



**Healthy London  
Partnership**



# **HLP CYP Mental Health Commissioning Leadership Development Programme**

Final Report

Supported by and delivering for:



Public Health  
England



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**MAYOR OF LONDON**

London's NHS organisations include all of London's CCGs, NHS England and Health Education England

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*Transforming London's health and care together*

# Delegate attendance summary – Modules 1, 2 & 3

## Module 1:

- 35 delegates in total were invited to attend Module 1.
- 31 delegates attended on the day.
- 30 evaluation forms were returned.

## Module 2:

- 31 delegates in total were invited to attend Module 2.
- 27 delegates attended on the day (of these, 3 had to leave early).
- 17 evaluation forms were returned.

## Module 3:

- 31 delegates in total were invited to attend Module 3.
- 25 delegates attended on the day (of these, 5 had to leave early).
- 21 evaluation forms were returned.

# Delegate attendance summary – Modules 1, 2 & 3

Name	Role/Job Title	Organisation
Andrew Smith	CYP Mental Health Project Manager	Haringey CCG
Anita Harris	Head of Children's Commissioning	Harrow CCG
Anna Lucas	CYP PROJECT MANAGER	SEL STP
Chloe Collins	Senior Commissioning Manager	Health in the Justice System
Connie Ikhifa	Senior Commissioning Manager	Croydon CCG
Dale Greenwood	Joint senior commissioning manager – CYP MH	Newham CCG
Deborah White	Mental Health Commissioning Manager	Waltham Forest CCG
Declan Gahan	Senior Care Coordinator – CYP Transforming Care	Islington CCG
Diana Viscusi	Transformation manager, integrated Children Commissioning team	Tower Hamlets CCG
Dionne Greenaway	Senior Commissioning Manager	Brent CCG
Doreen Redwood	Lead Children's Commissioners (Kingston & Richmond)	Kingston and Richmond CCG
Gerry Baker	Assistant Commissioning Manager for MH and LD	Greenwich CCG
Greg Condon	Programme Manager – Mental Health	City and Hackney CCG
Jane Stephenson-Glynn	CAMHS Commissioning Manager	Islington CCG
Jennie Mackeith	Strategic Commissioning Manager	Camden CCG
Jessany Wooding	Assistant Commissioning Manager – MH and LD	Greenwich CCG
Jessica Juon	Joint Commissioner for CYP Mental Health and Emotional Wellbeing	Lewisham Council
Jonathan Daly	Strategic Commissioner	Bi-Borough (RBKC/WCC)
John Beckles	Commissioner Emotional Well-being and Mental Health CYP	Hillingdon CCG
Jummy Hemsley	Joint Commissioning Team Leader	Royal Borough of Greenwich
Luke De Witt	Case Manager	Specialised Commissioning
Michele Guimarin	Commissioning Manager for Vulnerable Children	Haringey CCG
Mohandeep Bhoday	Interim Commissioning Manager for CYP Mental Health	Enfield CCG
Natalie Mejia	senior comminging manager	Specialised Commissioning
Peter Grime	Senior Commissioning Manager, Health in the Justice System	Health in the Justice System
Rebecca Kealey	Senior Case Manager	Specialised Commissioning
Richard Tipping	Senior Head of Programmes, CYP Commissioning	Bexley CCG
Robert Dyer	Children's and CAMHS Commissioning Manager	Wandsworth CCG
Sally House	CAMHS Case Manager	Specialised Commissioning
Sharfraz Soobratty	Commissioning Manager for Mental Health and Learning Disabilities	Greenwich CCG
Simon Brauner-Cave	Programme Manager - CAMHS	Central London CCG

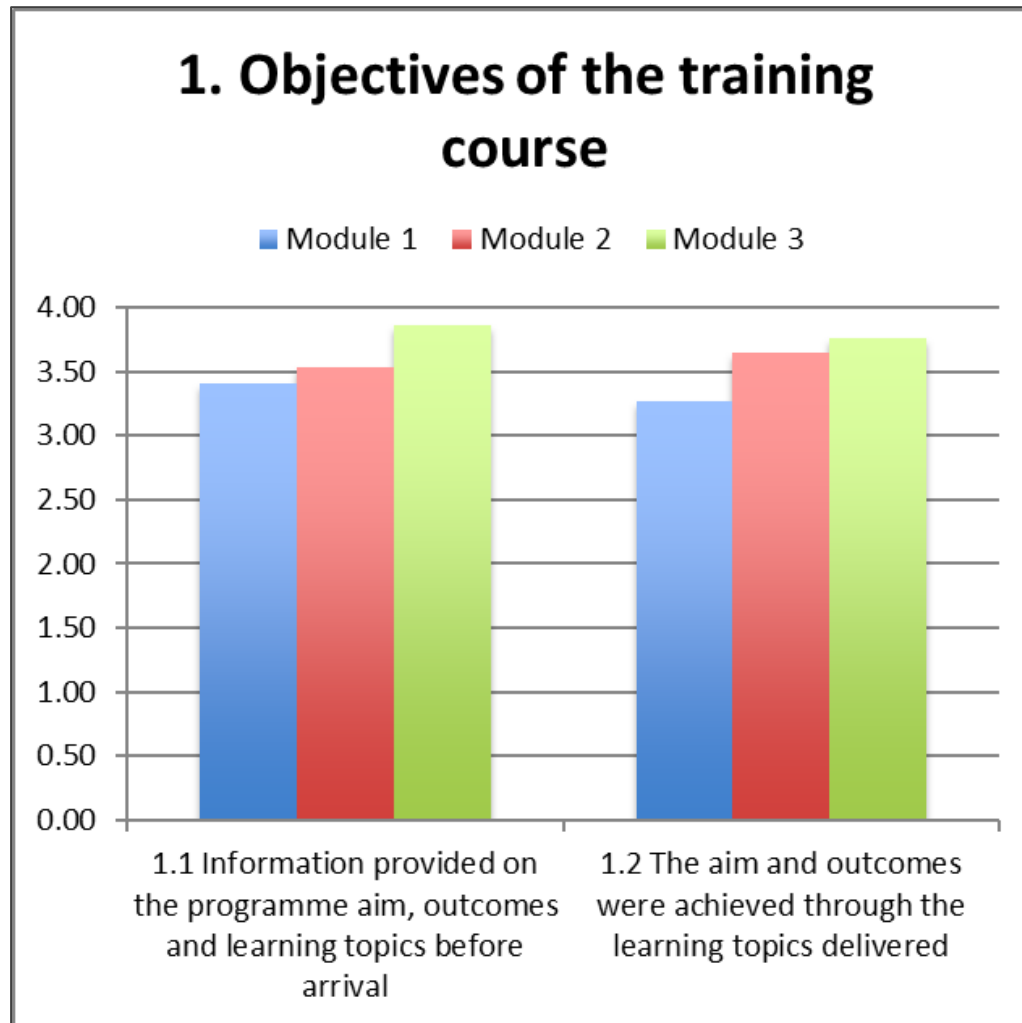
# Delegate attendance summary – Modules 1, 2 & 3

