Leadership OUTLOOK

Developing Leadership in Primary Care Programme
Rosalind Franklin - Taunton Cohort
Speaking Up, Listening Up

www.southwestleadership.nhs.uk
I can’t quite believe that it’s May already! At the South West Leadership Academy we have been reflecting on last year and then looking forward and planning for the forthcoming year. This period further focuses our minds on the NHS Leadership Academy’s strategic objectives and values in order to evaluate the impact we’ve had, determine system needs going forward and then plan our programme in all areas. We have been thinking a lot about our values of being ‘accountable, courageous, passionate, inclusive & open’ as part of this process. Whilst all of the values are intrinsically linked and of equal importance, I find the value that resonates with me is being passionate.

Having been a nurse at the start of my career, I am committed to improving patient care and my motivation to do this never wains. We are so proud to have worked with over 4,800 Health and Social Care staff from across the South West – and through over 400 leadership interventions have completed 43,195 hours of development - spanning over 5,746 days. I daren’t tot up my miles but my carbon footprint must not be the best I would imagine!

We will shortly be communicating more specific details of our 2019-20 offers and programmes. Nevertheless, I am excited to let you know that the ‘Theatre of the Board’, a programme to build confidence and performance at board level for newly appointed Directors, has been recommissioned and will take place in the Autumn. We also have a fantastic development opportunity specifically for Non Executive Directors which starts this month. We have recently launched our first ever European Mentoring and Coaching Council accredited two-day mentoring programme for practitioner level mentors, further details of this programme can be read in this issue.

In terms of developments, we are also delighted that we will be piloting the Rosalind Franklin programme in the South West in partnership with the NHS Leadership Academy. We’re running an ILM7 programme for CEOs, which starts on Thursday 4th July. We are planning to have a sharing and learning event in July to bring our OD leads from STPs in the region together, creating an opportunity to build networks and share good practice.

The South West Regional Talent Board is becoming increasingly more established with personnel being appointed to Talent Management posts in the South West and alongside this work we are continuing to work hard to support the Graduate Management Trainee Scheme expansion in our SW region.

A key 2019 date for your diary is our annual stakeholder event, which will focus on ‘Inclusive Leadership’ and is taking place on Wednesday 16th October 2019. We will release more details about the programme for this event over the coming months and look forward to welcoming you to this day.

Christina Quinn
Director, NHS South West Leadership Academy

more Academy Updates
The theme of this issue is ‘What are your plans as a leader for the coming year?’. As we move further into our delivery plans for this year, it’s timely to consider this question. Current and former programme participants have let us know how their learnings have impacted on them and what plans they have as a leader for the coming year. We’ve included a rich selection of responses from leaders at different stages of leadership journeys and with a host of areas of interest. We are very grateful for the contributions we’ve received, and I would like to take this opportunity to thank colleagues who have contributed.

If you are just starting your leadership journey or you are looking to take your next step, please do visit our website: www.southwestleadership.nhs.uk to view our portfolio and open offers or contact us by phone 01454 252 718 or email: leadership.SW@leadershipacademy.nhs.uk. We would be pleased to let you know more about the leadership development opportunities that are available.

Also in this newsletter, news of recent events and activity are included, namely, our Developing Leadership in Primary Care programme, representation at the SW AHP Massive event, Healthcare Leadership Model network meeting & Coaching & Mentoring survey for coaches, mentors, coaches & mentees who are registered on the Coaching Register or Mentoring Register.

We’re also looking forward to launching a regular primary care feature, “Primary Care Platform” in the July issue, the focus of the first feature will be the introduction of a new primary care page on our website.

more Academy Updates
On Tuesday 26th March we held our Healthcare Leadership Model Network event to support the continued development of facilitators & let stakeholder organisations know more about the model, how it can be used and its future development. It was supported by some of the team from JCA Global, the system providers for the HLM, and Tracy Lonetto from the National Leadership Academy.

JCA provided a CPD session during the morning looking at techniques that will support you when facilitating difficult HLM feedback conversations. Tracey provided a national update looking at the data analysis, the trends identified and how these will support the evolution of the HLM model.

The Healthcare Leadership Model was developed to support all leaders, in Health and Social care, in their day to day role. Leaders can benefit by discovering and exploring their own leadership behaviours and this awareness of both their strengths and limitations will have a direct impact on how they behave and interact with others.

Across the South West we have a number of facilitators who have been trained to deliver feedback to those who have completed their 360’s and we have a number of organisations who have or are exploring how to incorporate the Healthcare Leadership Model into their leadership development.

Thank you to everyone who attended and for the contributions they gave.

