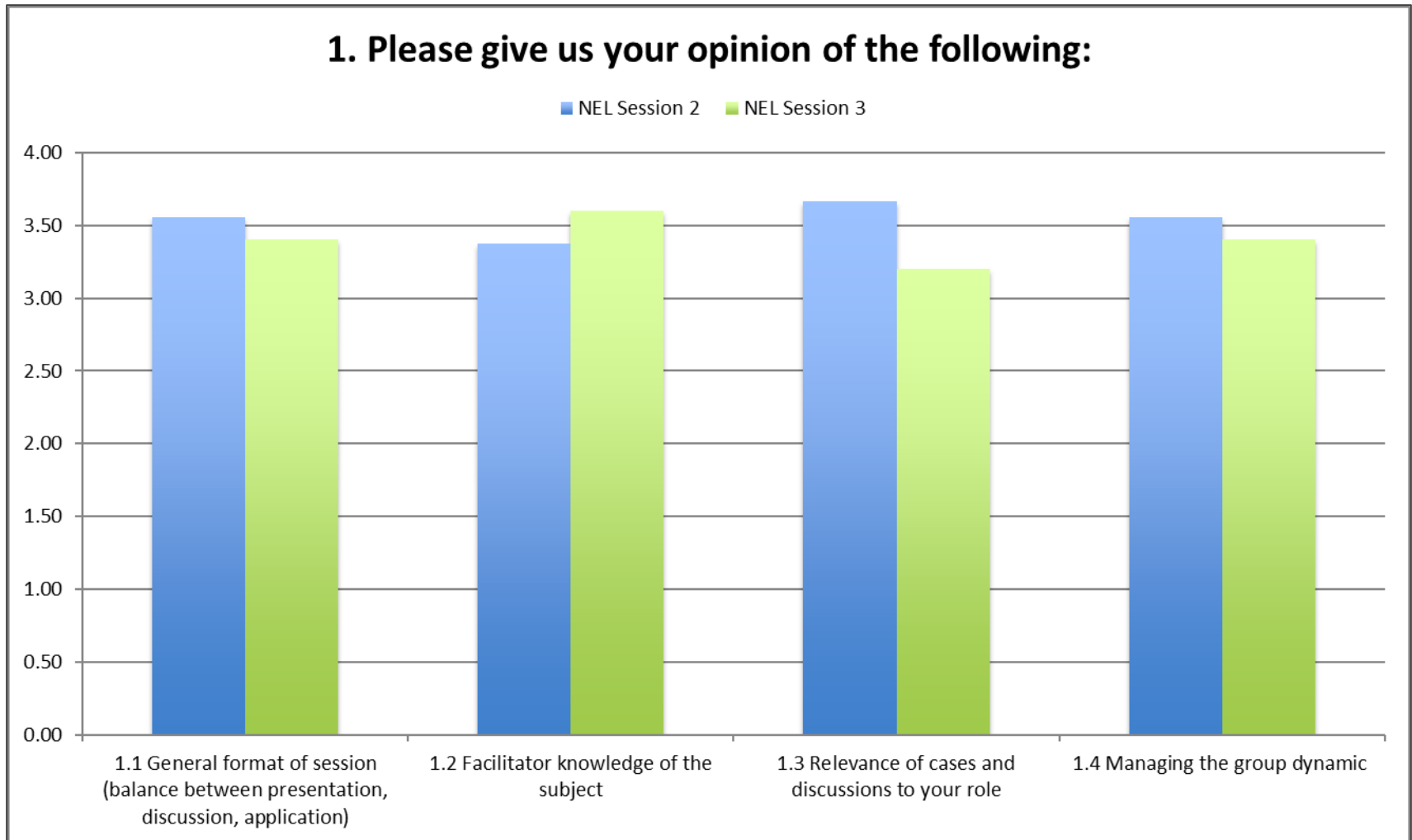
NEL Session 3, June 19th 2019

15 attendees

5 evaluation forms returned

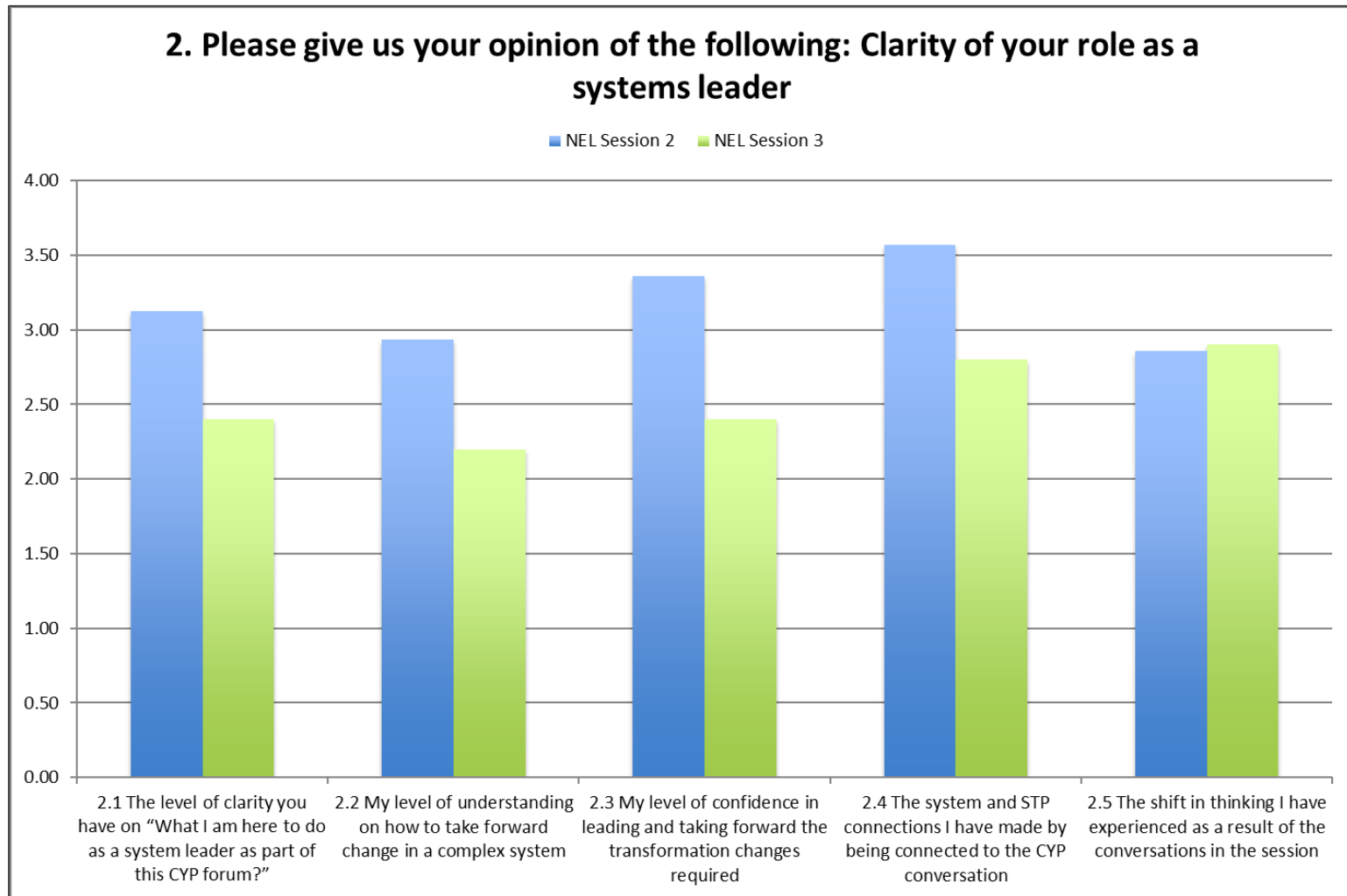
Quantitative evaluation feedback

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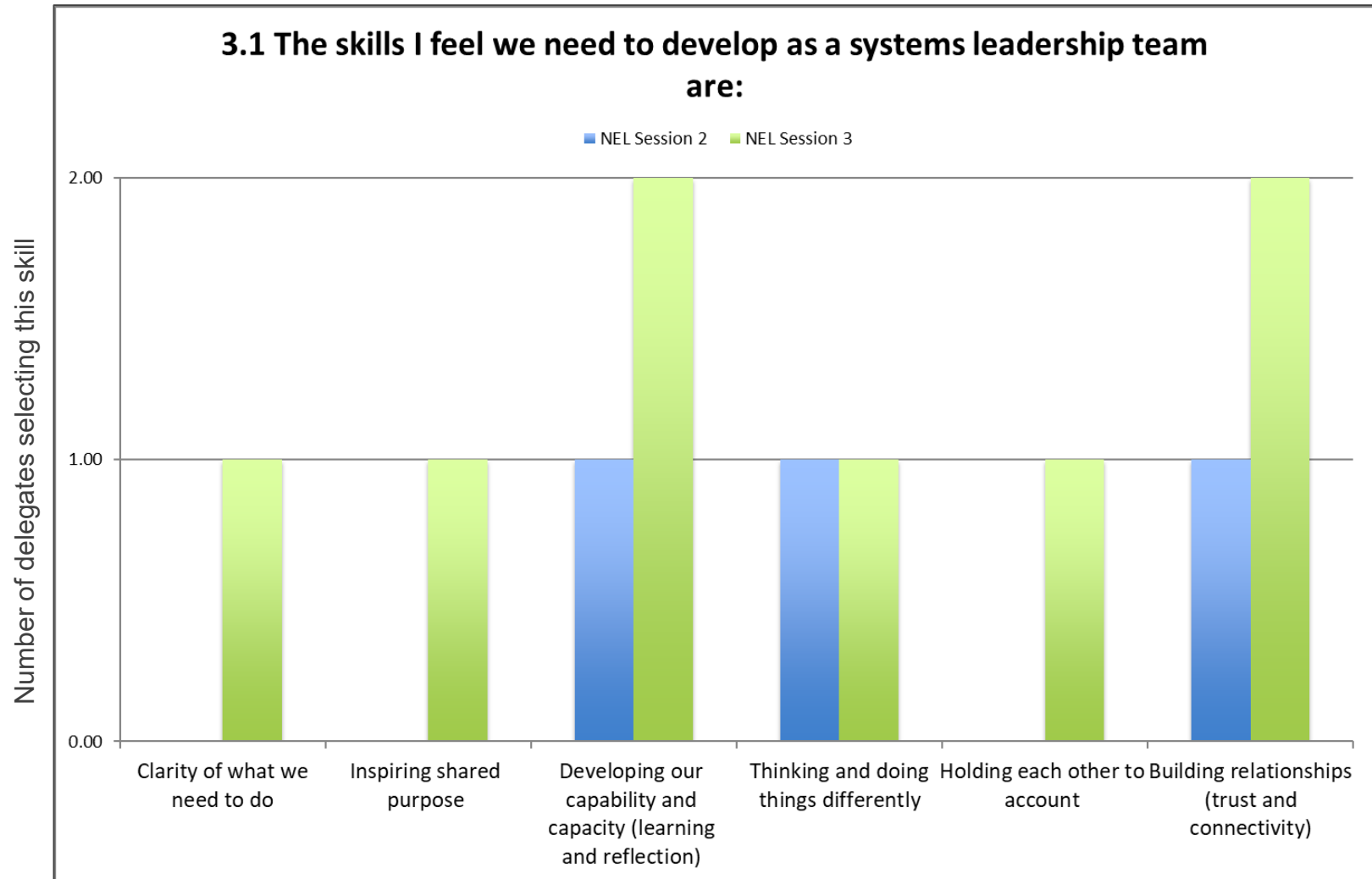
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Quantitative evaluation feedback

Delegates were asked to select from a list of skills. Vertical axis shows the number of delegates who selected each skill.



Qualitative evaluation feedback – NEL Session 2

The skills we need to develop as a systems leadership team are:

- Cross pollination and securing efficiency by working more NEL wide.

Qualitative evaluation feedback – NEL Session 2

The things we as a systems leadership team may need to do differently are:

- Understanding what's happening at the STP and across the board - without the information it's difficult to shape thinking.
- Formalised CYP workstream in NEL STP. CYP reps on other workstreams especially urgent care at all levels.
- Ensure children's agenda is high priority across STP workstream. Move on from priority to develop action plan.
- Have a clear plan for influencing up and raising the profile of CYP.
- Communicate effectively – flow of information.

Qualitative evaluation feedback – NEL Session 2

What kind of future development support would be helpful in driving the system changes forward?

- The challenge is actual delivery and influencing the STP agenda.
- Visibility of high level conversations plus visibility of "local change programmes".
- Formalised governance in NEL STP for CYP. Keep facilitating experts in room to lead discussion and prioritisation.
- Facilitated workshops helpful as long as clear outcomes/objectives.
- Very useful joint work across other STPs workstreams RE: urgent care. Would be interesting to explore other areas i.e. mental health.

Qualitative evaluation feedback – NEL Session 2

Comments:

- Very good session.
- CYP has a long way to go to get anything close to parity with adults.
- Helpful discussion today on CYP and UEC especially linking to urgent care team and sharing emerging practice across patch.
- Support for Business Plan development.
- Thank you very useful.

Qualitative evaluation feedback – NEL Session 3

The things we as a systems leadership team may need to do differently are:

- (there were no additional comments)

Qualitative evaluation feedback – NEL Session 3

What kind of future development support would be helpful in driving the system changes forward?

- (there were no additional comments)

Qualitative evaluation feedback – NEL Session 3

Comments:

- (there were no additional comments)

