



Better leaders, better healthcare 2016 programme guide

“Leadership is a series
of behaviours rather
than a role for heroes”

— Margaret Wheatley

e-learning
awards 2015

Winner: Excellence in the Production
of Learning Content – Not for Profit
sector **e-learning** awards 2015

Cover image:
Dr Denise Williams
Community dentist, Barts Health NHS Trust

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The NHS Leadership Academy has developed a series of world-leading development programmes for leaders, wherever they are in health and care. This guide outlines them and the benefits they bring to leaders and the people around them.



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Welcome

The Academy is now in its fourth year and has already worked with thousands of health and care staff. Our aim when we started was the same as it is today – at its most simple, to secure improvements in patient care, through greater staff engagement and better leadership.

Leadership at its best is a set of knowledge, skills, behaviour and experiences that can be developed, supported, improved and excelled in. But none of this happens by accident and good leaders know that they need to invest in themselves, as does any professional, to do justice to the job they hold.

We all know this in healthcare now – these jobs at every level are complex, extremely fast paced, pressured, demanding and relentless. They are also energising, intellectually stimulating, exciting and hugely rewarding. If you as a leader want to experience more of the latter than merely suffer the former you need the skills, knowledge, behaviours and attitudes to operate well as a leader.

At no time has this been more important than now. Collaborative and capable cross-system leadership, at every level, is critical to developing shared health and care visions with local communities and the most effective five year Sustainability and Transformation Plans.

This is where our programmes come in. Designed by patients, staff, academics, executive educators, leaders and developers, they offer a rich educational and developmental experience to improve your impact as a leader and prepare you for your next role. Our participant stories, shared throughout this guide, give you a taste of the programmes and share some of the impact. It is not acceptable to move into a leadership role with no preparation and no training. We hope you choose to invest in leadership development with us.



“Our principles are simple and are matched with an ambitious and innovative approach”

The Academy's role

The focus of the Academy is to ensure that leaders in all parts of the system are properly developed with the skills and knowledge to achieve the ambitions of the NHS.

Our leadership development principles are simple and well proven. Leaders need:

- Confidence in their role to be at their most effective
- The competence, skills, expertise, experience and support to secure this confidence. This comes from expert development and training as well as on-the-job learning
- The right behaviours to build alliances with a wide range of professionals and across organisational boundaries to serve diverse communities with complex needs. The success of the NHS over the next decade or so will rely heavily on the behaviours of healthcare leaders at all levels and their ability to work across all sectors
- The ability to engage and empower those working with them, relying less on old style 'command and control' approaches and more on fostering a more caring and considerate climate that generates employee engagement and compassion in care.

Our principles are simple and are matched with an ambitious and innovative approach. Increasingly, the concept of 'individual leader as hero' is being replaced by collective and connected leadership across the system. Leaders have a direct impact on engagement by inspiring commitment and providing recognition, growth and development opportunities. Investment in leadership development improves retention rates of existing quality staff, as well as increasing recruitment, both of which are key business drivers.

Our national approach offers an opportunity for leaders right across the system to learn and develop together. We'll be doing this through our new memberships approach. The NHS needs all leaders, at all levels, united by a common purpose and collective endeavour, moving in the same direction. We are here to help make that happen.



Karen Lynas
Managing Director
NHS Leadership Academy

About the NHS Leadership Academy

The Academy is here for and on behalf of the whole health system. 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 academies to develop leaders, celebrating and sharing where outstanding leadership makes a real difference.

Our philosophy is simple – great leadership development improves leadership behaviours and skills. Better leadership leads to better patient care, experience and outcomes.

This document is focused primarily on our core leadership programmes. This page aims to give you an overview of each but you'll find more detail within the brochure, including a table covering all the practical detail on page 29. You will also find further information about other programmes of work and support that we offer.

“Great leadership development improves leadership behaviours and skills. Better leadership leads to better patient care, experience and outcomes”

Core programme overview

EJ	The Edward Jenner programme	This programme helps participants who are new to leadership gain a fresh perspective on the delivery of services and the impact they have on the patient experience – either directly or indirectly.	Highly practical and patient-focused, it's a great way to understand the purpose, challenges and culture of the NHS and build resilience.
EJA	The Edward Jenner Advanced programme	This is for participants who have completed the first two units of The Edward Jenner programme – Launch and Foundations.	It focuses on enabling the participant to unlock the full potential of their people and builds understanding of how both leader and team fit into the broader system.
MS	The Mary Seacole programme	Designed for those looking to move into their first formal leadership role or those new to first time leadership, this programme supplies the balance between theory and real workplace application.	It builds on people's resourceful nature, enabling them to convert their practical experience into excellent leadership.
EGA	The Elizabeth Garrett Anderson programme	This programme aims to equip those in mid-level leadership positions with the confidence to drive lasting change and improve the patient experience.	The focus is on increasing resilience to meet the demands of working in high-pressured healthcare environments.
NB	The Nye Bevan programme	The Nye Bevan programme has been shown to increase individuals' progression into executive roles by helping them perform better at board level.	Aimed at developing the best executive leaders, it offers support and learning to build resilience, confidence and capability.
DP	The Director programme	Aimed at all executive directors and those in equivalent roles who are seeking further development and support, the programme assumes an existing level of complex leadership skills.	It's designed for people who need to be stretched and challenged and are open to thinking very differently about their leadership role.

