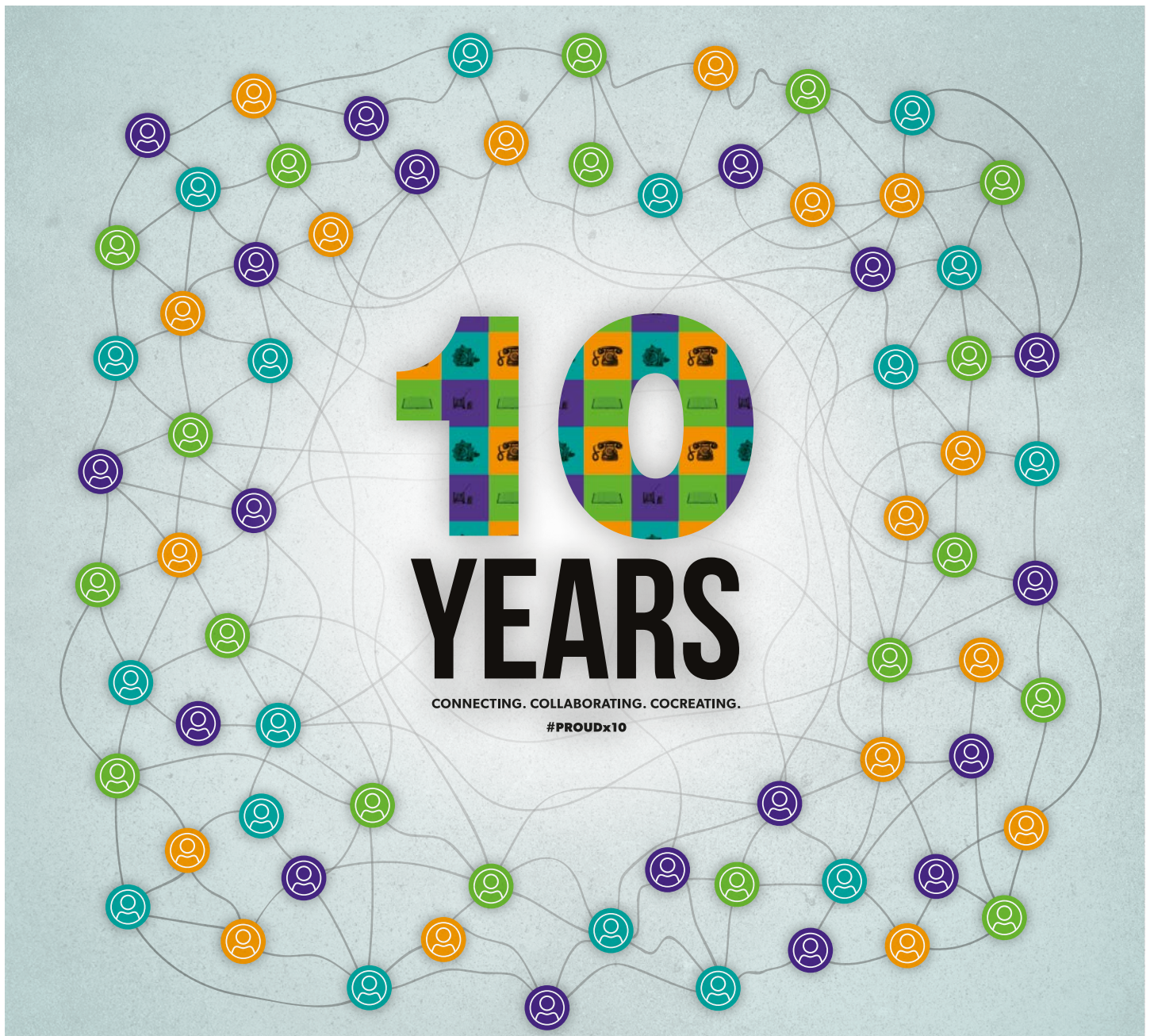


SUMMER 2017



North West  
Leadership Academy

# LEADER



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### CONTACT US

If you have any comments on Leader, or just want to get in touch with a member of the team, you can email us at [NWLA.info@nhs.net](mailto:NWLA.info@nhs.net) and follow us on Twitter.

 @nhsnwla

## WELCOME



### Dear Colleagues

Welcome to our latest edition of Leader.

I wanted to start by saying that the thoughts of all of our team are with those who have been caught up in the horrific terror attacks here in the North West and in London, and more recently those in the terrible tower block fire. In these tragic circumstances it is humbling and heartening to see the response of local communities, coming together to support each other and an outpouring of love and support from much further afield, everyone just wanting to do something. We've seen the NHS and other public services at their very best, it seemed to bring the impact closer thinking about our friends and colleagues directly involved in the response to the Manchester attack. You will have noticed in our last edition that we talked about leading in a social age, the work of Julian Stodd talks about the things a social leader does and we have seen much of that reflected in the way people have operated in this very difficult circumstance: acting with humility and kindness, being authentic, fighting for what's right and not for themselves, but for their communities – truly remarkable – thank you!

Can you believe it is now 10 years since the NHS North West Leadership Academy was launched, where has that time gone, so much has happened – hasn't it! There have been many changes; together with your support we have evolved, delivering very different interventions now than back in 2007, always aware of the changing leadership landscape and the need to be agile and responsive to your needs. We have transcended changes in government, major restructures, financial constraints and much, much more – but that sense of commitment to a collective, vibrant leadership community across the North West has remained.

Perhaps you were one of the Chief Executives early in 2007 who took part in those preliminary discussions and the electronic voting that helped us understand your needs and led to the establishment of us as a shared service with a membership model. Or perhaps you have been on one or more of our programmes or interventions and have

progressed along your own leadership journey over the years or you may be an emerging leader - future focused and ready to lead into a very new future working with communities and partners in other sectors and industries.

We are proud to work with, and for, you to support leadership, OD, talent and system development across the North West as we face the highly complex and multifaceted challenge of truly integrating health and care and working with other sectors to improve the health of our citizens. We recognise that this demands more of our existing and emerging leaders, those able to lead in a social age as I mentioned earlier, navigating both formal and informal spaces and across organisational boundaries, in place. We are taking this time at ten years to both look back and look forward as a community. Seeing our proud history of connections, collaboration and co-creation reminds us to be optimistic and, as always, open to new and fresh approaches to our collective challenges.

We look forward to hearing the many different perspectives on leadership, system and organisational development on our anniversary hashtag #PROUDx10.

Other things inside this edition, hear from Steve Hart, National Director of Leadership talking about harnessing our collective expertise to benefit leadership culture. Read about our hosting of this year's International Foundation for Integrated Care study tour before the conference in Dublin, where we were thrilled to be runners up with partners from Cumbria services for best conference paper – out of 700! More about our Strength Based Conversations approach and much much more.....

Take care and dream big, be bold and start now!

**Deborah Davis**  
Managing Director  
NHS North West Leadership Academy

# HARNESSING OUR COLLECTIVE EXPERTISE TO BENEFIT LEADERSHIP CULTURE



### STEPHEN HART

NATIONAL DIRECTOR FOR LEADERSHIP DEVELOPMENT,  
HEALTH EDUCATION ENGLAND & MANAGING DIRECTOR  
OF THE NHS LEADERSHIP ACADEMY

## I'M DELIGHTED TO HAVE THIS OPPORTUNITY TO SPEAK TO MEMBERS OF THE NHS NORTH WEST LEADERSHIP ACADEMY.

Over recent years the NHS Leadership Academy has worked collaboratively with the North West - in addition to a further nine Local Leadership Academies across England - to deliver a wide range of systems leadership interventions. We couldn't deliver any of our work without our strong combined national and local architecture. We're building on this success and creating a powerful network of Academies that shares best practice, provides mutually supporting interventions; and adapts, innovates and pilots in collaboration.

I hope many of you saw in the spring edition of Leader a description of Developing People – Improving Care. This national strategic framework for leadership development and improvement, establishes leaders and leadership as central enablers to achieving the learning cultures required to deliver on the ambitions of the Five-Year Forward View.

For the network of Academies, this year will be about increasing the availability, scale and reach of high quality, high impact, leader and leadership development opportunities. We'll support these interventions by convening, enabling and supporting in-organisation and whole system talent management processes. We'll also undertake an ambitious range of projects across pilot sites to understand what we need to do differently, in order to create inclusive and compassionate cultures at all levels of health and care.

### STRATEGIC OBJECTIVES

Increase the availability, scale and reach of high quality, high impact, leader and leadership development.

Enable, convene and support whole system talent management.

