

SPRING 2019



Leadership Academy

North West

LEADER

AT THE END OF THE DAY,
IT'S THE PEOPLE THAT MATTER

DIANA OLIN

MEMBERSHIP IN ACTION

**CELEBRATING OUR FUTURE
NHS LEADERS**

**INFLUENCING CHANGE ACROSS
HEALTHCARE**

**DEVELOPING SYSTEM OD AND
CHANGE CONSULTING SKILLS
ACROSS THE NORTH**

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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 and follow us on Twitter.

 @nhsnwla

WELCOME...



Dear colleagues

Welcome to the latest edition of Leader, our newsletter that keeps you informed about leadership initiatives happening across the North West and beyond.

There are a number of new publications which set out the future direction of travel, giving clarity to what we, and leaders at all levels, are trying to achieve together within health and care. The Long Term Plan focuses on building an NHS fit for the future by enabling everyone to get the best start in life; helping communities to live well and age well, how do we enable our staff to do just that too? The Kerr Report looks at the key challenges faced by executive leaders across the NHS and makes recommendations on how best to support our leaders. The Kark review of the fit and proper persons test has focused on board level directors operating within Provider Trusts and offers key recommendations.

These documents along with others, such as Developing People: Improving Care, help us in the business of leadership development to anchor and align our work, understanding the commitment and that it is no longer the first thing to go when the budget gets tight. Your continued commitment as members, year on year, is testament to that. Leadership, organisation and system development, workforce issues, talent management and the need to address issues of health and well-being for all, are high on the agenda.

You will see those key themes identified throughout this edition, nurturing our future generation of leaders; how spaces have been convened to allow practitioners to come together to explore and build trust in place and across sectors; our support in the development of Primary Care Networks and ensuring greater levels of inclusion are among many other common themes. One health and well-being initiative, Perform @ Your Peak, supports staff to maintain healthy lifestyles which in turn is enabling them to perform well by managing everyday stresses. We hear from our Graduate Management trainees and the managers who are supporting our future generation of leaders. It is inspiring to hear how those new into the health and care setting are using support such as mentoring early in their careers and seeing the real benefit of continued development, this bodes well for the future. As you are aware, we have been progressing alternative methods of bringing leadership development to you, our grants are one such way you can read about the impact these have had 'in place'.

Please take time to have a read through and let us know if you would like to feature in a future edition. As ever, if we can be of further assistance and you would like to meet with me or one of the team, please let us know. It continues to be a great pleasure to serve you as we go forward and build an NHS and health and care service that is truly fit for the future!

Kind regards

Deborah Davis
Managing Director
NHS North West Leadership Academy

MEMBERSHIP IN ACTION

You, our members, have been integral to the development of our offers and their successes over the years. Outlined below are our strategic priorities and some of the ways in which we deliver our commitment to our North West members, most recently a noticeable shift from programme to place based leadership support enabled through a consultancy model.

Harnessing collective solutions to lead across systems | We provide the environment and tools for collaborative, future focused and cross-sector leaders to innovate and realise the ambitions within the NHS Long Term Plan (LTP). This work is delivered via expert masterclasses, grant funding and tools such as the System Leadership Behaviour Cards.

SYSTEM LEADERSHIP

Supporting members to fulfil their potential | Our work involves nurturing our next generation of leaders by supporting and developing aspirant talent to be job ready for the director and governing body roles. We continue to: deliver the long-standing and highly respected Graduate Management Training Scheme, support the North West approach to Talent with our establishment of the North Regional Talent Board and via the Talent Practitioners Community of Practice.

TALENT

A thread that runs through all our offers | We support leaders to be inclusive and to develop a diverse workforce, acknowledging diversity is associated with more patient centred care, greater innovation, higher staff morale and access to a wider talent pool. We do this by building leadership for inclusion and spreading good inclusive practice and learning, such as our work to scale up the Citizen Leadership programme into a resource for members to deliver in their region, organisation or team.

INCLUSION

Learning to lead from the front line | We have had an excellent response to our primary care strategy including the delivery of a highly successful federated GP programme and a comprehensive package of bespoke development modules. It is our commitment for clinicians to be inspired, equipped and readied for leadership, supported to step up to the challenges of modern day frontline healthcare.

CLINICAL LEADERSHIP

Maintaining a vibrant and engaged coaching and mentoring community | Our work involves developing the capacity and capability of our members through seasonal network learning events and the management of the Coaching and Mentoring Hub. The recruitment and connection of Coaching and Mentoring Champions enables the provision of training and embedding within member organisations.

COACHING AND MENTORING

Supporting wellbeing in a complex environment | As highlighted in the NHS LTP, it's a time of real momentum for health and wellbeing. It is our priority to continue investing in the resilience of our most senior leaders to offer space and time to consider their own wellbeing, in times of transformation and change. We inspire new thinking through a variety of interventions at both individual and team level.

HEALTH AND WELLBEING

Investing in OD capability and capacity | We have a long history of working with OD colleagues across the system. Our latest work sees the introduction of system OD consulting skills and OD Claiming Practice to better support those working at the system level. We are thrilled to have appointed three Leadership and OD enabler roles to work within each geographical footprint across the North West.

ORGANISATIONAL DEVELOPMENT



CELEBRATING OUR FUTURE NHS LEADERS

The NHS Graduate Management Training Scheme (GMTS) is a multi-award winning scheme, which puts individuals on the road to developing the skills and confidence needed to lead organisations through their transformation into an ever more efficient, successful and professional health and care service.

In September 2018 we welcomed 26 new trainees to the North West in the specialisms of Human Resources, General Management, Finance and Health Informatics, successfully almost doubling our annual regional intake. We are looking forward to working with our trainees and their programme and placement managers to develop the next generation of system leaders.

