



NHS

Leadership Academy



Annual Review

2014-15

Introduction & Executive Summary

"It actually changed my life."

It's feedback like this that gets me up in the morning, and makes what the NHS Leadership Academy does worthwhile.

2014/15 has been another tremendous year, with leadership development remaining high on the agenda right across the NHS. The 5-Year Forward View (5YFV) reinforced the major challenges the NHS faces, and the need for a powerful leadership community to rise to them. So with the need to widen and deepen leadership talent in the NHS evermore evident, the Academy's role and mission remains as relevant as ever.

It was also encouraging to retain the financial support of our programme sponsors - notably NHS England - and the national arms-length bodies.

Two reviews and reports have potentially impacted on how we work:

- ▶ NHS England's Ed Smith investigated the arrangements the NHS has to broaden and widen quality improvement, as well as the leadership development landscape

- ▶ Lord Stuart Rose drafted a report on management capacity and capability in the NHS, which also incorporates aspects of leadership development. The Secretary of State accepted the recommendation that the NHS Leadership Academy be transferred from NHS England to Health Education England, giving us a fantastic opportunity to combine our expertise with the HEE's size and reach.

So the future looks bright.

Our professional leadership programmes

Up to 31 March 2015, a total of 35,156 colleagues had registered on one of our programmes.

These continued to go from strength to strength, with:

- ▶ 279 colleagues embarking on our Nye Bevan programme for new and aspiring directors (we were delighted that Simon Stevens, Chief Executive of NHS England, was present to hand over the awards to our first cohort of Bevan graduates)
- ▶ 892 colleagues joining the Elizabeth Garrett Anderson programme, our accredited Masters programme for established managers moving into senior leadership roles



- ▶ A further 1,129 people enrolling on the Mary Seacole programme for people in their first leadership role
- ▶ A cumulative total of 23,796 colleagues commencing our Edward Jenner programme, an on-line resource for those new to leadership and exploring what it means for them, since its inception.
- ▶ Our Graduate Management Training Scheme (GMTS) is now in its 60th year!

Even more encouraging is the fact that evaluation demonstrates the real difference these programmes are making to leadership practice and - most importantly - patient care.

New approaches

As well as delivering our core service offering, it's critical to ensure that we continue to flex to meet the ever-changing needs of the NHS.

I don't believe many other organisations would have been able to deliver development at the scale, speed and quality that we have this year. Our strength in understanding NHS leadership challenges is apparent in everything we do, with improved patient care remaining at the core of our purpose. Here are some examples:

- ▶ Successfully developing and launching **Intersect**, to address the need for system-level leadership
- ▶ Developing **Frontline**, a specially-tailored leadership development programme for frontline colleagues, from a standing start in response to the Francis report: Over 5,000 frontline staff completed it, with a further 5,000 participating in our core programmes
- ▶ Preparing 35 clinical entrants and 14 private sector entrants for a fast-paced and rewarding executive-level NHS career through the **NHS Executive Fast Track Programme**: Part of a new approach to talent development and succession planning, the programme started in June 2014 to develop senior leaders who can create positive change within the NHS
- ▶ We have forged ahead with new approaches to inclusion and diversity. As well as continuing Ready Now and launching Stepping Up - both positive action programmes for under-represented groups - we've put Leadership for Inclusion as a main-string of leadership practice and at the heart of every programme we run

Core enabling work

Resources such as the Healthcare Leadership Model and 360 degree feedback continue to prove successful. For more detail, see page 7.

Talent management

Our talent management resource was expertly developed with and for those in healthcare to best use existing resource and build the capability to manage our crucial talent.

We rolled out our Talent Management toolkit to enable NHS organisations to develop succession planning strategies, as well as a bespoke consultancy to offer tailored leadership projects, development and advice to address the particular needs of our NHS clients. In addition:

- 15,394 colleagues have accessed our resources and case studies via our NHS Talent Management Hub since launch in July 2014
- 4,892 participants are undertaking the Talent Management E-Learning Programme modules on effective conversation training since launch in July 2014, with 3,720 participants in Q1 (Mar - May 15)

Leadership for Change

We continued to support the Systems Leadership - Local Vision programme - a ground-breaking collaboration between Public Health England, National Skills Academy for Social Care, NHS Leadership Academy, Virtual Staff College,

Local Government Association, the Leadership Centre, the Department of Health (DH) and local public services in places.

Our in-house NHS Executive Search division also consolidated its position as the expert in NHS board-level search and selection, moving onto a solid not-for-profit commercial footing. We continue to grow our market share, and have established a reputation as the preferred provider.

Working with our Local Delivery Partners

We couldn't have delivered anything we've mentioned without the support of our Local Delivery Partners (LDPs). Our relationships continued to develop and strengthen throughout 2014/15, and we look forward to this continuing further as we look ahead. You'll find more detail on the LDPs, as well as our wider portfolio of activities, later in this report.

The demand for talented and capable leaders in the NHS has never been higher, and the need for specific and proven leadership development continues to grow. Our ambition is to broaden our reach and find new business models and opportunities for long-term sustainability. We look forward to the year ahead with anticipation, and a renewed determination to fulfil our mission.



Jan Sobieraj - Managing Director

Professional Leadership Programmes

A key strategic aim of the Academy is the professionalisation of leadership, for which we provide a number of significant offers. All are developed and designed with and for healthcare leaders with the full support of patient representatives and groups. Their aim is simple: to provide leaders with the skills, knowledge and behaviours needed today and plan for tomorrow, engaging staff to provide better care for patients.

