Talk Francis...  
...and act

TAKING CENTRE STAGE

National NHS Leadership Academy
Programme Information
Welcome
A welcome by Deborah Arnot

It’s a very interesting, exciting and, dependent on your particular perspective, scary time for the NHS right now. Many colleagues have moved on to new chapters in their lives. I am aware that I’m increasingly meeting colleagues I’ve not seen for years, with the greeting usually being ‘what are you doing now?’

We have many new and evolving organisations finding their way in the new system, with massive financial challenges and the need to ensure high quality, safe, effective services delivered with compassionate care. I don’t think there has ever been a more demanding time for people working within the NHS and particularly those in leadership roles. I notice that those leaders seem keen to work with others across the system to achieve the scale and pace of change required.

The recent launch of the national NHS Leadership Academy programmes means that there is opportunity on a large scale for aspiring leaders to come together and network at a regional and national level. With resources scarce collaborative leadership is imperative and vital to the successful transformation in population health and well being.

As our organisation forges links and new relationships it is with the intention of understanding others remits and core purpose to ensure the NHS NW Leadership Academy aligns with others and works to avoid duplication of effort and consistently add value to our members and as a Local Delivery Partner of the national NHS Leadership Academy.

Our attention, in the region, is to focus on supporting existing leaders to be the best they can be and to continue to pilot and test out innovative ways of working. As we work as a Local Delivery Partner this work can be shared and spread to other regions and gives us the opportunity to import ideas from other areas too. You can read about the work we have been undertaking in relation to the recent release of the Francis report, the Emerging Leaders programme, Centre Stage and much more.

I and the team within the NHS NW Leadership Academy look forward to working with, and for you, over the coming year supporting our North West leadership community.

I am looking forward to meeting many of you over the coming year within my new role, though, as ever, if there is anything you would like to discuss with me personally then please do get in touch.

Deborah Arnot
Director
NHS North West Leadership Academy

CONTACT US
If you have any comments on Leader, or just want to get in touch with a member of the team, you can email us at info@nwacademy.nhs.uk and follow us on Twitter.

@nhsnwla
Looking back since the Academy started, what strikes me, the best Academy ROI (a perennial concern in leadership development) has been that the north west, in the last few years, has been a net exporter of talent into the rest of the country (indeed Wales too - you know who you were...) I believe that the NHS North West Leadership Academy played a large part in raising the bar on leadership and giving our leaders the courage, confidence and credibility to rise to their challenges.

In addition to this, we worked hard through our programmes, interventions, development providers and conversations to foster leadership behaviours based on authenticity, humility, care and often the humour, which is regularly required of leaders in relationship building and leading in challenges.

I have truly loved each minute of leading the NHS North West Leadership Academy and the team, for the last six years and hopefully, I have left a legacy of some of my own personal leadership behaviours. I have never believed that it’s about power, preference or privilege, it’s about working with people to develop relationships based on trust, to nurture, give confidence, reward the great, be honest and open about the ‘not so great’, keep looking over the wall to see what is happening, and look forward not backwards. I am sure a little of this DNA will stay with the NHS North West Leadership Academy.

Deborah Arnot and the team will take the Academy from strength to strength in the new leadership development world, knowing that the north west played a real part in the genesis of national and other regional models.

I don’t really see myself as leaving, rather I see myself moving out of the family but still ‘visiting’ to continue to work closely as part of an overall NHS leadership development approach, thus ensuring each part of the new NHS, gets a little of the north west DNA.

Finally, thank you all for your support, belief and care. We did it together and made a ‘real leadership change’ for the better!

Very best wishes

Deborah Chafer - National Head of Talent Development and Resourcing, National Leadership Academy.

Well, ‘Bon Voyage’ all in the NHS North West and congratulations Deborah Arnot, the new NHS North West Leadership Academy Director! The last year has been full of change and we all know that things must change, be flexible and agile to keep current, and as I move on to pastures new, I know that the NHS North West Leadership Academy team is best placed to face these new opportunities with innovation and understanding.
Who are we? – How are we changing?

As the new NHS Landscape and structure become established it is crucial that leaders within new organisations are fully represented on the NHS North West Leadership Academy Board.

