

WINTER 2017/2018

NHS
North West
Leadership Academy

LEADER



WE CAN'T SOLVE OUR PROBLEMS WITH
THE SAME THINKING WE USED WHEN
WE CREATED THEM.

ALBERT EINSTEIN

**THE JOURNEY TO PLACE
BASED SYSTEMS OF CARE**
LEARNING FROM WHAT WORKS

**SUPPORTING YOU TO
SUPPORT YOURSELF**
NEW YEAR TIPS FOR SELF COMPASSION

**ASSURING THE COMPETENCE OF
SYSTEM OF PRACTITIONERS**
LEADING THE WAY IN THE UK

COMING UP IN 2018

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WELCOME...



Happy New Year everyone!

Can you believe here we are in 2018, where did 2017 go? It's been a difficult start to the year with pressures higher than ever resulting in the cancellation of non-urgent activity putting even greater demands on staff at all levels; rail fares have increased yet again, Brexit negotiations continue. However despite these pressures we also see lots of progression, the advance in new technologies meaning new approaches in healthcare offering opportunities to the people we serve in ways not previously imaginable. Advances generally – testing of electric cars, climate change experiments, a real advance in artificial intelligence and its application, space tourism and so much more...

You will see within this edition of Leader illustrations of some of the advances being made across the North West, those who are embracing new ways of approaching entrenched issues, sharing and learning with each other. Those of you familiar with Ralph Stacey's work on complexity theory will understand that when we have little certainty and little agreement to a way forward, as is often the case currently in our new and emergent, evolving landscapes, it is a time when we need to test and experiment with new ways of working. Linear ways of working don't necessarily fit in complex, ambiguous environments, that's why we need to take calculated risks and try new things. The NHS North West Leadership Academy is no different and over the last 10 years has adapted its offer to the presenting landscape though never has it been so complex. The ways we work with you, our members, has changed although programmatic approaches to leadership development have their place, there are much more creative and innovative ways that we need to support and co-create new solutions with you – in place. You will see some of these new approaches reflected here. We hope the way we work with you in developing these new approaches illustrates to you the values of our organisation, that we are innovative and visionary, authentic and ethical, connected and inclusive, agile and intuitive, pioneering and dynamic and work with and for you to co-create new solutions which ultimately improve population health.

I mentioned the fact that staff at all levels are managing even greater pressures and demands and it is so important that we pay attention to our own and other's health and well-being. We are striving to offer compassionate care within compassionate cultures but do we practice self-compassion? Too often we put others before ourselves which is a worthy cause but doesn't always serve ourselves or others well. Please take a look at the article about self-compassion that talks about our need for self-kindness, common humanity and the practice of mindfulness. You will also see a new range of offers that support this.

In looking for new ways of working and in achieving a population based approach to care we need to have a changed relationship with the public, we need to work in tune with local communities to achieve this. In a previous 'Leader' newsletter, Jenny Brumby, Member of Millom Local Action Group said 'Look to communities for solutions, not just to bring more problems'. With this in mind we embarked upon a new Citizen Leadership programme which

enabled over 100 BAME women across the North West to develop skills and confidence to play an active part in inputting to local public and voluntary services, a brief overview of an event held to celebrate the impact and successes is captured here with more information about how you can become involved and utilise these approaches in your own local communities, there were some truly inspiring stories. I do hope that you can see how the NHS North West Leadership Academy is evolving with you to support new approaches that help achieve the ambitions we all have for ourselves as well as all other patients, service users and citizens across the North West – after all it's ours – isn't it?!

As ever if there is anything further we can do or you would just like to discuss an idea you might have for a new approach or for spreading and embedding existing new ways of working like the AIM project described within, please don't hesitate to get in touch.

Look forward to working closely with you in 2018.

Warm regards

Deborah Davis
Managing Director
NHS North West Leadership Academy

FESTIVAL OF LEADERSHIP THURSDAY 1ST MARCH 2018



...Ubiquitous connectivity has made possible a new form of power, one that operates differently, like a current. "New power" is made by many; it is open, participatory, and peer-driven. Like water or electricity, it is most forceful when it surges. The challenge with new power is not to hoard it but to channel it"

(New Power: Jeremy Heimans & Henry Timms)

Join us at the first ever NHS NWLA Festival of Leadership on 1st March 2018. Headlined by Jeremy Heimans, Co-Founder and CEO of Purpose, we will explore the relationship between 'old power' and 'new power', considering how new power tools can be used to spread ideas, lead movements and enable system and organisational transformation.

Take the opportunity to experience our exciting 'fringe' area taking place

across the day in which colleagues from our North West leadership community will be hosting a diverse collection of unique, challenging and provocative sessions on key themes including:

- **Inclusion; Lived experience and citizen leadership**
- **Talent; Building system talent and supporting emerging leaders**
- **Systems; Principles of Collaboration, risk taking and innovation**
- **Well-being; Self-compassion and resilience**

The festival has proved popular and we are currently at capacity but please join our waiting list (<https://nwfestivalofleadership.cynergyevents.co.uk>) and hold the date in your

diary, as we hope to release further places very soon.

Are you a senior leader with a story to share around the above themes? Why not apply to take part in our Pecha Kucha session? Pecha Kucha is a Japanese method of creating and delivering a presentation with impact and precision. You will have access to a coach to support the development of your presentation and deliver this at the Festival. Contact us on NWLA.info@nhs.net to apply!

Join us on twitter to get involved in the conversation and participate in our live polls throughout January and February [#nhsnwla](https://twitter.com/nhsnwla) [#NWFOl](https://twitter.com/nhsnwla)

See you there!

CONTACT US

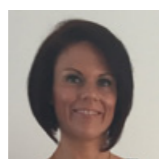
If you have any comments on Leader, or just want to get in touch with a member of the team, you can email us at NWLA.info@nhs.net and follow us on Twitter.

@nhsnwla

THE JOURNEY TO PLACE BASED SYSTEMS OF CARE

LEARNING FROM WHAT WORKS

September saw another successful joint masterclass between NHS North West Leadership Academy, Mersey Internal Audit Agency, Advancing Quality Alliance and North West Association of Directors of Adult Social Services. The focus was to explore the principles underpinning place based systems of care and the cultural and leadership shifts required to support new models. This included the sharing of two North West case studies giving real-life insight to their challenges and developments.



We invited Suzanne Douglas, formerly Organisational Development

Manager at Warrington and Halton Hospitals NHS Foundation Trust to share her reflections from the day.

The journey started with Professor Chris Ham, Chief Executive at The King's Fund, exploring the principles of place based systems and the need for new approaches to move from fortresses to systems.

This included a great shared perspective that place based systems of care require a collaborative approach, rather than the existing response to care provision of NHS organisations fighting for their own survival. This is in stark contrast to the architecture of the NHS and its governance with a focus on performance and metrics around healthcare provision.

Sarah Bullock, Assistant Director Integrated Local Care System, shared insights from the St Helens Care model which emphasised the need

for trust to enable collaboration and raised some points for reflection:

What does collaboration mean to those within and around the system?

What behaviours and skills are required to enable collaboration?

How can we actively support shifts in mind set and replicate the bravery modelled by Sarah and the St Helens Care Team?

How can we enable and create the right conditions for collaboration to be modelled and fortresses to be transformed into systems?

CATHY SLOAN @CATIERANGER

"REALLY ❤️ THAT WE ARE GETTING A DIFFERENT VIEW FROM @MRSSARAHBULLOCK ABOUT HOW 2 DEVELOP #PLACEBASEDCARE THINKING BEYOND HEALTH! @AQUA_NHS"

Trust was a consistent theme, with the system gaining value through shared commitment and community empowerment. Insights echoed Julian Stodd's research around dynamic tension between old power and the new power, emphasising the letting go of bureaucracy for the greater value for the system. Sarah emphasised a focus on behavioural science, exploring old and new culture to understand the shifts which need to happen. This also reinforced the need to create the right conditions to enable leaders to connect and build relationships. Leaders need to be brave to navigate the bureaucracy and be willing to let go for the recognition of the greater value for the 'place'.

