

# South West Leadership Academy

**Portfolio 2021 – 2022**



**NHS South West Leadership Academy**

**[www.southwestleadership.nhs.uk](http://www.southwestleadership.nhs.uk)**

If you require this document in an alternative format, please **[email the South West Leadership Academy](#)**.

# About us

## NHS South West Leadership Academy



The NHS South West Leadership Academy's philosophy is simple – great leadership development improves leadership behaviours and skills. Better leadership leads to better patient care, experience and outcomes.

Our purpose is to work with our partners to deliver excellent leadership across the NHS to have a direct impact on patient care. We offer a range of tools, models, programmes and expertise to support individuals, organisations and local partners to develop leaders, celebrating and sharing where outstanding leadership makes a real difference.

Here at NHS South West Leadership Academy, we are responsible for the design, creation and delivery of our interventions. We work to empower people in the South West to secure better health, care and wellbeing outcomes through leadership. Wherever opportunity lies – within the system and across diverse communities — we work to develop compassionate leaders and the conditions for inclusive, future-focused leadership.

Here are a few quotes from our previous programme participants:

- “This has been the best two hours of my (working) life over that past year: Thank you to all those on-screen and in chat for your reflections” **The Slow Swimming Club**
- “Facilitator created an incredible learning environment. The session was both powerful and moving.” **Supporting Emergent Voices for Collective Power**
- “Time out space which blew the cobwebs away from my tired mind and furnished it with possibility” **Storytelling: How Story Serves the Leader**
- “I appreciated having a chance to give this topic some space, and to work with others in order to gain new perspectives. This work has been on the backburner for a while now and I now feel much more energised to take it forward.” **Developing a Coaching Culture**
- “I feel we are getting to know each other as a group and we can be open about some of the difficulties we are facing, swapping practical tips as well as gaining from the programme content.” **Virtual Facilitation Programme**

**Christina Quinn (Pronouns: she/her)**

**Head of Leadership and Life-Long Learning – South West**



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# Our Journey

The [NHS Leadership Academy](#) was established on 1st April 2012 to develop outstanding leadership in health in a consistent, systematic manner to ensure there is sufficient scale and pace to deliver the leadership required for the transition and to lead the new system within a tough financial regime requiring high levels of innovation, engagement and devolution.

Leadership development has been a regional priority in the South West since 2006. Recognising this long-standing commitment to improving health and care through the development of effective leaders at all levels, the NHS South West Leadership Academy was formally authorised as a Local Delivery Partner of the National Leadership Academy on 5th December 2012.

On 1 April 2019, the NHS Leadership Academy moved to NHS England and NHS Improvement, in order to directly support the leadership and talent management requirements of the [NHS Long Term plan](#).

With the publication of the [People Plan](#) in July 2020, we have a clear set of objectives to deliver in these exceptional operating conditions to ensure that we help leaders to meet our People Promise and continue to evolve a sustainable health and care system.

## Our NHS People Promise

The [NHS People Promise](#) is a promise we must all make to each other – to work together to improve the experience of working in the NHS for everyone.



# Our Footprint – South West Region

**Bath and North East Somerset, Swindon and Wiltshire:** The health and care needs of the local population across B&NES, Swindon and Wiltshire are diverse and B&NES, Swindon and Wiltshire Integrated Care System (ICS) are developing a joint approach that takes this local variation into account, to drive greater efficiency and improvements in quality across the health and care system.

**Cornwall and the Isles of Scilly Health and Care Partnership:** The Cornwall and the Isles of Scilly Health and Care Partnership programme is founded on collaboration and integration to ensure the local people stay as healthy as possible for as long as possible with community services that everyone can be proud of.

**Healthier Together Bristol, North Somerset and South Gloucestershire:** Healthier Together represents a commitment to work together on improving health and care in Bristol, North Somerset and South Gloucestershire. The partnership is about tackling the issues that matter most and finding ways to continue providing safe, high-quality care for generations to come.

**One Gloucestershire:** ‘One Gloucestershire’ is the working name given to the ICS partnership between the county’s NHS and care organisations, with the goal of keeping local people healthy, supporting active communities and ensuring high quality, joined up care when needed.

**Our Dorset:** Dorset’s integrated care system, known locally as ‘Our Dorset’ has evolved from years of partnership working to improve services. The ambition is to see every person in Dorset stay healthy for longer and feel more confident and supported in managing their own health.

