



North East Leadership Academy

NHS North East Leadership Academy

# Annual Report 2015/2016

Supporting your leadership journey



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# Chair's Message

*Dr Mike Prentice, Regional Medical Director (North)*

In the introduction to last year's report I commented on the uncertainty in the healthcare system at the time. The past 12 months has seen growing clarity, and there is now a clear focus on the delivery of change and transformation through Sustainability and Transformation Plans, based on footprints that make sense locally. The need for change has also become clearer, and while we mustn't forget that the NHS continues to deliver great service to thousands of people every day, the cracks in performance and finance are becoming more evident.



The move to STPs has challenged all of us – commissioner, provider or local authority – to work in a different way, focusing on the needs of the whole population in a collective endeavour across organisational boundaries. For so long we have associated significant change in the NHS with changing these boundaries through organisational restructuring. That we aren't embarking on such a process shows a pragmatism that most will welcome, though few can doubt the challenge that working so differently represents. Equipping leaders to thrive in this changing environment has never been more important.

NELA continues to make a strong contribution in this area and delivers a wide range of valued programs and events. The relationship with the National Academy is changing following the Smith and Rose reviews and the new National Director for Leadership Development, Stephen Hart, joined the partnership board at our last meeting. His early thoughts were encouraging as he seeks to build on the strengths of local delivery that NELA demonstrates. We shall also be looking forward to a change in NELA's location, while remaining in Durham the new venue will allow a significant proportion of events to be held "in house", reducing venue

costs and so creating more value for member organisations. This will be my last report as chair having been in the role for over two years. Now working in a regional capacity, it felt the right time to hand over the reins. It was a good sign that a number of strong candidates stepped forward and Ali Wilson, Chief Officer of Hartlepool and Stockton CCG, has been announced as my successor. Finally, I would like to express my thanks to Clive Spencer, the NELA team and partnership board for the support that has made this role a joy to do over the past couple of years. I wish you all well in the future.

**Dr Mike Prentice**

*Regional Medical Director (North)*

*NHS England*



**The move to STPs has challenged all of us whether commissioner, provider or local authority, to work in a different way, focussing on the needs of the whole population in a collective endeavour across organisational boundaries.**

# Director's Message

*Clive Spencer, Director*

**I'm pleased and gratified with this year's annual report – it clearly demonstrates that we continue to be successful in supporting the leadership and organisation development needs of our partners.**

It's vital that we use the talent, skills and efforts of the entire healthcare system to transform and sustain the high quality, affordable services we aim to deliver for patients and service users. A regular conclusion from numerous reviews is that constant investment in leadership and organisational development is pivotal to achieve this ambition.

Our excellent team of Academy staff – plus our growing community of associates and partners – have worked innovatively and effectively to increase the quality, quantity and range of services we offer. The appreciation of locally delivered leadership interventions backed, where appropriate, by the National Leadership Academy, has proven the most effective, efficient and desirable delivery method.



An increasing number of participants and alumni, along with requests for assistance, demonstrate that we built our leadership communities' interest and practice. We are aware of the existing pressures in the service however our evaluation data and case studies show an excellent return on investment for our interventions.

Fantastic collaborative and meaningful relationships helped achieve the accomplishments described in this report. I'd like to thank our Partnership Board and Steering Group, designated leadership leads or coaches, programme and practice managers, and all who go the extra mile to support our work. Special thanks goes to our chair, Dr. Mike Prentice, who steps down in summer 2016.

As always, thank you for your continued support. I look forward to enabling even more opportunities to build leadership and organisation development capability and capacity at an individual, team, organisation and system level next year.

**Clive Spencer**

*Director*

*NHS North East Leadership Academy*



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# Who We Are

As a partnership organisation we aim to continuously develop leaders and managers to improve health services for patients and communities throughout the North East of England.

We provide opportunities including leadership development programmes, individual and team coaching, coach training and supervision, board development, fundamental and advanced skills, organisational development... and more. We have 25 partners across the region including provider organisations, Clinical Commissioning Groups (CCGs), Health Education North East (HENE) and NHS England, Cumbria and North East.



## Our partners

- City Hospitals Sunderland NHS Foundation Trust
- County Durham and Darlington NHS Foundation Trust
- NHS Darlington Clinical Commissioning Group
- NHS Durham Dales, Easington and Sedgefield Clinical Commissioning Group
- NHS England, Cumbria and North East
- NHS Newcastle Gateshead Clinical Commissioning Group
- Gateshead Health NHS Foundation Trust
- NHS Hartlepool and Stockton on Tees Clinical Commissioning Group
- Health Education England working across the North East
- Newcastle upon Tyne Hospitals NHS Foundation Trust
- NHS North Durham Clinical Commissioning Group
- North East Ambulance Service NHS Foundation Trust
- North of England Commissioning Support
- North Tees and Hartlepool NHS Foundation Trust
- NHS North Tyneside Clinical Commissioning Group
- NHS Northumberland Clinical Commissioning Group
- Northumberland, Tyne and Wear NHS Foundation Trust
- Northumbria Healthcare NHS Foundation Trust
- NHS South Tyneside Clinical Commissioning Group
- South Tyneside NHS Foundation Trust
- NHS South Tees Clinical Commissioning Group
- South Tees Hospitals NHS Foundation Trust
- NHS Sunderland Clinical Commissioning Group
- Tees, Esk and Wear Valleys NHS Foundation Trust
- North of England Commissioning Support

# Who We Are

## Our team



*Clive Spencer,  
Director*



*Angela Graham,  
Associate Director*



*Sarah Knowles,  
Business Manager*



*Nicola Spencer,  
Programme Lead*



*Jackie Kerr, Programme  
Co-ordinator*



*Stephanie Wilton,  
Administrator*

## Our core purpose

Continuously develop leaders and managers to maximise capability and capacity to improve services for the patients and communities of the North East.

