Leading Across Boundaries
System Leadership for Multi-Disciplinary Clinical Teams
Programme Overview and Application Guidelines
Introduction to the programme

The Leading Across Boundaries programme is The East Midlands Leadership Academy’s refreshed clinical leadership offer for 2013 – 2014. Having listened to the changing needs of our members and their clinical leaders, we have designed an innovative development programme aimed at increasing the leadership skills of clinicians and general managers working in multi-disciplinary teams. Your vision for the future was about having clinical teams with the skills to work across system and organisational boundaries; to have general managers that could lead with a compassionate patient focus; and to have front-line clinicians with an understanding of how their work impacted on the wider systems in which they operate. You also shared your passion for building programmes around meaningful and sustainable service improvement projects that offer both real benefits to patients as well as an experiential learning experience for your clinicians.

Sharing this vision, we aim to take 20 teams of 5, each with a robust project brief that will deliver a quantifiable return on investment for patients and service users, and over a nine month modular programme achieve the following outcomes:

- Develop and deliver a variety of projects that deliver tangible, quantifiable benefits to patients, service users and/or carers from across the East Midlands.
- Develop the skills of individual leaders to encompass compassionate and patient focussed leadership, systems thinking and the ability to work effectively in multi disciplinary teams in matrix environments.
- Develop the skills of individuals to successfully design, manage and deliver projects and to demonstrate return on investment.
- Improve the level of communication and mutual understanding between front-line professionals and general management.
- Equip participants with the knowledge and skills to be able to confidently champion patient focussed leadership within their organisation and the wider healthcare economy.
We are presently engaged in a procurement exercise to find a leading supplier of leadership development to partner with in the delivery of the programme. It is important that we find a partner that shares our vision and with whom we can balance our local knowledge with their expertise in delivery and create a programme that makes a real difference to patients, service users and carers in the East Midlands. With this in mind, we are keen to refrain from designing the delivery of the programme until we have found the right partner.

Once we have made an appointment, we will be hosting a programme development day, where we will invite representatives from our member organisations, as well as other key stakeholders, to join us and explore the areas that you want to see in the design of the programme. You will also find in this booklet, details and dates for a number of teleconferences to help you with your applications as well as details of some innovative online resources to support you.

**About this booklet**

Having listened to your advice around applications to our programmes we are keen to maximise opportunities across our membership body and to offer support throughout the application process. We hope that this booklet will provide you with all of the information you need to get started, as well as key dates and details for accessing on-going support throughout the application process.
Overview of the Application Process

In an effort to provide a balanced spread of access across our membership body, we will be allocating places on the programme, at a maximum of 1 team per organisation, to the following provider organisations:

- Chesterfield Royal Hospital NHS Foundation Trust
- Derby Hospitals NHS Foundation Trust
- Derbyshire Community Health Services NHS Trust
- Derbyshire Healthcare NHS Foundation Trust
- East Midlands Ambulance Service NHS Trust
- Kettering General Hospital NHS Foundation Trust
- Leicestershire Partnership NHS Trust
- Lincolnshire Community Health Services NHS Trust
- Lincolnshire Partnership NHS Foundation Trust
- Northampton General Hospital NHS Trust
- Northamptonshire Healthcare NHS Foundation Trust
- Nottingham CityCare Partnership CIC
- Nottingham University Hospitals NHS Trust
- Nottinghamshire Healthcare NHS Trust
- Sherwood Forest Hospitals NHS Foundation Trust
- United Lincolnshire Hospitals NHS Trust
- University Hospitals of Leicester NHS Trust
In pre-allocating places, we understand that there will be other member organisations that have not been allocated a place on the programme and we encourage these organisations to partner with those that have; preference will be given to project teams that include a member from a commissioning organisation.

The application process will be done in 2 parts: an application form and a project pitch. This booklet will provide you with all of the information you need to get started with your application and we will provide details of the project pitches closer to the date.

