Evolving an OD Mindset in Primary Care
Inclusive Leadership programme

www.southwestleadership.nhs.uk
Hi! Welcome to Leadership Outlook. At the beginning of the month I spoke at the South West Healthcare Scientist Conference at UWE. I was really pleased to be invited to talk to Healthcare Scientists about their role in leading change in the NHS. I spoke about how Our Interim NHS People Plan sets out our vision for people who work for the NHS to enable them to deliver the NHS Long Term Plan, with a focus on the immediate actions we need to take. As part of the newly formed People Directorate we support the delivery of themes of the plan: Making the NHS the best place to work, Improving the leadership culture, tackling the nursing challenge, delivering 21st century care and a new operating model for workforce. We also had a conversation about what the traits of a leader are, who is a leader and what traits a good leader has, a subject I never tire of talking about; characteristics identified were being authentic, passionate, empathetic, honest, committed, having integrity and building strong and meaningful relationships. It was really gratifying to receive positive feedback from members of the audience immediately after; one of whom had appreciated the opportunity to realise she is a leader and has leadership capability.

We have decided to move our annual stakeholder event which was due to take place on Wednesday 16th October will now take place in Spring 2020, to give us longer to design a really interactive and worth while day, as we know colleagues value the opportunity and space to think.

Just to update you on the South West Regional Talent Board and GMTS, the work of South West Regional Talent Board is gathering pace with assessment centres scheduled for November and the appointment of Heidi Moule to provide admin support to the newly formed team. Eleanor Wallace has started in the role of GMTS Regional Trainee Support Manager (South West), Eleanor will be engaging with GMTS trainees throughout the region. I would like to welcome both Heidi and Ellie to the team! I hope you’re enjoying the fairer weather we’re experiencing; I have recently been camping in Polzeath and I’m off diving in the Red Sea in August (not camping again though!). Happy holidays everyone!

Christina Quinn
Director, NHS South West Leadership Academy
@ChristinaQuin16

foreword from John
Welcome to our July newsletter, I hope this finds you well and that summer has finally arrived with you and that you’ve had the chance to enjoy the sunshine in between the showers. It’s also holiday time, I hope you get the opportunity to take some well earned time off over the coming weeks and you get to spend some time with those that are most special to you. Whatever your plans - enjoy the break.

For July's edition we are focusing on relationships - you may have noticed that we are building on a theme, last month we looked at making the best of yourself - being a leader is all about people so we’re dedicating some attention to the interpersonal aspects of leadership. As leaders we don’t exist in a vacuum, our skills and knowledge are vitally important but equally how we interact with others will make a huge impact on how we get the job done. We will all have been in situations where we’ve achieved something remarkable or seemingly impossible whilst working with others, maybe going the extra mile or beyond expectations. Thinking about what made that difference, a considerable factor is the quality of the relationship between those involved.

On the other side of the coin, evidence suggests when positive, effective relationships don’t exist this can adversely effect the quality of care delivered. As leaders we have the responsibility of role modelling effective behaviours that lead to building effective relationships. Sometimes we can underestimate the importance of the fundamentals of our interactions and how they contribute to building a relationship, I hope this month's edition will give you some food for thought on your own interpersonal skills and how to make the most of them.

This month we also have news of our Developing Leadership in Primary Care programme and information about the SWLA’s Inclusive Leadership programme and the NHS Leadership Academy's Stepping Up programme, which are open for applications.

John Monahan
Deputy Director, NHS South West Leadership Academy
@JohnSWLA
I only recently started with the South West Leadership Academy and have been warmly welcomed and supported by the team and the Business Development Managers network. A key part of my role is to ensure that our regional academy spend is within the financial envelope provided by the National Academy and to report our financial and levels of activity to the national team. My post supports our academy to deliver leadership development opportunities to leaders and potential leaders delivering or commissioning healthcare in our region. Improving leadership skills supports a more engaged and included workforce, improves motivation and productivity of staff and as a consequence improves patient experience, care and outcomes.

I am a sports scientist by background and have enjoyed a varied public service career including in local government, health scrutiny, primary care trust, clinical commissioning group and NHS England. I am not as active having torn both Achilles tendons playing squash (though not at the same time) but am a keen walker and love following motorsport, particularly MotoGP.

June was a great month because …
ILM 5 in Coaching

“Learn your theories as well as you can but put them aside when you touch the miracle of the living soul.”

