



Issue 27: March 2023

Midlands Talent and Leadership Academy

Introduction

March 2023 marks three years since the Covid-19 pandemic changed our National Health Service and social care in more ways than anybody could expect. I am sure we can all remember exactly where we were on 23rd March 2020 when our then Prime Minister, Boris Johnson, addressed the nation and told us to stay at home as the first lockdown began across our country.

The coronavirus pandemic dominated the headlines and the virus put pressure on our health and care system; teams worked tirelessly from the dedicated Covid wards within our provider organisations to care home workers living in their workplaces to control the spread.

In the early months, Thursday evenings were dedicated to our NHS and key workers with communities taking to their doorsteps clapping, banging pots and pans and waving at neighbours to check in with each other. We experienced many acts of kindness taken on by members of the public, such as Sir Tom Moore who completed 100 laps of his garden and eventually raised over £32 million for the NHS ahead of his 100th birthday and ‘the boy in the tent’ Max Woosey who has just ended three years of camping outdoors, undertaken after his neighbour gave him his tent and said “promise me you’ll have an adventure in there” before passing away from cancer; Max has now raised more than £700,000 for the North Devon Hospice. Three years on, we continue to thank and support our health and care colleagues for their continued support and dedication.

And finally, on Wednesday 8th March 2023 we celebrate the global achievements of women and their contribution to our world during International Women’s Day. You will read more about our contribution to International Women’s day later in this newsletter.

“I can no other answer make but thanks, and thanks, and ever thanks” - William Shakespeare

March of course is also known for many more important dates, which include but are not limited to ...

- [Ovarian Cancer Awareness Month 2023](#)
- [Endo The Night 2023](#)
- [Brain Tumour Awareness Month 2023](#)
- [Marie Curie Great Daffodil Appeal 2023](#)
- [Walk All Over Cancer 2023](#)
- [100 Miles In March For Mind 2023](#)



We hope our March newsletter continues to be relevant to your needs; if you have any suggestions that could make it even better as we move in to the new financial year, please contact us on midlands@leadershipacademy.nhs.uk and if your colleagues are not yet receiving this please do ask them to sign up through our [website](#).

Talent update

Spaces are still available for the next Making the Most from Mentoring session taking place on **Wednesday 08 March 2:00 pm - 3:30 pm**, aimed at **Aspirant Directors and Executive Directors** in the NHS. The aim of the workshop is to support individuals to build effective mentoring and mentee relationships to help with career progression. Facilitated by Jeff Matthews who has over 30 years' experience as a coach, coach supervisor and trainer and has run many CPD and Coach development events for the NHS.

The session will look at:

- What will success look like for you? As a mentor, as a mentee?
- How do we structure an effective relationship, that works for everyone?
- How to get started effectively, to ensure a successful partnership.
- We will offer a model to create a common language so that you can be explicit and ask for what you want from your mentor, what's going to be most helpful.

To find out more and book your place; please email us at talent.midlands@england.nhs.uk as the link is password protected. Once places are filled; you will be able to sign up to the waiting list.

GMTS update

GMTS Midlands Host Lead Contacts, Programme and Placement Managers

We are pleased to advise that we are hosting a webinar for in-service NHS staff who are interested in joining the NHS Graduate Management Training Scheme (GMTS). Details of how to register can be found here:

Date	Time	Region	Teams link to register
22 nd March	2-3pm	Midlands	Register here

The session will be hosted by Andrew Spears, GMTS Leadership Development Senior Manager for the Midlands and the national GMTS Attraction and Recruitment Team.

The GMTS is open to current NHS employees, known as 'in-service' trainees. We welcome applications from qualifying NHS staff, recognising that in-service trainees have experience they can use and develop on the Scheme. In-service trainees can provide valuable feedback to colleagues and peers, on how healthcare services work in practice. More information, and a recording of a previous In-Service Webinar can be found here:

<https://www.graduates.nhs.uk/apply/nhs-employees/>

Coaching and Mentoring



Quality improvement coaching-style

A new offer from the Midlands Leadership Academy for this year has been the Coaching for Improvement (Cfl) programme which we've been able to bring to leaders and managers across the region as part of our pan-regional portfolio of support and development opportunities. Previously delivered with huge success by the North-East and Yorkshire Leadership Academy working in partnership with provider Heather Wicks at Connect Oxford, the programme came to the Midlands with fantastic participant feedback and a great track-record in supporting quality improvement coaching-style.