**Somerset:** Somerset’s ICS plan aims to help bring about lasting change in local services so we can help people to improve their health while making sure they get the best care and treatment when they need it.

**Together for Devon:** Together for Devon is a partnership of organisations who provide health and care services in Devon. Through collaborative working, it aims to transform health and care services so they are clinically, socially and financially sustainable

- NHS England & NHS Improvement



# Our Team



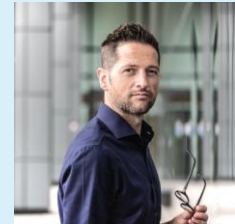
**Christina Quinn (she/her)**  
Head of Leadership & Lifelong Learning



**Angela Hayday (she/her)**  
Systems Leadership Development Senior Manager



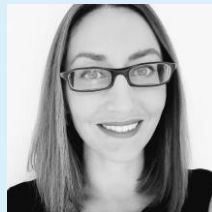
**Zoe Spittle (she/her)**  
Primary Care Programme Manager



**Chris Burling (he/him)**  
Leadership Development Senior Manager



**Eleanor Wallace (she/her)**  
GMTS Leadership Development Senior Manager



**Aimee Benson (she/her)**  
Business & Performance Manager



**Lucy Peach (she/her)**  
Leadership Development Manager (Mat leave)



**Rebecca Williamson (she/her)**  
Leadership Development Manager



**Tasmin Richardson (she/her)**  
Leadership Development Coordinator



**Erk Gunce (he/him)**  
Positive Action Programmes Inclusion Coordinator



**Ellie Jullens (she/her)**  
Leadership Development Coordinator



**Shannon Ackland (she/her)**  
Business & Performance Officer



**Kate Westcott (she/her)**  
Business Support Officer



**Claire Jacques (she/her)**  
Leadership Development Administrator



# Development Opportunities, September 2021

## **Developing Virtual Facilitation**

Leadership Development & Systems Offer

Transitioning to an online world creates an environment that challenges our quality of attention, the ways in which we work together and our ability to see what matters and what doesn't. How we work together, and how we think together, regardless of the medium, matters. This Programme offers a community of inquiry, experimentation and practice to help us bring forth the best qualities of ourselves and each other.

[Apply for Developing Virtual Facilitation](#)

# Development Opportunities, October – December 2021

## **Sensemaking Series – Part one: Foundations for Complexity**

Leadership Development Offer

This is a programme for leaders and practitioners who are interested in a guided exploration of approaches to the principles of complex adaptive systems.

Welcoming Nora Bateson and Dave Snowden - two of the most celebrated practitioners in the field - who will share their different and unique relational practices around Warm Data and naturalising sense-making, plus an introduction to underpinning theory.

[Apply for the Sensemaking Series – Part one](#)

## **Virtual Leadership Masterclasses**

Leadership Development Offer

A programme of Masterclasses which individuals can attend as a programme or can pick and mix to attend any combination according to their leadership development needs.

In all these sessions, participants will have the opportunity to learn about good leadership and management techniques, and explore ways in which they can optimise their team's performance and create a plan for sustained improvement.

[Apply for Virtual Leadership Masterclasses](#)



## **The Five Behaviours of a Cohesive Multi-Disciplinary Team (MDT)**

Primary Care Offer

This programme helps individuals working in an MDT in a primary care network reveal what it takes to build a cohesive team whilst working on a real time service change project. Supported by the Everything DiSC® Workplace Profile, the programme helps individuals understand their own DiSC® styles, gain a deep understanding of modern-day MDT dynamics and success. The single most untapped competitive advantage is teamwork.

[Apply for The Five Behaviours of a Cohesive Multi-Disciplinary Team](#)

## **Introducing the Thinking Environment - Improving Virtual Communications to Get the Best from Your Teams**

Primary Care Offer

Designed for Training Hub and Primary Care colleagues. Participants will explore and practice the ways everyday work and business communication structures such as meetings, dialogue, discussion, consultation, presentations, facilitation, interviews, resolving conflict and working with colleagues and staff can be transformed into clear-thinking, invigorating, positive experience. They will have the opportunity to discover the high quality thinking these behaviours produce and to discuss the importance of this expertise for working superbly as colleagues, leaders and teams.

