

INTERNATIONAL EXPERIENCE ON CLINICAL LEADERSHIP

WALES • BELGIUM • THE NETHERLANDS



CREATING
A MOVEMENT
OF IMPROVEMENT

by IHI



ngine²

Meet the speakers:

Director of The Bevan Commission
and Bevan Academy; the leading
Independent Think Tank for health
and Care in Wales

Dr. Helen Howson



Full Professor on quality and patient
safety, Leuven Institute for
Healthcare Policy, KU Leuven;
Belgium
Chairman Sciensano, Belgium

Prof. Dr. Kris Vanhaecht



Program Director clinical leadership,
senior researcher, Erasmus Center
of Healthcare Management,
Erasmus University; Netherlands

Dr. Relinde de Koeijer



Key messages of this session



1. **Context matters**

The local healthcare system, organizational culture, and the professionals involved are essential for shaping clinical leadership.



2. **Combine personal growth with broader impact**

Programs gain strength when personal growth is aligned with broader organizational or systemic impact.



3. **Practice what you preach**

Small-scale, rapid-cycle testing of ideas (“try out and test”), for example improvement projects, can accelerate learning and transformation.



4. **Program design determines outcomes**

The focus on individual vs. organizational goals, multidisciplinary vs. mono-professional participation, and project alignment all shape the impact.

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**Comisiwn
Bevan
Commission**

Bevan Innovators

Emerging and Developing Leaders

The Bevan Commission
Dr Helen Howson



**Comisiwn
Bevan
Commission**

www.bevancommission.org

The Bevan Commission

- The Bevan Commission was established in 2008 to **‘observe, interpret, analyse, scrutinise, advise and comment on health-related matters in Wales’**.
- Wales’ leading think tank for health and care, providing independent, authoritative advice on health and care to the Welsh Government and leaders in NHS Wales, the UK and worldwide.
- Combined experience and collaboration with our 24 internationally renowned Commissioners.
- Wide ranging publications and programme of activities including Prudent Health and Care.

“It is the people in the system and those who use the system that are best placed to change the system”





What We Do

We **challenge**, **change** and **champion** both thinking and practice.



Challenge

We harness new insight to challenge policy and practice, acting as 'critical friends' to help leaders make informed decisions on health and care.



Change

We support individuals and teams to design, try out, test and deliver new methodologies and approaches to transform health and care.



Champion

We champion the adopt and spread of innovative ways of working linking with a wide range of local, national and international stakeholders.



Reports and Thought Leadership

Commentary, analysis and propositions for shaping future health and social care policy and practice with over 50 publications focusing on addressing vital policy and service delivery areas such as:

- Prudent Health and Care policy and practice
- The Social model of Health and Care Model for Wales
- A new way of thinking
- A new way of planning
- A new way of doing
- Workforce fit for the future
- Doing Things Differently: Beyond Covid-19
- People, Place and Health – Arup/ Bevan
- The Tipping Point – where next for health and care?
- Conversation with the Public
- Foundations for the Future

<https://www.bevancommission.org/publications/>

“It is the people in the system and those who use the system that are best placed to change the system”

Bevan Academy

Translating Thinking and Principles Into Practice

The Academy provides a dynamic learning and development environment to support inspirational leadership, innovative ideas, new ways of working and action research to support the transformation of health and care systems.

Bevan Exemplars

Health and care staff across Wales supported to develop and test new prudent ideas to improve and transform services.

Bevan Advocates

Bevan Advocates are patients and members of the public who share their real, lived experiences of health and care to support transformation.

Bevan Fellows

Senior clinicians or practitioners who aim to develop additional knowledge and insight to inform the wide scale change.

Clinical Influencers

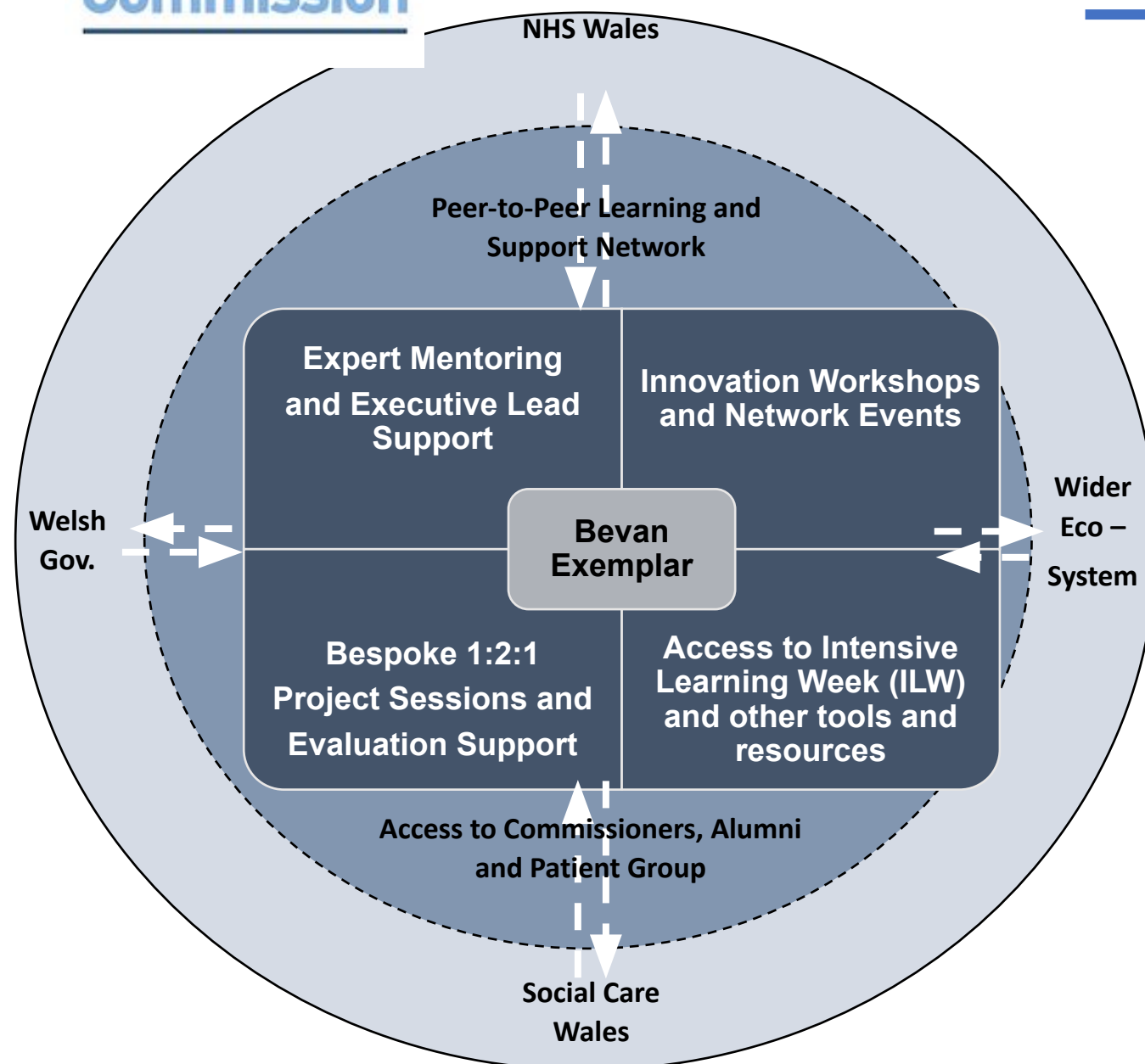
Nominated clinicians who learn together the skills of influencing others –individually and collectively

