

Dear Katie,

I am writing to you to tell you how impressed I am about the choices you have made over the past 4 years that have made an enormous difference to the development of Living Well.

I know the very idea of this letter would likely make your eyes roll and your hair curl but it is precisely because of your pragmatism and the no nonsense fluff free leadership you have demonstrated that I am all the more enamoured and impressed in how you have supported change, particularly a change that involved uncertainty and incremental development.

'Let's just get on and do it' is a statement that I feel typifies Edinburgh's approach. You got on in such a way that you were able to both do AND sit with the uncertainty of a new initiative. One not limiting or impacting the other. You didn't try to control or over manage it, you held the tiller lightly and helped the team understand their learning and keep moving in the right direction. Your trust for your people and the authorisation of their work has led to a strong person centred model, happy, accomplished staff who feel ownership over what they have built ,and it has resulted in wonderful outcomes for the people you support.

Thank you for choosing to be present in the work. Your support of Lisa and the team has allowed them to try new things and take risks. Given the nature of your role and the context we found ourselves in - prototyping right in the midst of a global pandemic and at the beginning of lockdowns - you could so easily have decided that it was not the best use of your time to support Living Well. You could have rightly prioritised other activities which would have been a great risk to the emerging offer. You could have insulated yourself from the work, especially when things got tough, but you didn't.

Instead you have found ways to be with the team. You were interested in understanding and supporting their work, you have made great decisions about when to intervene or when to get out of the way. You have always been there, in just the right amount and it's made all the difference.

On top of this you have used your position to influence how the offer is embedded and developed across the city. Despite your large portfolio you have used opportunities to offer wisdom and insight to help others, you've advocated for your people and the new model, you've dedicated time to troubleshoot and work things out locally all the while keeping an eye on the development of the whole system in mind. You could have so easily just stayed in your corner. I am so glad you didn't.

Thank you, Stacey Hemphill