Name	Module 1	Module 2	Module 3	Total hours
Andrew Smith	attended	attended	attended	21
Anita Harris	attended	apologies	attended	11
Anna Lucas	attended	attended*	apologies	11
Chloe Collins	attended	attended	attended	21
Connie Ikhifa	attended	attended	attended*	18
Dale Greenwood	attended	attended	attended	21
Deborah White	attended	attended	attended	21
Declan Gahan	attended	attended	attended	21
Diana Viscusi	attended	attended	attended*	18
Dionne Greenaway	attended	attended	DNA	14
Doreen Redwood	attended	attended*	attended	18
Gerry Baker	attended	attended	attended	21
Greg Condon	attended	attended	attended	21
Jane Stephenson-Glynn	attended	DNA	attended*	11
Jennie Mackeith	attended	attended	attended	21
Jessany Wooding	attended	attended	attended	21
Jessica Juon	attended	attended	apologies	14
Jonathan Daly	attended	attended	attended	21
John Beckles	attended	attended*	DNA	11
Jummy Hemsley	attended	attended	attended*	17
Luke De Witt	attended	attended	attended	21
Michele Guimarin	attended	attended	attended	21
Mohandeep Bhoday	attended	apologies	DNA	7
Natalie Mejia	attended	attended	attended	21
Peter Grime	attended	attended	attended	21
Rebecca Kealey	attended	attended	attended	21
Richard Tipping	attended	attended	attended	21
Robert Dyer	attended	DNA	attended	14
Sally House	attended	apologies	appologies	7
Sharfraz Soobratty	attended	attended	attended*	19
Simon Brauner-Cave	attended	attended	attended	21

\*Left early

# Quantitative evaluation feedback

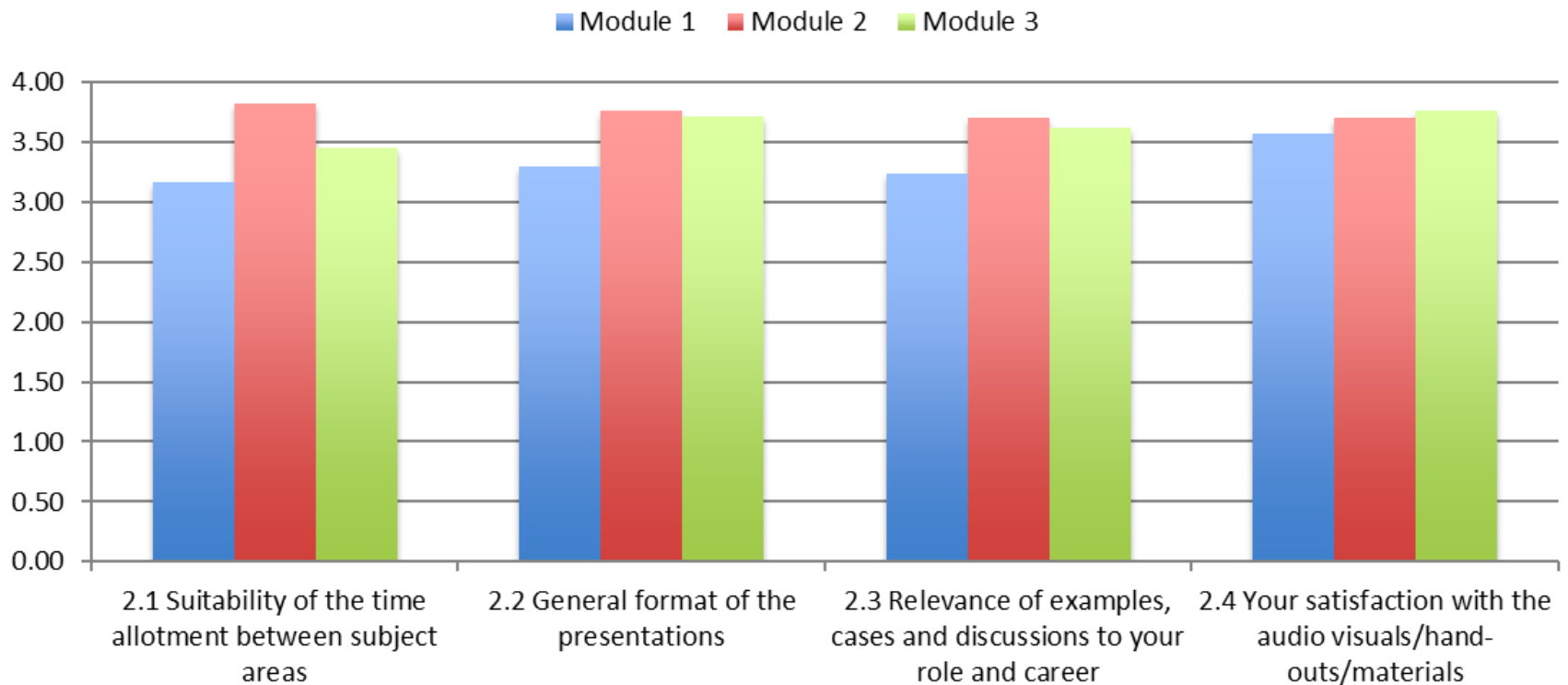
Delegates were asked to respond to a series of questions ranking them using the following scale: 1 = poor, 2 = adequate, 3 = good, 4 = very good.