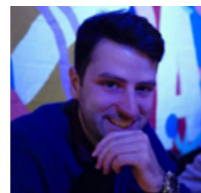
As our 2018 cohort start their journey, our 2016 trainees are completing their time on the two year scheme (two and a half for finance) and are now securing leadership roles. We would like to wish them every success for the next stage in their leadership journey and thank our members and the organisations who have supported them during their time on the scheme.

From our 2016 cohort, Paul Fleming, now Turnaround Coordinator at Manchester University NHS Foundation Trust, offers:

“When I first began my leadership journey it was evident to me that many only see leaders as those with the most experience within an organisation. This is fundamentally flawed as leadership comes in many forms. Although there is obvious benefit to being both a leader and an expert this is not always possible. Start by leading with your behaviours, by embodying the behaviours you wish to see in others. Once you have gained more experience lead with your

actions and make decisions, being cognisant to bring all those within the team with you through change.

A key theme throughout my leadership journey has been mentorship. I recommend finding mentors to anyone I talk about leadership with. Find someone that inspires you and spend time with them. This is not always easy as everyone is extremely busy in the health and care sector but the returns are worth your investment in time. Counteract those in your life that act as “Drains” (people that drain your energy) with those who are your “Radiators” (those that provide you energy and encouragement). This has helped me many times retain my passion for healthcare when you have instances of self-doubt or disenfranchisement.”

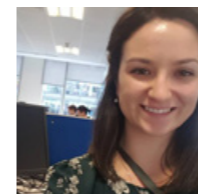


Paul Fleming

THE GMTS EXPERIENCE

Our 2017 trainees are now on their second placements. Freya Macfarlane is on placement at the Greater Manchester Health & Social Care Partnership and has shared with us her reflections on the things she wished she had known before applying:

1. This would be the best decision I will ever make.
2. Even as a nervous graduate trainee I could actually do the role, and do it well.
3. I would make some lifelong friends.
4. That the balancing act of two university qualifications and a full time job would still allow for a work life balance.
5. Not to worry about the unknown. The scheme can appear overwhelming but there is a lot of genuine support from formal and informal sources who want you to be the best you can be.



Freya Macfarlane



Katie Jones

Our 2018 graduates are now in full swing in their first placements. Katie Jones is on placement as Paediatrics Service Manager at Macclesfield District General Hospital. She shares her thoughts on her orientation experience:

“The orientation is a bit like a whistle-stop tour of everything healthcare. I found myself in an ambulance driving to an emergency, dressed up in scrubs observing general surgery, on the neonatal ward watching over a four hour old premature baby in an incubator, visiting patients in their homes with a district nurse and helping porters transport patients, notes and much more around the Trust. Every single person that I met along the way - despite being from all different teams and services, is motivated to balance patient care, targets, safety, quality, performance and financial obligations, but when it comes down to it, all of them are there because of the patient and are motivated to positively contribute to their care.”

EXPERIENCES OF GMTS PROGRAMME AND PLACEMENT MANAGERS

Programme and Placement Managers are absolutely crucial to ensuring a quality placement experience for the graduate trainees that they work with. We asked a couple of our Managers to share their thoughts on the scheme...

“The competence of our future leaders will ensure our NHS is able to function in the modern world and can bridge the gap between future models of care and the workforce and infrastructure required to deliver them. In my view GMTS graduates are one of the NHS’ most valuable assets in achieving this and ensuring the system provides them with high quality, challenging and supportive placements is imperative. I am proud to be part of the scheme and would encourage organisations and individuals to get involved.”



Angela Ogden,
Senior HR Business Partner at Lancashire Care NHS Foundation Trust, GMTS Alumni and 2018 Placement Manager

“You don’t have to have been on the scheme to be a great programme or placement manager, but you do need to refer back to your own experiences of first moving in that leadership space – active listening and empathy is key. This can be surprisingly hard if you are either very experienced or senior; it can be difficult to strike the balance of expecting enough, but not too much. When in doubt, remember the nerves and difficulties of confronting the basics of financial, operational and change management for the first times. Also, the first time you asked yourself what type of leader you are, and the leader you want to become?”



Jason Pawluk,
Delivery Director,
NHS Transformation Unit

HOST A TRAINEE

The NHS long term plan references nurturing the next generation of leaders by more systematically identifying, developing and supporting those with the capability and ambition to reach the most senior levels of the service. This aspiration will be achieved in a number of ways amongst which is the expansion of the NHS graduate management training scheme, and support for graduates from the scheme. By hosting a trainee, you can help nurture the next generation of leadership talent, developing excellent, passionate and ambitious leaders with all the knowledge and qualities to redefine what is possible, across your organisation and the whole NHS. We will be actively working with organisations to enable a wider systems approach to placements for the 2019 scheme cohort.

If you are interested in creating a placement to host a trainee in 2019 please contact us at NWLA.GMTSNW@nhs.net

MARY SEACOLE LOCAL IN THE NORTH WEST

WHO WAS MARY SEACOLE?

Born: 1805, Jamaica

Best known for: a pioneering nurse and heroine of the Crimean War, a woman of mixed race who overcame prejudice

‘Mother Seacole’ was a Jamaican-born nurse who travelled to Crimea in the 1850s to set up a treatment centre for soldiers. She tried to join the official nursing ranks but was rejected four times. Eventually she decided to go there independently, travelling to the town of Balaclava and setting up a ‘hotel’ for injured soldiers. She was later awarded several medals for bravery.

MARY SEACOLE LOCAL PROGRAMME

MARY SEACOLE LOCAL

One of the NHS Long Term Plan aspirations is ensuring leadership development offers are available to staff at all levels. As part of the national leadership offer the Mary Seacole programme provides access to leadership development for first time, or aspiring leaders in health and care. Mary Seacole Local provides access to the programme close to the frontline, with local context in the local setting, at an 85%

reduction on the national programme cost. It also enables the building of a richer talent pipeline of emergent leaders for the local health and care system.