CATHY ELLIOTT @MARGOTELLIOTT

"@NHSNWLA #PLACEBASEDCARE CHRIS HAM "COLLABORATIVE WORKING IS A 'CONTACT SPORT' - LEADERS NEED TIME WITH EACH OTHER."



Panel of speakers

EMMA DAWKINS @DAWKINSEJ

"#PLACEBASEDCARE @NHSNWLA @AQUA_NHS @PROFCHRISHAM ST HELEN'S VISION FOR ACCOUNTABLE CARE BASED ON ADAPTIVE INNOVATION, DEMOCRATIC STEWARDSHIP."



Sarah Bullock, Assistant Director Integrated Local Care System, St Helens Cares

STUART JACKSON @STUARTICE

"#PLACEBASEDCARE IT'S ALL BUILT ON #TRUST AS #LEADERS BEHAVE WITH VULNERABILITY. BUT WHAT COMES NEXT? #STORYBUILDING @ICE_CREATES"

ANTHONY MATHER @BREW_ANYONE

"REALLY GOOD DAY AT #PLACEBASEDCARE EVENT WITH 100+ LIVE STREAM 🙌 VIEWERS TAKING TIME TO LISTEN TO @PROFCHRISHAM @MRSSARAHBULLOCK @1948GRIFF"

CHORLTON GIRL @GILBEYE

"THE RELATIONAL CHALLENGES NEED AS MUCH ATTENTION IF NOT MORE THAN THE TECHNICAL CHALLENGES IN #PLACEBASEDCARE" 😊

CATHY ELLIOTT @MARGOTELLIOTT

"#PLACEBASEDCARE THINK BEYOND SERVICE DELIVERY TO TOWN PLANNING & EMPLOYMENT AS WELL VIA A PARTNERSHIP TO IMPROVE HEALTH."



Questions from the audience

GILL PHAZEY @GILLP82

"GOVERNANCE IS ABOUT BREAKING DOWN BARRIERS AND RELATIONSHIP BUILDING @1948GRIFF SHARES HOW @GM_HSC GOT THIS RIGHT #PLACEBASEDCARE @NHSNWLA"

Tim Griffiths, Assistant Director of Social Care Transformation at Greater Manchester Health and Social Care Partnership, shared Greater Manchester's own system journey. Tim's key message was that much of the work is in progress, ideas are still developing and accountable care arrangements need to be made in each place taking account of local relationships and histories. He also described how Greater Manchester's devolution governance is particularly strong, and that others may wish to learn from this.

The workshop closed on the note that there is no one local place based model and no single way of doing things, re-iterating how important it is to keep an eye on the biggest prize, which is population health. Relationships are vital in working through the inevitable conflict and system leaders who can manage conflict, uncertainty and chaos are critical to the future.

GREATER MANCHESTER DEVOLUTION WHAT DOES THIS MEAN FOR ORGANISATIONAL DEVELOPMENT (OD)?



JOHN HERRING, STRATEGIC LEAD FOR OD AT GREATER MANCHESTER HEALTH & SOCIAL CARE PARTNERSHIP SHARES HIS VIEWS ON THE PIVOTAL ROLE OF OD AND THE DEVELOPING CROSS-SECTOR NETWORK SUPPORTING TRANSFORMATION.

Here in Greater Manchester (GM) we can be ebullient in terms of regional pride, so when we became the first devolved region in England and at the vanguard of the Northern Powerhouse, as much as we pumped our chests out, I can imagine a few of our neighbours understandably rolled their eyes! Devolution of our Health and Care System in GM gave us increased powers over the £6billion we spend every year.

SO... WHAT DOES THIS MEAN FOR OD?

Traditionally OD folk have worked to support the organisations in which they work to increase capacity and improve capability in their workforce, by enabling people in the workplace to flourish, thrive and transform systems.

Devolution therefore represents a game changer for our field of practice, because if you thought working

in organisations was challenging, then systems made up of multiple organisations with multiple leaders is a whole other thing! People working in OD will continue to have a mind on their organisations, but they increasingly need to understand how systems work, how care in place is delivered and what that means to local communities. This change in scope means that, now more than ever, the organisational development field of practice is everyone's business and not only the purview of the specialist.

In light of this we decided to set up an OD Network across GM covering the whole of the public sector – from Fire to NHS, Local Authority to Voluntary Sector. We launched the network in September and are in the process of describing what an OD Network across GM can uniquely offer across the public service system. If we expect people to work without organisational preciousness across our systems of care and service, then we have to do the same in the OD world and suspect that in doing this we will improve how we work towards the delivery of workforce strategies.

We are beginning to explore what the expectations and activities might look like for leaders working in these different areas and we think systemic thinking is one enabler in leading from place, but that systemic thinking is a requirement when looking at broader transformation and economies of scale. The ability to vacillate between the two and be thoughtful and reflective about where you are leading from at any one time is likely to be a key aspect of a great leader in future public services and is likely to lead to the kind of right service, right time and right place mantra that we need to deliver on.

The challenge that GM has before it is a big one. Devolve a health and care system in a climate of austerity whilst without the full range of levers that full devolution brings. If we are going to make a success of this then, 'Greater Manchester will have to do things differently here,' and the OD community is one key enabler in that journey.

INNOVATIVE NEW APPROACHES: VITAL CONVERSATIONS AND SYSTEM LEADERSHIP LABORATORIES IN LANCASHIRE & SOUTH CUMBRIA

The NHS North West Leadership Academy are continuing to work with the footprint to explore and shape offers aligned to the five priority developmental themes highlighted from strength-based conversations and stakeholder engagement events.

DEVELOPMENTAL THEMES FROM STRENGTH-BASED CONVERSATIONS

1. *Enabling innovative, creative and experimental approaches (test and learn)*
2. *Safe risk taking and curating failures*
3. *Mindset, behaviours and creating a safe space*
4. *Emotional and wellbeing*
5. *Communication, engagement and cross sector collaboration*

We have supported members of the OD community to attend a workshop on '**Vital Conversations**' which explored mechanisms for identifying, preparing and engaging in conversations which may be difficult but are also 'vital', for example when the stakes are high or relationships are strained. The purpose of supporting OD colleagues was to experience the learning directly and to test potential providers of this activity as an offer aligned to the priorities. It was also to develop relationships as an OD community, and enable a shared understanding of areas for potential co-creation and collaboration.

We have been actively engaging with the senior leads for Primary Care and Mental Health workstreams and are excited to be testing a '**System Leadership Laboratory**'™ approach in early 2018. These will explore how productive partnership and system

working can be developed and sustained within their own context. It is a dynamic, high impact, experiential learning event, which creates a 'live' organisational system in the room, and enables learning through a 'real-time' laboratory approach. Utilising this approach has a dual purpose offering both a developmental intervention to the priority workstream and further insight to system challenges which will enable the Academy and its partners to shape future offers.

We have been delighted to work as part of the North West Leadership and Development Collaborative (which also includes North West Employers, AQuA, The Innovation Agency and Health Education England) to shape and develop a menu of offers. Watch this space for further developments as we continue to develop insights and offers to support system-level working.

FOCUS ON... CHESHIRE AND MERSEYSIDE

WARRINGTON'S STORY OF COLLABORATION ACROSS LEADERSHIP AND ORGANISATIONAL DEVELOPMENT

In early 2016, we embarked on openly trying to learn more about what our systems were telling us about system leadership behaviour, launching a North West wide system leadership behaviour review and supporting localities to explore the leadership behaviours pertinent to place. The Warrington Partnership successfully bid for a grant from the NHS North West Leadership Academy to support the development of a Collaborative Leadership Behaviours Framework and this is their story.

