

NHS Leadership Academy

An Overview

Formed **April 2012** from dissolution of organisations such as:

- The National Leadership Council
 - NHS Institute
 - SHAs
-

System wide and inclusive

Addressing national needs in leadership development with: **exceptional quality, consistency, standards and opportunities**



Working with **ten regional partners** across England

Our purpose

To develop **outstanding leadership** in health, in order to **improve people's health and experiences** of the NHS.

Our aims



Professionalising leadership to raise the profile, performance and impact of health system leaders, requiring and supporting them to demonstrate their fit and proper readiness to carry out their leadership role and defining what we expect from them.



Developing leaders who are more **innovative** and can create a climate where innovation can flourish.



Broadening, and where necessary changing, the range of leadership behaviours people in the health system use.



Working in partnership to making leadership in the health system more inclusive and representative of the communities it serves.

Strategic and co-ordinated

Ensuring leadership skills are abundant, flexible and capable

System wide

For every NHS organisation, for those working in NHS funded care and for our partners in healthcare design and delivery

Comprehensive

High quality leadership at every level of the healthcare system

Collaborative and patient focused

in design, development and delivery



Our approach

Our philosophy

A more **engaged staff** leads to better patient care, and better outcomes. Leaders need to develop a broader range of skills and behaviours to engage staff more effectively.

The issues facing the NHS and the broader care system are enduring **complex** and require **high performing, intelligent, expert leadership**, able to work with and without authority and with system leadership behaviours.

For leaders to be at their most effective they need **confidence** in their role.

Leaders need the **right behaviours** to **build alliances** with a wide range of professionals and across organisational boundaries to serve the needs of diverse communities

To secure confidence they need **competence, skills, expertise, experience and support**.

This competence and expertise comes from **experience and high quality development and training**.

Learning from the past

We have **national**
and **local** networks

Leadership development
is our **only** priority

Consistency of approach

Best **international**
practice



Leading to
global
excellence

All our work is
research and
evidence based

Working **across**
the wider **healthcare system**

We deliver on a **large scale**
and at a **fast pace**

Offers for **all levels** across **all organisations**

Evidence base

There are some examples of a more evolved leadership style and approach in the NHS - **but not enough**. We have all witnessed and have had recorded where the **failure of leadership has led to failures in care** for our patients and local populations. International research includes:

A study in the Harvard Business Review (Bassi and McMurrer) provides a **strong link between leadership skills and organisational performance**.

The Institute of Work estimates that 20% of the variance in productivity and profitability in organisations can be attributed to better people management - **a stronger driver than strategy, technology and research and development**.

West et al have demonstrated the link between good leadership and HR practice in healthcare and patient mortality and morbidity rates - **more engaged staff, through better leadership, saves lives**.

US companies alone spend over \$13Bn on leadership development each year. **Building the leadership capabilities of an organisation is a clear differentiator**.



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Regulators and national agencies are making good leadership a fundamental part of their approach:

CQC

'Strong and effective leadership across all levels of care is one of the CQC's top ten assessment priorities and forms part of their Well Led domain.'



Monitor

'The quality of leadership is one of the most important determinants of the quality and safety of services.'



TDA

'We focus on supporting and developing our trusts and improving culture, leadership and governance.'



Impact so far

26,000 people on our programmes to date

These are all **influencing** their teams and organisations, improving care and experiences for patients, carers, service users and their families.



Watch our two year story [here](#)

Our offer

- **Professional development programmes**
- **System wide bespoke programme solutions**
Intersect, Ready Now, NHS Executive Fast Track, Top Leaders, Commissioning Support Unit and Clinical Commissioning Group development, Frontline
- **Healthcare Leadership Model**
- **Principles for Healthy NHS board governance**
- **Guidance on leading wider health system**
- **Talent management resources**
- **NHS Executive Search**

Edward Jenner Programme Leadership Foundations

Edward Jenner is a completely open access programme for healthcare team members who want to develop their leadership practice and improve their impact on colleagues. It is especially pertinent to newly qualified clinicians.