North Central London

Transforming London's health and care together

Delegate attendance summary

NCL Session 1, March 13th 2019

28 attendees

16 evaluation forms returned

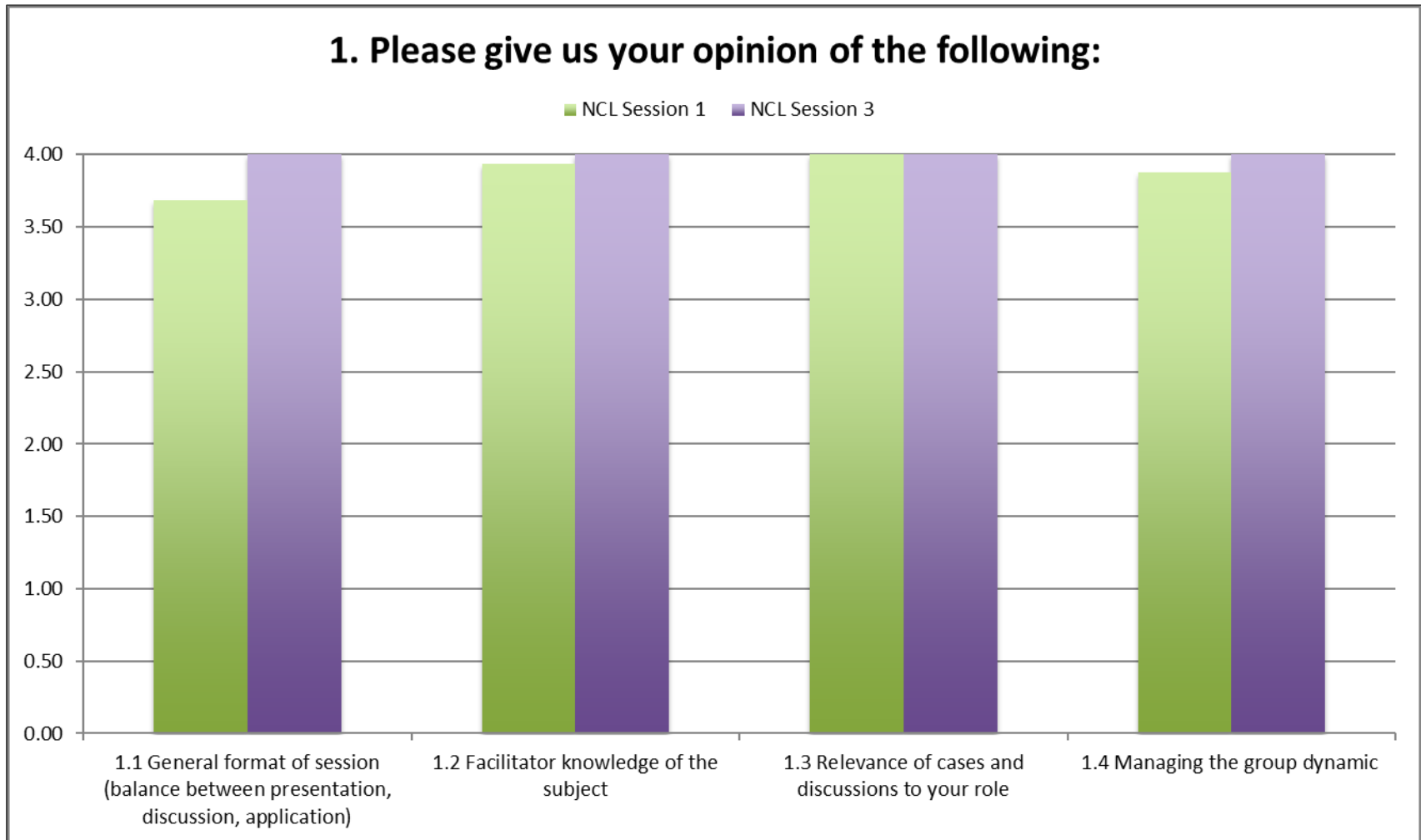
NCL Session 3, May 1st 2019

13 attendees

7 evaluation forms returned

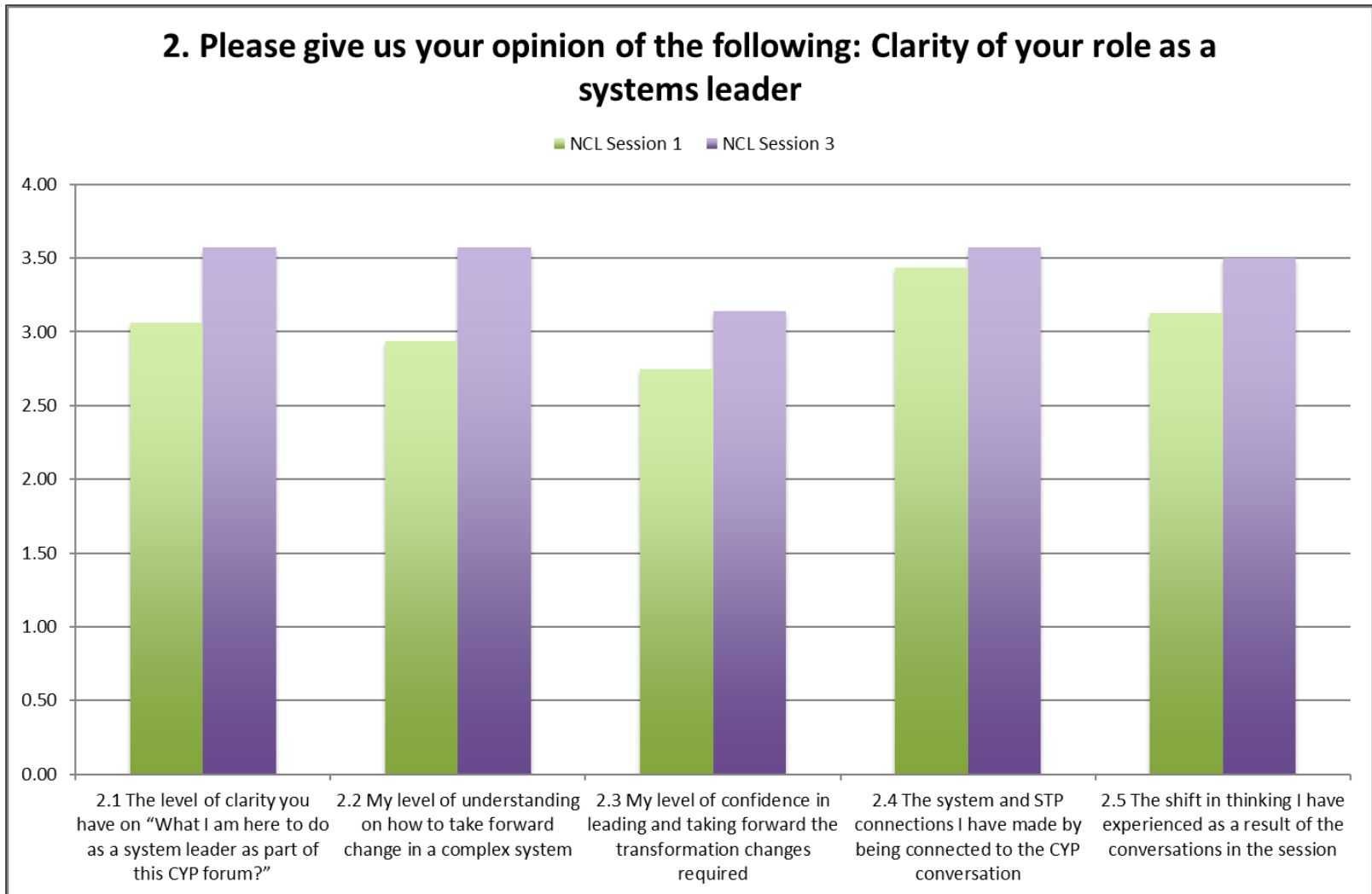
Quantitative evaluation feedback

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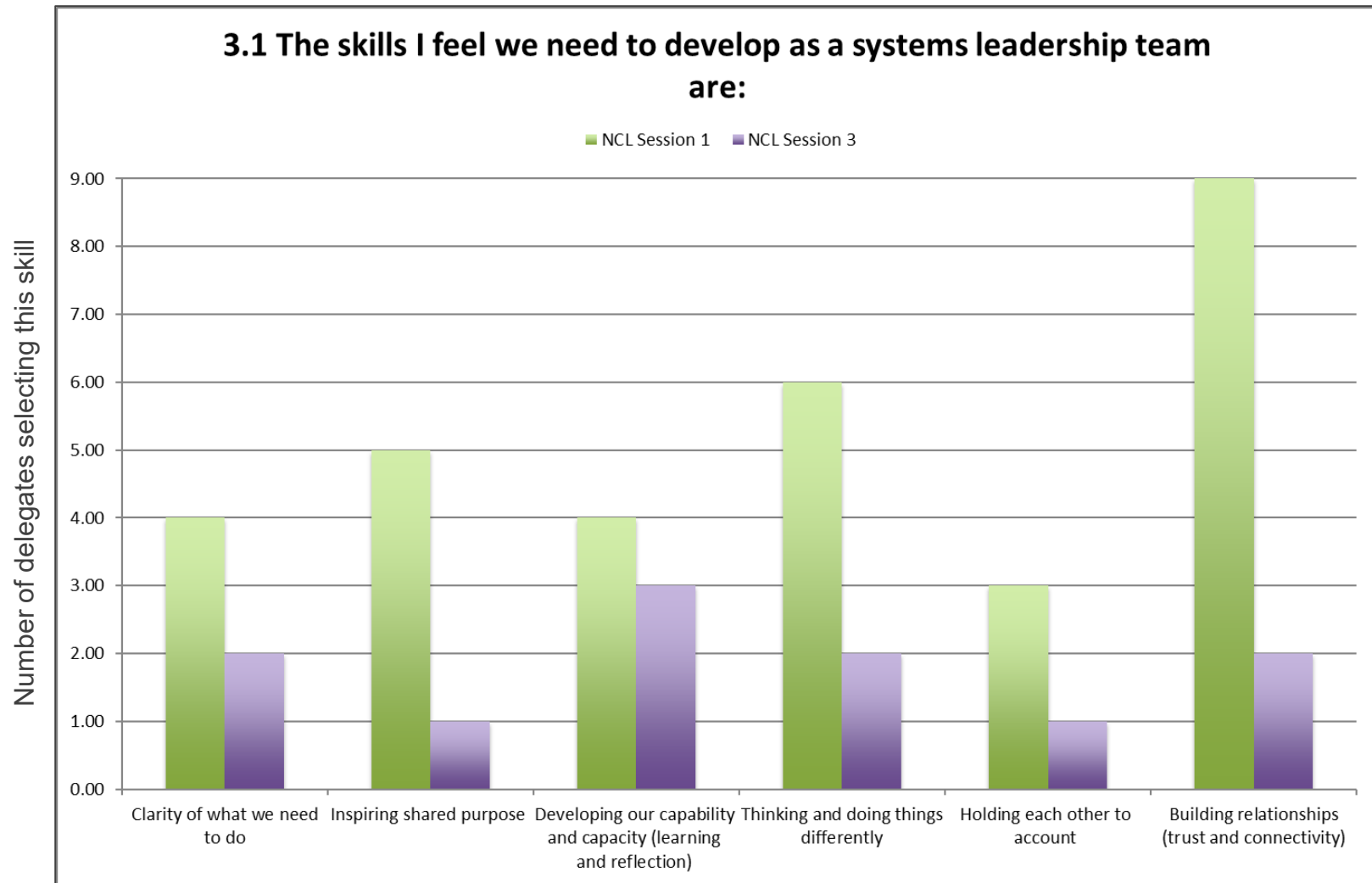
Quantitative evaluation feedback

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Quantitative evaluation feedback

Delegates were asked to select from a list of skills. Vertical axis shows the number of delegates who selected each skill.



Qualitative evaluation feedback – NCL Session 1

The skills we need to develop as a systems leadership team are:

- Permission for local solutions. Release control.

Qualitative evaluation feedback – NCL Session 1

The things we as a systems leadership team may need to do differently are:

- Engagement to be improved, communication, break down barriers.
- Stop focussing on the short-term and ROI. Bring in PH and LA to address the holistic needs of CYP.
- Change mindsets, patient centred approach, reduced variation and health inequality.
- Articulate our plan for action or work as broad ambitions.
- Sort out the perverse incentive in the system - i.e. income for trust for greater numbers attending A&E.
- Working as a system not silos, working with the people in our community, letting the people take power.
- Connect and listen to each other, be prepared to let go of traditional roles and hierarchy and work together.
- Listening to service users, recognising the resources within the community, stop talking about avoidance, get started, focus on education.

Qualitative evaluation feedback – NCL Session 1

What kind of future development support would be helpful in driving the system changes forward?

- More workshops to support other areas of work (CYP).
- Practical guidance on change management e.g. tools, coaching to influence the non-engaged.