Getting Started

Creating your Team

There will be 20 different teams of 5 individuals that make-up the participants on the programme. We encourage you to be innovative in the selection of teams and to focus your thoughts along patient pathways and across organisational boundaries. As a minimum, we expect to see 2 Clinicians and 1 General Manager per team.

Whilst we appreciate that there will be different levels of leadership ability in the teams, it is important to remember that the main focus of the programme is on developing leadership skills and as such, it is important that all team members are committed and motivated to develop their leadership skills and to transfer these skills back into the workplace for the benefit of patients.

Once you have submitted your application form we will contact each member of your project team and ask them to complete an initial assessment. The assessment will be used to gather their understanding and motivations for the programme so that we can use it to tailor our approach to their individual needs.
Understanding the Application Form

The application form is available for download via the East Midlands Leadership Academy website: http://www.leadershipeastmidlands.nhs.uk/leading-across-boundaries and should be completed electronically. The following details will help you to understand its content.

Sponsoring Organisation

The sponsoring organisation is the organisation that is leading on the project. They will have overall control of the direction of the project and will hold responsibility for ensuring that the project has operational support. It is also envisaged that the sponsoring organisation will hold responsibility for any project budgets and for ensuring participants’ attendance and commitment to the programme.

Executive Sponsor

The executive sponsor should be somebody who can champion the project at a senior level and who is employed by the sponsoring organisation. They will hold overall responsibility for benefits realisation and the strategic direction of the project. The executive sponsor should also be somebody who can hold responsibility for the sustainability of the project beyond the life of the development programme. This individual should not be 1 of the 5 team members on the programme.

Project Brief

The project brief should provide a high-level guide to the project and its approach. It should include the business case behind the project including supporting evidence, the methods that will be applied in delivery, the systematic impact of the project and any interdependencies involved in delivery.

Project Benefits

The project benefits section should include a full list of the benefits that the project will produce. These should be the criteria by which the success of the project will be judged and should be considered carefully with input from the sponsoring organisation, the executive sponsor, and the project team members. It is important that the benefits are designed to provide a return on investment for patients/service users/carers.
**Return on Investment**

Closely linked to the project benefits, the return on investment should show exactly how those benefits will impact on patients, service users and carers.

**Programme Costs and Budget**

In this section you should demonstrate that you have considered the costs for your project and confirm that you have a budget available to meet these costs. All costs should be calculated for the length of the project and not just the length of the development programme.

**Key Dates**

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<tr>
<th>Event</th>
<th>Dates</th>
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<tbody>
<tr>
<td>Applications Open</td>
<td>16th October 2013</td>
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<tr>
<td>1st Conference Call</td>
<td>22nd October 2013 – 10:00 – 11:00</td>
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<tr>
<td>2nd Conference Call</td>
<td>13th November 2013 - 10:00 – 11:00</td>
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<tr>
<td>Applications Closed</td>
<td>22nd November 2013 - 17:00</td>
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<tr>
<td>Project Pitch Days (1 pitch per team on either day)</td>
<td>26th November 2013 &amp; 4th December 2013</td>
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<tr>
<td>Programme Development Day</td>
<td>6th December 2013 09:30 – 16:00</td>
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<tr>
<td>Start of Programme</td>
<td>End of January 2014</td>
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<td>End of Programme</td>
<td>October 2014</td>
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**Conference Calls**

The conference calls are open to all people leading the application and the dial in and pin details for participating are: Dial In Tel: 0800 376 4751 and Participant Pin: 827343#

**Online Support**

The Academy will be using an on-line forum during the application stage of this programme. The forum can be accessed via our website or by clicking on this link [http://www.leadershipeastmidlands.nhs.uk/forum](http://www.leadershipeastmidlands.nhs.uk/forum). It is hoped that you will be able to ask us questions directly, communicate with other organisations as they prepare their applications, and that the forum will provide an organic learning resource highlighting answers to common questions.

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**Key Contacts**

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