Our current board will be enhanced by new members. The process for electing to the board will be communicated to you shortly by Deborah Arnot, Director.

OUR CURRENT BOARD MEMBERS ARE:

Sheena Cumiskey: Chair – NHS North West Leadership Academy and Chief Executive – Cheshire & Wirral Partnership NHS Foundation Trust
Deborah Arnot: Director – NHS North West Leadership Academy
Jim Gardner: Medical Director – NHS Lancashire
Ken Hoskisson: Chair – The Walton Centre NHS Foundation Trust
Laura Roberts: Managing Director – Health Education North West
Brendan Ryan: Medical Director – University Hospital South Manchester NHS Foundation Trust
Dr. Mike Burrows: Chief Executive – NHS Greater Manchester
Mary Whyham: Chair – NHS North West Ambulance Service
Paul Connellan: Chair – Tameside Hospital NHS Foundation Trust
Gail Naylor: Director of Nursing, Midwifery and Patient Experience – Liverpool Women’s NHS Foundation Trust
Liz McQue: Chief Executive – North West Employers

With a combination of Consultants, Nurses, Chief Executives, Chairs, Non Executives, Probation Officers, Midwives and even former police officers we have ensured that we have a diverse Board that aims to provide the best service we can for our members.

For more information on our Board or our sub-boards visit our website at www.nwacademy.nhs.uk/about-us.

If you would like to speak to someone in person about The North West Leadership Academy and the service we provide, then please don’t hesitate to contact us on 0161 625 7348.
Our speakers talked about their personal experience of leadership and their approach to integration, collaboration and engagement. Participants and speakers personal reflections, summarised below, are powerful and potentially applicable to all.

- Understand your personal leadership philosophy, develop a personal vision and use it as a guide (why do you do what you do? What are your guiding values, principles, and ethics?)
- Develop ‘Chronic Courage’ (Dr John Howarth)
- Clinical leadership requires ‘the brain, the heart and the backbone’ (Dr Bernadette Loftus)
- You have to have the courage to have difficult conversations – view feedback as a gift
- You have to be ok with not being able to make everyone happy
- Be human – show humanness
- Listen
- Walk the talk
- Always keep learning
- Expect the best and be relentless in chasing high standards
- Challenge everyone to match the performance of the best
- Maintain a positive outlook – ‘keep strong, believe in abilities’ and ‘be positive, don’t give up’
- ‘Develop an Asset View’ (Dr John Howarth)
- Maintain an altruistic vision – always bring decisions back to the patient

When thinking of developing as a leader and the leadership journey, participants and presenters on the day had this to say:

- The leadership journey - Think big, establish a vision, continually communicate the vision, take action and review action
- ‘Leadership is a doing word’ (Dr Bernadette Loftus)
- Develop networks for communication across the system
- Be transparent by broadcasting information, successes, failures, learning
- Seek rich information as data for analysis and as a source of new ideas for how to improve patient care
- Ask questions (be specific to get the information you need)
- Connect incidences, explore commonalities and why they occurred
- Ensure information reaches the hands of everyone and is sliced at the right level
- Have a deposit for information so everyone knows how and where to access data – preserve organisational memory
- Bring everything back to the patient
- ‘you don’t have to see the whole staircase, just take the first step’

If you are interested in similar programmes or offers then please visit us at www.nwacademy.nhs.uk/development-opportunities
Feedback from the participants on our first cohort, highlighted that the programme was much more than this stating that it impacted them on both a professional and a personal level, which was something they hadn’t expected to experience.

“MY COLLEAGUES HAVE EXPRESSED THAT IN JUST A FEW WEEKS HOW DRAMATIC THE CHANGE HAS BEEN IN ME.”

“IT STRIPS YOU DOWN AND GOES THROUGH WHO YOU ARE AS AN INDIVIDUAL AND THEN GIVES YOU THE TOOLS AND TECHNIQUES AND A WAY OF THINKING THAT IS FUNDAMENTALLY DIFFERENT TO HOW I WAS BEFORE.”

The programme was split into the following three stages and learning was supported with a video camera, a Development Log and a Toolkit, which allowed participants to cascade their learning through to their colleagues and their organisation.

“LIFE CHANGING!”