- Not silo working/positive attitude in integrated, seamless care. Children embedded in one workstream, not separate.
- Including money and accountability as part of pathways to work on.
- Continued networking sharing best practice and care studies.
- Workshops like these in terms of inspiring shared common purpose are very helpful. Bringing some of our directors of commissioning together and chief operating officers would be good once plans are more concrete.
- Continued networking development events - lunches, digital communities.
- Digitalisation of information and connecting across the health/social and education system; education - integration; regular workshop-type support to keep teams motivated and engaged.
- Understanding why we get stuck in the whole change process, keeping focus on whole system - thinking out of own silo.

Qualitative evaluation feedback – NCL Session 1

Comments:

- Excellent session in a complex area. More time for 2nd section.
- Really insightful. Very good speakers. Brilliant facilitation. I cannot always come to events like these of late but it has made me realise I need to prioritise them.
- The presentations were great but was difficult sitting through them all in one go.
- Very good session - we need to work on doing something together!

Qualitative evaluation feedback – NCL Session 3

The things we as a systems leadership team may need to do differently are:

- Be involved - lead on collecting better data. Involve CYP and families in making the case.
- Move out of our silos and create bridges between the silos.
- Evaluation of financial value of different products.

Qualitative evaluation feedback – NCL Session 3

What kind of future development support would be helpful in driving the system changes forward?

- Embedding this kind of work in training and education.
- Facilitated workshops such as these are very helpful.
- Resources. Engaging with parent and CYP for their own health plan.
- Investment to take forward.

Qualitative evaluation feedback – NCL Session 3

Comments:

- Thank you - excellently facilitated session.
- Thank you.