The Bevan Exemplar Programme

- 12 month rapid '*Try out and Test*' methodology providing support to allow health and care professionals to quickly pilot new prudent health and care ideas and generate evidence for wider adoption and spread.
- Works alongside other ecosystem partners who support different types of evidence generation activities such as RCT's.
- Call for applications thematically based upon emerging health and care/government/commission priority area.
- Supports projects at a local, regional and national level, encouraging cross sectoral, multi-disciplinary collaboration.
- Strong working relationships and support from all Health Boards, Social Care Wales, Welsh Government and wider stakeholders.



The Bevan Exemplar Programme



- A tailored series of network events and skills development workshops over a 12 month period
- Expert mentorship from senior leaders from across health and care nationally and internationally
- Access to expert advice from world renowned leaders through the Bevan Commissioners
- Access to the Commission's Innovation Intensive Learning Week (ILW)
- 1-2-1 sessions and evaluation support from the Commission
- Bespoke tools, techniques, and resources designed to support project development
- Peer learning and Exemplar alumni networks to challenge, share and test ideas and thinking
- A national platform to share and communicate their work locally, nationally and internationally
- Opportunities to expand into other programmes eg Fellows



Sep 7

Contraception Champions exemplar scoo...

Bevan Commission exemplar wins Patient Impact Innovation Award.



Jun 16

The Physiotherapy Diaries: Using...

Sara James, Exemplar and Project Lead Mark Knight-Davies, Project Support...



Jun 10

Domestic Abuse Occupational Therapy: A...

Lucy Clarke Dip COT, MSc ACP, MRCOT, Clinical Lead Occupational Therapist f...



Pelvic Health Service

Jun 8

The Pelvic Health Community Hub

Julie Cornish, Consultant Colorectal Surgeon, University Hospital of...



Jun 2

NHS Green Bees: Bringing environmental...

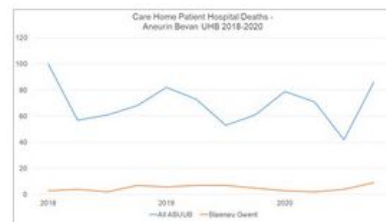
Tamsyn Cowden, Community Staff Nurse Powys Teaching Health...



Feb 27

Creating a competent GP pharmacist...

Helen Davies, Pharmacist Team Leader: Education, Training and Workforce...



Feb 26

Reducing end of life hospital admissions fro...

Dr Ian Jones, GP, Glyn Ebwy Surgery, Ebbw Vale Aneurin Bevan University...



Feb 26

Foodwise in Pregnancy: Supporting...

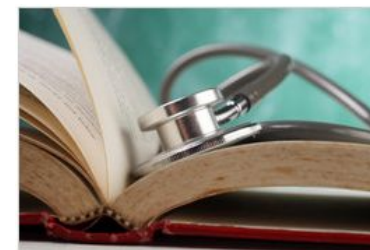
Lisa Williams, All Wales Nutrition Training Facilitator Cardiff and Val...



Feb 27

Enabling Occupational Therapists to...

Christine Samuel, Occupational Therapy Clinical Lead,...



Feb 27

Integrated GP Fellowship: Developing...

Dr Elin Griffiths and Dr John Rees Programme Directors for Carmarthen...

What the Evaluations Tells Us..