Carl Jung

Any programme of learning that conforms to a framework, leading to an accreditation or qualification, is bound by criteria against which the participant is assessed. Our ILM (Institute of Leadership and Management) Level 5 certificate in Coaching is no different. There are things to ‘do’ and assessments to pass. And yet, the deeper intention of the programme is to enable the delegates to learn ways of ‘being’ that enable them to foster human connections. In short, to build better relationships.

Research from the therapeutic world informs us that the quality of the relationship is often of more importance to outcomes than the skills or techniques employed. As far back as the mid-1990s, Daniel Goleman cited evidence that the level of emotional intelligence of medical doctors directly influenced how patients rated the interaction with their physician. The more empathic the doctor – even when the news was ‘bad’ – the more positively the patient felt.

So how can studying on this programme help to create better relationships? Delegates learn to become better listeners. They acquire rapport building skills. They develop their self-awareness and empathy, and gain a greater appreciation of individual difference. But of greater significance, they develop a belief in the individual. The coachee, friend, colleague, or manager, is not a problem to be solved, rather a miracle to be embraced.

By Shaun Durham
Crisp Professional Development

Shaun Durham is an ILM 7 and EMCC accredited Executive Coach, and Managing Director of Crisp Professional Development, a coaching, leadership development and training organisation.

Relationships: International #hellomynameis Day
International #hellomynames Day

Tuesday 23rd July 2019 marked 3 years since Dr Kate Granger MBE passed away and is also Chris and Kate’s 14th wedding anniversary.

Reason for the event –

• To celebrate the life of the inspiring Dr Kate Granger MBE who continues to improve the lives of millions through the campaign but who was also an amazing human being in every way…

• To think about how we can all make a difference in the world in some small way that can make a difference to millions of lives across the world through the simple act of introducing yourself which improves the relationship and communication.

• To launch, relaunch, refresh, reinvigorate the campaign in the organisation that you work in.

• To raise the profile of the campaign across the world and to spread the message further.

• To raise money for charity.

• To get the hashtag trending across social media on twitter. Ensure you include both #hellomynames and @pointonchris on tweets

Dr Kate Granger MBE launched the #hellomynames campaign in 2013 with her husband, Chris. Kate observed that many staff looking after her while she was a patient did not introduce themselves before delivering her care.

Kate & Chris decided to start the #hellomynames campaign, primarily using social media initially, to encourage and remind healthcare staff about the importance of introductions in healthcare.

Kate said “I firmly believe it is not just about common courtesy, but it runs much deeper. Introductions are about making a human connection between one human being who is suffering and vulnerable, and another human being who wishes to help. They begin therapeutic relationships and can instantly build trust in difficult circumstances.”

The campaign is underpinned by the core values of communication, the little things, patients at the heart of the decisions and see me as person.

In 2018 the campaign #hellomynames campaign had its fifth anniversary, at this time it was present in 20 countries, had had over 2.2 billion twitter impressions and raised over £370, 000.

To find out more about the #hellomynames campaign visit www.hellomynames.org.uk
Coaching Skills for Leaders

Supporting better relationships at work is at the heart of our ‘coaching skills for leaders’ programme.

Coaching skills for leaders is a new one day workshop we started in 2018 with the support of the NHS SW Leadership academy. Since then we have run the course every 1-2 months at different sites around Cornwall including Bodmin, St Austell, Truro and Penzance. The course is open to colleagues from health and social care and attendees have included both health care professionals, such as nurses, physiotherapists, occupational therapists and doctors, and managers from various different clinical teams and corporate services including finance and HR.

All participants are encouraged to participate regardless of their experience whether they are a student, or a senior manager. Indeed, the diversity of the attendees has ensured each course is vibrant and refreshingly different.

The course is designed to introduce staff to coaching and to help them develop their coaching skills and realise how they can use these skills in their workplace with a focus on achieving positive working relationships. Our philosophy embraces Richard Erskine’s ‘Eight Needs in a Relationship, the normal human needs that keep people’. For example, ‘the need for security’, ‘to feel affirmed’, ‘validated and accepted’ and ‘how a coaching style can support this’.

The attendees set the focus, pace of the day and get an opportunity to practice using coaching skills safely.

Relationships at work is frequently raised and colleagues attending the course frequently ask, ‘How will coaching help me to build stronger and positive working relationships in my team?’ and ‘Will a coaching style help me handle difficult people more effectively?’