Overview: helping East Lancashire Clinical Commissioning Group develop its leaders

East Lancashire CCG knows what it's like to feel the benefit of the NHS Leadership Academy's programmes. Around 15% of its staff have undertaken programmes at all levels, from The Edward Jenner programme, for those new to leadership, right through to The Director programme for those in the most senior roles in the NHS.

With a budget of over £500m to commission and deliver services for the local population, the CCG knew it faced a challenge as a new organisation, with many people stepping into different and sometimes unfamiliar roles.

'We've allowed our staff throughout the CCG to have the time and space to think about the impact of their role on how we work within the organisation and across the local health system,' says Jackie Hanson, director of quality and chief nurse.

'It's written into our OD strategy that we will develop our staff,' she continues. 'We need confident, capable leaders at all levels and the suite of leadership programmes on offer at the Academy really fulfilled the brief for the support we are looking for.'

Kirsty Hollis, acting chief finance officer, is currently on The Elizabeth Garrett Anderson programme. 'It's a fantastic programme,' she says. 'On the first residential I just thought – wow. I was in a room with 47 other people from varied backgrounds – surgeons, GPs, therapists, managers. It brought such richness to the learning.'

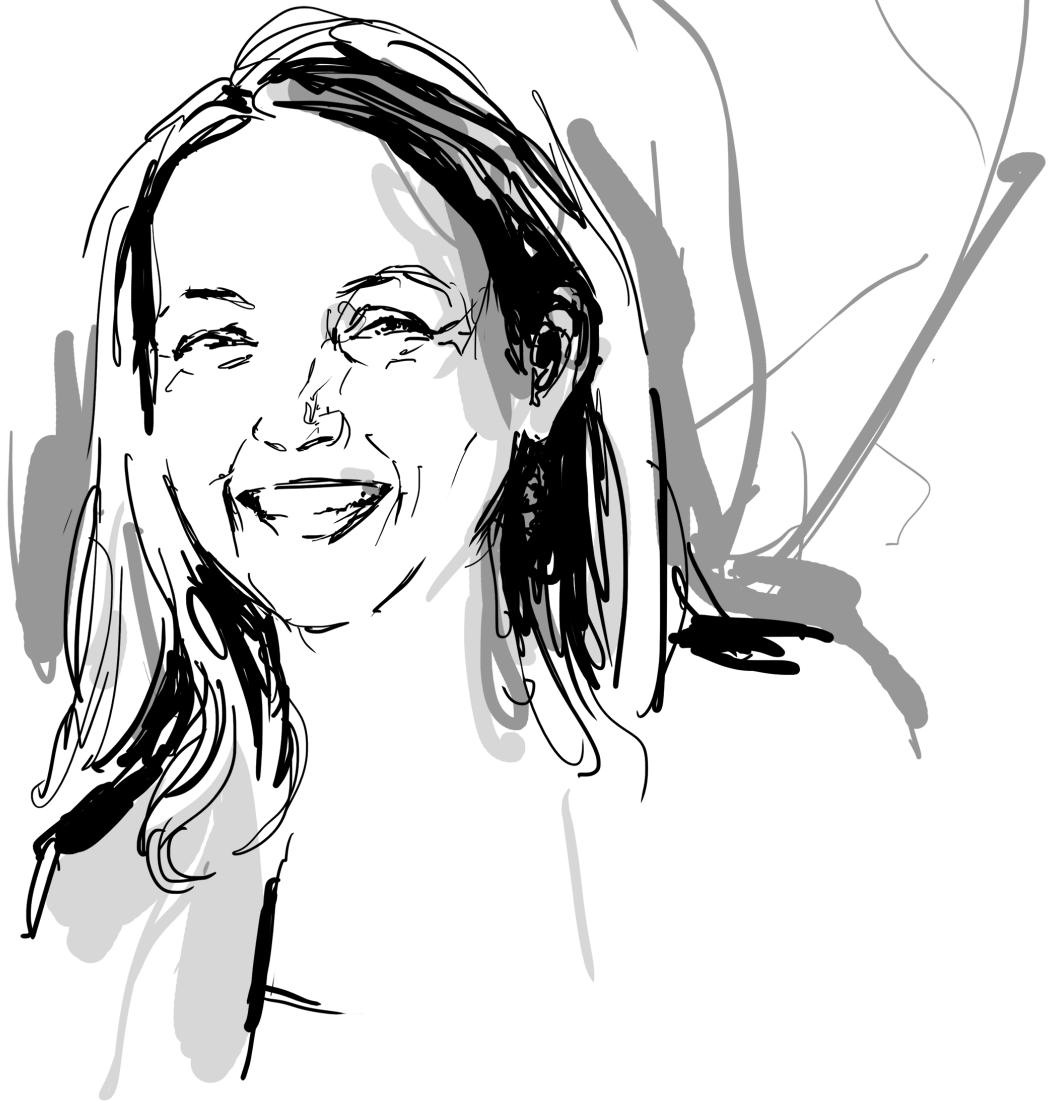
As Kirsty had done each module, she had brought the learning back into the finance team. 'We now try to reflect as a matter of course, reviewing what we're doing to check whether it is adding value,' she explains. 'If you're working in a CCG and it's your first job in the NHS, it's not always easy to make the connection between what you're doing and the impact on a patient. I now encourage my team members to get out and see some frontline patient experience.'