STAGE ONE

“THE WHOLE DAY WAS EXCELLENT, IT WAS MORE ABOUT BUILDING CONFIDENCE IN MY OWN STYLE AND THE DAY GREATLY HELPED WITH THAT.”

“EXCELLENT SESSION ON PRESENTATION THE VIDEO SESSIONS WERE SUPERB, I REALLY LEARNED WHAT I DID RIGHT AND HOW I COULD IMPROVE.”

Participants said upon conclusion of stage one, that they felt excited and energised and were looking forward to using the skills they had already learnt, as soon as they were back at work.
This two day residential session covered a range of interactive sessions designed to develop platform skills and create engaging and inspirational presentations through:

- Essential physiology and breathing
- Developing voice control
- The importance of metaphor, storytelling and structure
- Exploring how effective presentation works
- Understanding the dynamic in front of an audience, creating rapport
- Developing stage presence and anchoring
- Creative use of support materials and media to make it memorable
- Being confident, handling nerves, and coping with challenges

The final stage was held a month later and reflected, recapped and refined the learning and experiences from the previous sessions, building on the skills acquired to incorporate things such as delivering difficult messages. Although delivered as a full cohort, the day was based on individual experiences, which were mapped against participants original desired outcomes.

We asked participants why this programme was important to the NHS:

"AS LEADERS WE ARE MORE AND MORE BEING JUDGED AND OUR ORGANISATIONS JUDGED IN THE PUBLIC DOMAIN, HOW WE PRESENT OURSELVES THEREFORE IS VITAL AND GREATLY INFLUENCES PUBLIC CONFIDENCE."

When asked if they would recommend the Centre Stage programme to colleagues the response was:

"ABSOLUTELY!"

"I CAN’T EVEN DESCRIBE HOW MUCH OF A BENEFIT YOU WILL GET, IT’S THAT BIG!"

"CENTRE STAGE WAS GAME CHANGING."

"IT’S BEEN QUITE A JOURNEY."

To see feedback from some of the participants on Cohort 1 and what they thought about the Centre Stage programme for yourself, visit the links below:

Stephen Sutcliffe, Chief Finance Officer, Warrington CCG
http://youtu.be/_WH5yW9pCUU
Kevin McGee, Chief Executive, George Eliot Hospital NHS Trust
http://youtu.be/XPM64buZQqA

If you are interested in participating in the next Centre Stage programme or would like more information then please contact Fiona Barnes on 07545 401604 or email fiona.barnes@nwacademy.nhs.uk

www.nwacademy.nhs.uk | Leader 06
Edward Jenner Programme, Leadership Foundations – an open access online learning package designed to equip people from all backgrounds with essential leadership skills. (Unlimited access)

Who is the programme for?
The Edward Jenner programme is aimed at staff in all roles within healthcare. It is especially applicable to those who are newly qualified, new or returning to a role and aspiring leaders. However, it is relevant to all healthcare staff.

If you are:
- From any clinical or non-clinical background
- Newly qualified clinician
- New to/returning to a clinical role
- Aspiring leader

If you have:
- Experience of working in healthcare
- A desire to improve your knowledge and skills

How long is it and when and where will it take place?

How long?
- Open access online learning package.
- 21 Sessions, Approx 30-40 minutes per session
- Time to complete ‘Optional Activities’ and ‘On-going Activities’ is not included in the session timings

When and Where?
Wherever suits you best: Access the resource in your own time, at your own pace.

Mary Seacole Programme – Leading Care I for those moving to their first significant leadership role gaining an NHS Leadership Academy Award and a Postgraduate Certificate. (400 places per region)

Who is the programme for?
If you’re looking to move into your first recognised leadership or team management role, or have recently done so, and you want to do more to champion compassionate patient care, then this programme is for you.

You are:
- From a clinical or non-clinical background
- Looking to step into/ have just stepped into your first recognised leadership role

You have:
- Either a relevant professional or academic qualification
- Or sufficient relevant experience to cope with the programme’s rigour. Support may be available to help you get ready for the programme if you haven’t done any formal learning for some time.

How long is it and when and where will it take place?

How long?
- 12 month programme

When and Where?
Much of the learning will take place at a place and time of your convenience. Some is online, and some is face-to-face. You are expected to attend three Leadership Workshops plus two Tutor Group Workshops.

