Leadership Skills in the Real World

Building Care Plus Group’s digital capability from scratch

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Care Plus Group

About Me

The winding road

From the ground up,

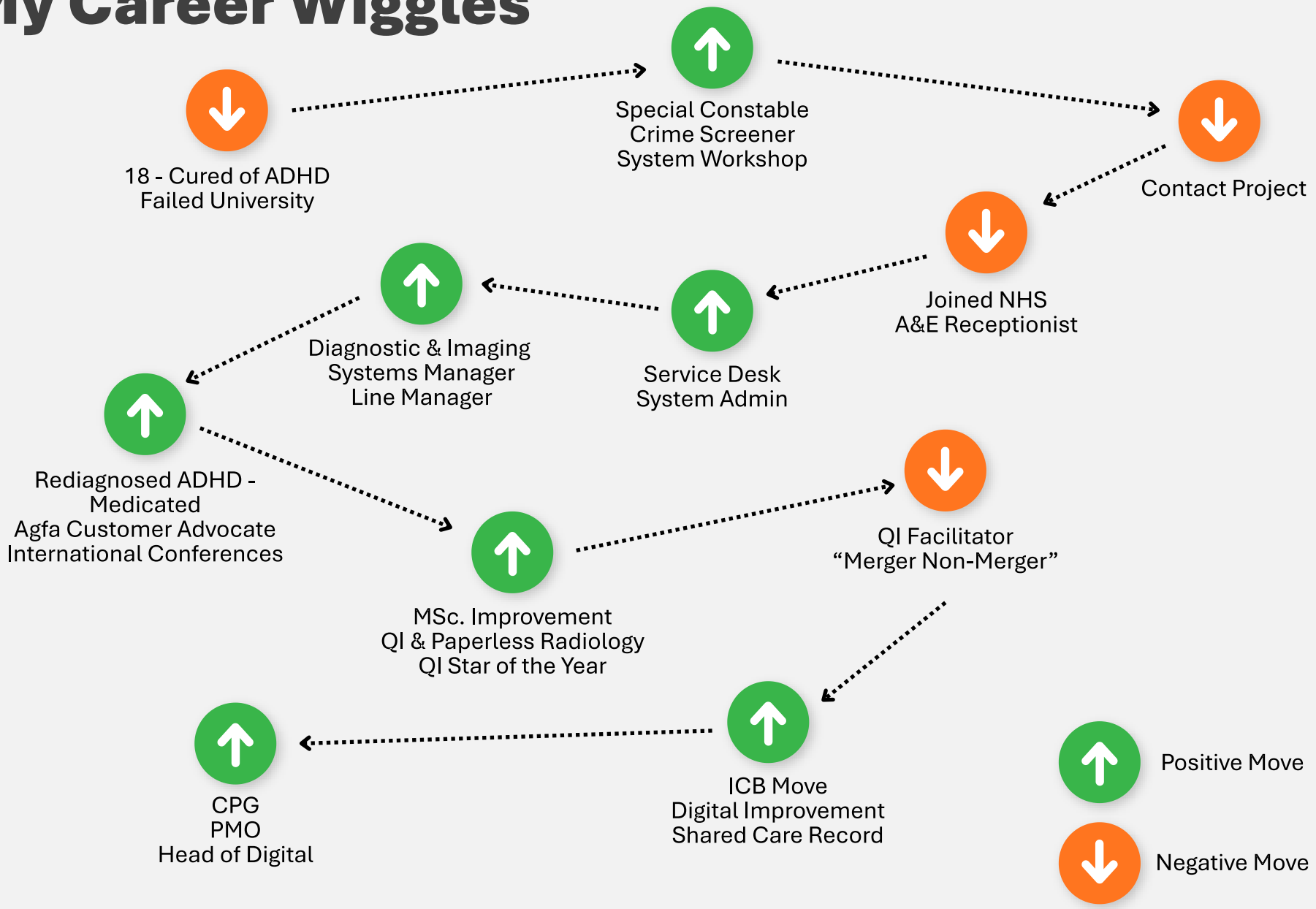
starting on the reception desk

and working slowly and steadily up

with a splash of neurodiversity.



My Career Wiggles



Humberside Police

NHS
Northern Lincolnshire and Goole
NHS Foundation Trust

NHS
Humber Health
Partnership

NHS
Humber and
North Yorkshire
Integrated Care Board (ICB)

CPG



Opportunities Given to Me

- NYHDIF Emerging Leaders
- Professional friendships & coaching
- Role models
- Education opportunities



The Power of Networks

Find your tribe

- Your duty to the next generation
- Do one good thing to build the network
- Inspire, build, coach

So, what have I done with the opportunities given to me?



Care Plus Group

At the heart of our community

An employee-owned Community Benefit Society dedicated to improving health, wellbeing and independence for the communities we serve.

About Care Plus Group

- Established in 2011
- Based in North East Lincolnshire
- Over 850 employees and over 100 volunteers
- Provides a diverse range of services including community nursing, urgent care, primary care, rehabilitation, adult social care, learning disability, specialist support services, and event medical services.
- Supports people at every stage of their health and care journey.





I arrived with a remit: not a ready-made function

- A very loose roadmap.
- No ready-made digital function.
- A clear responsibility: make change useful, safe and human.

The EL programme gave me four habits I could practice immediately

Know myself before asking others to follow



Adapt communication to the person and the moment



Create challenge without losing psychological safety



Coach progress - not perfection





I built the team before I built the technology

- Listen first: understand what gets in the way of care
- Translate ambition into clear priorities and ownership
- Create simple routines for decisions, delivery and learning
- Use early proof to earn trust for the next step

Resilience became the operating system

Not “pushing through”.

Staying honest about setbacks,

keeping people connected to the purpose,

learning quickly - and going again.

Our bids aimed to turn funding into frontline capacity

- 10 bids · c. £1.2m portfolio across four fronts
- Protect: firewalls and 24/7 managed detection
- Release time: reporting, assurance, digital communication and ambient voice
- Enable care: digital learning, frontline devices and eMAR





Our community ambition depends on the acute sector engaging

- Care closer to home: safer mobile working, faster documentation and digital communication
- Community must shape neighbourhood health, not be added afterwards
- Biggest barrier: acute engagement across shared pathways, records and adoption

Those habits turned activity into a digital capability

- One visible portfolio instead of isolated activity
- A lightweight PMO route for ideas, decisions and escalation
- Safer pathways from discovery to pilot, evidence and scale
- A team learning to lead change - not simply deploy technology



My biggest lesson

“Leadership is not knowing
the whole route.

It is creating enough trust and
resilience to keep moving
together.”

And one final thing...

NEL Digital Health Innovation Conference

Thursday 20th May 2027

Franklin College, Grimsby