Kirsty believes that her promotion from deputy to acting chief finance officer came about as a result of the learning and development she got from The Elizabeth Garrett Anderson programme. Catherine Randall, a participant on The Nye Bevan programme, agrees. After 30 years in nursing, she too has been promoted and credits the programme with 'changing my life' as a leader. 'It's been the best thing I've ever done,' she says. 'I now have the courage and confidence and ambition to do the right thing. I put patients at the heart of every decision.'

Jackie Hanson is halfway through The Director programme. 'One of the benefits for me has been exposure to more creative and different ways of thinking,' she says. 'There is a huge level of challenge, coupled with a high level of support. The networking across the system, and across the country, is invaluable.'

Jackie is clear that high quality leadership development is ultimately about delivering the best for patients. 'If we want good care, we have to support our staff to be the best they can be,' she says.

“We need confident,
capable leaders
at all levels”



Jackie Hanson
Director of quality and chief nurse
East Lancashire Clinical Commissioning Group

The foundations of leadership

“As junior doctors we were given very little on NHS leadership as part of our training. Leadership is something that is often thrust upon you as you move up the career ladder, so I wanted to learn more now.

We all talk about ‘patient-centred care’ but it can be just a phrase. On **The Edward Jenner programme** we heard about the learning from the Francis Inquiry into Mid Staffordshire Hospital. It made me realise that patient-centred care isn’t just about ‘solving’ the medical problem. It’s about making sure patients are truly cared for.

I am more likely now to challenge systems that don’t support patient-centred care. Are they there because we’ve always done it like that? If so, now is the time to change.”

Dr Ralph Schwiebert
Doctor in general medicine and microbiology
Leeds General Infirmary



The Edward Jenner programme

Leaders who feel supported and developed also feel more confident, so they're better equipped to deliver consistently high quality care and services. We see The Edward Jenner programme as the starting point in this process.

The programme helps participants who are new to leadership gain a fresh perspective on the delivery of services and impact they have on the patient experience – either directly or indirectly. It does this by enabling participants to build a strong foundation of leadership capability by developing the necessary knowledge and skills to be the best leader they can be.

Designed with health and care staff for everyone working in a health and care context, the programme is highly practical and patient-focused. It's a great way to understand the purpose, challenges and culture of the NHS and builds and strengthens resilience around:

- Dealing with the daily challenges of working in healthcare
- Caring for patients
- Leading services and colleagues.

Participants tell us the programme helped them better understand themselves in order to improve the quality of care or support services they deliver.

Benefits

For the individual

- Increased capability to deliver all aspects of leadership
- Greater levels of confidence and empowerment in the impact individuals can have on patient services
- Immediate application of new skills, with a fast impact on patient care
- Automatic Academy membership, connecting participants with other health and social care colleagues and fellow participants to share ideas and address challenges
- Powerful insights into:
 - The culture they work in and how they can influence it
 - Their own authority and influence and how they can use it to bring about change
 - The broader system, how their organisation relates to it and how they can have a positive impact on it.

For the organisation

- Engaged staff who bring their new skills and knowledge back to the organisation
- An immediate impact on patient experience as staff are applying their learning immediately back in the workplace.

The programme leads to an NHS Leadership Academy Award in Leadership Foundations.

Edward Jenner Advanced

People who lead frontline colleagues are the ones who create the conditions which allow everyone to do their very best work.

This part of the programme is **for participants who have completed the first two units of The Edward Jenner programme**; Launch and Foundations, and leads to an NHS Leadership Academy Award.

Where previously the programme focused on the individual as leader, Advanced looks 'up and out', with a view to getting the most out of a leader's people, and builds understanding of how both leader and team fit into the broader system.

The aim is an increased understanding of the system, more ability to have a positive impact within the system and a greater understanding of how to unlock a team's potential and performance.

The participant's own organisation is explored through a structured field visit, after which the participant uses their findings to help them make sense of what they've seen and experienced.

Benefits

For the individual

- Fresh perspectives on how to view their organisation critically
- The ability to take a whole-system view rather than a local perspective.

For the organisation

- Detailed insight from the field visit findings which offer new and better ways of doing things
- Insights into how to drive improvements in care, even in non-clinical services.

www.leadershipacademy.nhs.uk/programmes

“You can’t always wave a magic wand as a leader. At times you need to share the role and encourage others to take action”

I’ve been a nurse for 15 years, always in the emergency department. I love it. When I went to A&E as part of my nurse training, it pressed all my buttons. It was everything I hoped for as a nurse. It’s where you see immediately that you’re making a difference. In a very short time you have to make sure your patient is safer, healthier, cleaner and happier.