Starts in September 2013.

Certificate and/or Accreditation
NHS Leadership Academy Award in Healthcare Leadership

Accreditation:
Post Graduate Certificate
Elizabeth Garrett Anderson Programme – Leading Care II
for those leaders with experience of leading teams ready to move to leading larger functions gaining an NHS Leadership Academy Award in Senior Healthcare Leadership and an MSc in Healthcare Leadership (40 places per region)

Who is the programme for?
If you’re a dynamic mid-level leader, determined to challenge the status quo and have wider impact by leading a culture of compassion at a senior level of the NHS, then this programme is for you.

If you are:
- From a clinical or non-clinical background
- Aspiring to lead large complex projects, departments, services or systems of care that include leading other team leaders

If you have:
- A good UK Honours degree or an equivalent professional qualification
- OR 3 years + relevant experience leading teams or services

How long is it and when and where will it take place?
How long?
- 18-24* months to complete
- Up to 15 hours a week study
- 13 days study leave required

*If you have successfully completed the Mary Seacole programme you will have credits that exempt you from the first 7 months of the programme.

When and where?
- 2/3 of the programme will be delivered online
- Learners will be supported by an academic tutor
- Three residential behavioural workshops during the course of the programme.
- All behavioural workshops will take place in Leeds
- Courses begin in early October 2013

Certificate and/or Accreditation
NHS Leadership Academy Award in Senior Healthcare Leadership
Accreditation:
MSc in Healthcare Leadership

More detailed information about the content, eligibility criteria, time commitment required and the entry requirements for these programmes as well as guidance for Sponsors/Managers is available via the national NHS Leadership website:
www.leadershipacademy.nhs.uk

Organisations in the North West are requested by the NHS North West Leadership Academy to follow a regional process to identify and prioritise appropriate applicants for these programmes.

Anyone who is interested in applying for one of the programmes is asked to approach their line manager, prior to application. Line managers/ sponsors are required to have a talent conversation with prospective nominees to ensure that:

- the programme is in line with the individuals development needs
- the individual meets the criteria for the programme
- they are ready to embrace their leadership development.

Departmental nominees are to be collated, verified and prioritised at a corporate level in alignment with organisational objectives and internal talent management plans. Nominees who have been prioritised are to be encouraged and supported to submit an online application via NHS Leadership Academy website (www.leadershipacademy.nhs.uk)

If you would like to discuss any aspect of the regional process, or would like to find out who your organisational lead is please do not hesitate to contact Angela Walton by emailing angela.walton@nwacademy.nhs.uk or visit us at www.nwacademy.nhs.uk/national-offers
Deborah Arnot, Director NHS North West Leadership Academy, opened the event reflecting on her own very personal experience of the NHS, she welcomed Robert Francis QC who kick-started the North West Leadership Academy response to the Francis Report. The event marked the launch of the ‘Talk Series’, supporting our members as they strengthen a culture of safer, more compassionate care for people in the North West.

The audience was made up of Directors of Nursing, Medical Directors and their Non-Executive Directors along with a number from commissioning organisations. Clinically led, the event provided space for senior leadership teams to focus on the messages from the Francis Report and translate what it means for them, how they, their boards and staff members serve their local communities. The event was designed to enable participants to listen, reflect, review practice and take action.

“All speakers delivered with a consistent message, putting patients first, supporting staff and restoring public confidence. All speakers were honest in approach which supported the learning and engagement approach.”

The audience heard first hand from Robert Francis QC ‘bringing the Francis report to life’. Our members heard about the warning signs which were not put together; the barriers to complaints (‘fear’ and ‘intimidation’ by staff), the pressure on staff due to staffing levels (one Consultant described becoming ‘immune to the sound of pain’). Robert Francis ended by summarising the core points the 290 recommendations encompass.

“Silence Kills”
“Safety is scientific evidenced based action. Not luck”
“You are a safety critical industry no different from NASA...Formula 1…”

Professor Tricia Hart inspired as a role model for open, honest clinical leadership.

Dame Elizabeth Fradd joined us via Skype, introducing the concept of a ‘Cultural Barometer’ which Trusts will be able to use in their organizations. Liz started to work with participants in building their actions to take away.

