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Being an Enabler?

Professor Dame Sue Bailey

Role Chair- Centre for Mental Health

Event - Faculty of Child and Adolescent Psychiatry
Leadership Conference

Venue - Royal College of Psychiatrists

Date Friday January 31st 2020

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Declaration of interests

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- Roles held?
- Conflicts?
- Loyalties?
- ?Enabling



□ Being a Trustee

- Chair Centre for Mental Health -working with the voluntary sector -Member of Council at University of Salford

□ Being a NED

- DHSC
- Manchester University Foundation NHS Trust



- Being an External Advisor/independent chair
- Chair for HEE new roles in mental health
- Together for Children and Young Peoples Programme in Wales
- Chair steering group for Discover Autistica.
- Being a Commissioner
- Chair Healthy Minded - Schools North East
 - Bevan Commission
- Roles seen as Leadership positions
 - E.g. President RCPsych - Past
 - Chair Academy of Medical Royal Colleges - Past
 - President UEMS CAP section - Current

Today you will hear about leadership from diverse perspectives

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- ❑ Working in a VSO
- ❑ Leadership within our own College
- ❑ Working within a gov dept ALBs
- ❑ Lobbying the Centre
- ❑ Leading in a Trust
- ❑ Being on the receiving end of child psychiatry leaders
- ❑ Leading in academia
- ❑ Leadership is for everyone

So what is a psychiatrist then?

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- Psychiatry a unique bridge across Neuroscience-Medicine / Social science
- Child psychiatry uniquely thinks systems - families

The Centre for Mental Health is a leading not for profit think tank

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- An enabler to deliver- Evidenced based policy into practice
- Our approach to all our work ,our principles are
 - We are independent ,not party political and have no vested interests
 - We use the best available evidence to help formulate our ideas
 - We bring to bear a four pronged approach to all our work
- Lived Experience
- Policy analysis and Influence/Advocacy
- Side by side evaluation design and implementation
- Economic analysis

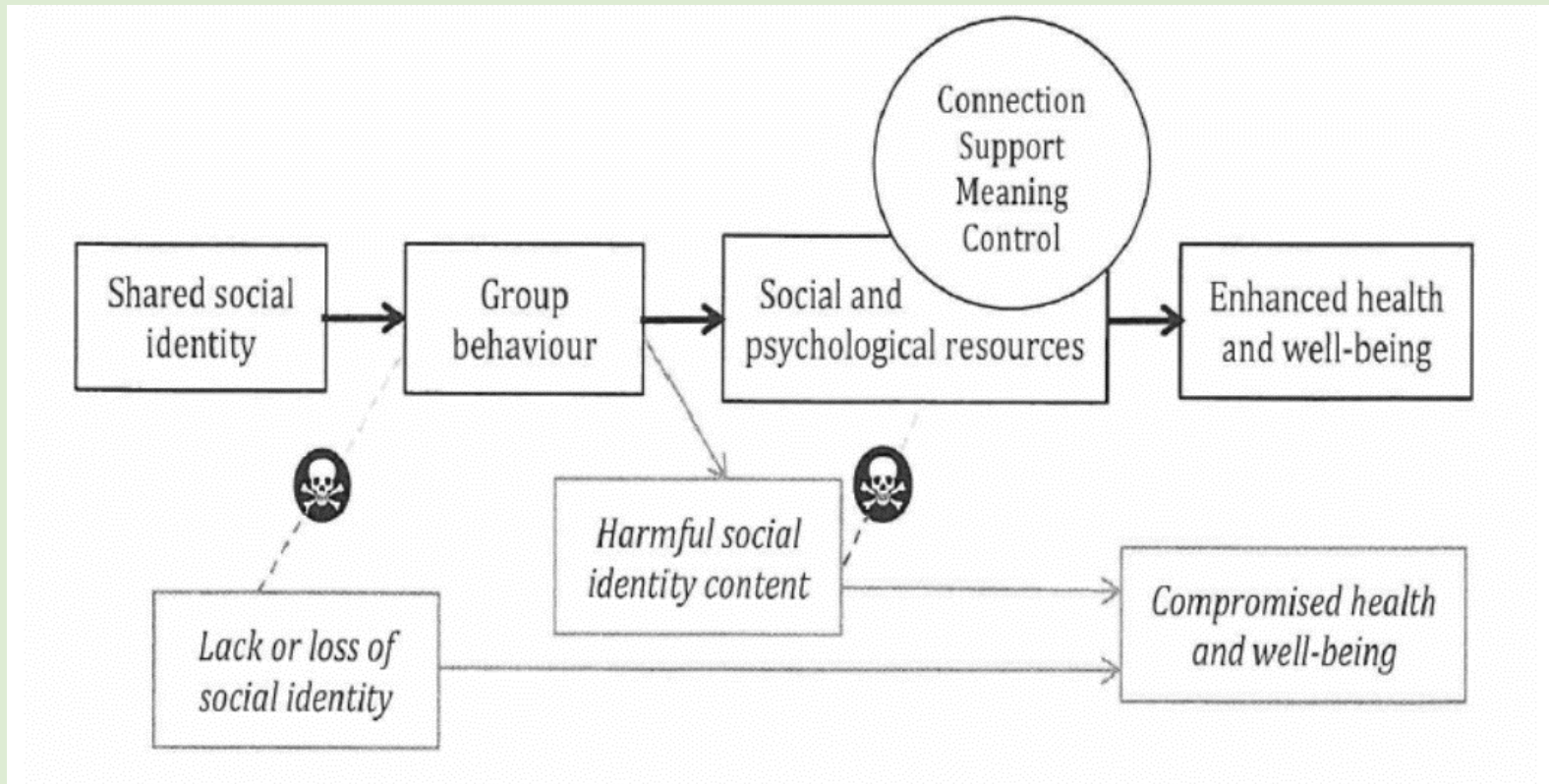
Social Identity Approach to Health Care – Understanding the spaces in-between