I want to develop and become a sister and that’s why I took The Edward Jenner programme in June 2015. It involved a series of online activities, lectures and a service improvement project.

Although I’ve always considered myself a leader (form captain in school, team leader in work), I have gained a greater understanding of the different aspects of leadership. I can now put a name to the ways in which I behave. One of the ‘lightbulb’ moments for me was that sometimes you have to be a ‘host not a hero’. You can’t always wave a magic wand as a leader. At times you need to share the role and encourage others to take action. Teaching people how to learn to solve problems is an important part of the job.

I’m naturally an adaptive leader and I’ve learnt that sometimes you need to direct too, by bringing sense and order rather than by simply being bossy.

At university they called me a sponge – I like to soak up new things. I would love to go on and do another programme. I would advise anyone thinking of doing the programme to grab the opportunity with both hands. It’s time consuming and it takes lots of preparation. If you put the time in, you’ll learn well and gain an understanding of the breadth and depth of leadership in the NHS.





Karen Shevlane
Staff nurse
Emergency department
Lister Hospital, Stevenage

Empowering aspiring leaders to champion patient care

“The Mary Seacole programme increased my confidence, self-awareness and academic skills. As a dentist with other legal and dental public health qualifications, I lacked leadership training.

The programme emphasised that as leaders, we need to provide integrated co-ordinated care with other teams and organisations. Community dentists often work outside the surgery in the community, treating patients in schools, care homes and hospitals. I learnt that when working with varied teams, good leaders consider how their decisions have an impact on patient care.

I was taught how to deal with organisational change and to encourage colleagues to do the same. I look at leadership from a wider perspective now as it is all about the patients. Without them, we are not needed.”

Dr Denise Williams
Community dentist
Barts Health NHS Trust



The Mary Seacole programme

The Mary Seacole programme is a leadership development programme which is grounded in reality and results in real workplace application. The concept of learning how to be a leader when you're in the thick of your day to day responsibilities can seem rather abstract. This programme supplies the balance between learning the theory and putting it into practice. Designed for those looking to move into their first formal leadership role, or those new to first time leadership, it empowers people to turn their success into consistent team success and to champion compassionate patient care.

The programme builds on people's resourceful nature, enabling them to convert their practical experience into excellent leadership.

The programme leads to an NHS Leadership Academy Award in Healthcare Leadership.

Benefits

For the individual

- Encouragement to look within themselves for the right leadership style, rather than comparing themselves to others
- Increased awareness of themselves and their abilities, enabling them to more clearly identify:
 - Which styles fit their strengths
 - Their emotional intelligence and how best to use it
 - How their behaviours might impact on others
- The authority, capacity and motivation to implement change
- The tools to transform emotion into an asset
- Greater self-awareness and emotional intelligence, enabling them to work with others more effectively.

For the organisation

- Better succession planning, due to having an increased number of capable leaders in the pipeline
- A wider pool of professional skills to draw on within the organisation
- Structured, evidence-based perspectives on decision-making which have a positive impact
- People with greater positive impact on organisational culture
- Leaders who have powerful strategies to achieve change
- A healthier degree of challenge throughout the organisation rather than just at a senior level.

The programme is currently being improved in line with feedback from our participants and will be relaunched early in 2016 with new features:

- More practical management skills training to empower participants in their leadership capability
- Reduced academic workload to enable participants to fit the programme into daily life
- Enhanced face-to-face elements which provide even more opportunity for participants to connect with tutors and others on the programme
- A reduction in cost to make the programme much more accessible to a wider group of first time leaders.

www.leadershipacademy.nhs.uk/programmes

The Mary Seacole programme: case study



Gerry Trillana

Senior clinical research nurse
NIHR Clinical Research Facility
for Experimental Medicine
Guy's Hospital, London

“There have been major benefits for the Trust”

My team works on clinical trials and drug development within Guy's Hospital. My manager and I agreed that The Mary Seacole programme will help us develop an integrated treatment pathway for patients taking part in oncology trials.

With clinical trials you have to be very precise on data – it has to be of an acceptable research quality. NHS nurses have to deliver experimental treatments with very different protocols. If a nurse is delivering chemotherapy to 10 patients, one of whom is on a clinical trial, their focus is on general issues such as safety rather than the extra demands of the trial, such as the precise start and stop time of the drug's delivery. There were often delays and confusion for patients and issues around training and transfer of information.

The programme offers a wide repertoire of leadership strategies. It provided me with a template and coaching to approach different situations. As a result of what I learnt, we redesigned the treatment process, delivering a much more co-ordinated service for patients, reducing delay and confusion.

There have been major benefits for the Trust. Our work contributes to good results in our annual patient oncology survey. It raises the profile of the Trust as a centre of excellence for research and attracts more funding, which benefits future patients.

The 'golden nugget' of learning for me was that I realised you don't have to be in a formal role to be in a position of leadership. Anyone can initiate and lead a process of service improvement with the right skills.