Our North West host organisations have created a community of local facilitators in the region to deliver cohorts to all NHS organisations across their footprint. Places are also available to staff from the wider public sector to ensure a system wide approach. To find out more about the Mary Seacole Programme visit www.nwacademy.nhs.uk/maryseacole



Beckie Bodgers,
Engagement and Organisational Development Lead at Lancashire Care NHS Foundation Trust is

currently participating in Mary Seacole Local. She reflects on her experience to date and how the programme compares to other leadership development she has accessed:

“The blended learning approach and content of the e-learning is brilliant. I have enjoyed having the opportunity to engage with colleagues from within my own and other organisations. I have learnt about the history of leadership in the NHS and also about the benefits of strengthening clinical leadership – which is knowledge I did not previously have. This programme is far more robust, more practical and easier to understand than others I have accessed. I would recommend it to all of my team and first time leaders within the NHS – it provides a very important foundation.”

NORTH WEST HOST ORGANISATIONS:

GREATER MANCHESTER

Manchester University NHS Foundation Trust
LEAD@MFT.nhs.uk

LANCASHIRE AND SOUTH CUMBRIA

Lancashire Care NHS Foundation Trust
Lynn.Brown@LancashireCare.nhs.uk

CHESHIRE AND MERSEYSIDE

Royal Liverpool and Broadgreen University Hospitals NHS Trust
Mary.SeacoleProgram@rlbuht.nhs.uk

If you are interested and would like to find out more please contact the relevant host organisation for your footprint.

Last year more than 220 people signed up to the programme across the North West, supported by over 30 trained facilitators.

THE NORTH WEST TALENT MANAGEMENT COMMUNITY OF PRACTICE

The NHS North West Leadership Academy is committed to supporting and developing Talent Practitioners across the North West and 2018 saw the establishment of a North West Talent Practitioners Community of Practice (CoP).

“The community provides an opportunity for developing contacts, sharing experiences and learning around the whole talent agenda.”

North West Talent CoP member

Many members of the group first met when participating in last year's Talent Management Building Capability Programme, a national NHS Leadership Academy programme to support talent practitioners across the country. The CoP was formed to give practitioners an opportunity to build on the learning of the programme, and to provide new opportunities to share ideas and experience. It provides a space to explore and develop practice, so practitioners can shape the development of talent management practice within their own organisations. At the most recent CoP event, Pat Tyler, Leadership

Development Consultant at Alder Hey Children's Hospital Foundation, commented that she was looking forward to sharing with fellow practitioners over the coming months, reflecting that participation in the community gave her 'more confidence to make recommendations locally'.



Pat Tyler, Leadership Development Consultant at Alder Hey Children's Hospital NHS Foundation Trust

Pat was hosting the event, which took place at Alder Hey in December 2018. Pat spoke of 'recognising that we are all working with the same issues' – and how the community provides an opportunity to 'build upon each other's ideas'. Pat shared the Alder Hey Leadership framework which provoked

a lively discussion about the importance of identifying and developing managerial and leadership talent, rather than focusing exclusively on technical and functional skill, and further developing those who show promise in these areas.

The eagerness to share learning and experiences was palpable, and the NHS North West Leadership Academy is keen for members of the community to contribute their skills and knowledge to national NHS Leadership Academy talent work streams. Jean Annan, Head of Learning and Development at Liverpool Women's NHS Foundation Trust, described how she had attended a co-design event to support the NHS Leadership Academy Effective Talent Conversations project. Jean reflected that it had been 'a privilege' to spend a few days focusing exclusively on talent, and to 'have a chance to think creatively' about talent conversations; she also noted that the event had provided further opportunities for networking, and had reinforced 'the need to find ways to support talent regionally'.

Are you working as a talent practitioner in the North West? We are keen to encourage talent practitioners from across NHS organisations to join the North West Talent Practitioners CoP. If you would like to find out more, please contact nwla.info@nhs.net

For more about Communities of Practice and the ways in which the North West Leadership Academy is supporting this approach please visit www.nwacademy.nhs.uk/cop

SHARING COMMUNITY MEMBER EXPERIENCES

Phillipa Dick, an OD Practitioner at the Clatterbridge Cancer Centre NHS Foundation Trust, participated in the 2018 Talent Management Building Capability Programme and is now a member of the North West Talent Management CoP. She reflects on how these offers have supported her practice:



“The Building Capability Programme really reinforced my current understanding of 'Talent Management' and as a result has increased my confidence in having discussions, making recommendations and developing initiatives within my organisation as I know that these are aligned to that of the NHS Leadership Academy and other NHS organisations. The materials shared during the

programme have been useful to inform best practice approaches, and I now also feel more linked in to the development work of the NHS Leadership Academy. Looking forward, the NW Talent Management community of practice provides a great opportunity to network and establish key contacts across the North West, to share ideas and learn from others about initiatives, tools and processes.”

EVALUATING ASPIRANT TALENT

Our Pushing the Boundaries: Aspirant Talent programme has been running since 2014, and is designed for senior leaders aspiring to move into Board and Governing Body level roles. The NHS North West Leadership Academy is eager to understand more about the impact on participants, and we have recently commissioned an evaluation of the programme. We wish to understand career and leadership development journeys of participants since the programme, and how the programme may have contributed to this.