# Quantitative evaluation feedback

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.

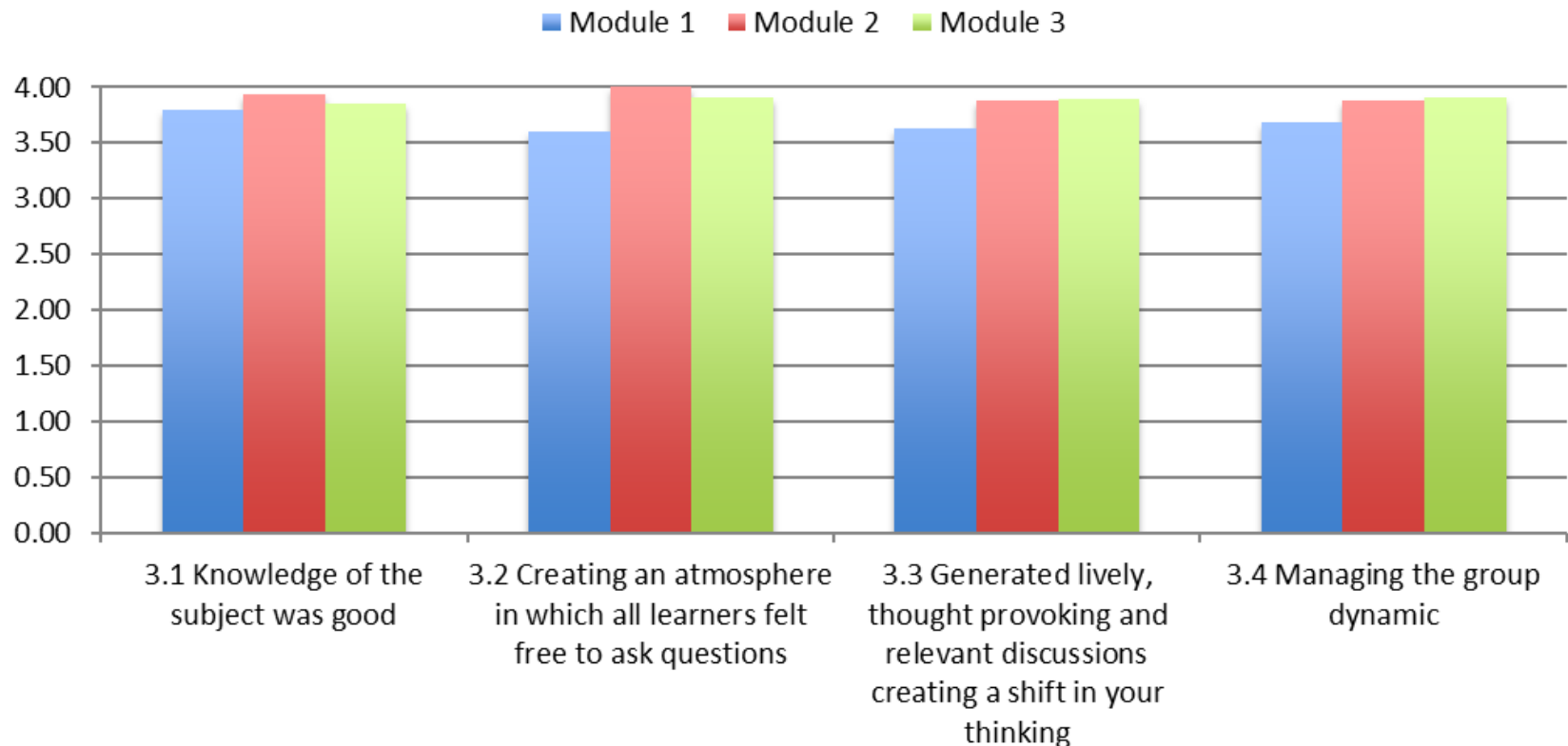
## 2. Please evaluate the course content and materials as follows:



# 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.

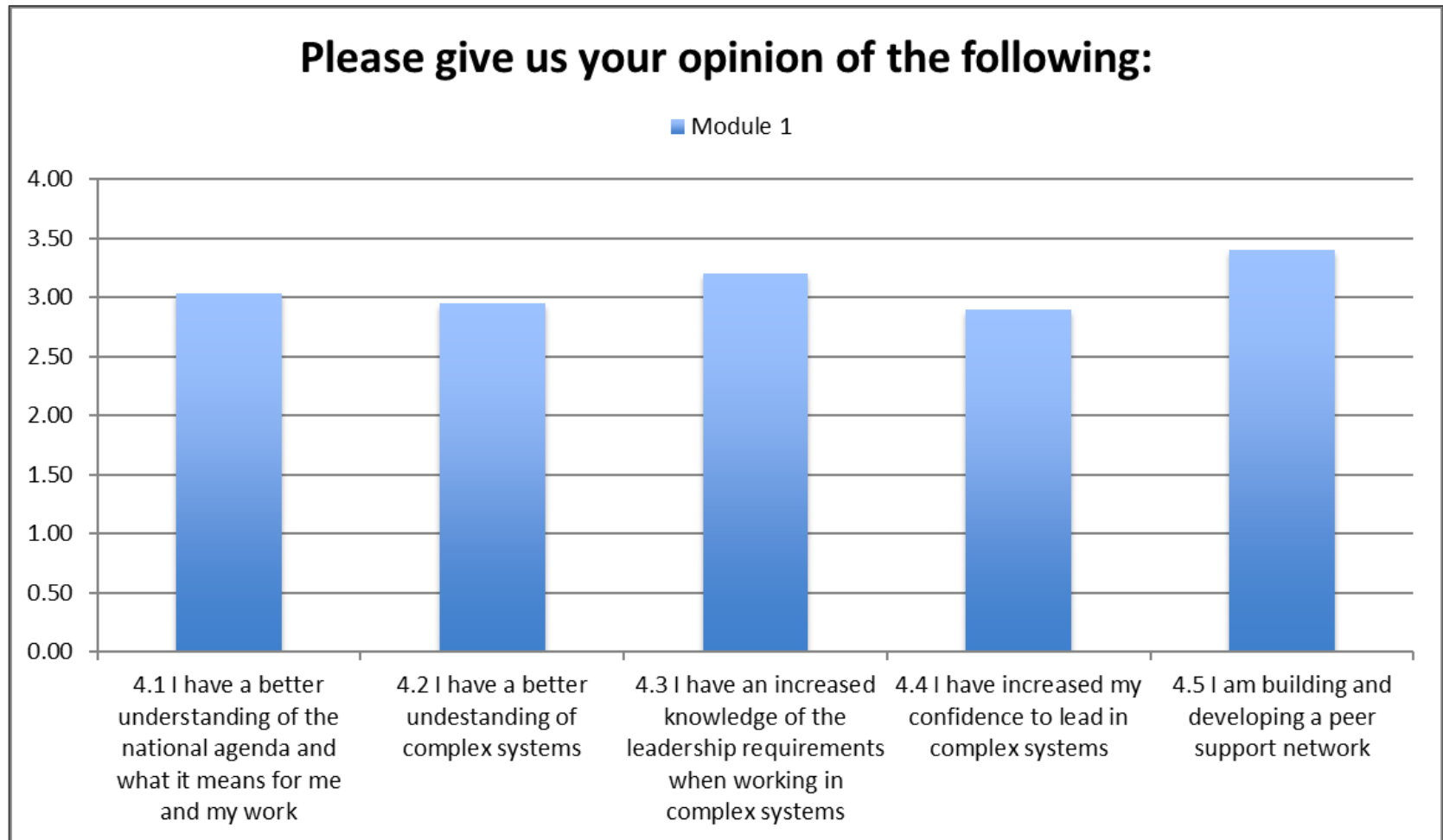
## 3. Please give us your opinion of the instructors' skills in the following areas:





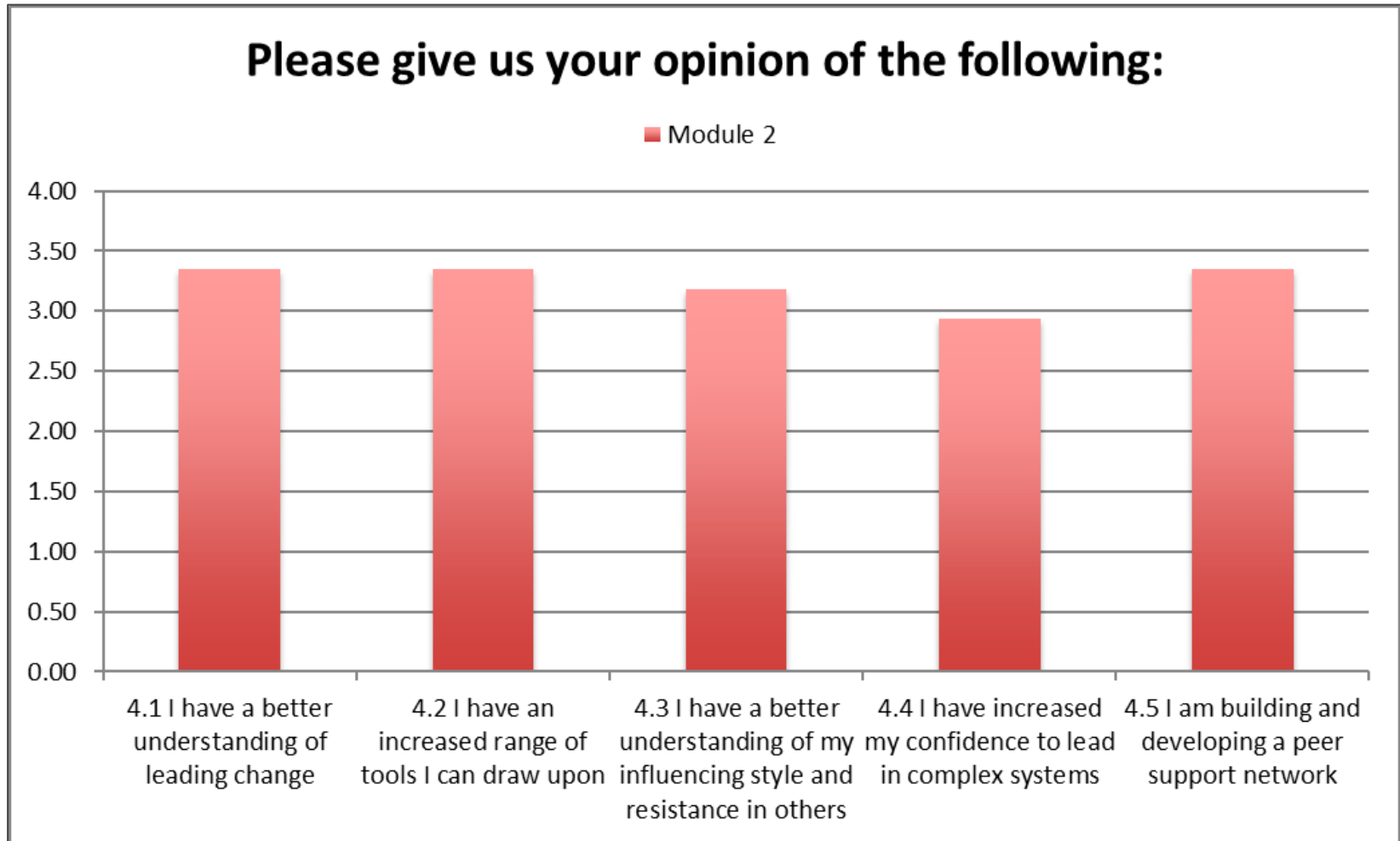
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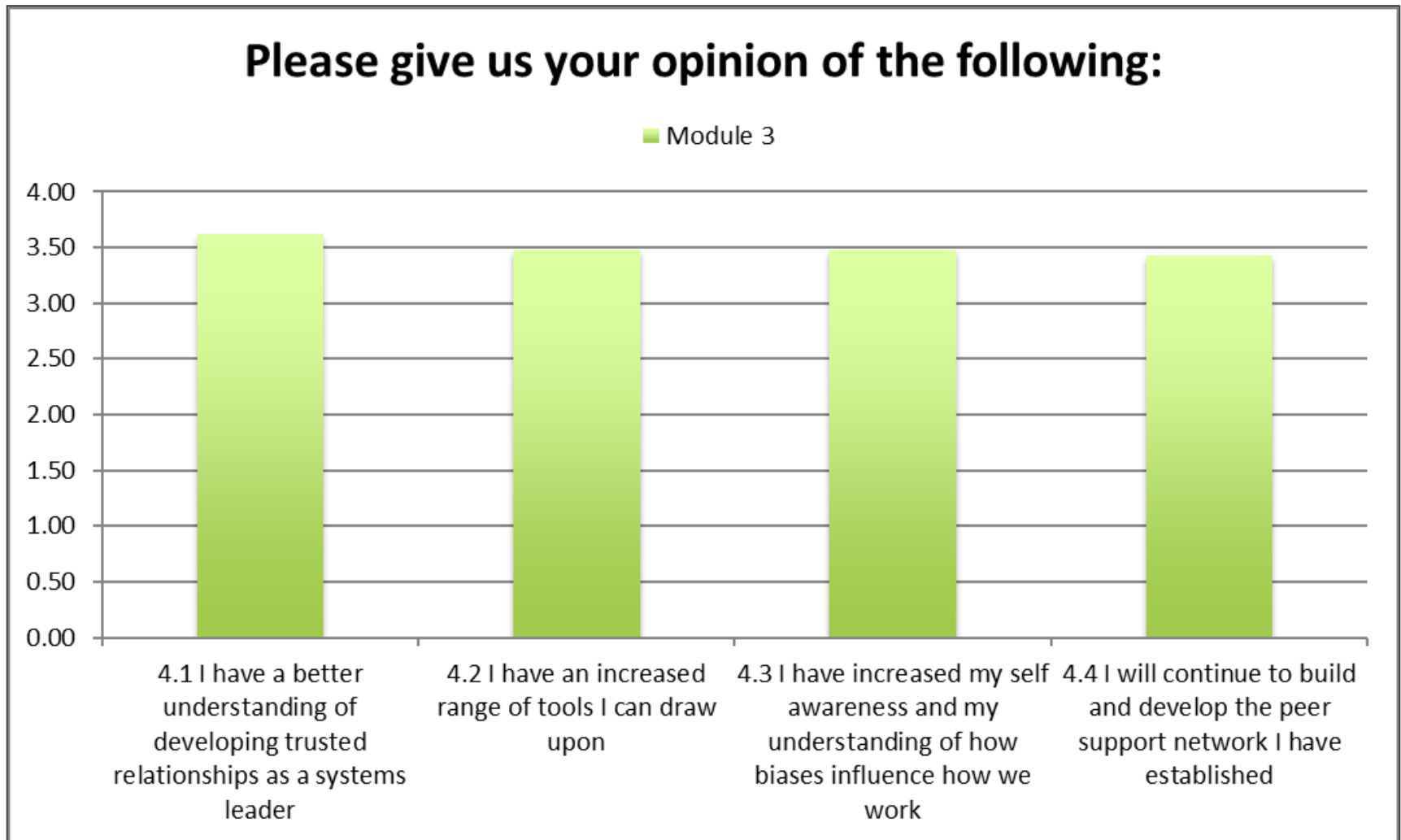
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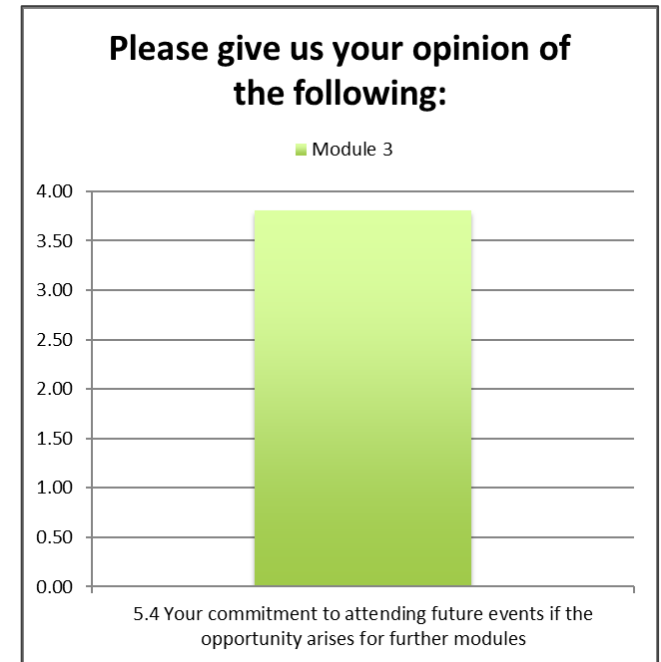
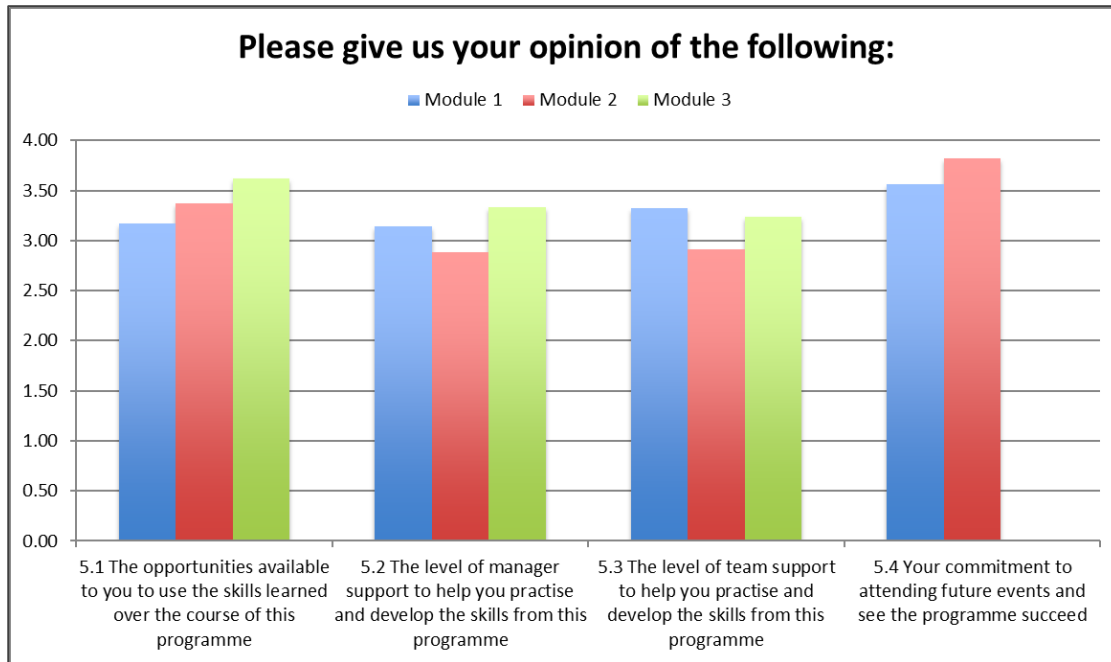
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# Quantitative evaluation feedback