I have recommended The Mary Seacole programme to others in my organisation and two colleagues are on it right now. I am starting the next phase of my leadership journey – The Elizabeth Garrett Anderson programme – next spring.

The next step in healthcare leadership

“The Elizabeth Garrett Anderson programme was one of the best courses I’ve done. It didn’t feel like a solo enterprise. It felt like a journey that was supported by many others in similar positions. At those times when you have your head in your hands over an issue or a problem, you know you can pick up the phone to someone else. Participants were encouraged to interact and to communicate in so many different ways. The programme made me and my fellow participants believe that together, we can achieve so much more for the NHS. I am now a more resilient leader who can identify issues, see problems from different viewpoints and offer solutions to my organisation. My starting point is always: what’s right for the patient?”

Dr Shubhra Singh
Clinical consultant for older people
Bradford District Care NHS Foundation Trust
Medical lead for two CCGs in Bradford



The Elizabeth Garrett Anderson programme

For those in mid-level leadership positions, the transition into a senior role can be a challenge. This programme aims to equip new or aspiring senior leaders with the confidence to drive lasting change to improve the patient experience.

Inspired by the visionary leader Elizabeth Garrett Anderson, the programme allows cohorts of participants to develop together, draw upon one another's experiences and build bonds that span the system and serve them throughout their career.

The focus of this programme is to increase resilience to meet the demands of working in often high-pressured healthcare environments. This means staff are more engaged and patients see improved outcomes and experiences.

The programme is fully accredited, leading to a Masters in Healthcare Leadership and an NHS Leadership Academy Award in Senior Healthcare Leadership.

The design of The Elizabeth Garrett Anderson programme allows participants to bring immediate change within their workplace, helping to lead a culture of compassion that has a direct impact on the patient experience. Participants report improved resilience, greater confidence and empowerment. The programme has been designed specifically to meet the challenges we face in healthcare today and to enable change and improvement.

Benefits

For the individual

- An immediate sense of satisfaction as they apply their new skills quickly to make a difference to patients
- A sense of preparedness and confidence through high-level people management skills and world-class business acumen.

For the organisation

- Leaders who are supported to empower others with leadership aspirations, creating more potential leaders in the pipeline for better succession planning
- People who are applying their new skills immediately, bringing positive and productive change quickly
- Leaders who are more confident about challenging activities that don't add value to patient care
- People who are more likely to collaborate with partner agencies, meaning smoother delivery of care across the system.

www.leadershipacademy.nhs.uk/programmes

The Elizabeth Garrett Anderson programme: case study




Chris Dawson

Client engagement manager
NHS Dental Services – part of the
NHS Business Services Authority

“You can see the impact back in your own organisation as soon as you start the programme”

I was ready for a stretch in my career and was going to go down the MBA route when I heard about The Elizabeth Garrett Anderson programme. For the first time in my life I was attracted by an industry-specific course. It's very different to other Masters programmes and I loved the mixed vocational and academic elements.



The programme was immediately relevant to my role as it uses work-based evidence. So it's very real and you can see the impact back in your own organisation as soon as you start. It's not some distant academic approach that delivers the benefits once you've graduated, although the academic aspects are rigorous and challenging.

Coming from back office business services in the NHS, I wanted to dispel the myth that we are not leaders in patient care. Altogether across the Authority we handle a third of the NHS's budget. We are more patient-driven than ever before. As a national service we get invited to meetings with ministers and senior civil servants. I can have an impact beyond my job role if I can show that our delivery is driven by patients' needs.

One of the big takeaways from the programme for me was understanding 'what's it like to be on the receiving end of you as a leader?' Making change isn't all about changing systems, it's also about choices we make about behaviours and leadership styles.

Having finished the programme I am looking for a role in direct service delivery. I want to be accountable for a team delivering for patients. We have to invest in leadership to create the future NHS we want to see. I wouldn't dream of trying to fill someone's tooth without being qualified, so why should we expect our NHS colleagues to know how to lead unless we give them the tools?

Empowering today's leaders for tomorrow's leadership

"I finished **The Nye Bevan programme** last year. I was working for Sheffield Teaching Hospitals and by the time I graduated, I was at NHS England in a role with responsibilities for provision and analysis of data that informed commissioning of the £100bn spent by the health service.

With a background in private sector consultancy, I was beginning to question whether I wanted to continue working in the sector. The programme completely re-energised and focused me on the privilege and value of working for the NHS.

The challenge and support I got from my peers on the programme gave it a value that has lasted well beyond the graduation process. I have a genuine desire, each day, to do everything I can to improve patient care."

Chris Knight
Head of programme management office
NHS England



The Nye Bevan programme

Aimed at developing the best executive leaders, The Nye Bevan programme has been shown to increase individuals' progression into executive roles. It helps them perform better at board level, and therefore supports boards to meet short-term operational challenges while driving long-term change.

Designed with national and international experts in health and organisational performance, this unique one-year programme offers support and learning to build personal resilience, confidence and capability.

Participants submit evidence to each other, practising the kind of behaviours that differentiate executive performance at board level, holding their peers to account for their impact as leaders, and making pass or fail decisions on each other's work.