Have you been on the Aspirant Talent programme? Would you like an opportunity to share your insights about how participation on the programme has informed your career development? We would love to hear from you. If you would like to participate in the evaluation, please contact nwla.aspirant@nhs.net

NON-EXECUTIVE DIRECTOR AND LAY MEMBER SCOPING

Undertaken between April and July 2018 and using a rich combination of interviews and engagement events in each geographical footprint, the NHS NWLA carried out a discovery exercise to inform the development of future support offers to Non-Executive Director (NED) and Lay Member (LM) colleagues. The outputs of this work identified that the NED and LM community would value development opportunities that:

- help them stay abreast of current developments, innovations and policies
- enhance system leadership skills
- create opportunities for connections where new knowledge and learning can be shared

In 2019 we will be responding to these insights, working to support connection and knowledge exchange within the community, in the context of system working. If you are a NED, LM or Chair and want to know more please get in touch at nwla.info@nhs.net

INFLUENCING CHANGE ACROSS HEALTHCARE

SUPPORTING NEW APPROACHES TO INCLUSION TO MAXIMISE LEADERSHIP POTENTIAL

EXPLORING A SYSTEM APPROACH TO EQUALITY, DIVERSITY AND INCLUSION ACROSS CHESHIRE AND MERSEYSIDE

When a scoping exercise in Cheshire and Merseyside demonstrated an appetite amongst local organisations to work together differently to support equality, diversity and inclusion (EDI), Mersey Care NHS Foundation Trust successfully applied to the NHS NWLA for a leadership development grant, on behalf of a wider partnership of NHS organisations.

The project aims to gain a deeper understanding of EDI across Cheshire and Merseyside and explore opportunities for consolidating best practice and diversifying EDI efforts at a system level. Corroborating EDI aspirations, strategies, governance structures, roles and outcomes via a system-wide analysis has the potential to enable a more efficient, consistent and cohesive approach to EDI.

Key objectives include:

- Introducing a framework for standardising EDI strategies/policies across the C&M healthcare system to improve cohesion and consistency
- Developing a systems approach to EDI to eliminate duplication of effort and maximise efficient use of resource
- Creating a standardised baseline to measure EDI performance at a systems level to improve quality
- Developing an EDI steering group within the footprint to provide thought leadership and to realise the system EDI strategy

“The mapping phase [of the project] revealed an under investment in training for EDI Practitioners which resulted in an action plan centred on developing skills and sustaining talent within our footprint, in partnership with the Leadership Academy”

Joe O’Grady, EDI Project Lead

“...unlocking the potential and value of equality, diversity and inclusion provision to understand what can be done differently to help deliver world class compassionate care to communities...”

“...collectively exploring exciting and dynamic new ways of working towards common and shared goals across our patch, including how we look at governance, the capacity and capability of our workforce, talent management and succession...”

The project is well under way and as work progresses the impacts and outcomes will be made available by the NHS NWLA so other organisations and systems across the region can benefit from the insights and impacts of this innovative approach to EDI.

ENHANCED LEADERSHIP DEVELOPMENT OPPORTUNITIES FOR STEPPING UP AND READY NOW ALUMNI

During 2018 the NHS NWLA conducted a survey with North West alumni of the NHS Leadership Academy’s Stepping Up and Ready Now programmes, which were designed to support the development of Black, Asian and Minority Ethnic (BAME) leaders and aspiring leaders.

The purpose of the survey was to explore current leadership development and support needs. The findings indicated that coaching support had been instrumental in supporting individuals to utilise their leadership skills more effectively in their role and to support the exploration of new opportunities and promotions.

The NHS NWLA subsequently commissioned a targeted coaching development programme to enhance coaching skills within the BAME leadership community and increase diversity within the NHS NWLA’s coaching register. This supports our commitment to enabling access to inclusive coaching for our member organisations and enhancing the register to better reflect the make-up of our local communities.

In response to other findings, the NHS NWLA has made available a suite of leadership development modules for those who have completed, or applied for, the Stepping Up or Ready Now programmes. Upcoming sessions include Strategic Influencing and Increasing Confidence for Leadership and Resilience. Find out more about available modules and book your place by contacting nwla.info@nhs.net.

NORTH WEST NHS EQUALITY AND DIVERSITY FORUM

The NHS NWLA continues to support the region’s network of Equality and Diversity professionals through active engagement with the Forum and the commissioning of CPD sessions to support the development of its members as practitioners and leaders.

Sessions are developed through working with Forum members to explore current issues and development needs with Organisation Development (OD) recently identified as a key topic. Workshops have been designed to develop insight and knowledge of OD in relation to the work of inclusion practitioners, providing an opportunity to explore equality, diversity and inclusion within a ‘whole system’ context and enhance understanding of the links between inclusion and OD.

Anyone interested in joining the Forum and accessing these CPD opportunities should contact Joe O’Grady joe.o’grady@nhs.net

TRANSFORMING LEADERSHIP THROUGH GRANT FUNDING

Here at the NHS NWLA we work with our member organisations in a flexible and place based approach to support leadership development which addresses their particular leadership needs and local challenges. More recently this type of support has taken the form of grant funding aligned to organisational development, inclusion, system leadership and talent management to enable members to devise tailored-made leadership interventions. We are committed to showcasing real impact and learning and broadening connections of best practice with colleagues across the North West and will be holding regular spotlight articles on the grant recipients. The first invites guest features from Bay Health and Care Partners and NHS Research and Development North West (NHS R&D NW).

TAKING A PRIVILEGED VIEW

At a Morecambe Bay OD and Improvement (OD&I) Practitioner Workshop in 2017, participants were reminded of the “privileged” system-view afforded through their work with diverse stakeholders. Hindsight is also a ‘privileged view’ that helps us better understand how past actions and ambitions have influenced where we are today. Here, with the distance of hindsight, we reflect on the impact of this

workshop, an intervention funded by an NHS NWLA OD&I Grant.

The two-day residential programme brought together OD&I practitioners from across the twelve organisations making up the Bay Health and Care Partners (BH&CP). At the time, BH&CP were moving towards becoming an accountable care system, supported by the Bay Learning and Improvement Collaborative (BLIC) to deliver against the ‘Better Care Together’ strategy. The workshop aimed to initiate

and strengthen system collaboration between OD&I practitioners working within organisational boundaries. Practitioners were given space to network, talk openly about concerns for the future, and identify priority areas for collaboration. They were also supported in aligning organisational OD&I strategies to the Developing People – Improving Care Framework (DPIC).

