

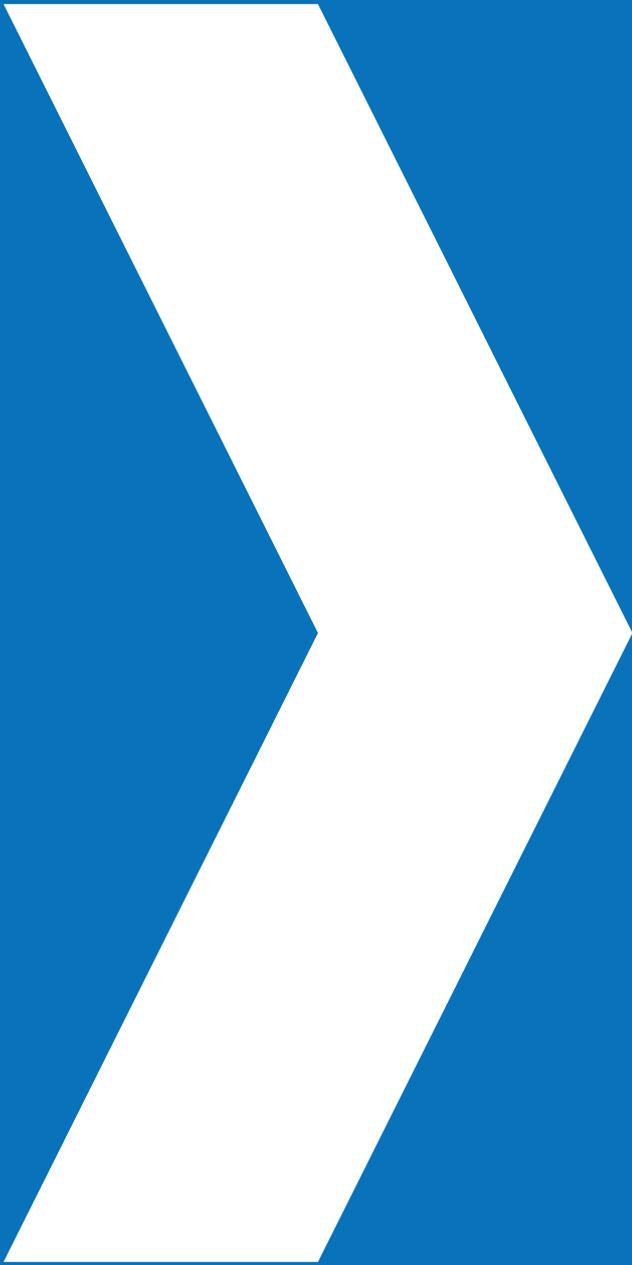


North East Leadership Academy



NHS North East Leadership Academy  
**Annual Report 2016/17**

Supporting your leadership journey



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## A Message from our Chair



It was my privilege to chair the NHS North East Leadership Academy (NELA) over the last year.

During my short time with the Academy I was impressed by the professionalism and enthusiasm of the team in supporting us with an exceptional leadership development offer. This was guided by the requirements of the reshaped national NHS Leadership Academy, along with the wise and creative contribution of our local Academy members responsible for the management and leadership of our greatest asset – our people – to ensure we focus on those programmes that add the best possible value to our organisations collectively.

We continue to build our relationship with the national NHS Leadership Academy and are pleased that our membership approach continues to be valued and supported.

The *Five Year Forward View* offers real clarity in relation to the key challenges for our health and care system. We have worked collectively across the North East and North Cumbria to articulate what this means for our local communities and design a new system of delivery, working across organisational boundaries.

This of course poses new challenges in how we develop and support our current and emerging workforce to demonstrate those leadership attributes that will take our system from good to great.

Systems leadership will rely on new ways of thinking and behaving, and such attributes are key to delivering the change required to realise our North East and North Cumbria ambitions for the quality and sustainability of services and the improvement of health outcomes. NELA is preparing to support this new approach to leadership development by working in partnership with current and emerging system leaders to deliver success.

We enter a new year therefore with enthusiasm and commitment and are ready to respond to the changing needs of our system and the leaders emerging from across the health and care landscape.

I commend this report to you all and look forward to working with you during 2017/18.



### **Ali Wilson**

*Chair, NHS North East  
Leadership Academy*

*Chief Officer NHS Darlington  
CCG and NHS Hartlepool and  
Stockton-on-Tees CCG*

## Director Statement



Our Chair's statement provides an appreciation of the transformational changes currently being experienced across health and care systems.

NELA is part of these changes and I'm extremely proud that this year we delivered continued success on behalf of our partnering organisations and their staff, despite experiencing another transitional year. This transition saw the national NHS Leadership Academy become part of Health Education England and required the management of polarities, together with agile strategic positioning, to ensure our stakeholders realise maximum benefit for the development of individuals, teams, organisations and systems, leading to improved patient care and experience.

This could not have been achieved without the hard work, dedication and commitment of the small, highly efficient and impactful NELA team. This year above others, I thank them for their resolution, professionalism and personal support. Recognition also goes to all our associates and external experts who provide world-class facilitation,

experience and knowledge to enhance our programmes. There has never been a more important time to enact truly excellent leadership behaviours that are inclusive in an ever-changing system. NELA is an enabler, working with our valued partners to harness collective energy towards a common purpose of improving health and care delivery for and with people, which has an impact on their lives. As we welcome new partners in 2017/18 including the NHS Business Services Authority (North East) and the North, East and West Cumbria health system, we are pleased to present our annual report demonstrating our value-adding activity across the whole region.

With change comes opportunity and I'm excited to continue working with all our partners to deliver innovative and purposeful leadership and organisation development interventions, and progress the ambitions set out in *Developing People: Improving Care* (NHS Improvement, 6 Dec 2016), which is the blue-print for the majority of our work.



**Clive Spencer**

*Director, NHS North East  
Leadership Academy*

## 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 and North Cumbria.

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.



## Our 28 partners

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

# Who We Are



## Our team



**Ali Wilson**  
*Chair*



**Clive Spencer**  
*Director*



**Angela Graham**  
*Associate Director*



**Mandi Sherlock-Story**  
*Head of Leadership – Transformation  
(started July 2017)*



**Sarah Knowles**  
*Business Manager*



**Claire White**  
*Programme Lead  
(started April 2017)*



**Nicola Spencer**  
*Programme Lead  
(left January 2017)*



**Jackie Kerr**  
*Programme Co-ordinator*



**Stephanie Wilton**  
*Administrator*



**Roisin Bogle**  
*Apprentice  
(started June 2017)*

# Who We Are



## Our five strategic objectives

- 1** To promote and enable the professionalization of leadership through a leaderful 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.