The programme reflects and explores the level of working needed at board level to promote safe, high-performing, and continuously improving organisations. It fosters the leadership skills essential to enabling the kind of radical service redesign our health service needs.

Benefits

For the individual

- The skills, knowledge, attitudes and behaviours to enable them to succeed and operate effectively at executive and board level
- The ability to collaborate with colleagues and peers to solve difficult problems and build system-wide support networks
- A safe environment in which to tackle situation-relevant learning
- Increased critical awareness of their approach to leadership
- A greater ability to influence local and national policies.

For the organisation

- A programme designed with the NHS and input from national and international experts in health and organisational performance, with a focus on the quality of providers
- Leaders who perform better at board level and can be accelerated into critical executive roles
- A ripple effect of better leadership across the organisation, resulting in higher quality patient care and greater levels of staff engagement
- Improved recruitment, retention and productivity, reducing costs of interim support and vacancies at executive levels.

The programme leads to an NHS Leadership Academy Award in Executive Healthcare Leadership.

www.leadershipacademy.nhs.uk/programmes

The Nye Bevan programme: case study

I held a variety of roles in the NHS, but after being made redundant from my role in the Department of Health I temporarily moved into a smaller team. To some extent I had resigned myself to thinking that my leadership career was as good as it was going to get. Fortunately I was invited onto The Ready Now programme in 2014 where I was supported to take up a place on The Nye Bevan programme.

I completed the programme in spring 2015 – a tough but rewarding experience. Part of the programme involved working through scenarios, based on real life situations, for example making decisions about a hospital closure or restructure of services. Participants took on different roles such as presenting at public meetings, tackling interviews with journalists or meeting MPs and patient representatives.

Through the programme I developed personal resilience and realised that I can make decisions under pressure. I was reminded that when it comes to leading in the NHS, it's not about 'them and us' or working in silos. It's about understanding the whole picture and ensuring equal relationships across the whole system to get the best results. We've got to work collaboratively and maintain our focus on patient outcomes.

The programme also gave me a global perspective through the work with representatives from KPMG and Harvard. We had the opportunity to step back from our own organisations and discuss what was happening in a global context.

Since completing the programme I have taken up a place on the Action Learning Set Facilitator training programme, working with NHS Graduate Management trainees. This is proving to be a fantastic experience and I'm excited to be able to give something back to the potential future leaders of the NHS by supporting the new cohort of graduates.



“We’ve got to work collaboratively and maintain our focus on patient outcomes”

Shahana Ramsden
Senior co-production lead
NHS England



Making a difference at the highest level

“After 20 years in NHS finance I wanted to step up and gain the tools to be able to provide leadership to the local health system, as well as to my organisation.

I’ve learnt so much on **The Director programme**, for example on how to make time to stand back and think more constructively. Before I was just busy ‘doing the doing’.

I’ve learnt that you can’t change who you are, but you can learn to adapt and to take different skills into different situations.

To anyone thinking of going on this programme I would say it’s absolutely worth it. Go with an open mind and you will get enormous benefit out of it. I am now encouraging my team to go on it too.”

Debbie Newton
Chief operating and finance officer
Hambleton, Richmondshire and Whitby
Clinical Commissioning Group



The Director programme

The Director programme already has a track record of facilitating a steady flow of brilliant leaders who recognise the programme as core to their ongoing professional development.

Aimed at all executive directors, and those in equivalent roles, who are seeking further role development and support, the programme assumes an existing level of complex leadership skills. It is designed for people who need to be stretched and challenged and are open to thinking very differently about their leadership role.

The NHS faces a significant top leadership challenge, reinforced by Sir Stuart Rose's Review, which said that a key answer is to support and develop better leadership.

For this to happen, investment is essential. Powerful leadership development will create a strong pipeline of much-needed outstanding candidates. This means we need to support and stretch directors who are currently in post, and prepare aspiring CEOs.

The Director programme is playing a significant role in this process. Over the next few years, as we look to fill the most challenging and critical roles in the NHS, our aim is to unlock the talents of exceptional directors, especially those from diverse backgrounds, who are able and willing to rise to the challenge of providing the level of NHS leadership our communities deserve.

We want this programme to make our leadership community feel supported, cared for, respected, valued and, above all, stretched in ways they had never imagined possible.

It is focused on developing the capacity to adapt, enhance and broaden leadership styles and behaviours. It also represents an opportunity to work in partnership with other leaders and parts of the system to make leadership in health more inclusive and representative of the communities it serves.

Benefits

For the individual

- Greater knowledge and awareness of their own leadership abilities
- An understanding of which changes in style or behaviour would enhance their leadership, empathy and interpersonal skills to increase personal impact and presence
- More capacity to adapt to the numerous challenges that present themselves during daily life in the NHS
- An enhanced and broader set of leadership styles and behaviours.

