

Brochure

Leadership for Improving Frontline Talent (LIFT)



Leadership for Improving Frontline Talent

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How to use this brochure

Read pages 2-6 to get an overall feel for the programme, a sense of the learning objectives and outcomes as they might relate to you in your current and future leadership roles. Check the dates of the programmes to ensure you can attend all modules and decide your first choice cohort of Exeter or Bristol. You may be offered the other location if your first choice cannot be met. Engage the appropriate discussion with your organisation before starting the application process.

Note re costs: this programme is free to successful applicants except delegates are expected to pay for their accommodation and travel costs. The residential modules are mandatory and delegates are expected to stay overnight as part of the programme, travel costs and overnight costs which are indicated on page 10 of this brochure.

Background

The NHS Leadership Academy South West have commissioned a fourth year of the Leadership for Improving Frontline Talent (LIFT) programme.

The programme will have two groups of 25 delegates – one in the Exeter area (the Exeter Group), delivered by Exeter Leadership Consulting Ltd and the other in the Bristol area (the Bristol Group), delivered by the University of West of England.

The two groups will share the same learning outcomes and overall design structure but have different facilitation teams. The precise content will vary with each cohort due to the availability of specific speakers, timings and cohort development. Each cohort will be led to cater for the different learning communities which evolve.

Purpose and philosophy of the LIFT programme

- This programme is designed to support the development of patient centred leadership where the needs of patients, and service users are centre stage.
- The aim is to contribute to learning around how we foster a collaborative and integrative style of leadership to improve the provision of compassionate care in and across organisations.
- Innovative in its approach, the programme seeks to provide demonstrable outcomes in improving leadership around patient experience, safety as well as focusing on themes such as quality, integration and partnership working.
- LIFT recognises the importance of developing strong peer networks and relationships in sharing and spreading good practice and collaborative cultures, whilst also acknowledging the demanding roles and time pressures participants' face.

Learning Objectives and Outcomes

Learning objectives and outcomes are set out below:

- To increase clinical leadership capacity in pursuit of driving service effectiveness and transformation and bringing about improvements in compassionate patient care
- To develop clinical and non-clinical leaders with the skills, capacities and vision to work at a systems level, in multidisciplinary teams and across organisational boundaries, with a wide range of partners and stakeholders

- To develop resilient leaders who can think and act holistically in support of improvements in compassionate patient care
- To challenge assumptions and demonstrate creative thinking and decision-making applied to real work challenges and service transformation
- To benefit from learning and networking with participants from other organisations to deliver all of the above
- To increase the appreciation of the nature of compassionate, safe, high quality clinical leadership, in all functional areas, in an environment of increasing complexity and accelerating change
- To increase personal impact, resilience and influencing skills across all organisational levels, including peer groups
- To improve their capacity to scan the horizon, broaden their perspective and look outside their immediate setting at ways to improve the experience of healthcare for patients, users and their families

Who should attend the programme?

Each cohort is open to one or more participants from each sponsoring organisation. We also welcome applications from two or more managers who are involved in active collaboration with each other either from the same organisation or across organisational boundaries perhaps in a Service Transformation locality.

Clinical Leaders

The programme is particularly suitable for clinical leaders who are responsible for leading and are at the heart of clinical operations and the development of clinical services to patients. Participants are expected to apply from Mental Health, Community Health, Acute Trusts, Community Interest Companies and CCGs delivering and commissioning health as well as Local Authorities providing social care services.

Non-clinical leaders in clinical environments

Non-Clinical managerial leaders are eager to work with their clinical colleagues as equal partners to maintain clinical quality, ensure patient safety and improve patients' experience in the face of increased demand and often reduced resources. There is an urgent need for clinicians and managers to share a single leadership mind-set on maintaining quality and improving patient services efficiently. Therefore the programme is designed to include and appeal to non-clinical leaders who are involved, and have some responsibility, with clinical colleagues, in the delivery of frontline clinical health services.

Leaders in social care and public health settings

Integration of health and social care services is gathering pace throughout the sector. Collaboration and partnership working with social care leaders from Local Authorities is reality for many health sector managers. We also welcome applications from Local authority managers leading planned integration of social care services with healthcare colleagues. Equally, there is increasing attention being paid to the importance of prevention and the role of public health, including public mental health; for example, in a study by the Commonwealth Fund of health care systems in 11 developed countries which ranking the NHS top overall, the only dimension on which the NHS was outside of the top 3 performers was "healthy lives" (10th, with only the USA faring worse).