Ensure the presence of inclusive and compassionate leadership, knowledge, skills, attitudes and behaviours at all levels.

Our work is about enabling the organisations and systems of health and care. We know that if we can help local health economies to achieve cultures of compassion, inclusion and learning we positively impact on patient care and staff engagement. That's the prize, and one I know we're all striving for. I look forward to building on the work we've done so far to ensure that outstanding leadership becomes a shared lived experience for all colleagues. They deserve nothing less than the very best leaders - and the most enabling and supportive leadership cultures.

In every engagement I have across the country I can feel an enthusiasm and appetite to take on this challenge. My recent trip to the North West for the Academy's board meeting certainly reflected a diversity of members, sectors and organisations with a shared enthusiasm and purpose.

I reflected further that whilst diversity is a fact – inclusion is a choice. Inclusion at any level is not just about having the 'right' people at the table, it's about ensuring they have a voice and that their voice is heard. I look forward to working with the organisations and systems of the North West to turn ambition into reality.

This is Stephen's first role in the NHS after a 20 year career in the Royal Marines. During this time he accumulated extensive experience in leadership and management including as Head of Command, Leadership and Management for the Army Division of the Defence Academy of the United Kingdom.

Stephen's research interest is around ethical behaviours and the importance of leadership cultures in influencing ethical climates, and in designing and implementing large organisation leadership culture change.

IT'S COMING UP TO **10 YEARS** SINCE THE NHS NORTH WEST LEADERSHIP ACADEMY WAS LAUNCHED; THOSE OF YOU WHO WERE CHIEF EXECUTIVES EARLY IN 2007 WILL REMEMBER TAKING PART IN DISCUSSIONS AND ELECTRONIC VOTING ABOUT THE ESTABLISHMENT OF A SHARED SERVICE THAT WOULD PROVIDE LEADERSHIP DEVELOPMENT FOR NHS ORGANISATIONS IN THE NORTH WEST.



# YEARS

CONNECTING. COLLABORATING. COCREATING.

#PROUDx10

AS LEADERS AND AS AN ACADEMY WE HAVE CONTINUED TO "CONNECT, COLLABORATE AND CO-CREATE" IN OUR APPROACH.

We initially launched on 23 November 2007, at Oulton Park in Tarporley, with a range of guest speakers to showcase our offer of key interventions and then had our later "official" launch aligned to the 2008 NHS Confederation Conference with Sir David Nicholson, former NHS Chief Executive.

This marked our formal handover to our new host, Blackpool, Fylde and Wyre Hospitals NHS Trust, whose Chief Executive, Julian Hartley became the Academy's Chair. David Nicholson spoke to guests about 'The importance of this ground breaking leadership initiative to the NHS, an example of innovative leadership and probably the most advanced of its kind in the country, being yet another example of the North West leading the way.'

We are taking this time at ten years to both look back and look forward as a community. Seeing our proud history of connections, collaboration and co-creation reminds us to be optimistic and, as always, open to new and fresh approaches to our collective challenges.



L to R: Deborah Davis, Deb Chafer, Sir David Nicholson, Julian Hartley, Kate Calder.

AS WE HAVE JOURNEYED THROUGH OUR ARCHIVE FOR OUR ANNIVERSARY CAMPAIGN FEATURE, WE HAVE REFLECTED ON OUR FOUNDING PRINCIPLES AND COLLECTIVE AMBITION WHICH WE DEVELOPED AS A LEADERSHIP COMMUNITY.

We look forward to hearing the many different perspectives on leadership, system and organisational development on our anniversary hashtag #PROUDx10.

**Dream big, be bold and start now!**

**'WHATEVER YOU CAN DO, OR DREAM YOU CAN DO, BEGIN IT. BOLDNESS HAS GENIUS, POWER AND MAGIC IN IT. BEGIN IT NOW'.**

GOETHE.

Here is that initial offer for excellence which appeared in our November 2007 launch document.

WHAT WILL THE NORTH WEST ACADEMY DELIVER... 16

The NW Academy has responded, in the first instance, to the needs of the CEO community by developing a range of initial products focusing on senior leaders at Board level and aspirant Directors. The Academy believes that whilst excellent leadership exists at every level of an organisation, it should always start and be modelled from the very top.

We are therefore focusing our initial efforts on Board level Executives, Non Executives and Aspirant Directors, either individually, as a Board or within their professional groupings.

## OUR EARLY COMMITMENTS AS A LEADERSHIP COMMUNITY:

- For this agenda to be approached strategically and on behalf of North West NHS organisations
- The focus was to be senior leaders at board and sub board level, it was agreed that leadership development at all levels of an organisation was important but this was something they themselves could do
- The CEO community agreed to support with annual funding; the 'deal' was that each organisation would pay an annual 'membership' and this would give access to further central funds
- There was one caveat – CEOs wanted a 'shared service' that was hosted out of the Strategic Health Authority



# HOW WE ARE WORKING WITH OUR NORTH WEST FOOTPRINTS - STRENGTH-BASED CONSULTANCY CONVERSATIONS

# OUR STORY: TRUSTED INTENT

"YOU CAN DO WHAT I CANNOT DO.  
I CAN DO WHAT YOU CANNOT DO.  
TOGETHER WE CAN DO GREAT THINGS"

MOTHER TERESA



Some organisations spend a fortune on developing their USP (unique selling point). Some organisations dedicate masses of time to thinking about their USP, continuously drafting and redrafting. Some organisations even find themselves redefining and refining their USP, post-market analysis, in efforts to stay current and competitive.

The NHS NWLA is faced with no such dilemma or concern. Our USP is defined by our members. Our approach to leadership development is a reflection of what our members tell us is needed. We deliver leadership development organically, with the potential to flex, manoeuvre and reposition in accordance with need, trend and will. We are climatic and current because we are connected, collaborative and we co-create.

## OUR CONSULTANCY OPERATING MODEL IS OUR USP IN ACTION

We know how the complex, multi-dimensional challenges facing our members demands a more agile, bespoke and collaborative approach to leadership development.

To meet this need, we are taking a consultancy-based model offering a structured, 'strength-based conversation' with senior leaders working across each footprint. This approach optimises the wealth of research underpinning appreciative inquiry methods to facilitate transformation and change. The strength-based consultancy approach is designed to provide a thinking space to reflect on assets, activity and challenges. Drawing on the expertise of the NHS NWLA, these reflections are used as a springboard to identify and define the most pressing OD, leadership and system development needs in each locality and footprint. This approach then enables us to co-create solutions tailored to meet the requirements of each area. During the conversation, we ask a series of exploratory questions to inspire new ways of thinking about the kinds of collaborative practices and social leadership needed to deliver the ambitions of the Five Year Forward View and the Developing People - Improving Care Framework.

In this way, the consultancy approach is a vital opportunity for you to maximise your NHS NWLA membership, access practical support, and influence future offers that will support and strengthen your talent pipeline for the future.

We are currently testing this consultancy approach in Lancashire and South Cumbria, supporting engagement with, and implementation of, their "Big Change Programme: A Strategy for Leadership and Organisation Development". Collation and analysis of the findings from these conversations has begun in earnest, identifying common themes and key topics. Working closely with leaders from across the footprint we will identify priorities in leadership, OD and system development.

From July through to September the consultancy model will be fully rolled out to support the developing footprint and locality agendas in Cheshire & Merseyside and Greater Manchester. NHS NWLA will work with members to ensure:

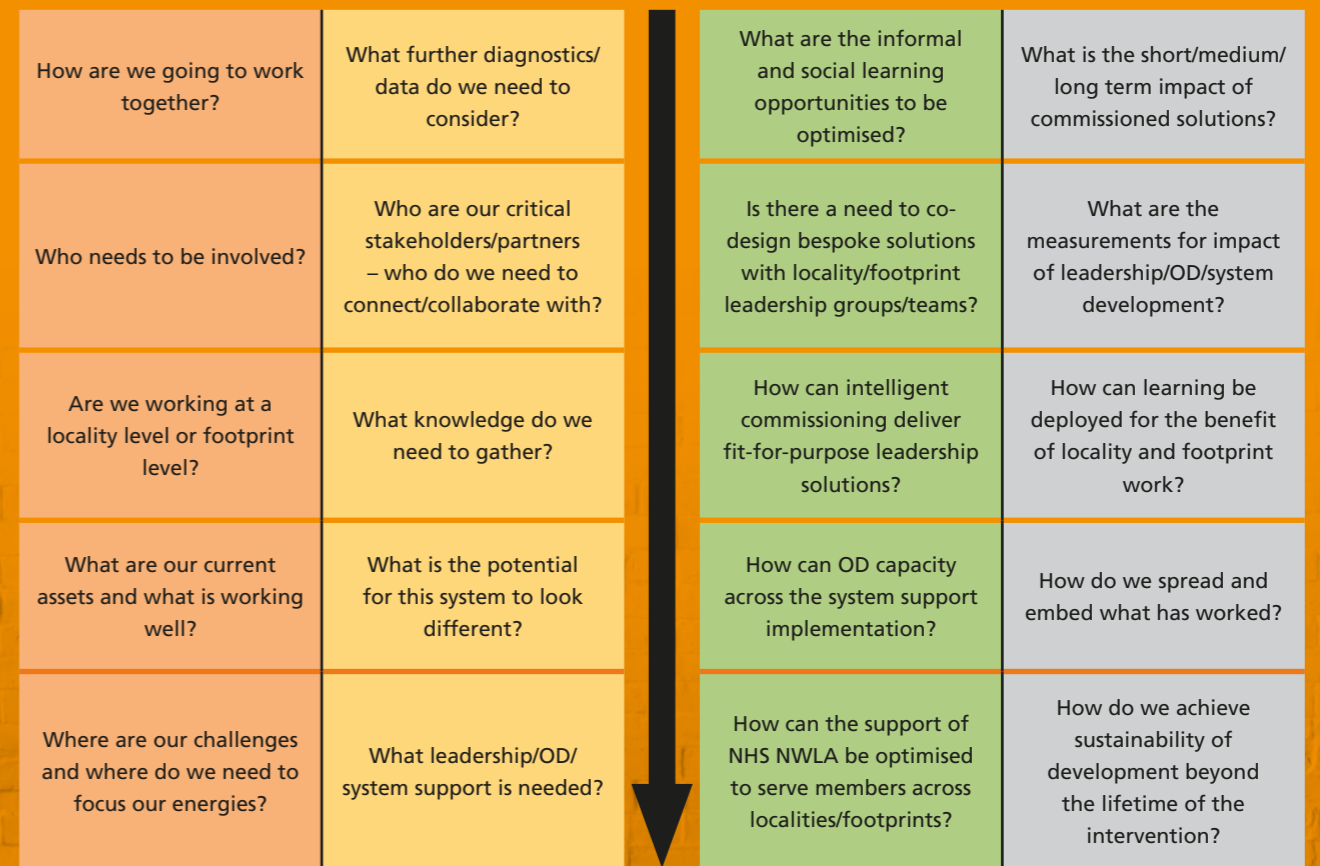
- **Optimisation of current offers by the NHS Leadership Academy, NHS NWLA and partner organisations**
- **Existing resources and interventions are tailored to meet a specific need**
- **Bespoke interventions are developed, designed and tested**

IF YOU WOULD LIKE TO BOOK A STRENGTH-BASED CONVERSATION, PLEASE CONTACT THE NHS NWLA LEAD FOR YOUR FOOTPRINT BY EMAILING [PAULA.TURNER9@NHS.NET](mailto:PAULA.TURNER9@NHS.NET) OR CALLING 0161 625 7143.

THE DIAGRAM BELOW SHOWS THE FOUR-STEP 'STRENGTH-BASED CONVERSATION' TOOL GUIDING OUR APPROACH:



## PAUSE, CALIBRATE



## NHS NWLA FOOTPRINT LEADS



**GREATER MANCHESTER**  
DEBORAH DAVIS



**LANCASHIRE AND SOUTH CUMBRIA**  
KAY WORSLEY-COX



**CHESHIRE AND MERSEYSIDE**  
EMMA DAWKINS



# LEADERSHIP FOR SYSTEM TRANSFORMATION

THE 7TH COHORT OF OUR LEADERSHIP FOR INTEGRATION AND BEYOND (L4IB) PROGRAMME IS CURRENTLY UNDERWAY, WITH ITS RECURRENT FOCUS ON STRENGTHENING SYSTEM LEADERSHIP CAPABILITY AND EXPOSURE TO BROADER THINKING AND INTERNATIONAL APPROACHES TO NEW MODELS OF INTEGRATED CARE.

The programme is inclusive of an international tour, hosted and facilitated by the International Foundation for Integrated Care (IFIC), which this year took place across England, Wales and Scotland during April and May.

Having successfully developed this programme over a number of years and recognising the good practice in the North West, we were delighted when IFIC asked NHS NWLA to host the English element of their international tour.

Hosting the tour provided an opportunity to showcase the fantastic work of our members across the North West region. Working collaboratively with our partners (AQuA, Greater Manchester Academic Health Science Network, Innovation Agency and North West Employers) we designed a systematic three day programme to maximise the learning exposure of the participants. It began with Professor Chris Ham, Chief Executive at The King's Fund, and Jon Rouse, Chief Officer at Greater Manchester Health and Social Care Partnership discussing the national and regional strategic priorities, in order to understand the North West health and care landscape. This was explored further through a workshop focusing on capability building for leadership, innovation and improvement in integrated care.

The participants also had the opportunity to visit Salford Together and Pennine Care on site to see system integration in practice.

The tour ended with a lively world café with colleagues from Millom, Wigan Borough, University Hospital of South Manchester and innovation scouts from the Innovation Agency.

## THE 2017 IFIC CONFERENCE

IFIC hosted their 17th international conference on Integrated Care in Dublin, Ireland, drawing more than 1200 attendees from over 60 countries across the world.

The overall conference theme was around building platforms for integrated care and delivering change that matters most to people.

Along with Dr John Howarth, Deputy CEO and Director of Service Improvement at Cumbria Partnership NHS Trust (representing his Millom colleagues), we were short-listed to present at the conference to showcase the citizen-led integration project in Millom. The NHS NWLA provided guidance and a system leadership grant to the Cumbria Learning and Improvement Collaborative (CLIC) as part of our wider commitment to developing system leadership capability across the North West region. Kay Worsley-Cox comments;

**“Out of the 700 contributing workshops, papers and posters submitted we were awarded runner-up for best paper and presentation. This is such a huge achievement, not only because of the international recognition but because it really showcases the innovative work our members are doing in leading the transformation of health and care for now and the future.”**

Dr Howarth said,

**“The secret to the success of this work has been the community input. I would like to pay tribute to the Millom Health Action Group and local health teams – without their input none of this work would have been possible.”**



L TO R: VIKTORIA STEIN, DIRECTOR OF EDUCATION AND TRAINING, IFIC, PRESENTING DR JOHN HOWARTH AND KAY WORSLEY-COX WITH THEIR CERTIFICATE.

## COMMENTS AND REFLECTIONS FROM PARTICIPANTS AND HOSTS OF THE NORTH WEST INTERNATIONAL STUDY TOUR

*“Our recent IFIC study trip to Greater Manchester was a real eye-opener. The sheer scale of ambition for integrated health and social care resulting from Devo Manc dwarfs anything I have seen in other countries. The energy for achieving change, and improving outcomes for people at the local level, shone through in every case example we witnessed. The support provided by the North West Leadership Academy and its partner has been, and will continue to be, a significant asset to enabling CCGs and Trusts forge a sustainable future.”*

NICK GOODWIN, CHIEF EXECUTIVE AT IFIC

*“It was great to be invited to host such a prestigious event in Oldham along with our CCG and primary care colleagues. It was a chance to reflect on how far we've come in improving Oldham services by working together across the different local health and care organisations. We hope our international visitors found the visit useful and were able to take some learnings away to implement in their areas.”*

CAROLINE DRYSDALE, CHAIR OF OLDHAM URGENT CARE ALLIANCE AND DIRECTOR OF COMMUNITY SERVICES, PENNINE CARE NHS FOUNDATION TRUST

*“The North West study tour was an incredible learning opportunity to see many exemplar models of care in action. The Salford Together approach of engaging providers, care recipients, care givers and the community throughout the journey; from the design to implementation phase of their integrated care system, was particularly impressive.”*