For the organisation

- A stronger pool of candidates ready to take on demanding senior roles, helping to make the NHS more sustainable and well-led
- Higher levels of staff engagement, translating into better patient care.

www.leadershipacademy.nhs.uk/programmes

“The options get narrower the further up the career ladder you go”

I am the only director of nursing in the Central Midlands Region with a job spanning two CCGs. I've been in this role for three years and was thinking – what next?

I'm someone who needs a challenge. I started as a nurse in 1980 when there weren't many men in the profession. I went on to qualify as a midwife, which was highly unusual in those days. I've also held various start-up roles and have worked for national regulators.

I wanted an in-depth development opportunity. The options get narrower the further up the career ladder you go. It's like trying to find a Christmas present for your long-term partner – what's going to be genuinely different this year?

I started The Director programme in October 2015. My early impressions were fantastic. It's a demanding group of 40 leaders – a group where potentially everyone wants to lead and people are not necessarily good at working in a team. It's a well-constructed programme as it puts participants into smaller groups to work together and develop a deep understanding of one another.

This role is not about professional experience. It's about leadership behaviours, approaches and relationships, and using these to improve the health system. On the programme we get to hold a mirror up to ourselves and look at our impact on others.

I work with a variety of people – colleagues, the public, GPs, clinicians, and lay and professional members of the board. I now have greater self-awareness of how I can choose to behave in different settings and the personal impact I can have on others. With good preparation, I can now have maximum impact on decisions affecting our services across the area.

The challenge for me now is to share the learning and awareness with the people I work with every day, so we can all improve our local health system.



Peter Boylan
Director of nursing and quality
Nene and Corby CCGs

Our philosophy

Our philosophy is simple – great leadership development means a more engaged workforce and better patient experience; the prerequisites of continuously improving high-quality care. We offer a wide range of resources to support people and organisations to develop their leadership, unlock innovation and capabilities and fulfil their potential.

Our professional leadership programmes

Our programmes are developed and designed with and for healthcare leaders with the full support of patient representatives and groups. They aim to provide leaders with powerful skills, knowledge, attitudes and behaviours, engaging staff to provide better care for patients. They operate at every level of leadership so that at any point in a leader's career, there's an appropriate national offer.

Since their launch in 2012/13, these programmes have attracted huge acclaim. Many participants are eager to continue their development and share their learning with others to deliver a step change in their organisation, the health service and across the system.

Up to the end of March this year, a total of 35,156 colleagues had registered on one of our programmes.

Inclusion and diversity

As well as our expertise in developing programmes and offers for the broader community, we offer some specific programmes to support people from under-represented groups.

Stepping Up and Ready Now

Stepping Up and Ready Now are powerful positive action programmes which help leaders and senior leaders from a black and minority ethnic (BME) background realise their potential. They draw on our experience and expertise and the contributions of global inclusion experts. They're contributing to a more inclusive leadership culture that better represents the demographic of our country and showcases the breadth of BME talent.

The Academy's commitment to a more inclusive workplace and a more representative leadership community is not confined to these positive action programmes. Inclusion and diversity run as core strands through all our programmes. Our aim is to support every leader to recognise inclusion as a key leadership responsibility and to develop in every leader the skills to deliver it.

For more information, visit www.leadershipacademy.nhs.uk/programmes

More detail on our leadership programmes

	EJ	EJA	MS	EGA	NB	DP
Who for	Everyone interested in healthcare leadership	People taking the next steps	In or soon to be in their first leadership role	In or soon to be in a senior leadership role	Aspiring executive directors	Experienced executive directors
Application	Online	Online	Online	Online and assessment	Online and assessment	Online and assessment
Where	Online	Online and in your region	Online and in your region	Online and face-to-face in Leeds	Online and face-to-face in Leeds	Online and face-to-face in Leeds
Commitment	6 weeks	3 months	6 months	24 months	12 months	12 months
Hours	5 hours a week	3 one-day workshops	5 hours a week and 3 one-day workshops	12 to 15 hours a week with 3 residential	18 days on residential or learning sets	7 days on residential, 4 days impact groups and coaching sessions
Subsidised cost to NHS	Free	£350	£995	£6,000	£7,000	£4,500
Award	NHS Leadership Academy Award in:					
	Leadership Foundations 1	Leadership Foundations 2	Healthcare Leadership	Senior Healthcare Leadership and an MSc in Healthcare Leadership	Executive Healthcare Leadership	—
Intake	Open access	Open access	3 intakes per year on open programme. Local offers available	3 intakes per year (spring, autumn, winter)	2 intakes per year (spring, autumn)	2 intakes per year (spring, autumn)

EJ Edward Jenner

EJA Edward Jenner Advanced

MS Mary Seacole

EGA Elizabeth Garrett Anderson

NB Nye Bevan

DP The Director programme

For more information, visit
www.leadershipacademy.nhs.uk

What else do we offer?

Healthcare Leadership Model

The Healthcare Leadership Model has been researched and developed to help individuals at all levels and across all professions become better leaders in their day-to-day role. Participants don't have to be in a clinical or service setting to use it. And it doesn't matter whether they work in teams of five or are responsible for 5,000; they can benefit by discovering and exploring their own leadership behaviours.