More about the Healthcare Leadership Model: [www.leadershipacademy.nhs.uk/resources/healthcare-leadership-model](http://www.leadershipacademy.nhs.uk/resources/healthcare-leadership-model)
The South West Leadership Academy's first ever European Mentoring and Coaching Council accredited two-day mentoring programme for practitioner level mentors started on Friday 22nd March. It is a pilot programme and on completion the South West Leadership Academy will be applying for an EQA award. Once achieved and on successful completion of the programme, participants will receive an EMCC European Quality Award (EQA) Bespoke Programme Certificate, and will also be recommended for EMCC Professional Designation (EIA) as a Mentor and Coach.

From the programme participants will understand the concept of mentoring, the roles and responsibilities for mentors and mentee, recognise the EMCC core competencies for mentoring and/or coaching and apply a selected range of tools and techniques and have an awareness of change theories. They will feel comfortable to manage the client contract, evaluate and reflect on their own mentoring practice and identify development areas and opportunities for CPD.

EMCC EQA BESPOKE PRACTITIONER MENTORING PROGRAMME
On Friday 15th of March 2019 Somerset Allied Health Professionals (AHPs) hosted the first SW AHP MASSIVE event of 2019. These events were relaunched in 2018 to provide AHPs from across the SW region with an opportunity to network and work together on the challenges and priorities that are important.

The South West Leadership Academy was delighted to facilitate one of the afternoon breakout sessions and have a stand at the event to showcase its current leadership development opportunities.

Over 80 AHPs across the SW and wider ‘strategic plus one’ colleagues e.g. STP workforce leads/ Programme Leads/ Learning & Dev Leads / Those that represent AHPs at organisational & STP levels were in attendance.

The event included a morning of presentations from National and regional leads around our key themes; Identity – Leadership – Workforce. Suzanne Rastrick (Chief AHP Officer NHS England) kick started the day with a keynote speech, updating us on the plans to refresh AHPs into Action in line with the NHS long term plan and progress being made on achieving visible AHP leadership roles at all levels.

There was opportunity to network and share success. The afternoon breakout sessions focussed on

- AHP Leadership #BangTheDrum exploring the qualities of a Director of AHPs and Systems Leader with facilitation support from the SW NHS Leadership Academy
- AHPs in……Cancer/LD & Autism/Mental Health/Children’s services/ Frailty and the use of patient activation measures
- New ways of working - Starting with the patient and work back’ #TrulyPtCentredCare
- Resilience and increasing #JoyinWork
- Skills, role and competency – How do we use our skills to best support those in our communities and the opportunities presented with the establishment of PCNs.
- Apprenticeship readiness. What’s the plan? and myth busting. Facilitated by Sarah-Jane Marcello Apprenticeship Relationship Manager – South & South West and Simon Dennis (Strategic Apprenticeship Procurement Lead) Health Education England & Education & Skills Funding Agency (ESFA)

There was a growing feeling in the room that systems are starting to show greater interest to engage and collaborate with the AHP workforce. We are ready to start a new conversation as an AHP collective to identify opportunities to work in new ways to best support those living in our communities. This morning we heard from Hilary Hall (Director of AHPs Dorset ICS) on the value and benefits of designated AHP system leadership. There is still a clear ambition and intent to make progress in realising Director AHP roles within organisations, and visible AHP leadership at system level across the wider SW to maximise the skills and capabilities of a collaborative multi-professional workforce

Carrie Biddle (HEE SW AHP Leadership Fellow)

Since the event, the collective has set up a secure collaborative space on the SW AHSN Models of Care Portal to be used as platform to exchange knowledge and skills, encouraging cross-system working. The next event is being planned to coincide with AHPs Day on Monday 14th October 2019.

For more information on how to connect with your local AHP leads at a system level please contact Carrie Biddle: carrie.biddle@nhs.net
The second module of the South West Leadership Academy’s Developing Leadership in Primary Care Programme took place on Tuesday 9th April. This five day programme, delivered over five months has been designed to develop current and future leaders in primary care to build confidence and increase self-awareness, whilst applying newly acquired knowledge of leading inclusively with compassion.

The Developing Leadership in Primary Care Programme is taking at the present time, it’s being delivered over five month and has been designed to develop current and future leaders in primary care to build confidence and increase self-awareness, whilst applying newly acquired knowledge of leading inclusively with compassion. The programme also builds a comprehensive picture of the wider Health and Social Care environment providing an opportunity for participants to apply the practical elements of collaborative leadership. Primary Care is the front door of the NHS that almost every patient will access at some point in time. As the NHS evolves and transforms, primary care is changing rapidly to meet this pace of transformation and also to continue to meet the needs of the population.

Leadership is a core capability that is required to achieve transformation but also to continue to deliver high quality patient care. The Developing Leadership in Primary Care programme is focused on equipping leaders in this Primary Care with the key insights, skills and capabilities to lead this demanding agenda.