The programmes operate at every level of leadership so that at any point in a leader's career, there's an appropriate national offer for them to work alongside other leaders, stretching and developing their capacity to lead well.

- ▶ Edward Jenner programme: for those new to leadership, exploring what it means for them
- ▶ Mary Seacole programme: for those aspiring to their first formal leadership role
- ▶ Elizabeth Garrett Anderson programme: for those in mid-level leadership roles
- ▶ Nye Bevan programme: for those in senior leadership roles aspiring to a board level role
- ▶ **Intersect** programme: for senior leaders from across the health and care landscape whose work crosses organisational boundaries
- ▶ The Director programme: for serving executive directors

Since their launch in 2012/13, these programmes have attracted huge acclaim. 2014/15 saw the first waves of graduates from the Mary Seacole and Nye Bevan programmes celebrating their transformational journey, with many 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.

Edward Jenner

An online programme for those new to leadership, exploring what it means for them. It also acts as a preliminary learning programme for newly qualified nursing and clinical staff.

Number of participants recruited/started between 1 April 2014 to 31 March 2015:
7456

Impact of the programme/case study or testimonial

Although not externally evaluated, feedback from participants is captured through our website and regularly shared there. As well as a greater understanding of key leadership skills, participants report a greater understanding of the impact they have on others, different ways of working with conflict and challenge, and a greater focus on care.

Future plans

In 2015 we refreshed and relaunched the programme. One benefit of the delivery model of Jenner, which is entirely owned and developed in-house, is that we can continually refresh content. Building on the success of our Frontline programme, we'll offer local learning events to augment the online offer.

Mary Seacole

The Mary Seacole Programme, developed in partnership with experts from Hay Group and the Open University, is aimed towards people either in or moving towards their first formal leadership or team management position from a clinical or a non-clinical background. It's a fully accredited programme leading to a Postgraduate Certificate and an NHS Leadership Academy Award in Healthcare Leadership.

Number of participants recruited/started between 1 April 2014 to 31 March 2015:
1129

Impact of the programme:

Each participant is asked to complete their learning journey with a statement about the impact their attendance has had on patient care. Feedback on the programme is exceptional. We're also conducting an external evaluation with a summary due in 2015.

"The programme has given me a greater understanding of myself, my strengths and weaknesses and helped me identify the type of leader I want to be and the skills needed to achieve this. It has broadened my outlook, increased my knowledge base and given me the confidence to apply for new posts. I definitely would not have been able to do this if it were not for Mary Seacole."

*Debbie Harris, Ward manager
Devon Partnership NHS Trust*

Future plans

Roll out of the programme will continue in more local areas and across health economies to encourage joint learning. Graduates of the programme can also progress onto an abridged version of the Elizabeth Garrett Anderson programme to gain their MSc in Healthcare Leadership and an NHS Leadership Academy Award in Senior Healthcare Leadership.

Elizabeth Garrett Anderson

A flagship programme created by the NHS Leadership Academy in partnership with internationally renowned experts KPMG, Manchester Business School, the Health Services Management Centre at the University of Birmingham, and National Voices.

The programme prepares participants for the demands of senior leadership in the healthcare system both today and into the future.

It's fully accredited, leading to a Masters in Healthcare Leadership and an NHS Leadership Academy Award in Senior Healthcare Leadership.

Number of participants recruited/started between 1 April 2014 to 31 March 2015:
892

Impact of the programme

The programme is externally evaluated and also includes sponsor and participant evaluation.

"I want to embed what I have learned and continue to grow. I also want to use the tools and resources I have experienced throughout the programme for new projects."

Lisa Motley, Transformation Change Manager, Ipswich Hospital

Future plans

Further cohorts will take place in 2015/16. To date, this programme has been oversubscribed by around 7:1 places. In 2015 we introduced a co-payment approach to increase the capacity of the programme and make places available to a larger group of participants for cohorts starting in 2016.

"The programme has been great for me. It has inspired me to provide value-based leadership, to focus on my leadership team and their potential, and challenge activities that don't add value to patient care."

*Dianne Graham, Assistant Director
Mental Health, Rotherham, Doncaster
and South Humber NHS Trust*

Nye Bevan

The Nye Bevan programme is designed to support leaders who are ready to take a step into the most senior positions in healthcare. The programme is also highly beneficial for newly appointed directors. It's delivered by a unique consortium of international leadership experts, including Manchester Business School, the Harvard School of Public Health, the universities of Pretoria and Erasmus, the university of Birmingham Health Services Management Centre, KPMG and the patient and service user organisation National Voices.

Number of participants recruited/started between 1 April 2014 to 31 March 2015:
279

Impact of the programme/case study or testimonial

Bevan is externally evaluated and includes sponsor and participants feedback.

"A number of our clinical and managerial leaders across the Trust have benefited from the Nye Bevan leadership development programme. As an organisation we have realised the immediate impact and value delivered through their enhanced leadership skills, thought leadership and contribution to our culture, service transformation and staff engagement agenda. I see this as investment for our ongoing commitment to supporting service improvement and the future leaders of the NHS."

John Lawlor, CEO, Northumberland Tyne and Wear Foundation Trust

"There's something about the simplicity of listening that can be very powerful. The programme reminded me about why I came into the NHS and why I do the job I do."

Shahana Ramsden, Nye Bevan graduate, Cohort 6

"It's the best thing I did... it has changed my perspective."

James Freed, Nye Bevan graduate, Cohort 6

"We're creating a new breed of leaders, leaders who have got new skills, are learning new ways of solving problems, and are becoming more resilient."

