

Project Lift Digital Discovery Workshop

15 June 2020

We know that now, more than ever, there is a need and desire to connect.

The community is at the heart of everything Project Lift does. As we plan our upcoming activity and next steps want to ensure that we listen to, understand and respond to the community's needs.

On **15 June 2020** we brought together the wider Project Lift community to explore how we can continue to support the health and care system throughout the Covid-19 period.

We were joined by **21 colleagues** from across health and social care, including those working in NHS, social services, charities, public health and improvement.

Our objective for the session was to agree 'what success looks like' for Project Lift community engagement activity in the next 9 months.

During the session, we covered:

- Introductions and context setting
- What does 'success' look like
- Identifying risks
- Aims for the next 9 months

This pack provides an overview of our discussions.

Section 1: Welcome and context settings

We began the event with introductions to the group and a time to set the context for the session. In small groups, we introduced ourselves and shared why we are participating in the workshop.

We then heard from **Jenni Jones, Principal Lead at Project Lift** who discussed why we are meeting.

Jenni shared her perspective on why leadership really matters now, and will continue as we go forward in the Covid-19 context.

We had a plan for the rest of the year that was tuned into what people had told us they wanted. However, in the new circumstances, it is important for us to take stock of what we've offered and what is possible in these circumstances. The conversation today is about discovering together what options and activities we can take forward.



Section 1: Welcome and context settings

Lydia Paris from Kaleidoscope Health & Care then shared further context about the partnership with Project Lift, the purpose of the community events and the work already delivered.

Lydia shared that Project Lift's community engagement work aims to:

Offer creative and liberating spaces for leaders at all levels to:

- **Connect with others** to share perspectives and stories
- **Express their experience** and interest in leadership, work culture and wellbeing
- Build their **individual agency**
- **Make a collective contribution** to the leadership of health and social care across Scotland, regardless of grade or profession

As well as that, Kaleidoscope is helping Project Lift to **a) increase the reach** of the community and **b) enable collaboration** between disciplines, professions and sectors.



Section 1: Questions about Project Lift

We then spent time orienting around understanding Project Lift and its aims. We asked participants to share their questions.

‘What is your silliest of silly questions about Project Lift and its aims?’

We answered some of the questions during the session....

Q: Can Project Lift help me with homeschooling or childcare?

A: Project Lift shared their [Coronavirus Resources](#) page, which includes information about Children and Families at home. They also shared the [National Wellbeing Hub](#) page that has a number of resources for those working in health or social services in Scotland.

Q: How can project lift be seen as all inclusive to senior leaders?

A: Inclusivity is important to Project Lift, and is even more important now. We want to connect and invite all leaders to contribute in the space. Project Lift’s work is about collective and compassionate leadership at all levels.

Q: How can I bring my surrounding community (in my street) into Project Lift ?

A: Our ears are wide open! We want the voice of the public in this and to understand their perspective.

Section 1: Questions about Project Lift

We had too many questions to answer on the day, but we took the rest away after the session to get you the answers...

What is your silliest of silly questions about Project Lift and its aims?	Answer from Project Lift
When you talk about community engagement what community do you mean, is it communities within the NHS or is it wider? E.g. outside organisations and generations etc?	We broadly mean the community of people we have and want to have connected with Project Lift, so we can support and enable everyone at every level to lead and collaborate. This will include anyone working in health and social care in Scotland, as well as those who are interested and connect with the Project Lift ethos. The bottom line is, all are welcome, it is important to Project Lift to be inclusive.
How can we build on making Project Lift progress so far with Support Workers in terms of both seeing themselves as leaders and having tools to help them develop?	We have welcomed the opportunities to collaborate and work with Support Workers to see themselves as leaders over 2019. We look forward to every and any opportunity going forwards too. There may be opportunities to further embed the Project Lift Leadership Profile into the 4 pillars learning framework, align learning materials and host events that this cohort of leaders will find relevant and appealing, for example. We would encourage Support Workers to use our soon to be launched Stories that Lift website to share examples of their different leadership stories. Making these stories visible will help other Support Workers, recognise the important leadership work they do. We believe, 'if you can see it you can be it!' The opportunity to collaborate and offer extensible resources appeals given the small Project Lift resource available and our collective ambition to support those in these roles to value and be proud of their contributions to health and social care.