## Our values

Along with our partnership organisations we follow the seven Nolan principles of public life:

Selflessness  
Accountability  
Honesty  
Openness Integrity  
Leadership  
Objectivity

## Our strategic objectives

- 1** To promote and enable the professionalisation of leadership through a leaderful North East community who continuously develop their skills, behaviours, attitudes and practice.
- 2** To design, commission and facilitate a relevant range of organisation and leadership development interventions to allow greater leadership capacity and capability amongst a growing talent pool.
- 3** To develop alliances between all partner organisations and external agencies and promote system leadership interventions across organisational boundaries.
- 4** To enable a rich, diverse and representative leadership community where appropriate opportunities exist for all through talent and inclusion management.
- 5** To uphold business excellence through a highly efficient, effective and responsive team which adds value to all partnership interactions.

# Delivering Value for Money, Growth and Impact

We made a significant leadership development impact across the region and delivered value for money for our partners in 2015/2016.

## Highlights include:

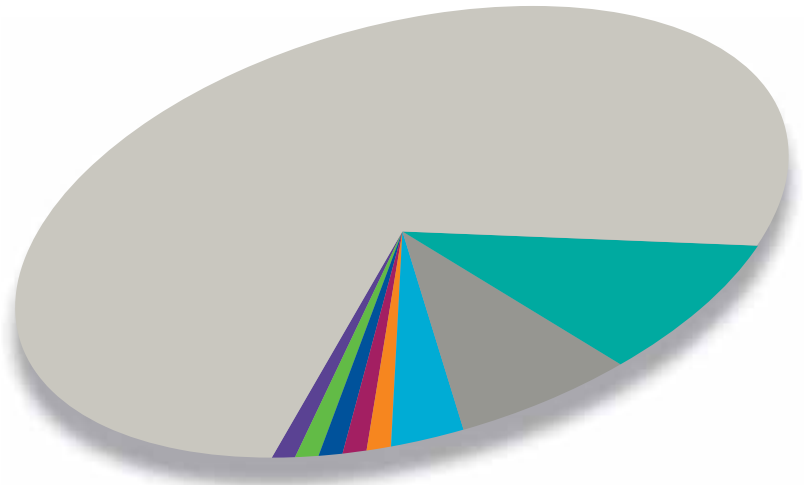
- Negotiating preferential rates with associates and venues enabling us to deliver **10%** more interventions whilst making delivery cost savings of **10%** year-on-year.
- Increasing the support available to partners' core subscriptions by offering bespoke in-house interventions. This included board and team development, NHS Healthcare Leadership Model facilitator training,

leadership and organisational strategy development, and coaching.

- Widening our reach to create opportunities for whole system development to bring together NHS partners with national arm's length bodies, higher education institutes, local authorities, voluntary organisations and the private sector.
- Refreshing internal processes to ensure maximum efficiency when commissioning, administrating and delivering work.
- Improving communication and event booking, and driving down our "Did Not Attend" (DNA) rate to an average of **13%** (from 16% in 2014/2015).

## Who uses the Academy's services?

Sector	No. of places	%
NHS Foundation Trusts	781	76
NHS Arm's Length Bodies	94	9
NHS Clinical Commissioning Groups	77	7.5
Other NHS Organisations	19	2.5
Graduate Management Scheme Trainees	12	1
Private Associates	11	1
Local Authorities	10	1
3rd Sector	9	1
Higher Education Institutes	7	1





# Delivering Value for Money, Growth and Impact

## How do delegates rate our services?\*

- My knowledge, skills and awareness of this topic has improved **100%**
- I have confidence & feel motivated to transfer my learning to the workplace **99%**
- I will take positive action as a result of this event **100%**
- I would recommend this event to a colleague **99.5%**
- The facilitator was supportive and inclusive **99%**

## Inclusivity and representation

We deliver inclusive training and development to a diverse range of people across our region.

### Gender

North East NHS  
Workforce  
78% Female  
22% Male



North East NHS  
Workforce in a  
Leadership role  
72% Female  
28% Male

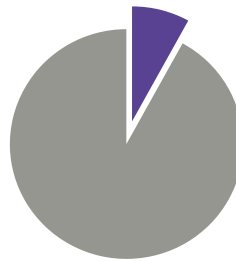


NELA Alumni  
61% Female  
39% Male

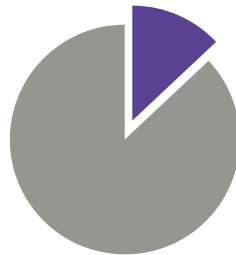


### Ethnicity

North East NHS  
Workforce  
8.4% BAME  
91.6% White British



North East NHS  
Workforce in a  
Leadership role  
12.8% BAME  
87.2% White British



NELA Alumni  
10.6% BAME  
89.4% White British



### Clinical staff

NELA Alumni  
69% of our alumni  
are registered  
clinicians  
22% of our alumni  
are medical staff



\*Percentages calculated on number of delegates responding that they "Strongly Agreed" or "Agreed" with the given statement based on 1,015 replies.

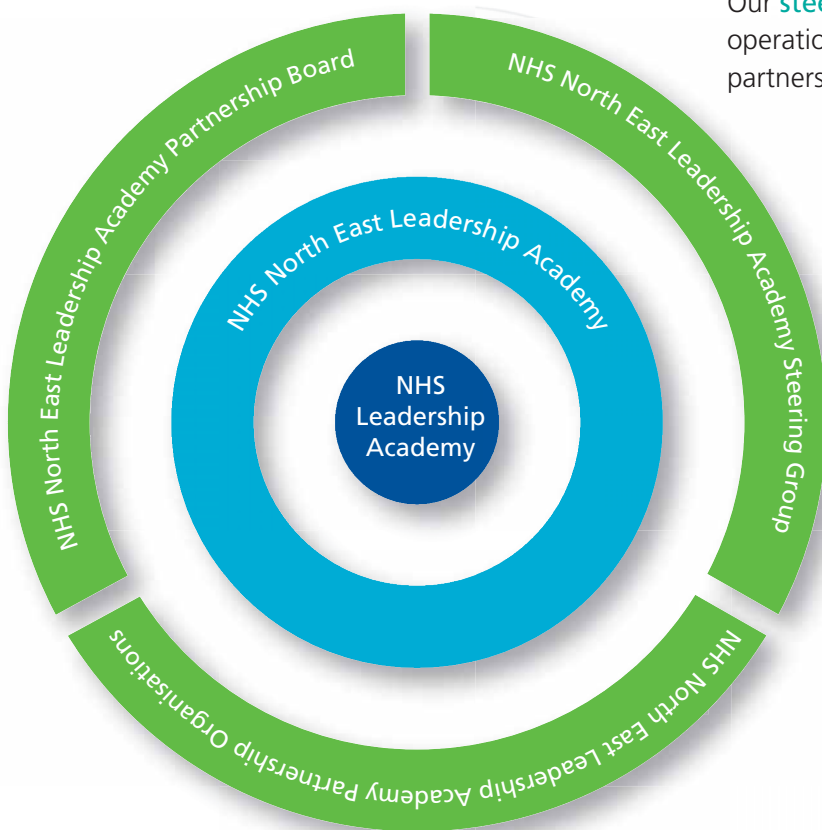
# Governance

The NHS Leadership Academy formally became part of Health Education England (HEE) in 2015/2016.