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# Qualitative evaluation feedback: Module 1

# As a result of this module what will you do differently?

- Share learning from this with colleagues (leadership understanding). Utilise the networks built. Share information on the Long Term Plan widely (that presentation was very useful).
- Be ready to lead, be transformational.
- Be mindful of the Insights colour for my team and challenge use of my time.
- My approach to difficult issues.
- Work on how I use different techniques to influence.
- Reflect on what colour profile those around me are and how I could use this to work more collaboratively.
- Whole school approach - links with schools.
- Read more and try to lead more. Be better at doing this - leading.
- Make better use of the leadership theories.
- Nothing new - slightly stating the obvious.
- Invest more time into "thinking and creating change" and less time on transactional activities.

# As a result of this module what will you do differently?

- Have less self doubt.
- Make time for learning/thinking/reflection.
- Use peer networks. Use my leadership style. Use the Long Term Plan as a basis.
- Challenge my manager about what I can do and not do.
- Research leadership styles/techniques etc.
- Feel more comfortable coming at issues from a system perspective/less transactional perspective.
- Better insight of inspiring networks for CYP.
- Approach to different types of personality of colleagues.
- Connections/network - more engagement.
- Self-awareness - attempt to be collaborative.
- Will try to be more comfortable with uncertainty and trust myself more - will also give more power to others.

## As a result of this module what will you do differently?

- Increase goal oriented part of role - be more process oriented.
- Perhaps try to develop some of the skills (colours) I didn't score highly on.
- Take more time out for contemplative/reflective thinking.
- Use some of the methods described to tailor my approach in meetings/discussions.
- Believe more in my skill set.
- I need to think about how to implement.



## How would you describe your overall experience of this module?

- Some good information but not all useful/clearly explained. Different sessions quite varied, felt like a lot of information but not always clear on the purpose of sharing and how it linked together. Great chance to build networks.
- Positive and energising.
- Enjoyable and inspiring.
- Always very useful, I try to come along with an open mind.
- Enjoyable and informative.
- Good, positive.
- Very good introduction and foundation.
- Interesting and engaging.
- The first part of the morning was too theoretical and broad. I have covered this topic on other courses, so would prefer less introduction.
- Good.