What is your silliest of silly questions about Project Lift and its aims?

Answer from Project Lift

How can Project Lift help leadership resilience?

There are several resources currently brought to the community by Project Lift that recognise the importance of resilience, with a focus on self care for leaders and their teams. We currently signpost these resources via our mailing list and website. These to date include articles, blogs, websites, webinars and access to apply for coaching support. This is a likely topic that will continue to be of interest and importance. At Project Lift we are keen to keep talking about resilience with a focus on self care and listen and respond to needs. We will welcome any ideas, resources or opportunities to amplify the importance of this aspect of leadership.

How can Project Lift help rebuild cross- sectoral leadership? COVID-19 has been a fracturing factor.

There are several ways we could help, not least because it is a core element of the Project Lift ethos that real transformation is achieved through collaboration and healthy working relationships, especially across the boundaries of organisations and sectors. Ideas include 'hosting conversations', 'enabling different perspectives to be heard' and offering inspirational and practical leadership development activities based on topics of interest and responding to need. We would welcome a conversation to see what we can do together, let's do it!

How do we keep the PL aims included and part of the current changing leadership roles?

Project Lift is essentially a social movement of leaders who aspire and connect to the Project Lift aims and ethos. Collectively we can all play our parts, and individually we can curate, amplify and convene opportunities to keep these alive and valuable at this time. At Project Lift we are open to any opportunities to support and will welcome connections with yourselves and others in this space.

Could there be session of how we can influence others, both those we lead and those who lead us?

Sure. It would be great to explore influence and relationships and how these can help us transform in small and larger ways. Would you be interested in working with us to setup and host?

What is your silliest of silly questions about Project Lift and its aims?

Answer from Project Lift

New leaders have emerged due to the removal of bureaucracy, how can we encourage those individuals and provide support. Nurture the new courage coming through the system

This is great news, some ideas to encourage them include, sponsor them, encourage them to share their story and signpost them to leadership development support that really help them continue to thrive. At Project Lift we would love to highlight their story too and have a 'Stories that Lift' site that enables us to highlight and celebrate them. Our redesigned site will also have a section called 'Brought to you By' which highlights a wider range of development from ourselves and other partners.

How can Project Lift support connections that are accessible and purposeful in a world that can feel disconnected, scary and remote?

One way to do this would be to spotlight good practice and the realities of working/living in these times. It is particularly helpful if colleagues have something, they think is valuable to share it with us, we would be delighted to spotlight for others. Hosting conversations on topical issues of the day will also embrace real life experiences and this is an important part of sensemaking and moving forward. We hosted some face to face conversations on this pre-Covid, which community members valued, and we can continue to do this in a virtual space too. These are just some examples of how Project Lift can help, we always welcome the ideas and opportunities our community bring to us and will be keen to support these leaders in ways that celebrate their ideas and efforts onwards – to inspire others like them.

Do the team think that during this time that there might be more emphasis on one / two of the pillars? Do the pillars still feel like they are the most relevant? Does there need to be a shift or change of focus, even in the shorter term?

Talent management, leadership development, values-based recruitment, performance appraisal and engagement pillars are foundational to our ambitions in Project Lift. The glue in the middle is the efforts we are putting into establish a rich and diverse community of leaders at every level to come together to learn, exchange and grow. Relationships are arguably the most significant asset to have when trying to transform care. By creating activity and opportunity for leaders to connect and be inspired by one another, at this time adds value. The 5 pillars remain relevant as they are broad areas of focus, however, there will be elements of each that shift and change according to context we find ourselves in E.g. we are seeing wellbeing and important element of excellent leadership come to the fore in the past few months.

Section 2: What does 'success' look like?

We want to know how we can best help the community in the new context that we're in. We know that face-to-face events will be difficult, people are stretched at work or out of work, and we all have new personal challenges, amongst other things.

