NHS Leadership Academy launched
The East Midlands Leadership Academy is playing a key role in the NHS Midlands and East leadership development offer – we are pleased to be working alongside our colleagues in the East of England and West Midlands: sharing ideas, participating and leading cluster wide activities and offers.

The launch of the NHS Leadership Academy in April ensures that leadership remains on the agenda during a time of significant change, and the East Midlands Leadership Academy welcomes the profile, support and direction this national body will give.

We have now had 1492 people use the Academy’s offers on 2069 occasions since 1 April 2011 a real increase on this time last year. We have appointed an Associate to lead on the development of Clinical Commissioning Groups, Linda Garnett, and a Programme Manager, Anna-Marie O’Kane, to support the delivery of our programme portfolio.

I would also like to announce that from 1 May 2012 I will be going on secondment to the new National Leadership Academy to support and develop the inclusion agenda. This secondment is for six months. In my absence I would like to welcome Paul O’Neill from Nottinghamshire Healthcare as Interim Director. Paul has worked with the Academy previously and I am pleased that he has chosen to take on the role. Paul commented:

“I am really pleased to be taking on the role of Interim Director and look forward to working in collaboration with our member organisations to continue to build on our leadership excellence across the region”.

We also welcome Caroline Stanger, previously Director of Leadership for the East of England who is now Head of Leadership and Organisational Development for NHS Midlands and East. Caroline is working closely with all of us here at the Academy:

Caroline’s comments on the cluster approach to leadership for 2012/13 and many of the programmes and successes of the Academy can be found in this Bulletin – and we always welcome your comments and feedback.

Professor Rachel Munton
Director
East Midlands Leadership Academy
A Cluster Approach to Leadership Development

Following the recent merger of the Midlands and East Cluster we are pleased to inform you that Caroline Stanger, previously Director of Leadership for the East of England has become Head of Leadership and Organisational Development for NHS Midlands and East.

Caroline will be working closely with all three leadership functions to include the East of England the West Midlands and the East Midlands Leadership Academy.

Caroline commented on the cluster approach to leadership for 2012/13: “The leadership challenges facing the NHS are unprecedented. The establishment of NHS Midlands and East provides a unique opportunity to build on what has worked well across the three former Strategic Health Authority (SHA) areas (and particularly through the East Midlands Leadership Academy) and to collaborate on an approach to leadership development and talent management that is fit, not only for the life of the SHA cluster, but is sufficiently compelling that it will persist beyond April 2013.”

A cluster wide engagement process which resulted in input by 89% of organisations, has informed the investment plan for the Midlands and East Approach. Please see the following link for the full report, www.leadershipeastmidlands.nhs.uk/welcome/

New programmes and support to complement what is currently being delivered by the Academy will include, coaching skills development, a ‘new generation’ aspiring directors programme, leadership development for those leading transformational change, a single approach and toolkit to support talent management and succession planning and a comprehensive package of support to Chief Executives.

New National NHS Academy launched

The new national NHS hub for leadership development and talent management was launched by Andrew Lansley in July 2011 and got underway in April 2012.

The NHS Leadership Academy will be a national centre of leadership excellence for everyone working in the NHS, or providing care funded by the NHS.

It will promote NHS leadership values, raise the profile of leadership and set national standards; design, deliver and commission national leadership interventions; provide expert support for local leadership development, and be an international beacon of best practice.

Throughout, it will focus on developing outstanding leadership to improve the quality of services and outcomes for patients.

The Academy will further develop the work of the former National Leadership Council and the NHS Institute for Innovation and Improvement, and will support regional and local work, collaborating with SHA and Primary Care Trust (PCT) clusters and, as it develops, the new NHS architecture.

For further updates on the new Academy visit www.leadershipeastmidlands.nhs.uk/welcome/
Academy invited to write for Nursing Times

We are pleased to announce that the Leadership Academy has been commissioned to write a series of six articles on Leadership for the Nursing Times.

Our early articles have involved working collaboratively with colleagues and to date we have enlisted Morvia Gooden, our inclusion associate at the Academy, to write about inclusion in practice as highlighted in this issue; and Dr Nicola Wright from the Collaboration for Leadership in Applied Health Research and Care (CLAHRC) to write about implementing research into practice. Other articles are likely to include managing difficult people and facilitating groups – watch this space!

Framework Housing become Academy members

The Academy is pleased to welcome voluntary organisation, Framework Housing as new Academy members.

Framework Housing offer support and housing solutions to over 8000 homeless people throughout the East Midlands and have over 640 employees. Framework recognises the need to invest in their senior leaders and have chosen to work in collaboration with NHS leadership offers to support their ongoing development. We look forward to a mutually beneficial partnership.

The Big Conversation conference took place as a response to the collective desire of nursing in Derbyshire to open up the conversation about nursing care, to reinforce patient experience as a key strand of reform and discuss what a shared vision for the future might look like.

The conversation took place between a broad range of people including frontline nurses, patient consultation groups and primary, acute and mental health care providers to encourage a collaborative approach to maintaining good professional standards and improving care for patients.