# How would you describe your overall experience of this module?

- Overall good.
- Positive, valuable.
- Inspiring and motivating!
- Very interesting.
- Very good.
- Informative and interesting.
- Well delivered - I liked the 2 way split break out group - most informative.
- Very helpful, informative and useful.
- Great.
- Felt positive and energised at end of day.
- Helpful and informative.
- Really makes me challenge some of my thinking and behaviours in a positive way.

## How would you describe your overall experience of this module?

- Interesting and lots to think about and work on.
- Very good - however some presenters better than others.
- Thought provoking.
- Morning session a bit slow moving and quite theoretical. Afternoon session much more useful and better constructed.
- I enjoyed the course and made new connections.

# What could be done to improve this module for future cohorts of CYP Mental Health Commissioners?

- More time and encouragement to discuss and digest content during presentations. Draw more on knowledge and experience in the room to make ideas/learning etc. relevant and real. Felt time pressured and rushed at times.
- The day was too long. Slides/handouts in advance as it was hard to see the screen on the day. Also, didn't feel the pre-course self-assessment was covered today or relevant.
- More CAMHS system specific challenges.
- None.
- Start at 09:30 not 08:45.
- Make the day a bit shorter - 09:30 - 4.00.
- Focus on actual work, practical learning.
- Switched off on a few occasions, possibly lost in videos. Uncomfortable seating.
- Maybe just say that it's ok if people need to nip out when they need to use the toilet. Thank you very much!
- More time for discussion both in small groups and wider.

## What could be done to improve this module for future cohorts of CYP Mental Health Commissioners?

- Think about the wide diversity of CYP we are commissioning for - not just demographically but looking at wide range of vulnerabilities and challenges.
- I think the first half could be shorter or give us some pre-work before attending to help set context.
- I think it has been set out and laid out brilliantly.
- More focus on either systems or practical work.
- Good content. Can't think of any improvements.
- Not sure there was anything.
- More workplace case studies.
- Bit less focus on theory - move more quickly to practical application.
- There is a lot of information to take on board. Would be good to move around more.
- Nothing. I really valued the knowledge, experience and delivery style of the trainers.

# Qualitative evaluation feedback: Module 2

# As a result of this module what will you do differently?

- Written presentation of review/transformation using model.
- Try different techniques to address current issues.
- Utilise the tools shared on the day. Take away and implement the learning. Revisit learning from before on push/pull etc.
- Use influencing skills and tools.
- Use improvement tools more consciously.
- Use and influence, use role playing.
- Listen more, focus on what I want to get out of meeting/conversation and maintain focus through the conversation.
- Nothing much - this has helped consolidate the points learned already.

## As a result of this module what will you do differently?

- Be more mindful of my influencing style prior to entering meetings.
- I'm going to sharpen up my pitching and balance out my approaches. Listen more.
- Think about how I influence others more positively.
- Lead and communicate change differently. Although part of an integrated team, I am solo in my work lead area, i.e. no business support, team follow-up in my absence.
- Although I have promised myself to do this before, I have already started placing time in my diary for “No Meetings” and getting on with specific tasks, to protect my time. I would also like to look into getting a walk and talk/lunch club up and running at work as part of recharging.
- I have been equipped with self-awareness techniques and ways/tools/framework to better manage a complex/difficult situation. The influencers/resistors exercise was really good and helpful. Peer support was equally brilliant.



## How would you describe your overall experience of this module?

- Really useful day.
- Extremely positive, better than day 1.
- Good day today. Better mix of presentation, discussion, role play etc.
- Very useful, well paced and good mix of activity and presentation.
- Uplifting and supportive.
- I enjoyed this more.
- Positive, helpful, more focused and practical. No more role play please.

## How would you describe your overall experience of this module?

- Broader understanding of systems affecting CYP MH.
- Excellent. Engaging - more so over time - often goes the other way!
- Positive - reminder of some skills I already have. Some new information - useful for my role.
- Very good. I enjoyed the role play and valued the feedback.
- Very good and enjoyable.
- Very good – no dull bits – good pace and structure.
- It was very enriching in terms of knowledge and skills building.

# What could be done to improve this module for future cohorts of CYP Mental Health Commissioners?

- Last module - not too much wellbeing.
- Speakers (external) didn't provide as much value and insight as hoped.
- 1. Facilitate problem solving sessions, i.e. identify issues as a group for joint discussion. 2. Sharing knowledge on measuring impact and good models.
- Range of issues for CAMHS Commissioners - 10 Year Plan.
- Discussion about the role of a CYP MH Commissioner, what the core functions are and how to perform these through a leadership approach.

## What could be done to improve this module for future cohorts of CYP Mental Health Commissioners?

- I think it needs to focus perhaps on fewer topics. I appreciate that it's a balance.
- Maybe slightly less packed into the day and finish slightly earlier.
- 1. Relationship dynamics relating to race and management of inequalities, 2. Language and understanding what is meant, tact and diplomacy.
- None.
- Multiple theories presented, but little time to embed them – bit tricky I know as we are time limited, and in fact we need to use them on actual projects, but maybe as the network builds, people can start using and asking each other what works/doesn't work.
- I think it met my learning outcome.