In small groups, we explored what success would look like. We asked the groups to consider the following question:

'Imagine you're looking back on how Project Lift engaged with the health and social care community through the COVID-19 crisis response period. You think we acted brilliantly. What did we do?'

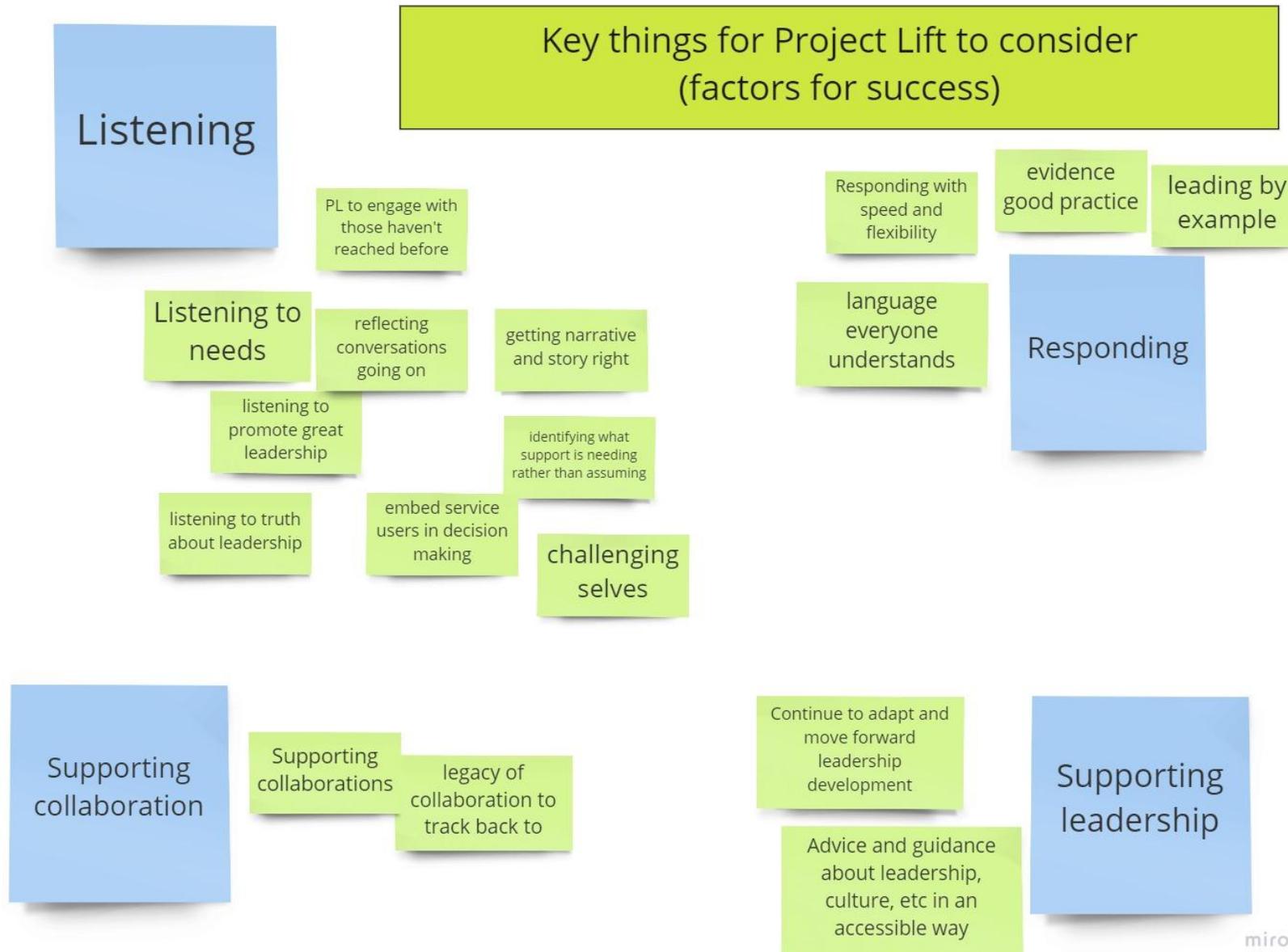
This is a small selection of top responses to the question. You can view all the responses [here](#).