The Organisational Development (OD) Collaborative in Warrington are an ambitious group of public and third sector organisations working together to enable:

- system leaders to collaborate and connect with the community to ensure services are tailored to local needs to improve Warrington's population health and wellbeing
- develop talent across the system to support the wider strategic imperatives in the move towards integration with the Accountable Care Partnership
- the creation of connections across the system through the opening of a wider network of expertise for leaders to engage with, and to 'work out loud' to resolve challenges and identify new solutions

Its core focus is to enable **'culture and leadership behaviour across the system'** by taking a developmental approach to exploring and supporting new ways of working through collaboration.

The Collaborative identified a growing need to define collaboration in practice

and to find a common language derived from the leadership community. The journey to creating the collaborative leadership behaviour framework was focused on an inclusive co-creation model across all levels of the Warrington public sector.

A crowdsourcing approach was used to source the wisdom of the 'crowd' supported by an online tool, an innovative method that invited the communities to comment on what collaborative behaviours people want to see and experience from public service leaders. In the true spirit of collaboration there were also opportunities to participate in focus groups to co-design this work. The focus groups explored Warrington's lived experience of collaboration and were designed to draw on the wisdom of the Warrington 'crowd' to develop a deeper understanding. At the same time a twitter conversation enabled crowdsourced ideas to be gathered from over 150 people from various parts of the UK and as far afield as India and Australia. This lived experience has also been combined with academic research and the most current

social narrative on what it takes to be collaborative. From the crowd wisdom and prototype engagement the OD Collaborative were able to create specific and observable collaborative leadership behaviours along with a 360 framework ready for user testing.

LEARNING SO FAR:

- Language matters** – having a common narrative is key component
- Show progression** – the prototype has helped identify when leaders have the firm foundations to collaborate and when they are exploring and shaping collaborative leadership behaviours
- Make it inclusive** – it is not about what level you are at in an organisation, it will apply to everyone
- It is not just all about me!** – people wanted to know how well they co-create, influence and inspire others
- Keep it simple** – leaders want a really simple visual to help them reflect, observe progress and see true collaboration by navigating obstacles in action

WHAT'S NEXT?

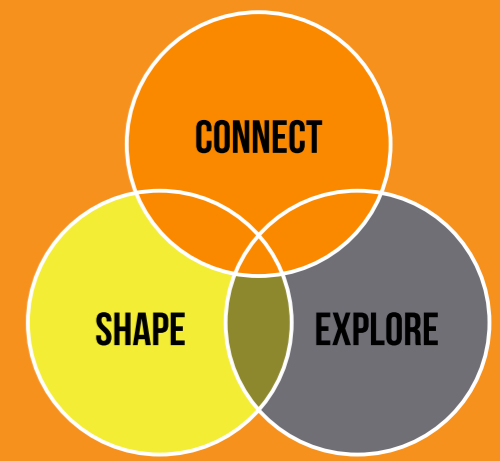
The OD Collaborative is in the testing phase of the 360, exploring language and functionality of the tool and report. A leadership development offer will be created to underpin the 360 providing access to a navigational system leadership route map. The ambition is to pool and share leadership development opportunities across the system and, in the longer term, to embed the framework and tool into appraisal systems, leadership recruitment and selection processes. This will create opportunities for talent transfer and workforce mobilisation across the system.

If you would like to know more about any aspect of this work please contact NWLA.info@nhs.net

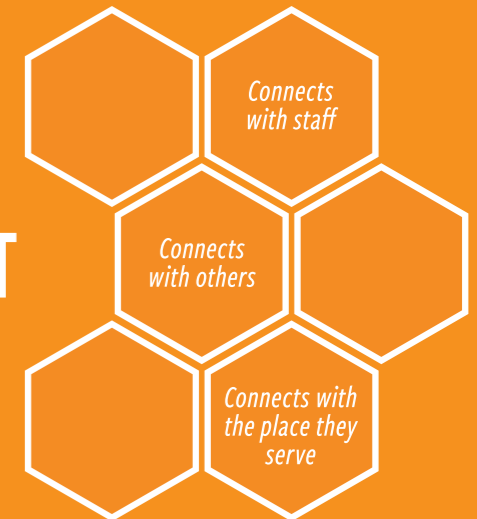
The Warrington OD Collaborative is represented by organisational development leads from: Warrington and Halton Hospitals NHS Foundation Trust, Warrington Borough Council, Torus Housing, North West Boroughs Healthcare NHS Foundation Trust, Bridgewater Community NHS Foundation Trust, Cheshire Constabulary, Live Wire, Warrington Voluntary Action, Warrington Clinical Commissioning Group.

We would also like to thank the Warrington OD Collaborative for sharing their learning throughout the North West review so their experiences are represented. The North West System Leadership Behaviour Review will be shared broadly by the NHS North West Leadership Academy in the New Year.

WE KNOW THAT THE BEST LEADERS DO THESE THREE THINGS



THEY CONNECT



THEY EXPLORE



THEY SHAPE

AIMING HIGH SHARING THE LEARNING

In October this year the NHS North West Leadership Academy provided a small grant to support **AIM (Agile Ideas for health In Mersey)** to facilitate a cross-organisational group to visit Manchester to learn about how Greater Manchester are making progress on integrating health and social care, and collaborating at scale to achieve positive change.

THIS IS AIM'S STORY

The trip to Manchester brought together colleagues from primary and secondary care, local authorities and the third sector. The AIM participants were impressed by the way Greater Manchester had created an overarching vision, as well as establishing firm foundations for integrated place based care, building on borough footprints and serving local communities. To ensure key learning was disseminated across Merseyside, AIM hosted a meeting for all those who were unable to join the initial visit and to create a 'safe space' for sharing, reflecting and allowing bold conversations to develop. All who attended contributed positively, whilst at the same time raising some of the 'wicked issues' which AIM had so far been unable to resolve.

One participant said, "AIM loves naming elephants... there are loads of them...!"

AIM has successfully created a forum for energetic conversations about how primary care can collaborate in order to provide high quality local services. They are genuinely interested in what, as primary care providers, they can bring to the table, how they can make a difference and how they can change and adapt so the out of hospital sector can flourish.

As AIM moves forward they are committed to continuing to trial new services which work for people irrespective of traditional borders, host conversations to explore possibilities, generate trust and build relationships; endeavour to support each other and all those who wish to become involved and stay positive achieving change at scale and pace in Merseyside.

Article credit and thanks to Kate Lucy, Chief Executive of Urgent Care 24 who led this learning event.

AIM was founded in 2017 by Brownlow Health, Healthaction and Urgent Care 24. It describes itself as an out of hospital service incubator. If you are interested to learn more please email

NWLA.info@nhs.net

TESTING THE WATERS WITH PRIMARY CARE

Primary care organisations have not historically been covered under the membership model of the NHS North West Leadership Academy, but in early 2017 East Lancashire Clinical Commissioning Group asked if their own membership could be used to test an approach which would support leadership development for the most senior leaders in two federated General Practices.

Given the significant role played by primary care in improving the health of our population and the fact that 90% of patients are seen in primary care, with support from our board we agreed to work closely with the primary care teams to test an approach across East Lancashire.

Thanks to sheer hard work from the participants, excellent clinical leadership, input from GPs and senior managers to co-design an innovative and impactful intervention, the programme has been a resounding success.

"I wish I had known when I started in leadership roles, what I know now"

THE PROGRAMME PROVIDED AN OPPORTUNITY TO:

- Build relationships locally by spending time together, benefitting from knowledge sharing with others
- Better understand personal strengths and areas for development, including strategies to get the most out of others
- Improve negotiation and influencing skills, especially when working with other senior leaders in large complex organisations
- Understand strategy development with an outcome of the development of a strategic business plan
- Learn how to lead to bring about change and innovation to the healthcare system

KEY COMPONENTS OF THE DESIGN:

- Designed for today's context; leading in a volatile, uncertain, complex, and ambiguous world
- Real insights and learning generated from, and with, the participants
- Fast paced, interactive, thought provoking, and practical
- Pragmatic with easy to use tools and techniques shared

"Fantastic! More than met our expectations"

"Really refreshing, informative and fun"

WHAT IS A FEDERATED GENERAL PRACTICE?