Each Cohort Independently Evaluated by Prof. Nick Rich @ Swansea University

1

There has been 9 Exemplar cohorts



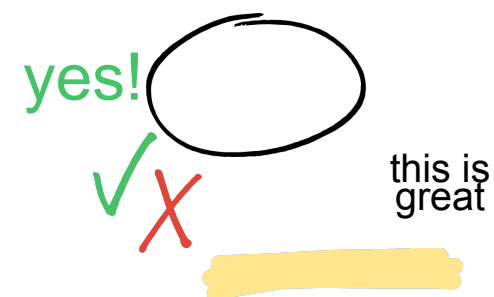
2

This has supported over 500 people and projects



3

Annually achieving ~ an 80% success rate



4

With numerous awards and publications

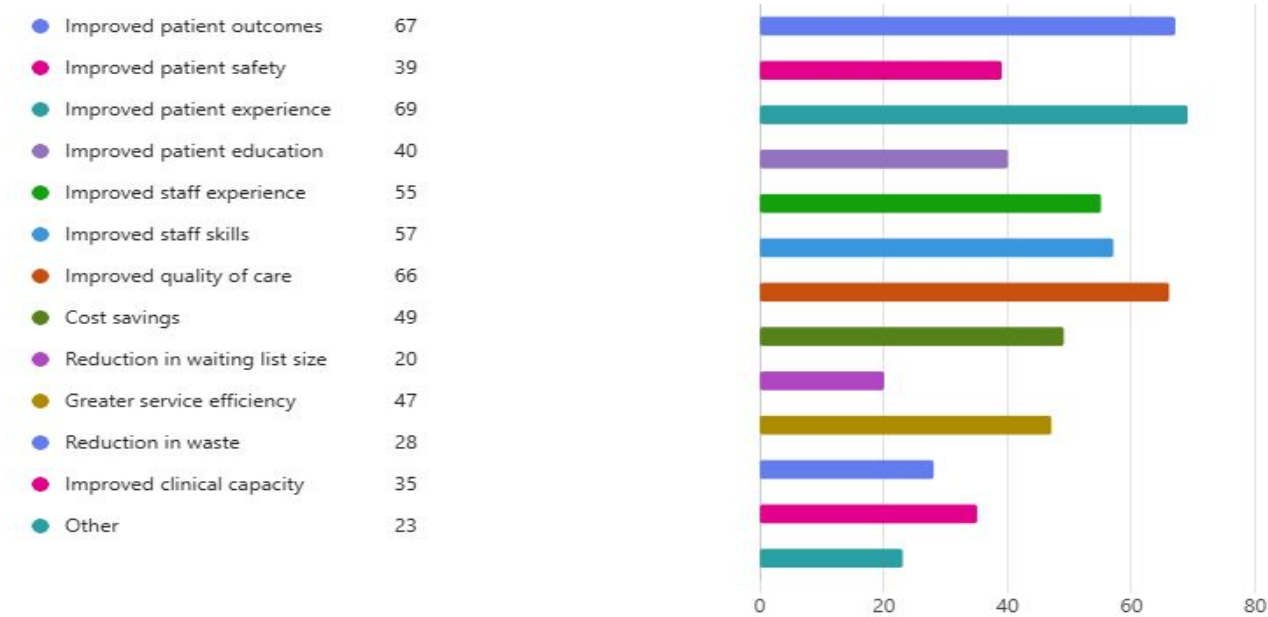


@BevanCommission

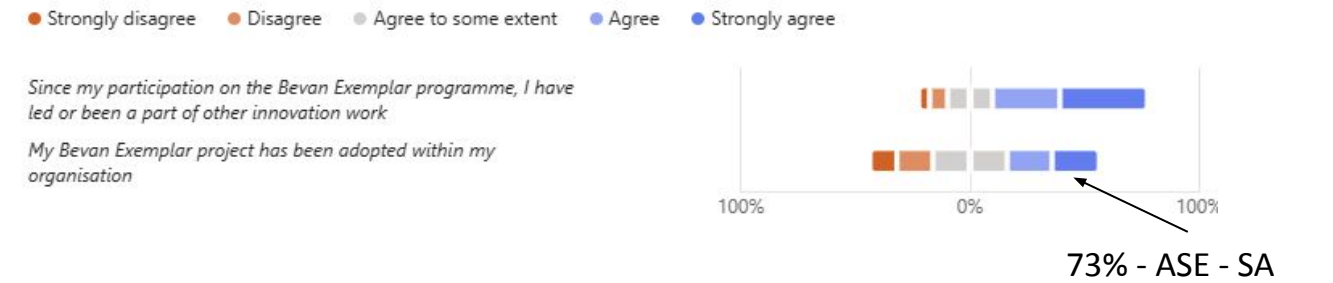
What the Evaluations Tells Us..

** Based upon 103 project responses

11. My Bevan Exemplar project demonstrated positive impact on:



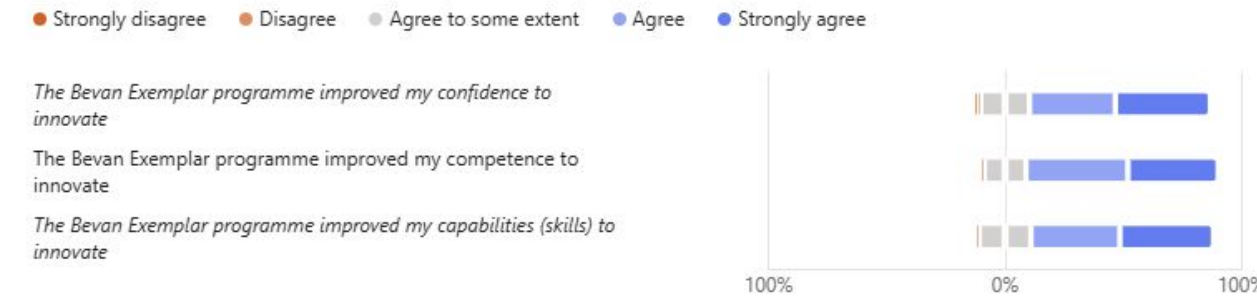
15. To what extent do you agree or disagree with the following statements:



17. To what extent do you agree or disagree with the following statement:



19. To what extent do you agree or disagree with the following statements:



13. What (if any) enabling factors supported the design and delivery your innovation project?



What Our Participants Tell Us..

"Participating in the Bevan Exemplars programme has been a transformative experience, both professionally and personally. It has equipped me with the confidence, skills, and strategic insight to lead meaningful innovation in women's health, particularly within the challenging context of rural service delivery and post-pandemic recovery."

Cohort 7 Participant

"The Bevan Exemplar experience has been a defining moment in my career. It has given me the tools, the network, and the drive to continue improving healthcare across Wales."

Cohort 7 Participant



Adopt, Spread
and Embed

What's Next?