Indicative job roles

The list below is provided for guidance only as we anticipate applications from participants in a wide range of job roles. These may include:

- Lead Clinicians/Clinical Directors
- Consultants
- Service Improvement Managers
- Business/Department Managers
- Clinical Matrons/Ward Managers
- Performance/quality Managers
- Heads of Service
- Mid-senior level executives
- Public Health executives and leaders below Director level
- GPs and CCG Managers with responsibility for leading commissioning of clinical services

Programme Overview

This programme will build your leadership confidence and capability. Some particular features of the learning experience will include:

- This programme requires 14 days off-the-job commitment from you and your organisation - 10 days of workshops including four residential overnight stays over a 9 month period and four days on a Leadership Exchange.
- Expect to be in a group of 25 health and social care leaders and part of an enjoyable, exciting learning community. You will develop a valued network of peers and friends where you share, review, challenge, act and learn with fellow colleagues in pursuit of your learning objectives.
- A powerful combination of delivery methods: skills-based workshops, seminars, team coaching, speaker presentations and interactive sessions including outdoor experiential exercises.

Location

The Exeter Cohort is based at the River Dart Country Park on the Southern edge of Dartmoor about 25 minutes drive from Exeter. The Bristol cohort is based at Bristol Zoo. Both are excellent locations tried and tested for this programme and offer an excellent base for the development of strong learning communities.

The Leadership Project

Participants will undertake a project related to their role and leadership responsibilities for real healthcare challenges which allows the application of learning from the programme. Ideally the project should include one or both of the following:

- Leading others towards service improvement and service redesign across a service, aspect of a service or part of healthcare provision
- Elements of Cross boundary working, integration or collaboration with external organisations or at minimum significant cross department working

Leadership Exchange

The leadership exchange programme is a core element and makes a significant contribution towards participants' understanding of systems leadership in particular. It enhances the development of a genuine insight into, and understanding of, the NHS as a diverse and complex system. By "walking in another's shoes", participants gain a



meaningful observation of “other” cultures and experience of the importance of exploring situations and leadership from different perspectives. The value of the leadership exchange programme was recognised in the independent evaluation carried out by Plymouth University and is embedded in both cohorts in this proposal.

It is:

- Fully supported with resources, tutorial and ongoing assistance
- Participants paired for mutual leadership exchange (leadership observation) visits to each other’s workplace of 2 days each (4 days total)
- Participants write a reflective paper on their “exchange experience and learning” of 1500 words.

Executive Coaching and mentoring

All participants receive one coaching and feedback session with a member of programme faculty to discuss their current role and career progress in the context of the programme, feedback from the NHS 360 and psychometric and team diagnostics. These provide a valuable space for participants to explore their own leadership learning goals, strengths and areas for development. Provided by the programme facilitators, who are all qualified and experienced coaches these coaching sessions also provide essential awareness raising of the role coaching can play in team leadership and personal development. Participants will be encouraged to explore further coaching and mentoring opportunities during the programme

Peer and informal learning

This is encouraged in a number of ways, including:

- Emphasis on creating a supported learning community of interest
- 4x peer/action/cluster learning sets” of a maximum of 9 delegates each included in each residential module
- Co-coaching forms a continuous and vital part of the learning communities and ensures the development of strong networks over the life of the programme and beyond, as well as a rich source of peer learning and support
- Final presentation day – each delegate presents, individually, on their leadership learning during the programme and progress on their leadership project with a strong emphasis on sharing and sustaining learning
- Evening sessions are included on residential days.

Programme learning outcomes by module

The module outlines below summarise our learning goals. The outlines show the main sessions but are not comprehensive and do not include all programme elements. All of the elements described above are woven into the modular programme as required. Evening learning events will be subject to location and availability and are not specified in detail at this stage.

Module 1: Induction (1 day)

- Begin to shape an understanding of and new perspectives in the practice of leadership in a general and NHS specific context
- Understand connection between self as instrument and leadership effectiveness and begin journey to improve personal wellbeing during programme
- Connect research and practice on leadership, identity and high-performing teams



- Feel part of an active, supportive and challenging wider learning community of interest
- Learn the connection between an active participation in behavioural goal setting and developing new behaviours

Module 2: Leadership of self (3 days)

- Understand why and how to use storytelling and narrative for positive impact.
- Have practised their coaching skills, and given and received feedback
- Plan to raise their continued well-being and resilience using insights from theory and practice
- Identify a specific patient-focused work challenge they aim to improve
- Understand how the leadership exchange exercise complements their development.