North West London

Transforming London's health and care together

Delegate attendance summary

NWL Session 1, March 20th 2019

24 attendees

16 evaluation forms returned

NWL Session 2, April 9th 2019

23 attendees

20 evaluation forms returned

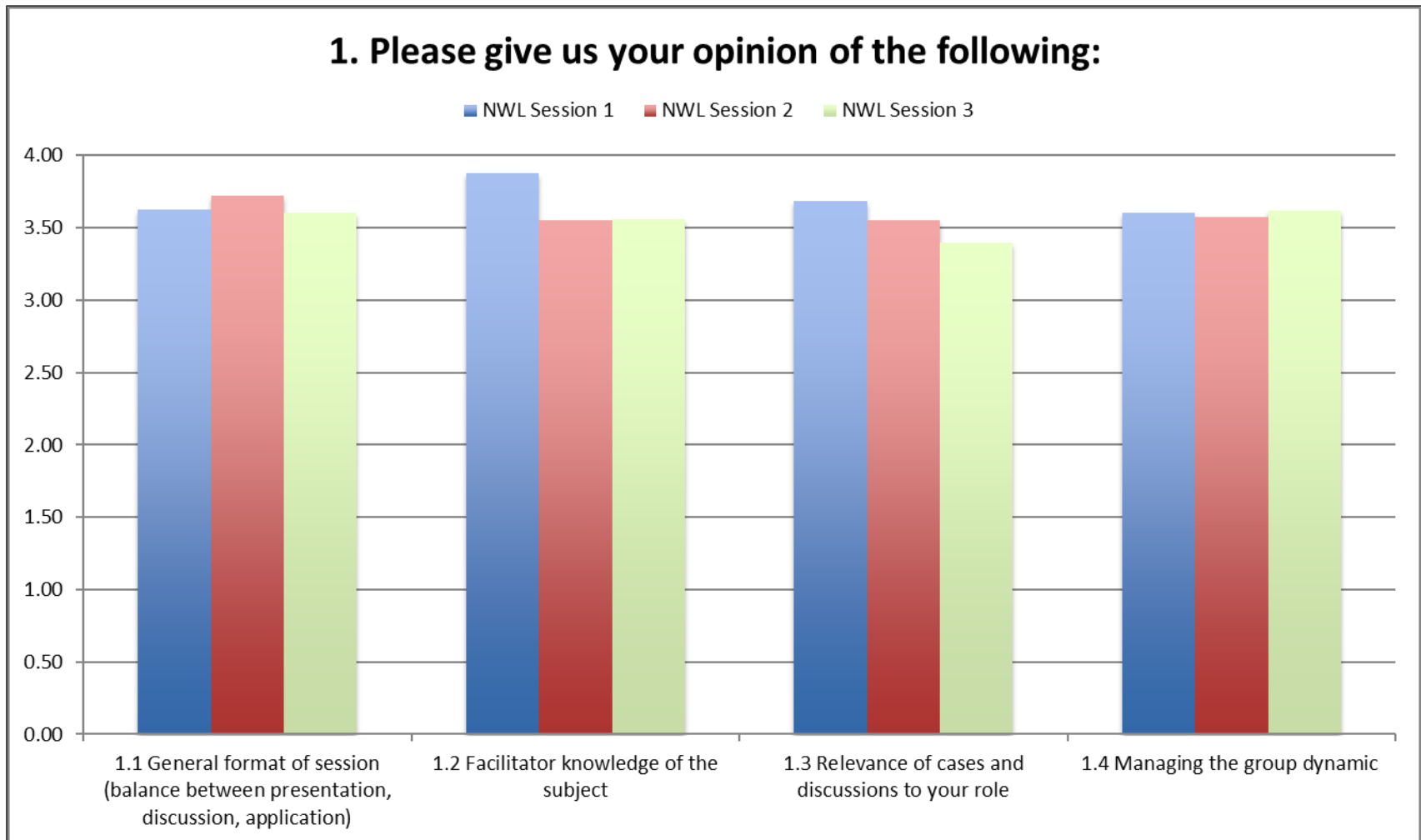
NWL Session 3, April 23rd 2019

30 attendees

25 evaluation forms returned

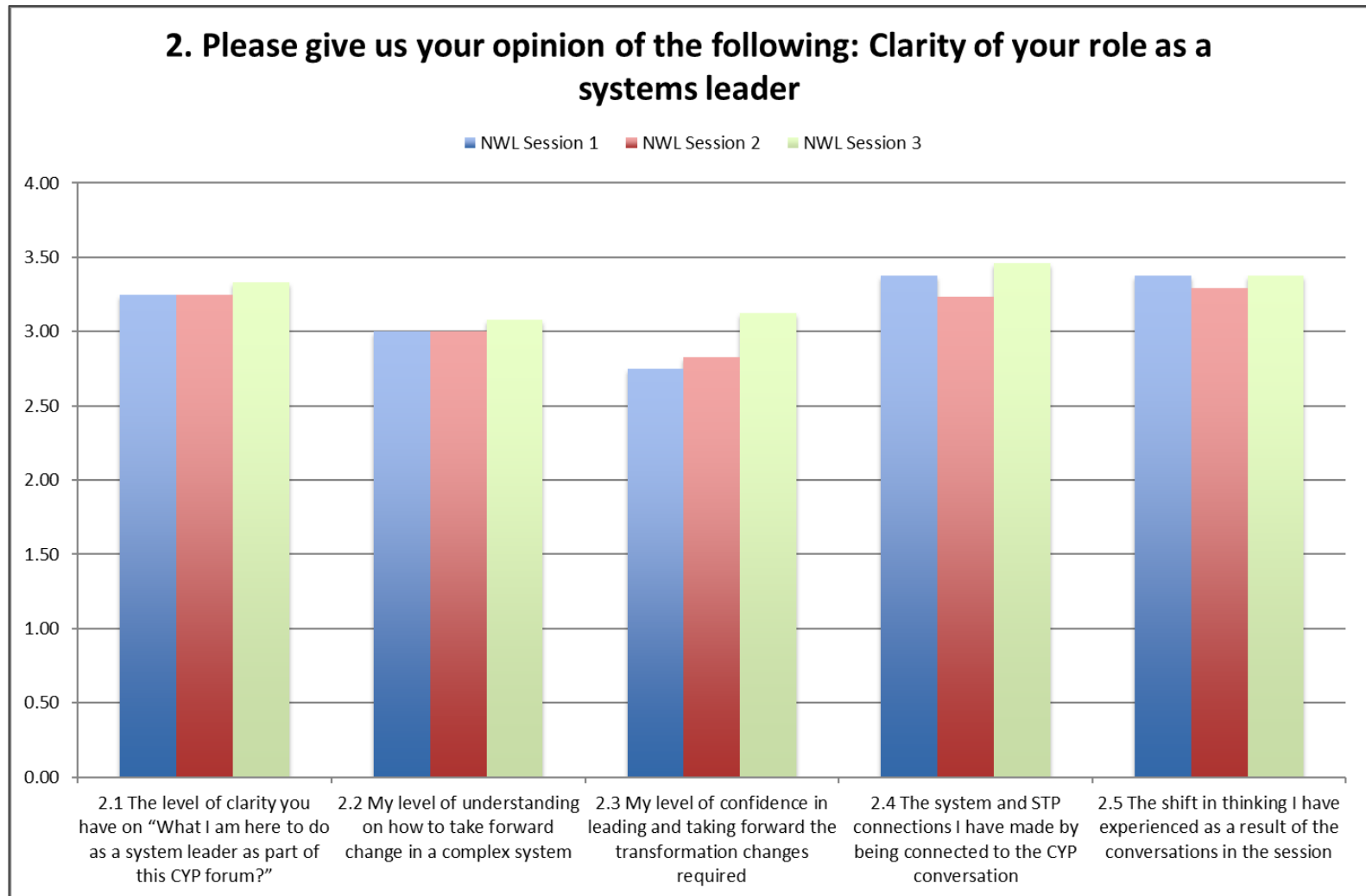
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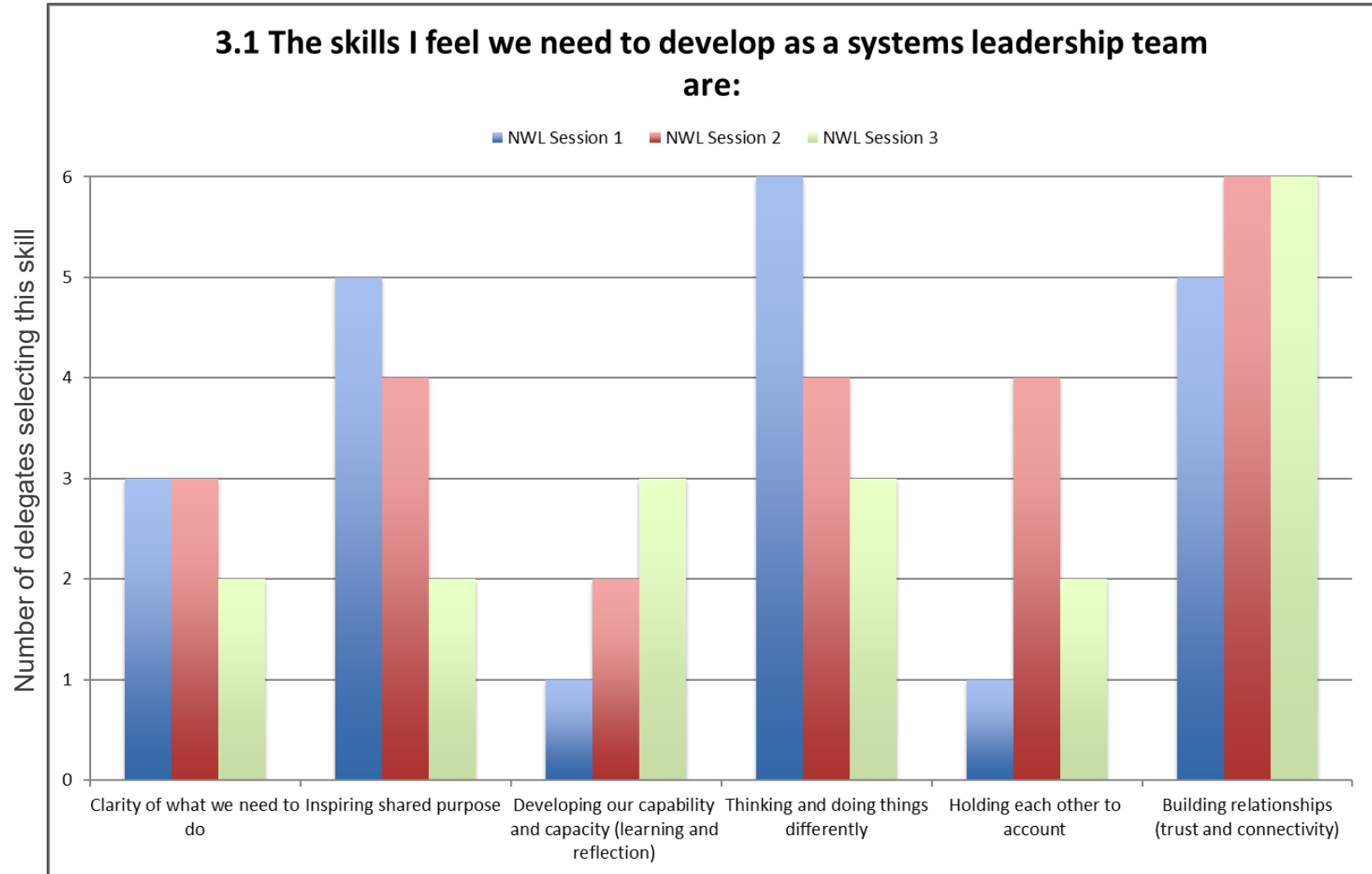
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Quantitative evaluation feedback