A service level agreement continually assesses our ability to deliver and support national priorities as a **leadership development partner** for the national Academy.

To ensure we meet the needs of our regional partners our **partnership board** meets four times a year to monitor our performance against agreed local key performance indicators and provide strategic direction on future activities.

Our **steering group** meets quarterly to provide support, operational insight and best practice advice to the partnership board.



# NHS Healthcare Leadership Model



The NHS Healthcare Leadership Model (HLM) is useful for everyone in the NHS – whether or not they have a formal leadership responsibility, work in a clinical or other service setting, or with a team of five or 5,000 people.

The model helps people become better leaders. It describes the things leaders do at work and is organised in a way that helps everyone see how they can develop. It applies equally to a variety of roles and care settings.

We have embraced the model in our region, embedding it throughout our development offer. Everything we deliver is underpinned by the model and users can search events on our website by HLM dimension.

## 360° feedback

360° feedback is a powerful tool for individuals to identify their leadership strengths and development needs. The process includes receiving confidential feedback from line managers, peers and direct reports. As a result it gives individuals an insight into other people's perceptions of their leadership abilities and behaviours.

We work in partnership with organisations and support them to roll out the NHS Healthcare Leadership Model and 360° feedback tool.

Since its inception in autumn 2014 our in-house facilitators have trained more than **70** feedback facilitators.

In the last financial year almost **16%** of all HLM 360°s were delivered in the North East.



## A model tool for recruitment

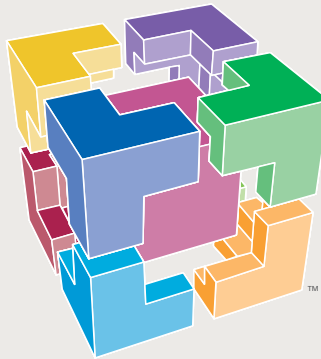
**A model that helps everyone in the NHS understand how they can develop as a leader has been tested in recruitment by the applied psychology team at Tees, Esk and Wear Valleys NHS Foundation Trust (TEWV). The model – the NHS Healthcare Leadership Model (HLM) – consists of nine dimensions that describe the positive behaviours leaders should demonstrate at work.**

“We’ve been using the HLM at TEWV for some time now to develop the leadership skills of our people,” explains Sarah Dexter-Smith, professional lead for psychology in mental health services for older people. “In 2015 we created Applied Psychology Leadership Profiles by mapping the model to the job grades of applied psychologists. This gives us a benchmark, demonstrating where each applied psychologist should be in terms of leadership behaviour.”

Since developing the leadership profiles, the psychology team has investigated other ways to use the model, and Jill Rayner and Ruby Bell, consultant applied psychologists, were recently asked to use the tool as a way to enhance the recruitment process.

“Sarah suggested we try and use the model in recruitment,” explains Jill. “We knew how the model had developed and grown but we didn’t know how it would work in a recruitment situation.”

Sarah and her team believe that using the model at the beginning of a career – during recruitment – is a useful way of setting expectations and embedding behaviours into a person’s leadership practice. In future, the model will be incorporated into appraisals and a foundation for how team members are evaluated. Entrenching its use and philosophy is essential for anyone wanting to progress their career within the NHS.



“Leadership is a crucial part of all roles and job bands but it can be a bit woolly,” states Jill. “The model looks at leadership behaviours and makes them more concrete so there’s a structured way of thinking about it.”

During the recruitment process, Jill and Ruby used existing interview questions and reflected on the model dimensions and behaviours when scoring the candidates’ answers. “We looked at how each answer fit within each model dimension and showed evidence for the desired behaviour,” explains Jill. “For example, did the candidate give an example of ‘leading with purpose’ or ‘sharing responsibility for patient’s wellbeing?’”

Jill believes there are many advantages to using the model in recruitment. “Each of the model dimensions have specific questions such as ‘Do I act as a role model for belief in and commitment to the service?’ and ‘Do I collect feedback from service users?’ By using these we can be very clear about what we’re looking for in a candidate.”

The approach may also help with consistency in leaders and it can set expectations for candidates at the start, helping them to think about leadership in a concrete way.

For anyone planning on using the model in recruitment, Jill advises to start with the interview questions rather than the answers and to be familiar with the model dimensions for the role band being recruited. She says, “It’s important for the selection panel to have the model domains in their head and a good sense of the questions prior to the interview.”


Jill concludes: “We’ll definitely do this again and will be more systematic to ensure the desired behaviours for the job role are reflected in the interview questions, mapping them directly to the model dimensions. When a vacancy has many candidates with similar ability the model can be used to scrutinise the desired behaviours for the role.”

# Talent Management


We are committed to developing talent management across the North East and actively engaged in creating the NHS national talent management strategy – underpinned by the national agenda – due to be released in autumn 2016.

Work undertaken across three key areas – systems, policy/process and people – in 2015/2016 includes:

## **Review four partners who were part of the National Talent Tools pilot to assess how well the talent tools were integrated post pilot.**

 Three out of the four organisations have progressed the implementation of talent management (the fourth hesitated due to internal circumstances); each is at a different stage and has taken a different approach. As a result three case studies demonstrate the flexibility that exists in implementing the Leadership Academy's Talent Management Conversation Tool.


