

Project Lift Digital Discovery Workshop 2

25 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 **25 June 2020**, we brought together the Project Lift team to explore how we can refocus the community engagement work and continue to support the health and care system throughout the Covid-19 period.

This was 'part 2' of the discovery phase. In the first session on **15 June 2020**, we brought together the wider Project Lift community to agree 'what success looks like', identify risks and consider aims for the next 9 months. [The write up from the session can be found here.](#)

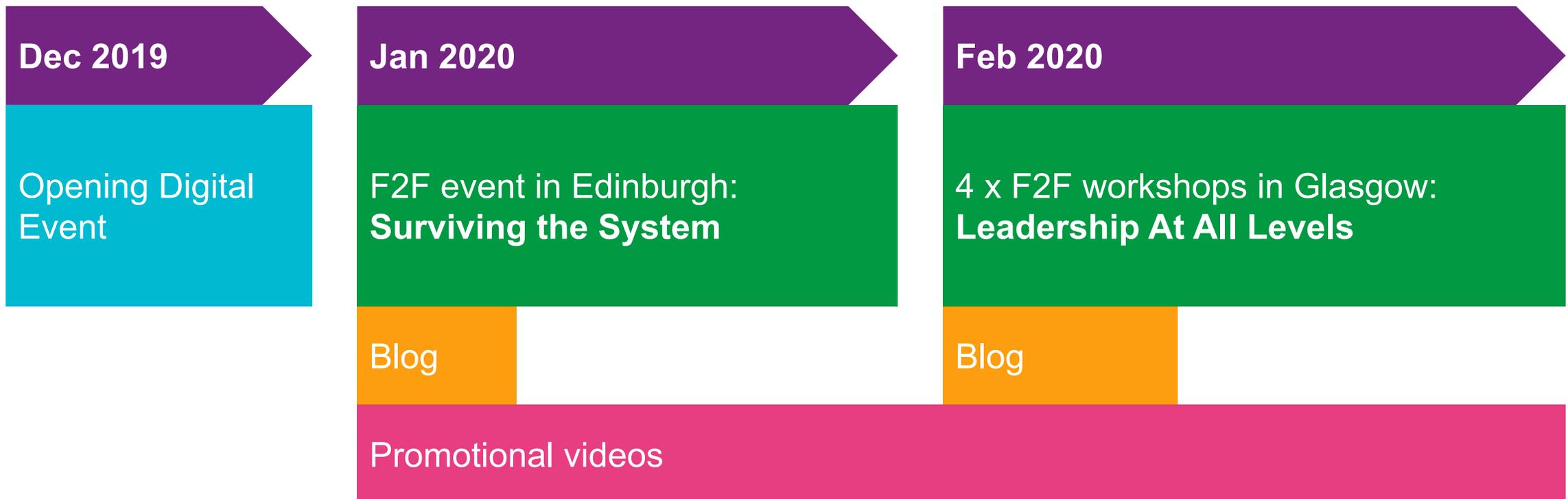
During the session, we covered:

- Context setting and where we are now
- Scope of work
- Themes to cover
- Next steps

This pack provides an overview of our discussions.

Section 1: Community engagement activity so far...

Lydia Paris, Kaleidoscope Health & Care, kicked off the session by providing an overview of the community engagement activity so far, and the activities agreed pre Covid-19. Below is a timeline of activity so far.



Section 1: What is within scope...

We shared what activities remain undelivered from our original programme, and the new types of activities that can be delivered in this new context within the scope of our partnership.

What was left...

- Final digital event (**could still deliver**)
- Writing competition delivery (**could still deliver**)
- Writing competition prize giving event (**could still deliver**)
- Final report (**could still deliver**)
- 1 x community engagement event targeted more towards social care colleagues (**would need to change to digital format**)
- 2 x community engagement events (Self-Care & Compassion At Work) (**would need to change to digital format**)

New types of activities within scope...