The programme is being led by Dr Thoreya Swage, Consultant in Healthcare Management. Thoreya has 11 years experience in the NHS both as a clinician (psychiatry) and a senior manager in various NHS purchasing organisations covering the acute sector as well as primary care development.
The Rosalind Franklin programme aims to help shape middle leaders’ knowledge, skills, attitudes and behaviours to help them become outstanding, compassionate and inclusive leaders, working at all levels across the health and care system, to help improve services for people who access them.

Applications are now open for cohorts starting later this year and there is a Taunton cohort. Applications for the Taunton cohort close on 14th June 2019.

The programme supports participants to be outstanding innovators, leaders, and team-members. Evidence shows that outstanding leadership in health and care has four key aspects: compassion, inclusion, collaboration, and knowledge of improvement skills and how to apply them. It encourages participants to ask, and answer, fundamental questions that will support them to become an outstanding leader. The programme is nine months long and leads to an NHS Leadership Academy Award in Senior Healthcare Leadership.

Download the eBook from the NHS Leadership Academy website for more information, including programme dates and how you can apply, or phone the NHS Leadership Academy: 0113 322 5699.
In this month’s newsletter, colleagues from throughout the South West region say how participating in programmes have impacted on their leadership and what their focus as a leader for the next year.

This feature coincides with Learning at Work Week from 13-19th May, which is the biggest celebration of learning at work. The SWLA’s portfolio is extensive to facilitate wide participation in its learning development opportunities across the healthcare system and support leaders at all stages of their leadership journey, as well as meet current & emerging system needs.

Leadership plans are invaluable in individuals’ development and play a vital collective role in fulfilling organisational objectives and the overall agenda. In November 2018, The Rt Hon Matt Hancock MP spoke at the Leaders in Healthcare conference about leadership culture change in the NHS and the importance of ensuring we have the right leaders in place with the correct support. Click here to read the speech.

Participating in the Mentoring Practitioner Programme proved immensely helpful, enabling me to step off the ‘hamster wheel’ of my usual work and pay attention to the kind of leader/mentor/coach I am. Using a simple yet powerful tool helped identify my natural preference and style in my roles of mentor and leader. This fresh insight has positively impacted me giving me a personal focus over the next year in becoming more mindful and challenging myself when I notice I am staying in my ‘comfort zone’ - easier said than done! The impact of the programme will be seen organisationally too as we create a network of mentors to support individuals in developing their talent and potential.

Chris Edworthy, Head of Organisational Development (OD)
TORBAY AND SOUTH DEVON NHS FOUNDATION TRUST
Programme: Mentoring Programme

I have recently commenced my first role, following two years on the NHS Graduate Management Training Scheme (GMTS), with University Hospitals Plymouth NHS Trust (UHP).

Attending various training, networks and workshops via the Leadership Academy has equipped me with technical skills and a great regional network - I would like to focus on continuing to grow this in my new role, and am confident that I am well-placed at UHP to do so.

Having had the opportunity to work there during my first placement, I know how important it is to be surrounded by the right people, support and leadership. I am forever grateful for the support that my colleagues showed me throughout the GMTS programme, and want to make sure I ‘pay it forward’ where possible.

Jack Henniker, NHS Graduate Management Trainee
UNIVERSITY HOSPITALS PLYMOUTH NHS TRUST

continued
I recently participated in the Network’s excellent ‘Coaching Skills for Leaders’ train the trainers course. As the lead for coaching at our Trust I can support the Trust’s vision for an outstanding experience for every patient when I work with leaders to develop their skills. Teaching simple yet effective coaching skills enhances leadership by supporting staff to raise their awareness, think for themselves, discover new insights, find answers within themselves and make choices about what action they want to take. The best leadership brings warmth, energy, challenge, curiosity and a commitment to developing staff as individuals, nurturing their talents and mobilising them to achieve their goals. Coaching is an ideal skill to support this. I look forward to the next year running ‘Coaching Skills for Leaders’ every month. I love the moment when leaders, through short practice sessions on the course, see and feel the impact of coaching for themselves.

Colette Martindale, Lead for Coaching and Mentoring
SALISBURY FOUNDATION TRUST
Programme: Coaching Skills for Leaders TTT.

I have found that the OD Essentials course has equipped me with a number of methodologies and models that I have been able to utilise as and when necessary. I have a greater confidence in my own ability to facilitate groups and have a better understanding of group and team dynamics which has been so useful when trying to build consensus and knowing when to change tact or style. The taught sessions were well structured and provided enough of a stretch to safely enable me to work outside my comfort zone. We also had the opportunity to connect in with professionals from across the region by way of action learning sets – this provided a great way for us to coach each other through our projects in greater detail.

In the next year I will be undertaking a coaching and mentoring qualification to compliment my role by empowering staff to generate new ideas, challenge current ways of working and drive change to improve services. In the future I will be supporting my organisation in the delivery of our compassionate leadership programme. The design of this course is very much about coaching and facilitation as opposed to a taught approach and so I am really excited to put into practice all that I have been learning.