A significant outcome of the workshop was an understanding that it was “too early to collaborate”, and to wait until the opportunity arose to work together. Participants, instead, clarified their distinct organisational roles and responsibilities which “liberated their time and energy” so that Trusts could concentrate on organisational OD and BLIC could focus on supporting the wider integration of services.

Today, the system has changed. BH&CP is an Integrated Care Partnership, BLIC’s remit has been absorbed into the University Hospitals of Morecambe Bay NHS Foundation Trust’s (UHMB) OD&I team, and acute and community services have been integrated across South Cumbria. From our current vantage point, it is clear that the workshop was effective in “laying the ground for future working”.

Matthew France, Deputy Director of OD&I at UHMB and BH&CP, reflects that the workshop helped staff to see themselves as “part of the bigger picture”, readying them for working within a systems context, whilst the alignment to DPIC enabled a more “seamless” organisational integration. Workforce planning across BH&CP is now taking place with Cumbria County Council colleagues – practitioners initially brought together at the 2017 workshop. For Matthew, it is these relationships that have been invaluable in “making things work”.

Foresight is an additional ‘privileged view’ at play here. The foresight of future-focused leadership that takes the long view into account and creates a “system in waiting” ready to take on the challenges ahead.

DEVELOPING A CULTURE OF RESEARCH AND INNOVATION

In autumn 2017 the NHS NWLA coordinated the ‘In Place Leadership Innovation Fund’ offer to support local

systems and organisations to develop innovative, inclusive and compassionate leadership in place.

NHS R&D NW was successful in obtaining funding from the innovation fund to work creatively with middle managers from a range of clinical backgrounds. The programme supported participants in leading a culture of research and innovation by building their leadership capacity to develop the skills and confidence to create an effective culture within their units, wards / departments.

Visit the blog section of our website to read the guest feature by Helen Wilson, Advanced Clinician – Specialist Speech Language Therapist from North West Boroughs Healthcare NHS Foundation Trust. Helen discusses how the initiative has helped to develop a culture of research and innovation within her service.

Helen’s project is about changing the questions we ask ourselves when developing and implementing innovations, and to bring this more into the core of the service.

Attendees were tasked to present their plan to support research and innovation within teams and organisations in a creative format to take back. Helen said “Presenting my plan in a creative way helped me to focus my idea and think about how to make it clear to an audience who knows nothing about speech and language therapy.

“Changing a culture is never going to be a quick fix. However, attending this course has helped me to reflect upon how important it is to further develop a culture of research and innovation within our team. It has also given me practical ideas of ways to achieve this. Ensuring we are a team focused on development is a crucial step towards providing a more effective service for the children we support.”

Copyright held by Royal College of Speech & Language Therapists (RCSLT) and full article can be viewed in RCSLT Bulletin August 2018 or on our website.

LEADERSHIP DEVELOPMENT FUND

During the summer in 2018 we invited submissions from organisations to support new approaches to leadership development to shape and shift leadership behaviours required to work in a continuously changing landscape. We received a fantastic response

with applications far exceeding the total funds available. Here is a snap shot of projects funded and we look forward to sharing their learning over the next year:-

Project title	Identified project outputs / impact
Making a locality model a reality through collective leadership	
Using cross-sector team coaching to facilitate place-based system leadership and collaboration	
Dynamic place centred leadership	
Leading system change	
Accelerating the progress of a system approach to delivering transformation	
Building leadership for inclusive recruitment	
Developing the right culture for integrated commissioning to thrive	
Developing collaborative leadership across a locality	
Exploring equality, diversity and inclusion assets and effective leadership development across a health and social care system	
Integrated care partnership leadership development	
Preparing clinical leaders for the new health and care system	

IF YOU ARE INTERESTED IN FINDING OUT MORE ABOUT ANY OF THE AWARDED PROJECTS ABOVE THEN PLEASE EMAIL NWLA.INFO@NHS.NET.

MENTORING IN THE VIRTUAL SPACE FOR OD PRACTITIONERS

For a number of years, the NHS Leadership Academy and DoOD have worked collaboratively to offer a national opportunity for OD practitioners, and those working in change and transformation to access an experienced OD mentor on a virtual basis. With recruitment for the fourth cohort of mentors and mentees has just taken place, we took this opportunity to check in with Suzanne Douglas, Associate Director at NHS NWLA, on her experience as a virtual mentor and the ways in which virtual mentoring can support the 21st century public sector workplace.

• How has undertaking the virtual mentoring programme enhanced your skills as a mentor?

I have developed digital skills and heightened my communication skills which complement existing skills required by a mentor in a face to face context. There is a greater reliance on communication, in particular listening skills, to build relationships in the virtual environment. I found that relationships developed at a deeper level and trust formed more quickly. The mentees' perception was that the virtual environment provided a safe space to be honest about their experiences and reflect at a deeper level.

• How can virtual mentoring support the 21st century public-sector workplace?

With increasing cross-organisational working, virtual mentoring can support in building and shaping knowledge and skills in a more accessible way. Holding mentoring within a virtual space breaks down barriers of geographical location and physical space with greater levels of impact.

• What would be your top tips for others considering mentoring in the virtual space?

Trust that the mentoring process and your mentoring skills can be applied in a virtual space with the same and even greater impact for the mentee. Relationships can be built very

successfully in the virtual environment with the same principles as face to face mentoring. The virtual space if framed in the correct way can be a powerful way to develop trust and create a space for connecting, exploring, challenging and sharing insights.

CELEBRATING SUCCESS

The OD Virtual Mentoring Programme received well deserved recognition at the CIPD People Management Awards in 2018, as finalists in the 'Best coaching and mentoring initiative' category. Representatives from the virtual mentoring cohorts attended the award ceremony in September to celebrate the achievement and success of the programme.



“By far the best mentoring I’ve ever had – skilled curiosity, high level of deep listening and insight.”