“Building on the success of the Coaching for Improvement programme which has a three-year legacy in the North-East and Yorkshire region, we've been delighted to be able to spread the word and share this programme offer as part of our pan-regional work across the Midlands. Designed to reach out to all those in health and care management roles looking to develop skills in applying a coaching approach to quality improvement, the programme has provided valuable development opportunities for participants in supporting their work in leading and managing change initiatives in the workplace.” **Deborah Whalen, Senior Programme Manager Leadership & Lifelong Learning, NHS Leadership Academy North-East & Yorkshire**

Aimed at managers working in roles and projects involving Quality Improvement (QI) and who are leading service change, this three-day programme focuses on developing participants' leadership effectiveness for QI in their health and care services through the application of a coaching approach. It gives participants the opportunity to work with colleagues from across organisations to share learning and has enabled the development and application of core skills around supporting the engagement of staff, increasing the impact and long-term success of change initiatives.

The three programme days took participants on a journey of exploring how coaching conversations can be used to achieve positive impact in the context of both service and quality improvement, and how to apply this to their real-life context. A variety of coaching skills, tools and techniques were explored in terms of their value in supporting service improvement.

Reported benefits of participation included: increased understanding of the impact of group dynamics within change processes; shared appreciation of the challenges in establishing and maintaining change; and enhanced awareness of their personal response and impact - how to learn from failure and how to influence with integrity.

Coaching for Improvement. *“The key message I took from this training was that for me I need to focus on being more intentional - taking more time to prepare before hand - think about the challenges that may present, and approaching situations with more deliberation and in a more intentional manner - instinct has served me well to date, but there is space to improve on this and being more reflective, proactive and intentional is something that I commit to doing differently going forward.”* **Participant, Coaching for Improvement programme, Midlands Cohort 1**

If this sounds like a development opportunity you would like to take up in the future, please register your interest for the Cfl programme from the drop-down menu [here](#).

Coaching for better conversations – a pan regional pilot



As we come to the halfway point of delivery of the Building a Coaching Culture (BACC) programme across all seven regions nationally we reflect on what this means for those people who are taking part, and how they will help us achieve a coaching culture as part of our mission for a more inclusive NHS.

“It’s exciting to be working with people across the country to allow them to have better conversations” – **Claire Pedrick 3D Coaching**

The learning done on this programme will mean that up to 192 health and care staff across systems in England will be equipped to have better conversations that will have a real impact on those they interact with as part of their roles. Given the emphasis on patient-centred care and shared decision making, this was a great opportunity to build the capabilities to support this approach across a wide demographic, as well as applying a coaching style of leadership to help leaders and managers to develop autonomy and independent thinking in their teams for better problem-solving and innovation.

There are many applications for the skills learned on this programme, clinical, managerial, leadership and personal conversations being made better by being able to identify opportunities to facilitate thinking and decision making rather than having to feel responsible for always having the answers. One really innovative use of this learning has been demonstrated by Catherine Mannix, who works in palliative care and on 3D’s [podcast](#) The Coaching Inn she talks about using coaching conversations to frame her conversations with people in end of life care as well as their loved ones and the hugely positive impact it has had in practice.

Listen here: <https://thecoachinginn.podbean.com/e/in-conversation-with-kathryn-mannix-listen/>

The community of people who have already taken part in this programme on previous cohorts are now supporting future cohorts by helping to facilitate sessions or offering coaching as part of the support package included in this the offer. Utilising a training the trainer delivery model, has brought real benefits in building sustainability meaning that there is huge potential within systems to apply this learning on the ground. We can already see the potential benefits of this and hope to explore more with our systems leaders in the coming year.