The learning is all online, offered in easily accessible bite-sized chunks, with engaging content. On successful completion of the 20 module programme, including a final knowledge and impact based assessment, participants receive NHS Leadership Academy award in Leadership Foundations.

We chose a completely open access and online model of delivery with sessions in bite-sized chunks to make leadership development as widely available as possible.

The platform also underpins our work providing a commercial platform for our programmes that can be bought by other industries and overseas health systems.





Mary Seacole Programme **Leading Care I**

Mary Seacole prepares participants for their first formal leadership role. The one-year programme integrates online development using interactive content, video and scenarios with face-to-face behavioural workshops.

This mix best supports the very diverse participants - from returners to learning, through doctors in training, to graduate management trainees. Throughout, the focus is on personal leadership impact and the evidenced delivery of practical service improvement. This evidence, together with a series of critically reflective assignments, lead to the NHS Leadership Academy award in Healthcare Leadership and an accredited Postgraduate Certificate from the Open University.



Elizabeth Garrett Anderson Programme Leading Care II

Elizabeth Garrett Anderson is for people becoming ready to step up to lead larger functions or more complex projects - generally to a role leading people who themselves lead teams.

This two-year programme leads to an NHS Leadership Academy award in Senior Healthcare Leadership and an MSc in Healthcare Leadership. The programme follows a truly integrated development design where participants work face-to-face in cohorts to explore systems, tutorial groups to acquire knowledge and critical skills, learning sets to support individual leadership impact, all supported with a vibrant online virtual campus.

This Masters programme, for clinical and non-clinical staff, prepares people to take on more complex leadership roles managing multiple teams and significant resources.

Knowledge alone does not pass this programme - all the academic work is firmly applied, with all assignments based on participants' leadership impact

The Nye Bevan Programme Leading Care III

Nye Bevan is for aspiring directors - those looking to move into executive team and boards. Participants are supported to create a personal learning contract and a set of criteria by which they should be judged as ready for executive leadership and an NHS Leadership Academy award in Executive Healthcare Leadership.

Cohorts of 49 travel a 12-month programme and are exposed to international best practice and academic insight from top-flight institutions including Harvard Kennedy School. The core though is the self-managed learning and peer assessment philosophy of the programme - participants submit development evidence to each other in moderated learning sets, making courageous decisions holding peers to account for their impact as leaders, and indeed making pass or fail decisions on each other's work. Throughout, the programme mirrors the role of executive directors in healthcare, demanding: small group (senior team/board) process skills, personal courage to hold colleagues to account, critical judgement from complex data, tolerance of ambiguity, personal insight and self-management.

The Nye Bevan Programme is peer assessed, so as well as academic input the programme requires participants on the group to assess and pass or fail colleague participants.





Top Leaders

The Top Leaders programme is for senior executive leaders who are seeking in role development and support. It is a means to refresh, renew and redevelop their leadership styles and behaviours. It also provides a unique opportunity to connect with contemporaries across the healthcare system.

Participants have access to a range of development interventions - these include master classes, coaching, peer support and networking, and mentoring. On starting the programme, participants complete an in depth personal leadership style diagnostic, following which we can help shape their individual development plan. Completion of the diagnostic is also the key to accessing the Top Leaders Residential Programme.

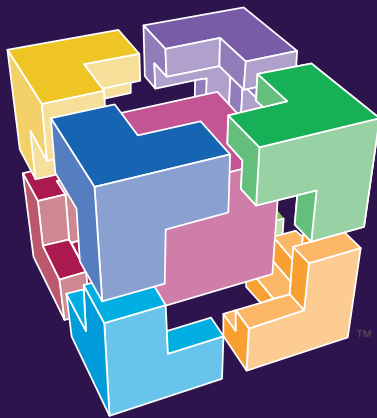
The Top Leaders Core Programme is focused on developing the capacity of participants to adapt, enhance and broaden their own leadership styles and behaviours to successfully lead the changes ahead and create a new way of working for the NHS. Participants will be provided with expert input and thought provoking and stimulating experiences in large and small groups. The programme will continually focus on the changes people are leading in their workplace, their own responsibilities and influencing capacity around that change - and how participants may need to enhance, change or adapt to deliver the radical change required.