Virtual Mentoring Participant – Cohort 2

TO LEARN MORE ABOUT VIRTUAL MENTORING, OR TO EXPRESS AN INTEREST IN BEING A VIRTUAL MENTEE OR MENTOR, PLEASE VISIT THE DoOD PAGES ON THE NHS EMPLOYERS WEBSITE

DEVELOPING SYSTEM OD AND CHANGE CONSULTING SKILLS ACROSS THE NORTH

FOLLOW THE DIARIES OF OD CHANGE CONSULTANTS AS THEY JOURNEY THROUGH A NEW OD INITIATIVE

In 2018, for the first time the NHS NWLA offered a System OD and Change Consulting Skills programme for change and transformation leaders across the North West. Designed to challenge and support leaders to develop their confidence, skills and mindset to work in a 'change consultant' capacity when engaging in cross-organisation and system transformation, the core content is structured around four key themes; **Wanting to help, Me as an Observer and Analyst, Choosing to act and Adding value.** The 'use of self' is a central principle with participants receiving virtual coaching support and using a self-identified 'live' system project or issue to apply their learning in practice.

A joint commission with Local Leadership Academies in the North East and Yorkshire & the Humber regions, over 40 participants are currently taking part.

In this feature, we follow the journey of North West delegates as they progress through the programme and hear from one of the facilitators about the benefit of this approach in helping participants to navigate, influence and transform the system space:

WHY THIS PROGRAMME NOW? THE NATURE OF CHANGE HAS CHANGED



MAXINE CRAIG, FACILITATOR, SYSTEM CHANGE AND OD CONSULTING SKILLS

“The nature of change has changed. The change we face in society in general and in the health and care sector in particular is more complex than ever before. The shape and delivery mechanisms of our organisations need to continually adapt to deliver in a 21st century context. Public servants are at the simplest level helpers, offering support, guidance and expertise about how to navigate complex change and how to use the most up to date research in the practice of transforming health and care.

Helping in this context requires that the practitioner/leader/manager works with the utmost attention to both the processes and dynamics of change and also how they use all their own skills, knowledge and personal attributes. The consultancy skills programme has been designed to support NHS and social care staff who want to work with our most challenging issues to gain the skills and confidence to work more effectively. It aims to enable practitioners to 'slow down' and take a deeper look at how they work with change in order that we can build our capacity for change with a pool of local change agents who are ready and able to work with our most challenging issues.”

WORKSHOP ONE SEPTEMBER 2018 ME, WANTING TO HELP



KELLY BISHOP, HEAD OF NURSING AT NHS TRANSFORMATION UNIT

“Day One was about getting to know yourself and other members on the programme. We presented our story; what events in our life had got us to the point that we were in the room together that day? I have been recently struggling with, in career terms, who and what I want to be. This brought me clarity and direction and hearing the stories of the others was humbling.

We explored our current and future presence, which was very impactful for me. I need to work on the way I present myself to make an impact among senior people that are often highly charismatic and very busy.

Working at a high level on a system footprint for an introvert has its challenges. The session brought home to me that in order to make a difference I am going to have to work on my personal strategy for this. Introversion has many benefits in that I listen, seek to understand and

often when I do put something forward it is very well thought out and considered, however more immediate impact has a crucial place. I also reflected that I am sometimes keen to hold onto my skills as my own as I have worked hard to build them. Successful consultancy is about passing these skills on and this is the legacy you leave.

My main takeaways from this session are to be open-minded and ready to learn and evolve. Be prepared to be very honest and let your guard down on the programme. By doing this you will get the most out of the programme and come out better for it. I don't think this programme is going to provide any magic formula on how to get a system to work productively together (if you find this let me know!). It will however build the required leadership skills for you personally and support you to build these skills in others.”

WORKSHOP TWO OCTOBER 2018 ME AS AN OBSERVER AND ANALYST



SHARMILA KAR, DIRECTOR OF ORGANISATIONAL DEVELOPMENT AT MANCHESTER HEALTH AND CARE COMMISSIONING

“Having the protected space and thinking time out of the office, to not be bombarded with the day to day, is where I found the most value. It was really useful to explore theories and models, such as the Burke-Litwin change model, when looking at how you bring about and manage change from a transformational and transactional basis. Organisational change is a key focus for me in work at the moment so the timing for these tools, techniques and working as a group to learn from each other has been vital. As a result of this programme, I will be implementing various design techniques when redesigning operating models in our organisation, such as systems, processes, culture and strategy.

The facilitators are experts in testing thoughts and ideas. You might not be sure you're doing the right thing so the session enabled me to reaffirm my actions, sharing with, and learning from, others in a similar position.

In my coaching session I was able to explore my reflections and learning on managing transition and making the most out of change. I was able to work through sticky issues, key priorities, pressure points and how I might address those challenges - understanding what's in my control and what isn't... I would recommend this programme to leaders going through system and organisational change.”

To hear from participants at the final two workshops, follow their stories at our website <https://www.nwacademy.nhs.uk/discover/organisational-development> and look out for further recruitment to this programme via the OD section of our website and in future editions of Leader.

OD IN THE USA

Our Managing Director, Deborah Davis, sent digital postcards from across the pond at the Organisation Development Network (ODN) Annual Conference showcasing the

work of the OD Claiming Practice initiative that originates in the North West and enables practitioners to evidence their competency.

Hear Deborah's reflections and feedback from this international conference by visiting our website

WWW.NWACADEMY.NHS.UK/ODTOUR

PSYCHOLOGICAL SAFETY, FAILURE AND INNOVATION: A COACHING AND MENTORING PERSPECTIVE

Our popular Coaching and Mentoring Network Learning Events support coaches, coachees, mentors and mentees to access development which is focused on topical issues and designed to enhance knowledge, skills and effectiveness of coaching and mentoring practice. Our Autumn Network Learning Event focused on Innovation, Failure and Psychological Safety and how insights from these areas can influence coaching and mentoring relationships.

