



Leadership Academy

West Midlands

Leadership Development Prospectus 2019/20

4th Edition





Welcome to the West Midlands Leadership Academy's Leadership Development Prospectus

Introduction

The West Midlands Leadership Team are fully integrated into NHS Improvement (NHSi) to ensure we work collaboratively with our partners to maximise the capacity and capability of our leaders. We report to the National Leadership Academy and jointly support the implementation of the Developing People - Improving Care Strategy. We are recognised as a Local Leadership Academy (LLA) and are part of a Network of Local Leadership Academies (NOA) of which there are 10 across the country.

There is significant strength in the collaboration and partnership working between the 9 other LLA's and the NHS Leadership Academy. The network provides opportunities for sharing resources, knowledge and expertise about local approaches to leadership development, challenges and priorities. If an LLA is 'piloting' an activity it is then well placed to share the learning, develop the thinking and disseminate the outcomes with the other partners. (Source: Future Operating Model for LLAs Collective Voice).

This Prospectus is continually evolving and provides a sample of our leadership interventions. There are some additional initiatives under development.

Contacts

Our website contains up to date information and specific dates on all our interventions and initiatives, including start dates and how to apply. You can access our website via the following link:
<https://hee.nhs.uk/our-work/leadership/west-midlands-leadership-academy>

If you would like to discuss any of the content of the prospectus, please contact us and a member of our team will be happy to help you via:

- **Phone:** 0121 695 2368 or
- **Email:** wm@leadershipacademy.nhs.uk

Please note this prospectus will be updated at the end of each month. If you like to receive the latest version directly please email wm@leadershipacademy.nhs.uk to be added to the distribution list.

DNA Policy: We appreciate you are busy people and our aim is to provide development opportunities that are fair and accessible to all, whilst achieving value for money. With this in mind we ask that you provide as much notice as possible if you are unable to attend your training. Failure to do so may result in your organisation being charged for your place which could have been offered to another member of staff. Our terms and conditions can be found [here](#).

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National Programmes: NHS Leadership Academy

The purpose of the NHS Leadership Academy, which comes under the NHS Improvement People's Directorate, is to work with its partners to deliver excellent leadership across the NHS to have a direct impact on patient care. They offer a range of tools, models, programmes and expertise to support individuals, organisations and local academies to develop leaders, celebrating and sharing where outstanding leadership makes a real difference.

For further information on all National Leadership Programmes, costs associated and how to apply please click here: <https://www.leadershipacademy.nhs.uk/programmes/>

Edward Jenner Programme

The Edward Jenner programme is your first port of call if you're looking to build a strong foundation of leadership skills that can help enhance your confidence and competence in your role. This programme helps participants who are new to leadership gain a fresh perspective on the delivery of services and the impact they have on the patient experience either directly or indirectly. The Edward Jenner programme leads to an NHS Leadership Academy Award in Leadership Foundations



EDWARD
JENNER
PROGRAMME

Mary Seacole Programme

Designed for individuals looking to move into their first formal leadership role, or those new to first time leadership, the Mary Seacole programme empowers people to turn their success into consistent team success and to champion compassionate patient care. The leadership development programme is grounded in reality and results in real workplace application and leads to an NHS Leadership Academy award in Healthcare Leadership. This programme supplies the balance between theory and real workplace application.



MARY
SEACOLE
PROGRAMME

Rosalind Franklin Programme

The Rosalind Franklin programme is for mid-level clinical or non-clinical leaders, across health and care systems, aspiring to lead large and complex programmes, departments, services or systems of care.

It aims to help shape mid-level leaders' knowledge, skills, attitudes and behaviours to help them become outstanding, compassionate and inclusive leaders, working at all levels across the health and care system, to help improve services for people who access them.



ROSALIND
FRANKLIN
PROGRAMME

Elizabeth Garrett Anderson Programme

Do you have team leadership experience? Are you ready to move up to leading larger functions or departments, more complex projects with a wider reach and/or leading other team leaders? Do you want to use your leadership skills to shake things up, challenge the status quo and find a better way of doing things? Then the Elizabeth Garrett Anderson programme is for you. This programme aims to equip those in mid-level leadership positions with the confidence to drive lasting change and improve the patient experience.