Alice Rawlings, Workforce Transformation Facilitator
CORNWALL PARTNERSHIP NHS FOUNDATION TRUST
Programme: OD Essentials
ENGAGING OUR COACHES AND MENTORS

Zoe Spittle
Talent and development lead, South West Leadership Academy

In order to maintain and increase the engagement levels with our coaching register and mentoring register, we’re carrying out a survey with the coaches, coachees, mentors and mentees who have added their profile to the system.

Each register provides an opportunity for people to connect and network, along with access to Continuing Professional Development (CPD) and supervision. This supports our aim to increase the quality, capability and capacity of coaching and mentoring in the South West region.

The survey will support us in understanding individual motivations for joining the register, along with how users will use the register to initiate, record and feedback on their coaching or mentoring relationships. It will also enable the SWLA to recognise any user training needs and support our understanding of participation in CPD and Supervision.

Thank you to everyone who has participated. The findings will be utilised to plan our next steps in continuing to support those on the register. For more information on the coaching and mentoring register, please get in touch with Zoe.Spittle@leadershipacademy.nhs.uk.
Discussions about power in the workplace tend to be avoided. However, without an acknowledgement of its presence, it is impossible for people to explore the whole idea of “speaking truth to power”, which is increasingly seen to be vitally important to effective organisation. Nowhere is this more the case than in the NHS.

The Speaking Up, Listening Up initiative helps leaders to:

1. Talk openly about the power context in which they find themselves;
2. Acknowledge the conversational practices that have served to sustain that operation of power; and
3. Find new ways of working in power, by learning to speak up and, at the same time, to create a climate around them of listening up, so that peers and direct reports feel confident in speaking out.

This one-day programme will be a mix of experiential and presentational learning will enable participants to understand better the barriers to the free flow of insight and information – providing tools and strategies for lowering these barriers and finding their voice. The day will also include use of body language and vocal presentation techniques to increase personal confidence and amplify the impact of speaking up. It also includes fostering a listening climate that encourages “speaking truth to power”.

Offered for us by three expert faculty, SULU is grounded on a solid research base derived from work undertaken out of Ashridge Business School.

WORKSHOP DATES:

The one-day workshop will be run twice within the region, please book onto your preferred workshop below:

Workshop one (Taunton): Taunton Rugby Club, Thursday 11 July, 9.30 – 16.30

Book your place here – Taunton


Book your place here – Newton Abbot

As a follow up to the one-day workshop, we are offering a part two workshop in December. In order to be eligible to attend part two, you must have registered and attended the first workshop based in either Taunton or Newton Abbot (detailed above).

Workshop two (Taunton): South West House, Taunton TA1 2PX, Monday 2 Dec, 9.30 – 16.30

Book your place here – Part two, Taunton
UPCOMING EVENTS

All our regional events are managed by the South West Leadership Academy, we attempt to base events centrally to the region, however this isn’t always possible taking into account our geography. All events are managed on a first-come, first-served basis unless stated otherwise. Please note cancellation fees may apply for non-attendance, please check booking terms and conditions upon registration.

WHY NOT JOIN US AT OUR NEXT EVENT?

OR GET IN TOUCH FOR MORE INFORMATION BY CONTACTING leadership.SW@hee.nhs.uk

ILM 5 C3
17 May | Crisp Offices Exeter

Developing Leadership in General Practice (M3)
21 May | South West House, Taunton - MR 1 & 2

Facilitating Creative Problem Solving in teams
21, 22, 23 May | Dillington House

Essence of Leadership Series - Influencing in a Systems Context (Primary Care)
22 May | South West House, Taunton - MR 1 & 2

ILC - Learning Event
28 May | Gloucester Rugby Club TBC

Facilitation Skills M1 Cohort 2
30 May | South West House, Taunton

System Consulting Skills, NHS E/I - M3
30 May | Novotel, Reading

To book your place on any of the events above please take a look at our dates for your diary page and follow the ‘book now’ links. www.southwestleadership.nhs.uk/dates
JOIN THE CONVERSATION!

If you would like to see anything in the next edition of our Newsletter, or have anything to contribute, please get in touch at:

leadership.SW@leadershipacademy.nhs.uk

COMING SOON.....

Making the best of yourself

EDWARD JENNER PROGRAMME
MARY SEACOLE PROGRAMME
ELIZABETH GARRETT ANDERSON PROGRAMME
NYE BEVAN PROGRAMME

NHS South West Leadership Academy
South West House, Blackbrook Park Avenue
Taunton, Somerset TA12 2PX

01454 252 718
leadership.SW@leadershipacademy.nhs.uk
@NHS_SWLA Follow us on twitter and join in the conversation

www.southwestleadership.nhs.uk