Delegates were asked to select from a list of skills. Vertical axis shows the number of delegates who selected each skill.



Qualitative evaluation feedback – NWL Session 1

The skills we need to develop as a systems leadership team are:

- Declaring our bold ambition for NWL, coaching and permission.
- There is a real danger of too much talk, too little action and a disconnect from the real world outside the meeting.
- Clarity of vision from above and a consistent ask, i.e. year on year.
- Development of clear method.
- Network building.

Qualitative evaluation feedback – NWL Session 1

The things we as a systems leadership team may need to do differently are:

- More intensive time to develop the narrative across the systems; 1 or 2 programmes for all of NWL, e.g. Bedtime Bear and supervised toothbrushing in targeted EYS.
- Same focus/outcomes/goals.
- Having established 3 areas of priority I think we need to then promote and push these from the highest levels down to front line staff.
- Engage colleagues across different sectors and teams: Health - Police - Ed - Social Care.
- Engaging with our partner agencies.
- Being brave and thinking out of the box; look at strategic (mgt) level before getting into detail; simplify the ask - don't try to tick every box.
- Think differently; do differently; behave in a very collaborative way around a shared purpose.
- Building expanding networks; involving wider system (education, social care, voluntary sector); role of digital.

Qualitative evaluation feedback – NWL Session 1

The things we as a systems leadership team may need to do differently are:

- Engage with partners; build relationships to change behaviours.
- Break down silos between systems.
- We discussed a number of new ways of working models. I think we need a lot more clarity on how we will achieve this.
- Communicate; be better teams "without walls".
- Be able to break down barriers/overcome local policies.
- Establish relationships.

Qualitative evaluation feedback – NWL Session 1

What kind of future development support would be helpful in driving the system changes forward?

- Wider group to include dental providers 1°/CDS/2°/3°.
- Improved relationships between NHSE, CCG and LA; Improved relationship with 1°, 2°, 3°.
- Perhaps some outreach support to local teams.
- More workshops with more diverse stakeholders.
- Other local authorities engaging.
- Coaching for system leaders to help them think/work differently, to rise above detail; support for system leaders that allows them to work differently.
- Crucial ongoing role of coaching and facilitation.
- Investment in digital; improvement strategies and measurement; subgroups to take themes forward.
- I would suggest HLP write to individual trust CEO/MD explaining this work and to support time/release/commitment.

Qualitative evaluation feedback – NWL Session 1

What kind of future development support would be helpful in driving the system changes forward?

- Need support to make the changes and engage those not here to buy in, e.g. local authority leaders.
- More clear understanding on how to enable this. Hoping things will be more clear as we progress through workshops.
- Digital platform around children and families; publicity around children and families - joined up working.
- Communication going forward.

Qualitative evaluation feedback – NWL Session 1

Comments:

- There was lots of health jargon. From a social care perspective we need to have a common language.
- It would be nice at some stage to constitute specialised working groups - albeit within the structure of the "without walls" concept.
- Brilliant facilitation as ever - it is such a key intervention that we need to keep investing in.
- Really useful and open discussions.
- Make a dropbox repository of ppt/files rather than emails (hard to relocate/pick later); next workshop is half term week - apologies.
- Those attending the workshops are already those keen for change but we meet with resistance outside the room, e.g. financial control. We need a way to push forward and drive this and not just fall at the first hurdle.

Qualitative evaluation feedback – NWL Session 2

The skills we need to develop as a systems leadership team are:

- Thinking and doing things differently while building on things that we are doing well.
- Share the staff details for role and networking usage.
- Personal communication works best.

Qualitative evaluation feedback – NWL Session 2

The things we as a systems leadership team may need to do differently are:

- Gain buy-in from other stakeholders by having them present at the next workshop.
- Working together, joint training, "teams without walls".
- Keeping things simple. No working in silos. Better communication with NHS England.
- Regular local meetings - subgroups. Joint training between Local Authority Health and Education.
- Nothing.
- Be brave.
- Improve information sharing, engage local authorities more.
- What information can be shared on a consistent basis? Use of digital technology - where appropriate.
- Encourage decision makers and service directors to be part of the discussion. Focus on how to keep up the momentum and bring others with us.
- Working closely, sharing ideas.

Qualitative evaluation feedback – NWL Session 2

The things we as a systems leadership team may need to do differently are:

- Need to cross specialist areas.
- Keep networking and finding people interested and motivated to change, start taking even small steps.
- Get the right stakeholders present.
- Getting the right people - not to go ahead unless we have everyone present.
- Advocacy for child health.

Qualitative evaluation feedback – NWL Session 2

What kind of future development support would be helpful in driving the system changes forward?

- More workshops like this.
- Further workshops like this in the future.
- Contact list for relationships.
- Intermittent contact.
- On our feedback.
- Feedback from parents and carers would be of benefit especially with testing ideas. Report back summary between meetings.
- Shared resources across boroughs. Shared resources across networks.
- Working together, more engagement.
- How to find funding.
- Some local partner facilitation e.g. at borough level.
- Technical support.
- More of these facilitated workshops.

Qualitative evaluation feedback – NWL Session 2

Comments:

- Many thanks - a good workshop.
- Need stakeholders from maternity services, health visiting, practice nurses.
- Really useful and stimulating session. So glad I was invited to participate.
- Inviting stakeholder for Education Board.
- Need to disabuse people of the idea that National Pattern (?) fits London because London is different.
- Great to meet more dentists and staff who are working in CYP oral health.