A Primary Care federation is a formal or informal alliance of General Practices, or General Practices and other community Primary Care providers, coming together to achieve and deliver a range of objectives.

NHS England 2015



The programme is still subject to a longer term evaluation but short term gains are already noticeable. Participants have reported:-

- thinking differently about how to secure a better outcome for all stakeholders
- clarity on purpose of activity
- production of an effective strategic 'plan on a page'
- agreement on next steps.

All our programmes bring opportunities to improve networks and gain a better understanding of others' perspectives. This programme was no exception and we look forward to reviewing the final evaluation which will help us shape our part in supporting our primary care colleagues.

"...really enjoyed it and learnt a great deal"

HEALTH AND WELLBEING

SUPPORTING YOU TO SUPPORT YOURSELF



Health and Wellbeing is becoming a focus for individuals and organisations as they find themselves in

increasingly complex environments. The NHS North West Leadership Academy is releasing opportunities to support our members (see details on page 22) and will be asking experts and leaders to share their experiences. In this edition we hear from **Amanda Super, Occupational Psychologist** how you can make 2018 your own year of self-compassion.

DEMONSTRATING SELF-COMPASSION: BEING KIND TO OURSELVES IN A NEW YEAR

I discovered self-compassion and the work of Dr Kristin Neff (the leading academic in the field) just over six years ago when I had to take some time off work due to a serious health problem. Whilst I was recuperating from surgery, I began applying Neff's teachings to my own recovery. I know this assisted me in regaining my health (both physically and emotionally) and helped me to get back to the job I love more quickly. Soon after this, I began to incorporate the principles of self-compassion into the development work I was undertaking within organisations and the feedback I received from clients described the approach as 'life changing'.

SO, WHAT IS SELF-COMPASSION?

SELF-COMPASSION HAS THREE CORE COMPONENTS:

SELF-KINDNESS

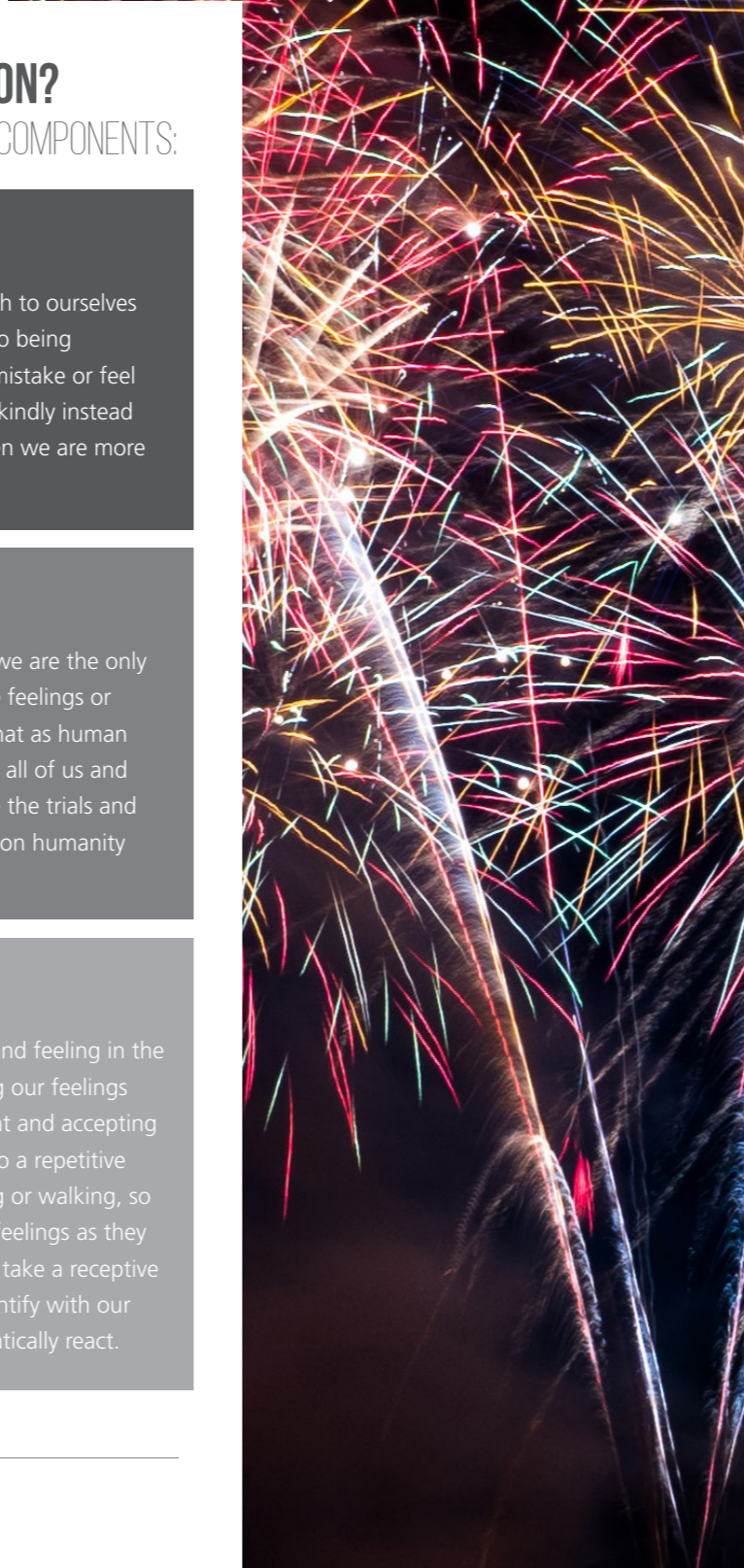
This means taking a warm and caring approach to ourselves when we are having a hard time as opposed to being harshly critical of ourselves when we make a mistake or feel inadequate. When we can speak to ourselves kindly instead of berating ourselves for not being perfect then we are more likely to achieve our aims.

COMMON HUMANITY

When we are struggling, we often think that we are the only ones to experience this difficulty or have these feelings or concerns. However, the fact of the matter is that as human beings we all suffer at times, life is difficult for all of us and none of us are immune to having to negotiate the trials and tribulations life can throw our way. Our common humanity reminds us that we are never alone.

MINDFULNESS

This means recognising how we are thinking and feeling in the present moment without judgement. Allowing our feelings (whatever they are) and thoughts to be present and accepting them. We do this by bringing our awareness to a repetitive action we naturally perform, such as breathing or walking, so that we can kindly observe our thoughts and feelings as they arise. Practising mindfulness encourages us to take a receptive and balanced view so that we do not over-identify with our more difficult feelings and, as a result, automatically react.



By learning the tools and techniques to cultivate these three elements into our lives, we have at our disposal the resources to endure our struggles, knowing that these are a normal part of life. We can develop an inner strength to deal with adversity and we can bounce back more quickly and fully.

When all three core components are delivered together the international evidence shows an increase in resilience, emotional intelligence, happiness, optimism, life satisfaction, gratitude and compassion for others.

The evidence also indicates that you can learn and develop self-compassion. The evaluations I receive from my work have encouraged me to continue to develop innovative methods to develop self-compassion with NHS staff and leaders.