Mark Todd, Chair of NHS Derby City, opened the event followed by a keynote address on best practice by Dame Elizabeth Fradd. Table top discussions and a plenary session that focused on examples of good practice and areas of concern were central to the day. Finally, there was a series of presentations from the Directors of Nursing and their teams followed by a Q&A session.

The event gave delegates the inspiration and confidence to consider how to take things forward and influence others, and there was a sense of the event being an opportunity that gave nurses hope for the future. Following the success of the event, the Academy has been commissioned to deliver a follow on series of events in Derbyshire to support the findings of the event.

Academy supports the Derbyshire Big Conversation on Care

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Emerging Leaders

This year’s programme which is being delivered in conjunction with The King’s Fund and Common Purpose was launched on 24 November 2011. Following an interview and assessment process, 47 individuals successfully gained places on the programme. As an inclusive organisation we actively encouraged Black and Minority Ethnic (BME) colleagues and those with protected characteristics to participate resulting in 10.6% of successful candidates being from diverse backgrounds.

Programme participants have now begun their leadership development journey which will complete on 13 September 2012. They commenced the programme by participating in a 360 degree appraisal followed by the introduction module. All participants will be involved in a project as part of their development with the full support of the training programme and their organisations. The Emerging Leaders programme also involves service users in the interactive sessions to provide context from a public and patient perspective, and add a different dimension to participant projects.

During the last event a service user commented on how much they enjoyed being engaged with the process…

“I felt the day went well, the people in my section were excellent and if only the NHS in general had a large section of similar staff there will be a good future for the NHS”.

Should you wish to apply for the next Emerging Leaders programme, the application process will open again later in the year. See our website for details.

Safeguarding

The NHS Midlands and East SHA Cluster in conjunction with the East Midlands Leadership Academy have commissioned the Leadership Development Programme for safeguarding professionals across the cluster. The programme will include 10 days of workshop activity over a six month period and will commence on 18 May 2012. This nationally recognised programme is well evaluated and provides excellent leadership development for safeguarding leads across the region.

Clinical Leadership: Collaboration on the Frontline

Collaboration on the Frontline commenced in January 2012 to provide leadership development to medical and clinical colleagues from across the region. 33 individuals were ultimately shortlisted to undertake the programme, (17 medical, 16 clinical) with 27% of applicants from a BME background. Arup were commissioned to deliver the nine month programme following the success of the midwifery cohort 2010/11 and each work stream has been specifically designed to meet the needs of the participants.

Upon completion of the programme participants will achieve an accredited Diploma in management from the Chartered Management Institute.

Should you wish to apply for the next Clinical Leadership programme; the application process for 2013 will open again later this year.

The Essentials of Strategy and Commercial Acumen

In collaboration with the Nottingham Business School, the Academy is pleased to announce the commencement of its commercial awareness offer “The Essentials of Strategy and Commercial Acumen”. The bespoke two day leadership programme is aimed at Directors and Chief Executives in the first instance and covers the essentials of strategy and commercial acumen in the new NHS landscape.

The pilot programme was delivered on 23 and 24 April, with further programmes planned for later in the year due to excessive demand and exceptional evaluation.

Clinical Commissioning Groups (CCG) development

Throughout January and February 2012 the Academy provided a series of development centres to look at Clinical Commissioning Groups’ needs across the region. These development centres focus on senior management teams as a group or as individuals and offer access to a number of different assessment metrics and feedback to support their needs analysis as they work towards authorisation in 2013.

To support ongoing development we are pleased to announce the appointment of Linda Garnett and Sian Evans who will be able to signpost and support CCG colleagues to suitable developmental opportunities throughout the authorisation process and beyond. A series of CCG offers are available from the Academy and can also be found on our website.
Morvia Gooden is the East Midlands Leadership Academy’s Inclusion lead and recently produced an article for the Nursing Times. The following is an extract from the full length article that can be found at www.nursingtimes.net/nursing-practice/clinical-specialisms/management/stop-people-feeling-like-the-odd-one-out/5042263.article

**Actions speak louder than words**

Inclusive leadership skills can result in staff feeling valued and fulfilling their potential.

“Inclusive leadership is about recognising and valuing diversity or difference, and valuing people, recognising them for their skills, experience and talent, and treating them equally and fairly – irrespective of their ethnic background, gender, age, sexual orientation, religion, belief, or of any disability they may have.”

Embracing inclusion is not as daunting as you may think; it’s about enabling people to reach their potential by using an open approach, reserving judgment and avoiding stereotypes. Staff who feel valued provide better care, leading to better patient outcomes.

Make inclusive approaches part of your own leadership. You don’t need to wait for a policy or procedure to spur you into action. What can you do now to make a difference?