David Bowles spoke about rebuilding the confidence of board reminding us that “the negative aspects of culturally driven behavior are not restricted to Stafford.”

Nigel Edwards session on the role of managers focused on ethics. Nigel asked questions around ethical management, leadership and culture. What does an ethical culture look like? What is the leadership component?

Nigel’s session led the participants into the practical response to Francis in which Trusts got together to concentrate on their plans for ‘delivery of change’ (a term Robert Francis QC suggests should replace ‘action plan’ to step away from complacent non-action).

The session was chaired by Dr David Gozzard who worked with board members as they considered their personal response as well as their actions for their Boards.

‘Talk Francis’ really did provoke open conversations about personal experiences, failures in care and the need for eliminating a culture of blame. Now we have started the conversation, we need to act.
Components of ethical culture

- Mindfulness
- Voice – leaders need to create a safe space for conversations
- Respect
- Legacy – are we being good ancestors?

Leadership Component:
- Nobel purpose
- Why start job? Motivation?
- Candour
- Ceaseless ambition
- Passion
- Embedding ethics in governance

Let’s Talk…

The 2013–2014 Talk Series

The Talk Series will support organisations across the North West in their response to Francis. Next in the series is a Talk Assurance event on 5th July 2013 aimed at Chairs.

Visit our Talk Francis Portal using the details below:

www.nwacademy.nhs.uk/francis
Username: Francis
Password: FRANC2013

“Fabulous opportunity to be allowed, encouraged and supported with other colleagues and peers to focus on patients at the heart of our care. Some difficult questions were raised that I couldn’t answer and where I felt uncomfortable. I feel I should have felt that way and I need to understand and reflect why I felt that way. If I react positively to difficult statements then others may be able to respond that way too.”

“Am I doing enough to allow and support NHS staff to do their jobs clinically well, with support and with compassion and with me alongside?”

Robert Francis QC

Nigel Edwards
Senior Fellow
The King’s Fund
Health Education North West formally commenced its work from the 1st April 2013 and is the new name for the North West LETB.*

Sally Cheshire has been appointed as the Independent Chair of Health Education North West. Sally has been the chair of NHS NW and Deputy Chair of the North of England SHA Cluster.

Laura Roberts has been appointed as the Managing Director of Health Education North West, starting from 22nd April. Laura has been Chief Executive of a Primary Care Trusts and a Mental Health Trust as well as experience as an Acute Services Director.

The key priorities identified for 2013/14 are:

- Addressing the impact of the Francis Report and patient safety
- Managing the economic environment by supporting skill mix changes and developing service improvement skills
- Supporting and developing the transformational changes to the workforce to reflect the changing services within the North West
- Aligning to the NHS England Mandate and NHS priorities
- Understanding and developing the Primary care workforce

March with the following conditions:

- Recruitment to the key posts of Managing Director, DEQ, and Head of Finance
- A clearly stated and agreed Memorandum of Understanding to be co-produced between the North East and North West LETBs which states the position regarding the North Cumbria Acute Hospitals Trust
- Produce an organisational development strategy and clear plan for the development of the board in addition there are areas for development which were common to most LETBs.

Further details or information:

Available on eWIN: www.ewin.nhs.uk or the LETB website: www.nw.hee.nhs.uk

*Local Education and Training Board
In our winter 2012 leader we featured a summary about the NHS North West Leadership Academy sponsorship of 99 managers to participate in the IHM Accredited Manager Programme.

In total 72 managers completed the programme and they graduated in January 2013. Here is the story of Jacqui Pennington; a graduate from our programme.

My Journey
I work for the Royal Liverpool Trust as Head of Hotel Services and participated in the 18 week Accredited Manager Programme (AMP) during 2011. I am so grateful to the North West Leadership Academy for sponsoring me as this has been really beneficial and given me an increased sense of confidence both personally and professionally.

The prospect of re-kindling my personal development journey was daunting and at first I really struggled with the concepts of self research and distance learning. I had access to the support of a facilitator in the background, but even so this was a much less directive and structured process than I was used to. In all honesty my initial experience with a facilitator was not a positive one, however colleagues at the Institute of Healthcare Management and North West Leadership Academy acted promptly to provide more effective facilitation support – along with allowing additional time to complete the programme. Staying motivated during these difficulties added to my sense of achievement.