LET US KNOW HOW THESE 'TOP TIPS' ARE WORKING FOR YOU - TWEET US @NHSNWLA USING #HWBNWLA

MY TOP NEW YEAR TIPS FOR SELF-COMPASSION ARE:

- Accept that you will never be perfect – we are all just doing our best with the cards we have been dealt and, for the most part, succeeding!
- Make a list of three things you have done well each day and one thing that could have gone better without dwelling on this last one, just taking the learning you can.
- Make no comparisons of yourself to others – we are all on our own journeys with our own unique set of talents and attributes that we bring with us to every situation.
- Link focusing on your breathing for one minute with daily tasks such as brushing your teeth or waiting for the kettle to boil.
- Look after the basics – eating healthily and regularly, hydrating enough, giving ourselves the amount of sleep and exercise we need – particularly in nature, planning time to engage in activity we enjoy, reflecting on what we have achieved each week, spending and making time to maintain our relationships with people we care for and who care for us.
- Look for opportunities to form connections with others who share your interests or challenges, both in your professional and personal life.
- Appreciate all the good in our lives – have gratitude for our good health and health and wellbeing of loved ones, a special moment like showing kindness to ourselves or others, appreciate a good thing that has happened each day.
- Start each day with the intention to be compassionate to yourself.
- It can help to actively reflect on self-compassion by asking ourselves questions; try building these into your daily routine;
 - How can I show myself kindness today in amongst the tasks I have to complete?
 - How can I build and develop my connections with others I come into contact with today?
 - How can I be mindful towards how I am feeling today – what space do I need to give myself?

I wish you a self-compassionate 2018!

Amanda

LEADERSHIP INNOVATION IN PLACE

In autumn 2017 we coordinated the national 'In Place Leadership Innovation Fund' offer across the North West. The offer was for local systems and organisations to develop innovative, inclusive and compassionate leadership, and support the achievement of ambitions in the Five Year Forward View, in place.

We received a fantastic response from organisations and across systems with applications far exceeding the total funds available. We are celebrating and sharing here those projects funded, although we are aware that many were disappointed not to receive funding in this round. However all may not be lost as we plan to open a local grants offer in the New Year, so watch this space!

LEADING A CULTURE OF RESEARCH AND INNOVATION

NHS Research and Development North West

While there is strong commitment to the integration of research and innovation in teams, NHS R&D NW has found limitations in knowledge about research and innovation policy agendas and a lack of personal confidence in providing leadership in this area. Working creatively with up to 25 middle managers from a range of clinical backgrounds, this project will combine elements of:

- the "leading clinical teams" programme funded by Health Education England from 2013-2016, and
- the Academy of Creative Minds, an immersive programme for health researchers and professionals to work with creative artists to learn how to communicate their work more effectively and help increase its impact

PEOPLE AND PLACE - TRANSFORMING HEALTH TOGETHER

Bridgewater Community Healthcare NHS Foundation Trust

Using a place-based approach, this project will deliver a collaborative pilot which aims to improve health and wellbeing by developing the skills and expertise of staff, partners and local people to build relationships, confidence and resilience. The programme will:

- uncover and engage talent that will increase social leadership across the boroughs;
- apply a 'train the trainer' approach to build capacity and offer coaching support;
- deliver a social leadership learning event to increase understanding across the system of patient activation and social leadership.

ST HELENS CARES - DEVELOPING PLACE-BASED SYSTEM-WIDE COLLABORATIVE TRANSFORMATION AND LEADERSHIP SKILLS

NHS St Helens Clinical Commissioning Group

St Helens People's Board, a borough-based partnership which extends beyond health and social care to include public, private and third sector bodies, has been created to innovate new ways of working and promote collaboration. Work is underway to set up a Citizens' Panel and equip the team with skills and knowledge to innovate and initiate shared service and collaborative solutions. This grant will support:-

- training individuals as Collaborative Transformation Practitioners;
- training new team members, resulting in a total of 22 accredited practitioners;
- individuals and teams to be more empowered and confident about the impact they can have on the overall sustainability of the health and care system.

FREE TO LEAD

University Hospitals of Morecambe Bay NHS Foundation Trust

This project will deliver a series of sessions to 80 staff members from clinical and non-clinical roles. It includes:

- a focus on how mindfulness and storytelling can build relationships, support transformation, engagement and sustainability and develop participants' coaching skills;
- a bespoke leadership package to strengthen team cohesiveness and individual resilience within urgent care pathways;
- support to develop networks in A&E and acute assessment departments;
- learning sets to enable participants to embed, sustain and share learning beyond the programme.

EXPLORING, ENABLING AND DEVELOPING COLLABORATIVE LEADERSHIP ACROSS THE WARRINGTON SYSTEM TO SUPPORT THE 'TOGETHER WE' VISION AND THE WARRINGTON ACCOUNTABLE CARE PARTNERSHIP

Warrington and Halton Hospitals NHS Foundation Trust

This project, led by the Warrington Organisational Development Collaborative, will focus on:

- enabling leaders to explore behaviours which promote a collaborative approach and to understand their own leadership development needs;
- the creation of a 360° and associated coaching and feedback mechanisms to underpin the emerging Collaborative Leadership Behaviours Framework (see page 8);
- creating a series of development programmes aligned to the framework to be embedded and sustained within managers' day-to-day practices.

DEVELOPING SYSTEM AND PLACE-BASED LEADERSHIP CAPABILITY TO SUPPORT POPULATION HEALTH IN EASTERN CHESHIRE

NHS Eastern Cheshire Clinical Commissioning Group

The Eastern Cheshire Caring Together Programme is a collaboration between NHS, local authority and GP organisations. Redesign of the Eastern Cheshire care system has resulted in a place-based care model comprising five community hubs and a specialist services hub. The grant will support:

- a focus on care professionals, wider community service leaders and their teams to deliver place-based care;
- team-based coaching;
- external expertise to help establish the five community hubs with new ways of working;
- evaluation to highlight development priorities for the emerging system OD framework.

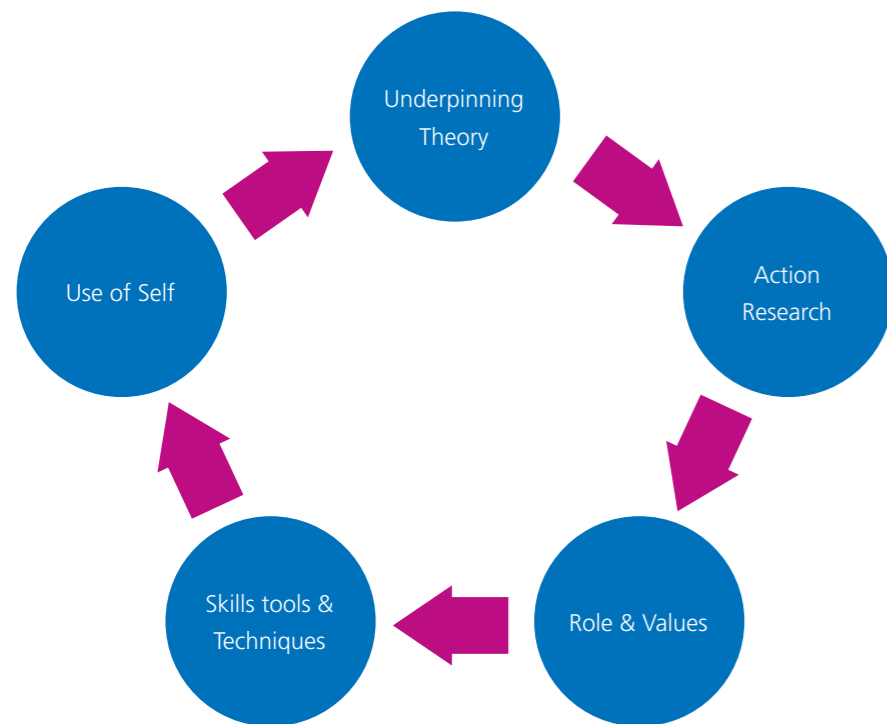
ASSURING THE COMPETENCE OF SYSTEM ORGANISATION DEVELOPMENT PRACTITIONERS LEADING THE WAY IN THE UK

In 2016, Deborah Davis (NHS North West Leadership Academy Managing Director) was involved with system leaders who were asking a critical question **'where are the NHS and social care organisation development (OD) practitioners who are competent and capable of proving expert OD support at the system level?'** This is the core question of how OD is assured at a system wide level.