[Find out more about the Thinking Environment](#)

## **Presence and Impact in the Virtual Space – How the use of Story Telling can support**

Primary Care Offer

This bespoke series of 5 workshops will be aimed at anyone working in PCNs who would like to improve their online presence, deal with nerves, improve their public speaking skills and overall increase their impact and rapport. The narrative and performance skills will help you to overcome anxiety and nerves, be more grounded and authentic, deliver a succinct message with impact, decrease the awkwardness of the online space and create a more human approach to speaking at meetings, webinars, classes and other online activities.

[Apply for Presence and Impact in the Virtual Space](#)





## **Tackling Health Inequalities through a practical approach to Population Health Management for General Practice Nurses**

Primary Care Offer to General Practice Nurses

The aims of the webinar are to support General Practice Nurses in their understanding of the principles of population health, to understand how their roles link into this and can support improving health in their area.

**[Apply for Tackling Health Inequalities through a practical approach to Population Health Management](#)**

## **Collaborative Leaders Programme**

Closed Offer - Pilot with One Northern Devon

The programme will provide a safe space for curiosity and conversation. An opportunity to feel motivated, and to be inspired, to work in collaboration and influence real change within the Communities we live. Participants will register to join in pairs, a person with lived experience and a professional, and will focus on a service change project in their locality. The task will be to explore what supports and prevents collaborative and partnership working in order to facilitate the service change.

**[Find out more about the Collaborative Leaders Programme](#)**

# Resources and Toolkits

We are pleased to share with you a number of Resources and Toolkits:

**[Coaching Register](#)**

**[Health Care Leadership Model](#)**

**[Mentoring Register](#)**

**[Sensemaker App](#)**

**[Coaching Journal](#)**

**[Team Development Toolkit](#)**

**[Podcast Series, Reflection and CPD](#)**

**[Wellbeing Podcasts](#)**



# The School of South West Leadership Academy December – April 2022

As part of a longer-term approach to the design of learning environments, to create spaces and places for connections, peer-led and community-driven development, and to promote the value of lifelong learning, we are pleased to launch our first Virtual Campus.

We recognise that learning in practice will naturally occur outside our programmes, in your organisations, systems and places, and we hope to create a space to bring colleagues together to apply, reflect and build on the content and ideas promoted through our portfolio.

The School of SWLA is an opportunity for colleagues participating in our portfolio to work and continue to learn together, as part of ongoing programmes and emergent action enquiry projects. This will include:

- Interdisciplinary as a leadership practice, Part III
- The SenseMaking Series Part II
- Ecology of Change
- Positive Action Exploratory
- Coaching Culture Exploratory

## Offers in design

We have an ongoing programme of design that we hope is reflective of the emerging needs of the region. The following are not guaranteed to go ahead, but we hope that they provide a useful insight into our ambitions and themes for the upcoming months. If you would like to express an interest in any of the below offers, please follow the hyperlinked titles.

### [Leading with Hope \[Leadership Development Offer\]](#)

A series of innovative virtual workshops from different perspectives exploring the theme of leading with hope. This is not designed to ignore the trauma of the past year, but to embrace and engage with what we have experienced to lead in a way that supports a hopeful future.

### [Slow Swimming Club presents Moral Imaginations \[Leadership Development Offer\]](#)

The Slow Swimming Club has been an important addition to our portfolio; designed to respond to the events of the past year, we are proud to have created the space for reflection, inspiration and community with our Artis-in-Residence, Clare Murphy. We are now inviting Moral Imaginations to lead a Slow Swimming Club event, who will offer a judgement-free, vulnerable and playful space for exploration of life's big questions, through 'seeing with new eyes' and the power of collective imagination.



### **[Deepening Creative Practice \[Leadership Development Offer\]](#)**

A new, boundary transcending programme where the arts and social sciences weave together as participants explore creativity in organisations, and in particular through the lens of equality and diversity.

### **[Moral Imaginations – towards the future \[Leadership Development Offer\]](#)**

The tackling of big, serious topics such as climate change, the future generations, ecological destruction, inequality, our lifestyles, our choices, happens through the medium of play, creative process.