Gary Belfield, Cohort and Programme Director

Future plans

As with other programmes, Bevan has been oversubscribed to date. We're introducing a co-payment approach in 2015 to increase the availability of the places to a wider group. We're also introducing a bursary scheme to support applicants from under-represented groups at senior level, supporting our inclusion aim.

Intersect

This small, innovative programme works with leaders from across the public sector to develop system leadership behaviours. Putting the citizen at the very heart of care is core to all our work and it's through enabling programmes such as **Intersect** that we aim to prepare leaders to



champion a cross sector approach. **Intersect** ran for the very first time in 2014/15, bringing people together from health, social and public services, local government and the third sector. It's designed for leaders who are already in or are close to executive roles across public services facing complex issues and changing landscapes. The success of the pilot intake and the importance placed on systems leadership in the 5YFV has led to a further round of recruitment in 2015/16.

Impact of the programme

"The programme has helped me understand "me" and "my" approach and how to turn my passion into reality."

Karl Roberts, Quality and Patient Safety Lead - North Lincolnshire and Goole NHS Foundation Trust

Inclusion and Diversity Programmes

The Academy takes its commitment to extending the diversity of leadership in health seriously. As well as our expertise in developing programmes and offers for the broader community, raising awareness of inclusion issues and continually reviewing our own practice, we offer some specific programmes to support people from under-represented groups.

We hold the principles of equality and inclusion at the heart of everything we do and all that we stand for. The NHS is a universal service and we're committed to developing a leadership community that's more representative of the groups we serve.



Stepping Up and Ready Now

These powerful positive action programmes help leaders and senior leaders from a black and minority ethnic (BME) background realise their potential. Although we still have much to learn, the programmes we offer draw on our experience and expertise and the contributions of inclusion experts internationally.

Participants will be contributing to a more inclusive leadership culture that better represents the demographic of our country and showcases the depth and breadth of BME talent across the NHS. As you'd expect, it's a truly blended learning experience, drawing on cutting edge research on the issues that influence the progression of BME leaders and affect the NHS.

Number of participants recruited/started between 1 April 2014 to 31 March 2015:

- Ready Now: 86
- Stepping Up: 48 participants (ongoing)

Impact of the programme

"It focuses on the challenges you face in the system and equips you with the skills to overcome them"

Patrick Nyarumbu, Deputy Executive Nurse and Deputy Director of Quality

Future plans

Programmes will continue to roll out in 2015. We're reviewing our inclusion and diversity strategy and will relaunch it later in 2015.



Core enabling work

To underpin and support the professional development programmes and our broader approach to leadership capacity and capability building across the NHS, we also lead nationally on some core enabling work. This draws on our own knowledge and experience of leadership, current evidence and research, commissioned research into some specific aspects of leadership, and work we do in partnership with other experts and academics.

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 has continued to gain traction since its publication in 2013 as we worked with a range of organisations to integrate the leadership behaviours articulated into their own recruitment processes, development centres, local leadership programmes and OD work.

The launch of associated online self-assessment and 360 degree feedback tools has proven incredibly successful as over 10,164 self-assessments and just under 10,500 360s have been created in 2014/15, exceeding expectations of uptake. Self-assessments are free to undertake, with 360 degree feedback costing £40. Bulk discounts are available to organisations purchasing multiple 360s at a time.

Talent Management

The Talent Management E-Learning Programme has been developed to stimulate discussion about talent management within health and social care. Designed for both managers and employees, the programme is set across three weekly modules and takes participants on a journey to understand what talent management is, the importance of the talent conversation and how to have one, as well as reflect upon and refine the conversation skills they have used in practice during this programme.

The programme enables participants to write and share their experiences of talent management and use the Academy approach in practice.



Number of participants registered between 1 April 2014 to 31 March 2015:

4,936

Impact of the programme:

The feedback and impact the programme and Academy talent management materials are having on practice is incredibly positive:

"I have used the process of Talent Management during the appraisal process as this is something fairly new to our Trust. I have seen the potential benefits this has had in individuals who often felt their hard work and commitment was going unnoticed, but have also seen how it's been a motivational jolt for others. Both these factors have resulted in a change in work behaviours and I hope to continue with the Talent Management Process in appraisals."

"I've found that giving positive feedback and noticing colleagues' strengths/ talent leads to better working relationships. It's valuable to listen to other peoples perspectives as they can differ from our own preconceived ideas."

Future plans:

Utilising participant feedback of the programme's effectiveness, the programme will now be enhanced to support managers and employees to further develop and utilise effective conversation skills.



Name of programme/resource:

HOPE European Exchange Programme

What is it?

The HOPE European Exchange Programme offers those with healthcare managerial responsibilities in the UK a unique opportunity to exchange time in our healthcare system with another EU member state for four weeks, followed by an international meeting in 2015 in Warsaw, Poland.

HOPE is open to healthcare managers or clinicians with at least three years' experience in a healthcare management role.

Number of participants recruited/started between 1 April 2014 to 31 March 2015:

There are around three to six participants from the UK each year.

Impact of the programme:

"It's a kind of 'ketosis for the mind', a constant state of activity – reflecting, learning, looking forward. The key is just being open as the learning happens all the time."

Future plans:

This year we increased the number of UK applicants and encouraged more organisations from across the NHS spectrum to host participants from other EU countries. The aim is to open up the experience to more people.