ELIZABETH
GARRETT
ANDERSON
PROGRAMME

Nye Bevan Programme

Are you a senior leader who has led larger functions or departments for some time? Are you thinking of moving up to your organisation's top team? Are you ready to make a fundamental difference to the quality of care not just in your organisation but across the healthcare system? Get ready to lead a culture of ever-improving patient care across your organisation and wider care communities. The Nye Bevan programme leads to an NHS Leadership Academy award in Executive Healthcare Leadership and is proven to accelerate participants into an executive role and perform better at board level.



Director Programme

Are you already an inspirational executive or board level leader with a powerful vision to transform patient care and improve our community's experience, ready to make a significant and lasting difference? Prepare to enhance and adapt to deliver radical change as the Director programme supports your continuing development.



Ready Now programme

If your next move is towards a board level position, or a significantly more senior role then our Ready Now programme for senior BAME (black, Asian and minority ethnic) leaders can help realise your potential. The programme will support you to work within the system, to transform towards greater levels of equality and inclusion as you progress. Ready Now is an innovative, inspirational, positive action programme from the NHS Leadership Academy which will enhance your skills, knowledge and ability to succeed. It's a game changer.



Aspiring Chief Executive Programme

The Aspiring Chief Executive programme is a collaboration between the NHS Leadership Academy, NHS Improvement and NHS Providers. Through the programme, we are looking to develop Five Year Forward View, systems leaders to not just run hospitals but lead provider Trusts in a complex and integrated health economy. It will prepare individuals for the weight and responsibility and the NSH Long Term Plan associated with the highly demanding chief executive role of tomorrow.



Chief Executive Development Network

The role of the chief executive in health care has never been more important. How we help our chief executives to be successful 'in role' whether newly appointed or experienced – is one of the NHS's most important leadership issues. As the health system evolves and new models of care emerge, chief executives who can successfully lead their provider organisations and collaborate across the system in the transformation of care are key.



Stepping up Programme

The Stepping Up programme is a leadership development programme for black, Asian and minority ethnic (BAME) colleagues in bands 5 - 7 (or equivalent) roles, who work within healthcare (the NHS or an organisation providing NHS care). The programme is designed to bridge the gap between where applicants are and where they need to be, to progress into more senior roles.



Return to Work Mentoring Programme

Transition back into a complex and changeable system can be a difficult and lonely journey, which is why we're offering NHS leaders at all levels an inclusive mentoring support package. Our new Return to Work Mentoring programme is an exciting and dynamic mentoring scheme delivered by Charmaine Kwame – Odogwu, Programme Lead for Coaching & Mentoring at the NHS Leadership Academy, in partnership with Lis Merrick (President of the EMCC) and Nicki Seignot (David Clutterbuck Partnership).

RETURN TO WORK
MENTORING
PROGRAMME



Ethical Mentoring Programme

Ethical dilemmas occur when someone is conflicted about the right choice to make, and when two or more values compete for priority. These values may be personal, organisational, societal or any mixture of the three. We're looking for mentors for our Ethical Mentoring programme who could give leaders timely, relevant and impactful mentoring support during difficult times.

ETHICAL
MENTORING
PROGRAMME

Coaching for Inclusion programme

Coaching is one of the most powerful leadership development interventions an organisation can deploy. We want to harness this power to make a meaningful difference to diversity and inclusion within the NHS by recruiting 300 committed and ambitious coaches to develop as a Coach who has specialised in inclusion.

COACHING
FOR
INCLUSION
PROGRAMME

Clinical Executive Fast Track Scheme

The Clinical Executive Fast Track Scheme offers 30 of the most talented and ambitious clinicians an opportunity to expand their skills, share expertise with other clinicians and develop their leadership capacity to make a significant impact across systems and in their organisation as they progress to a more senior level role. It is a multi-professional 36-month talent scheme – which includes a 12-month leadership development programme – designed to engage and harness the talent of clinicians as leaders of the health and care systems of tomorrow.