As the health and social care sector moves forward, tackling issues through

working with multiple organisations and citizens groups is becoming the norm. These partnership and whole-system level interventions require OD practitioners who are competent working across organisational boundaries, comfortable with ambiguity and highly skilled at intervention design with groups of system-level executives who seek to build coalitions for delivery services. Perhaps most importantly, they need to be able work with the changing nature of power in our society as citizens and co-designers.

WHAT DOES AN OD PRACTITIONER NEED TO KNOW?



Ref: Kathryn Farquhar

"IT HAS BEEN A PRIVILEGE TO TAKE PART IN THIS INNOVATIVE PROGRAMME AND I HAVE GAINED SO MUCH FROM MY EXPERIENCE. ALONG WITH BEING RECOGNISED FOR MY OD PRACTICE AT A SYSTEMS LEVEL IT HAS GIVEN ME THE IDEAL OPPORTUNITY TO REFLECT ON HOW I CAN BETTER SUPPORT OTHERS TO BRING ABOUT TRANSFORMATIONAL CHANGE ACROSS BOTH SYSTEMS AND PLACES, FOR THE BENEFIT OF THOSE WHO LIVE AND WORK IN THE REGION. MOVING FORWARD I'M COMMITTED TO HELPING SHAPE THE PROGRAMME AND THE FUTURE OF OD PRACTICE IN THE NORTH WEST AND UK".

RITA EVANS

"ALTHOUGH THE OD CLAIM TOOK ME SOME TIME TO COMPLETE I AM REALLY PLEASED I DID IT. I HAVE HAD A LONG CAREER IN THE NHS AND REFLECTING BACK MADE ME REALISE I HAD BEEN 'DOING' OD FOR A LONG TIME AND IN MOST OF MY ROLES, NOT JUST IN THE ONES WITH OD IN THE TITLE. I REALISE THAT I HAVE A WEALTH OF EXPERIENCE WHICH HAS GIVEN ME CONFIDENCE IN MY ABILITY TO LEAD OD IN THE SYSTEM".

SUZANNE HAMILTON

Organisation Development is a field of practice, not a regulated profession and OD practitioners enter the field via many routes. There is no single qualification that makes it easy for system executives to be confident that a person is able to undertake OD work at the system level (or any other level for that matter). Understanding if an OD practitioner is capable is about looking at: their route to practice, their formal accredited learning, experiential learning and their track record of delivery. Most OD practitioners do not have all this evidence easily at hand.

We set out with the clear purpose of supporting system executives to locate, develop and deploy their NHS practitioners and also to build the confidence and capability of OD practitioners to work within and outside of their organisations. Early on, we discounted the idea of running assessment centres, setting up an action research

project working with fabulous OD practitioners from the North West who have led the way in this work.

Using an approach centred on the development of a claim of practice, with hard evidence against the North West OD competency standards and the Chartered Institute for Professional Development OD standards, our pioneers diligently reviewed their career experience, life history, OD success and learning. The outcome was a focus on the practitioner's own in-depth assessment of their practice and the production of a formal portfolio of their body of work - their 'claim'. The claim can then be objectively validated (not assessed) by a panel of system level leaders and OD experts. This work brings OD practitioners in line with other professional groups who demonstrate their continued professional competency by reflection and evidence presentation.

In October 2017 we were delighted that four North West OD practitioners were the first in the UK to be validated as system OD practitioners and are leading the way in their work.



DAN CABORN
Manchester Metropolitan University



SUZANNE DOUGLAS
Formerly Warrington and Halton Hospitals NHS Foundation Trust



RITA EVANS
Leading GM, North West Employers



SUZANNE HAMILTON
Cumbria Partnership NHS Foundation Trust

Subsequently it was decided that this approach to the issues of system OD practitioners would be rolled out as further action research across the NHS in England. This work is now steaming ahead with many OD practitioners starting their claiming process. We are so delighted that the NW has led the way in this piece of work.

The success of this programme is very much thanks to the valuable contribution of my fellow validation

panel members: Alex Heritage, Deputy Chief Executive of NHS Transformation Unit and Shelly Rubenstein, Chief Executive Impact Care and their expert knowledge and experience of System Leadership.

Authorship: a great many people have participated in this work; this short piece has been produced by Dr Maxine Craig who chaired the validation panel as part of the team. Maxine is a former NHS Head of

OD who now works as a freelance OD practitioner, working across systems. At the Leadership Academy the work has been led by Carole Swindells, Senior Associate.

A REPORT OF THIS GROUND BREAKING WORK WILL BE AVAILABLE FROM THE NHS NORTH WEST LEADERSHIP ACADEMY'S WEBSITE LATER THIS YEAR.

CREATING THE CONDITIONS FOR EMERGING LEADERS TO FLOURISH ACROSS PUBLIC SERVICES EVERYWHERE, EVERY DAY

We've been working out loud over the last few months to explore our future approach to identifying and developing emerging leaders across public services. We have had a great time, learnt a lot along the way and tried out new approaches to engagement.

Here's the story so far of where we are up to with our thinking and how you can get involved.

THE APPROACH

We know that the more diverse the crowd we engage with, to shape our future approach to creating the conditions for

emerging leaders to flourish, the better the end result will be both for our members and the broader public services. So, we set out to engage the unusual suspects to explore these four questions

- How can we create a more inclusive definition of emerging leaders?
- What is it like to be an emerging leader in 2017?
- What will we require from our emerging leaders in the future?
- How do we create the conditions for emerging leaders in all places and spaces of health and care to flourish and make a difference?

Linking to the #TransformTalent work already in train we used social media, well Twitter mainly, to start a conversation about these questions, bring in different voices and create an open and inclusive space for exploration. We also had some fun and learnt lots by hosting an NHS NWLA tweet chat in the lead up to the event, that helped us hear what you think and shape the event itself. This enabled us to bring together different perspectives, levels, sectors, generations and more in an open space event on 13 November.

At the event we created spaces for thinking, connecting, reflecting and planning.

WHAT DID WE DISCOVER?

A new definition of emerging leadership – Everywhere, Every Day

STEPPING UP



CHALLENGING
PROVOKING
INSPIRING
INFLUENCING

ACTION

- Role modelling
- Positive disruption
- Making a difference
- Having an impact
- Mobilising

PRINCIPLES

MINDSET

- Growth
- Abundance
- Bigger than me
- Purpose

STEPPING OUT



Where the magic happens

Comfort zone

UNUSUAL SUSPECTS

- Formal & informal
- Anywhere & everywhere
- Inclusive

From Grads to returning mums
From HCAs to social leaders

EVERYONE EVERY DAY

CREATING THE CONDITIONS FOR EMERGING LEADERS TO FLOURISH #TRANSFORMTALENT @NHSNWLA

SO LET'S LOOK AT WHAT WE DISCOVERED AND LEARNT ALONG THE WAY



WHAT DID WE LEARN?

It's important when working out loud to create spaces for reflection and learning and we have built this into our approach. Here are some of the things we have learnt along the way:

- The great phrase from Margaret Wheatley "if you want to change the conversation, then change who is in it" is so true; by bringing together the unusual suspects from all sectors, places and spaces we have a very different conversation
- It's OK not to know the end destination and to work collaboratively and openly to explore and create that together
- Emerging leaders are all around us

everyday and we need to ensure that we are inclusive in our approach to them and that we don't fixate on an age, scheme or sector. This is for everyone, every day who wants to step up and step out of their comfort zone

WHERE ARE WE HEADING?