It is a very interactive course, so that during the day everyone has an opportunity to mingle and talk to other course participants who they wouldn’t normally have contact with at work and soon realise how much we have in common, whether they are a student nurse, doctor or a senior finance manager!

As course facilitators it gives us a great deal of pleasure to witness the lively, open, and honest conversations about professional issues and relationships and how a coaching style may help. The course certainly breaks down barriers builds self-confidence and brings a new perspective to issues and concerns. Attendee’s leave with enthusiasm to try their new skills in the workplace and support improvements to relationships.

The course has proved very popular, being attended by more than 200 colleagues across Cornwall. The feedback we have received has been excellent with colleagues recommending the workshop to their colleagues. Comments have included,

“We feel more confident to use coaching skills in the workplace and to build working relationships that directly support better staff and ultimately high quality patient experience”

If you work within a team or autonomously and want to improve your relationship with colleagues, this is the workshop is for you.

Adam Widdison
Consultant Surgeon, Clinical and Education Supervisor for trainees, Royal Cornwall Hospitals NHS Trust

Dr Ann Harvey
Consultant Anaesthetist, Lead for Coaching and Mentoring, Royal Cornwall Hospitals NHS Trust

Sophie Scott
Head of Organisation Development, Cornwall Partnership NHS Foundation Trust
LIFT

LIFT highlighted to me the differences in people and how important it is to recognise this so as a team you can work together better. I also learnt that to be an effective leader, you really need to understand yourself first so that you can lead others. I learnt so much about myself not just professionally but also personally: how I interact in all relationships and how to get the best out of them and me. (LIFT participant)

Relationships in learning, relationships in leadership - these concepts are not new but have acquired a new reality for me as one of the regular facilitators. We have delivered five LIFT programmes at UWE and what is striking, is the positive and transformational effect that the programmes can have on participant leaders from the health and social care sectors.

We operate the learning community of each cohort in a circle. A circle of chairs signifies a space and place for contact and connection, encouraging openness and mutual sharing of curiosity, learning, impact and insight. We begin sessions with a ‘check-in’: an opportunity for everyone to say what they need to say to be fully present for the day. Sessions end with a ‘check-out’ – a round where everyone can share an insight, some significant learning or other response to the programme. The effect is a deepening of the trust and openness allowing vulnerability and authenticity, which in turn lead to a greater awareness of self and others.

Self-awareness is a foundational component of leadership learning, as is an understanding that others are different and have their value and contribution to make. Our orientation as facilitators seeks to model that mindset as captured by our tutor team purpose statement:

We co-create a safe learning environment, so leaders benefit from the diverse talents available, and introduce purposeful change for better health outcomes. We follow up with participants after nine months and get evidence of real and embedded change resulting from the programme.

We seek to share with participants the benefits of seeing themselves within the complexities of nested systems and of acknowledging the sometimes-hidden dynamics operating within teams and organisations. As well as operating in the large group, there are also smaller ‘commitment groups’ of nine or ten people, operating throughout the programme. These smaller groups build a strong sense of ‘belonging’ and facilitate more intimate sharing of issues and challenges, often through WhatsApp or Facebook communication even beyond the programme limits.

It seems that over the five LIFT programmes, we have developed an effective alchemy of underpinning principles, facilitation skill, and relational approach. It has been a privilege to have been involved.

Jane James, Coach
now-here
AHP Future Leaders

AHP Future Leaders was created in May 2017 to give AHPs working in Cornwall an opportunity to explore the world of leadership. It provides a platform to support leadership skills development and empower AHPs as everyday leaders at all levels, to lead with care on patient safety, quality improvement and have the confidence to step up into wider leadership roles line with AHPs into action priority one “AHPs can be effective leaders at all levels and in all sectors” for future success.

Learning is through exploration, application in practice between course days and reflecting on skills in action. Each future leader is required to plan and deliver a quality improvement project in their area of work on completion of the course. The NHS Leadership Academy nine dimensions of healthcare leadership model is used as the framework for course delivery with staff completing the self-assessment tool prior to the course.

To date 5 cohorts have run with 65 AHPs from 9 different professions across the Royal Cornwall Hospital Trust, Cornwall Foundation Trust and South West Ambulance Service successfully completing the programme.

The programme has had a positive impact on the developing skills, capabilities and confidence of everyday leadership which are put into ongoing practice, and promoting leaders as continuous learners. Learners have stated:

• It has made me feel more empowered as a team leader & more determined!!