CLINICAL
EXECUTIVE
FAST TRACK
SCHEME

HOPE European Exchange Programme

The HOPE European Exchange programme is a unique and exciting opportunity to understand the challenges of a healthcare system outside the UK. The benefits are personal, as well as professional, as it leads to seeing your own role and the NHS in a whole new light.



The Health and Care Leaders Scheme

The Health and Care Leaders Scheme (HCLS) was formally launched in 2015 and is jointly funded and co-produced by the Department of Health and its 14 Arm's Length Bodies (ALBs). Hosted by the NHS Leadership Academy as part of NHS Improvement, there are two programmes as part of the scheme. These are aimed at the next generation of chief executives, director generals, executive directors and aspiring directors, to lead the health and care system at a national level through the ALBs and Department of Health.



Health and Care Leaders Scheme

NHS Graduate Management Trainee Scheme (GMTS)

Caring for the health of 65 million people is an enormous challenge. That's why we need graduates of the highest caliber to become our fresh thinkers of today and our talented leaders of tomorrow. Have you got what it takes? Then show us what you're made of.

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Please note all dates in prospectus are pre-planned and may be subject to change

To apply for any of the West Midlands Leadership Academy programmes please download and complete application form and submit to wm@leadershipacademy.nhs.uk by the closing date.

Local Programmes: West Midlands Leadership Academy

Please note all our local leadership development programmes are free of charge. However, if you cancel your place there may be cost associated with this in line with our DNA policy.

Forward Thinking Leadership Programme: Developing Inclusive Leaders for today to deliver an NHS for tomorrow



Inclusion is defined “as a sense of belonging; feeling respected; valued for who you are; feeling a level of supportive energy and commitment from others so that you can do your best” (Miller and Katz)

This exciting new programme offers a practical approach to development which explores individual, team and organisational values and behaviours. It will provide participants with practical resources to apply in their working environments which will enable an inclusive culture to flourish. It is open to everyone. It is inclusive at its core. The Forward Thinking Leadership programme influences us to become inclusive leaders through exploration of the following: values discovery, inclusion and unconscious bias, inclusive conversations, inclusive talent and improvement.

Participants will gain a deeper understanding of themselves, their impact on others, tools to engage individuals and teams through a coaching approach, how to give effective feedback, how to identify and nurture individuals, tools to develop succession plans and techniques to support improvement and change plus much more.

Within the Forward-Thinking Leadership approach, we have a cohort of associates within our local West Midlands region who have been trained up to facilitate us to scale and spread enabling an inclusive culture across our systems.

Individual organisations have also invested in embedding the programme as a key part to their people and engagement strategies, such as Birmingham & Solihull CCG, Dudley Walsall Mental

Health NHS Trust and Black Country Partnership NHS Trust.

The full six-day programme or individual modular days can be delivered to meet specific needs. masterclasses and bespoke sessions can also be delivered according to your needs.

Target Audience:

Leaders exist within each of us. The Forward-Thinking Leadership intervention is aimed at all staff. The programme impacts on breaking down the traditional hierarchical mindsets and professional boundaries and barriers. This results in a more richer, diverse cross generational learning, self-awareness and personal growth which will be of benefit for both the individual and the organisation. Ultimately the intervention has been designed to create the culture shift that is required in the NHS today to deliver better care for patients.

At its core, the Forward-Thinking Leadership initiative encompasses the following:

1. Day #1 Values Discovery
2. Day #2: Inclusion and Unconscious Bias
3. Day #3: Inclusive Conversations
4. Day #4: Inclusive Talent & Maximising Potential
5. Day #5: Inclusive Improvement: Thinking Differently
6. Day #6: Inclusive Leadership: Going Beyond the Conversation

Dates:

This is a 6-day programme, over 6 months. You are required to attend ALL of the modular days, as well as plan a small project that you will implement after completion of the programme.

There will also be opportunities for you to Buddy-Up with Peers on your programme, become a member of our proactive Inclusion Network and emerging Community of Practice.

Cohort F:

- Day 1: 23 January 2020
- Day 2: 27 February 2020
- Day 3: 26 March 2020
- Day 4: 22 April 2020
- Day 5: 21 May 2020
- Day 6: 18 June 2020

Closing date: Friday 13 December 2019

How to apply: [Download application form here](#)

Please note all dates in prospectus are pre-planned and may be subject to change

To apply for any of the West Midlands Leadership Academy programmes please download and complete application form and submit to wm@leadershipacademy.nhs.uk by the closing date.