### **[Ecological Leadership \[Leadership Development Offer\]](#)**

This online learning programme is inspired by ideas drawn from an ecological perspective; concepts such as antifragility, 'permaculture' (a practical design structure), biomimicry, and adaptive evolution are explored to stimulate a paradigm shift in mind-set, to develop a suite of skills and build the confidence to lead for systemic change capacity and sustainability.

### **[Storytelling Salons \[Leadership Development Offer\]](#)**

Space for our regional community of Storytellers to share, connect and deepen their understanding of themselves and the work we all do, through storytelling.

### **[Team Coaching \[Leadership Development Offer for Coaches and Mentors\]](#)**

Developing coaches who can work in systems and complexity and have the capabilities to enable Teams to align around a common purpose.

### **[Creative Approaches to Coaching Supervision \[Leadership Development Offer for Coaches and Mentors\]](#)**

An innovative offer to develop the supervisory capabilities of a cohort of coaches to enable them to deliver supervision interventions to our regional coaches and mentors as part of this virtual programme.

### **[Map the System \[System Leadership Offer\]](#)**

Map the System helps you to deeply explore an issue that matters to you, find the levers for positive change, and share your findings with the world.

# Bespoke System Leadership Development

## Portfolio – Systems Leadership – August 2021

Our systems leadership development offers support the ambitions of the NHS Long Term Plan and the NHS People Plan as well as the Government Policy Paper ‘Integration and innovation: working together to improve health and social care for all’ which sets out legislative procedures to move the NHS and health and care sector towards improving population health and patient care through integration and collaboration.




The move to ‘integrated care systems’ with an increasing focus on ‘place’, and ‘provider collaboratives’ means the ask of leaders already working in complex and challenging environments is significant. It requires a mindset committed to system goals over single organisational goals in service of communities. It requires the growth and development of strong relationships between individuals working across organisational and professional boundaries, where networks and local approaches are key and a distributed rather than a heroic leadership style dominates.

To support system leaders, we are working with system leads from each of the seven systems in the South West – Bristol, North Somerset and South Gloucestershire (Healthier Together), Bath Swindon Wiltshire, Cornwall, Devon, Dorset, Gloucestershire and Somerset to develop **bespoke and targeted** interventions to develop system leaders. We are developing critical system skills through the provision of three **peer-led and community driven** interventions.

An overview of the offers can be found below. The bespoke nature of these offers means they will not be advertised in the usual way. Instead, we are working with our system colleagues who are promoting the interventions with individuals whose work supports system ambitions. This will ensure the benefits of the investment are maximised. If this is of interest, [please contact us at the South West Leadership Academy.](#)

- **Elevating relational & system leadership** – Bespoke interventions to promote meaningful and transformational relationships with a cohort of leaders working across a system for whom strong relationships are key to the evolution towards thriving models of delivery and transformation.
- **Systems Leadership Masterclasses** - designed to disrupt and challenge conventional leadership thinking and to prepare leaders for the challenge of working in increasingly complex environments
- **Bespoke interventions** – commissioned in discussions with each system to identify interventions specific to system need – three systems are taking up the Leading for Systems Change offer, three systems are developing interventions to build the capacity and capability of existing systems leadership development within their Integrated Care Systems whilst another is exploring a new way of leading in systems by applying frameworks which underpin the ecosystem.

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- **Facilitation** - facilitated sessions for individuals at a system, place or neighbourhood level working together on a shared outcome.
  - **Virtual Action Learning Sets (VALS)** - part of national Leadership Academy executive suite offer - A safe space for executive / board level leaders to explore the complexities of current leadership challenges [Connecting and networks – Our NHS People](#)
  - **Regional Design Group** - to bring together individuals from across each system to build a community of practitioners who can bring design principles and thinking to system transformation.
  - **Complex Facilitation** – A programme to build a community of practitioners who can work with and in complexity; through deeply relational convening, facilitating, bridging and collaborating, this group will lead the development of creative spaces in support of system transformation
  - **Enrol Yourself** - To develop a South West community of 'host trainers' trained in peer-to-peer learning methodology and in designing Learning Marathons

## NHS Graduate Management Training Scheme

As a Trainee on the NHS Graduate Management Training Scheme (GMTS) you will be the road to developing the skills, knowledge and confidence you need to lead our organisation through its transformation into an ever more efficient, successful and professional health care service.