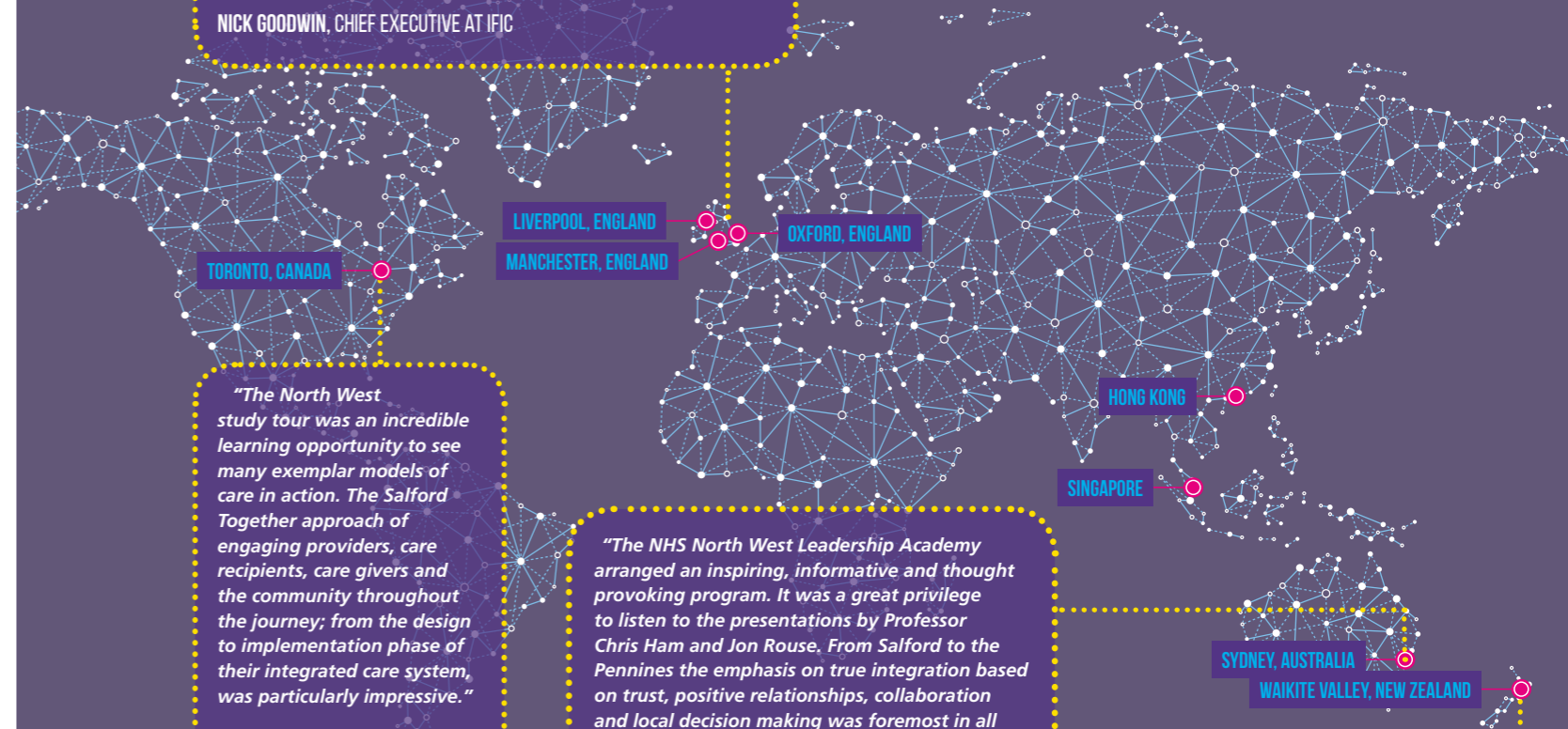
MUDI KADU, RESEARCH AND POLICY INTERN AT IFIC

*“The NHS North West Leadership Academy arranged an inspiring, informative and thought provoking program. It was a great privilege to listen to the presentations by Professor Chris Ham and Jon Rouse. From Salford to the Pennines the emphasis on true integration based on trust, positive relationships, collaboration and local decision making was foremost in all the presentations. Transformation and change, shifting the focus of care from hospital services, community engagement and empowerment and addressing chronic diseases were strong themes. We would like to sincerely thank the presenters and organisers; we were truly impressed by the passion, high calibre and dedication to health.”*

DR PAMELA GARRETT, DIRECTOR OF PLANNING AND LOU-ANNE BLUNDEN, DIRECTOR CLINICAL SERVICES INTEGRATION, SYDNEY LOCAL HEALTH DISTRICT, AUSTRALIA

*“Great to hear about the integrated care initiatives occurring at ground level across the North West. The devolution agenda supported by a comprehensive leadership programme appears to have created even more impetus for innovation. Inspirational, and a theme reflected across the tour and conference was a big focus on co-design and empowering communities to improve population health and well-being; something we need to advance in our agenda in New Zealand.”*

DR MARTIN THOMAS, CHIEF MEDICAL OFFICER AT LAKES DISTRICT HEALTH BOARD, NEW ZEALAND



# BUILDING LEADERSHIP FOR INCLUSION: IS THIS A GAME-CHANGER?

**'THE NHS IS COMMITTED TO MAKING SUBSTANTIAL PROGRESS IN ENSURING THAT THE BOARDS AND LEADERSHIP OF NHS ORGANISATIONS BETTER REFLECT THE DIVERSITY OF THE LOCAL COMMUNITIES THEY SERVE, AND THAT THE NHS PROVIDES SUPPORTIVE AND NON-DISCRIMINATORY LADDERS OF OPPORTUNITY FOR ALL ITS STAFF, INCLUDING THOSE FROM BLACK AND MINORITY ETHNIC BACKGROUNDS' (FIVE YEAR FORWARD VIEW, 2014).**

*So how can we in the North West move beyond the rhetoric?*

*How can we stop the worrying trend of a reduction in the diversity of our boards, governing bodies and leadership teams?*

*What if we could really listen and connect with communities in new ways to address inequalities, improve outcomes and build trust for collaboration?*

It's time for a fresh approach; a social movement; a zero tolerance approach to simply making do.

The NHS Leadership Academy's "Building Leadership for Inclusion" Team pledges to do exactly that, by driving forward a new system wide programme that we think our North West system will want to test and shape in order to:

1. raise the level of aspiration on inclusion;
2. quicken the pace of change towards inclusion;
3. ensure that leadership is equipped to achieve and leave an ever increasing and sustainable legacy of inclusion.

## HOW WILL THIS PROGRAMME BE DIFFERENT FROM THE APPROACHES THAT HAVE GONE BEFORE?

It will go beyond talk of unconscious bias and the legal and public duties to tap into the very human and personal impact of the dynamics of power and privilege though:

- Learning– from **'lived experience'**, both from those most negatively affected and those whose experiences are consistently inclusive;
- Involving leaders and broad range of **stakeholders in partnership**;
- Developing **new knowledge**, via research, reflection, review and **action**;
- **Testing and evaluating** leadership development interventions within diverse organisations and systems;
- **Using rigorous research**, intelligence and practice, alongside stories and narratives, to inform and design tools, guides and frameworks to create and support **sustainable change**;
- Building on work in progress with the Workforce and Race Equality Standard;
- Creating plans for change at **all levels of the system with the system**.

The work is based upon re-designing some key building blocks, which, if adopted, over time and across the system, will bring about lasting and significant shifts in this area of work.

We will of course, share more about the opportunities to be part of the pilot when the details are confirmed.

## WHAT DOES IT TAKE TO BE AN INCLUSIVE LEADER?

Inclusive leadership has been identified as the way forward for leadership development but this is not a new notion altogether. Elements of inclusive leadership can be found in transformational and authentic leadership models.

What the Inclusive Leadership approach does suggest, is a clear need for leaders to embrace diversity in order to thrive in an increasingly diverse environment, where "diversity of market, customers, ideas and talent" is commonplace.

Recent research undertaken by Deloitte (2016) suggests that there are six signature traits of an inclusive leader (see Figure 1 below).

The model was developed through a comprehensive literature review and interviews with individuals across six countries.