ILM Level 7 Certificate for Executive and Senior Level Coaches and Mentors

Programme overview

Pro-Noctis are delighted to offer a 6-day ILM 7 Certificate for Executive and Senior Level Coaches and Mentors. This programme is specifically aimed at senior leaders, Human Resources (HR)/ Organisation Development (OD) professionals, independent coaches and mentors/NLP practitioners seeking to enhance and accredit their experience with a nationally recognized qualification

This course aims to provide learners with the knowledge, skills, understanding and confidence to perform effectively as coaches and mentors at an executive and senior level in an organisation and/or independently

What will it cover?

Highly interactive, 6-day programme including; pre-course work, EMCC self-assessment at Senior Practitioner level, personal profiling tool, coaching practice during the 6 days and peer group coach supervision. Ongoing tutor support and feedback from Pro-Noctis to enable delegates to achieve the written requirements for this qualification.

This programme enables individuals to further develop their understanding of coaching or mentoring at a strategic level, to explore the underpinning psychological theories of coaching and to practice and apply the skills with a non-directive, non judgmental framework

Any other useful info for applicants

Fee for the programme is £1850+ VAT
Fees include a comprehensive workbook, all course materials, ILM registration fees, ILM certification and assessment and attendance on a day delegate basis.



Target Audience:

The written/assessed elements of the programme require delegates to:

- Understand the principles and practice of effective coaching and mentoring at an executive or senior level
 - Undertake a minimum of 20 hours coaching or mentoring at an executive or senior level
 - Critically review and reflect on own ability to perform effectively as a coach or mentor at an executive or senior level
- You will be required to maintain a reflective coaching diary/learning logs following the tutor days and reflect upon your performance. The certificate is awarded following successful completion of the work-based assignment, a minimum of 20 hours coaching and/or mentoring practice at an executive and senior level and the submission of your reflective assessment of your coaching diary. The deadline for written submissions is approximately 6 months after the tutor dates.

Dates & Cohorts

- Day 1: 4 November 2019
- Day 2: 14 November 2019
- Day 3: 15 November 2019
- Day 4: 25 November 2019
- Day 5: 26 November 2019
- Day 6: 11 December 2019

Venue:

Shropshire Education and Conference Centre (SECC), The Royal Shrewsbury Hospital, Mytton Oak Road Shrewsbury SY3 8X

How to apply: Please ensure you use the ILM Level 5 application form. [Download here.](#)



Integrated Care Leadership Programme

Programme overview

We are delighted to offer a special opportunity for health, care, voluntary & community leaders to undertake a 4-day leadership programme to develop their leadership across integrated health and care.

What is the programme about?

Do you work in Northfield or Yardley constituencies in a social care or health setting? Are you interested in developing your system leadership skills and undertaking a service improvement project with people from different organisations?

This 4-day programme will immerse you in understanding yourself and others to form effective connections, in understanding the impact of our behaviours and activities on our citizens and population health and understanding our work in the context of complex systems. The programme will facilitate you to deliver a service improvement project that will impact on population health in Northfield and Yardley.

What will it cover?

- Bring together from a specific locality, diverse leaders with a focus on those supporting/caring for our population
- Increase the understanding of participant's own leadership and the leadership of others in delivering integrated, person-centred care
- Understand the viewpoint of our citizens from an integrated care perspective
- Increase the knowledge and understanding of leadership skills, capabilities and behaviours required to work effectively in cross-sector, collaborative local and wider contexts
- Enable you to demonstrate your impact through working on a joint service improvement project with colleagues from other organisations.

Target Audience:

This cohort is for people who work or volunteer in the Northfield and Yardley constituencies, which includes University Hospitals Birmingham and Heart of England Foundation Trust staff. We are seeking 10-15 diverse participants from each constituency. Developed with user-led organisations with personal knowledge and perspectives on integrated care and support, this unique programme has proved immensely popular, and we are pleased to be able to run it again in 2019. This year we will be enhancing programme evaluation for impact, and participants will be a vital part of that story.

