

Spring / Summer 2022



Right people, right leaders,  
right support.

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# About the NHS Leadership Academy

The NHS Leadership Academy is part of the NHS People Directorate within NHS England and NHS Improvement. The NHS Leadership Academy aims to help everyone in the NHS discover their full leadership potential and achieve the highest standards in health and care.

After the most challenging time the NHS has ever faced, we know that leadership has been, and continues to be, critical to supporting our staff, patients and service users. In order to support our leaders in the next phase of recovery and beyond, we in the People Directorate are focused on delivering our People Plan commitments:

- Looking after our people
- Belonging in the NHS
- New ways of working and delivering care
- Growing for the future.

In the NHS People Plan, we set out a key ambition – to have more people, working differently in a compassionate and inclusive culture. This ambition is at the forefront of all our work of all the NHS Leadership Academy's offers and programmes.

## How to utilise us for your workforce

Our People Promise challenges us all to make the NHS a better place to work. Its themes and words come from colleagues who work in the NHS, who have told us what would improve their working experience. 'Our Leadership Way' supports and enables the delivery of our People Promise and underpins all our offers and programmes.

We at the NHS Leadership Academy will provide your organisation with support, interventions, programmes, education and learning which enable leaders to lead in all of these ways.

Find out more around how we can support your organisation by visiting [www.leadershipacademy.nhs.uk/organisational-resources](http://www.leadershipacademy.nhs.uk/organisational-resources)



# Build diverse talent supply

Workforce supply remains the greatest challenge the NHS has faced. The global pandemic has raised the profile across society on the value of our brilliant NHS colleagues and inspired the highest registration of nurses in degree programmes in history.

The impact of the pandemic has also meant that many colleagues are considering leaving our NHS too. We know that beyond attracting and recruiting new talent we also need to support you to retain talent and to diversify our workforce, so our leaders are more representative of the communities we serve and in a better position to respond to the elective recovery challenge, tackle health inequalities and to build the new NHS.

## Talent management

Talent Management (TM) represents organisations' efforts to attract, develop and retain skilled and valuable employees. Its goal is to have people with the capabilities, commitment and behaviours needed for current and future organisational success.

This means making sure we have:

The key element to any successful TM approach in maximising an individual's potential is when managers and staff are able to have open and constructive conversations around their staff potential; where they are now, where they want to be, and how to be supported to get there.

[www.leadershipacademy.nhs.uk/resources/talent-managementhub/conversation](http://www.leadershipacademy.nhs.uk/resources/talent-managementhub/conversation)

## Senior Leadership Onboarding

Leading an NHS organisation can be challenging and pressured at any time. There is support available to you and your staff with specific resources for senior leaders. Your existing peer and regional networks can also be a great support. We have specifically tailored resources to help new senior executives, Chairs and NEDs, particularly those new in post, to support the first six months in role and beyond.

[senioronboarding.leadershipacademy.nhs.uk](http://senioronboarding.leadershipacademy.nhs.uk)

## Leading for system change

Delivered via our regional leadership academies we offer, practical, place-based support for integrated care systems (ICS), to build collaborative systemwide leadership thinking and practice, supporting pan-sector teams working across organisational boundaries on complex issues relating to ICS strategic priorities. Made for integrated care systems looking to create momentum in development of system thinking across cross sector and organisational teams.

[www.leadershipacademy.nhs.uk/leading-for-system-change](http://www.leadershipacademy.nhs.uk/leading-for-system-change)

## Graduate Management Training Scheme

The Graduate Management Training Scheme offers the opportunity to develop into a future leader in one of our specialisms including management, human resources, finance, policy and data analytics. Our trainees work in a range of organisations and types of services. Team members could be improving patient care in a busy hospital department or developing better ways of using data to improve key services as part of an office-based team. They will face challenges and enjoy success on a scheme where no two days are the same. This could be the start of an amazing journey.

[graduates.nhs.uk](https://graduates.nhs.uk)

*"In the North East alone, 95% of trainees were successful in securing a job within health and social care."*

## Executive Director Pathway (EDP)

The Executive Director Pathway (EDP) is for those who demonstrate high potential and the interest to become an executive director or join an NHS Provider Trust Board within the next 12–24 months.

[www.leadershipacademy.nhs.uk/executive-director-pathway-2/executive-director-pathway-eligibility](https://www.leadershipacademy.nhs.uk/executive-director-pathway-2/executive-director-pathway-eligibility)

## Career conversations

The talent management toolkit has been designed in collaboration with NHS stakeholders including organisational talent management leads and Regional Leadership Academies. It's designed to support organisations to develop and embed inclusive, sustainable approaches to talent management for staff at all levels. The resources aim to provide organisations with a starting point, or to complement the tools you have in place if your organisation's talent journey is already underway. They are all available to download and edit so that you can adapt them to suit your requirements.

[www.leadershipacademy.nhs.uk/resources/talent-managementhub/talent-management-toolkit-home-page](https://www.leadershipacademy.nhs.uk/resources/talent-managementhub/talent-management-toolkit-home-page)

There was an improvement from 2020 for staff on lower bands having a **career conversation**.

**Band 2** improved from **22%** to **50%**

**Band 3** improved from **47%** to **56%**

**Band 4** improved from **54%** to **64%**

(Results from our 2021 Leadership Survey)

# Elective recovery and transformation

We appreciate the enormous pressure which systems are currently under, and many employers are making amazing progress to support patients and clear waiting lists, while also preparing for the new NHS Integrated Care Systems.

