LEADING ACROSS BOUNDARIES

2014/15

PROGRAMME OVERVIEW & APPLICATION GUIDELINES
Introduction to the programme overview

The Leading Across Boundaries (LAB) programme is the East Midlands Leadership Academy’s flagship systems leadership initiative. Now in its second year, the innovative team-based programme is looking to recruit participants who will lead the healthcare systems of the future.

Multi-disciplinary and inter-agency, LAB is unique in bringing together professionals from across the health and social care economy to work in teams and develop their leadership skills. Each team will consist of up to seven participants working across professional, organisational and system boundaries to deliver a project focussed on solving a ‘wicked problem’ and delivering tangible benefits to patients, service-users and carers.

Partnering with Arup, a global leader in healthcare consulting, the programme will mix face to face development days, masterclasses, organisational intervention sessions, individual coaching and consultancy to help you and your team develop the leadership skills needed to succeed in complex systems. You’ll be challenged and supported to analyse and develop your leadership behaviours as well as encouraged to improve your knowledge and skills in areas such as leading across boundaries, personal impact, leading in multi-agency teams, navigating organisations and leading change in the NHS.

Specifically, participants on the programme can expect to:

- Develop their leadership skills and behaviours to become better systems leaders, able to lead with compassion and authority in multi-agency settings and across healthcare systems
- Develop and deliver a multi-agency project that delivers tangible, quantifiable benefits to patients, service users and/or carers from across the East Midlands
- Work with global experts to develop their understanding of systems leadership theory, its application and the skills needed to lead the integrated healthcare economies of the future
- Build a network of multi-disciplinary healthcare leaders from inside and outside of the NHS

Who is LAB for?

LAB is for everyone that wants to develop their leadership skills to be able to lead across integrated healthcare systems. In particular we welcome applications from frontline clinicians, consultants, GP’s, commissioners, allied health professionals as well as colleagues working in local authorities and charities. Most importantly, we want to see teams that are truly multi-agency in their make-up, that are focussed on developing leadership skills, and that are passionate about the difference that great leadership will make to the success of integrated healthcare.
How does it work?

Application Window opens 10th October to 14th November 2014 to submit:
- Project Team 1st Draft Applications
- Individual Applications
- Team Assessment

Assessments:
- Individual Assessment – Completed after accepted onto programme
- Project Team Application Final Version submitted

Programme Delivery:
- Attend Key Programme Dates

Project Delivery:
- Intervention Days
- Project reporting
- Project consultancy

Programme Evaluations:
- Post Programme completion Evaluations (3months & 6 months)

How do I apply?

There are 84 places on the programme consisting of 12 teams with up to 7 members each. To begin with, EMLA will work with organisations to select an Implementation Lead.

Implementation Lead

The implementation lead (IL) will be the conduit between the organisation leading the project and the LAB delivery team. Likely to be in a transformation or organisational development role, the IL will not be a participant on the programme but will help to embed the learning of the project team and report on the progress of the project.

In the first instance, EMLA will work with the IL to help them select a suitable project and project team. The IL will coordinate the individual and team applications and will accompany the team to the development day. If the team is successfully accepted on to the programme, the IL will then be the first point of contact for the team’s allocated facilitator and will help to coordinate the individual and team assessments prior to the start of the programme; this will also include the opportunity for the IL to input theirs and other’s ideas into the programme design.

Selecting a Project

There are a number of important factors to consider when selecting a suitable project and these are summarised as follows:

- Your project should address a ‘wicked problem’: a wicked problem is a social or cultural problem that is difficult or impossible to solve for as many as four reasons: incomplete or contradictory knowledge, the number of people and opinions involved, the large economic burden, and the interconnected nature of these problems with other problems.
• Your project should be focussed along a patient pathway and should be truly multi-agency i.e. involve more than one organisation and preferably, at least one non-NHS organisation
• Your project should aim to deliver tangible and quantifiable benefits to patients, service users and/or carers
• Your project should NOT primarily be a capital infrastructure project (but may have an element of building refurbishment or small scale development)
• Along with the four compulsory elements above, where possible we also encourage organisations to consider where their projects will align with any of the transformation agendas below:
  o Elective planned care
  o Proactive Care
  o Urgent/Reactive Care
  o Women and Children

PLEASE NOTE - We appreciate that it will take time to fully develop your project brief and subsequently your team application. Owing to this, we have two stages for submitting the Team Application and these are as follows:

Stage 1 – Draft Team Application submitted by 17:00 14th November 2014
You should include as much detail as possible in your draft application. Where you are still developing your ideas in certain areas you should include this information in the corresponding section of the form. For example, if you are not yet certain of the projected benefits of your chosen projects, make note of this in the Project Benefits section of the form. This will then enable a member of the delivery team to support you in developing your ideas.