Our Graduate Management Training Scheme is ranked amongst the top 4 leadership development programmes in the UK. You'll benefit from mentoring, support and first class training from some of the most brilliant minds in and outside the NHS. You'll experience some truly life defining moments and be able to influence decisions that improve the lives of millions of people. And, after two years (or two and a half if you choose Finance), you'll be ready to take your career further than you thought possible as you apply for senior NHS roles.

If you share our commitment to providing a world-class healthcare service, and you have the determination and drive to meet challenges head-on, you will find success with the NHS. GMTS is open to recent graduates and current NHS staff, provided you have a minimum 2:2 degree (or academic equivalent) and the right to work in the UK for the duration of the Scheme.

[Find out more about the Graduate Management Training Scheme](#)



# NHS Leadership Academy Programmes

## Edward Jenner Programme (National Offer)

Want to get ready for your first leadership or management role? The Edward Jenner programme will build your foundation-level leadership skills. 25 hours over 20 weeks for both levels. Online with interactive discussions.

[Find out more about the Edward Jenner programme](#)

## Mary Seacole Programme (National Offer)

If you're in your first leadership role, the Mary Seacole programme will develop your knowledge and skills in leadership and management. 100 hours of online learning plus three behavioural workshops.

[Find out more about the Mary Seacole programme](#)

## Rosalind Franklin Programme (National Offer)

For mid-level leaders aspiring to lead large and complex programmes, departments, services or systems. 120 hours of online learning, four days of workshops and small group work.

[Find out more about the Rosalind Franklin programme](#)

## Elizabeth Garrett Anderson Programme (National Offer)

For middle to senior leaders, this programme will help you challenge the status quo, drive lasting change and prepare for senior roles. 24-month programme, leads to MSc in Healthcare Leadership

[Find out more about the Elizabeth Garrett Anderson programme](#)

## Nye Bevan Programme (National Offer)

If you're a senior leader who wants to move into a board role, the Nye Bevan programme will help you develop the skills attitudes and behaviours you need to succeed. 12-month programme. Online learning, residential workshop and self-managed learning sets.

[Find out more about the Nye Bevan programme](#)

## Stepping Up Programme (National Offer)

For Black, Asian and minority ethnic (BAME) colleagues, Stepping Up will help you develop your leadership and management. 5-month programme. Face to face, online and workplace-based learning.

[Find out more about the Stepping Up programme](#)

## Ready Now Programme (National Offer)

Ready Now supports senior BAME leaders to move into board level positions and significantly more senior roles. 12-month programme. Face to face, online and workplace-based learning, plus a three-day residential.

[Find out more about the Ready Now programme](#)

## NHS Leadership Academy's Prospectus 2021

Coming soon...



Leadership Academy  
Prospectus 2021

## Our NHS People

### Bitesize Learning



Develop new skills and discover new ways to improve your experience of work with short guides developed by experts. Open to anyone in health and care.

[Find out more about Our NHS People's Bitesize Learning](#)

### Executive Suite



Supporting senior leaders in health and care. A comprehensive suite of supportive offers and resources for senior and executive leaders in health and care.

They are designed to support you to remain a resilient leader, continue to thrive in your role, and set cultures that value the importance of health and wellbeing.

[Find out more about the Executive Suite](#)

# NHS Employers

## OD Essentials



Learn about organisational development (OD) models and strategies, and how to lead change in your organisation with our online course. The course will also be useful to chief executives, board-level staff, and anyone involved in leading or shaping change.

[Find out more about OD Essentials](#)

## Equality, Diversity and Inclusion Statement of Commitment

We are committed to creating a learning and working environment which is inclusive of all our participants. The South West Leadership Academy strives to empower under-represented communities. We aim to eliminate any disadvantage based on age, disability, marriage, civil partnership, race, culture, religion or belief, lack of religion or belief, sex, gender identity, sexual orientation, pregnancy, maternity or any other minority characteristics.

If we can make any adjustments to improve accessibility, please [get in touch with our Inclusion Coordinator Mr Erk Gunce \(pronouns: he/him\)](#). We also welcome any general comments on the inclusivity of our events. We will work with you to address your concerns in a respectful, dignified manner.

Please access our [Wellbeing and Inclusion Resources](#) for further information on Health and Wellbeing resources available to colleagues participating in South West Leadership Academy programmes.

### Contact Us

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### Social Media

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### Website

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