## **Assess organisational readiness and effectiveness with our partners using the NELA talent management engagement scale.**

 Even organisations that have made little progress implementing talent management have a strong desire to do so and good practice is occurring. What most organisations require is a framework to join together all underpinning activities, along with examples


of communications and engagement to support implementation.

Partner engagement events suggest that few organisations consider themselves to be high acceptance and high implementation in talent management; the events identified barriers and enablers to talent management.

## **Develop a talent toolkit to assess organisational readiness and deploy/operationalise end-to-end talent management.**

 An online resource toolkit of useful documents, policies, guides and templates is in development and will become an evolving resource on all aspects of talent management. Leadership and management development is key to implementing the toolkit.

## **Partner with the national Academy to ensure the North East is represented when developing the national strategy and contribute to producing shared resources.**

 Over the coming months we will continue to progress the talent agenda within our region and align our project with national activity.

# National Leadership Programmes

The NHS national leadership programmes combine successful leadership strategies from international healthcare, private sector organisations and academic experts.

They are available for anyone working in health and NHS-funded care, and build on the existing drive, compassion and ambition to improve the healthcare system for the benefit of those who matter most – our patients.

As an NHS Leadership Academy local delivery partner we provide a point of contact for programme participants in our region, and host graduation ceremonies for the Mary Seacole Programme.

## Edward Jenner Programme

### *Foundations of leadership*

This open access online learning package supports the development of essential leadership skills.



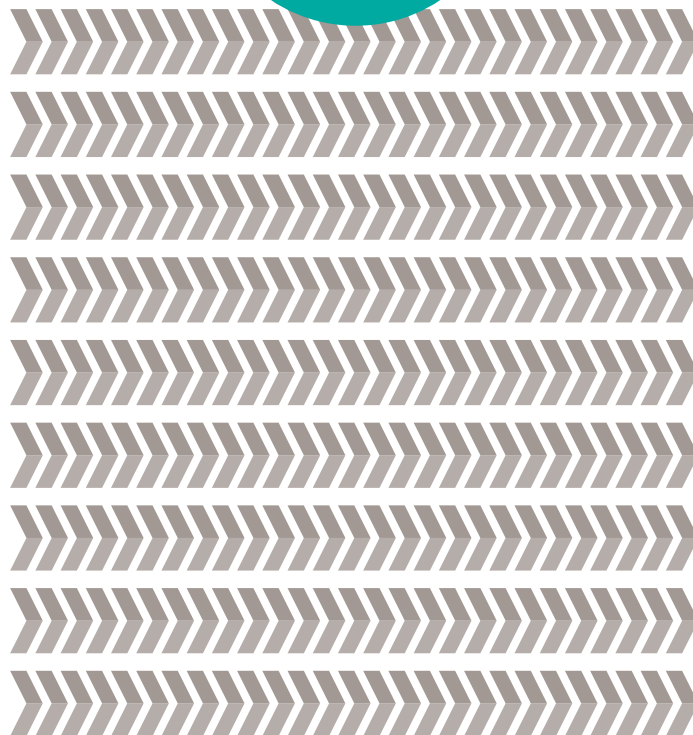
The programme leads to an NHS Leadership Academy award in Leadership Foundations. It is the first stop for anyone looking to build a strong foundation of leadership skills that can enhance confidence and competence in a role.

## Mary Seacole Programme

### *Aspirant or first time leaders*

The programme is designed for anyone new to first time leadership or looking for their first formal leadership role. It empowers participants to turn personal success into consistent team success and to champion compassionate patient care. Grounded in reality, it results in workplace application and leads to an NHS Leadership Academy award in Healthcare Leadership.

Now in its third year, **243 people** from across our region have participated – including current students and graduates – achieving a PgCert in Healthcare Leadership through the Open University, and an NHS Leadership Academy Award in Healthcare Leadership.



### A leader in her own lifetime

**Suzanne Arthur is a medical secretary at Northumberland Tyne and Wear NHS Foundation Trust, where she has worked since 2009. After being out of education for several years, Suzanne completed the Edward Jenner online leadership programme.**

"I got so involved with it that I completed the course in a couple of weeks," says Suzanne. "I was itching for more so enquired about the Mary Seacole programme, which is the next logical step."

The Mary Seacole programme requires participants to complete a real life workplace project, which was perfect for Suzanne who already had an idea for supporting Multiple Sclerosis (MS) patients in her organisation. Having been in post for a couple of years, Suzanne understood how MS patients could benefit from massage on painful limbs. A local charity funded a massage therapist one day per week but Suzanne wanted to extend that to two or three days, and from five to seven appointments each day.

"It was too good an opportunity to miss. I knew it would benefit patients and if it benefitted my career along the way that would be a bonus," explains Suzanne. "I was really excited at the first Mary Seacole meet and greet session. So many people from all over the area were doing their own projects but with the same goal in mind – to help patients. It was amazing!"

Managing her time to work on the project from home, Suzanne did a lot of research and looked at costs to pull together a business plan to share with her service manager and clinicians. Suzanne's project realised positive benefits for MS patients; their mood is better after a therapy session, they are more mobile, pain is reduced and they look forward to the next session.

The Mary Seacole Programme taught Suzanne to

see things from other people's perspectives and look at innovative ways of working. She feels a more rounded person, better at understanding why things happen and how to motivate her peers to achieve more. She says, "The most valuable thing I learned is that there is more to me than I thought, and that I have a lot to give."

Upon completing the programme Suzanne finds that her colleagues now often ask for her advice, discuss changes and look for guidance in difficult situations. She has become a 'leader' in her own right – someone who may not be in a formal leadership position but who works without hierarchy to improve themselves, quality, service and organisations.

"I would recommend Mary Seacole to anyone thinking about a leadership programme," continues Suzanne. "It teaches you self-discipline, to get the work done, to push further with your project, to really make a difference. It also teaches you a great deal of self-respect and self-belief. This level of confidence is not something I ever thought I would have and I am truly grateful to the staff and tutors for encouraging and believing in me."