## Our behaviours

We and our partnership organisations follow the seven Nolan principles of public life:



# Who We Are

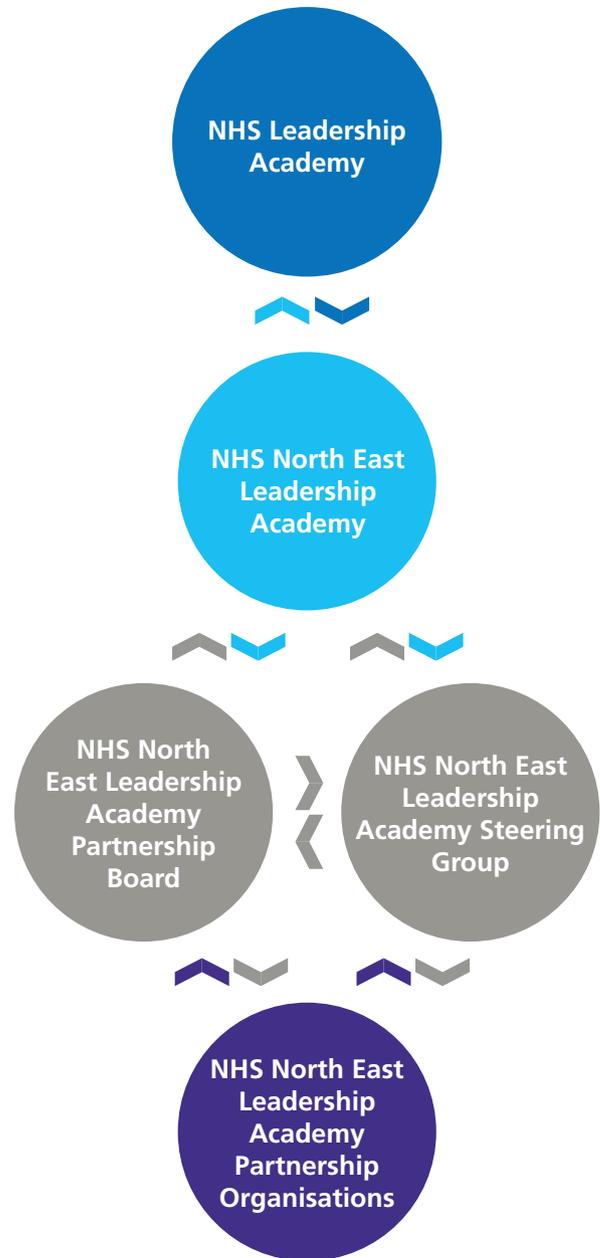


## Our governance arrangements

In our role as a local leadership academy for the NHS Leadership Academy, our ability to deliver and support national priorities is continuously assessed through a service level agreement.

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

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



## Our Impact



1,286

delegates on  
one-day events  
and short courses

20

participants on Learning  
Disability Leaders  
Programme

94

participants on  
Practice Managers  
Programme

63

participants on  
Medical Leadership  
and Management  
Programme

1

participant on  
Aspiring Chief Executive  
Programme

41

new participants on  
Mary Seacole  
Programme

15

new participants on  
Elizabeth Garrett  
Anderson Programme

5

new participants on  
Nye Bevan  
Programme

7

participants on  
Directors  
programme

3

participants on  
Ready Now  
Programme

6

participants on  
Stepping Up  
Programme

90

nominations for the NHS  
North East Leadership  
Recognition Awards

9

NHS North East  
Leadership Recognition  
Award winners

68,305

website views

4

new partner organisations:  
NHS Business Services  
Authority, Cumbria Partnership  
NHS Foundation Trust,  
NHS North Cumbria,  
North Cumbria University  
Hospitals NHS Trust

19

GMTS trainees  
working in the  
North East

63

coaching  
relationships

2,521

Twitter  
followers

182

registered  
coaches

97

NHS Healthcare  
Leadership Model  
Facilitators

£70,000

in system-wide in-house  
development savings

£700K

invested in leadership  
development across the  
North East  
and Cumbria

# National Leadership Programmes



A great deal of evidence connects better leadership with better patient care. Published reports – Francis, Berwick and Keogh – and leading academics including Michael West, all make links between good leadership and positive impacts to patient care, outcomes and experience. Conversely there is evidence that links leadership failure to breakdowns in patient care.

It is clear that leadership in the NHS must continue to improve because it makes such a positive difference to patients. Recent research from the internationally respected Development Dimensions International on global leadership highlighted a problem with the perceived quality of leaders globally. It said there was no evidence that the high quality leaders we need in the NHS can be recruited from elsewhere and we are much more likely to be successful by deploying tactics to ensure we grow our own more effectively. Therefore the routine development of talented individuals linked to career progression must be a core part of our business.

Professionalization of the NHS' leadership agenda seeks to recognise the importance of leaders at every level. NHS national leadership programmes equip leaders with the skills, knowledge, attitudes and behaviours they need to be successful. The aim is for leaders to be appropriately qualified, prepared for and able to do the jobs for which they are applying.

These 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 local leadership academy we provide a point of contact for programme participants in our region.



## Edward Jenner Programme Foundations of leadership

*740 participants from the North East, including current students*

An open access online learning package to support the development of essential leadership skills. This programme leads to an NHS Leadership Academy award in Leadership Foundations. It is the first step 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

*278 participants from the North East, including current students*

Designed for anyone new to leadership or looking for a first formal leadership role. It empowers participants to turn personal success into consistent team success and to champion compassionate patient care. Completion of this programme leads to an NHS Leadership Academy award in Healthcare Leadership.

# National Leadership Programmes



## Elizabeth Garrett Anderson

**Experienced leaders ready to move up to more complex roles**

*133 participants from the North East, including current students*

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. Completion of this programme leads to an NHS Leadership Academy award in Senior Healthcare Leadership and an MSC in Healthcare Leadership.



## Nye Bevan

**Aspirant Directors**

*38 participants from the North East, including current students*

Aimed at senior leaders seeking to move into executive leadership roles and drive change through the highest levels of the healthcare system.

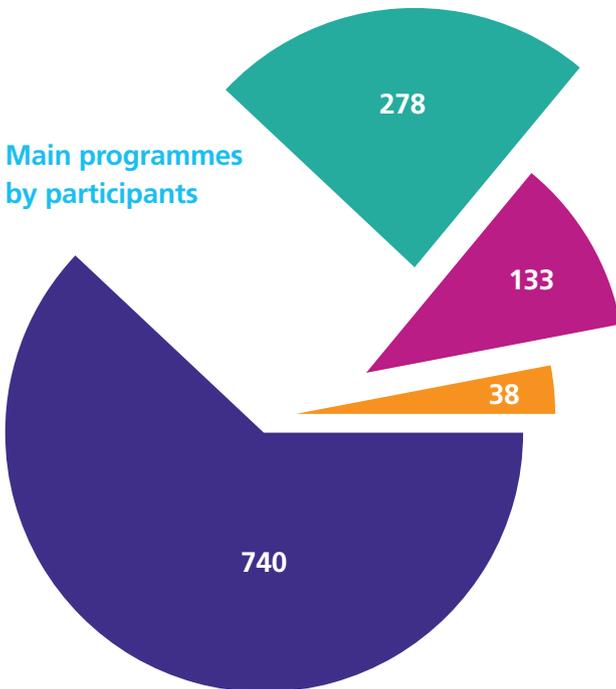


Other national programmes include **Aspiring Chief Executive Programme, The Director Programme, Ready Now, Stepping Up, Ethical Mentoring Programme and The Return to Work Mentoring Programme.**

## Want to find out more?

Visit our website for further information on all national leadership programmes.

**Main programmes by participants**



# CASE STUDY: Jon Quine



## Learning with Others from Across the Health Service

As a physiotherapist, **Jon Quine** has spent his career in intermediate and community care working with older people, and had clinical leadership roles and an operational manager role across community nursing and therapy teams.

Jon recently participated in the National Leadership Academy's Mary Seacole programme, which gave him opportunities to learn new areas of practice and encompassed a range of topics relevant to the work he was undertaking in the Sunderland All Together Better Vanguard.

"I was fortunate to have a senior manager who invested time in my career development," says Jon. "It was during this mentorship period that I became aware of the programme and saw it could support my desire to progress from a clinical to a managerial role."

To prepare, Jon reviewed the programme's units and assessments, and planned his project. Because the programme blends academic foundations with real-life applications, he made his mentor and team aware of his commitment, and many of his colleagues contributed to his project.

Jon highlights that one of the most valuable things he learned was the importance of evidence and rigor in delivering service improvement. As part of a leadership team that undertook a significant service reform of community nursing services, he applied many of the tools and techniques taught on the programme to help

frame the issue to be addressed and communicate the need for change.

He highlights that, "The programme was an excellent opportunity to learn with others from across the health service and enabled me to take up opportunities that have led beyond the NHS to wider systems of health and care delivery."