Qualitative evaluation feedback – NWL Session 3

The skills we need to develop as a systems leadership team are:

- We don't need to develop these any more!
- Including Local Authority more.

Qualitative evaluation feedback – NWL Session 3

The things we as a systems leadership team may need to do differently are:

- Clarification of way forward.
- Much closer (normal) working together - collaboration. More patient/citizen "pull".
- Connecting to other disciplines. Maybe a good idea inviting stakeholder from other disciplines and learn from their successful experiences.
- Change in pathway. Move from acute to community working/support.
- More time for focused discussion, facilitated and clearer pathway of influence.
- Have made connections, triggered conversations.
- Share information to assist with building trust.
- To engage with more educational departments and organisations, more Local Authority involvement.
- Understand high level information across STP, delve into detail once knowledge and understanding in place.
- Network and share information.

Qualitative evaluation feedback – NWL Session 3

The things we as a systems leadership team may need to do differently are:

- Promote collectively the CYP agenda.
- Connecting.
- We need permission, power and reward to further influence and make these changes. We need to stop talking and start doing.
- Include Local Authority (education and social care).
- Joint training, regular meetings.
- Coordinating with various teams and expertise.
- Work more together - each Borough shares programmes.
- Discussion of self care.

Qualitative evaluation feedback – NWL Session 3

What kind of future development support would be helpful in driving the system changes forward?

- We now have a broad motivated collaboration with terrific stakeholder engagement - we must keep and grow it.
- Continue regular meetings.
- Need project management support, to chase actions, lead etc.
- More of same, but clever ways of influencing system at NWL level.
- Next steps in 3m, 6m, ongoing impetus and nudge.
- Assist with organising a steering group.
- Keep momentum going; recognition that many initiatives have started, stopped and then restarted over the decades.
- Funding.
- Reviewing progress on next steps to ensure momentum is maintained.
- More data, joined up with Asthma Group.
- Maintain network.

Qualitative evaluation feedback – NWL Session 3

What kind of future development support would be helpful in driving the system changes forward?

- Senior driver for providers completing community health data set.
- Facilitate better working together arrangements.
- Commitment of funding and wider dissemination of information.
- Meeting with oral health promoters.
- More linking in with research and academic departments.
- Link this work to the emerging PCNs - "we can help you achieve the child health bit of your PCNs".

Qualitative evaluation feedback – NWL Session 3

Comments:

- This is the first workshop I've been to as I wasn't aware of the others - very useful, thanks!
- Great sessions and really enjoyable.
- Thank you - interesting gathering of colleagues.
- I hope this doesn't die like so many others.
- Thank you for the support and energy bringing us together and getting some work started.
- Thank you.
- Today's session felt safer than other and it feels there are some tangible things we can do. People still get bogged down in details and issues that cannot be solved. Janine did a good job in trying to bring the focus back.

Pan-London Event

Transforming London's health and care together

Delegate attendance summary

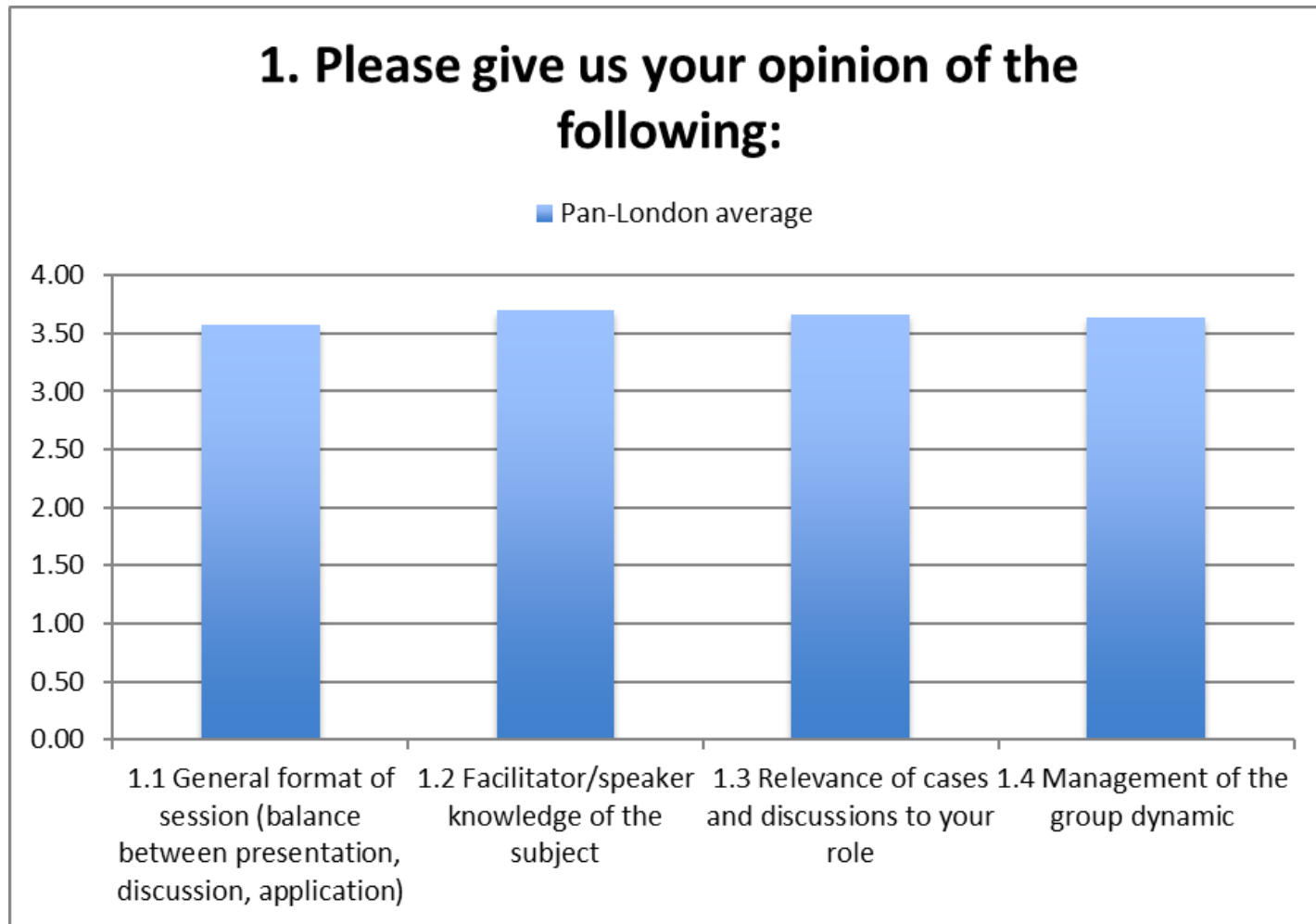
June 26th 2019

70 attendees (plus 3 J9 attendees and 7 HLP attendees)