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The New Psychology of Health

“Unlocking the Social Cure” (Haslam et al, 2018)

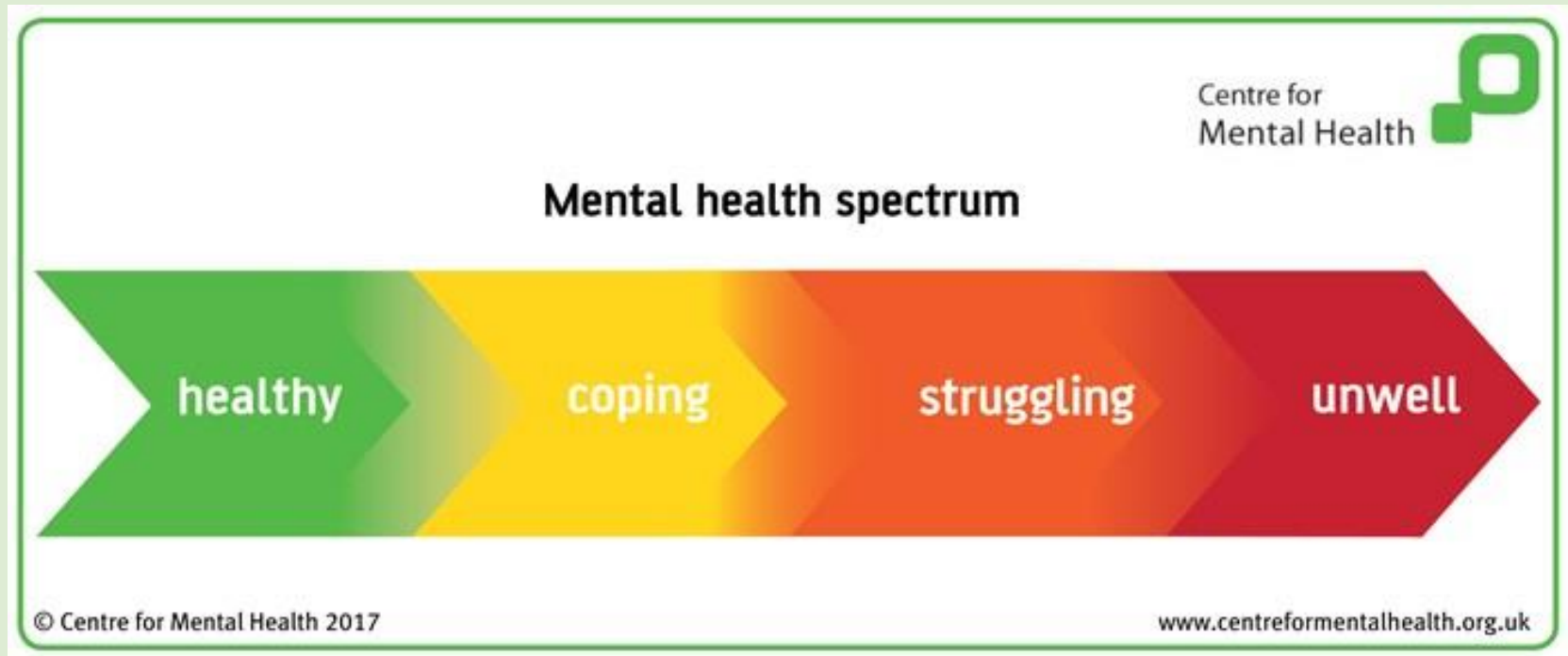


The Mental Health Spectrum

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□ 'We all have mental health'