Jon has a current role as service development facilitator for the Sunderland All Together Better Vanguard. The Vanguard supports the integration of primary care, community care, mental health, social care and the third sector in the delivery of a new care model – a multi-speciality community provider (MCP). "I'm fortunate to work within a Vanguard that takes a system view rather than an organisational view of the delivery of health and care," he explains. "The MCP aims to deliver all out of hospital services under a single contract with commissioners to increase cooperation between services, keep people out of hospital and supported in their own community where possible, and ultimately provide patients and customers with the best care."

Jon hopes to continue to have the opportunity to work in an environment that combines the best of all the different types of health and care delivery, ensuring that working collaboratively is in the best interests of patients.



# CASE STUDY: Paul Malyan



## Developing a world-view of service provision

**Paul Malyan** has worked in the NHS for more than 14 years and is currently a business manager with County Durham and Darlington NHS Foundation Trust. His role involves developing business cases, performance reports and management systems, implementing cost improvement projects, and demand and capacity planning for Family Health Services.

Paul knew he wanted to participate in a masters programme following the attainment of a PGCE a number of years ago, and the Elizabeth Garrett Anderson programme fitted with his drive to develop his leadership skills and abilities.

“I chose this programme because the Academy always delivers high quality learning, focused on career development, and dedicated to developing services and patient care,” he explains. “I knew it would help me network with colleagues across the country and be a vehicle to become involved in projects that I wouldn’t normally come across as part of my day-to-day work.”

The Elizabeth Garrett Anderson programme matched Paul’s career progression choices around patient and team development. The flexible format made it accessible, although he prepared by carefully planning his time to ensure he could meet the programme’s demands. He attended residential events, participated in regional action sets, and undertook online learning, along with completing critical and work-based assignments.

One of the most valuable things Paul learned was the ability to develop a world-view of service provision. “I learned to consider the links between service provision, the business element and patient experience as something that needs to be managed holistically,” he says. “Developing a greater understanding of the views of others in decision making was instrumental to my development.”

He goes on to say that the action learning sets were particularly useful for sharing experience, building networks and developing effective and proactive problem solving skills.

Paul highlights that the programme is challenging but well worth doing. “The programme quality, the tutor support, and the way it is run is second to none,” he says. “The residential workshops were excellent and offered modern, dynamic learning, and everyone who participated took something away with them.”

While on the programme, Paul was promoted which meant he was able to independently apply the learning and skills he developed. He concludes, “My next step is to continue with good practices such as keeping a reflective journal and participate in more Academy opportunities.”



# Graduate Management Training Scheme



The national NHS Graduate Management Training Scheme (GMTS) has existed since 1956 to recruit and develop talented individuals who have the potential to become future NHS healthcare leaders. The two-year programme offers a fast track blended learning experience, consisting of rotational work experiences across the NHS, professional qualifications, and personal learning and development.

It's a multi-award winning and highly respected scheme with alumni now working across the NHS. Most notably, four of the last five NHS Chief Executives and the newly appointed Chief Executive of NHS England are alumni of the scheme.

The Secretary of State for Health has mandated a target of 200 trainees for the 2018 intake; an increase from the 100 currently recruited each year. The mission is to improve healthcare for the benefit of the patient, to uphold the NHS Constitution and to live by the values of the NHS.

We are the first point of contact for the scheme across the North East and hold an annual local induction to orientate new GMTS trainees. GMTS trainees in the North East also have access to one-to-one coaching support and an open invitation to attend leadership master classes and board development sessions, as well as a bespoke annual interactive continuous professional development (CPD) event.

## Host organisation support

We offer a range of support to existing and aspiring GMTS host organisations including:

- **Co-ordinating the three stage accreditation process in which organisations bid to host a trainee to ensure they have the capacity and can commit to support a trainee in their placement.**
- **Providing information, advice, guidance and training to programme and placement managers.**
- **Ongoing support and optional workplace visits particularly as trainees begin the scheme to ensure GMTS graduates are progressing and meeting workplace objectives.**

*"The GMTS has given me the chance to explore a whole new industry, both in terms of the organisation I work for and the role I do within it. I have learned more in the last two years than I knew was possible to absorb in such a short space of time. My placements have given me wide ranging exposure to a variety of experiences, pertinent to my development as an HR professional and I've been supported along the way by some wonderful managers, colleagues and the NELA team."*

*Katie Stewart, 2015 HR Graduate*

# Graduate Management Training Scheme



## 2016 local induction

The Sunderland National Glass Centre played host to the 2016 GMTS local induction – a creatively inspiring backdrop to introduce the 2016 cohort into the varied nature of NHS careers.

Clive Spencer, director of the NHS North East Leadership Academy, welcomed trainees and the key speaker was Brent Kilmurray, chief operating officer of Tees, Esk and Wear Valleys NHS Foundation Trust. Brent shared his career path and provided advice and guidance to the trainees, along with one-to-one sessions for anyone who wanted them.

Their new placement managers joined many of the trainees, and GMTS alumni attended to share their experiences during and after the scheme, offering insight into potential avenues for career progression. The 2015 cohort and Daniel Peacock, 2014 finance trainee, offered their new peers a number of top tips for managing the scheme.



*A couple of recent trainees on the NHS Graduate Management Training Scheme*

## 2016 CPD event

2014 and 2015 cohort trainees enjoyed a CPD day hosted in Durham by NELA associate Chris Andreou. Trainees decided the event format, which incorporated the 5:1 rule and micro expressions, in a mixture of informative presentations, group discussions, and hands on activities.

During the event, participants monitored pulse rates to gain an understanding of the impact of different emotional situations on the body. The day included a number of exercises, challenging the impact of positive and negative words and encouraging trainees to consider the impact they have through body language and verbal communication.

***“The day itself was interesting and enjoyable. Chris was engaging and enthusiastic and always conscious of making the learning applicable to the workplace. I personally feel more aware of both how I come across to others and in understanding other people’s thoughts through their non-verbal communication. The highlight from the day for me was learning how I can affect my own mood through my body language. I have found this particularly useful in meetings and in potentially difficult conversations.”***

*Daniel Sunter, 2015 Finance Graduate*

# Organisational Development



Organisational Development (OD) is the application of the behavioural sciences into the workplace to improve effectiveness and business outcomes.

We support OD practitioners across the region and host the North East OD Network (NEON). The purpose of the network is to support the capacity and capability for OD across the region; members arrange events, share resources and good practice, and connect. It also ensures the North East is represented and information shared more widely. Dr. Maxine Craig, an NHS North East Leadership Academy associate and board member of ODN Europe, facilitates the network.

The network currently has **109** members, representing of **93%** of our partner organisations.

The following development interventions were hosted for network members in 2016/17:

## Where Does OD Fit?

1 session, 14 delegates

This workshop provided an opportunity for those who do not consider themselves OD practitioners to come along and explore what OD is and is not.

*“Excellent session and good delivery. I have taken away so much to think about and also areas of further development.”*

*“Thought provoking, increased my knowledge of OD greatly. Brilliant.”*

*“This sort of workshop could really help STP/Vanguards.”*



**109**  
members

# Organisational Development



## Tipping Point

2 sessions, 30 delegates

This workshop aimed to provide senior leaders with an opportunity to share, refresh, deepen and update knowledge that is vital for leading sustainable change and transformation.

*“Effective session. Some eye openers about mass exposure.”*

*“Fantastic event, thought provoking and topical. Both facilitators were excellent, easy to relate to.”*

## Transforming Services – The Role of Organisation Design and Organisation Development

1 session, 23 delegates

This event explored the principles of organisational design, including how multiple identities can exist in one design (e.g. social movements within hierarchies) and what leaders and OD practitioners need to consider when transforming current services to meet future needs.