Upcoming offers and programmes

Continuing Professional Development for HLM Facilitators

These sessions are open to all HLM Facilitators, including those who have not had the opportunity to practice within the past year, and will take place online using Microsoft Teams. Each will be 90 minutes long, with a maximum of 20 participants for each session to encourage interactive discussion. All sessions are free to attend. The sessions include:

Chief Executive and Chair Development Network March 2023 Residential

Date: 16th and 17th March 2023
Time: 12pm-12pm
Venue: 3 The Embankment, Sovereign St, Leeds, LS1 4BJ
 This session will be open to all new to role appointed Chief Executives and Chairs, in the last three years, across healthcare organisations. Our highly successful Chief Executive and Chair Development Network



- **A refresher for out of practice or out of accreditation Facilitators**, counting as one Feedback session delivered on the HLM Facilitator register

Book for 23 March at 2.30pm

- **Delivering HLM 360 Feedback Virtually**

Book for 10 March at 2.30pm

Book for 23 March at 10am

- **Managing Crucial Conversations**

Book for 10 March at 12.30pm

Book for 27 March at 10am

- **Ethical Dilemmas for HLM Facilitators**

Book for 27 March at 2.30pm

- **Group Reports – refresher for accredited HLM 360 Group Report Facilitators**

Book for 23 March at 12.30pm

- **Train the Trainer – refresher for accredited HLM 360 new Facilitator Trainers**

Book for 10 March at 10am

Confirmed dates for the sessions are available to book now using the links above. If you have any further queries please email leadershipmodel@leadershipacademy.nhs.uk

Residentials will return in March 2023. This residential will focus on bringing together new to role Chief Executives and Chairs, who have come into post in the last three years, with a focus of leading across boundaries in these unprecedented times. The network residential event offers the opportunity to:

An immersive learning experience for healthcare CEOs and Chairs to:

- Restore and replenish yourselves
- Explore fresh perspectives and learn new approaches to leading your organisation
- Catch up and reconnect with wider developments
- Develop and extend your network

With all residentials, we will build a supportive and confidential environment, offering structured opportunities to meet new and familiar colleagues for rich and real conversations about issues of shared and current interests. This 24 hour event will bring together CEOs and Chairs across the healthcare landscape to hear from established leaders and experts facilitated by experienced faculty. There is flexibility within the event to allow for networking connection with peers.

[CEDN March residential meeting – Leadership Academy](#)

Mentoring CPD sessions

Continued professional development for our trained mentors:

Mentoring Tools

[Wednesday 22 March 9:30 am - 12:30 pm](#)

Appreciative Inquiry

[Wednesday 19 April 9:30 am - 12:30 pm](#)

Coaching CPD sessions

Continued professional development for our trained coaches:

Ethical Dilemmas

[Cohort 2: Wednesday 29 March 9:00 am - 12:00 pm](#)



Population Health Management and Health Inequalities Masterclass

Population health management (PHM) is one of NHS England core strategic aims for Integrated Care Systems; to improve physical and mental health outcomes, promote wellbeing and reduce health inequalities across an entire population, with a specific focus on the wider determinants of health (things like housing, employment, education).

Objective of the session

- Understand the meaning, and content of population health approaches in the context of system or ICS
- Identify local, regional, and national opportunities for improving population health and evidence-based approaches (best practice).
- Understand the role of system to challenge their approach toward population health

The session will be repeated on the below dates:

Thursday 23 March 10.00-11.30

Tuesday 16 May 1.30-3.00

Wednesday 24 May 1.30-3.00

Thursday 1 June 10.00-11.30

Thursday 22 June 10.00-11.30

Wednesday 19 July 10.00-11.30

Techniques to embed Population Health Management approaches in day-to-day work Masterclass

Population health management (PHM) is one of NHS England core strategic aims for Integrated Care Systems; to improve physical and mental health outcomes, promote wellbeing and reduce health inequalities across an entire population, with a specific focus on the wider determinants of health (things like housing, employment, education).