OD and Do Organisational Development (Do OD)

The NHS Leadership Academy's aim is to support leaders, OD & HRD leads and all colleagues to develop their organisations to be fit for purpose to meet the opportunities and challenges of the 5YFV and the demands of our NHS system. We also work with our ten local delivery partners to support and develop OD capability and resource across UK healthcare.

Do OD is a national network created in partnership with the NHS Leadership Academy and NHS Employers to support organisational and system-wide change in the NHS, with a particular focus on OD, HR and workforce leaders.

Impact of the programme

Over the last two years we've been delighted to create and share with OD practitioners the Do OD website, an impressive resource described as a 'treasure trove' by many within the OD community.

Along with NHS Employers and ten NHS trusts, we have used OD theory and practice to enable culture change. We used the learning from those organisations to develop the OD Culture Change Tool which sits at the heart of the Do OD app. It will prompt thinking and action by asking questions and there are pointers and resources that provide support and advice on culture change.

"It's a great app and has some great tools and resources on it."

Sarah Morgan, Director of Organisational Development, Guys and St Thomas

Future plans

Our ambition is to raise the profile of the value of organisational development (OD). We want to strengthen and develop the capacity and capability of OD practitioners and leaders to support organisational effectiveness and change at all levels of the NHS.

We want to respond to current and future challenges, from changing cultures, leading change initiatives & developing shared & integrated services. We'll do this by continuing our successful partnership with Do OD as well as working in collaboration with the 10 regional leadership teams to support regional development opportunities.

Our NHS OD community has asked that we focus on five key themes for 2015/16:

- ▶ OD capability
- ▶ Culture change
- ▶ Integration
- ▶ Systems thinking
- ▶ How we evaluate OD

This year, we'll continue to work with OD practitioners in healthcare organisations to create resources and events which support this.

Wider activity

Top Leaders programme 2014/15

This programme is open to people who have been in a director level role for two or more years. We ran four cohorts during 2014-15 which included a maximum of 40 participants.

The programme included two residentials, access to four two-hour executive coaching sessions, masterclasses and the Hay group diagnostic tool. The programme was reviewed, and as a result the revised Director Programme was launched June this year.

Number of participants recruited/started between 1 April 2014 to March 2015:

157

Frontline nursing and midwifery programme

In 2014/15 the DH commissioned us to deliver a tailored programme for nurses and midwives, addressing leadership challenges specific to this key group. The Frontline nursing and midwifery programme was sponsored by the Prime Minister and Deputy Prime Minister's Office and aimed to support nurses and midwives to build new skills, develop confidence, resilience and capability to improve the quality, safety and experience of care for patients and service users.

Over a two year period we provided

development for 10,000 nurses/midwives, meeting our target within the time given and within budget and most importantly offering exceptional learning for the participants.

Number of participants recruited/started between 1 April 2014 to 31 March 2015:

5207

Impact of the programme

A formal evaluation and impact summary will be produced later in 2015.

"As a result of Frontline I'm more confident in dealing with staff and in making sure they deliver the quality of care I want. I'm more likely to challenge bad practice and want to achieve even more for patients than before. I would recommend it to others. In fact I've already suggested that a couple of my colleagues do it and they're likely to be in the next cohort."

*Mariano Ponte, Ward manager,
Doncaster Royal Infirmary*

NHS Graduate Management Training Scheme

The aim of the NHS Graduate Management Training Scheme is to identify and recruit the top graduate talent and develop them into the next generation of healthcare leaders. Trainees undergo challenging work-based placements in NHS organisations, where they're given the opportunity to apply their academic learning in the work place. All trainees are encouraged to see their role as a future leaders in healthcare and they complete a Postgraduate Certificate in Healthcare Leadership alongside a specialist programme of academic learning (depending on their chosen specialism). There is focused development of their leadership skills and behaviours through a programme of experiential and action learning.

Number of participants recruited/started between 1 April 2014 to 31 March 2015:

98

Impact of the programme/case study or testimonial

"Do it! The scheme gives you an opportunity to be exposed to so much about what's great about the NHS and the wider 'system of care' to meet people from across the broader 'system' and understand the importance of the different relationships and roles."

Future plans

The 2015 intake of trainees will start the scheme in September 2015 and recruitment to the 2016 intake will commence in September 2015 with a new and updated recruitment website and assessment process. Work is ongoing to ensure that the trainee experience is the best it can be while on the scheme.

Action Learning Set Facilitator Programme (ALS)

The Action Learning Set (ALS) facilitator programme for the Graduate Management Training Scheme (GMTS) aims to develop a team of facilitators drawn from the NHS, growing skills from within rather than sourcing them from external consultants.

Our ALS facilitator faculty harnesses the skills of colleagues who can demonstrate not only group facilitation and non-didactic learning skills, but also bring useful perspectives from experience and day jobs.

Number of participants recruited/started between 1 April 2014 to 31 March 2015:

54 in year one.

Impact of the programme:

"As an ex-trainee I was really interested in working with the new cohorts of trainees and while I was expecting to share with them my 'wisdom' I soon learnt the skill is to facilitate them as a group. It's a powerful skill and certainly one I've been using more in my day job. I'm loving the experience of working with the trainees, watching them develop as a set, and seeing them grow as NHS Leaders. It's taken me out of my comfort zone and I'd certainly recommend this experience."

James Rimmer, Chief Financial Officer & Deputy Chief Executive Officer - NHS Southampton City Clinical Commissioning Group.