A series of longer digital events
(~1 per 6 weeks)

A series of shorter digital events
(~1 per 3 mo)

Writing competition and prize giving event (digital)

Community feedback interviews & final report

Section 1: What we learnt from Discovery Workshop 1

We shared an overview of the first Discovery Workshop, which we used as the basis for this session's discussions. The below themes are the key 'factors for success' for Project Lift's community engagement activity.

Theme 1: Continue to listen and respond to the community with resources, support and connection opportunities

Be flexible in our offers, listen to the system and reflect the world we're living in

Multiple modes and opportunities to enable participation

Theme 2: Provide relevant and timely insights and sharing opportunities on leadership, culture and wellbeing issues

Facilitate difficult conversations about leadership, and provide a safe space to listen and understand experiences

Share the experiences and stories of leadership

Demonstrate the power of participative, collective and compassionate leadership at all levels

Theme 3: Use language that everyone understands

Accessible communications and support and a single narrative

Theme 4: Provide opportunities for new collaborations which wouldn't have happened otherwise

Explore how to involve people from range of sectors and levels from across Scotland, especially engaging the social services sector

This is an overview of the session. The full write up from the first session can be found [here](#).

Section 2: Agreeing the scope of work

In the next section, in small groups we reflected on the activities within scope, and asked participants to discuss the following question:

A series of longer digital events
(~1 per 6 weeks)

A series of shorter digital events
(~1 per 3 mo)

Writing competition and prize giving event (digital)

Community feedback interviews & final report

What do you want us to know before we begin planning these activities?

Overview of responses...

- Don't try to be all things to all people - **be clear about who and what this is for and why we're doing it.**
- Ensure we go **beyond healthcare** - open this to the wider sector and get a different view - be deliberate and careful with language and scope to ensure we are inclusive
- Consider **digital access**, and consider making **all** events digital from the outset, to have one way forward
- Consider morning, afternoon and evening **options** for sessions to suit different schedules
- Be clear on the **evaluation strategy** - know the outcomes we want and how we are going to measure them
- Provide **opportunities to connect** and have discussions even if participants **can't join events live**
- There is a lot of **information already available** - make use of this and connect others to what is available
- Be careful of **information overload**, but there is a role in curating the information available into something useful and usable
- It is a careful balance of **listening and activism** - don't just ask community what they need, we also need to respond!
- There is energy to **share resources**, so provide opportunities for these conversations

Section 3: Themes to cover

After discussing the types of activities we could do over the coming months, we focused on what the **themes** and **content** of those sessions could be. In small groups, we considered the following question...

What topics do you think are really important to address in the activities that we run?

The 'apocalypse' is lifting the veil on what the system is like. Share stories around change - for better or worse

Working in uncertainty, and creating and cementing new processes

Working across boundaries

Collaboration and cross-sector working

Professional identities

Lived experiences/stories about how we make shifts

Remote leadership

Leadership during change/Covid-19

Collaboration

Sharing personal experiences & stories

'The whole person' - providing a space to share personal experience

Sense-making around what is required of leaders during the pandemic

The 'third way forward' - being more proactive in sustaining the good changes

Going 'back' / moving 'forward'

Agency

Agency - some have more, some have less, how can we support agency?

Other leadership topics

Impact of the wider system and influences

'Noticing the system' - What is pulling us back to how things used to be? Why?

What do we want to go back to? What do we want to keep? Polarity mapping for leadership