The Healthcare Leadership Model is made up of nine leadership dimensions. It describes the things you can see leaders doing at work, and is organised in a way that helps everyone see how they can develop as a leader. It applies equally to the whole variety of roles and care settings that exist within health and care.

- 15,655 people are accessing self-assessments
- 15,812 people are accessing the 360 degree feedback tool.

Talent management

We have been working together with our local delivery partners (LDPs) to develop a suite of talent management resources to support effective talent management processes which enable all our valuable NHS employees' potential to be maximised.

- 15,394 people have accessed our talent management resources and case studies via our online NHS Talent Management Hub
- 4,892 participants are undertaking the Talent Management E-Learning programme modules on effective conversation training.

Organisational development

We work locally, regionally and nationally to develop organisational development (OD) capability and capacity to enable people to transform systems. Working in partnership with NHS Employers, DoOD is the NHS expert resource on OD and offers a wealth of resources, tools, conferences and workshops including:

- Doing OD in the NHS (an anthology of OD resources created by and for NHS OD practitioners)
- A national Virtual Mentoring programme to help OD practitioners build confidence and competence
- Culture change tools including a DoOD smartphone app launched to support access and networking.

We were also awarded the European OD Network Award for 'Community Building'.

NHS Executive Search

Established at the start of 2012, NHS Executive Search provides a comprehensive, high calibre board executive search service for NHS organisations.

It is entirely self-funding and receives consistently positive feedback:

- To date the team has completed over 70 projects, saving the NHS around £1m in executive search fees
- It is also currently engaged in development for aspiring nurse directors through the Trust Development Authority (TDA).

Local Delivery Partners

The Academy works with and through 10 Local Delivery Partners (LDPs) who provide the critical connection between our work and NHS leaders. Local academies work through a number of different governance structures, reflecting their history and connections across their localities. They all deliver a service for the Academy which represents local delivery of national priorities including:

- NHS Graduate Management Training Scheme
- The Healthcare Leadership Model
- Talent management
- Organisational development.

Commissioned work

- Board/executive team development and executive coaching
- CCG development, including Future Clinical Commissioning Leaders, Lay Member Training, and Chief Clinical Officers Network
- Aspirant Directors of Nursing (TDA)
- NHS England – Accelerate, Pioneers, North Regional Leadership Group
- New Chief Executives (with TDA and Monitor)
- Development support for:
 - The NHS Innovation Accelerator fellows: a fellowship programme which aims to create the conditions and cultural change necessary for proven innovations to be adopted faster and more systematically through the NHS
 - Q fellows: An initiative which aims to make it easier for people with expertise in improvement to share ideas, enhance their skills and make changes that bring tangible improvements in health and care.

Online learning

- 75,414 users
- Social learning platform
- Share best practice
- 1,000 leadership stories shared and NHS Leadership Academy award-winning case studies showcasing leadership development impact from across the system/globe
- Participants from across the public sector, patients and internationals.

Graduate Management Training Scheme

The Graduate Management Training Scheme enables future leaders to develop the skills and confidence to lead the NHS through its transformation into an ever more efficient, successful and professional health care service.

It provides mentoring, support and first class training from some of the most brilliant minds in and outside the NHS.

Our facilities

Our modern premises are five minutes from Leeds City Station in the heart of the city centre. Contemporary and well-equipped yet welcoming and comfortable, they provide an ideal setting in which to get the most from your learning.

Our venue is also ideal for conferences, seminars and meetings, with spaces of a range of sizes available.

For more information about any of these areas, please contact the Academy on 0113 322 5699, email enquiries@leadershipacademy.nhs.uk or visit www.leadershipacademy.nhs.uk

Supporting leaders at all levels

We already have one of the most admired health systems in the world, and this is testament to the skill and dedication of all those working across health and care in the UK. Equally, it's testament to those at all levels charged with inspiring, supporting, directing and leading them.

Our NHS cannot rest though. New systems of care, innovations in treatment, pressures of an aging population and constrained budgets will be felt in every corner of the service. And where these pressures are felt good leaders will encourage and empower their teams to rise to the challenge.

Our programmes support leaders at all levels to improve services today while building the NHS of tomorrow.

The vast majority of our participants have made a significant contribution to healthcare. They have developed the skills, knowledge, attitudes and behaviours to inspire others. They've shown the passion to improve their services and develop their teams. They've found the courage to change their organisations and build more collaborative services beyond traditional boundaries.

Most importantly, they've had life-changing consequences for patients, carers and service users. This is happening now, across the health system and it is powerful and enduring.

Investment in leadership development results in better, safer, higher quality patient care; more collaboration across the system; higher levels of engagement; and greater efficiency and productivity.

We hope you've enjoyed reading some of the accounts of the changes our programmes have helped bring about. If you want to know more about the Academy and how we work with leaders across the healthcare system, then visit us at:

www.leadershipacademy.nhs.uk
[@NHSLeadership](https://twitter.com/NHSLeadership)

Thank you.



Chris Lake
Head of professional development
NHS Leadership Academy



“Our programmes support leaders at all levels to improve services today while building the NHS of tomorrow”

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