Stage 2 – Final Team Application Form submitted by 17:00 30th January 2015
Having submitted your draft form by 14th November and been successful in obtaining a place on the programme, your assigned team facilitator will work with you to develop the project brief and associated project criteria into a final version of the form. This will then be submitted by 30th January 2015 and will serve as the mandate to initiate the project.

If you are unsure about any aspect of the Team Application Form then please feel free to contact the East Midlands Leadership Academy or preferably, join one of our LAB Application Clinics on the following dates:

15th October 2014 – 14:00 – 15:00
30th October 2014 – 13:00 – 14:00

Free access number: 0800 376 4751
Participant PIN: 540572#

Selecting a Project Team
There are a number of important factors to consider when selecting a suitable project team and these are summarised as follows:

• The team should consist of no more than 7 individuals who are all passionate about and committed to developing their leadership skills and behaviours
• The teams should consist of multi-disciplinary professionals from multiple agencies as described above
• A sponsoring EMLA member organisation should take overall responsibility for the team.

Development Day
Once an IL has been selected and they have coordinated the necessary applications, the team will be required to attend a development day on 24th November at MediCity, D6 Building West, Thane Road, Nottingham, NG90 6BH. There will be various activities on the day all designed to inspire you around the leadership development on offer in the programme as well as supporting you to develop your project brief and learn more about the programme. You will receive more details of the day once your application has been submitted.
Assessments
If you are successful in winning a place on the programme you will then be invited to complete on-line leadership assessments during December 2014 and January 2015; these assessments will help us to match the programme to your individual needs as well providing a baseline for us to measure your progress. Each participant will have the opportunity to receive a 1 hour, 1:1 coaching feedback session on their assessments from a qualified coach. These feedback sessions will take place during January 2015 and February 2015 at a range of locations across East Midlands. Delegates will be able to choose a day and time for their feedback from a range of dates and locations.

You will also be assigned a team facilitator. Your team facilitator will support you throughout the programme and will offer support and challenge on both your project and your development as a leader. During December and January, your facilitator will meet with your team, IL, executive sponsor and any other interested parties and give you all the opportunity to learn more about this leadership programme, and support you in finalising your project and leadership development goals.

Below is a flowchart showing the application process and key dates:

1. Application Window Opens 10th October 2014
2. IL to decide on Project & Project team
3. IL & Team Members opportunity to attend 1 of 2 LAB clinic calls
4. IL to complete Team Application Form
5. Team members to complete Individual Application Form
6. IL to submit first draft of Team Application Form & completed individual team member application forms by 14th November 2014
7. IL and Project Team to attend Development Day 24th November 2014
8. IL and Team members notified if application successful on 28th November 2014
9. Team members complete individual online assessments by 7th January 2015 and any pre-reading by 30th January 2015
10. IL to submit final version of the Team Application Form, by 1st February 2015.
11. Begin Programme 18th February 2015
### Key Dates & Information

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<thead>
<tr>
<th>Activity</th>
<th>Dates</th>
<th>Venue Details</th>
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<tbody>
<tr>
<td>Applications Open</td>
<td>9th October 2014</td>
<td></td>
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<tr>
<td>1st LAB2 Clinic Conference Call</td>
<td>15th October 2014 – 14:00 – 15:00</td>
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<td>2nd LAB2 Clinic Conference Call</td>
<td>30th October 2014 - 13:00 – 14:00</td>
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<tr>
<td>First Draft Team Applications Closed</td>
<td>14th November 2014 - 17:00</td>
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<tr>
<td>Development Day</td>
<td>24th November 2014</td>
<td>MediCity, D6 Building West, Thane Road, Nottingham, NG90 6BH</td>
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<tr>
<td>Team members complete individual online assessments</td>
<td>7th January 2015 – 17:00</td>
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<tr>
<td>Final Version of Team Application Form Submitted</td>
<td>1st February 2015 – 17:00</td>
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<tr>
<td>Start of Programme</td>
<td>18th February 2015</td>
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<td>Residential Day 1</td>
<td>13th April 2015</td>
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<td>Residential Day 2</td>
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<td>Workshop Day 3</td>
<td>11th May 2015</td>
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<td>Workshop Day 4</td>
<td>30th June 2015</td>
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<td>Workshop Day 5</td>
<td>8th September 2015</td>
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<td>End of Programme</td>
<td>23rd October 2015</td>
<td>The Nottingham Belfry Hotel, Mellors Way, Nottingham Business Park, Nottingham NG8 6PY</td>
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LEADING ACROSS BOUNDARIES