A selection of top responses...

- Listened to the needs and responded with speed and flexibility - resources, support and training.
- Provided relevant and timely advice and guidance on leadership, culture and wellbeing issues - in a way that's easily accessible for anyone, at any level, working across health and social services.
- We used language that EVERYONE understands
- Legacy of collaboration that people can directly track back to something that can be sparked by PL... "I'm here with xx which wouldn't have happened if we hadn't met on that PL zoom call"

Section 2: What does 'success' look like?

Facilitators shared their breakout group's [key points](#) from the discussions, which we grouped into themes of things that Project Lift should consider.



Section 3: Identifying risks

Risks have also evolved in the past few months. There are both practical level risks and higher level risks during this Covid-19 period.

During our next activity, we did a 'pre-mortem', reflecting on where things could go wrong along the way. We asked participants to respond to the scenario:

It's 9 months from now (March 2021). You're looking back on how Project Lift engaged with the health and social care community through the COVID-19 crisis response period. You think we acted in the worst way possible. **What did Project Lift do to 'act in the worst way possible'?**

Didn't use language that was accessible for everyone

ignored the importance of culture and compassionate leadership

overloaded people with information and or didn't listen to what was valuable, what was landing or fail to change tactic as needed

Made no decisions

didn't listen, told leaders how to lead

PL sent out conflicting messages which were of no use

looked inward and ignored or discounted the voices from the broader H&SC workforce

didn't develop engagement with other sectors

Didn't listen and respond to the current situation and was led by control and command behaviours

did not listen and were slow to respond.

fell back into the 'old school' hierarchy rhetoric

didn't support people or listen to their needs

lost the momentum

we did not learn

didn't reach into all parts of the system

Was not inclusive across sectors

PL - engagement was not personal enough, too high level

Didn't consider the leadership capability and needs of people who use services and carers alongside the workforce

get stuck in doing and not make time to learn

didn't allow for people to safely discuss and challenge leader styles and experiences

Sent so much information I didn't know what was relevant and useful and what wasn't

focussed only on the NHS, not on the whole system of support for people to live well in Scotland.

Section 4: Aims for the next 9 months

In the next section, we reflected on the success factors and risks identified and focused on more tangible aims for the next 9 months.

In small groups, we asked participants to respond to the following question

‘Taking into account the vision and risks identified, individually, think about: A) What the key aims for the programme should be for the next 9 months; B) How would we measure success against those aims?’

These are the overall themes from the discussion groups. You can see all the responses [here](#).

Key aims	Measuring aims
Facilitate the difficult conversations about leadership, and a safe space to listen and understand experiences	Interviews/views from leaders in different meetings/ pieces of work. Ask: how is it feeling? Are people being more honest about their leadership styles? Is it working better?
Share the experiences and stories of leadership	Collect stories and invite personal narrative.
Demonstrate the power of participative, collective and compassionate leadership at all levels	
Accessible communications and support and a single narrative	More people engaging - track geographical, professional and sectoral attendance and engagement. And get their feedback and reflections
Explore scale and how to involve people from range of sectors and levels from across Scotland, especially engaging the social services sector	
Have a blended approach to opportunities to enable participation from those with different styles	Diverse people gather to share experiences, understand what is similar and what is different. Celebrate these conversations in our comms and invite local style continued dialogue - wherever you are at
Be flexible in offers, listen to the system and reflect the world we're living in	Be open to getting it 'wrong'

Section 5: Reflections and next steps

We ended the session with final reflections from the Project Lift team.

“The need to pause, take a breath, and find space to understand what we’ve gone through, are still going through and will go through is really crucial... We have the opportunity of a lifetime to set the direction” Dave Caesar, Project Lift



project lift
live your potential

Thank you.

Thank you for such constructive input to the session - we really appreciate it. We will be taking the insight from the session to plan our next steps in community engagement.