In a packed room, Juliette Kumar and Jen Kohan of the Innovation Agency engaged the audience in discussion about the importance of building trust and psychological safety in working relationships. When this exists we can be truly authentic, take risks, make mistakes, raise problems, ask questions and disagree, which creates a brilliant platform for learning and innovation.

Participants discussed the challenge of creating a climate for learning from failure and considered how organisations and leaders can foster cultures where staff can identify what isn't working and suggest improvement. When we talk about failures: learning happens and participants explored how this can play out in coaching and mentoring relationships.



TOP TIPS FOR CREATING PSYCHOLOGICAL SAFETY

- Model curiosity; ask a lot of questions
- Acknowledge your own fallibility; admitting you may need help gives others permission to do so too
- Promote challenges as learning opportunities as opposed to performance problems

WHAT WE LEARNED ABOUT FAILURE

- There are different types of failure:
 - ▶ Preventable and predictable: where systems and processes are in place to avoid variation
 - ▶ Unavoidable: may happen when we are working in high complexity
 - ▶ Intelligent: when we are innovating, trying, testing and growing new ideas
- Failure can be a force for good, to experiment, test, try, learn, develop ideas
- Failure can be a negative e.g. failure to stop, failure to start, failure to learn, failure to adapt
- The right conditions are needed for new ideas to progress; individuals need to have trust and to feel psychologically safe in knowing they have permission to fail as well as to succeed.

There was fantastic engagement throughout the day and also across social media with the hashtag #InnovateNLE18 - take a look on Twitter for more insights from the day. Our network learning events run regularly across the year and you can find out about future events on our website.



MAKING THE MOST OF YOUR MENTORING RELATIONSHIPS

Accredited coach and mentor, David Eaton, CAMHS Service Manager at Blackpool Teaching Hospitals NHS Foundation Trust, shares his top tips for the first meeting of a mentor and mentee.

Being a mentor or mentee and having the opportunity to help someone to deal with a difficult situation, make a career choice or improve their performance (or your own) can be an extremely rewarding and enjoyable experience. Here are 5 top tips to get the most out of your mentoring relationship:

1. Be committed and protect your mentoring time

Our time is valuable and we are all very busy. It's at times like this that we need to have space to think and reflect. There is always something to do, but make sure you protect your mentoring time.

2. Be clear on why you want a mentor

Having a mentor is about having someone to help you make a change or improve on something. Ask yourself 'what is my overall reason for mentoring and what could it help me with now?'

3. Establish clear goals for what you want to achieve from the mentoring relationship

As well as having an overall goal you may have smaller goals along the way. Discuss and clarify these with your mentor.

4. Be open to possibilities and choices

Successful people are often prepared to be flexible. Be open to possibilities and choices that you might not have considered before.

5. Have courage to try out new ideas and approaches

Change can be frightening at times, have courage to try new ideas and not limit yourself to possibilities.

MENTORING: SUPPORTING LEARNING WHEREVER YOU ARE IN YOUR CAREER

Did you know... The NHS North West Leadership Academy Mentoring Hub helps to provide continued access to mentoring for NHS staff across the North West? We provide a **high quality, confidential service matching mentees with trained mentors through our mentoring hub** which provides registrants with the facility to manage relationships and access free resources. You can find out more information and register on the hub at mentoring.nwacademy.nhs.uk

Got a comment or a question? Contact us on nwla.coachingandmentoring@nhs.net or 0161 625 7805 or tweet us [#nhsnwla](https://twitter.com/nhsnwla) [#nwlamentoring](https://twitter.com/nwlamentoring).

EXTERNAL COACHING SUPPORT FOR MEMBERS — HAS YOUR ORGANISATION UTILISED YOURS?

We are aware of the many changes facing our most senior leaders and the opportunities and challenges this can bring. In response, the NHS NWLA is making external executive coaching support available to members, for up to two individuals from your organisation's board or governing body. We will fund three coaching sessions with an individual's existing coach (within a finite resource) or we can also work with you to identify a suitable coach from our quality assured executive profiles. If you would like to access this offer or find out more please contact us on NWLA.CoachingandMentoring@nhs.net.

SYSTEM RESILIENCE AND WELLBEING

PERFORMING AT OUR PEAK

In 2018 the NHS NWLA broadened the range of development offers which support our members to perform at their peak. Local and national intelligence has identified the increasing importance of focusing on our own well-being as senior leaders in a volatile and complex health and social care environment. In fact, recent research carried out by the Institute for Employment Studies, on behalf of the NHS Leadership Academy, highlighted resilience as one of the top three development priorities for director level colleagues.

We have had a fantastic response to the health and wellbeing offers for 2018: Building Resilience workshops, Platform for Transformation Leadership programme, Compassionate Coaching and Perform at Your Peak. Take a look at our highlights and if you like what you see check out our website for upcoming offers in 2019-2020.

PERFORM AT YOUR PEAK

“This was an exceptional opportunity to focus attention inwardly to improve my physical and mental health.”

Perform at your Peak promotes engagement, helps staff stay healthy, be resilient and to achieve both at, and away from, work. The programme offers specialised support through a combination of education and technology. Thirteen organisation and system level teams took advantage of this offer in 2018, and a record number of applications were received.

We asked some of our past participants how the programme has helped them think differently about health, wellbeing and performance:

“I’ve tried to better understand the stresses I’m under and how it affects my mind and body and also looked into relaxation techniques. I’ve not overcome the challenges of sleep and recovery, managing stress and nutrition for performance but I’m thinking about them more regularly and am trying to make positive moves to address.”

“I have always struggled with my sleep levels. The monitor showed my ‘resting recovery’ time was quite small over the night time...I have tried different methods to improve this so that I can function at my best. I was aware beforehand that losing weight would help me function better and recover quicker – I have started an exercise programme which is low impact so that I can hopefully sustain it longer term.”