*“Excellent course of learning and example, supported by excellent facilitation and good mix of skills.”*

*“Great event and lots of great info in the current environment.”*

*“First NELA event I’ve attended – what a fantastic resource. Look forward to future events.”*

## Developing Your OD Practice: OD Programme

This programme aims to offer people the opportunity to learn about OD in the field of health and care. The programme is highly rated by OD practitioners in the network and seeks to increase OD competency and capability across the region. It is aimed at those working in the field of OD who have had little opportunity for formal OD training and development.

*“An excellent three days – facilitators were informative and flexible in their approach.”*

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

*“Well delivered and well supported with engaged and knowledgeable presenters.”*



Organisational Development Network Meeting

# NHS Healthcare Leadership Model



The NHS Healthcare Leadership Model (HLM) launched in 2014 to help all NHS staff become better leaders in their day-to-day roles whether they work in a team of five or are responsible for 5,000.

Staff can discover and explore their own leadership behaviours through the model's nine dimensions. It describes the things we can see leaders doing at work and demonstrates how staff can develop as leaders – even those not in a formal leadership role.

To identify areas of strength and development, staff can undertake a free self-assessment to evaluate their leadership behaviours and increase understanding of leadership development. A 360° feedback tool is also available to help give insight into how others perceive their leadership abilities and behaviour.

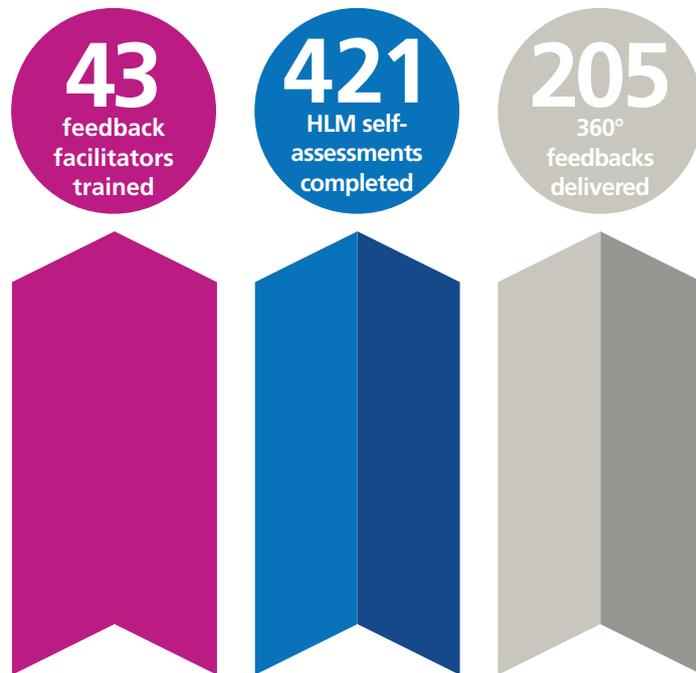
## Supporting the model

In 2016/17 we continued to champion the model and supported the launch of a new 360° report, which includes



impact ratings for those who manage others. We supported our partners to embed it within their own internal organisations and leadership development strategies and offers. To date, the HLM has been used in areas including

talent management, appraisal, job profiles, leadership development programmes and coaching.



We delivered **5** training and CPD sessions in-house and regionally to increase the capacity and capability of our facilitators in the region with NELA practitioners, training a total of **43** new feedback facilitators.

In 2016/17, **421** HLM self-assessments were completed by NHS staff; our pool of facilitators in the North East delivered **205** 360° feedbacks.

## Want to find out more?

Visit our website to learn more about the model, undertake your own self or 360° assessment, become a facilitator and search for events by HLM domain.

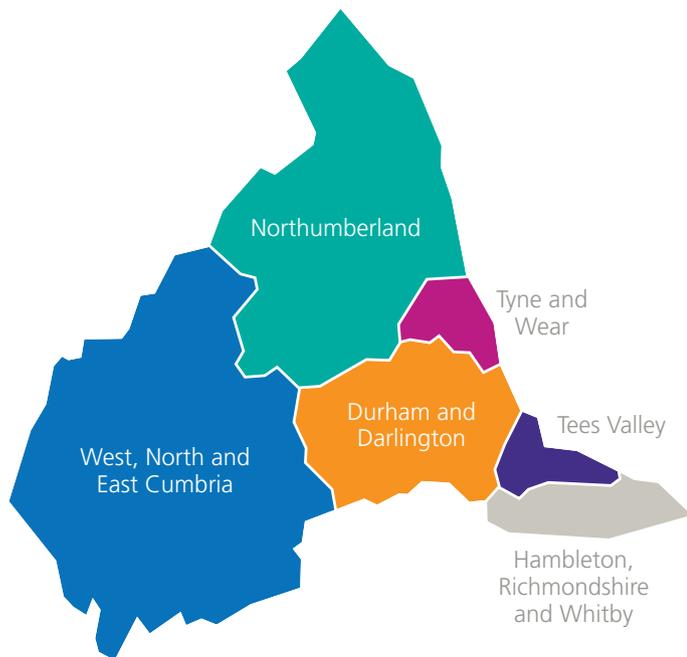
# Sustainability and Transformation Plans



To ensure that the NHS is fit for the future, we need leaders who have the capability and capacity to work across the health and care system. Throughout 2016/17 we worked with the three emerging Sustainability and Transformation Plan (STP) patches in the North East and North Cumbria to support the development of an organisational development plan for each area.

- In Northumberland, Tyne and Wear we continue to facilitate the North STP Workforce Action Group and are working with an external consultant to produce an organisational development plan.
- In West, North and East Cumbria we are working with STP leaders to undertake sub-board system level talent analysis.
- In Durham, Darlington and Tees, Hambleton, Richmondshire and Whitby we have agreed a partnership approach with North of England Commissioning Support in delivering diagnostics and development to South STP.

In the North East and Cumbria we are the only patch to have a joint Local Workforce Action Board across multiple STP footprints. In the coming year we intend to work with the group to ensure that leadership and organisation development is high on the agenda.



# Systems Leadership Development



## Transformational Change through Systems Leadership

In a first for the North East we delivered a joint programme with NHS Improvement on its Transformational Change through Systems Leadership Programme (TCSL).

The programme is for senior teams and experienced change leaders from health and care systems who are actively engaged in delivering system-wide transformational change, and who want to move beyond basic service improvement principles to successfully tackle large scale, multi-stakeholder challenges as part of multi-agency teams.

It is based on proven concepts, tools and techniques necessary when working within complex healthcare environments and covers a wide range of topics, along with the opportunity to build personal and team capabilities in transformational change whilst putting theory into practice.

The programme supports teams of up to eight people who collectively represent their senior leadership group guiding a specific healthcare related change area or priority across a healthcare system. This change area forms the focus of the team's activities throughout the programme.

**46** people from across the North East participated in the TCSL programme.



# Systems Leadership Development



## New models of care and ways of working

We delivered a series of workshops to create a platform for senior leaders to discuss new models of care and new ways to work. The systems leadership development workshops were delivered to **40** delegates over **3** events.

### Working with the Paradoxes of Systems Leadership

Some of the challenges we face in the system are not only about resources but also about how we put those resources together in a way that serves the public along with the needs of the people who deliver the service. This workshop included in-depth exploration of the leadership and change challenges faced as we work to transform health and care.

*“Excellent day, inspirational, thought provoking, challenging and motivational.”*

### The Platform Organisation Master Class

Platform Organisations are transforming the way we work and produce value in an age of increasing interconnectedness and pervasive technologies. This master class helped participants understand what a platform is and how they work by focusing on models and case studies. It led attendees towards the first steps in platform thinking and introduced a set of creative commons licensed tools that can be used to envision new platform strategies for new services.