The outcomes of the research suggest that inclusive leadership is about:

- Understanding and valuing the uniqueness of diverse individuals whilst accepting them as members of the group

- Treating individuals fairly based on their unique characteristics instead of stereotypical assumptions
- Utilising the thinking of diverse groups to explore innovative ways of idea generating and decision making whilst mitigating the risk of being blindsided

WHAT ARE YOUR THOUGHTS ON THE MODEL? SHARE YOUR THOUGHTS ON OUR TWITTER PAGE [@NHSNWLA](https://twitter.com/NHSNWLA)

FIGURE 1. THE SIX SIGNATURE TRAITS OF AN INCLUSIVE LEADERS



Deloitte University Press | DUPress.com

# CITIZEN LEADERSHIP PROGRAMME — INCLUSION IN ACTION

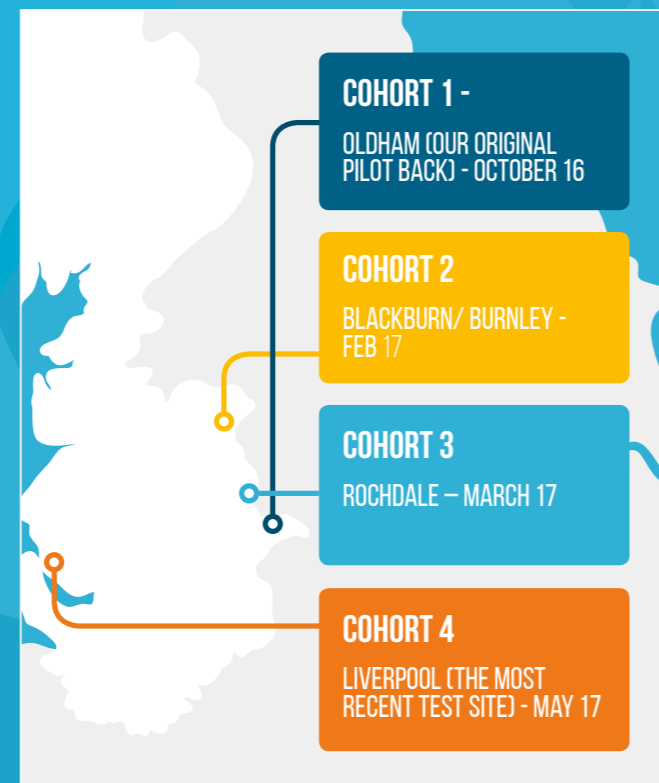
Inclusion can be built in other ways as well. When it comes to engaging with our citizens and our communities, our thinking is definitely shifting to be far more inclusive. We are talking much more of “asset based” approaches, using formal and informal networks in order to activate communities.

**WHAT DO WE MEAN BY A CITIZEN OR CITIZENSHIP? CORMAC RUSSELL, MD OF NURTURE DEVELOPMENT, SHARED A WONDERFUL SENSE OF THIS AT OUR RECENT TOP THINKERS EVENT FOLLOWING A TRIP TO SINGAPORE, WHERE THE COMMUNITY DESCRIBE THIS AS “TO CONTRIBUTE TO ANOTHER WITHOUT EXPECTATION OF RETURN”.**

Understanding the environment we work in and anticipating your needs, in line with and in light of the 5YFV, led us to explore the notion - how can we build the leadership skills and capability of our citizens in the community, as well as our leaders?

A series of great conversations further inspired us to develop the outline of a programme for “Citizen Leaders” previously referred to as the “Patient, Carer and Public Leadership Programme”. Aligning with this concept, in November 2016 we started in Oldham, with a group of 30 citizens who did not otherwise engage with services. We have worked with an expert delivery partner to carry out pre-programme activity, including outreach work and building relationships. The immediate outcomes were fantastic! One of our guest speakers, Councillor Zaheer, was so impressed she asked for this to be available in her home town of Rochdale, the birthplace of the co-operative party no less! She expressed how she thought it was important that the Northwest Leadership Academy were “taking an important step in empowering women to tackling inequalities in our communities”.

SINCE THEN, WE HAVE HAD TWO FURTHER COHORTS, ONE IN THE BLACKBURN/BURNLEY AREA AND THE OTHER, MOST RECENTLY, IN THE LIVERPOOL AREA.



## EARLY INDICATORS:

- It changes the mindset of leaders, speakers and participants
- It provides a platform for engagement and action
- It builds the confidence of participants and activates those to do more in their community and with leaders in health – chairing groups, volunteering with HealthWatch, returning to NHS careers, etc.
- It can be tweaked to fit around any audience who may not otherwise engage with health and social care services; extending from the focus of these initial test sites which were BAME women (Black, Asian and Minority Ethnic).

TAKING AN IMPORTANT STEP IN EMPOWERING WOMEN TO TACKLING INEQUALITIES IN OUR COMMUNITIES:



Deborah Davis  
NHS North West Leadership Academy  
5<sup>th</sup> Floor  
3 Piccadilly Place  
Manchester  
M1 3BN

Dear Deborah

**Re: Patients, Carers and Public (PCP) leadership Programme – Oldham**

First of all may I take this opportunity to wish all the best for the New Year and secondly to say that I had the pleasure of taking part in the PCP Leadership Programme in Oldham via Maqsood Ahmad. I wanted to write to you to express my admiration of your initiative in trying to readdress a glaring gap which exists in the under representation in leadership positions amongst the BME women in the north west. We need to support the BME women in developing their skills, confidence and awareness of access to opportunities, so that they can play an active role in developing, promoting and delivering relevant health/public services in their areas.

I can truly relate to the struggles of these women from my own experiences in getting into a leadership position. The times when I felt that as Asian women, how could I break down the barriers in just getting my voice heard or just being listened to? If I had been supported in the way the women at this programme were, it would have made it much easier for me.

I feel a PCP Leadership Programme in my own area (Rochdale) will be enormously beneficial to the BME women in Rochdale. I have already spoken to Maqsood to see if a similar programme would be possible in my own home town. I would be happy to assist in any way I can if you feel that this would be possible. I am confident that we have enough women in Rochdale who would benefit from such an excellent initiative.

On behalf of BME women, thank you to you and your colleagues for taking an important step in empowering women to tackling inequalities in our communities.

Yours sincerely

COUNCILLOR SAMEENA ZAEHER

## NEXT STEPS:

We believe that this has real potential and so we are working on a more longitudinal evaluation which we will share in due course, looking at all participants and leaders involved in the round, but why wait until then? If this has provoked an idea or made you a bit more curious then we would love to have a conversation with you.

*Who knows where that might lead to?*

@NHSNWLA

# TALENT MANAGEMENT AND SUCCESSION PLANNING:

## FROM TALKING TALENT TO TRANSFORMING TALENT...

LAST YEAR, WE RAN A POPULAR SERIES OF EVENTS AND GRANT OFFERS AS PART OF OUR 'TALK TALENT' CAMPAIGN WHICH SOUGHT TO RESPOND TO THE CURRENT PRIORITIES IN TALENT MANAGEMENT (TM), HIGHLIGHTED BY OUR MEMBERS, AS WELL AS REFLECTING NATIONAL DEBATE AND DIRECTION IN THIS RAPIDLY CHANGING FIELD.

Since then, the focus on TM has continued to evolve and intensify, particularly in the wake of the Developing People – Improving Care Framework.

This year, the NHS NWLA has refreshed its strategic objectives to align with this framework, anchoring our activity in a commitment to **inclusive, systems-based** leadership and talent management. A recently commissioned research project into organisational engagement with the TM agenda, careful analysis of feedback and exploration of key themes in the TM grant applications have also shaped our approach.

In essence, our TM ethos is encapsulated in the motto of our 10 year anniversary campaign '**Connecting, Collaborating and Cocreating**'. In this regard, we will be working to help link up, support and nurture **communities of practice** already beginning to taking shape around core interests and ambitions.

A key area of interest is the need for ongoing support with holding 'TM conversations' as part of established HR processes. Effective TM conversations will require further line manager training and development, and must link into broader organisational talent reviews

and succession planning. Relatedly, we need to explore mechanisms for engaging and influencing Boards and Governing Bodies to commit to, and recognise the value of, a TM strategy. This strategy must underpin organisational objectives and be primed to deal with a continually shifting social, political and economic context.

A TM strategy fit for the future is also one which embraces a more **cross-sector, collaborative and system-wide approach** to the recruitment and development of talent. New structures and networks for TM are already being considered from the perspective of those working at a locality or STP level, with regional talent boards being a topic of discussion at our most recent Board Meeting.

We will be working with leaders across the North West to explore how to create **partnerships** through which to establish, for example, TM forums, inter-organisational exchange schemes and cross-sector transfers that operate at local and regional levels. We look forward to our next phase of working with you to create systems-wide TM through our various forums, and inclusive of Local Workforce Action Boards and Strategic Workforce Boards.

An inclusive approach to TM and succession planning must form an integral part of any activity in this field. We were delighted to receive and fund a number of projects last year, which advanced the Equality, Diversity and Inclusion (ED&I) agenda in the context of TM and progressed our ideas about what we mean by 'inclusive TM'. Projects have set up research inquiries, frameworks and pathways that address the barriers to progression experienced by staff with protected characteristics, and developed TM practices that are inclusive of all employees.

Over the next few months we will be connecting the inclusion, OD and TM communities through various activities to develop capability and capacity, build communities of practice and share resources and learning within and across these specialisms. This is to support our vision of working with you to create the inclusive, diverse and collaborative cultures required to thrive in a diverse environment and to meet the needs of the diverse population we serve.