**I would recommend Mary Seacole to anyone thinking about a leadership programme, it teaches you self-discipline, to get the work done, to push further with your project, to really make a difference**



# National Leadership Programmes

## Elizabeth Garrett Anderson Programme

*Experienced leaders ready to move up to leading larger functions or departments*

The programme supports experienced leaders who are leading or aspiring to lead complex projects, departments, services or systems. It develops leadership that has an impact at three levels: individual, team and organisation. Now in its third year, **61** candidates from our region are currently on the programme and the first three intakes have graduated.



## Nye Bevan Programme

*Aspirant Directors*

The programme is aimed at senior leaders seeking to move into executive leadership roles and drive change through the highest levels of the healthcare system. Since launching in 2013, **30** senior leaders from our region have participated.



**Other national programmes include Intersect, Aspiring Chief Executive Programme, Aspiring Executive Directors Programme, The Director Programme, Ready Now, and Stepping Up.**



## CASE STUDY

**“Am I glad I did it? Hell yeah!”**

**I’ve benefited enormously from the Elizabeth Garrett Anderson programme and my career has taken off with a bang: I received two promotions; my service won awards and was accredited for excellence by the Royal College of Psychiatrists.**

The first residential introduced me to many things including the need to network; whilst I always saw the benefit of networking, I didn’t appreciate the impact it would have.

I started using Twitter and created connections to develop opportunities, enhance patient experience/quality and deliver a positive reputation for my team, service and organisation. This included contacting eminent people within my field to offer my help and ask for opportunities, which made strong connections at a local, regional and national level. In turn this allowed me to represent the nursing profession in various ways.

The greatest thing the programme taught me is about myself. I always believed that I am a reflective person and spend a lot of time in my head. Elizabeth Garret Anderson taught me about reflection, what it is like to be on the receiving end of me – as a leader, as a partner, a friend and as a clinician.



**Kate Chartres**

*Nurse Consultant and Senior Clinical Nurse  
Northumberland, Tyne and Wear NHS Foundation Trust*



# Clinical Leadership Programmes

Strong and compassionate clinical leaders are vital to provide the best care for our patients and communities.

In 2015/2016 we delivered two leadership programmes aimed at clinical and medical staff. These programmes ensure that leaders have the right skills, knowledge and understanding to provide outstanding care in the North East.

## Clinical Leaders Programme

This seven-month programme aims to develop and improve the leadership skills of very senior clinicians to lead safe, innovative, high quality services across the health and social care system. It includes leadership master classes, skills workshops and tutorials, executive coaching and action learning sets, a Westminster study tour and an assessment based on the NHS Healthcare Leadership Model, diagnostics and 360° feedback.

In the past year, **56** senior clinicians have participated including consultants, nurses, general practitioners and allied health professionals.

***“With the development of greater insight into the NHS community and myself, I have been able to support colleagues at work and contribute more effectively to healthcare issues both within the trust in which I work and the NHS in the North East. Invaluable.”***

***“I found the programme transformational. The assessment itself was very robust, and alongside the other components: the academic programme, speakers, coaching, action learning set and my peer group, the fellowship has been hugely beneficial.”***

## Health Education North East Medical Leadership and Management Programme

Launched in June 2015, we developed this programme in partnership with Health Education England in the North East. It specifically supports medical trainees to meet the leadership and management goals of their specialty-training curriculum. The programme is based on the NHS Healthcare Leadership Model and gives candidates skills to lead delivery of better, safer, higher quality healthcare in their future roles.

In the past year we delivered the programme to **70** specialty trainees, with plans to provide a further 80 places in 2016/2017.

***“I would do this day a zillion times, very enjoyable.”***

***“MBTI session was excellent – casual, interactive, thought provoking and very useful to take forward.”***

***“Very enjoyable and enthusiastic facilitators/speakers: all very engaging.”***

***“It has been excellent... an opportunity to learn to look from other views.”***

# Systems Leadership

Traditional solutions to the complex issues facing our health and social care organisations have focused on delivering interventions often in isolation from other parts of the system.

Today's health and social care issues can only be tackled through collaboration. We're working hard to support leaders who work across services and organisations – developing strong system leaders who coordinate care around what patients need and want.

In 2015/2016 we delivered a series of master classes to bring the latest systems thinking to the North East, and enable leaders across the health and care sector to develop their skills together.

Topics included future health and care policy, working with living systems, leading through turbulent times, and wicked problems and clumsy solutions. **126** senior leaders attended throughout the year from NHS provider trusts, CCGs, and local authorities including public health.

*“For leaders across those silos to actually come together, see each other's point of view, and to realise that we're not in competition, that we are part of the whole of the NHS is a very valuable use of time.” – Chair, Clinical Commissioning Group*

*“We all think we know how the system works and we very often don't and I think the big advantage of the systems leadership courses that NELA is running is that it gets us all onto the same page, it gets us to*

*realise that there is really good thinking from around the world that is now being brought into the North East.” – CEO, GP Federation*

*“One of the good things about coming to a day like today... it's really good to step back and realise that what you need to do is constantly understand things from everyone else's perspective.” – Occupational Therapist, Housing, Newcastle City Council*

In 2016/2017 we will launch a comprehensive systems leadership development framework to further support system leaders across the North East.



# Graduate Management Training Scheme

The NHS Graduate Management Training Scheme (GMTS) identifies, recruits and develops talented graduates with the potential to be future NHS leaders.

The programme recruits around 100 trainees annually. It offers a fast track blended learning experience consisting of rotational work placements, professional qualifications, and personal learning and development. The multi award-winning scheme is about to celebrate its 60th birthday and alumni include three out of the last four NHS Chief Executives, including the current NHS Chief Executive, Simon Stevens.

Now in our third year of responsibility for the scheme, we provide comprehensive support to **28** trainees across four cohorts based in our region, as well as to existing and aspiring host organisations.