"Volunteering as an ALS facilitator is far from a selfless act. I not only benefit from learning from my peers and the development programme the Academy provides, but arguably the most important thing is the privilege of working with the grads. I'm getting to learn from some of our brightest future leaders of the NHS."

Dominique Allwood - ALS Facilitator

Future plans

Given the success of the first year, we'll be rolling this programme out again in 2015.

Local Delivery Partners

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

- ▶ The Graduate Management Training Scheme
- ▶ The Healthcare Leadership Model
- ▶ Talent management
- ▶ Organisational Development
- ▶ Coaching and mentoring
- ▶ Professional Development Programme

In addition, each LDP will have its own portfolio of work funded through local HEE monies, local membership contributions or other sources. This is led and governed by regional steering groups and reflects the specific priorities of the local economy.

2014/15 was a transitional year as we introduced and agreed new ways of working to support and safeguard local engagement and ensure that everyone can access our services in the same way.

Throughout 2014/15, our regional partners enabled us to:

- ▶ Launch our national professional leadership and nursing and midwifery programmes, recruiting over 10,000 participants
- ▶ Provide local support to graduates on the NHS Graduate Management Training Scheme - 350 over the last three years - with a further 99 joining in 2015
- ▶ Co-create the Academy's national systems leadership and talent management programme
- ▶ Support the development and roll-out of the Healthcare Leadership Model

Health Education East of England

Health Education East of England has adopted a well-tested evidence-based approach to leadership development, ensuring investment in the highest quality throughout the East of England region.

Leadership and Organisation Development forms an integral element of Health Education East of England's Workforce Skills Strategy 2013-2020. Being a Local Delivery Partner with the NHS Leadership Academy ensures that leadership development and talent management are:

- ▶ At the heart of the strategy for workforce development
- ▶ Aligned with workforce planning, education commissioning and training and workforce transformation

Health Education England has successfully developed a number of local leadership interventions and contributed to the recruitment volumes of national programmes.

Over 800 clinicians attended their Health Coaching for Behavioural Change Programme.

The evaluation report of this programme found:

- ▶ More than two thirds of the clinicians (up to one year after their training) were continuing to use their health coaching skills

- ▶ Health coaching has been adopted with a wide range of patients, with clinicians reporting benefits for patients such as increased confidence and empowerment

Future delivery will be underpinned by continuing facilitation and the development of an infrastructure/faculty of diverse leaders willing to share experience and role model great leadership behaviours through mentorship and coaching. They will also be involved in delivering more formal team and system development interventions.

Development of system wide engagement will also continue, led by the Leadership Board, to further develop leader capacity and capability, with a focus on system-wide leadership and transformation.

East Midlands Leadership Academy

The East Midlands Leadership Academy (EMLA) is a membership organisation developed to serve the leadership and development needs of the all NHS organisations in the East Midlands. It was created in 2009 to promote and deliver the senior leadership development agenda.

Throughout 2014/15, EMLA continued to deliver a wide variety of programmes and events, influenced and requested by members made up of providers, CCGs and others across the region. It also supported the delivery of our core programmes.

Additionally, more bespoke and tailored interventions for Trusts and CCGs were developed, continuing an account management approach with each organisation. Highlights include:

- ▶ Running 260 events, including the Leading Across Boundaries programme, Women in Leadership Conference, Innovation Conference and Social Media Conference
- ▶ Over 5,600 face-to-face contacts from over 2,000 people
- ▶ An average 'very good to excellent' rating of 92%
- ▶ A 'Recommend to a Colleague' rating of 95%

And in 2015/16, EMLA will look to:

- ▶ Continue to exemplify good leadership development through the Emerging Leaders Programme's heavy emphasis on work-based learning and application
- ▶ Deliver on anticipated increased demand for consultancy type work with individual organisations and across the system
- ▶ Launch its framework explaining 'System Leadership' to local health and social care providers, which is anticipated to generate demand to support local implementation of the 5YFV

London Leadership Academy

A London-wide NHS leadership development organisation, London Leadership Academy works to support leaders across the Capital. In 2014/15, it continued to work towards its overall aim of creating the time and space for leaders to think through the following themes:

- ▶ Systems leadership, including bringing together cross-sector partners to debate and agree actions on how to create a Healthy City, and working with boards and non-executive directors to examine the complexities of London's healthcare system
- ▶ Supporting the need for more inclusive and diverse leaders across London with the Capital People Programme
- ▶ Building internal capacity and capability within NHS staff in London, through coaching and mentoring, talent management and integrated care leadership

Highlights from 2014/15 include:

- ▶ Increased engagement with NHS organisations in London
- ▶ 97% of all London trusts, CCGs, CSUs and LETBs (Local Education and Training Boards) attending or participating in programmes or events

- ▶ Increased partnership working with NHS organisations and outside sectors: The Frame our Future research carried out during 2014 highlighted the importance of building relationships across broader sector boundaries with the aim of improving healthcare services to people in the capital
- ▶ The Capital People Inclusion Programme attracted over 700 participants

2015/16 will see continued building of cross-sector partnerships, working with organisations that have an interest in and impact on the delivery of healthcare in London. They'll continue to build on well-established networks, including those for talent management and coaching and mentoring.

North East Leadership Academy

The North East Leadership Academy (NELA) has 27 partners, including acute and community provider organisations, clinical commissioning groups, Health Education England North East and area teams.

A partnership board governs NELA to ensure it meets the needs of its partner organisations. It's also governed nationally as a Local Delivery Partner of the NHS Leadership Academy.

NELA successfully provided leadership interventions which contributed to building leadership capability and capacity to deliver improved frontline services.