What have I learned and what difference has the programme made?
Participating in, completing and then graduating in the programme has given me a real sense of achievement, along with a desire to continue my learning journey. I have a greater sense of assurance in relation to how I carry out my role both within and outside of the organisation and I now feel motivated to build on the skills that I have gained.

“I have learned a lot about my own personal learning style – and now find myself reflecting on experiences a lot more, although.”

The programme provided the opportunity for me to research a number of theories, gain a deeper understanding about why people behave the way they do in particular situations, and how to respond to achieve a better outcome. In particular, understanding why engaging with staff promotes productivity, why staff engagement and attendance levels are linked, and the importance of explaining the reasons why strategic changes are needed.

“I did struggle with, what felt like, talking about myself so much!!”

If you want to find out more about the programme and the benefits for you and your organisation in future, please contact Roy Amyes at the NHS North West Leadership Academy roy.amyes@nwacademy.nhs.uk

www.nwacademy.nhs.uk | Leader 12
One of the elements of the scheme is for delegates to undertake a ‘flexi placement’, which provides an opportunity for each trainee to gain experience of an organisation other than their planned NHS accredited work placements. The aspiration is that the trainee, their chosen specialism and the wider NHS will benefit from eight weeks spent in a flexi placement.

In order to achieve maximum value there are no constraints on the type of organisation in which flexi placements may take place other than the placement is located within the trainee’s overall geographical region. Hence the trainee and NHS could benefit from a flexi placement in any of the following other NHS organisations:

• Voluntary sector
• Independent sector
• Public sector
• Private sector (healthcare related or not).

“Private sector has a different organisational culture – not necessarily a bad thing”

On 22nd February, the NHS NW Leadership Academy ran a networking and learning event, giving the 2011 intake of HR, Health Informatics and General Management trainees the opportunity to present to the 2012 intake of trainees, along with placement and programme managers relating to their individual flexi placements. As the new intake of trainees are currently considering possible options for their flexi placements to commence in autumn of 2013, they heard about the experiences, learning and specific recommendations from those who have already undergone this experience.

A separate event will be held for finance trainees as they follow a longer timetable on the scheme.
The NHS NW Leadership Academy is working closely with 2012 trainees to identify the sites of their second placements to commence in late 2013. We will work closely with the trainees and potential sites to offer support to provide the best possible placements and development opportunities.

To find out more about the Graduate Management Training Scheme contact Dawn Nisbet on 0161 625 7803 or email Dawn.Nisbet@nwacademy.nhs.uk
FACILITATORS ACTION LEARNING STORY

Over the past six months our NHS North West Leadership Academy Alumni have been supporting the delivery of the ‘Transforming the NHS’ programme by facilitating Action Learning Sets. This flagship programme was launched in September 2012 and aimed at senior leaders just below Board level to enable clinical and non-clinical leaders to get together and learn about leading transformational change.

A foundation stone of the programme is that participants address real true work related issues, to return to work to introduce change. One of the ways that this is being supported is through Action Learning Sets facilitated by members of our Alumni network.

It is evident that our Alumni facilitators have invested a great deal of time preparing to ensure the success of the Action Learning Sets, and by the sound of it they have enjoyed the experience!

Feedback demonstrates that participants are already benefitting from the learning approach, and 88% of participants rated the Action Learning Sets as good/excellent. In some cases, participants have already reflected on their ALS discussions and are sharing learning with other colleagues.

We would like to express our thanks to all our facilitators who have dedicated their time to enhance the learning of participants on the programme and supported our North West leadership community.

Here are some of their stories.....

JACQUELINE ROSS
DIETETIC SERVICES MANAGER,
NORTH CUMBRIA UNIVERSITY HOSPITALS NHS TRUST

How did you find the experience?

I was confident about success because I know from experience that the NHS NW Leadership Academy programmes are of a high quality and well recognised for excellence. The facilitator training we received gave me all the support that I needed from a knowledge and skills point of view.