## How we support trainees

**We are the first point of contact for regional GMTS trainees and support includes:**

- Negotiating and accrediting operational and strategic placements, to achieve the best possible experience for trainees and host organisations
- Delivering local inductions to orientate new trainees in the region
- Co-ordinating buddying between new and experienced trainees
- Regular one-to-one catch-ups and pastoral support
- Attending quarterly local forums hosted by trainees
- Accessing and providing one-to-one coaching support

- Inviting trainees to our leadership networks, summits, master classes and board development sessions
- Providing a bespoke annual CPD event

## How we support host organisations

**Support for existing and aspiring host organisations includes:**

- Co-ordinating the full three-stage accreditation process in which organisations bid to host trainees at various points of their graduate journey
- Providing information, advice, guidance and training to programme and placement managers
- On-going support and optional workplace visits to ensure graduates are progressing and meeting workplace objectives

## What our trainees say

***“It’s hard to believe that almost five months has passed since starting the graduate scheme – it has gone incredibly fast. I think my journey from induction to the present time can be summed up in three words: fascinating, challenging and eye-opening.”*** – Sophie Coulthard, 2015 General Management Graduate

***“All graduates did a 20-day orientation into the NHS at the start of the scheme, which is a great opportunity to get out and meet staff, visit services and observe patient care. I was humbled by many of the things I was witness to and think the whole experience was a privilege.”*** – Katie Stewart, 2015 HR Graduate

### Daniel celebrates success

**Finance trainee Daniel Sunter is celebrating after winning a Chartered Institute of Public Finance Award (CIPFA).**

Daniel began studying finance on the scheme in September 2015 and won the CIPFA prize for getting full marks on his management accounting paper.

"I'm proud of my performance but realise this is just the first set of exams and that plenty of hard work lies ahead. I was shocked when I got my results back. I felt the exam went well but you never expect to get full marks," said Daniel. "The GMTS helped to prepare me for my exam. The proof is in the results, as I had no finance experience prior to starting the scheme. The training allowed both myself and many of my colleagues perform well."

The CIPFA awards recognise excellence in public finance and accountancy. Each year a prize is given to the best performer on each of the CIPFA academic papers celebrating success.



**The GMTS helped to prepare me for my exam. The proof is in the results, as I had no finance experience prior to starting the scheme**

# Coaching and Mentoring

In 2015/2016 we launched a refreshed coaching skills offer and developed a range of one-day coaching workshops that we continue to deliver across the region.

## Introduction to Coaching

3 sessions, 39 delegates

This interactive workshop focuses on the fundamentals of coaching and is for clinical and non-clinical managers of all levels who want to adopt a coaching style within their leadership of people.

## Coaching for Performance

2 sessions, 47 delegates

This workshop focuses on using a coaching style of leadership when performance managing individuals and teams at all levels. It explores how to adopt a coaching approach in performance management activities for under-performers and in talent management conversations.

## Coaching Refresher

This experience aims to refresh and motivate non-practicing coaches to deliver future coaching across the region.

## ILM 5 Coaching and Mentoring Qualification

3 cohorts, 58 delegates

Delivered in partnership with Health Education England, this five-day accredited programme provides participants with the technical skills and knowledge needed for coaching. It is an opportunity to learn and practice fundamental coaching tools and techniques, and develop an understanding of coaching which enables participants to establish a coaching relationship and coach competently, ethically and confidently. This advanced level of coaching ensures the

coach deals effectively with challenging, conflicting and emotional situations to use a coaching style and techniques in a range of circumstances.

## Coach CPD and Supervision

4 sessions, 39 delegates

A range of CPD and supervision sessions covering a number of key issues for coaches including ethics, career coaching and using psychometrics.

***“Thank you for an enjoyable and inspiring course. Expertly led and will change my future for the better. I look forward to being a coach.”***

***“This was very professional and enjoyable. A huge thank you! I think it was useful having NELA staff on the course to make contact. Looking forward to putting all the learning into practice.”***

## Coaching Support

In addition to coach training and development we continue to deliver a range of one-to-one coaching support to core programme participants, Graduate Management Trainees and other leaders across the region.

***“I left my first coaching session in a different mind-set with clarity about what I could do in the following weeks. I have made more progress in the three weeks following my first coaching session than in the three months before.”***

***“I couldn’t possibly ask for any more support than I am currently receiving.”***

### Coaching helps Catherine tackle challenges

**Catherine Baldrige has worked in the NHS for almost 30 years and is currently a senior pharmacist at South Tyneside NHS Foundation Trust.**

As part of her commitment to personal development, Catherine participated in a Seven Habits of Highly Effective Leaders programme, which included a 360° feedback session that ultimately led to her commencing a five-month coaching relationship. The coaching relationship was set up by the NHS North East Leadership Academy through its professional coaching network.

“I was keen to give coaching a try but was a little sceptical about the benefits,” admits Catherine. “However it really helped me think about what I wanted to do and gave me structure around how I approach challenging situations. I probably tended to avoid some difficult issues but through coaching I felt more empowered to tackle them.”

Coaching helped Catherine develop new approaches to some of her challenges. “I’m working in a more focussed way and concentrating on positives rather than negatives,” she explains. “As I feel generally more positive, I feel better in myself and my relationship with others feels more positive. One of my goals was to maintain work-life balance and I think that has improved because I want to do more in my time away from work.”

For Catherine, coaching is about supporting individuals by helping them tackle challenging issues and developing their leadership skills. Because a coach is often someone from a different profession or organisation it focuses on the personal rather than the professional skills needed to work through issues.

“My coach was good at listening to my issues and then getting me to think about them in different ways. She

wasn’t a pharmacist so I had the opportunity to come up with my own solutions but with support and ideas to point me in the right direction,” says Catherine.

She believes that anyone starting a coaching relationship needs to keep an open mind and states, “You need be honest with yourself and the coach about what your issues are and how you feel. It’s a confidential discussion and a good opportunity to get objective advice and support.”



Catherine feels that coaching was of great benefit and is keen to take it further, considering how she might be able to support other people. She has become an advocate of coaching and plans to learn how to give formal 360° feedback when the opportunity is available.

The NHS North East Leadership Academy has established a professional coaching community by using experienced practitioners from across the public and private sector. To ensure individuals receive a high quality, professional coaching experience it provides training and development for workplace coaches including ILM 5 Coaching, Coaching Fundamentals, CPD and Master Classes, and Coaching Supervision.



**As I feel generally more positive, I feel better in myself and my relationship with others feels more positive. One of my goals was to maintain work-life balance and I think that has improved because I want to do more in my time away from work**

# Organisation Development

During 2015/2016 the Organisation Development (OD) network engaged in development activities to support OD capacity and capability across our region.