We are still working out loud on this agenda and will be using the learning above, and the community we have started to develop, to do these things:

- Refresh and reshape what we currently refer to as the Regional Emerging Leaders Steering Group to reflect this conversation
- Curate our current offers to show what

we already have available in one menu for emerging leaders

- Create a space for this topic at our upcoming Festival of Leadership
- Continue to work out loud on this topic to help shape our thinking and offers
- Ensure our emerging leaders strategy is based on crowd wisdom, research evidence and the lived experience of emerging leaders across the North West and beyond

HOW CAN YOU GET INVOLVED?

You can join in the conversation on Twitter #TransformTalent @nhsnwla or email us at NWLA.info@nhs.net.

COACHING AND MENTORING - AUTUMN NETWORK LEARNING EVENT

NATIONAL MENTORING DAY - MENTORING FOR SOCIAL IMPACT

With a brand new year comes a whole new range of Coaching and Mentoring opportunities. We finished off the last year with a fantastic Network Learning Event all about the social impact of Coaching and Mentoring.

Linking in with National Mentoring Day we held an expanded event with a keynote speaker through the morning and a World Café of local coaching and mentoring activity from around the region highlighting some of the fantastic activity being undertaken every day.

Do you have some local Coaching and Mentoring you'd like to highlight across the network? We'd love to hear your stories and comments – tweet us @nhsnwla #NWLACoachingMentoring or email us at nwla.coachingandmentoring@nhs.net.



Our keynote speaker - Becci Martin of Boo Coaching and Consulting - summarised our outcomes from the day,

reflecting on the important networking and learning opportunities available on the day

"It was an absolute privilege to host and present at the recent North West Mentoring Scheme Network Learning Event on this subject. It was great to celebrate 10 years of the NHS North West Leadership Academy and a wonderful opportunity to bring together compassionate and supportive mentors, champions and interested folk!

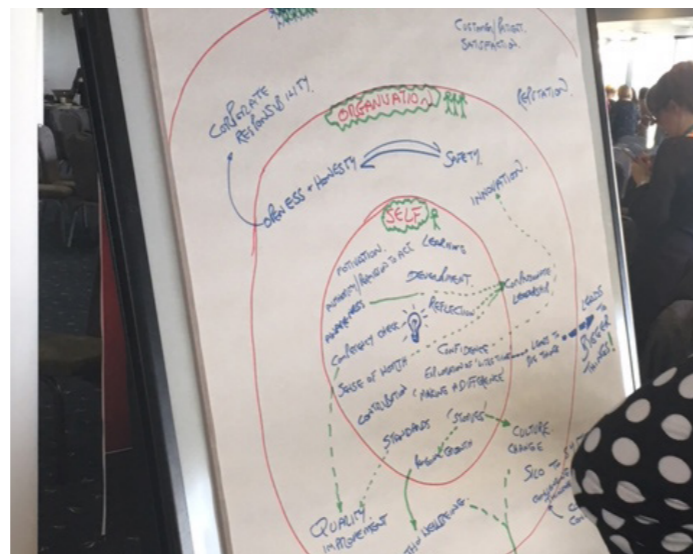
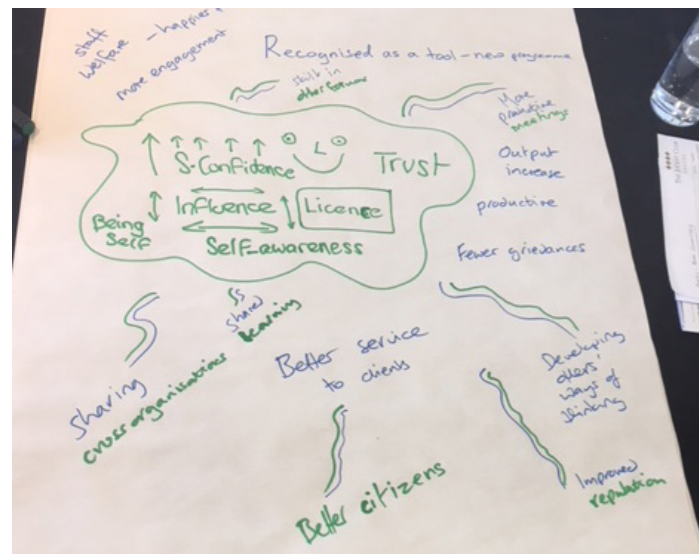
We began the morning, at Aintree, talking about our proudest mentoring moments and celebrated our successes. We often share what didn't work so it was a wonderful experience to hear the impact

that so many of our mentors and members have had on others over the years. I shared a brief story about the impact mentoring had on my career and my life and then we got to work considering how we can identify the social value of mentoring through the introduction of Social Return on Investment (SROI) analysis.

SROI seeks to answer 5 key questions:

1. Who changes as a result of our work?
2. How do they change?
3. How do we know?
4. How much is down to us?
5. How important are the changes?

The participants were encouraged to consider the impact of mentoring on themselves, their organisations and the community and the resulting artwork was a sight to behold!"



WORLD CAFÉ

The afternoon was an opportunity to participate in a world café where we heard from:

TABLE 1: PENNINE ACUTE HOSPITALS NHS TRUST BAME STAFF MENTORSHIP PROGRAMME

The Pennine Acute Hospitals' reciprocal mentoring scheme aims to mobilise the expertise and skills of their most senior leaders at Chief Executive, Chair and Executive Director level to offer mentorship, advice and guidance to mentees from Black, Asian and Minority Ethnic (BAME) backgrounds wanting to become future senior leaders within the NHS.

The publication of 'The Snowy White Peaks of the NHS' (Kline 2014) highlighted that BAME staff were absent from the leadership of many organisations, even those which had substantial numbers of BAME staff and where the organisation provided services to communities with large numbers of BAME patients.

How does reciprocal mentoring differ from traditional mentoring? Both parties come into the relationship as equals with the aim of enabling them to learn from each other. For example, in the context of workplace equality, senior leaders might increase their understanding of the challenges and barriers faced by staff members and also increase their cultural awareness while staff members might benefit from learning how more senior staff got to where they are today and how to influence more effectively.

TABLE 2: MERSEY CARE - RECIPROCAL MENTORING SCHEME

Mersey Care NHS Foundation Trust created a pilot Reciprocal Mentoring Scheme in partnership with The Walton Centre and The Royal Liverpool and Broadgreen University Hospitals with the dual aim of:

- responding to feedback from their staff survey that some staff from minority groups felt they had fewer opportunities for development
- support their objective of increasing BAME representation amongst its senior leaders, in line with the Workforce Race Equality Standard

This pilot was funded through the NHS North West Leadership Academy's Innovation Fund and received positive feedback from all participants. As a result of the pilot senior leaders agreed to give increased priority to mentoring sessions and to widen the pool of participants.

TABLE 3: MENTORSHIP FOR SENIOR FEMALE LEADERS

East Lancashire Hospitals Trust has been working closely with Lancashire Constabulary on a new mentorship initiative. Having identified its local constabulary as a public sector organisation that had high numbers of senior women in key posts, East Lancashire staff were able to offer the skills they had gained throughout their careers to mentor female middle managers in the police force. The aim was to equip them for

going forward and to provide a 'buddy' in the form of someone external who could be used to bounce ideas off and give another perspective.

TABLE 4: COMPASSIONATE COACHING

Amanda Super Consulting Ltd hosted a table at the World Café introducing the benefits of a compassionate coaching approach. Using the current context of the NHS and the mandate for staff to provide compassionate care to patients, Amanda questioned the cost of this to their own health and wellbeing with stress conditions rising and a report published the previous day highlighting that 300,000 staff had left their jobs due to mental health issues in the previous year. The participants acknowledged how this is seen regularly with their coaching clients and recognised how, when we are in a helping profession, we can often offer compassion to others but easily neglect ourselves. We discussed how coaching can be emotionally and psychologically demanding and require us, as coaches, to apply high levels of self-care.

The group came up with some great analogies for this including "putting on your own oxygen mask first" and "you can't pour from an empty cup".

