

The Frontline programme

Line manager's guide



Further support

There is a dedicated team to answer any queries you or your team may have about the programme.

Email

frontline@haygroup.com
or call **0207 856 7132**

Find out more

Visit the NHS Leadership Academy website
leadershipacademy.nhs.uk/frontline

If your nurses and midwives love what they do, why stop there?

We know how dedicated our nurses and midwives are. Because they love what they do with a passion. Because sometimes, they want to do more. Because they care.

Whether they're working in people's homes, nursing homes, out in the community, or on the wards, the NHS Leadership Academy's Frontline nursing and midwifery programme can help them do the job that they love, even better, and have an even greater influence on the way care is delivered. They'll learn to reflect on their strengths, their role and their ability to do what they came in to the profession to do - make a difference to people's lives. And that's where you come in – you can help us find the perfect participants.

Who should I encourage to apply?

Anyone on your team who loves what they do. The NHS Leadership Academy's Frontline programme is aimed at nurses and midwives from any part of the health care sector and grade. They may not be an aspiring leader or manage a team, but they're working as part of a team delivering care. They will have the potential to help create an environment where there is more compassion for patients/service users, more trust in the people around them, and more pride and enjoyment in their day-to-day work.

What is the Frontline programme?

The Frontline programme is a six month leadership development programme, exclusively for nurses and midwives, that

results in a NHS Leadership Academy Award in Healthcare Leadership.

The programme is suitable for your nurses and midwives who are interested in becoming even better in their role, and want to undertake a development programme to support them in enhancing the quality of the care they and their colleagues deliver.

The programme is not limited to any particular grade, but it is likely that the majority of the participants will be bands 5, 6 and 7. The programme is not limited to those directly employed by NHS organisations, as those working in NHS-funded organisations are also eligible to apply. No prior qualification is required.

A significant amount of the content is provided online. However, all applicants will take part in a half day induction workshop followed by two workshops lasting two days. There will be around 5-8 hours online interactive study to do before each of the workshops. The workshop session will be run by a tutor who will help them understand how they can release their inner leader to be the nurse or midwife they want to be, to do their best for patients and service users. Participants must attend all face to face workshop sessions.

There is no formal assessment process at the end of the programme other than an exercise in which people can demonstrate what they have learnt through the process.



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For those working in the NHS, organisations funded by the NHS or providers of NHS care, it is fully-funded by the NHS as part of its commitment to investing in future leaders.

How is the content structured?

Your nurses and midwives will complete five learning modules through online and workshop learning to help them release the leader in them to be the nurse or midwife they want to be.

Learning content includes:

- Module one looks at “what I am like right now” - giving a deep understanding of how others see me, identifying my varied skills and attributes, identifying areas for development, helping me to think differently and understanding the nature of leadership.
- Module two identifies “the world I work in” - understanding environments, systems and what shapes culture and more importantly how we as nurses and midwives can influence this.
- Module three examines “being me in the world” – bringing together the learning from modules one and two to understand the skills I need to be even more effective, how others perceive me and how I can increase my ability to influence, address conflict constructively, give and receive feedback and stay resilient.
- Module four explores “influencing the future” - connecting with others to release the collective power of nurses and midwives, adopting a political mindset, understanding how we empower patients and being entrepreneurial.
- Module five is about “continuing the journey” - knowing what my journey has been, where I’m going next and how I’ll know when I get there, supporting me in developing a PDP and enabling me to demonstrate that I have learnt how to learn and will be able to do this for the rest of my life.

Why should I be a Frontline supporter?

If a member of your team is interested in becoming better in their role, and wants to undertake a development programme to support them in enhancing the quality of the care they and their colleagues deliver, then the Frontline programme could be suitable as a way to reward and develop them. This will help you, as their line manager, invest in your team and the future of the NHS.

If you have been having one to one meetings, appraisals or development reviews with members of your team and you believe that they have potential to develop further, then this is an easy way to support their development.

For the right person, this is an opportunity that you can provide them which will incentivise them to become better healthcare professionals.

At the same time, you will receive payback as they will grow and develop, feel more motivated, and help you to improve the performance of your own team.

What levels of commitment are we talking about?

The first commitment is now – ask yourself who are those team members who would benefit most from this? Who are the talented team members you have who can help the NHS even more? Identifying them and encouraging them to apply will result in the NHS supporting the talent that it already has available.

Once on the programme, the commitment from you is to be a supportive manager, recognising that your team member may wish to talk to you about their learning and development experience and you should check in with them about how they are getting on. In your discussions with your team member, you should be asking them about their progress, what support they may need from you, and give any advice or feedback on how you are seeing the impact of their learning experiences.



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Your team member will require some days away from work, spread across the six-month period. Participants are required to attend a half day induction and two workshop sessions taking two days. This is to attend a group meeting with other participants undertaking the programme. These are held in your local region. Your team member will also be studying outside of work on a regular basis, so the more support you can provide then the more likely it is that they will be successful.

You should commit to celebrating their success. This may challenge them and when they succeed they will be very proud to be part of a major change in the NHS. You will undoubtedly be very proud of them too!

You and your team member will be expected to sign a set of terms and conditions on accepting a place on the programme. These can be found on the NHS Leadership Academy website: www.leadershipacademy.nhs.uk

Who pays for the programme?

The programme is fully-funded by the NHS Leadership Academy as part of the NHS commitment to professionalising leadership. However, once on the programme, should the team member withdraw from the programme because they are no longer interested in completing it, the NHS Leadership Academy will discuss this with your employer and potentially seek a financial repayment for the cost of the programme. Unavoidable reasons for withdrawing may be accepted and no repayment will be required.

What is the application process?

The process should form part of a talent conversation and prospective applicants and line managers should inform your HR or OD departments of an intention to apply.

Applications are open from 5th February 2014 and places will be allocated on a first come, first served basis. Recruitment will be ongoing.

Applications can be made at www.leadershipacademy.nhs.uk

How can I develop as a line manager?

There is a range of development programmes provided by the NHS Leadership Academy for leaders at all levels. If you have the ambition to progress and have a greater impact on compassionate care then you may want to consider the Mary Seacole programme – Leading Care I, Elizabeth Garrett Anderson programme – Leading Care II or the Nye Bevan programme – Leading Care III.