Objective of the session

- Learn about the core PHM capabilities – Infrastructure, Intelligence, Interventions, and Incentives – to support maturity in line with the PHM Maturity Matrix
- Behaviour science approach addressing health inequalities and patient and public involvement
- Tackling digital poverty, fuel poverty, language barriers and health inequalities in access health service

The session will be repeated on the below dates:

Tuesday 21 March 10.00-11.30

Wednesday 5 April 1.30-3.00

Tuesday 25 April 10.00-11.30

Wednesday 7 June 1.30-3.00

Tuesday 27 June 10.00-11.30

Thursday 13 July 10.00-11.30

System Convening – Masterclass

Many people nowadays find themselves leading initiatives that seem more complex than they used to be. Circumstances quickly change, people’s stances on different sides of traditional boundaries are deepening, expectations of results are speeding up. We

Leading a Multidisciplinary Team Programme

MDTs are the mechanism for organising and coordinating health, social care and voluntary services to meet the needs of individuals with complex care needs.

This programme will support participants to develop their system leadership skills,



call the kind of people who take on these challenges systems conveners. The workshop engages participants in a reflection on their work from a systems-convening perspective. This entails understanding the mindset that systems conveners bring to their project as well as the various dimensions of the work of systems convening.

Outcomes

- An understanding of the systems convening perspective
- A wider range of possibilities for taking a systems convening approach to move initiatives forward
- Specific examples of how to do this work

This session will be repeated four times – please register for the date which suits you:

- 16th March 2023, 09:30-13:00 – [Please click here to register](#)
- 23rd March 2023, 09:30-13:00 – [Please click here to register](#)

alongside developing an awareness and understanding of how to apply these skills to deliver true personalised care.

12 sessions of workshops and application learning over 9 months which will detail a case for MDT working, how to use it effectively, developing shared purpose, running a successful MDT, learning system leadership skills and the impact of MDT working.

This is a pan-regional programme with a limited number of places so book promptly.

[Programme starts: Wednesday 22 March 10:00 am - 1:00 pm](#)

Systems Leadership



Leading Transformation for Integrated Care
 Colleagues working in health, social care and the voluntary, community and social enterprise sector are welcome to join us for our new series of 90-minute, virtual sessions. We have different topics for you to choose from which have been co-designed with the seven Regional Hubs of the NHS Leadership Academy and will be hosted by our delivery partner, Tricordant.



1. Who leads in a system? This will explore who leads in a systems context and how to lead across boundaries.	<u>9th March 2023</u>	10.00 – 11.30
2. Improving the health of our local communities – it's everybody's business This will explore the difference between organisational performance and real, practical outcomes and value for patients and local communities.	<u>16th March 2023</u>	14.00 – 15.30
3. Leading alongside your local communities This will explore engagement and co-production with communities. How can you work as leaders to hear the voice of local communities and work with their strengths and assets?	<u>23rd March 2023</u>	10.00 – 11.30
4. Rethinking recovery - a systems perspective This topic will explore system responses to crisis and recovery.	<u>29th March 2023</u>	14.00 – 15.30
5. Collaborating within your neighbourhood / place This topic will explore how to collaborate across statutory partners and communities at place levels.	<u>6th April 2023</u>	10.00 – 11.30

System Leadership

Our latest Systems offer, designed by the London Interdisciplinary School will support anyone involved in collaborative, integrated working in Health and Social care. You might be leading a multi-disciplinary team, partnering with other providers, or working across services and sectors.

The full programme is 8 weeks long and features four sessions hosted once a fortnight with time to apply your learning with the use of an online self-paced learning platform in-between.

[Thursday 30th March, 10am](#) sees our colleagues in the North East and Yorkshire Academy host a standalone introductory session which will introduce some of the key concepts from the programme including tools and techniques to help with integrated working.



If you would like a deeper understanding to support system projects / work you may be involved with, then you may wish to go on and register for the full programme.

To find out more about both the introductory session and the full programme, please visit our information page [here](#).