The network currently has **91** registered members (an 82% increase on the original membership). There is representation from **84%** of our partner organisations.

Development opportunities for network members included:

## Understanding and Measuring Team Climate

1 session, 9 delegates

This event focused on the difference between organisation and team culture and climate as a set of constructs associated with staff satisfaction and engagement.

## Prototyping Peer-to-Peer Consultancy Model

1 session, 4 delegates

This half-day session focused on creating and testing a peer-to-peer model for organisational consulting.

## What is OD? OD for Non-OD People

1 session, 12 delegates

Aimed at non-OD staff, this event built an understanding of what OD actually is, what sort of issues and problems it can solve and where/when it is an inappropriate method.

***“An excellent day, if only I'd know about this before! I feel motivated to use these techniques to tackle some issues.”***

## Dialogic OD

1 session, 11 delegates

This workshop provided members with an introduction to the approach known as Dialogic OD.

***“What a fantastic case study. I'm already thinking about how I can use something similar in my own organisation.”***

## Introduction to Organisation Development (regional cohort 2)

1 session, 18 delegates

Following cohort one (2014/2015), this programme equipped members with a solid foundation for practice, and enabled practitioners to explore the basic principles and approaches within the field of OD.

***“Fantastic, helped me put things into practice.”***

## Annual OD Conference

1 session, 24 delegates

Entitled “The changing nature of professional practice” our conference sought to explore the changing practice of OD across healthcare.



# Leadership Skills

We expanded our range of one-day leadership skills seminars and workshops in 2015/2016.

To ensure NHS staff can continuously update and build on their existing skills events included:

## Change Management Fundamentals

1 session, 16 delegates

Strengthened participants' understanding of change principles and increased confidence in applying them in day-to-day work.

*“Found today extremely beneficial as I have found ways to move from theory to practice. Realisation of time scale of change very important – tipping point knowledge fantastic.”*

## Authentic Leadership

1 session, 14 delegates

Gave participants tools to: lead with integrity through difficult and pressure-filled challenges; recognise and address blind spots; develop self-awareness and emotional intelligence; and, adapt leadership style to different scenarios while remaining true to their values and purpose.

*“I was surprised to see the intellectual/spiritual side of leadership. Really gained a lot, perspectives changed.”*

## Vital Healthcare Conversations

1 session, 10 delegates

Increased delegates' confidence and capability to influence and negotiate with stakeholders, staff and patients.

*“Excellent facilitators giving a balanced approach to learning and understanding, and helping me to change my whole approach armed with the tools I need to be a better me.”*

## Mindfulness and Resilience

3 sessions, 58 delegates

Participants discovered and practised mindfulness and resilience tools and techniques; considered their own levels and how to address them; discovered how dealing with own mindfulness improves leadership; discovered the value of and how to build resilience of their teams.

*“Today has been incredibly useful and has potential to have a huge impact on the NHS workforce.”*

## Emotional Intelligence

2 sessions, 30 delegates

Explored emotional leadership; examined emotional memories that limit performance and sustain personal development and growth; set motivational goals to create new futures; worked with others to achieve excellence; and, learned how to lead the reluctant.

*“A thoroughly enjoyable day exceeded my expectations. I will be able to take away information to my workplace.”*



# Leadership Skills

## Leadership Fundamentals

2 sessions, 38 delegates

Explored and defined what leadership is to develop an understanding of the NHS Healthcare Leadership Model, recognise preferred leadership styles and behaviours, and develop essential leadership capability.

*“Would definitely attend more courses run by NELA after attending this event. Clive was excellent.”*

## Finding Your Neutral

2 sessions, 27 delegates

Find a neutral state of being in meetings, difficult conversations and presentations, and when making tough/quick decisions through understanding emotional intelligence and social interactions, and how experience impacts perceptions.

*“Very engaging and interactive. Learnt many strategies to take forward.”*

## The Chimp Paradox

5 sessions, 182 delegates

Developed understanding of how we think, raised awareness of emotional-thinking tendencies, and explored the pitfalls of having a chimp-thinking mind. Workshops included: understanding of self; understanding of others; communicating effectively; and, living in the real world.

*“Excellent course – highly recommended. It has made a difference to my life by changing my thinking, allowing me to be kinder to myself.”*

## Presentation Skills

2 sessions, 27 delegates

Introduced the skills needed to gain maximum impact when delivering presentations or small team forums, and increased confidence in delivery and personal impact.

*“Have now gained confidence in own abilities – hope I can remember and use in future.”*



# Leadership Skills

## The 5:1 Rule

1 session, 19 delegates

Demonstrated the presence of positive affect in problem solving discussions, and the success of repair attempts during conflict resolution. Changed habits of mind to build a culture of appreciation, praise, admiration and respect.

*“Fantastic event, really useful toolkit to implement in the workplace.”*

## Unconscious Bias

1 session, 17 delegates

Explored how unconscious bias gives important insights into how we think, learn and experience the world, and how to use new skills professionally and personally.

*“More please! Seriously, this was outstanding.”*

## Future Healthcare Technology Conference

1 session, 80 delegates

Introduced some of the healthcare technology that’s available today... and some that may be available in the near future. The flagship event included 12 guest speakers from across the public and private sector, at the forefront of healthcare technology.

*“A really strong, interesting and emotive event... Brilliant day – lots of new and exciting innovations – just need leaders at strategic level within organisational and national level to embrace the opportunities.”*



## Regional Leadership Recognition Awards



The NHS Leadership Recognition Awards celebrate leaders at all levels and across all professions who have ultimately improved people's health, the public's experience of the NHS and those leaders who we are truly proud to work alongside.

The 2015 awards and conference took place on Monday 23 November at BALTIC Centre for Contemporary Art, Gateshead. The full day event included a morning conference with the theme of "resilience" and an afternoon awards ceremony. Guest speakers included Simon Weston OBE, Adam Tuffnell, Chris Andreou and Paul Bernard.

There were nine award categories. Each nominee was put forward by their organisation for having excelled in their role over the course of the year.