Resources

The Healthcare Leadership Model

The Healthcare Leadership Model has been developed to help staff who work in health and care to become better leaders. Split into nine behavioural dimensions - each one describes the things you can see leaders doing at work, and is organised in a way that helps everyone to see how they can develop as a leader. It applies equally to a whole variety of roles and settings that exist within health and care.

[Find out more](#)



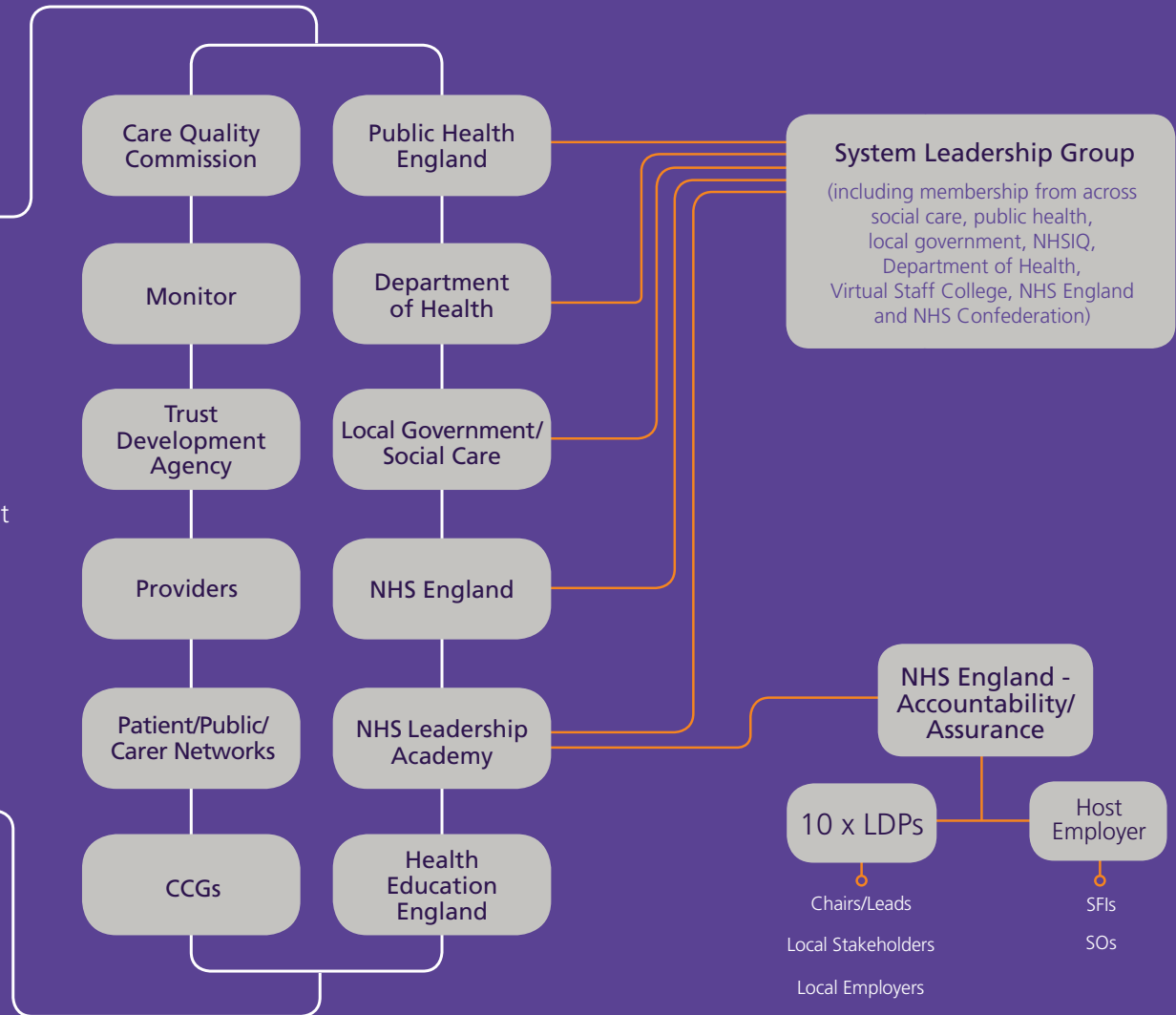
The Healthy NHS Board: Principles for good governance