Equality, Diversity and Inclusion

March 2023 – Women’s History Month

In March we celebrate Women’s History Month and the theme this year is **Celebrating Women Who Tell Stories** with **International Women’s Day** on March the 8th. A celebration which originated in the early 1900’s this gives us the chance to really appreciate that around the world, women are still fighting for equality and fairness for all. There are numerous events happening around International Women’s Day so have a look in your area to see what is happening.

Menopause Coffee and Chats

We continue to hold a bi-monthly Menopause coffee and chat session from 12.30 until 13.30 for any staff wishing to come along and just have a chat with other NHS colleagues also going through the menopause. Facilitated by Wendy Walker, Positive Action Inclusion Co-ordinator, this will be a drop-in session, offering a safe space and an opportunity to share experiences and support each other. If you would like to come along, please fill the form on the [site](#) and you will be sent details.

Our Leadership Our Way

We are pleased to share with you this set of principles and behaviours for all our leaders across the NHS and the health and social care sector. ‘Our Leadership Way’ has been co-developed to formalise the approach all our leaders should take. It sets out the compassionate and inclusive behaviour our leaders must show towards us as individuals and our colleagues. Our Leadership way also provides an opportunity for all organisations across ICSs to work in collaboration to embed these behaviours.

In the Midlands we are committed in tackling racism and any other forms of discrimination experienced by our staff. For this reason, we have launched our [Workforce Race Equality and Inclusion Strategy](#). The strategy highlights the importance of compassionate and inclusive leadership for us to make progress in tackling racism and any other type of discrimination.

Leaders set the tone and play a key role in influencing the culture of an organisation. To embed the core values of compassion and inclusion we need leaders to lead by example across all levels of our health care system. To fight systemic racism and any other social injustice leaders need to effectively engage in a compassionate way with staff affected by such inequalities. Leaders should also take responsibility and be accountable for their behaviour and therefore not expecting colleagues affected by discrimination to solve the problems.

Our Leadership way is here to support leaders to embed the right behaviours. This we hope will help them to demonstrate progress in their journey to be more compassionate and



inclusive. Our Midlands WREI strategy recommends all organisations in the Midlands to sign up to the Leadership Compact which is now referred to as Our Leadership way. To find out more please click [here](#)

Visible Leaders Network Celebration and Listening Event



On the 14th February 2023, the Midlands Leadership Academy held our Visible Leaders Network Celebration and Listening event which was really well attended by many members. After a great afternoon full of inspirational speakers including **Roger Kline** and **Wellington Malaka**, we were then able to hear from our members who were full of ideas of what they hope to see from the VLN during 2023.

‘Shaping future sight...Stepping-up to success’

As we begin to compile a report of the event, we can then start to work on the ideas put forward which we hope to share with members soon. We hope the VLN will have another great year ahead. We are still working on building our membership and invite you to join us, so if the VLN is for you, please do register via our [website](#) - we look forward to meeting you.

Check out and register for further EDI Events at [Upcoming Events – Midlands \(leadershipacademy.nhs.uk\)](https://leadershipacademy.nhs.uk)

March 2023

Below is a selection of key dates, awareness raising days and events for this month

Date	Celebration
Whole Month	Women’s History Month
1 March	Zero Discrimination Day / St David’s Day/ International Wheelchair Day
6 March	Magha Puja (Sangha Day) – Buddhist, Holika Dahan – Hindu
7 March	Holi – Hindu / Lailat al Bara’ah – Islam / Purim – Judaism
8 March	International Women’s Day / Hola Mohalla – Sikh
14 March	Nanakshahi (New Year) – Sikh
20 March	International Day of Happiness
21 March	International Day for the Elimination of Discrimination

Contact us



We always welcome comment, news, information and feedback.



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We only send emails about our latest offers and relevant information on key areas such as talent management, inclusion and system leadership to enable you to book on to further offers as well as be kept up to date. You can however [Opt Out](#) from email communications at any time by emailing us. We will then remove you from our mailing list.