The programme is aimed at staff and volunteers working in adult health and care including GP's, practice nurses, registered care home managers, hospitals, departments, hospices etc. and leaders from fire, police, ambulance and housing. Designed to run in one 'neighbourhood' at a time, this is a place-based intervention that we hope will be rolled out to other areas in future.

Dates & Cohorts

Dates to be confirmed

Venue:

To be confirmed

How to apply: [Download application form here](#)



Citizens Leadership 1A & 1B Programme

Programme 1A overview

The Citizen's Leadership Framework has been designed to create a sustainable culture of improvement. Engagement and inclusion through our citizen and patient leaders. Taking an innovative approach. Our developing programme is working to equip our local population with the skills, confidence capability and capacity to make a real difference to the NHS system, through our Citizens Leadership Academy.

Whilst we are introducing our framework which has 4 different offers to suit all needs – we wish to raise your awareness and gain support for our first two offers.

Programme 1B overview

Do you work with Citizens who are keen to develop their skills and find ways to influence services? Are you keen to support them to find opportunities to share their stories and messages of change?

The Empowering the Expert Patient Programme is an exciting opportunity for Citizens who already have some experience of being involved with services and want to take further steps along their leadership journey.

What is the 1A programme about?

This 1-day programme is designed to equip participants with the skills, behaviours and knowledge to support them in performing consistently at their best when delivering to an audience and working proactively with service providers.

What is the 1B programme about?

The Programme is an intensive and rewarding 3-day programme which is part of the West Midlands Leadership Academy's developing Citizen Leadership Framework. The programme will equip participants with the skills they need to act as expert patients and help them to influence services through effective sharing of messages of change.

Target Audience:

The programme is aimed at all level staff.
Dates & Cohorts

1A:

Thursday 6th February 2020 – Hereford & Worcester

1B:

05th, 12th, 19th November 2019

03rd, 10th, 17th February 2020

05th, 11th, 17th March 2020

How to apply:

Places are available first come first served. You can book your place by email or contacting us on:

wm@leadershipacademy.nhs.uk

0121 695 2364

Leadership E-Learning Zone

The Leadership E-learning Zone has been established and now has over 900+ registrants which are steadily evolving, and we are in the process of developing new modules. The E-Learning zone now contains the following modules:

- 1) Coaching skills
- 2) Influencing stakeholders
- 3) Talent management
- 4) Time Management
- 5) Stress management
- 6) Introduction to Leadership
- 7) Understanding yourself
- 8) Managing people
- 9) Managing through change
- 10) Inclusion and unconscious bias
- 11) Generational learning

We are looking to develop further modules, if you have any suggestions for modules please [get in touch](#).

Find out more and how to access:

To get access/view modules you are required to register, you can access the e-learning leadership zone via the following link: <http://leadershipnhs.uk/>



Time management



Stress management



Influencing stakeholders



Talent management



Coaching skills



Managing people



Introduction to leadership



Unconscious Bias



Managing through change



Understanding yourself

COMING SOON PROGRAMMES



If you are interested in any of the programmes, please email wm@leadershipacademy.nhs.uk to be added to the expressions of interest list and we will contact you when programme is live.

SAVE THE DATES

Here you will find our upcoming networking events. Bookings will be live nearer the time and you will be notified via email through our monthly 'Leadership in Action' newsletter where you will receive the latest information directly to your inbox.

JOIN OUR NETWORKS

Email our team wm@leadershipacademy.nhs.uk to join the networks and to be added to the distribution lists to get latest information directly to your inbox.

Please ensure you include in your email which network you would like to join.

- Organisational Development and Talent Network
- Improvement Network
- Coaching Network
- Inclusion Network
- Leadership in Action Newsletter
- Women's network

SHARE

Share your best practice to Inspire, Include, Integrate and Innovate. If you would like to share and showcase your great learning, it will inspire others to benefit from your experience and knowledge and prevent us from 'reinventing the wheel'.

You can share resources, case studies and promote work you are doing at your organisations through our newsletter, eLearning resource library and Leadership Edge.



CONTACT DETAILS

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