30 evaluation forms returned

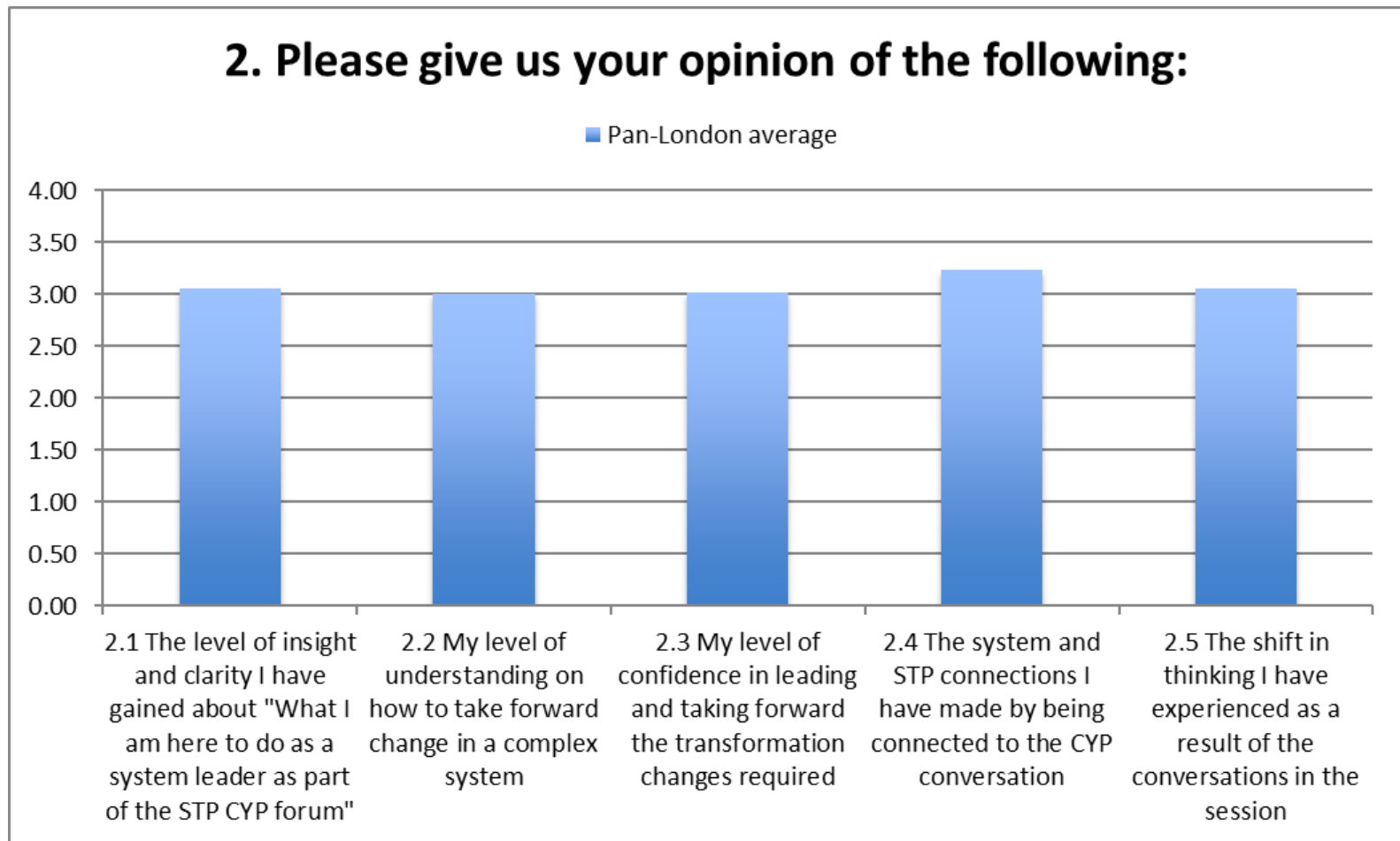
Quantitative evaluation feedback

Delegates were asked to respond to a series of questions ranking them using the following scale: 1 = poor, 2 = adequate, 3 = good, 4 = very good.



Quantitative evaluation feedback

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Qualitative evaluation feedback

The things we as a systems leadership team may need to do differently are:

- Developing convening groups locally with our stakeholders.
- Practical care studies were excellent (GP Hubs) - more of these.
- Ongoing focus on collaboration across the system, amplifying work of providers and CCGs in driving improvement/system transformation.
- Ensure children's issues are raised in often adult-focussed discussions.
- More diverse staff groups - felt very medic-based - GP/doctors.
- Use skills not titles.
- More collaboration with all key stakeholders. Engagement CYP and their families. Focus on outcomes that matter to CYP and their families.
- A more flexible approach.
- I think continue what is happening, keeping up the momentum, engagement and networking.
- Better sharing of good ideas and outcomes and best practice

Qualitative evaluation feedback

The things we as a systems leadership team may need to do differently are:

- Find out what is going on elsewhere.
- Champion change and improvement. Learn from other STPs.
- Spend more time engaging with doctors in house.
- Work collaboratively. Continue to share examples and models of good practice.
- Share info on local projects and gaps in workforce (if appropriate).
- Engage with wider frontline clinical teams/other stakeholders.
- "Think around the family" - closer links with adult services/commissioning.
- Collaborate.
- More input about oral health from engagement with dentist through LDCS.
- Prior to arrival, emailing for introductions so we can find people who would be of interest.

Qualitative evaluation feedback

The things we as a systems leadership team may need to do differently are:

- Consider including wider system stakeholders for future sessions.
- Regular (annually as minimum) CYP gap analysis exercise - now we have LTP and about to receive implementation framework this will be a good exercise.
- Build from new GP networks.

Qualitative evaluation feedback

What kind of future development support would be helpful in driving the system changes forward?

- Every stakeholder should take some responsibility for their workstream areas, e.g. oral health should be high up on local authority agenda.
- PCNs.
- Links with primary care and enhancing provision for CYP/families in GP practices.
- Action planning.
- Explanation/discussion of how children's issues will be addressed in structural change across London and the 5 STPs.
- Business Management Principles.
- Venues to meet.
- Coordination of joint working across STPs where identical or similar priorities are clear.
- Talk more.

Qualitative evaluation feedback

What kind of future development support would be helpful in driving the system changes forward?

- More on Primary Care Networks.
- More nurses to attend/nurse leaders.
- Regular meetings/workshops. Email updates.
- From an HEE perspective, a focus on workforce and what support is needed would be helpful.
- Maintain HLP CYP support, actually increase capacity within HLP to do so!
- Education and engagement with the multi-agencies involved in CYP.
- Digital dashboards and communicators for all providers from health including dentistry, pharmacy, 1st, 2nd, 3rd etc., social, education, local authority etc.
- More input about oral health from engagement with dentist through LDCS.
- Ongoing learning sessions. Ongoing informal networks. Developing mentoree relationship potential.

Qualitative evaluation feedback

What kind of future development support would be helpful in driving the system changes forward?

- Useful to keep bringing all areas of London together to share good practice.
- Regular updates, though I've recently been added to distribution list so should receive info - I missed all workshops earlier this year.
- Ongoing alignment/support HLP and STP.

Qualitative evaluation feedback

Comments:

- A good networking day and sharing ideas.
- An excellent session - valuable to know we're all facing similar challenges yet this mustn't prevent us improving care for/with CYP.
- Good event. Maybe we need a separate one on Primary Care Networks.
- Dr Omowunmi Akindolie was very informative and provided very interesting insights. Best presentation of the day.
- Excellent.
- Thank you, excellent morning.
- Fab event.
- Really good networking event.
- Thank you for organising.

Qualitative evaluation feedback

Comments:

- Level of confidence, understanding etc. only on the lower side because this is still a new workstream for me! One point on delivery - it was difficult to hear people speaking in the first breakout session - perhaps using all rooms for different STPs would have been helpful.
- Well done! Would have liked to have listened in to all the workshops!
- Well organised, good time keeping. Refreshments were good.
- Thank you for giving us the opportunity to engage in the discussions. It has been very helpful in developing our own future plans to become involved in PCNs and pathways and developing new services.
- Look forward to networking in the future.
- Thanks!
- Very good.