**Tips on how to ensure leadership is inclusive:**
- Work towards understanding how conscious and unconscious judgments may influence practice
- Be aware that people from minority groups may have absorbed negative stereotypes about themselves, which may make them devalue their input
- Be a role model – do not contribute to an environment where intolerance of others is accommodated
- Offer monthly one-to-one support to all staff and develop partnerships by learning about diverse needs
- Include all patients and staff in the decision-making process

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**Health Visitors Programme success**

The Health Visitors programme has recently completed five cohorts leading up to April 2012. Each cohort has had an uptake of 20+ candidates drawn from across the region and has been extremely well attended and evaluated. Plans are in place to deliver two further cohorts in 2012/13. For further details please visit our website.

Some quotes from delegates...

“Health Visitors (HV) has allowed me as a professional to see how I can influence others through change and hopefully I can help shape the future vision of health visiting within my organisation alongside my colleagues to improve our working environment thus benefitting the organisation.”

“I feel empowered to not be afraid to take change forward. I also feel able to challenge the organisation if felt it would be beneficial to the HV profession.”

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**Alumni dates launched**

The Academy Alumni dates have now been released and are as follows:

- 14 June 2012, Nottingham, 9.30am-4pm
- 24 October 2012, Derbyshire, 9.30am-4pm
- 06 December 2012, Lincolnshire, 9.30am-1.30pm
- 05 February 2013, Rugby, 4-6pm

Our first master class of 2012 was held on 21 February and focussed on Values and Behaviours in Leadership, with best practice being shared by Paula Ward, Associate Director of Learning and Organisational Development at Nottingham University Hospitals Trust.

Should you have any specific topics you would like us to consider for future Alumni events, please contact Nicola Jamson at the Academy office. Alumni events are a great opportunity to network across the region so book early to avoid disappointment.
The year in focus

The Academy has been busy over the last 12 months ensuring that we provide offers that meet the needs of our members. Our review provides the key highlights of what we have been doing to support your Leadership Development.

April 2011
- A scoping event was held to identify Board level development requirements and subsequent programmatic offer development

May 2011
- Professor Chris Ham, Chief Executive of The King’s Fund London visited the Academy to discuss his thoughts on the future leadership requirements of the NHS.

June 2011
- Hope exchange colleagues returned from Europe to share their experiences with their organisations.
- Plans commenced to offer three more Hope placements and hosting arrangements for foreign colleagues to travel to England to research NHS healthcare systems.

July 2011
- Alumni event held covering Leadership in the Private Sector, Personal Branding and Followership using Henry VIII scenarios.
- Further cohorts of Supporting Transition agreed due to high demand for places.

August 2011
- The King’s Fund London appointed to deliver Cohort 2 of Emerging Leaders.
- Medical buddying event held, bringing together Management Trainees and Medical colleagues to work in collaboration.

September 2011
- Emerging Leaders programme, cohort 2 launched.
- The Academy hosted a regional event, Achieving Leadership Excellence, inviting senior leaders from across the region to agree future leadership priorities for the East Midlands.
- The National Vanguard programme which looked at service improvement was launched.

October 2011
- 1000th person to utilise the Academy was awarded to Jan Nicholson, Senior Paediatric Occupational Therapist from NHS Derby City.

November 2011
- Equality & Diversity Leadership Development programme commences.
- Completed training of 150 Mentors.
- Financial Skills Development (FSD) Regional conference takes place for Lincolnshire, Nottinghamshire and Derbyshire.

December 2011
- Launch of the Accredited Clinical Leadership programme, cohort 1.
- The Academy hosted the Big Derbyshire Conversation which focused on clinical nursing excellence in Derbyshire.

January 2012
- CCG Development centres commence.
- FSD conference held for Leicester, Northamptonshire and Milton Keynes.
- Additional Supporting Transition cohorts launched.

February 2012
- Safeguarding celebration event held at the Academy.
- Academy supports the Let’s Talk About It mental health event.
- Leadership Framework 360º facilitator training commences.
- Alumni Masterclass on Values and Behaviours held.

March 2012
- FSD Planning event for FSD leads.
We have moved

We are pleased to inform you that we have moved to our new office within the Institute of Mental Health.

Our new address and phone numbers are operational from 14 May 2012:

East Midlands Leadership Academy
D Floor
Institute of Mental Health
University of Nottingham
Innovation Park
Triumph Road
Nottingham
NG7 2TU

Tel: 0115 748 4277

Our website will remain the same:

www.leadershipeastmidlands.nhs.uk

Geographical Associates wanted

We currently have vacancies for motivated and talented individuals to take up secondment roles as “Geographical Associates”. A geographical associate takes responsibility for a specific geographical area and works to develop our engagement strategy with the organisations in that area.

This is an exciting opportunity for individuals to raise their own profile and expand their own skills whilst working alongside our team of programme associates and co-ordinators.

We are especially interested in speaking to individuals who would be keen on undertaking this role for Lincolnshire or for Northamptonshire.

For further information or for informal expressions of interest please contact Lyndsay Short, Deputy Director, on 0115 748 4277.

Have your say!

The East Midlands Leadership Academy is always looking for interesting articles or success stories to share across the region.

If you have anything you would like to share please email eastmidlands.leadershipacademy@notts.nhs.uk

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