A KEY PART OF THIS FOCUS ON SYSTEM-WIDE TALENT MANAGEMENT IS OUR **CROSS-SECTOR STAKEHOLDER EVENT** WHICH WAS HELD ON 20TH JUNE. AT THIS EVENT WE EXPLORED THE NEW KINDS OF LEADERSHIP SKILLS AND BEHAVIOURS NEEDED TO ENABLE ASPIRING AND EMERGING TALENT TO SUCCESSFULLY NAVIGATE AND FORGE CONSTRUCTIVE CONNECTIONS WITH CITIZENS AND COLLEAGUES ACROSS THE SYSTEM.

We are keen to hear from a diverse range of perspectives across the population and professions in the public sector.

If you would like to share your views on this important topic, please contact us at:

✉ [NWLA.INFO@NHS.NET](mailto:NWLA.INFO@NHS.NET)

🐦 @NHSNWLA #TRANSFORMTALENT

### TALENT MANAGEMENT IS...

"Moving from an 'audience' in receipt of a service to a community that fully participates in and determines what the service actually is [...] where all employees have the opportunity to develop and most importantly believe that they have the opportunity to develop"

Prof. Paul Turner, 10 Steps to Talent Strategy

WITH SO MUCH EXCITING MOVEMENT IN THE SYSTEM AND TO ENSURE WE ARE TARGETING THE RIGHT PEOPLE, WE WILL SOON BE GETTING IN TOUCH TO ASK FOR NOMINATIONS OF AN OPERATIONAL AND EXECUTIVE LEAD IN THE AREAS OF TM, ORGANISATIONAL DEVELOPMENT & IMPROVEMENT, AND EQUALITY, DIVERSITY & INCLUSION WITHIN YOUR ORGANISATION.

We will then start connecting these groups with colleagues from across the region, to begin forming networks around the specific priorities of concern to you in these areas; providing the space for peer-to-peer learning and support, and for sharing of best practice, tools and techniques.

In the meantime, if you would like to get in touch with us directly about your talent management plans, please contact us at:

✉ [NWLA.INFO@NHS.NET](mailto:NWLA.INFO@NHS.NET)

🐦 @NHSNWLA #TRANSFORMTALENT

**"We are now in Talent 4.0: talent management in a multi-generational, multi-cultural, mobile, high expectation, networked, information-transparent, global environment"**

Prof. Paul Turner, 10 Steps to Talent Strategy



# STYLING FOR THE 21ST CENTURY:

## SUPPORTING EMERGENT LEADERSHIP IN THE NORTH WEST

WE NEVER STOP GROWING INTO OUR LEADERSHIP OUTFIT, BUT FOR THOSE OF US WHO ARE TRYING IT ON FOR SIZE FOR THE FIRST TIME, WE HAVE A SUPPLY OF WELL-VERSED PERSONAL STYLISTS TO AID THE PROCESS OF BEST FIT.

Whether our emergent leaders (those new to the leadership life) are being 'styled' by the much acclaimed NHS GMTS, the flagship programme that is Mary Seacole, or involved in wider leadership development interventions including Stepping Up et al, the need for a rich, vibrant and talented emerging leadership community has never been so critical for the evolving health and care landscape.

Equally, the leaders of emerging leaders are as important to us as they play an instrumental role in developing and supporting our leaders of the future. The 'Emerging Leaders Network Event', on 15th March 2017, provided an opportunity to engage with emerging leaders and those who lead them. This has enabled us at the NHS NWLA to really understand how we can make the best of our resources to support this important agenda.



MEL PICKUP

The emerging leadership agenda is supported by the NHS NWLA Regional Emerging Leadership Group, chaired by Mel Pickup (CEO of Warrington and Halton Hospitals NHS Foundation Trust and Board member to the NHS NWLA). They are a group of passionate professionals from across the health and care system in the North West, dedicated to supporting the emerging leadership landscape.

The group is focused on translating national and regional drivers into local language, where emergent leaders are supported and developed in response

to the needs of the healthcare landscape.

The group is driven by a common underpinning purpose: to enable the architecture of a stable talent pipeline of world class health and care leaders for the North West that are both fit for purpose: future proofing leadership to drive the best possible outcomes for population health.

STAY TUNED FOR A 'WHAT'S ON' GUIDE FOR OUR EMERGING LEADERSHIP AGENDA AND PLEASE DON'T FORGET INTERCHANGE WHICH IS FEATURED ON THE BACK PAGE; A COLLECTION OF DEVELOPMENT OPPORTUNITIES SEEKING TO CONNECT LEADERS ACROSS THE PUBLIC SECTOR AND BEYOND.



## A LENS ON CLINICAL LEADERSHIP

### CLINICAL LEADERSHIP DEVELOPMENT STRENGTHENS THE BEDROCK OF LEADERSHIP RESILIENCE.

In the North West we continue to cultivate a climate where our clinical leaders stand side by side with leadership communities from across the health and care landscape, to drive innovation for population health.

Our clinical leaders, alongside their multi-disciplinary peers and managers, have invested in a huge plethora of activity to underpin their leadership experience with the latest thinking and innovation. It's hardly surprising that the North West has become a hub for thought leadership in arenas such as asset based leadership through Millom and internationally contextualised approaches to healthcare reconfiguration through Leadership for Integration and Beyond (Dr John Howarth).

Our work at the NHS NWLA has therefore, inevitably been focused on enabling our clinical leaders to flex with agility and resilience, to bring transformative change at different places and times in the system, embracing opportunity, context and will for health and care redesign. Successfully forged collaborations, partnerships and trusted relationships between clinicians and the wider health and care and public sector have begun to solidify with invigorated passion and commitment.



BRENDAN RYAN

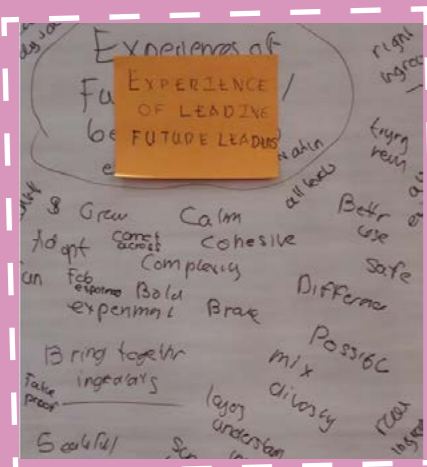
Clinicians are represented at our member's board by Medical Director at Tameside and Glossop Integrated Care NHS Foundation Trust, Brendan Ryan and Executive Director of Nursing and Midwifery for Lancashire Teaching Hospitals NHS Foundation Trust, Gail Naylor.

They also jointly chair our Clinical Leadership Strategy Reference Group. The Group includes both clinicians and managers and is dedicated to supporting clinical leaders to take the clinical lead in the journey towards the 5YFV, drawing together the clinical spectrum for engagement with leadership for improvement.



GAIL NAYLOR

STAY CONNECTED AS WE PLAN FOR OUR 17/18 CLINICAL LEADERSHIP DEVELOPMENT AGENDA.



# WHAT'S NEW IN COACHING AND MENTORING AT THE NHS NWLA?

THERE'S NO BETTER TIME TO JOIN AND FIND OUT MORE!

WITH SO MANY CHANGES AND UPDATES TO OUR COACHING AND MENTORING SCHEMES, WE ARE EXCITED TO UTILISE THIS SPECIAL UPDATE TO TELL YOU MORE!

## NEW COACHING AND MENTORING HUB

We are delighted to announce the launch of our new coaching and mentoring online system: The NHS North West Leadership Academy's Coaching and Mentoring Hub. The new system has been developed over the past 12 months with you, our members, and other Local Leadership Academies across the country.

With additional features to support users to search for and match to mentors and coaches more effectively, the ability to register onto upcoming CPD events, share resources and provide an internal messaging facility to enable more streamline communications between parties, we are thrilled to re-launch

the new Coaching and Mentoring Hub this month! Importantly, the system will provide a platform to evaluate coaching or mentoring relationships to reflect their impact and value, whilst allowing us to continually develop our scheme and adapt to your needs.

## NEW FEATURES OF THE NHS NWLA COACHING AND MENTORING HUB

1. A much improved matching process for both coaching and mentoring, expanding the search parameters making this a much more intuitive process.
2. A new dedicated events tab where you can now book all your events with the scheme directly through your profile.
3. Our evaluation process has been completely overhauled to ensure all data captured is important and meaningful, most importantly we can use this to ensure you experience is continually enhanced.
4. Undertake a chemistry meeting prior to formally starting a coaching or mentoring relationship on the system and record these details on the system.
5. Organisational Coaching and Mentoring Champions now have administration access to the system, this means a much more tailored approach for each organisation and ensures your activity helps influence the coaching and mentoring strategy within your organisation going forward.
6. An internal messaging facility to help us target communication to all of our members at an unprecedented scale.
7. Streamlined and updated; the Hub has a new, clean, crisp look.
8. A much improved resource facility where you can now share your own resources with other scheme members.