NHS West Cheshire CCG team

“Participation in the programme was an excellent opportunity and improved my awareness of areas that can improve my wellbeing such as taking energy breaks and planning tasks around my natural energy rhythms to improve productivity.”

“As someone passionate about health and enhancing my own performance in and out of work, P@YP has given me a thorough ‘service/health MOT’ that has highlighted where there is room for improvement to use my energy efficiently and avoid burn out. I’m very grateful for this opportunity.”

Wirral Community NHS Foundation Trust team

PLATFORM

“The course has been enlightening and life-changing, leaving me feeling free and liberated. I’m really excited to take it back and try it out.”

The final 2018 cohort of the ‘Platform for Transformation Leadership’ programme was delivered in December. The offer has been developed to support system leadership and is targeted at leaders who have a strategic role either at a footprint, locality or place based level. The programme builds from the authenticity of self, self-awareness, reflexivity to develop confidence and effectiveness in a leadership style which is authentic and natural.

Delivered in three phases, the methodology is grounded in Neuro Linguistic Programming (NLP) and psychotherapy, allowing for a deeper sense of personal growth, discovery and impact. The programme was delivered to six groups of senior leaders in 2018; to ensure a personal and immersive experience. Attendees have shared their reflections on the course, which will also contribute towards an in-depth evaluation of the programme which will be published later this year.

“The whole experience has been amazing...”

“This has been an amazing two days of transformation.”

BUILDING RESILIENCE WORKSHOPS

“Lots of thought provoking material that inspired me to learn more about the subject and realise my opportunity to influence change”

Personal resilience is arguably the most important resource for coping well during challenging times, but it can sometimes be difficult to carve out the time to consider how we build, enhance and retain this valuable personal resource. New for 2018, the NHS NWLA offered one day workshops to support senior leaders to have a dedicated space to increase confidence, build skills and bounce back from the many pressures encountered in daily life. Participants also explored the leadership behaviours required to build effective performance and wellbeing within their teams.

12 WORKSHOPS ACROSS THE YEAR

190 ATTENDEES IN TOTAL ACROSS THE NORTH WEST

We worked hard to achieve an equal balance of leaders in attendance across our three geographies.

COMPASSIONATE LEADERSHIP COACHING PROGRAMME

“I have started to see an impact of the course on my work; especially being more kind to myself and how I deal with stressful situations”

Research suggests that building our own levels of self-compassion has a positive impact not only in terms of how kind we are to ourselves, but also on our ability to be compassionate to others. Self-compassion involves self-kindness, common humanity and mindfulness and 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 bounce back more quickly and fully. In 2018, two cohorts of senior leaders took part in an eight week programme which builds self-compassion through coaching and independent learning. Feedback from participants demonstrates that the programme has powerfully promoted the journey towards self-compassion, and has increased the compassion they are able to give and receive from those around them in their working environment.

What did participants have to say?

“It has increased my awareness of my personal resilience; I am much more conscious of self-care, such as hydration, taking a walk etc, which is beneficial in terms of focus and productivity”

“I am kinder to myself and more accepting of when I find things difficult”

“I feel I am more aware of both self-compassion and demonstrating compassion to others”

‘HEALTHY WIRRAL’ PRIMARY CARE NETWORK LEADERSHIP DEVELOPMENT

Guest entry by Julian Eyre, Healthy Wirral Programme Manager. Wirral locality is a pilot site to test a new locality Primary Care Network (PCN) Leadership Development Programme which aims to develop primary care leaders to step up to the challenges of modern day healthcare and enhance their resilience to step forward positively into future challenges.

Health and Care partners in Wirral are undertaking a leadership development programme of how population health is managed, delivering better health and care outcomes. The cornerstone of this is the development of integrated, multiagency neighbourhood networks (also known as PCN or Hub) supporting a population of 30-50,000.

They recognise that this will require significant culture change and have gained commitment from all partners to an organisational and system development programme to enable emerging leaders to respond to the needs of their neighbourhood and establish consistent and distributed leadership that fosters mutual understanding and co-creation with their communities.

Wirral partners are thrilled to be working with the NHS North West Leadership Academy and Cheshire West Integrated Care System (ICS) to develop a neighbourhood-based

leadership programme which will aim to equip participants to develop effective collaborative relationships and create partnerships to innovate and redesign care together.

The development package will be interactive and experiential, and designed to provide a toolkit of insights, strategies and practical skills that will help primary care and community leaders step up to the challenges of modern day frontline health and care provision, including visioning, influencing and communication skills and developing resilience to manage the challenges of large scale change.

The programme will include three half day networks to bring together people in leadership roles within the primary care network to build relationships, shape their neighbourhood identity, explore the challenges and benefits of joint working and receive personal development to create the foundations for future collaborative work. This will start with a diagnostic session to understand where participants are at present, what they would like a network such as this to achieve for them and future actions and then, using strengths based conversations, develop local action work for participants to “test out” ways of working together.

Other Primary Care Networks interested to learn more or express an interest in the programme for 2019/20 please contact NWLA.info@nhs.net Please start your email with ‘PCN enquiry’

OUR HEALTH AND WELLBEING ACTIVITY WILL BE CONTINUING ACROSS 2019-2020. STAY TUNED TO OUR DEDICATED WEBPAGE FOR NEW OFFERS AND UPDATES WWW.NWACADEMY.NHS.UK/HWB

FESTIVAL OF LEADERSHIP

THURSDAY 9TH MAY 2019

AINTREE RACECOURSE

LIVERPOOL

Connecting, celebrating and inspiring leadership in the North West

Back by popular demand, we're inviting leaders from across the North West to join us for our annual NHS NWLA Festival of Leadership with the galvanising keynote, Jaz Ampaw-Farr. Delegates will access a variety of expert workshops and an interactive Innovation Hub that showcases our range of offers, interventions and toolkits to support your leadership journey. To find out more and book your ticket, please visit our website or twitter. We look forward to a dynamic and diverse day of collaboration with you!



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