COMING UP IN 2018

The NHS North West Leadership Academy has been exploring a range of new health and wellbeing offers for 2018 and we are delighted with the uptake to date.

PERFORM @ YOUR PEAK

This exciting and innovative team intervention will promote an organisational culture that fosters individual and team responsibility for health and wellbeing and identifies how this relates to 'peak performance' and improving the quality of services, using a combination of education and technology. **Search for 'Perform @ Your Peak' on our website for details on how to apply.**

COMPASSIONATE LEADERSHIP COACHING PROGRAMME

Working with Amanda Super, this 8 week programme is a unique opportunity for senior leaders working in the complex and changing landscape of health and care to work one-to-one to explore self-compassion through a coaching relationship, webinars and a half day workshop. **Contact us at NWLA.info@nhs.net to register your interest for future dates.**

BUILDING RESILIENCE: SUPPORTING TRANSFORMATION ACROSS SYSTEMS AND LOCALITIES

Personal resilience is arguably the most important resource for coping well during challenging times. During this one day masterclass senior leaders will explore the skills that enhance confidence in our abilities to bounce back from the many pressures senior leaders encounter in today's workplace and daily lives.

Contact us at NWLA.info@nhs.net to register your interest for future dates.

Why Not Become a HLM 360° Feedback Facilitator?

The HLM was created to help those who work in health and care to become better leaders. If you are interested in developing your facilitation skills to become a HLM feedback facilitator please contact us to express your interest and we can work to support this through a facilitator training session in the North West. Expressions of interest can be made to NWLA.info@nhs.net.

Further information about the Healthcare Leadership Model can be found at

<http://www.leadershipacademy.nhs.uk/resources/healthcare-leadership-model/>



NORTH WEST MENTORING CALENDAR (booking for all below now available on our website)

MENTOR DEVELOPMENT DAYS

FEBRUARY 2018

Friday 9th February
The Christie, Manchester

Friday 23rd February
Cheshire & Wirral Partnership
NHS FT, Ellesmere Port

MARCH 2018

Tuesday 6th March
Liverpool Women's NHS FT,
Liverpool

Tuesday 13th March
Warrington and Halton
Hospitals NHS FT, Runcorn

MAY 2018
Wednesday 9th May
Liverpool Women's NHS FT,
Liverpool

Tuesday 22nd May
Warrington and Halton
Hospitals NHS FT, Runcorn

JULY 2018

Tuesday 17th July
Cheshire & Wirral Partnership
NHS FT, Ellesmere Port

Thursday 26th July
Liverpool Women's NHS FT,
Liverpool

MENTEE AWARENESS SESSIONS

APRIL 2018

Wednesday 25th April
Warrington and Halton
Hospitals NHS FT, Runcorn

JUNE 2018

Wednesday 20th June
Warrington and Halton
Hospitals NHS FT, Runcorn

CITIZEN LEADERSHIP CELEBRATION EVENT

The Citizen Leadership project has been running over the past year in local communities with the aim of activating community citizenship, **empowering** and **enabling** communities to mobilise their assets.

The NHS North West Leadership Academy (NHS NWLA) Citizen Leadership programme offered an opportunity for participants to develop and apply their **leadership capabilities** and to engage personally with decision makers in their localities.

The event was organised to celebrate the fantastic achievement of women from Black, Asian and Minority Ethnic backgrounds who took part across 5 cohorts and also to reflect on lessons learned, consider the future of the programme and how we could all contribute to its sustainability.



Holding the event at the Werneth Suite in Oldham allowed us to revisit the location where the first event of the programme took place in late 2016, utilising a great local space, supporting the community and sharing an excellent home-cooked meal. There were also a number of stall holders present to share information about local community groups and activities.

Deborah Davis (Managing Director, NHS NWLA) and Maqsood Ahmad, pictured above, (Director, Partners in Equality), were

our hosts for the day taking us from the inception of the programme to looking at how many lives it has touched over the last year. A key focus was on the programme participants and celebrating how they've grown in confidence as leaders with representatives from each cohort delivering presentations, discussing the power of the programme and describing their personal journey.



Next there was a powerful facilitated panel discussion involving some of those decision makers who had supported past cohorts in their locality including:

Andy Griffiths,
Chief Executive Healthwatch

Majid Hussain,
Chair of NHS Oldham Clinical
Commissioning Group

Councillor Samina Zaheer,
Rochdale

Saida Khan,
Head Teacher and OFSTED Inspector

Mohammed Ishaq,
ADAB Bury

The panel also shared their own learning points from the programme and how they and their organisations could support the women on their continuing leadership journey.



We finished the day with a focus on ideas for taking this programme forward in the future and these will be collated and reviewed to inform our future direction. All of our delegates were encouraged to provide at least one commitment they would take forward with them after the event; these were captured on a commitment tree as a visual way to focus thinking on tangible action.

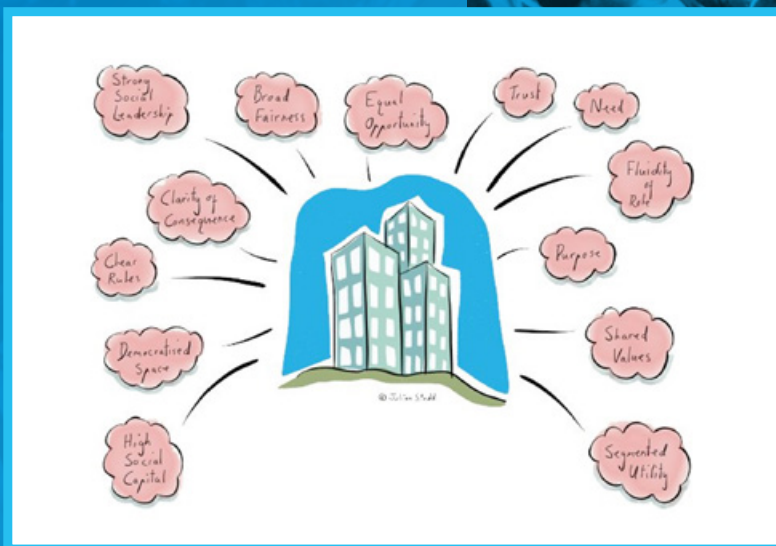
If you would like to find out more about the Citizen Leadership Programme please check out our Citizen Leadership Flyer and the Critical Success Factors Evaluation on the resources section of our website.

We'd also love to hear from you with your ideas and commitments for supporting Citizen Leadership across 2018 making sure this is just the first step in a continuing journey.

If you have any queries please contact us at NWLA.info@nhs.net or 0161 625 7348.

CONDITIONS FOR COMMUNITY

We, like many, are striving towards improving the health and wellbeing of our citizens. We believe that to meet the ambitions of our population and contribute to a progressive and healthy society we need to work together in new ways, have different conversations and, importantly, have difference in those conversations. By working together we have a greater chance of creating sustainable change than we ever would working only from our individual vantage points.



We know that many of you are already connecting in new ways or are interested in doing so to benefit the places in which you live and work. At the NHS North West Leadership Academy we are always keen to hear your stories, learn from your experiences and understand the conditions that can best enable people to connect, collaborate and co-create, both within and across organisational boundaries. Through working together in this way people across the region are starting to create, develop and participate in a variety of different kinds of communities.

We are delighted to be working with Sea Salt Learning, supported by North West Employers, to understand the conditions needed for communities to flourish. Thank you to everyone who has participated in our survey so far; your contributions have informed a number of community-building activities that are now gathering pace.

GET INVOLVED!

Join the Facebook Group: A space for you to share, create and communicate about your experience with communities.

Explore the website and listen to the podcasts:
www.conditionsforcommunity.com

SAVE THE DATES!

20th February 2018: Community Management Train the Trainer - please do join the conversation on Facebook to learn more.

6th March 2018: Theme: Storytelling as a condition for community

Supporting people to build their confidence in the art of storytelling for building communities.

#con4com