## NEW EXECUTIVE COACHING SUPPORT

We are aware of the many changes facing our most senior leaders and want to offer support and some head space; to allow them to explore the additional opportunities and challenges these changes bring. We are making executive coaching support immediately available for two key individuals from your board or governing body.

We will fund **three coaching sessions** with an individual's existing coach (within a finite resource) or we can work with you to identify a suitable coach from our executive profiles. If you would like to take us up on this offer, please contact us on: [NWLA.CoachingandMentoring@nhs.net](mailto:NWLA.CoachingandMentoring@nhs.net)

## NEW A MORE INCLUSIVE APPROACH TO COACHING

We have revised and updated the NHS NWLA Coaching Register to align to the European Mentoring & Coaching Council (EMCC) guidelines on requirements to be a coach on our scheme, including an update on our coaching agreement. In doing so, we have ensured a level of consistency on the calibre and experience of our coaches, ensuring continuous development opportunities to harness their coaching practice whilst access to supervision to ensure practice is safe and developmental.

With the support from our Coaching & Mentoring Champions, we have opened access to the system to allow potential coachees to seek coaching via the scheme through their internal coaches within their organisation. This allows an approach to coaching which supports our vision of developing an inclusive coaching and mentoring culture across the North West aligned to the recommendations set out in the Five Year Forward View, the Developing People; Improving Care framework and the NHS 20/20 vision.

This visual below will give you an idea of the different layers within the NHS NWLA Coaching Register. To find out about the requirements to coach and to access coaching, at each level, please visit our website or contact the team.

## NHS NWLA EXTERNAL EXECUTIVE COACHES

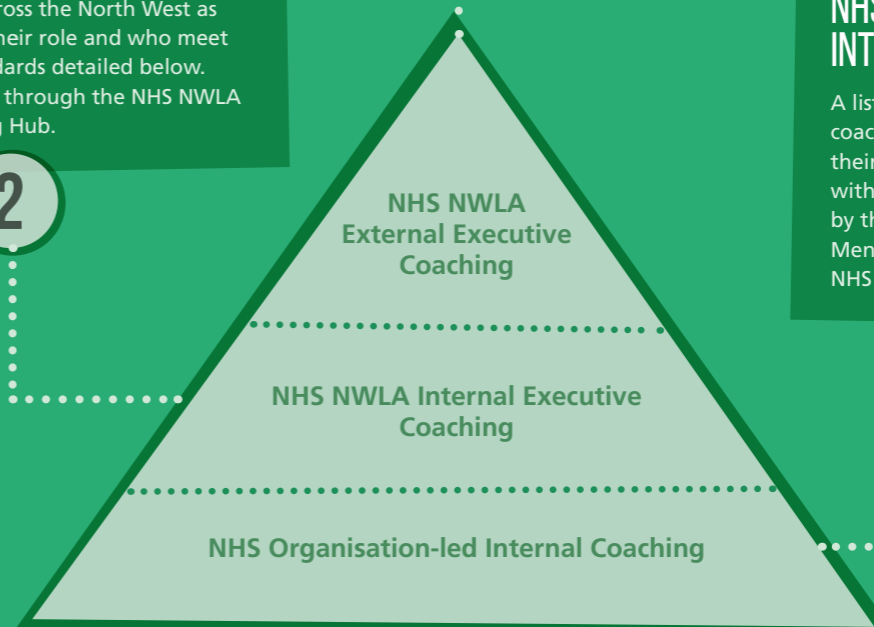
A list of external executive coaches who can be accessed through the NHS NWLA Coaching and Mentoring Team.

## NHS NWLA INTERNAL EXECUTIVE COACHES

A list of internal NHS staff trained as coaches, who are willing to coach across the North West as part of their role and who meet the standards detailed below. Accessed through the NHS NWLA Coaching Hub.

## NHS ORGANISATIONAL-LED INTERNAL COACHES

A list of internal NHS staff trained as coaches, who are willing to coach as part of their role within their organisation (or out-with via agreement). The list is managed by the organisation, via the Coaching and Mentoring Champion, and accessed via the NHS NWLA Coaching Hub.



## OUR AMAZING COACHING & MENTORING CHAMPIONS NETWORK

THE COACHING AND MENTORING CHAMPIONS IN ORGANISATIONS ACROSS THE NORTH WEST HAVE PLAYED A CRUCIAL ROLE IN ALL OF THE SCHEME'S DEVELOPMENTS.

Our Champions, whom are leads for rolling out coaching and mentoring in your organisations, have been essential to extending the scheme across our region. The network affords the opportunity for organisations to work more collaboratively on this agenda whilst maximising the resources available.

Over the past 18 months our Coaching and Mentoring Champions network has trebled in size. Get in touch with the NHS NWLA Coaching and Mentoring Team if you are interested in finding out if your organisation has a Champion, and/or what to do if you are interested in becoming one/nominating someone. Our next training session is being held at The Liner Hotel, Liverpool on Thursday 14th September.

We hope that you're as excited about the new opportunities this relaunch provides to all NHS organisations across the North West. We welcome all feedback, comments and questions about the new system, coaching access or any other support required. You can contact the Coaching and Mentoring Team at:

**nwla.coachingandmentoring@nhs.net**  
or **0161 625 7805**.

## KEY DATES FOR COACHING & MENTORING ACTIVITIES

ONE OF OUR BRAND NEW FEATURES FOR THE COACHING AND MENTORING HUB IS A NEW EVENTS TAB WHICH CAN BE LOCATED WITHIN YOUR PROFILE. THIS TAB WILL CONTAIN DETAILS OF ALL OUR UPCOMING EVENTS WHERE YOU CAN BOOK ONTO EXCLUSIVE CPD EVENTS AS A SCHEME MEMBER.



### MENTOR DEVELOPMENT DAYS

We will continue to have our monthly Mentor Development Days throughout the year; regions are rotated regularly so there will always be one for you.

### CHAMPIONS HUB TRAINING SESSION

Organisational Coaching and Mentoring Champions will be learning how to best utilise the new NHS North West Leadership Academy Coaching and Mentoring Hub.

### COACHING REFRESHER WORKSHOP

These sessions are for trained coaches who are part of our North West Coaching register and who wish to refresh and update their skills.

### SUMMER NETWORK LEARNING EVENT

We have recently confirmed our first Network Learning Event of 2017/18. Always well received, our Network Learning Events are available to all of our members whether coach, coachee, mentor or mentee. This is being held at the **Norton Grange Hotel, Rochdale on Wednesday 12th July 2017**. The session will be delivered by the European Mentoring and Coaching Council (EMCC).

### COACHING AND MENTORING CHAMPIONS TRAINING

We are holding our next Coaching and Mentoring Champions Training Session at the **The Liner Hotel, Liverpool on Thursday 14th September**. Please see above for further information on our Coaching and Mentoring Champions network.

### AUTUMN NETWORK LEARNING EVENT

Coinciding with National Mentoring Day, our Autumn Network Learning Event will be held in the **Merseyside Area on Friday 27th October 2017**.

TO FIND OUT MORE ABOUT BOOKING ONTO ONE OF THE ABOVE EVENTS PLEASE CONTACT US AT **NWLA.COACHINGANDMENTORING@NHS.NET** OR ON **0161 625 7805**.

# MENTORING

# SPOTLIGHT ON: CENTRAL CHESHIRE'S CLINICAL LEADERS FOR TRANSFORMATION PROGRAMME

IN LEADER WE WILL BE FEATURING A "SPOTLIGHT ON" SECTION FEATURING DIFFERENT NW FOOTPRINTS AND LOCAL DELIVERY SYSTEMS, TO SHARE PROGRESS AND LEARNING MORE WIDELY ACROSS THE REGION.

This edition brings a "Spotlight on" our collaboration and partnership with AQuA to support a specific need across Central Cheshire.

NHS South Cheshire and Vale Royal CCGs recognised the need for tailored support for clinical leaders increasingly required to lead the transformational agenda by working across organisational and sector boundaries.

Combining the knowledge and expertise of the NHS NWLA, AQuA and the CCGs, a unique six month programme was designed to bring together clinicians from general practice, mental health and community services. The programme focused on developing and strengthening relationships, to create a cadre of clinical leaders who could champion *clinical leadership in their localities and support the delivery of transformational change across the local health economy*.