• Extended my confidence in leading other disciplines in absence of their seniors

• Given me the ability to influence wider change across department & ward

And when asked what they have found most challenging as leaders since attending the course

• Keeping focused on goals & not just getting caught on the treadmill of doing the same thing

• Finding the time to maintain the momentum to put ideas into action

• Lack of opportunities to step into leadership roles as AHPs

Following on from the programme’s success, in October 2018 we launched the AHP Leaders Collective for AHPs that have completed leadership training of all forms to provide bi-annual networking, sharing of lived experience, and peer support to frame next step actions.

The next cohort will run in autumn 2019 and we already have a waiting list of AHPs to attend future courses. You can follow all the action on twitter via #AHPFutureLeaders #Leaders_Stand_Tall

Carrie Biddle
South West Region AHP Leadership Fellow
Health Education England

Please click here to find out more about the Healthcare Leadership Model.
Applications for the fully funded Stepping Up programme for BAME colleagues

Are you a black, Asian and minority ethnic (BAME) leader or an aspiring leader? Do you want to progress your skills and go further?

Stepping Up is a fully funded, two-to-three-month positive action programme from the NHS Leadership Academy. It has been designed for individuals working in bands 5 to 7 who have an interest in developing their leadership abilities and want to be involved in creating a transformational change in equality and diversity across the health and care sector.

Applications are now open – please visit the NHS Leadership Academy website to find out more.
GMTS Alumni network

On Thursday 11th July, the South West GMTS Alumni Network met for its summer event, “A conversation with… Peter Homa and David Oliver”. This was held in the EY offices in Bristol, and was organised by current and former GMTS trainees. The event was well attended by current trainees, former trainees, programme, and placement managers. Feedback from the event has been very positive, both in regards to the quality of speakers, but also in the opportunity for alumni to develop relationships and the network further.

Following some refreshments, Peter Homa, Chair of the NHS Leadership Academy gave an inspiring talk about his journey from NHS graduate trainee to chief executive to chairman. He gave an engaging and honest account of lessons learned over his career, and answered a number of questions from the alumni in the room.

This was followed by a brilliant talk from David Oliver, Consultant Geriatrician and Clinical Vice-President of the Royal College of Physicians. David spoke about the growing demand from frail elderly individuals and how health and social care services need to adapt to meet the ageing population.

Both talks were uplifting, informative, and motivational. Some key points from the evening were:

“*We live life forwards and understand it backwards*”

“*Ageism is a prejudice targeting our future selves*”

“*You can’t lead others, until you can lead yourself*”

“*Inexperience often triumphs over experience because it doesn’t know where to fail*”

“*Don’t choose where you work, choose who you work for*”

If you are interested in hearing about future events, please get in contact with us at GMTSAumni.SW@gmail.com or follow us @nhsgmtsalumniSW
Almost every day we read about the adverse effect of inequality, prejudice and discrimination and calls for greater fairness, equality and social justice. And whilst things are changing for the better, progress at times can feel slow and often fraught with challenges. So finding ways to engage the hearts and minds of colleagues and fellow workers is critical to success. This too is effective leadership.

The Inclusive Leadership programme will introduce you to simple, yet effective approaches to inclusion, that will enable you to stay engaged with challenging situations without feeling overwhelmed. Moreover, you will learn how, rather than reactively responding to ‘difficulties’ aggressively or defensively, to take a pro-active, calm, thoughtful and effective response thereby making a real difference in building an inclusive and equitable workplace.

The inclusive leadership programme offers an opportunity to cultivate your natural compassion so that is can be applied to creating inclusive, diverse and equitable culture and develop inclusive leadership practices.

The programme also offers for those interested the chance to develop or deepen their mindfulness practice before the start of each day.

Target audience:

Individuals with a commitment to Equality, Diversity and Inclusion whose work provides the opportunity to apply programme learning within their workplace.

Aims and objectives:

- Understand compassion based approaches to inclusion, including addressing unconscious bias, and building a fair, equitable and inclusive workplace culture.
- Recognise your personal strengths for promoting inclusion and how to put them to best use in their work.
- Learn and practice compassionate ways to approaching familiar challenges.
- Explore compassion-based ways to ensure staff engagement with inclusion, including leadership buy-in.
- Learn and practice self-compassion as way of maintaining their resilience during difficult times.