At the NHS Leadership Academy there are a number of offers that could help your workforce now to continue to develop themselves and teams to enable inclusive and compassionate cultures to deliver the best possible health and care.

## Regional Academies

We link up with local and national partners, bringing hundreds of years of leadership knowledge and experience together – on your doorstep. Our Regional NHS Leadership Academies are here to support you to navigate the national and regional leadership offers to guide your team members career development. We have long-standing and close relationships with the organisations and systems in our region and have strong knowledge of the local landscapes.

[www.leadershipacademy.nhs.uk/regional-academies](http://www.leadershipacademy.nhs.uk/regional-academies)

*“The workshop will definitely assist in my role as service manager to build relationships with CCGs colleagues and Business Units.”*

**Relationships and Connectivity Workshop participant,  
Regional Leadership Academy.**

## Integrated care board and Integrated care systems

Integrated care systems (ICs) are geographically based partnerships that bring together providers and commissioners of NHS services with local authorities and other local partners to plan, co-ordinate and commission health and care services. They are part of a fundamental shift in the way the health and care system is organised – away from competition and organisational autonomy and towards collaboration, with health and care organisations working together to integrate services and improve population health.

The Leadership Academy core framework offer of ICB-ICP Board development and systems OD is adaptable for all levels of ICS subsidiarity.

Our regional leadership academies work closely with teams to make tailored offers for integrated care systems.

[Find out more about integrated care offers from your Regional Leadership Academy](#)

*“The way the team have managed to develop a multi-layered framework is very helpfully backed up with meaningful assessment components. It is simple to understand and easy to remember and the way in which it is then deployed has a real sense of meaning.”*

**Attendee (CCG chief operating officer).**

# Compassionate inclusive cultures

The NHS People Plan, sets out a key ambition – to have more people, working differently in a compassionate and inclusive culture. Preparing and investing in your teams through a range of leadership development interventions can help to retain talent, build motivation, improve team cohesiveness and develop the organisational cultures where people can thrive and deliver exceptional health and care.

## Flagship Leadership Development Programmes

The NHS leadership Academy provides support, interventions, programmes, education and learning which enable leaders to lead at any stage of their career.

The Edward Jenner programme is our early career foundational leadership development programme. It is free to anyone in health and care who aspires to improve their teamwork and leadership skills.

We have a range of leadership development programmes for all levels of career needs, some of which can be delivered locally.

[www.leadershipacademy.nhs.uk/programmes](http://www.leadershipacademy.nhs.uk/programmes)

*"It made me more equipped to look for solutions differently, that were not readily available. As a result, I have been able to work more with health and care systems to improve services for people and communities...the course has supported me in that role."*

**Participant, Rosalind Franklin.**

## Chief Executive Development Network

The Chief Executive Development Network (CEDN) has been designed to support chief executives with accountable officer responsibilities across health and care, with their development and ensure they are the best they can be in these challenging roles, both for themselves and for patient care.

[www.leadershipacademy.nhs.uk/chief-exec-development](http://www.leadershipacademy.nhs.uk/chief-exec-development)

## Apprenticeships

Our apprenticeships are an exciting option because they provide the balance between learning the theory and putting it into practice, empowering team members to turn their success into consistent team success and to champion compassionate care and support. They are suitable for those who are just starting out, upskilling, or looking for a career change or promotion. They give participants the unique opportunity to be in a job where you learn, gain experience, get paid and make a difference to the people we serve. The use of your apprenticeship levy may also provide much needed cost controls.

[www.leadershipacademy.nhs.uk/apprenticeships](http://www.leadershipacademy.nhs.uk/apprenticeships)

## #ProjectM

#ProjectM is a place and space for team leaders and managers to connect, share and learn together. Through participant feedback, contributions and emerging themes we will be releasing new content led by team members, for team members.

Since its launch in November 2020 this **free** resource has been accessed over 62,000 times by over 32,000 unique users.

[learninghub.leadershipacademy.nhs.uk/projectm](https://learninghub.leadershipacademy.nhs.uk/projectm)

## Coaching and mentoring

We offer coaching and mentoring to individuals at all leadership levels through our regional centres. Whether team members are in their first leadership role or an executive, coaching and mentoring can help them become effective and unlock their full potential.

[www.leadershipacademy.nhs.uk/coaching-and-mentoring](https://www.leadershipacademy.nhs.uk/coaching-and-mentoring)



*"Effective leaders need to have integrity, ability to delegate, effective communication skills, self-awareness, thankfulness, able to offer support to others whilst empowering them to achieve their potential by learning new skills."*

**2021 Leadership Survey respondent.**

## Keep in touch



[@NHSLeadership](https://twitter.com/NHSLeadership)



[NHS Leadership Academy](https://www.linkedin.com/company/nhs-leadership-academy)



[@NhsLeadershipAcademy](https://www.facebook.com/NhsLeadershipAcademy)



[nhsleadership](https://www.instagram.com/nhsleadership)

## Contact us



[enquiries@leadership.nhs.uk](mailto:enquiries@leadership.nhs.uk)



[leadershipacademy.nhs.uk](https://www.leadershipacademy.nhs.uk)

**Find out more around how we can support your organisation  
by visiting [www.leadershipacademy.nhs.uk/organisational-resources](https://www.leadershipacademy.nhs.uk/organisational-resources)**

This brochure can be made available in other formats on request.

The NHS Leadership Academy is a division of NHS England and NHS Improvement People Directorate.