- The **Bevan Commission** have designed and are testing a new **pathway** and **programme of support** for the adoption, adaptation, spread and scale of planned care innovation across Wales, in collaboration with key stakeholders.
- This aims to establish a clear and integrated support pathway for health and care innovation adoption across Wales from idea - implementation, spread and scale. This also provides a means to test new tools and process for the NHS in Wales.

Project Title:	Lead HB:
Establishing a Perioperative Care of Older People Undergoing Surgery (POPS) Service in Elective General Surgery	CAVUHB + SBUHB
Gynaecology Community Hubs	HUHB
Radiology Pathway Navigation- A New Direction: Streamlining the referral pathway and reducing waits for radiology	CTMUHB
Meeting endoscopy targets, improving efficiency and reducing waits for endoscopy	CTMUHB
Building Capacity and Reducing Waits in Gastroenterology Planned Care	BCUHB
Carpal Tunnel Surgery: Introducing the lean, green, more efficient pathway	BCUHB
Welsh Fracture Liaison Service (FLS) Model	ABUHB

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Interuniversitaire Permanente Vorming
'Management en Beleid Gezondheidszorg'

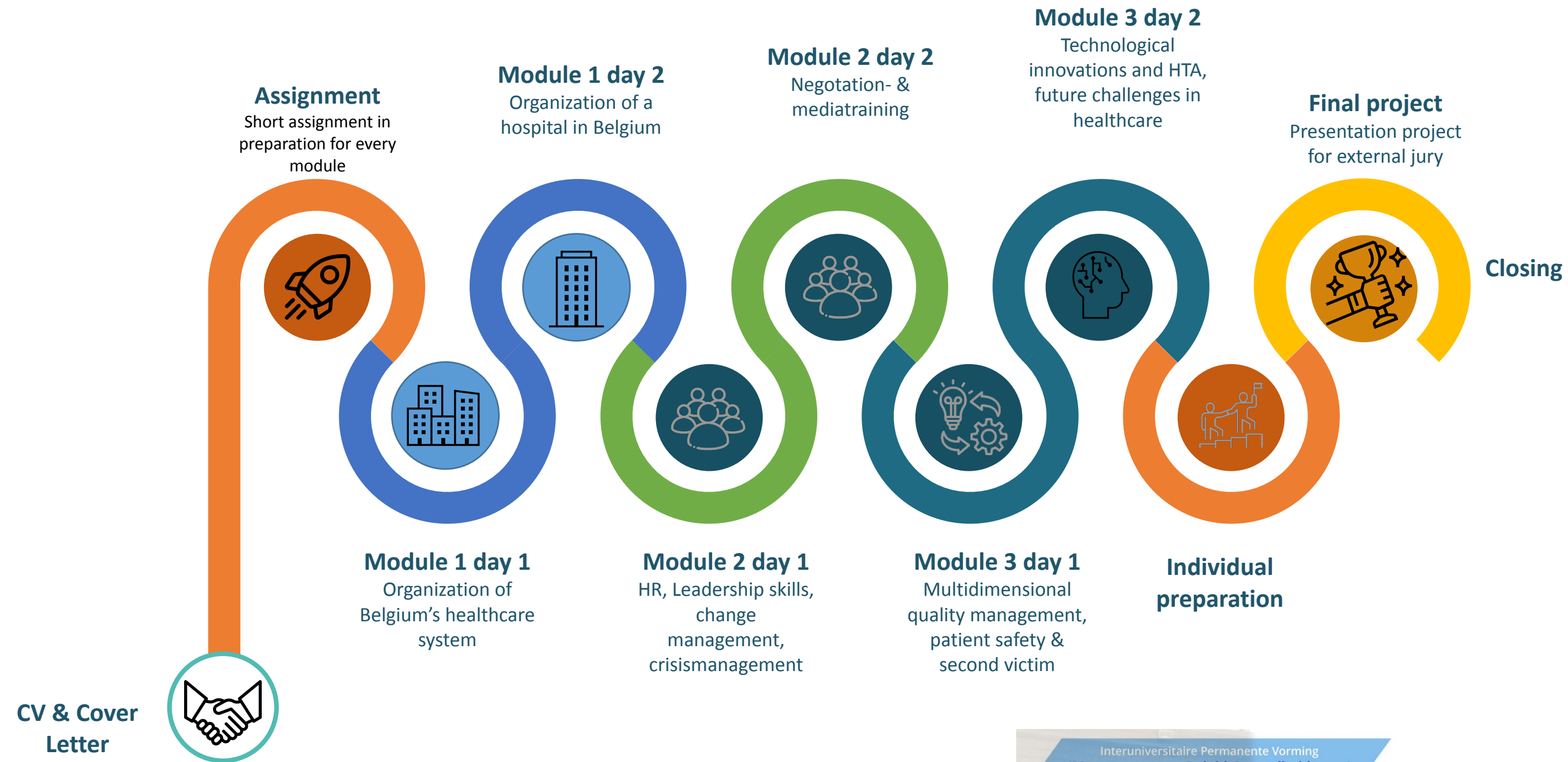
Zorgbeleid.be

'Management en Leadership for Physicians'

"With 30 physicians joining the MLA program each year, more than 280 doctors have already built essential expertise in healthcare management and leadership—forming a growing network of physician-leaders driving positive change in healthcare."