Programme dates, venue and times:

Wednesday 2nd October, 09.30 – 17.00, South West House, Taunton
Thursday 3rd October, 09.30 – 17.00, South West House, Taunton
Wednesday 23rd October, 09.30 – 17.00, South West House, Taunton
Monday 11th November, 09.30 – 17.00, South West House, Taunton
Wednesday 4th December, 09.30 – 17.00, South West House, Taunton
Wednesday 8th January, 09.30 – 17.00, South West House, Taunton
INCLUSIVE LEADERSHIP
With a compassionate approach

Facilitator:

Byron Lee, Value Added Learning

Byron began his professional life as a nurse back in the 80s and enjoyed a varied career within the NHS until 1997, including leading on clinical change programmes, teaching on clinical and professional education courses, and providing occupational health counselling and clinical supervision. He became a freelance training and management consultant in 1997 to focus on developing his work in the field of inclusion, diversity and equality within a host of different sectors, and has maintained a strong link with the health and care sectors.

Today, he makes best use of his training and experience within leadership education and coaching, mindfulness, positive psychology, and interpersonal, inclusion and diversity management skills to support the development of individuals, teams and organizations. His research and practice has led him to develop compassionate leadership programmes, including leading with compassionate inclusion.

Application process

To obtain a place on this programme you will need to complete an Expression of Interest (EoI).

To obtain a place you will need to express an interest via the below link and then complete an application form. The application will need to be fully completed and returned to leadership.SW@leadershipacademy.nhs.uk by 5pm, Friday 9th August.

Applications received after 5pm, Friday 9th August will not be submitted for shortlisting.

Please click here to express an interest
The first cohort of the primary care leadership programme held at South West House in Taunton finished earlier this month to a positive outcome.

Based on a course developed by Thames Valley and Wessex Leadership Academy, participants were taken through a five-day programme over five months to develop and enhance their leadership skills and knowledge. The programme was developed specifically for primary care staff and focused on the issues and challenges facing general practice.

The topics covered included leadership styles and approaches, influencing and negotiation skills, habits of highly effective managers as well as coaching and feedback skills and a session on emotional intelligence.

In addition, there was a session from Gemma Self, Acting STP Programme Director of Healthier Together in the Bristol, North Somerset and South Gloucestershire STP, who provided a picture of the activities that are being implemented in the wider NHS and social care system.

Feedback from the participants on the programme was positive with many acknowledging a greater confidence and self-awareness with regard to their leadership roles. Many had a greater insight into how to interact with their teams and colleagues and found that the tools that were used on the programme helpful in their workplace situations. Above all, the programme gave the participants an opportunity to take time out to reflect and to network with other primary care staff who included practice managers, a practice nurse, a GP plus healthcare practitioners who were due to start on the Health Inequalities Fellowship in Bristol, North Somerset and South Gloucestershire area.

By Dr Thoreya Swage
Evolving an OD Mindset in Primary Care

The South West Leadership Academy’s Evolving an OD Mindset in Primary Care two-day workshop took place from Thursday June 20th-Friday 21st June, at South West House, Taunton. The workshop was for primary care colleagues, especially practice managers, who find themselves needing to lead change efforts in their own practices’ organisations and beyond – and who want to broaden their own understanding of OD and how they can apply it to their work. The programme supported participants to gain an understanding of their role as an agent for change; what an OD mindset is and how it can help their work; develop an understanding of ‘self as instrument’; explore and gain practice in a range of OD tools and techniques and use an OD approach to facilitate change, and impact the system.

The programme was facilitated by Simon Bird, Simon has been a development professional, coach, consultant and facilitator for over 15 years. He has a particular interest in the overarching architecture of development approaches, as well as design and implementation, working with clients to knit together the development experience with the strategic needs and direction of their organisation. As a partner at the global people and organisation consultancy, Korn Ferry Hay Group, he led the health and local government consulting practice at Korn Ferry Hay Group for 3 years before leaving corporate life in 2018 to founded Thorpebird Consulting.

Programme participants said:

“Really interesting stuff with some with some models I can take forward in my own practice. Also reassuring to know I was sort of doing it anyway without realising it!”

“Very good, timely with so much change in my organisation.”

“This will help my in my current role and in my work with PCNs.”
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@leadershipacademy.nhs.uk

Coaching Skills for Leaders
31 July | Red Lion Hotel, Salisbury

Pacesetter Series C2 - Creativity Day 2
1 August | South West House - MR 1 & 2

Leadership Essentials
6 August | South West House MR 1 & 2

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