APPLICATION GUIDELINES
Team Application Form Guidance

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15th October 2014 – 14:00 – 15:00
30th October 2014 – 13:00 – 14:00

Free access number: 0800 376 4751
Participant PIN: 540572#

Please email your completed forms to: eastmidlands.leadershipacademy@nottshc.nhs.uk

Understanding the Team Application Form Sections

**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.

**Implementation Lead**
See previous guidance.

**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 one of the 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 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.

Please click here to be taken to the Team Application Form.

PLEASE NOTE: After the team has attended the Development Day on the 24th November 2014, you will not be permitted to make any changes to the team membership.

It is mandatory that all team members complete their individual application forms. Answers to the detailed questions need to be robust and considered. We anticipate that answers to each of these questions should be no more than 250 words.

When completing the individual application form it is worth keeping in mind the project that you will be working on and, what leadership skills you would like to develop.

Your individual line manager must also complete their part on your application form to support your learning and ensuring that you are both fully committed to attending all aspects of this leadership programme.

Please click here to be taken to the Individual Application Form.

PLEASE NOTE: Once you are accepted onto the LAB programme you will be expected to attend all programme workshop dates. Failure to do so will result in cancellation charges to your organisation and you may not graduate from the programme.

Individual Applications
The individual application form is designed to ensure participants on LAB are fully committed to attending an intensive systems leadership programme, understand the aims of the programme, and maximise the opportunities available to them. We will also use the data collected from the individual application forms to assist us in the design of the programme and as supporting evidence to demonstrate return on investment beyond the programme. A guide to completing the form is as follows:

Completing the form
It is important that all sections of the form are completed fully and that the answers you provide are considered and developed. Although there is no word limit for the form, we would recommend that each answer contains between 150 – 300 words.
When considering your answers please try to give as much information as possible and use continuous prose rather than bullet points (with the exception of question 5). If you are unsure how to answer any of the questions then please feel free to contact the Academy or get advice from your Implementation Lead.

Confidentiality
All of the forms will be anonymised for the purposes of scoring and the information you provide on the forms will be treated confidentially with the following 2 exceptions:

1. Where you give your permission for answers to be used as evidence for publications related to the Leading Across Boundaries programme
2. Where it is felt that the Leading Across Boundaries programme is the wrong leadership development intervention for you and there is a need to discuss this between EMLA, your Implementation Lead and you.

Scoring the Forms
The forms will be anonymised and scored by the LAB delivery team and these scores will then form part of the baseline for the programme. Where there is evidence presented in the application form that the LAB programme is not the best leadership development intervention for an applicant, EMLA will discuss this with the applicant and their Implementation Lead and all three parties will decide on the best course of action.

Application Support

LAB 2 Clinics Conference Calls
During the application window the Academy will be hosting two – one hour clinic sessions with a member of the delivery team to answer any questions or queries you have around the programme.

If you wish to take part in one of these sessions please dial in using the following details:-

**15th October 2014 – 14:00 – 15:00**
**30th October 2014 – 13:00 – 14:00**

Free access number: 0800 376 4751
Participant PIN: 540572#

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/leading-across-boundaries-programme/lab-2015-programme-cohort-2](http://www.leadershipeastmidlands.nhs.uk/forum/leading-across-boundaries-programme/lab-2015-programme-cohort-2). 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 throughout the programme.

Key Contacts

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<tr>
<th>Programme Lead</th>
<th>Ed Tempest</th>
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<tbody>
<tr>
<td>Programme Coordinator</td>
<td>Pam Smith-Falls</td>
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<tr>
<td>Telephone</td>
<td>0115 748 4277</td>
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<tr>
<td>email</td>
<td><a href="mailto:eastmidlands.leadershipacademy@nottshc.nhs.uk">eastmidlands.leadershipacademy@nottshc.nhs.uk</a></td>
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