

Building Leadership For Inclusion (BLFI)

Pilot Sites Factsheet

BLFI aims to fundamentally shift and transform the ways in which we work to develop truly inclusive NHS leadership, organisations, health and care systems.

Building Leadership For Inclusion (BLFI), is a new and ambitious programme of work that will inform our future ten-year strategy, led by the NHS Leadership Academy. Its purpose is to update and inform leadership development, thinking and practice, to progress the work of inclusive leadership development for individuals, organisations and systems working within and across NHS-funded health and care. BLFI is a key part of the [Developing People - Improving Care Framework \(DP-IC\)](#) and will now be implemented through the [NHS Long Term Plan](#). Its aim is to transform cultures through leadership, so that they become truly inclusive, ensuring that all staff are listened to, understood and supported - and that leaders at every level of the health and care system truly reflect the talents and diversity of people working within it, and the communities they serve.

BLFI Pilot Sites - Developing truly Inclusive NHS Leadership Organisations, Health and Care Systems



Fig 1: BLFI Pilot Sites

BLFI Pilot Sites have been selected to work collaboratively with the NHS Leadership Academy, their Inclusion facilitators and academic partner, the University of the West of England, on the BLFI programme of work.

Through Action Research, they will develop leaders and systems that are equipped to achieve and leave an ever increasing and sustainable legacy of inclusion. In addition, pilot sites will work with the NHS Leadership Academy to test out inclusive leadership development interventions that equip NHS leaders with the knowledge, mindsets, insights, behaviours and skills that are needed to challenge and change the current climate of inequality, exclusion and discrimination towards truly inclusive health and care systems.

How have BLFI Pilot Sites been selected?

Pilot sites have been selected on criteria developed by the NHS Leadership Academy and agreed a set of criteria that included the following:

1. A **commitment** to developing sustainable inclusive leadership evidenced by recent developments and changes that have taken place.
2. A **demonstrable commitment** to work with the BLFI team and expert facilitators to identify barriers, interventions and approaches that will develop a sustainable approach to inclusive leadership.

3. A **commitment** from the organisation/system (CEO, Board/CAO and Governing Body) to become a collaborative partner in Action Research with the NHS Leadership Academy. The focus of the research being inclusive leadership and leadership development.
4. A **demonstrable and clear vision** for inclusion within the organisation or partnership.

The NHS Leadership Academy was keen to ensure that there was a blend of organisations (Acute, Community, Mental Health, Sustainability and Transformation Partnerships (STP), Integrated Care Systems (ICS) and large health and care systems working within an STP footprint) represented in the pilot sites, including representatives from across the regions. Following nominations from organisations, six pilot sites have been appointed.

How will BLFI work with Pilot Sites?

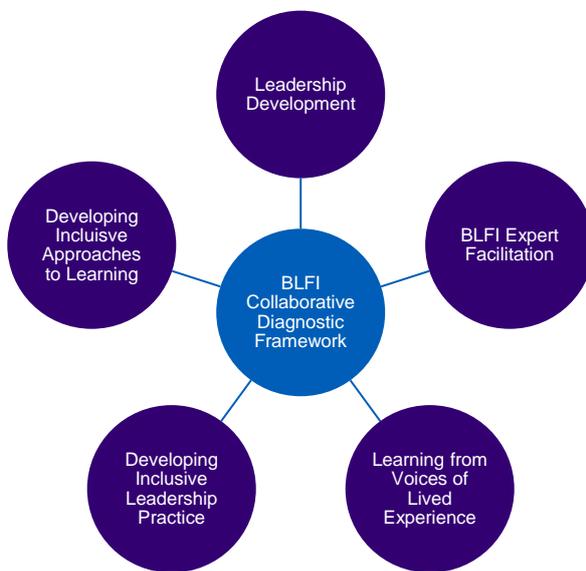


Fig 2: Elements underpinning Pilot Site work

These six elements will underpin the work that is done in each of the pilot sites. BLFI is a key component of the work on inclusion being undertaken within the NHS Leadership Academy across England.

Expert facilitators will undertake a collaborative diagnostic which will identify key areas for the work in each pilot site. BLFI recognises that each site, and system it operates in, are unique and a core objective will be to ensure that the specific challenges facing leadership teams are incorporated into each package of support. Our expert BLFI facilitators will enable local co-creation, working on the organisational and/or system identified inclusion challenges, developing leadership mindsets and behaviours that will enable leaders to address those

challenges at a deeper, more strategic level and ensure sustainable and lasting change.

What are the expected outcomes of the Pilot Sites?

The expectations of pilot sites include that they will:

- Raise their level of **ambition** on inclusion*, by developing and implementing local inclusive interventions throughout their organisation and/or health and care system.
- Quicken the **pace of change** towards inclusion within their organisation or system.
- Ensure, over time, that **leadership** at all levels **is equipped to achieve and leave** an ever increasing and **sustainable legacy of inclusion***.
- Share learning with the system in the form of a case study or presentation.
- Embed the learning into existing leadership development and Organisational Development (OD) offers/interventions.

* *The Academy's strategic aims for Inclusion*

Progress to Date

- Based on evidence and learning gathered from Pilot Sites, a new Inclusive Leadership Development and Board Offer has been designed and will be piloted in 2019.

For more information, please get in contact via email blfi@leadershipacademy.nhs.uk