*“Helpful to have time out with peers to discuss and develop thinking. Feeling inspired to put some of this new thinking into practice.”*

## Using Social Value in Decision Making

This one-day workshop explored all areas of social value – the value that people place on changes they experience in their lives – and return on social value. Our leadership community in the North East can integrate this new learning into planning, commissioning, delivery and evaluation of all health and care services, and the future change projects undertaken in transforming our services.

*“Well delivered, enjoyed examples to bring learning to life. Will relay info learned to colleagues and actively promote to others.”*



# Talent Management



Together with our partner organisations we are committed to supporting and enabling the development of great talent management across the North East underpinned by the national agenda.

Work was planned across three key areas in 2016/17:

**1 Engage with six partners to develop organisational plans and expert advice and practical support to establish organisational readiness and deploy and operationalise end-to-end talent management.**

Of the six partner organisations that engaged in this phase, five made positive progress with executive buy-in and talent management implementation plans in place. The sixth organisation has intentions to build talent management into their people management practices however timescales have been deferred to 2017/18. Organisations included in the initial phase have continued to make progress and continue to share and learn from the outcomes.

**2 Engage with all partners to develop key principles and facilitate regional succession planning in line with the NHS Improvement Top 200.**

These activities did not commence due to work that is occurring nationally by NHS Improvement to support development in this area.

**3 Engage with all partners to develop a regional talent management master class and train the trainer programme to build capability and capacity in the region for sustainable change.**

In October 2016 it was stated that the National Leadership Academy is undertaking work with an external partner to develop a train the trainer style talent management simulation master class. Therefore, to avoid duplication of effort, this work was postponed locally.

# Coaching and Mentoring



Coaching enhances performance by empowering leaders and team members to take on greater responsibility and leadership roles. It is one of the key approaches to develop leadership within organisations and can play a crucial role in building the capacity and capability of the workforce.

It's a one-to-one process that enables individuals to improve their skills, behaviours and professional performance in a focused, structured, measurable, achievable and supported way. Typical issues addressed in coaching sessions include: skills and performance, personal development, leadership and work/life balance.

We actively promote coaching approaches and cultures throughout the region. To ensure clients receive a high quality, professional coaching experience, we provide training and development for workplace coaches including Institute of Leadership & Management (ILM) 5 Coaching, Coaching Fundamentals, continuous professional development (CPD) and master classes, and coaching supervision.

Organisations increasingly recognise the value of coaching, with a recent learning and development survey by the CIPD suggesting that 72% of organisations in the UK find it a highly effective tool for development and have made it available to their staff.

Coaching is often perceived as the single most effective

development intervention that a senior leader in the NHS can access. Benefits include increased self-awareness, motivation and enthusiasm, better work prioritisation, improved confidence and better team management.

All managers who work with or support individuals have an important part to play in providing coaching. For example line managers can play a key role in coaching their staff and helping them to develop and improve their performance. Coaching is applicable to all job families and roles from senior executives to more junior members of staff.

## CoachNet

We continue to support the administration associated with matching internal and external coaches to coachees.

Our online tracking system, CoachNet, keeps details of accredited internal and external coaches who meet the Academy's requirements. If you're a member of staff in the NHS in the North East and North Cumbria, it's easy to use the system to search for and identify a coach. Additionally, coaches can take on new coachees and access CPD and supervision information.

Following a rigorous review process that included invaluable feedback from our members, the former CoachNet system was redeveloped and offers many new features.

**There are more than 100 trained coaches' registered with CoachNet who are certified with an ILM Level 5 certificate in coaching and mentoring or an equivalent qualification.**

# Coaching and Mentoring



Coaching for Performance



Introduction to Coaching



Go MAD Coaching Event

## Coaching Support

We continue to deliver a range of one-to-one coaching support to core programme participants, leaders across the region, and graduate management trainees.

During 2016/17 we delivered one-to-one coaching sessions for graduate management trainees, focussing on career development, personal presence and coping mechanisms for managing change.

***"Thank you for an interactive course which I have thoroughly enjoyed."***

*Introduction to Coaching*

***"Really enjoyable event with practical tips and tools."***

*Introduction to Coaching*

***"Excellent facilitation, engaging and interactive."***

*Coaching for Performance*

***"Useful and enjoyable day. Well organised and highly relevant and essential to good practice."***

*Coaching for Performance*

***"Excellent course, practical, interactive, excellent facilitator. Lots of opportunity for practice, reflection and discussions."***

*ILM 5 Coaching and Mentoring*

# Coaching and Mentoring



## **EMCC Event: How to set up a Mentoring Programme**

*1 session, 12 delegates*

This event was aimed at those responsible for setting up and managing mentoring programmes in their organisation.

The interactive event focussed on the differences between mentoring and coaching, the challenges of setting up mentoring programmes, mentoring programme management and the challenges and demands on mentors.

It included several discussions and activities including how a mentoring programme could be different from existing coaching and other development programmes within an organisation.

## **Coach CPD and Supervision**

*5 sessions, 43 delegates*

Our coaches access two CPD sessions and two supervision sessions per year. During 2016/17 we delivered a range of CPD and supervision sessions covering a number of key coaching issues including: Career Coaching, Managing Ethical Challenges, Coaching Clients Through Change, and Crises in Coaching

## **Introduction to Coaching**

*4 sessions, 42 delegates*

This interactive workshop targeting clinical and non-clinical managers focuses on the fundamentals of coaching for those who want to adopt a coaching style within their leadership role.

## **Coaching for Performance**

*2 sessions, 18 delegates*

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

## **ILM 5 Coaching and Mentoring Programme**

*22 delegates*

Delivered in partnership with Health Education England, this five-day accredited programme offers participants the technical skills and knowledge needed for coaching. The programme provides delegates with an opportunity to learn and practice fundamental coaching tools and techniques. This develops 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 can cope effectively with challenging, conflicting and emotional situations to use coaching styles and techniques in a range of circumstances.

## Adding Value to the System



As part of our offer for the North East and North Cumbria, we provide an additional two days' worth of in-depth tailored development that our partners can use in the way most beneficial to their organisation.

Our team and associates are highly skilled practitioners who support organisations with bespoke projects and improvement activities. This gives our partners the opportunity to utilise our expertise within their organisation, for example through diagnostics, leadership development, organisational development and service improvement consultancy, in-house workshops... and more.

This year more than 50% of our partners took up the offer, with additional development delivered across the North East including:

- **23 NHS Healthcare Leadership Model facilitated 360° feedback sessions**
- **In-house HLM 360° facilitator training**
- **10 coaching relationships of at least three sessions**
- **Delivery of board and team development sessions**
- **Facilitation of leadership development programmes and action learning sets**
- **In-house delivery of NELA workshops including Introduction to Coaching, Leadership Fundamentals and Coaching for Performance.**

In comparison to current private sector rates we estimate the North East health system **saved around £74,000 this year** through delivering this additional development for our partners in-house.

***“Excellent session, well delivered – thank you felt like therapy.”***

*Delegate, Directorate Managers Action Learning Sets, City Hospitals Sunderland NHS Foundation Trust*

***“Great content, inclusive and active in learning. Excellent references.”***

*Delegate, Leadership Fundamentals in-house session, North Tees and Hartlepool NHS Foundation Trust*



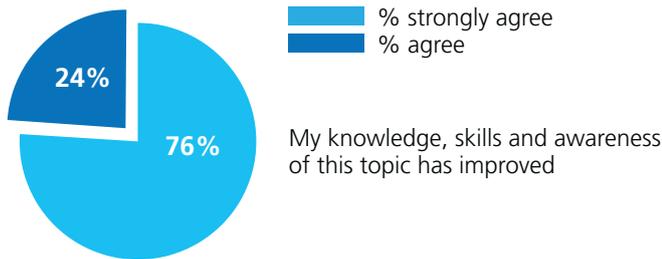
*Bespoke Leadership Fundamentals event for North Tees and Hartlepool NHS Foundation Trust*

# Local Interventions



To ensure NHS staff continuously update and build on their existing skills we offered a range of one-day leadership skills seminars and workshops in 2016/17.