Leadership is a role not a life long condition

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- ❑ It behoves any leader to understand that
- ❑ To avoid disappointment, burn out, or undoing the good they achieve
- ❑ learn from HINDSIGHT
- ❑ Apply CLEAR SIGHT
- ❑ Have FORESIGHT

Ways of seeing -ways of being (Berger)

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- Lennon
- Life is what happens to you whilst you are busy making other plans
- The more I see the less I know for sure
- Life is easy with eyes closed , misunderstanding all you see
- There are no problems only solutions
- Time you enjoy wasting was not wasted
- A mistake is only an error. It only becomes a mistake if you fail to correct it

Values and Behaviours

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- College
- Courage
- Innovation
- Respect.
- Collaboration
- Learning and
- Excellence

Nolan principles

Selflessness

Integrity

Objectivity

Openness

Honesty

Leadership

Please list 5 reasons why child psychiatrists make good leaders

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1. -

2. -

3. -

4. -

5. -

Share one quality about you which makes you a good leader

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- Leaders are expected to deal with
 - Tame problems
 - Critical problems
 - Wicked problems
- Good leaders don't avoid wicked problems

Being a transformational leader

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- Which often falls at the hurdle of effective communication with everyone involved at all stages and across systems

- 7 lens of transformation
 1. Vision
 2. Design
 3. Plan
 4. Transformational leadership
 5. Collaboration
 6. Accountability
 7. People

The Art of Communication

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- ❑ To ask for what we need
- ❑ To express likes and dislikes
- ❑ To express opinions
- ❑ To reject something / someone
- ❑ To ask for information
- ❑ To respond to others questions, instructions
- ❑ To form relationships with others
- ❑ To express our feelings
- ❑ To organise ourselves / make plans
- ❑ To solve problems

(Kim Williams, 2013)

Having a lever

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- For me that was Parity
- (2008) Obama health care
- (2012/13) Parity between Mental and physical health
- (2016) Choosing Wisely
- (2018) Equally Well <https://equallywell.co.uk/>
- The principle of the parity movement is equality, in access to care, and in improving the quality of care and in the way resources are allocated

Join us for Parity for Neurodiversity (2020)

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- For all those with neurodiversity
- Apply The " Parity " test
 - Leadership for Parity
 - Policy changes to promote parity -parity of public and professional respect
 - Parity of outcomes -preventing premature mortality
 - Parity of care and treatments
 - Parity and integrated care - addressing multiple needs.
 - A parity approach to Public Health
 - Parity across the life course
 - Parity and funding
 - Parity and Research

A very Wicked problem

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- ❑ The delivery of a Valued - values based health and social care workforce
- ❑ AI As a collaborative partner working with practitioners, VSO, the public
- ❑ By learning together to work best together for best mental health outcomes for all
- ❑ We have innovation accelerators such as cognitive systems, nano technology, robotics
- ❑ Most relevant to us
- ❑ Smart homes, communities
- ❑ Connected health care
- ❑ Healthy life extension
- ❑ Pivotal to Any health creating society is improved mental health outcomes
- ❑ Central to this is improved mental health outcomes for CYP

What are the skills for success in a disruptive world of work

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- Educational leaders will need to deliver on helping individuals and teams to have;
 - Adaptive mindset - evolve thinking
 - Critical thinking
 - As de facto "life long students "we need to master the art of constant and self directed learning
 - Connect with people the Art of Social Intelligence
 - Real future mindedness

Key skills for workforce

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- Ability to concentrate and focus deeply
- Ability to distinguish between noise and signal in a sea of information
- Ability to do public problem solving through cooperative networks
- Search effectively for information
- Discern the quality of the information
- Communicate the findings well

So how can we all become **Better leaders**

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- ❑ Holding emotional intelligence
- ❑ Using intelligent kindness
- ❑ Able to horizon scan
- ❑ Use the practice of trend analysis
- ❑ Utilise strategic foresight
- ❑ Bring together the skills of those you lead across systems working with partners
- ❑ Synthesise and utilise all those skills

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Thank you



Courtesy of <https://videochums.com/>

For more information:

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