Module 3: Leading High-Performance teams (2 days)

- Identify the characteristics of collaborative, high-performing teams
- Identify behaviours which limit team performance and enhance it
- Know the features of organisations that encourage and sustain innovation
- Patient leadership: A new model of engagement – building collaborative partnerships. Developing leadership practices that support the implementation of the 5 Year Forward View
- Have practiced creative conversations in diverse teams, using a set of divergent and convergent thinking tools

Module 4: Understanding and influencing wider systems (1 day)

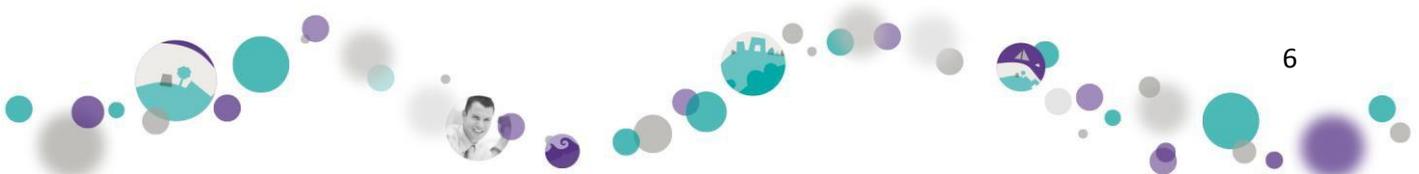
- Build awareness of their impact and influence on others through giving and receiving mutual feedback
- Be able to conceptualise organisations as ‘systems’ and ‘processes’, using insights from chaos and complexity theory
- Gain insights from NHS CEO or other senior NHS manager
- Analyse the role of group dynamics, and unconscious processes, in affecting how teams and organisations really function
- Gain insights on influencing strategies and tactics

Module 5: Leadership in action (2 days)

- Practice and develop their skills in leadership communication and influencing skills
- Gain insights for presenting to the media and key internal and external stakeholders
- Review their learning lessons from the leadership exchange
- Patient leadership: dealing with wicked, multifaceted problems, and leading across a diverse complex system with multiple stakeholders
- Understand why balancing continuity and change is essential for sustainable improvement

Module 6: Learning celebration (1 day)

- Experience a way of closing groups, through ritual and celebration
- Final individual and group participant presentations on key learning insights from the programme and their leadership projects
- Delegates explore ways to continue their leadership development journey post programme
- Explore returning to workplace and maximising impact from programme
- Participants explore ways to keep the alumni network alive post programme



Submission requirements

Participants are expected to complete a:

- Final individual presentation on their learning from the programme
- Participate in a group presentation
- Reflective write up of 1500 words on their experience of the Leadership Exchange

This programme is offered as a non-accredited programme.

About our facilitation teams

Both cohorts have a core team of top-quality leadership developers, guest speakers and support staff for both cohorts who want to help your learning experience be positively memorable. These are people with global and cross-sectoral experience in helping managers learn.

Bristol cohort

Programme Director, Rob Sheffield: (PhD, MSc,)

Rob's work background is in publishing, book marketing, education and aerospace, as a learning professional and manager. Rob now works with leaders to help them create healthier work climates for their team members - to support idea development, and serve customers and communities. He contributes a deep understanding of how to make change 'stick' as well as tools, skills and know-how for team creativity.

Programme tutor, Jane James: (MA, MCIPD)

Jane has worked for most of her career in the public sector, and relishes supporting leaders in the NHS. Her contribution is in sensitive process facilitation as well as through expert systemic knowledge and perspective. She is able to help people make creative connections in the here and now to bring about valuable insight and learning.

Support, Simon Leake:

Simon has been supporting the delivery of learning programmes for the NHS for several years within the business school. He will maintain the standards of service he has provided for previous cohorts and learning new lessons along the way that can be carried into future projects.

Exeter cohort

Jim Hanbury Programme Director (MA, A.C.I.S., PG Dip, PG Dip, FInstLM.)