Supporting Chief Execs - giving them back sense of agency

Urgency vs. autonomy

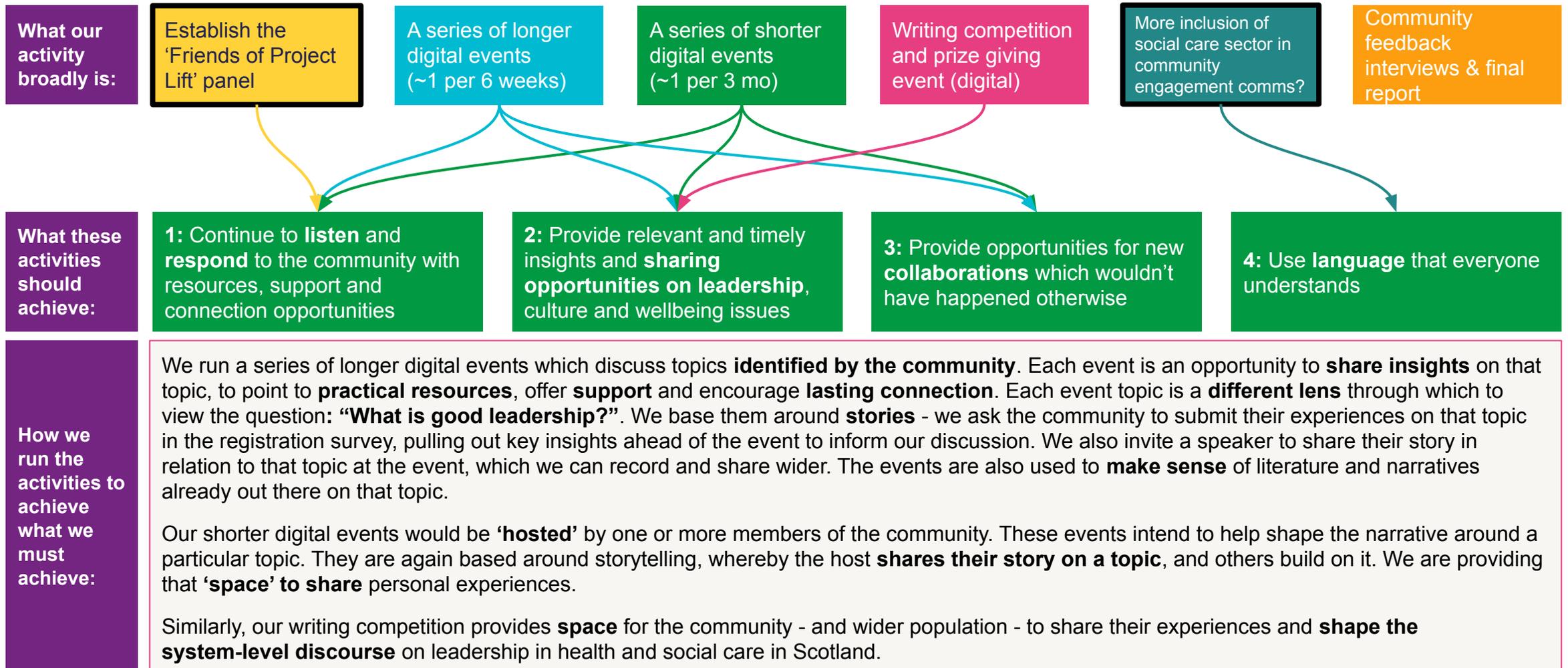
Justice

Ego

Wellbeing and resilience

So what is our way
forward?

So what is our way forward?



The two outlined activities in the top row are possibly for Project Lift to resource.

Ideas on topics for the longer digital events...

Each event topic is a different lens through which to view the question of: “What is good leadership?”
Topics are to be tested with the community in the first event and on an ongoing basis through the Friends of Project Lift panel and other means.

1. Leadership & change

Initial thoughts on content:

Gather experiences of leading and leadership through the pandemic. What impact has the ‘command and control’ leadership approach had?

Where has there been relaxation of that control and was it good? What can we learn from this period about leading change, keeping the good elements and losing the bad?

2. Agency: Power & Purpose

Initial thoughts on content:

Gather experiences of losing/gaining agency during this pandemic. If agency is a product of having power and purpose, some people might have felt they gained agency during the pandemic as they are afforded new responsibilities, and others might feel they have lost agency as the external environment takes things out of their control.

How can leaders afford that agency - that sense of power and purpose - to all people in the system?

3. Collaboration & working across boundaries

Initial thoughts on content:

During the pandemic there have been many examples of leading at the boundaries of different sectors. What helped that to happen? And who needs to hear this?