Inclusive engagement has been enhanced, with all sponsoring organisations and partners developing new products and services to meet expanding and changing strategic and operational development needs.

Throughout 2014/15, NELA successfully:

- ▶ Delivered a 40% increase in year on year activity, despite the challenges 2014/15 presented
- ▶ Launched the region's Healthcare Leadership Model
- ▶ Delivered one day short courses and workshops to 1300 delegates, including leading with compassion, creativity and innovation, mindfulness and resilience and executive development sessions
- ▶ Established the North East Talent Management network
- ▶ Delivered a Patient Leadership Programme to 50 patient representatives, enabling patients and carers to have an influence
- ▶ Developed its digital presence, increasing its reach to 2500 newsletter subscribers and 200 Twitter followers
- ▶ Refreshed and relaunched its flagship Clinical Leaders Programme, with two cohorts of 24 senior, high-potential clinicians beginning the programme in 2014/15

- ▶ Established the North East Organisational Development Network, which provided development support to OD practitioners in the region, including a development programme for new practitioners

The main priority in 2015/16 will be to support the transformation of the NHS in the North East as set out in the 5YFV. This includes work around system leadership, GP Federation and practice manager development in primary care, and supporting partners in robust talent management and succession planning strategies.

The North East will also continue to provide core offers which include coach training, CPD and supervision, the North East OD Network, and a range of short courses and workshops focusing on a variety of leadership skills and behaviours.

North West Leadership Academy

The NHS North West Leadership Academy (NWLA) is a mature, creative, member-led leadership development organisation and Local Delivery Partner for the NHS Leadership Academy. It has a reputation for high quality, innovative, cost effective and leading edge development interventions.

Its mission is To develop leaders to transform the future of health and well-being.

The NWLA's priorities are defined in a number of ways:

- ▶ Understanding national priorities and direction of travel

- ▶ Latest leadership thinking - nationally and internationally
- ▶ Liaising with members to understand the present context and leadership challenges
- ▶ Working to understand how it feels for leaders and what would best support them

Successes

The NWLA is proud of the continued relationship with its members and their continued commitment to the leadership development agenda across the North West. Always astounded by the response from regional alumni with their offers to support leadership interventions, the hope is that this relationship continues long into the future for the benefit of population health.

The NWLA's flagship offer is the 'Pushing the Boundaries' Aspirant Talent assessment centres and the resulting bespoke development for participants. These are the route through which talented individuals gain a place on the national Nye Bevan programme. Individuals can and do progress to more senior roles as a result, supported by their internal organisational mentors, offering cross sector experience as well as coaching and mentoring support. The 'Leadership for Integration' system leadership programme continues to have a significant impact (see below).

The development of the North West Learning and Development Collaborative brings the leads of all the development bodies together to look at collaborative ways of working, preventing

"I've been associated with the NWLA for years and have found their support to be outstanding. They have brought new thinking to our health and care system. For example after a NWLA-sponsored trip to Sweden, I developed a business case to establish the Cumbria Learning and Improvement Collaborative www.thecllc.org, a learning engine for the health and care system in Cumbria. In its first year, 2,000 people have attended our courses. The learning from NWLA has contributed to our successful Vanguard bid across Morecambe Bay."

*Director of Service Improvement,
Cumbria Partnership NHS Foundation Trust*

duplication of effort, signposting to each other's offers and ensuring best use of public money.

The NWLA has noticed the increasing challenge for leaders "...to keep my own show on the road while working increasingly across the locality and the associated system leadership required."

Working with North West Employers, a member's organisation in the North West which delivers development to Local Authorities and wider public sector, it's meeting this challenge by working in partnership to deliver joint interventions to bring cross sector leaders together.

Kent, Surrey & Sussex Leadership Collaborative

Kent, Surrey and Sussex support health professionals by facilitating access to national leadership programmes and providing localised leadership programmes and networks. It supports its leaders to think strategically and work collaboratively with the aim of enabling stronger relationships within teams, organisations and across traditional organisational boundaries.

Throughout 2014/15 the focus has been on deepening relationships with NHS partners engaged in the development of services for patients, with successes in:

- ▶ Collaboration and alignment: Building on shared purpose to add value in developing innovative, safe and high quality services in healthcare communities and creating opportunities for joint working and active engagement in patient service
- ▶ Capability & capacity: an OD Network, Leadership Leads Network and Coaching Steering Group are now well established, and membership (from Trusts, CCGs and CSUs) is increasing. The Networks have encouraged collaboration and efficiencies in the use of resources across the region
- ▶ Core programme alumni: Developing a knowledge bank of leadership development and common language within the local community

- ▶ Healthcare Leadership Model: This has been used to underpin the commissioning and design of a 'Leading for Quality' programme developed in collaboration with the KSS Patient Safety Collaborative and Brighton Medical School

For 2015/16 the expectation will be around building on collaboration between local development and regulatory organisations to maximise shared resources and deliver national and local priorities.

There's also a challenge to re-shape the business plan to respond to the impact of the 5YFV, focusing on the needs of today's and tomorrow's workforce in transforming services.

South West Leadership Academy

In order to effectively co-ordinate the strategic vision and ambitions for both workforce and leadership development across the region, South West Leadership Academy (SWLA) is hosted by Health Education South West.

SWLA is governed through a membership board to ensure it responds to the needs of organisations across the region.