# Regional Leadership Recognition Awards

The 2015 winners were:

**NHS Board or Governing Body of the Year [1]**

**Northumbria Healthcare NHS Foundation Trust**

*Chaired by Brian Flood*

**NHS Emerging Leader of the Year [2]**

**Jennifer McAnuff**

*Newcastle University*

**NHS Development Champion of the Year [3]**

**Claire Maxwell**

*Newcastle Upon Tyne Hospitals NHS Foundation Trust*

**NHS Leader of Inclusivity of the Year [4]**

**Ann Brown**

*Northumbria Healthcare NHS Foundation Trust*

**NHS Innovator of the Year [5]**

**Richard Cooper**

*Health Education North East and South Tyneside NHS Foundation Trust*





# Regional Leadership Recognition Awards

The 2015 winners were:

## **NHS Mentor or Coach of the Year [1]**

**Donna Lathaen**

*Northumbria Healthcare NHS Foundation Trust*

## **NHS Recognition Award for Outstanding Collaborative Leadership [2]**

**Project Choice**

*City Hospitals Sunderland NHS Foundation Trust*

## **NHS Inspirational Leader of the Year [3]**

**Amy Colling**

*Tees Esk and Wear Valleys NHS Foundation Trust*

## **NHS Patient Champion of the Year [4]**

**Sarah Lindman & Michael Porter**

*Northumbria Healthcare NHS Foundation Trust*



# Regional Leadership Recognition Awards



The successful winner from each of the award categories went forward to the national awards held in London in March 2016.



# The Year Ahead

We'll continue to increase the quality and range of our development offer in 2016/2017.

**Highlights include the launch of our leadership programme for Learning Disabilities commissioners, our regional conference and leadership awards, and the launch of our systems leadership framework to support the implementation of sustainability and transformation plans (STPs).**

For information about any of the below please visit [www.nelacademy.nhs.uk](http://www.nelacademy.nhs.uk) or contact us on (0191) 372 8615 or [nelacademy@nelacademy.nhs.uk](mailto:nelacademy@nelacademy.nhs.uk).

## **Practice Managers Programme**

This four-day development programme will help new and experienced practice managers to:

- Gain awareness of new care models and changes at care system level
- Develop influencing and negotiation skills
- Gain operational management support on finance, HR, estates, legal issues etc.
- Gain experience in writing business cases
- Develop financial knowledge including evaluating service specifications
- Understand change management theory and techniques

## **Skills Development Workshops and Master Classes**

A comprehensive range of skills development workshops includes leadership fundamentals, innovation and creativity, influencing and negotiation, emotional intelligence, presentation skills, and the speed of trust.

We will also deliver a series of exciting master classes, programmes and workshops with renowned thought leaders such as Paul McGee (SUMO), Andy Cope (The Art of Being Brilliant) and Matthew Syed (Black Box Thinking, Bounce).

## **Health Education England Medical Leadership and Management Programme**

This four-day programme is developed specifically to support trainees to meet the leadership and management goals of their specialty-training curriculum. It is based on the NHS Healthcare Leadership Model and provides candidates with skills to lead delivery of better, safer, higher quality healthcare in their future roles.

For more information please visit:

<https://fast.ncl.ac.uk/training/>.

# The Year Ahead

## Coaching and Mentoring

We will continue to provide a range of coaching and mentoring support including:

- One-to-one coaching
- Group and team coaching
- CPD sessions for coaches and mentors
- Coaching supervision

## Healthcare Leadership Model 360° Facilitator Training

Following the launch of the new 360° questionnaires and report we will work with existing facilitators to ensure they are confident and capable of facilitating feedback. We will also continue to deliver new facilitator training across the region, and provide CPD and peer supervision opportunities.

## Organisational Development and Improvement

The North East Organisational Development Network provides a comprehensive CPD offer for OD and service improvement professionals including:

- Where Does OD Fit? Workshops for anyone new to OD (20 October 2016, 8 December 2016, 1 February 2017)
- The Power and Presence of the Change Agent (1 November 2016)
- Three-day Developing Your OD Practice Programme (begins 6 January 2017)
- Mapping Organisation Development Master Class (10 January 2017)
- Organisational Design Workshop (23 November 2017)

## Bespoke Development

By increasing our capacity to deliver bespoke development to partners we can provide services direct to NHS organisations including team diagnostics and development, organisational development and service improvement consultancy, and in-house workshops.

Please contact us for an informal discussion on how we can add value to your organisation.





# The Year Ahead

## Leadership Recognition Awards

The annual Leadership Recognition Awards celebrate the outstanding work of NHS staff in the North East and take place on Wednesday 25 January 2017. Nominations are sought for the following categories:

- Emerging Leader
- Excellence in Patient Experience
- Inclusive Leader
- Inspirational Leader
- Leading and Developing People
- Leading for Service Improvement and Innovation
- Leading Systems Transformation
- Patient Leader
- Team Outstanding Achievement

## Systems Leadership

Our systems leadership offer launched in August 2016 to support the implementation of sustainability and transformation plans (STPs). It is open to anyone involved in leading, planning and implementing system-wide transformation and change within health and care. Support available includes:

- Bespoke skills development workshops and master classes
- Coaching and mentoring support
- Access to high calibre, independent facilitators and experts
- Cross-organisational team development sessions and diagnostics
- Quality improvement and service development consultancy

Please contact us to access the offer and discover what resources are available to support STP work in the North East and North Cumbria.

## Learning Disability Leaders Development Programme

This bespoke programme develops commissioning leaders in health and social care who can initiate new care models in response to the Transforming Care agenda.

Participants have access to national speakers, improvement skills development workshops, coaching and action learning. They receive support to plan and implement a transformational improvement project to transform services and improve person care.

NHS England (Cumbria & North East) and Health Education England (North East) commissioned the programme through the North East & Cumbria Learning Disability Network.



## Contact Us

[www.nelacademy.nhs.uk](http://www.nelacademy.nhs.uk)  
**(0191) 372 8615**  
[nelacademy@nelacademy.nhs.uk](mailto:nelacademy@nelacademy.nhs.uk)

NHS North East Leadership Academy  
Appleton House  
Lanchester Road  
Durham  
DH1 5XZ

Connect with us through Twitter, Facebook,  
Google+ and LinkedIn.







North East Leadership Academy