4. Wellbeing & resilience

Initial thoughts on content:

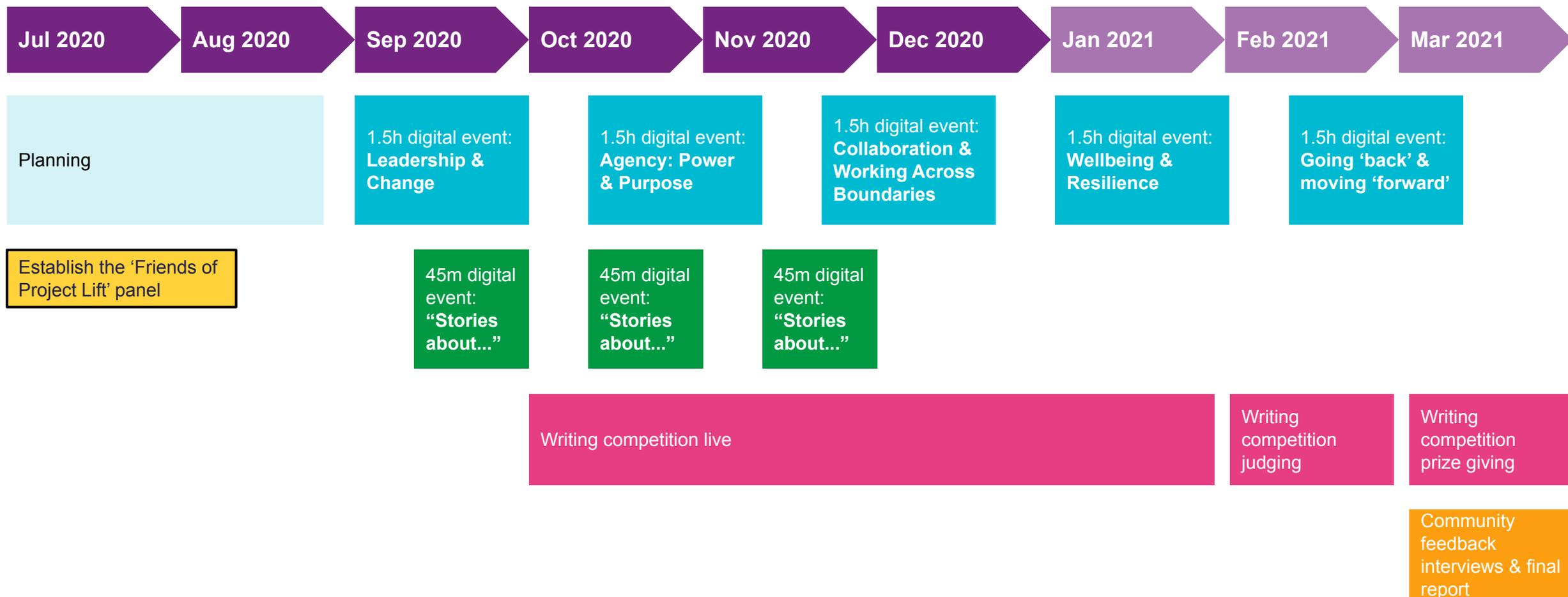
The British Psychological Society produced a guide for leaders and managers of healthcare services who will need to consider the wellbeing needs of all healthcare staff (clinical and non-clinical) as a result of the Coronavirus outbreak. How are we doing in relation to that framework? Can we share notes about compassionate leadership and self-care in these times? Thoughts from the previous three events might also inform this discussion.

5. Going ‘back’ & moving ‘forward’

Initial thoughts on content:

It’s only human to exhibit behaviours of regression after the huge and unsolicited systemic change caused by the pandemic. Can we empower leaders to see the dance that they’re in between consciously maintaining what is good about the change and slipping back into the comfort of old ways. This is about encouraging positive transitions. The polarity mapping tool could be useful in this session (as well as in any of the others).

Illustrative timeline



Finally, some key principles for outreach and engagement:

1. Be clear about who and what each activity is for, and why we're doing it.
2. Ensure we go beyond healthcare - open this to the wider sector and get a different view. Be deliberate and careful with language and scope to ensure we are inclusive.
3. Consider morning, afternoon and evening options for sessions to suit different schedules.
4. All views are valid. Listen always.

Thank you.

Thank you for joining us at the workshop and for such constructive input.