2014/15 regional highlights include work on:

- ▶ Inclusion: Developing leadership capability and creating space for leadership diversity
- ▶ Building capability and capacity: Ensuring that skills are developed within the region to support sustainable leadership development and talent management for the future

- ▶ Clinical leadership: Drawing on the findings of the Francis Inquiry to develop and support clinical leaders to lead high quality compassionate care and providing access to the skills to operate in an increasingly complex environment through the Leading Improvements for Frontline Talent (LIFT) programme

"This was one of the best courses I've attended because it challenged me to look at so many problems differently. Thank you."

GP and Clinical Lead, Kernow CCG

- ▶ Supporting integration and system leadership: Developing staff to work in partnership across the whole health and social care landscape
- ▶ Development of OD leads: Supporting the work and development of leadership and OD leads as part of extended faculty
- ▶ Talent management: Supporting member organisations to identify and develop future leaders by establishing a sustainable talent supply and developing the right tools and techniques

The challenges faced in the South West - regional diversity in geography and demographics - mean that reach is across every aspect of health and social care.

In 2015/16 the SWLA will continue to support the whole system, ensuring that the term 'system leadership' is understood and enacted. This will mean creating meaningful opportunities for individuals as well as teams and 'systems'.

Thames Valley & Wessex Leadership Academy

The Thames Valley & Wessex Leadership Academy (TVWLA) continues to have strong local ownership, driven by stakeholders, and aims to develop outstanding leadership in health and improve the quality of services and outcomes.

The focus continues to be around:

- ▶ Support for individuals, teams and organisations: This is around addressing current challenges and helping shift the centre of gravity towards system leadership and a patient-centric approach.
- ▶ System Leadership: Board development supporting system leaders in member organisations
- ▶ Talent Management: Supporting 20 organisations to develop Talent Management processes and a values-based approach
- ▶ Inclusion: Developing an Inclusion and Equality strategy to be supported by membership organisations in 2015/16
- ▶ Building capacity and capability through team coaching: There are currently 191 coaches in the region

In 2014/15, TVWLA delivered a number of high quality and successful activities, focused on the TVWLA Care Home Managers Programme and the 2023 Challenge.

Both are unique to TVWLA:

- ▶ Working in partnership with CCGs, the Care Home Managers Programme developed a bespoke and well evaluated leadership programme for care home managers
- ▶ The 2023 Challenge is a collaboration between TVWLA, Health Education Thames Valley and Oxford AHSN, designed to encourage innovation from the front line. In its 2nd year, the event was broadened to include all health professionals in training, alongside the original field of junior doctors

2015/16 expectations include:

- ▶ Supporting system leadership: The development of the new models of care and leadership interventions to support HE Thames Valley and HE Wessex strategic priorities of stakeholder and member support (local priorities are primary care and GP development)
- ▶ Rolling out the Inclusion & Equality Strategy and encouraging member organisations to develop and use it as a framework to develop their own strategies
- ▶ Continuing to develop its internal consultancy model

- ▶ Continuing to deliver individual and organisational development to systems to develop and support the 5YFV

Health Education West Midlands

In 2014/15, Health Education West Midlands carried out extensive consultation with stakeholders and identified the following areas of focus:

- ▶ Talent assessment and mapping
- ▶ Team development approaches
- ▶ Inclusion - medical and clinical staff development and developing business-focused and entrepreneurial leaders with the ability to innovate

Over 2000 participants attended a local event or programme or received support through an in-house leadership intervention during 2014/15. Highlights include the following initiatives:

- ▶ Associate Model approach, consisting of 24 learning and development experts from local NHS organisations to deliver leadership training across the West Midlands
- ▶ Quality Mark Leadership Programmes: This involved Trusts submitting selected programmes for evaluation against robust criteria. The programmes that were awarded a Quality Mark are now being commissioned by the Leadership Team and being run across the West Midlands

- ▶ Inclusive Leadership Practitioners Programme: This has been developed from a psychological perspective using research from a variety of different areas, including social cognitive neuroscience

Talent Development Centres were also developed, working in partnership with Associates and Talent Network leads.

The West Midlands Local Education and Training Board has reviewed its operating model to ensure that large scale transformation can be achieved across the system. This has meant the emergence of matrix working and the development of five transformation themes. 'Leadership' has been designated as a transformation theme and awarded £500k to develop large scale change programmes as part of this model.

Health Education Yorkshire & Humber Leadership Academy

Yorkshire and the Humber Leadership Academy (YHLA) is a regional organisation responsible for the provision of leadership and organisation development, supporting and enabling stakeholders to achieve local objectives.

Throughout 2014/15 key focus areas and successes included:

- ▶ Improved communication mechanisms & engagement with stakeholders
- ▶ Delivered on its SLA, with particular success around recruitment to core programmes
- ▶ Sound resource management and lean working avoided redundancies against 15/16 budget reductions
- ▶ Higher Replace with Local Education and Training Board (LETB) funding for regional activity enabled a broader portfolio of programmes & activity which was delivered successfully
- ▶ 55% increase on Recognition Award nominations on the previous year and two Y&H winners at national level
- ▶ Established successful "Co-Creation" Network as part of an increased focus on leadership for improvement in collaboration with Yorkshire and the Humber AHSN
- ▶ Supporting systems leadership and transformation through local interventions in three local health economies
- ▶ Supported the start-up and launch of two external leadership networks: New Health and Care Voices and the Inspiring Leaders Network

In 2015/16, the focus will be on:

- ▶ Alignment of regional priorities (particularly inclusion and talent) within the LETB Transformation agenda of Widening Participation and Talent for Care
- ▶ Increased partnership working with LETB colleagues to support the Workforce Transformation agenda
- ▶ Stakeholder engagement to ensure relevant regional priorities
- ▶ National interest in the Co-Creation network as a model for a new way of working
- ▶ Development of internal consultancy model

Executive Search

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

The intention at the outset was that the NHS would choose to use it for no other reason than because it was the highest quality service available, with a strong public sector ethos and fully aligned with NHS values. NHS ES's position as an integral part of the NHS Leadership Academy means it can play a wider role in supporting leadership development and alongside the core work supporting high quality board appointments the team has contributed across a wide range of activity around how the NHS identifies, develops, supports and deploys its most senior leaders.