Events included **19 open workshops attended by 411 delegates**, covering topics including resilience, difficult conversations, emotional intelligence, influencing, and more.



■ % strongly agree  
■ % agree

My knowledge, skills and awareness of this topic has improved



I have confidence and feel motivated to transfer my learning to the workplace



The learning from today will increase my effectiveness in my role

## Leadership Fundamentals

4 sessions, 40 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.

*“New to NHS leadership and found the day engaging and informative.”*

*“It was all fabulous, more than expected!”*

*“Helpful for my new role, would recommend to my colleagues.”*

## Difficult Conversations

2 sessions, 25 delegates

Focused on understanding that difficult conversations do not need to be as daunting as they appear, and highlighted the benefits that managing difficult conversations can bring to you as an individual and to the organisation.

*“Found the combination of theory, discussion and role play really good especially with external actors – so could really observe and reflect.”*

*“Practical and informative – enjoyed the day.”*

*“An excellent workshop. Enjoyed the interactive sessions, found them informative. I’ve learnt a lot.”*

# Local Interventions



## Coping with Change and Building Resilience

1 session, 15 delegates

This session helped participants explore the issues and impact of change on individuals and teams. They explored the context for change, how individuals deal with change and planned ways to respond more effectively. The session was aimed at staff and managers who want to support themselves and organisations through change and transition.

*“The facilitator delivered the session in an engaging, clear and humorous manner making the day extremely beneficial and enjoyable.”*

*“I found the event motivating and informative with good material and guidance to take my own actions forward.”*

*“Delivered some hard concepts well and motivated me to take action outside of the day.”*

## Emotional Intelligence

1 session, 18 delegates

The workshop explored how emotional intelligence is the key to personal success, in work and in our lives. The delegates examined emotional intelligence in leadership and how they can work with themselves, others and in teams in order to achieve excellence.

## Influencing with Integrity

2 sessions, 26 delegates

Influencing healthcare provision is complex and often contradictory and now the expectation is that we are all systems leaders. This session was designed to get under the skin of just who and what you need to influence, and agree some approaches and personal principles of how to adjust the way you influence others.

*“Fantastic day, new perspectives and approaches to influencing and practical tips I will use.”*

*“Would recommend this course to members within my team and senior management. Loved today, thought provoking.”*

*“Practical skills to use in everyday work place. Better understanding of how to influence people/work alongside different personality types.”*

## The Chimp Paradox Workshop

1 session, 52 delegates

The Chimp Model outlines a mind management model that can help you become a happy, confident, healthier and more successful person. It can help you develop yourself and give you the skills to remove anxiety, have confidence and choose your emotions. The half-day seminar was an introduction to a series of workshops that took place throughout the year on the psychology of leadership.

*“Time well spent. Enjoyable day, kept my attention all day! Good resources to take away.”*

*“Great event – insightful. Morning session and stress assertive sessions most interesting.”*

*“Great venue and opportunity to attend such interesting training.”*

# Local Interventions



Art of Brilliance



Leadership Fundamentals



SUMO

## The SUMO Guide to Communicating with Influence & Impact

2 sessions, 75 delegates

This highly practical session lifted the lid on the common mistakes we make when we communicate with others and how to overcome them. Learning specific ways to engage and influence others in order to achieve positive outcomes.

*"This session was fantastic and useful – I thoroughly enjoyed it and felt engaged throughout."*

*"One of the best events I have been to, enjoyable, relevant and thought provoking. Applied some of the principles later that day."*

*"Brilliant to have meaningful and relevant training."*

## The Art of Being Brilliant

1 session, 74 delegates

This event helped provoke thought in a relaxed and fun environment, sharing secrets of positive psychology. It helped participants learn new habits of thinking and behaviour that will sustain their personal "brilliance" in and outside of work, resulting in participants feeling inspired to take on challenges ahead.

*"Without a doubt the best session I have ever participated in. Andy is infectious and inspiring."*

*"Should be a mandatory course for all leaders!"*

*"Excellent course, excellent speaker, left me feeling motivated with a 'can do' and 'can change' attitude. Would love to attend more courses from Andy! BRILLIANT!"*

# NHS North East Leadership Recognition Awards 2016/17



The NHS North East Leadership Recognition Awards celebrate outstanding leadership practice in health, and shine a spotlight on those who have made a significant impact in improving the quality of care for patients.

The awards span every level of the healthcare system. This year there were nine categories and each nominee was put forward for having excelled in their role over the course of the year.

Staff from across the region came together to celebrate the best of the NHS on Wednesday 25 January 2017 at The Biscuit Factory, Newcastle. The theme of the event was mindsets and empowerment, and included guest speakers Matthew Syed, ex Olympian and author of *Bounce* and *Black Box Thinking*, Chris Andreou, Innersummit, and Alfie Joey, BBC Radio Newcastle presenter, who also hosted the awards.

We received **88 nominations** – the highest number since the awards began – demonstrating the amount of brilliant work undertaken by NHS staff in the North East.



## The winners were:

- **Emerging Leader** *Thomas Hurst*
- **Excellence in Patient Experience** *Oxford Terrace & Rawling Road Medical Group*
- **Inclusive Leader** *Lisa Taylor*
- **Inspirational Leader** *Mani Krishnan*
- **Leading and Developing People** *Nadine Bleasby*
- **Leading for Service Improvement and Innovation** *Alnwick Ward Clinical Team*
- **Leading for Systems Transformation** *Jenny Steel*
- **Patient Leader** *Chris Cunnington-Shore*
- **Team Outstanding Achievement** *Opex Scanning Team*

Whether an established leader or at the start of their leadership journey, the awards finalists all demonstrated a commitment to tackling the challenges facing today's NHS. They went the extra mile to make a positive difference to their peers, teams, organisations, and most importantly, to their patients and service users.

# NHS North East Leadership Recognition Awards 2016/17



# Growth Mindset for High Performance



Leaders who are driving change across organisational boundaries face daunting challenges and a growing burden of continuous improvement to build a strong NHS for the future. This two-day event was targeted at leaders working across organisational boundaries and dealing with issues like those highlighted in the *Five Year Forward View* and Sir Robert Naylor's HSJ report on *Ending the Crisis in NHS Leadership*.

The event gave senior leaders from a wide range of NHS organisations an opportunity to listen to, discuss and apply the approaches and techniques of Matthew Syed, an expert in the field of high performance and cultural change. Matthew uses his experience as an Olympic Athlete and organisational consultant to promote the concept of pushing for marginal gains.

Organisations involved in transformational change need to be agile, adaptive and innovative, with a Growth Mindset that drives higher performance. Growth Mindset is a concept based on the extensive research of Carol Dewick, a psychologist from Stamford University. It is the belief that our abilities are not fixed: success comes from dedication and hard work; failures are opportunities to learn. Evidence shows that Growth Mindset is highly correlated with high performance.

The event aimed to change behaviours by providing strategic thinking time and tools aimed at changing entrenched behaviours to drive high performance in the participants' respective organisations. Case studies from private sector organisations, high level sports performance and the NHS were



used to bring the concepts to life and create active debate. There were opportunities to work in groups to explore the thinking, challenge, debate and test the tools using real life situations brought from the workplace.