## PROGRAMME APPROACH



## PARTICIPANTS REPORTED KEY LEARNING THEMES AS:



These outcomes contributed to a working culture of collaboration and shared language across clinical leaders in the area.

The programme was led locally by Lisa Gresty, Associate Director of Corporate Affairs at NHS South Cheshire CCG and NHS Vale Royal CCG, who was delighted to have had positive feedback from participants that have "taken back their newly developed skills to encourage a ripple effect of learning, making a real difference to local patients".



Cathy Sloan, Head of System Transformation at AQuA, who co-designed and delivered elements of the programme, commented on the benefits of collaboration:

*"We drew on the unique strengths and skills of each organisation, without members having to commission multiple partners and programmes, allowing members to use their scarce time and resources more effectively. One of the mantras of system thinking is that the whole is greater than the sum of the parts and the collaborative working between AQuA and NWLA really embodies this."*

Colleagues who work together now have a shared language and understanding of leadership and change that can be utilised in their everyday practices, meaning that learning is likely to be more sustainable and productive of a ripple effect of learning across the region.

My understanding of the need for a 'Compelling Narrative' for change has been really important learning

Imposter Syndrome is real - this has helped me to normalise my fear of not always getting it right

Culture eats strategy for breakfast. Focus on getting culture right first

# SPOTLIGHT ON: DEVELOPING A SUPPORTIVE LEADERSHIP CULTURE TO IMPROVE QUALITY IN CENTRAL AND SOUTH MANCHESTER



IN THIS EDITION WE INVITED **HELEN FARRINGTON**, ASSOCIATE DIRECTOR OF OD AND TRAINING (OD&T) AT CENTRAL MANCHESTER UNIVERSITY HOSPITALS NHS FOUNDATION TRUST, TO SHARE THEIR FANTASTIC EXPERIENCE OF BEING PART OF A NATIONAL AND INNOVATIVE PILOT PROGRAMME.

As part of the GM footprint and the 'Single Hospital' transformation, Central Manchester is one of our largest providers in the North West with a multitude of organisational cultures and sub-cultures.

Improving quality, through a culture of high quality, continually improving care is a key aim here at Central Manchester University Hospitals NHS Foundation Trust (CMFT). To support organisations like ourselves, develop their leadership to deliver and sustain this culture, NHS Improvement (NHSI), The Kings Fund and The Centre for Creative Leadership are working collaboratively to develop some practical resources.

The Culture and Leadership Programme translates a significant body of research about what

characterises high quality care into a culture toolkit co-designed and rigorously tested by 3 NHS Foundation Trusts: Northumbria Healthcare, East London and Central Manchester. The research has been drawn from a variety of industries and therefore the aim is to share and spread the learning across the NHS and beyond.

When we were offered the opportunity to take part in this project we jumped at the chance. I had recently joined Central Manchester as the Associate Director of Organisational Development and Training. A core focus of our OD strategy was to build leadership (particularly clinical leadership) and quality improvement capability and capacity across the Trust. We were seeking to embed a culture of distributed (or collective) leadership that would deliver our transformation programme.

With the full support of the Board and the energy and passion of the Change Team (a group of staff from across the Trust), we completed the 'Discover' or diagnostic phase of the



**62%** OF NHS FOUNDATION TRUSTS AND NHS TRUSTS WANT SUPPORT TO CHANGE THEIR CULTURE

programme in the autumn of last year. The process and results gave us an enormous amount of insight into our culture from a Board through to front-line staff perspective. We have since completed some additional 'deep dive' diagnostics where we wanted to have a greater understanding.

Since then of course, the integration of health and social care across Manchester has gained significant momentum.



**"DEVELOPING PEOPLE, IMPROVING CARE"**  
CONDITION 2:  
COMPASSIONATE, INCLUSIVE AND EFFECTIVE LEADERS AT ALL LEVELS

With a tremendous amount of support from NHSI, The Kings Fund and the other pilot trusts, we have had the unique opportunity to apply the principles and tool-kit to support the development of a shared culture across Manchester. This started with the Single Hospital Service work we are undertaking with the University Hospital of South Manchester (UHSM) – because of their commitment and enthusiasm, UHSM completed the diagnostic in less than four months!

Thanks to the support of the NHS NWLA and the OD, Improvement and Talent Management grant, CMFT and

**70%** OF CHIEF OPERATING OFFICERS SAY CULTURE AND EFFECTING CHANGE ARE THE MAIN TOPICS THEY NEED SUPPORT WITH

**"POOR QUALITY CARE OCCURS PARTLY BECAUSE OF VERY LOW LEVELS OF DIALOGUE ABOUT QUALITY PROBLEMS AND SOLUTIONS."**  
FROM THE LARGEST EVER MULTI-METHOD STUDY OF HEALTHCARE CULTURES IN ENGLAND. DIXON-WOODS ET AL, 2013

UHSM jointly hosted a Culture Workshop on the 31st March. We shared the results of diagnostics and reflected on our similarities and differences. We can already see what we can build on and where we need to focus attention to enable a successful integration.

We were joined in the afternoon by colleagues across Greater Manchester to share and spread the learning. The event was facilitated by ICE Creates who used clean language techniques to help us start a dialogue around creating a shared cultural vision for GM. The whole day was captured in pictures, which not only amplified what was being discussed in the room but is being used as a conversation starter after the event.

**"IF YOU REALLY WANT TO MAKE AN IMPACT AND SHAPE CULTURE, I WOULD HIGHLY RECOMMEND JOINING THE PROGRAMME."**

IF YOU WOULD LIKE TO GET INVOLVED YOU CAN CONTACT [NHSI.CULTURE@NHS.NET](mailto:NHSI.CULTURE@NHS.NET) AND JOIN THE COMMUNITY OF PRACTICE.

**"COLLECTIVE LEADERSHIP IMPROVES DIRECTION AND COMMITMENT, PARTICULARLY IN ORGANISATIONS THAT FACE UNCERTAINTY AND COMPLEX CHALLENGES."**  
DRATH ET AL, CENTRE FOR CREATIVE LEADERSHIP, 2008

- WHICH CHARACTERISTICS ARE FUNDAMENTAL TO A HEALTHY CULTURE?**
1. INSPIRING VISION AND VALUES
  2. GOALS AND PERFORMANCE
  3. SUPPORT AND COMPASSION
  4. LEARNING AND INNOVATION
  5. EFFECTIVE TEAMWORKING
  6. COLLECTIVE LEADERSHIP





# interchange



## WORKING ACROSS ORGANISATIONAL BOUNDARIES AND THE WIDER HEALTH AND CARE SYSTEM, INTERCHANGE ALLOWS LEADERS TO LEARN TO LEAD DIFFERENTLY BY EXPERIENCING LEADERSHIP DEVELOPMENT THROUGH A CROSS SECTORAL LENS, MADE AVAILABLE THROUGH A RANGE OF OPPORTUNITIES.

IN PARTNERSHIP WITH NORTH WEST EMPLOYERS, THE NHS NORTH WEST LEADERSHIP ACADEMY IS ABLE TO OFFER A RANGE OF DEVELOPMENT OPPORTUNITIES, INCLUDING CROSS SECTOR COACHING, SHADOWING, INNOVATION EXCHANGES AND CROSS SECTOR ACTION LEARNING SETS.

Interchange contributes to the region's collective thinking about how we might tackle the challenges of system-wide public service reform, such as integrating health and care in the broader context of well-being, growth and devolution.

Interchange is the conduit for connecting, collaborating and co-creating.

Interchange is accessible and open to the whole of the North West public sector. If you've not had the opportunity to register then why not

take a look at some further information available at

[NWEMPLOYERS.ORG.UK/WHAT-WE-DO/NETWORKING-AND-CONNECTING/INTERCHANGE-2](http://NWEMPLOYERS.ORG.UK/WHAT-WE-DO/NETWORKING-AND-CONNECTING/INTERCHANGE-2)

Or take a look at a reflective story on an innovation exchange hosted by Procure Plus to explore their early intervention approaches and employment possibilities for our most disadvantaged communities.

[NWEMPLOYERS.ORG.UK/2016/12/INNOVATION-EXCHANGE-PROCURE-PLUS-EARLY-INTERVENTION](http://NWEMPLOYERS.ORG.UK/2016/12/INNOVATION-EXCHANGE-PROCURE-PLUS-EARLY-INTERVENTION)

IF YOU WOULD LIKE TO HAVE A CONVERSATION OR HAVE ANY QUESTIONS ABOUT THE INTERCHANGE PROGRAMME THEN PLEASE EMAIL [NWLA.INFO@NHS.NET](mailto:NWLA.INFO@NHS.NET)



North West Leadership Academy