More info: Charlotte Van der Auwera Charlotte.Vanderauwera@kuleuven.be

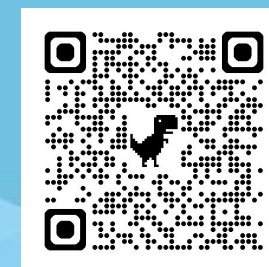




Zuyderland

Clinical Leadership programme
for Care & Cure

More info: Maarten Raijmakers m.raijmakers@zuyderland.nl

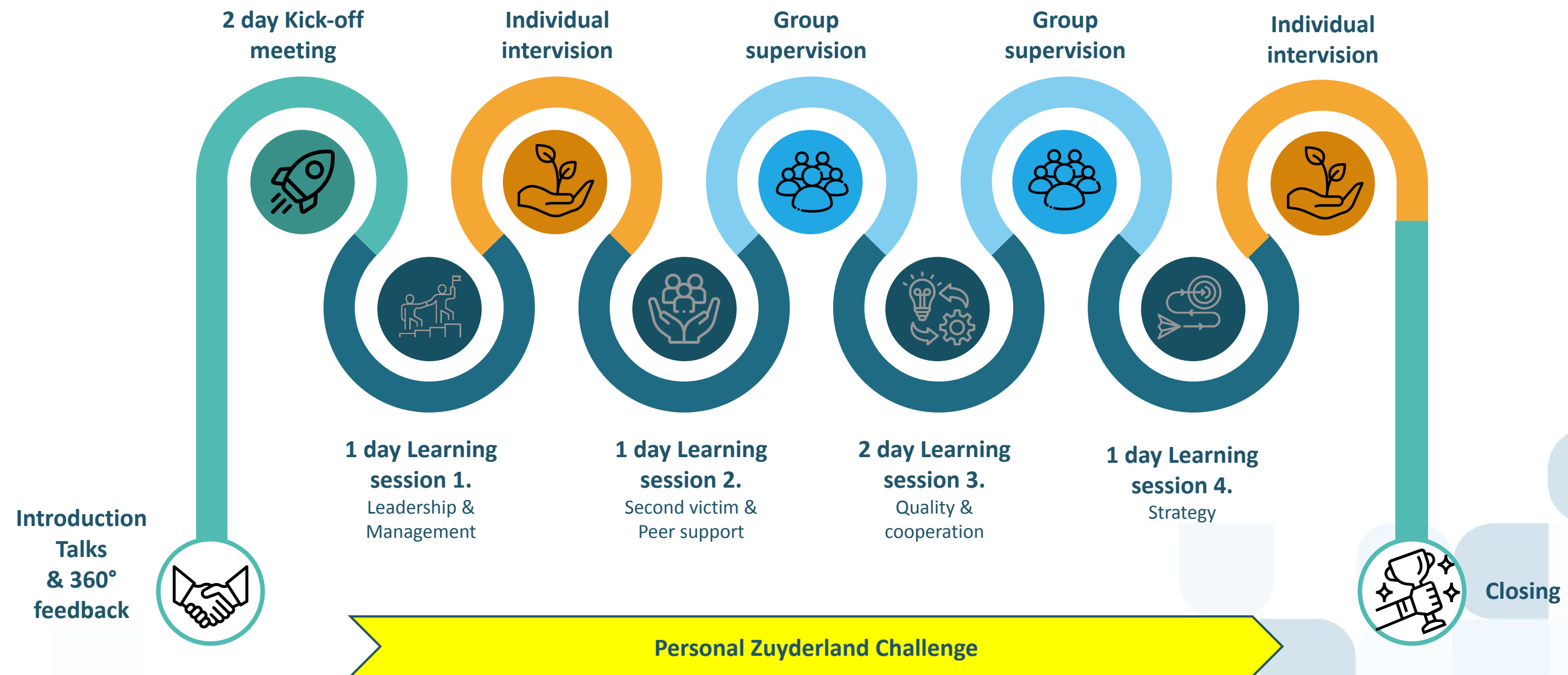


Zuyderland
De zorg van je leven

Zuyderland Hospital



Zuyderland Medical Center is a large hospital with 2 sites in South of the Netherlands.
In 2025 we had the 10th wave of a multidisciplinary leadership programme.
25 delegates per year: MD, RN, AHP, managers & wildcards.



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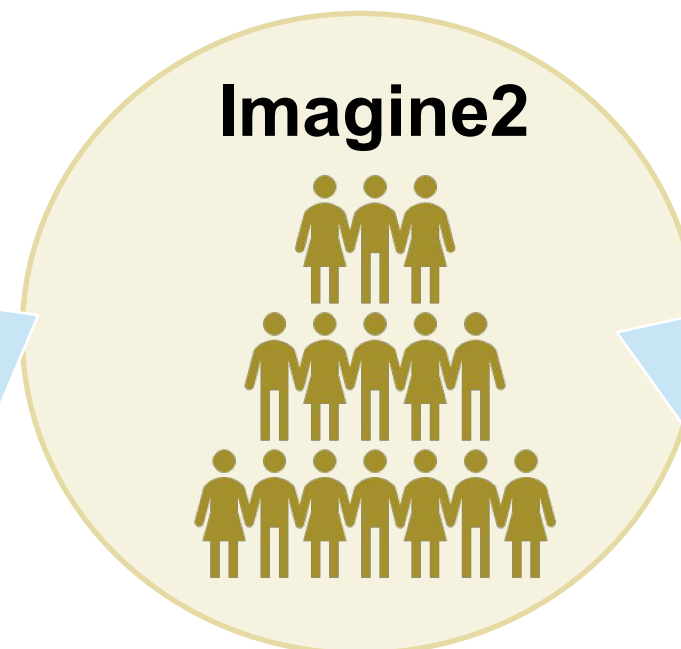
Imagine2



- National programme, open to all hospitals in the Netherlands
- Running for 10 years, with 12 hospitals and nearly 150 clinical leaders
- Six 24-hour training modules and three on-site sessions at each hospitals over the course of nine months.

Key design principle of Imagine2

Often, after clinical leadership programs, the real challenge of continuous improvement **begins**. It is the talented few who, with great **perseverance**, manage to keep driving change — because the **context** often remains the same



Therefore, our ambition is to support hospitals in their endeavors to:

‘fixing the workplace’ rather than ‘fixing the professional’

(Sinskey et al., 2022; Govindaras et al., 2023).