***"An excellent day that can be aligned to practices and support service improvement and performance."***

***"Good course – engaging reader and material. Well delivered and practical."***

***"Thankful to NELA for providing this wonderful opportunity."***

Among the event participants were: **Alison East**, Macmillan Lead Cancer Nurse/Nurse Consultant, Newcastle Upon Tyne Hospitals NHS Foundation Trust; **Dr Dolan Basu**, Consultant Obstetrician & Gynaecologist, North Tees and Hartlepool NHS Foundation Trust; **Angela Gillham**, Divisional General Manager, City Hospitals Sunderland NHS Foundation Trust; and, **Jenny Steel**, Executive GP –Transformation, Darlington CCG.

**Find out what they thought about the event and how they would use what they learned in their current roles, in the interview opposite.**

# Growth Mindset for High Performance



## Why did you choose to do participate in this event?

**ANGELA:** As Divisional General Manager of Medicine within an acute organisation, performance is high profile and something we constantly strive to achieve. I was keen to understand different techniques to approach within my team.

**DOLAN:** In my new role as Director of Medical Education I was interested to attend a course that would increase my high performance and help motivate others too. It was also for my own personal development.

**JENNY:** To give me some more tools to enable me to develop my leadership skills both in my current role and hopefully for future ones.

## What is the most valuable thing you learned?

**ANGELA:** That we constantly need to step back and reflect on how we undertake our daily business and approach performance. Mindset and marginal gains were particularly pertinent.

**JENNY:** The complexity of successful leadership and that having an array of different approaches is key. Also, small changes can have significant impact.

**DOLAN:** The most valuable concept that I learnt was Growth Mindset.

**ALISON:** To sometimes aim for marginal gains.

## How have you applied what you learned in the programme in your current role?

**ANGELA:** We have a weekly divisional performance meeting and I deliver a 10-minute session taken from this programme before we embark on performance discussions. It's helpful to engage a continual learning environment and establish the best mindset to begin performance discussions. It also alters the flavour of the discussions when we discuss performance and the attitude to this.

**JENNY:** Pre-mortem technique has been really useful in a new programme we are looking to role out. I've also used some of the motivational methods with the team. I'm looking forward to using more in the job I am going to where I think there will be more opportunity.

**DOLAN:** I am now more conscious of this concept and use it consciously in my day job to achieve high performance and motivate others.

**ALISON:** I learn more from failure and accept it as a key to success.

## Would you encourage other senior leaders to attend this kind of learning event?

**DOLAN:** Absolutely. It gave practical solutions on how to turn failures into success or even avoid failures in the first instance (something we are scared of).

**ANGELA:** Yes because it can influence performance and is a programme that I have sustainably been able to apply – and continue apply – to daily operations and influence my teams.

# Practice Managers Programme



The role of the practice manager in primary care is pivotal if quality of care standards and improvement programmes such as new models of care, super practices and GP Federations, NHS Vanguard Programmes, and the ambitions set out in the *General Practice Forward View* (NHS England, April 2016) are to be realised.

***“The skills and experience of the practice manager make a big difference to the overall leadership of a practice – providing appropriate training and development for the practice manager is therefore integral to ensuring a practice is well-led.”***

*CQC State of Care Report October 2015*

Health Education England (North East) and the NHS North East Leadership Academy collaborated to provide a four-day leadership development programme tailored to the needs of practice managers. The programme was designed to help practice managers enhance their understanding of leadership behaviours, knowledge and skills, and provide an opportunity to share good practice.

The programme aimed to equip practice managers to champion and lead change/service improvement in their workplace by developing an understanding of service improvement methods and delivery of a work-based service improvement project.



- **93** practice managers from across the North East participated in the programme, which was over-subscribed with more than **160** managers applying for a place.
- **63%** of all delegates reported they will change their behaviour as a result of attending the programme and **54%** of all delegates reported they will change their attitude.
- **100%** of all delegates found the course materials useful and relevant.
- **78%** of delegates would strongly recommend this programme to others.

***“Interesting insight into staff management and how to get the best out of situations.”***

***“This has possibly been the most insightful course I have been on. My managerial skills have developed and my confidence grown as a result of this course.”***

***“Thanks for giving me the confidence to grow in my role.”***

# CASE STUDY: Darren Berry



## Practice managers have an important role to play

After completing the NHS North East Leadership Academy's GP Practice Manager Programme, **Darren Berry** is now looking forward to the challenge of a new role as business manager at a practice with multiple branches and three times the number of patients as his old practice.

The GP Practice Manager Programme in which Darren participated helps practice managers enhance their understanding of leadership behaviours, knowledge and skills, and provides an opportunity to share good practice.

"Ninety per cent of all NHS patient contact is within a primary care setting therefore practice managers have an important role to play if quality of care standards and improvement programmes such as new models of care are to be realised," explains Darren. "The financial constraints of smaller organisations like GP practices means there are few internal training prospects suitable to the needs of practice managers so I wanted to embrace this opportunity to learn in an environment with similar people looking to develop their skills."

To get the most out of the programme and participate fully, Darren networked with other practice managers, and contributed to discussions and ideas in the room. He says that everyone on the programme shared the opinion that practice managers have wide-ranging roles and responsibilities, and says, "There's a requirement to have specialist knowledge of what seems like everything

in primary care, which at times can be overwhelming and you can struggle to delegate as you are ultimately accountable and responsible."

The course learning helped Darren understand that practice managers need to identify key staff who are capable and want to develop, and gave him skills to better manage internal and external stakeholders and their requirements. He highlights that the programme had tangible benefits, which he was able to incorporate into his day job, "A reference toolkit included the programme's fundamentals has been particularly useful when considering strategic options and how to get the most out of meetings with stakeholders."

Having completed the programme, Darren recommends it to other practice managers looking to expand their skills. "It isn't often you are provided with an opportunity like this," he says. "You have the chance to learn and network with like-minded colleagues who all want to prepare for the future challenges faced by primary care. The programme has long term benefits for you as an individual and also for the NHS and patients as a whole."

# Medical Leadership and Management Programme



In order to secure a consultant level role, it is recommended that specialty trainees develop generic capabilities including communication with colleagues and patients, teamwork, management and leadership when they are close to qualifying for professional practice. With more than 45% of current medical leaders unsure whether they will continue in a leadership role it is vital that trainees are engaged and developed early in their leadership careers.

In response to this, Health Education England working across the North East commissioned us to design and deliver a leadership and management programme for specialty trainees.

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

## Upon completing this programme participants gain:

- Awareness and working knowledge of the nine dimensions of the NHS Healthcare Leadership Model
- Self-awareness and an understanding of their role in clinical and professional networks, and where they can make a real difference
- A knowledge of local issues, local leaders and local healthcare delivery through engagement with regional leaders and organisations
- Skills to lead change and improve services across the NHS and care sector
- An exploration of leaders, models, theories and approaches

## 63 people participated in the medical leadership and management programme in 2016/17

- **100%** agreed that the programme objectives were met
- **100%** agreed that the facilitators were knowledgeable, engaging and inclusive
- **100%** agreed that they would recommend the programme to a colleague
- **60%** agreed that since the programme their ability to communicate with staff and patients had improved
- **60%** agreed that since the programme their levels of self-awareness have improved

# The Year Ahead



## NHS Healthcare Leadership Model

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 continue to deliver new facilitator training across the region and provide continuous professional development (CPD) and peer supervision opportunities.

If you or your organisation would like to find out more about how you can use the NHS Healthcare Leadership Model to support leadership and organisation development contact Sarah Knowles [sarah.knowles4@nhs.net](mailto:sarah.knowles4@nhs.net).

## Systems Leadership

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

- 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

To access the offer and discover what resources are available to support STP work in the North East and North Cumbria contact us at [nelacademy@nelacademy.nhs.uk](mailto:nelacademy@nelacademy.nhs.uk).