The Healthy NHS Board: Principles for Good Governance is as a one-stop guidance document for all healthcare Boards to be able to govern more effectively and build patient, public and stakeholder confidence in the quality and safety of their Trusts.

Our connection with the system: Map of governance

STRATEGIC ADVISORY BOARD

- Inform and endorse strategic planning and annual business plan
- Ensure accountability, through robust assurance by NHS England
- Review operational performance
- Provide system-wide intelligence and engagement with key stakeholders and partners





What our partners say

Two years ago the NHS Leadership Academy joined with other like-minded partners in public service to found the Systems Leadership steering group. Together, they commissioned research to deepen their collective understanding of the behaviour that enables people to lead successfully across and between organisations. This research makes a powerful case for the critical role leaders and their effective personal development plays in such times - securing beneficial performance and outcomes for the people they serve and lead.

Systems leadership then, seeks to affect change for the social good across multiple interacting and intersecting systems. It can be contrasted with leadership styles such as one which uses an organisation based on direct, positional authority (often referred to as a 'command and control' style) or transactional approaches, which are held to be less effective in the circumstances most public service leaders now face, which are better addressed through non-linear, emergent, systems leadership approaches.

[Click to find out more](#)

Our team

Improving patient care and experience of the NHS is not only an organisational goal - **each member of our team is passionate about the development of the NHS**, not just for the benefit of our staff but for the benefit of patient care and the future of health and social care.

We are **led by an expert team with a broad range of health service, systems and leadership development experience**. Each member is individually committed to making the NHS the best it can possibly be, **demonstrating the values of both the Academy and the NHS as a whole**.

[Find out more here](#)

Jan Sobieraj - With over 30 years of leadership experience, Jan has held a number of senior national and local roles and is passionate about working in partnership with leaders, staff, patients and trade unions to improve healthcare.

Karen Lynas - An alum of the NHS Graduate Management Training Scheme, Karen has held national leadership roles for the last 15 years. She has been instrumental in the development of award winning leadership and executive education programmes and has worked internationally as an advisor on leadership development strategy.

Chris Lake - Head of Professional Development, Chris' expertise is in leadership and organisational development. With extensive commercial and leadership development experience, Chris champions exceptional development to create positively engaged teams and superior patient experience across the NHS.

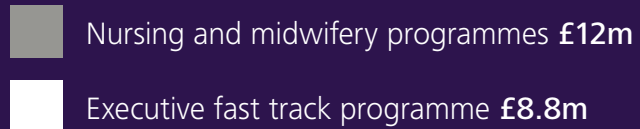
Nicholas Bradbury - Nicholas has long and wide experience in the design and delivery of development interventions in health care organisations, including Great Ormond Street, UCLH and Macmillan. A trained executive coach and mentor, Nicholas uses his expert knowledge to lead on both systems leadership and programmes for nurses and midwives.

Helen Stevens - With almost 20 years communications and engagement experience in the public, private and voluntary sectors; Helen started her career as a journalist and now uses her extensive knowledge in the strategic development, management and delivery of national communications, engagement and marketing.

Where our money goes



And in addition to baseline budget:



Further information

Please click on the links for further information

- ▶ [Business plan 2014-15](#)
- ▶ [Our philosophy](#)
- ▶ [System leadership](#)
- ▶ [Our local delivery partners](#)
- ▶ [Healthcare leadership model](#)
- ▶ [Healthy NHS Board](#)
- ▶ [Talent Management](#)