Erasmus
Centrum voor
Zorgbestuur

Imagine²

Personal growth & developing the workplace

To realize a movement of improvement, we focus on:

- Long-term partnerships with hospitals (sometimes up to 10 years),
- participation by hospitals and, within them, a group of medical specialists—excluding individual clinical leaders (*organizational learning*), and
- strong involvement of medical directors and the board of executives (*shared leadership*).

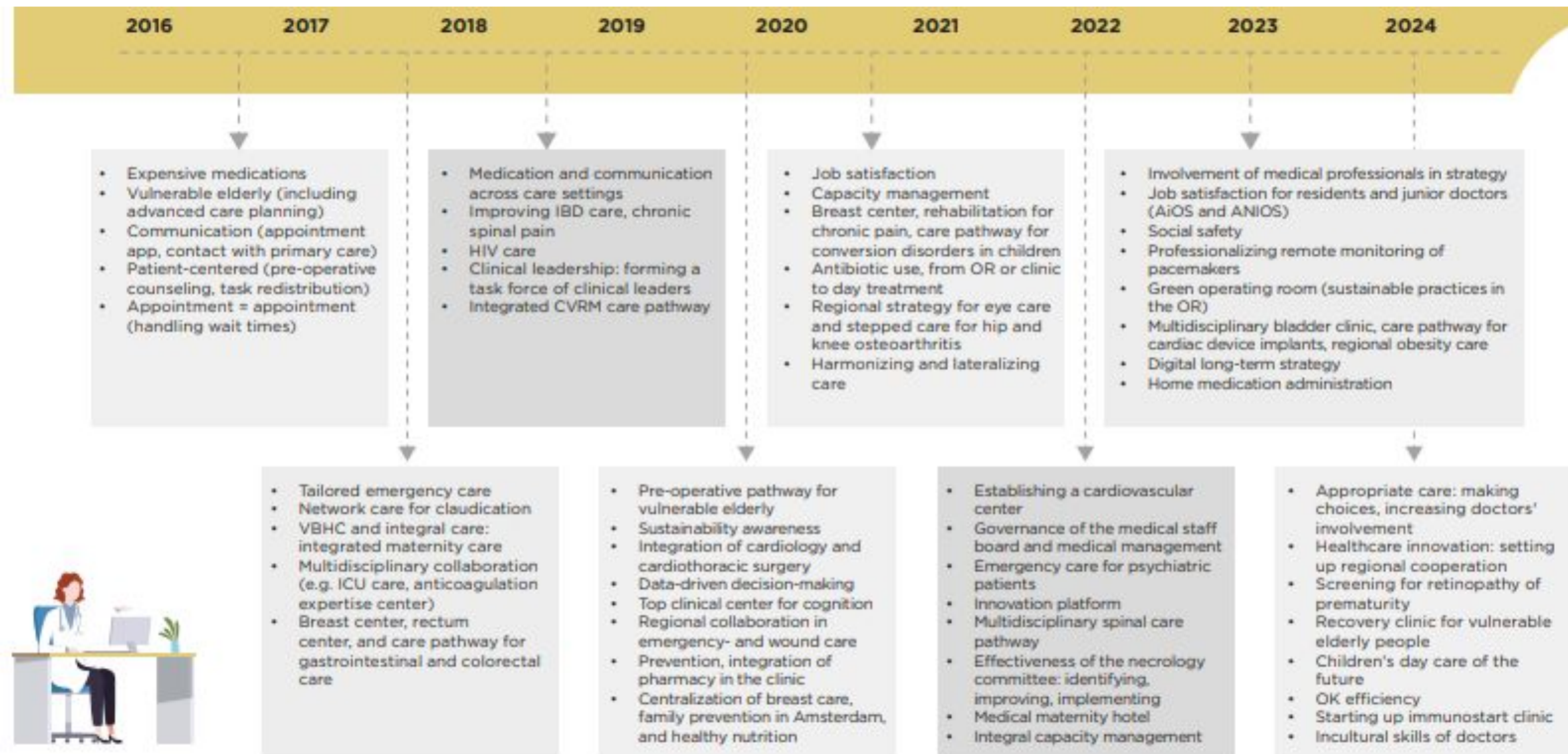


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Centrum voor
Zorgbestuur



agine²

Database of change projects, mentoring resources, and intra-organizational learning opportunities





"Imagine2 also gives me more insight into leadership. We learn about types of leaders, which makes you understand why a person has a certain style of leadership or opinion."

Ivar Harkema | Medical Manager at Amphia Ziekenhuis, department of gastroenterology

"As a medical specialist you are busy with the issues of the day. You see what is not going well and that things need to be changed, but you don't have time to change it."

Houda Es-Safraoui | Clinical geriatrician Jeroen Bosch Ziekenhuis



What makes Imagine2 valuable, according to medical managers



Good mix of substantively relevant speakers, working on personal leadership and improving care with a concrete change issue.



Imagine2 offers an opportunity that is not normally available: stepping away from the hustle and bustle of the day, time for reflection and learning a trade in addition to your profession as a medical specialist.



Sparring and exchanging knowledge with peers from our own and other hospitals. Relationships that arise there are often the fuel for change.



The business case of Imagine2 is positive: it ensures successful changes and you invest in talented individuals as well as in a broader change movement in the hospital.

SCAN ME



"It is important for the organization that improvement plans not only come from policy officers, but also from the healthcare professionals"

Pien Beltman | Executive board member OLVG



"With our participation in Imagine2, we want to equip our medical specialists to show more leadership in the hospital"

Fenneke Frerichs | Chairman of the Board of Directors Noordwest Ziekenhuisgroep



"Imagine2 is a program in which we learn to look at the different sides of leadership. Being a doctor and managing are really different."

Sherita Ramauter | Internist-endocrinologist and Chairman of the Medical Staff Association & MSB HMC



Erasmus
Ziekenhuis

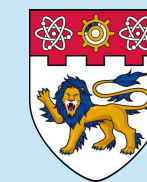
Imagine2

What's next?