The team has successfully implemented a unique cost recovery model which means that it's currently entirely cost neutral. It is thriving and growing on its own merits, in direct competition with well established commercial competitors, while receiving zero funding support. So far, the team has supported over 70 successful board appointments while saving the taxpayer £1m.

NHS ES receives very high levels of repeat business and customer feedback consistently indicates that it's seen as a better option than commercial search firms.

Number of participants recruited/started between 1 April 2014 to 31 March 2015:
32

"I was previously in a Deputy Chief Operating Officer post at Sheffield Teaching Hospitals NHS Foundation Trust, which is a role which may not be covered by a nurse, so I wasn't an obvious candidate. Some private recruitment agencies would have looked at my job title and ruled me out, but the NHS Executive Search team was very thorough. I definitely felt they were interested in listening to what I had to say and considering me as a candidate"
Richard Parker, Director of Nursing, Midwifery and Quality, Doncaster and Bassetlaw Hospitals NHS FT

Future plans

A range of further developments are in the pipeline for NHS ES, including:

- ▶ Playing a lead role in the system response to Smith and Rose including helping shape the early thinking regarding a national level talent management strategy

- ▶ Piloting a 'talent pools' project in support of the emerging national leadership strategy for the NHS
- ▶ Providing career development support for aspiring nurse directors, BME nurse leaders and the ALB DHLS aspirant director programme
- ▶ Playing a key role in the delivery of the TDA and Monitor sponsored Aspirant Chief Executive programme
- ▶ Delivering an annual board recruitment survey
- ▶ A shift to a board appointments model based on more structured succession planning and career development and support

The team still sees huge potential for growth and is developing its strategy for the next two-three years. It's expected that the team's work will also extend into the NED arena and beyond the provider sector to serve all parts of the system.

Career development support is another growth area, and the team will build on its existing support to BME leaders. It also hopes to start work to map and engage with senior leaders in overseas healthcare systems and explore more efficient ways to attract senior leaders from the private sector and elsewhere in the public sector.

Patient involvement

To incorporate the voices of patients and staff into our leadership development programmes, a volunteers group was established in 2014. Patients, service users and carers are recruited to volunteer on a number of leadership programmes. All volunteers will have experienced healthcare services and are willing to openly share their experiences with programme participants, including those in senior positions.

We also recruited four People Champions to become part of our Strategic Advisory Board on a rolling basis, to guarantee that the voice of patients was listened to in our work, sitting alongside NHS providers and system leaders such as NHS England, Monitor, the TDA, Health Education England etc. Our People Champions were given support to play a full part in Board discussions, and they duly made their presence felt, ensuring the views of patients and the public were at the heart of the agenda.

Number of participants recruited/started between 1 April 2014 to 31 March 2015:

Patient volunteers: 108

Staff volunteers: 65

Feedback

"I really enjoyed the event and hope I was useful to the participants."

"I had enough time to really tell them about it and enough time for them to dissect the information from me as well as get into a discussion."

"They interacted with me as if I was one of them. They listened attentively and made my opinions feel worthwhile."



Future plans

Our plans for patient involvement are centred around:

- ▶ Ongoing recruitment for volunteers to build on the existing cohort as they become a more integral part of the programmes
- ▶ Launching and raising awareness through new channels such as partnership working and regional events
- ▶ Developing new literature and sign-up processes to support recruitment

NHS Leadership Recognition Awards

The NHS Leadership Recognition Awards 2014/15 celebrated outstanding leadership practice and exemplar leaders at all levels and across all professions in the NHS. The awards were made up of nine categories:

1. NHS Board/Governing Body of the Year
2. NHS Development Champion of the Year
3. NHS Emerging Leader of the Year
4. NHS Patient Champion of the Year
5. NHS Mentor/Coach of the Year
6. NHS Inspirational Leader of the Year
7. NHS Leader of Inclusivity of the Year
8. NHS Innovator of the Year
9. NHS Outstanding collaborative leader

1438 nominations were received across all ten regions, of which 1303 were put through to the judging stage. 97 finalists were celebrated at the 2015 national awards, who won their respective category in their regional recognition awards in 2014. Each finalist either self-nominated or was nominated by someone who felt they had made a difference to patient care and colleague engagement.

The national event was attended by 269 people, including finalists, their guest/s, representatives from NHS England, RCN, NHS Employers, LDPs, regional sponsors Management in Partnership and Leadership Centre and the national sponsors, Hay Group.

The national awards were hosted by Ade Adeptan MBE, who shared his personal story as a service user of the NHS, and Simon Stevens spoke about the sense of pride in the health service, his ambition for the NHS and everyone's contribution.

Tweets on the night of the national awards reached 4,428,923 people.

You can view the e-book for the 2015 National Recognition at www.leadershipacademy.nhs.uk/wp-content/uploads/2015/08/leadership_awards_ebook_11Maynew.pdf