## Leadership, Culture and Diversity

In 2017/18 we aim to develop a network of leaders to understand and shape a more diverse and inclusive culture through a series of opportunities to explore, investigate and challenge aspects of culture (e.g. prevailing narratives, stories, language, symbols and practices) that privilege some whilst disadvantaging/demeaning/excluding others.

Further information will be circulated in late 2017.

## Practice Managers Programme

This four-day development programme provides new and experienced practice managers the opportunity to:

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

For more information contact Jackie Kerr [jackiekerr1@nhs.net](mailto:jackiekerr1@nhs.net).

# The Year Ahead



## Developing Patient/Citizen Leaders Programme

This three-day programme is for individuals across the North East and North Cumbria who are – or wish to become – patient/citizen leaders in our communities. It includes an introduction to some of the key skills, knowledge and qualities required to engage positively and effectively in the wider health and care system.

The programme aims to accelerate patient and citizen involvement in service improvement initiatives and strategic planning across health and care organisations and includes the following topics:

- Negotiation, influencing and communication skills
- Political, personal and organisational awareness
- Understanding of the system, system working and the leadership challenges
- Questioning – using coaching methodology
- Self as instrument/work to personal strengths focus
- Basics of service improvement methods
- Personal resilience and emotional intelligence

For more information contact Jackie Kerr [jackiekerr1@nhs.net](mailto:jackiekerr1@nhs.net).

## Clinical Leaders Programme

The Clinical Leaders Programme helps clinicians to develop their capacity to influence change, increase their confidence and resilience as leaders, and to balance the complex range of responsibilities demanded of them. It enhances understanding of leadership behaviours, knowledge and skills, and provides an opportunity for networking, inter-professional learning and sharing good practice.

The programme is designed around the NHS Healthcare Leadership Model. It focuses on developing the participant's personal leadership effectiveness behaviours, skills and abilities to develop themselves and to work effectively with others at both a strategic and local level.

For more information contact Jackie Kerr [jackiekerr1@nhs.net](mailto:jackiekerr1@nhs.net).

## Organisational Development and Improvement

The North East Organisational Development Network has developed a comprehensive continuous professional development (CPD) offer for organisation development (OD) and service improvement professionals including:

- Community/network learning meetings
- Three-day Developing Your OD Practice programme
- CPD Session: Designing and Working with Large Group Interventions
- OD Network Events including Organisational Rebels and Joining the Dots

# The Year Ahead



## Skills Development Workshops and Master Classes

We will provide a range of skills development workshops including:

- Leadership Fundamentals
- Creating Empowering Work and Personal Relationships
- Influencing and Negotiation
- Coping with Change and Responding Effectively
- Building Resilience in Yourself and Others

Due to the success of last year's events we are excited to be repeating a series of master classes, programmes and workshops with renowned thought leaders such as Paul McGee (SUMO) and Andy Cope (The Art of Being Brilliant).

For more information visit [www.nelacademy.nhs.uk/events](http://www.nelacademy.nhs.uk/events).

## Medical Leadership and Management Programme

This three-day programme is developed specifically to support trainee doctors to meet the leadership and management goals of their speciality training curriculum. To provide candidates with the skills to lead the delivery of better, safer, higher quality healthcare in their future roles, it is based on the NHS Healthcare Leadership Model.

For more information visit <https://fast.ncl.ac.uk/training>.

## Coaching and Mentoring

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

- Coaching and mentoring one-day events including Introduction to Coaching and Coaching for Performance
- One-to-one coaching
- Group and team coaching
- CPD sessions for coaches and mentors
- Coaching supervision

For more information contact Claire Carrick [claire.carrick@nhs.net](mailto:claire.carrick@nhs.net).

## Graduate Management Training Scheme (GMTS)

In September 2017, seven new trainees will join us in the North East. A welcome event will be held in October 2017 to orientate the new trainees in the region and we will continue to provide support to all trainees including:

- Accrediting placements to achieve the best possible experience for trainees
- Regular one-to-one catch ups and pastoral support
- Attending local forums
- Providing coaching support

We will continue to support host organisations by providing advice, guidance and training to programme and placement managers.

With the mandated target of 200 trainees for the 2018 intake, we hope to see an increase in the number of trainees joining us in North East in 2018.

# The Year Ahead



## Continuous Quality Improvement Training

A 10-week Continuous Quality Improvement (CQI) programme will support learners to undertake a work-based project using CQI tools and techniques.

The programme gives applicants the opportunity to learn the theory and practice of service improvement, enabling the development of leadership, project management, policy and engagement skills. Applicants will learn the value of data collection and analysis and how it can be used to manage change.

For more information contact Claire Carrick  
[claire.carrick@nhs.net](mailto:claire.carrick@nhs.net).

## Talent Management

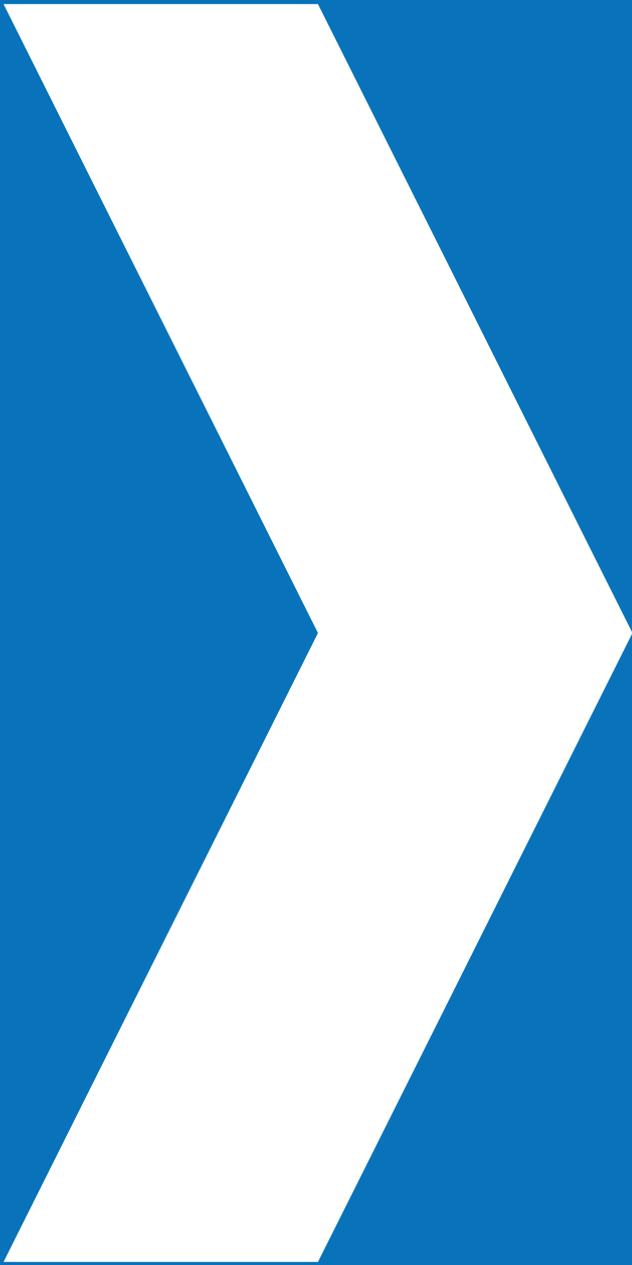
We continue to support our partner organisations to enable best practice talent management. This ensures we attract, develop and retain valuable skilled employees in the North East, getting people with the right capabilities, commitment and behaviours in the best place to drive our success. We will launch a series of one-day talent management events throughout the year.

For more information contact Claire Carrick  
[claire.carrick@nhs.net](mailto:claire.carrick@nhs.net).

## Bespoke Development

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

For an informal chat on how we could add value to your organisation contact us at [nelacademy@nelacademy.nhs.uk](mailto:nelacademy@nelacademy.nhs.uk).





North East Leadership Academy



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