Fix the workplace ☐ Fix the system



Study trip to Singapore



NANYANG
TECHNOLOGICAL
UNIVERSITY
SINGAPORE

31 alumni, 7 hospitals



Erasmus
Centrum voor
Zorgbestuur

Imagine²

Similarities and differences

	Wales	Zorgbeleid Belgium	ZUYDERLAND Hospital (Neth)	IMAGINE The Netherlands
Target group	People and places: health, social care & community organisations	Individual medical doctors who aim for leadership positions	Multidisciplinary (MD, RN, AHP & wildcards) from Care & Cure from 1 hosp.	Hospitals, delegation of experienced and / or talented physicians
Duration	12 months with 1:1 mentoring; 6 network events and other bespoke workshops	1 year, including 6 learning sessions on Saturdays & individual project	1 year, including learning sessions, mentorship sessions & individual challenge	9 months, with six 24-hour gatherings and three in-hospital meetings and mentoring
Focus	Prudent Innovation from within / change management	Policy, Management & leadership	Personal leadership development & be a Zuyderlander	Action-based learning & shared leadership for 'fixing the workplace'
Evaluation / Impact	External, independent annual evaluation of projects, people and programme then widely disseminated Follow up Adoption and Spread programme	Leadership roles of delegates Improvement projects	Role change for several delegates Alumni-network activities & mentors.	What happens during (learning process participants), after the program, and the ripple effect it creates (intra- and inter-organizational learning)
Impro-ve ment project	Prudent innovative projects identified by individuals to try out and test	Project for own organisation or team	Individual challenge based on 360° feedback & should be win for organisation	Each hospital selects a strategic change initiative. This initiative may also run for several years.



ECZ

agine²

Essential Elements for Driving Clinical Leadership and Change – Let's Explore Together

1. Should a clinical leadership program target a **broad audience** (e.g., multidisciplinary professionals from various healthcare organizations), or focus on a **specific professional group** (such as physicians in hospitals)?
2. Is the primary aim **personal** development, **organizational** change, or **system-level** transformation (or a combination) — and how does this influence your design choices?
3. Do you include **improvement projects / rapid innovations** in your program? If so, are participants free to define their own projects, or are these aligned with the organization's strategic priorities — or a combination of both?

Key messages of this session



1. **Context matters**

The local healthcare system, organizational culture, and the professionals involved are essential for shaping clinical leadership.



2. **Combine personal growth with broader impact**

Programs gain strength when personal growth is aligned with broader organizational or systemic impact.



3. **Practice what you preach**

Small-scale, rapid-cycle testing of ideas (“try out and test”), for example improvement projects, can accelerate learning and transformation.



4. **Program design determines outcomes**

The focus on individual vs. organizational goals, multidisciplinary vs. mono-professional participation, and project alignment all shape the impact.

Thank you for listening!

If you're leading a clinical leadership program and would like to join and help grow our 'network of networks', we'd love to connect — join us for lunch!

Happy to take any questions

H.C.Howson@Swansea.ac.uk

kris.vanhaecht@kuleuven.be

Gorissen@eshpm.eur.nl



Erasmus
University
Zorg

Erasmus

Leading by Example

**THE KEY
BEHAVIOURS
ASPIRING
HEALTHCARE
LEADERS SEEK IN
THEIR MENTORS**



Dr Emma Tonner, UK

on behalf of NGAP



The session today...

AIM

Next Generation Advisory Panel will share key behaviours and practices that aspiring leaders from both clinical and non-clinical healthcare roles want to see displayed by their mentors , based on findings from the 2024 International Forum.

OBJECTIVES

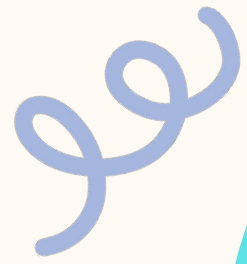
1. Describe what aspiring leaders need from their seniors
2. Adopt practices that champion and support early career professionals in developing their QI leadership skills

Why is this so important?

- Organisational longevity
- Workforce sustainability and preparedness
- Supporting future vision and pipeline
- Knowledge transfer and skills development
- Individual long-term success
 - Beyond career endeavours
 - physical and mental health
 - belonging/shared identity

Need to find supportive and relatable supervisors, mentors and role models

Mentorship/



**FORMAL/
TRADITIONAL**

**MICRO/
FOCUSSED/
THEMED**

REVERSE

**FORMAT:
1:1, GROUP**

NEAR- PEER

Share examples

What you find helpful for you in terms of mentorship/ supervision?

Share good examples of mentorship

How do you spot individuals who share your passion at work?

How do you support those around you?

What is missing for you?