# Qualitative evaluation feedback: Module 3

## As a result of this module what will you do differently?

- I will be more aware of possible bias to ensure it doesn't impact others.
- Plan more, network more with commissioning colleagues.
- Think of myself more (position, experience, feelings, background) and how to use this and how this might hinder me.
- Consider restructure of meetings, think about individual's position/experience more.
- Consider bias more, be braver with courageous conversations.
- Put the learning into practice.
- I will work closer with my CCG's Commissioner. Confidence about what they do and I understand what we can do together.
- Try to use the toolkits and examples to behave appropriately depending on situation.
- I've already started to re-balance work/life balance so I'm working fewer hours and not working overtime! That's a start! Also managing issues back up to manager.
- Reach out more, more secure I am on the right track.

# As a result of this module what will you do differently?

- Consider my communication style to be more effective via direct vs indirect.
- Utilise network better.
- Consider my approach and the personality/drive of audience members. More confidence in own actions/ideas.
- More self awareness - make more time to constructively reflect. Will start using mentor and continue to use and develop network.
- I am better equipped with my own awareness of how I am going to present/chair a meeting. The goldfish exercise was really good.
- Give myself time to reflect on my practice.
- Autism work.

## How would you describe your overall experience of this module?

- Good but not as practical as the last two modules.
- Excellent, thought provoking.
- Very useful - a lot of information (new and reminding). Good speakers/facilitators.
- Useful reminder of some elements that I was previously aware of, future thinking about meeting structures.
- Really valuable and inspiring.
- A positive experience. I appreciate the opportunity. Good peer learning and network opportunities.
- Good.
- Excellent. Best of the 3.
- Brilliant - time to reflect, think and discuss.
- Good speakers.
- Fun and learned a lot.



## How would you describe your overall experience of this module?

- Very good, enjoyed presentations and practical exercises.
- Thought provoking and reflective initiating sustained change in practice.
- Very positive - to learn with other commissioners in similar position/share experiences and support.
- Very good.
- Very interesting, useful.
- Very very helpful.

# What would you like to see included in future programmes?

- More emphasis on technical commissioning skills. I would recommend action learning sets instead of peer groups as it would give structure and can be replicated.
- Perhaps from my point of view (as a case manager not commissioner) to have some sessions etc. focusing less on pure commissioning or towards commissioners.
- Maybe slightly less within the programme - more time spent on fewer topics.
- Bit more in-depth activity and role playing to demonstrate examples of good and bad practice.
- Demand capacity modelling, service development, Adult MH, Adult LD.
- Unsure.
- Presentation skills, demand and capacity modelling.
- Real life example of outcomes/logic model for situations such as decreasing youth safety incidents.

# What would you like to see included in future programmes?

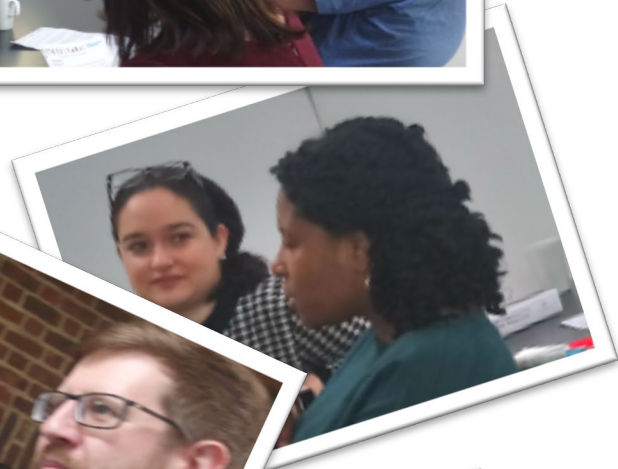
- Ideally bigger training programme.
- Nil - a very good course indeed.
- In particular; specialist areas e.g. H&J; eating disorder; digital offer; sexually worrying behaviour; vulnerable CYP; how to be an effective CAMHS Commissioner.

# Leaders in action – module 1





# Leaders in action – module 2



# Leaders in action – module 3



# Facilitator reflections and recommendations

- Feedback suggests that although the delegates ask for more technical skills, they actually value the softer skills more.
- Consider reducing the number of topics covered. Cover fewer topics, but in more depth (make more use of pre-work or self-directed learning to enable this).
- Allow more time for group discussion/peer networking, or Action Learning Sets.
- Fewer guest speakers covering “strategic” topics, more focus on “practical” topics.
- Draw more on the knowledge and experience in the room, e.g. self-directed skills labs or workplace case studies.
- There were several requests for a running time of 09:30 – 4pm. This is something we could consider, with an agreement from delegates that they will arrive and be ready to start at 9.30am. 4pm – 5pm could be used as additional peer learning/networking time.
- Consider how to meet the requirement for support with technical commissioning skills.



# Requested topic areas for future consideration

- Specialist areas e.g. H&J; eating disorder; digital offer; sexually worrying behaviour; vulnerable CYP; how to be an effective CAMHS Commissioner.
- Demand and capacity modelling.
- Service development.
- Presentation skills.
- Real-life example of outcomes/logic model for situations such as decreasing youth safety incidents.
- Relationship dynamics relating to race and management of inequalities.
- Language and understanding what is meant; tact and diplomacy.
- What the core functions of a MH Commissioner are and how to perform these through a leadership approach.
- Facilitate problem-solving sessions, i.e. identify issues as a group for joint discussion.
- Sharing knowledge on measuring impact and good models.
- Sharing knowledge on bids, business cases, governance, terms of reference etc.



# Requested topic areas for future consideration

- Financial planning basics.
- Sharing knowledge on benchmarking resources.
- Outcomes-based commissioning.
- Guidance on Personal Health Budgets.
- Development of Pan-London pathways.
- New models of care.
- Change management support.
- Developing clinical knowledge and understanding.
- Time management skills.
- People/performance/provider management.
- Managing conflict.
- Negotiation skills.