Jim is programme manager. Before founding Exeter Leadership Consulting Jim was Director of Leadership South West at the University of Exeter Business School in the Centre for Leadership Studies. From 2009-2013 he was Programme Director for the NHS SW Aspiring Top Leaders Programme. Passionate about creating positive, supportive and enjoyable learning experiences. He has worked closely with leaders at all levels in healthcare.

Dr Jane Keep, (PhD, MSc, MPhil, FCIPD, MIC, CMgr, FCMI)

Jane is an Organisational Development professional Jane has particular expertise in: - resilience, health and wellbeing, sustainable behavioural change of Leaders and Managers; designing and implementation of cultural and values-based programmes. Jane also works as a coach, coach supervisor, and works with NHS organisations to implement a coaching culture amongst managers.



Support: Cheryl Lewis

Cheryl has a background in senior roles in Local Authorities and as an HR Director in the Not for Profit sector as well as experience as a freelance consultant in these sectors. She has a Masters in Social Policy. Cheryl's key skills and interests are in change and engagement.

Indicative Examples of guest speakers

Professor John Bessant

Chair in Innovation and Entrepreneurship, Exeter University. His areas of research include the management of discontinuous innovation, strategies for developing high involvement innovation and enabling effective inter-organisation collaboration and learning in product and process innovation.

Geoff Mead

Geoff performs traditional stories and teaches storytelling in UK and as far afield as Spain, Canada and Japan. He has taken his work on storytelling and narrative leadership into a wide variety of organisational settings including: Air BP, BAE Systems, Civil Service Top Management Programme, Deloitte, Fat Face, Beachcroft, University of Bath.

Mark Doughty

Mark founded the Centre for Patient Leadership (CPL). An associate of the King's Fund he advises NHS England on how to develop patient leaders within the Health Service. He is on the faculty of the NHS Leadership Academy facilitating on several leadership programmes. His work in this field has been built on 29 years of personal and professional experience of learning to live with his own long term conditions.

How to apply

- You are required to be able to attend all programme events and participate in all elements as set out. Therefore please check that you can attend all the dates of the programme before you apply to a particular cohort (see page 9)
- The application process and allocation of places on both programmes is being managed by NHS South West Leadership Academy. The application form with instructions on completion can be downloaded from the NHS South West Leadership Academy website where you downloaded this brochure
- Please note you must specify your first choice of either the Bristol or Exeter LIFT programme. It is advised to get your application in as quickly as possible. First choice cannot be guaranteed and applicants should be prepared to attend either programme or state if they are unable to attend their second choice

Costs and expenses

The programme is free to successful applicants, except that delegates or employing-organisations are expected to pay travel costs and overnight accommodation. In terms of accommodation costs anticipated we suggest you budget a total of £400 per delegate. The residential modules are mandatory and delegates are expected to stay overnight as part of the programme. (The full accommodation cost is payable at the beginning of the programme and is non-refundable.)



Programme dates

Exeter Group	Dates	Venue
Module 1 Induction	25 May 2017	River Dart Country Park, Dartmoor
Module 2 Residential	11,12,13 July 2017	River Dart Country Park, Dartmoor
Module 3 Residential	27 & 28 September 2017	River Dart Country Park, Dartmoor
Module 4 One day module	17 October 2017	River Dart Country Park, Dartmoor
Module 5 Residential	21 & 22 November 2017	River Dart Country Park, Dartmoor
Module 6 One day module	11 January 2018	River Dart Country Park, Dartmoor
Bristol Group	Dates	Venue
Module 1 Induction	8 June 2017	UWE, Frenchay
Module 2 Residential	5,6, 7 July 2017	Bristol Zoo, Bristol
Module 3 Residential	5 & 6 October 2017	UWE, Frenchay
Module 4 One day module	3 November 2017	UWE, Frenchay
Module 5 Residential	5 & 6 December 2017	Bristol Zoo, Bristol
Module 6 One day module	25 January 2018	UWE, Frenchay

Further information

For further information and an informal chat on either the Exeter group or the Bristol Group and their respective fit with your development needs please ring or email:

Exeter LIFT Group

Jim Hanbury, Programme Director

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Mobile: 07702244134

Bristol LIFT Group

Rob Sheffield, Programme Director

rob@bluegreenlearning.com

Mobile: 07811 944782

For an overview of the LIFT Programme

Jane Hadfield, NHS faculty member

Jane.hadfield@nhs.net

Mobile: 07958163783

For information on the application process

Please contact:

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LIFT 2017 Programme Design