Join at menti.com | 1318 8229





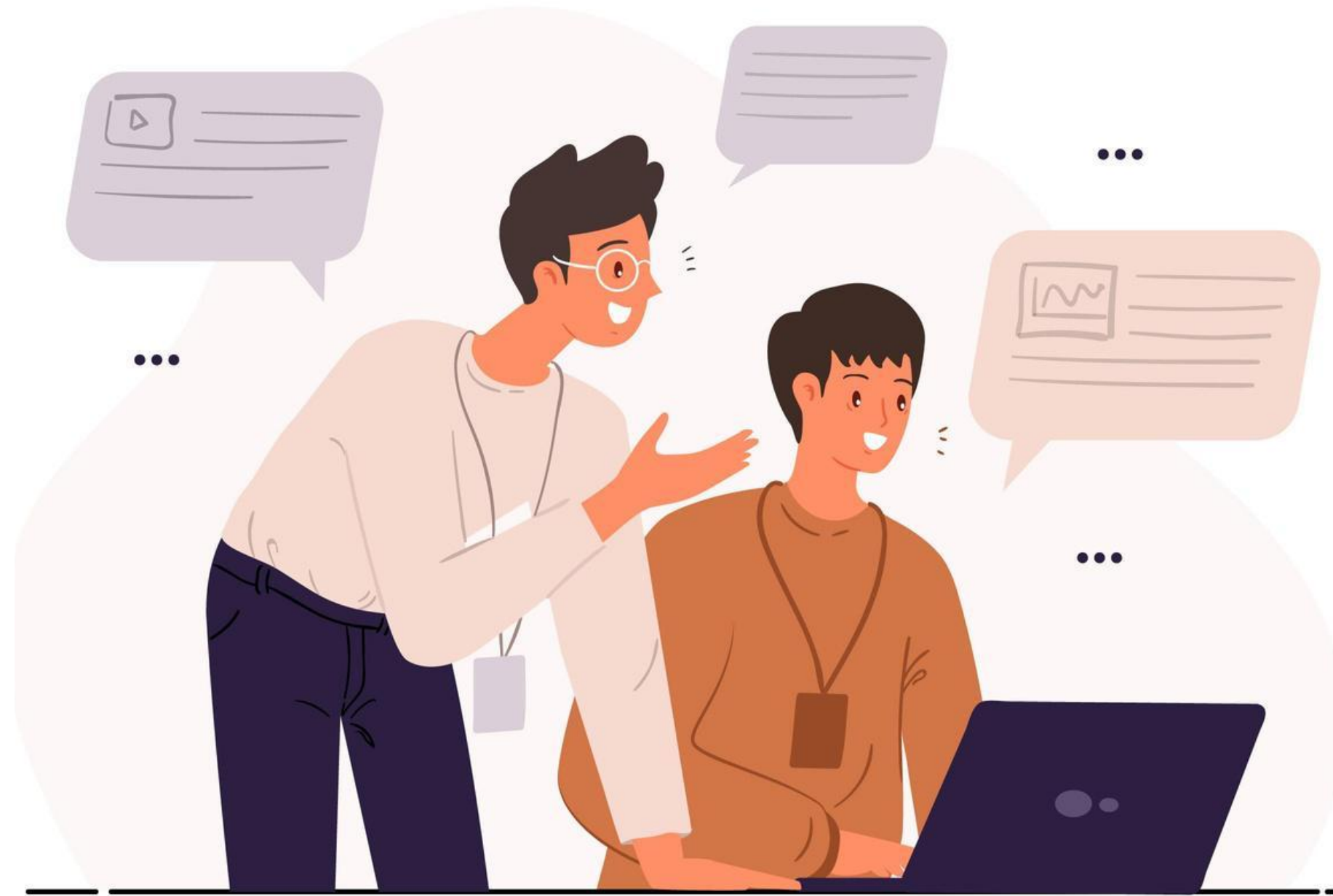
KEY THEMES & EXAMPLES

How?

At London's 2024 International Forum, we asked...

- **aspiring leaders** to tell us how established leaders could support them
- **senior leaders** to share examples of how they are developing their junior colleagues.

GUIDANCE & MENTORSHIP





Aspiring leaders look to senior leaders for guidance, inspiration and support as they grow in their roles.

I value transparency in decision-making as it builds trust. Open and consistent communication is essential, ensuring we feel informed, heard and aligned with organisational goals.

Additionally, a welcoming and inclusive culture created by senior leaders encourages collaboration and empowers emerging leaders to take initiative and contribute confidently.

**Alexandra, Mental Health Act
Administrator, UK**

LISTENING → **UNDERSTAND**

EMPOWER



I want leaders to be inspirational and adaptive to changing circumstances whilst maintaining integrity.

They lead from the front, empower those around them and cultivate an environment that is psychologically safe that enables growth mindsets to flourish.

Angela Misra. Associate Specialist Psychiatrist, UK

CULTURE & ENVIRONMENT



“

I want Seniors who demonstrate competence and strong clinical leadership, that align themselves to their values, being ethical, honest as well as consistent with their actions.

Richard Jones
Ward Manager, Nurse, UK

ROLE MODEL



Aspiring leaders want their seniors to be easily approachable, however confident to provide regular constructive feedback (positive and negative).



Ben Afful, CTL Nurse, UK

APPROACHABLE

PRESENT + VISIBLE

“

I really value when senior leadership show support and guidance when required.

Having a open door policy which encourages open communication and transparency. Showing genuine concern for the well-being of all employees. Helping personal development with achieving further goals within the workplace

**Ayomide Olofin, Mental Health
Administrator, UK**

“
We need Compassionate
Leadership to cultivate a
psychologically safe
environment so people can
thrive and develop



**Dr Richa Bhatia, Consultant
Psychiatrist**

KIND + EMPATHETIC

SUPPORT OPPORTUNITIES

“

Leaders to recognise passion, drive and enthusiasm in those who work in their organisation. To open doors for aspiring leaders to come to the table, learn, develop, be heard and get ‘stuck-in’.



**Dr Emily Audet,
ST4 Doctor in
Palliative Care
and GIM,
England**

RESOURCE

SPACE

to develop and flourish

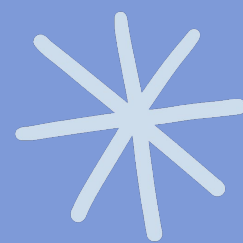
RECOGNISE

“

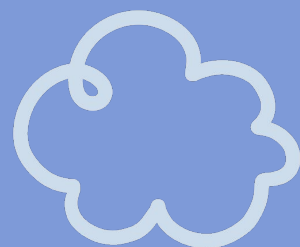
I really value when senior leaders recognise my passion and experience, and work together with me to create a personal development plan and identify appropriate opportunities to my skills

Dr Emma Tonner, Resident Doctor, UK





What action do
you commit to
try from today?



Join at [menti.com](https://www.menti.com) | 4740 9338



Credits

Next Generation Advisory Panel: Jamie Smyth, Emma Tonner, Emily Audet, Rachel Rajadurai, Riddhi Shenoy, Craig Dube, Kirsten Dabekaussen, Maja Troj Larsen, Gabriel Cenziel



Connect on LinkedIn
with me for
follow-up questions



ASPIRING LEADERS IN HEALTHCARE



Join ALiHN