Once we had tried the first run through everyone saw how the Action Learning model worked and relaxed into the second issue. The main challenge was encouraging the participants to ask open and non-directive questions rather than always giving advice based on their experience. Once the benefit of this was demonstrated, people became more effective in asking questions that really helped the problem owner to develop solutions for implementation back at work.

MIKE LEAF
ACTING DIRECTOR OF PUBLIC HEALTH
NHS NORTH LANCASHIRE

What attracted you to want to be an AL facilitator?

I have had many years experience of working in the NHS, much of it at senior level. In previous roles, I have been involved in training, facilitation and development, and having completed an executive coaching programme, was keen to provide input to an NHS NW Leadership Academy programme. The Transforming the NHS programme provided this opportunity, and gave me an opportunity to re-engage in the personal and professional development agenda, and support emerging leaders in the NHS.

THE GIVE & THE GET
MICHELLE BRADSHAW
ASSISTANT DIRECTOR CHILD AND FAMILY HEALTH SERVICES, BRIDGEWATER COMMUNITY HEALTHCARE TRUST

How did you find the experience?
The experience has been great! The experiential training was valuable to add to my own toolkit for service development and something I have been able to use back in the workplace. The facilitation and support received has been valuable and I feel I have made an impact on the issues concerning people in the group. It has been very humbling. The opportunity to meet with other facilitators has been of great benefit too.

What have you learned?
- The learning has been invaluable and at a many levels.
- Improving understanding of the issues that a constant changing commissioning landscape brings.
- Everyone has people problems!
- Sharing knowledge and skills with other facilitators.
- Opportunity for networking across the health family.
- New ALS model which is adaptable and applicable to lots of work areas.
- I have something to offer the group, which has been good for my own confidence.
- A new tool to apply to the workplace.

THE FACILITATORS MEET AT REGULAR INTERVALS TO REVIEW PROGRESS AND DEVELOP THEIR SKILLS.

THE ACTION LEARNING APPROACH USED ON THE PROGRAMME

In partnership with The King’s Fund we used a structured process for Action Learning, based on Reg Revans’ principle of learning about what we don’t know, rather than traditional teaching of facts. Learning is about searching, asking questions and reflecting on problems that occur and how they might be resolved.

A group of 6 to 8 people work together as an Action Learning Set. They build understanding, trust and a confidential environment that enables each member to explore their work related problem with support from the group. Group members listen, observe and ask questions in a structured process. This process helps the problem owner to identify and implement solutions back at work. And the people asking questions develop to become more effective Leaders and Coaches for the future.

Three roles are used - client, consultant and observer and are defined as follows:

CLIENT
The client presents their problem or personal challenge that is causing concern, hindering their performance or preventing achievement of their personal objectives. This creates the context that the rest of the group need to understand the problem and consider the questions to ask to help the problem owner. Problems are complex and not easily defined. There is often no “right answer” – only options.

CONSULTANT
There are two consultants. Their role is to establish a supportive, yet constructively challenging consultancy relationship. They help the client develop their understanding of what is going on and to think about what they might do to improve things. Consultants do this by using open and non-directive questions to help the client explore their problem from all angles, challenge assumptions and provide the opportunity for the client to identify possible options to improve the situation. Consultants do not give advice because clients are much more likely to implement strategies that they have identified themselves.

OBSERVER
This is a critical role. Observers are responsible for noticing what is said, how it is said and the effects on both the client and the consultants. Observers ask questions and share their observations in the review session. As a result everyone learns about what makes Action Learning successful, how to ask questions most effectively, how to observe and pick up on body language, and to notice what happens when people interact in group situations.

To see their full stories please go to www.nwacademy.nhs.uk/TTNHS2012 (Portal)

THE FACILITATORS MEET AT REGULAR INTERVALS TO REVIEW PROGRESS AND DEVELOP THEIR SKILLS.

THIS PHOTOGRAPH WAS TAKEN IN MARCH 13 - FROM LEFT: IAN LINFORD, DAVID MCNALLY, JACQUELINE ROSS, CAROLE COXHEAD, MICHELLE BRADSHAW, KEVIN WYKE, BELINDA WEIR AND ROY AMYES.

To find out more about becoming a programme facilitator contact the team on 0161 625 7348 or email info@nwacademy.nhs.uk
In response to a questionnaire asking Executive Assistants working within NHS organisations throughout the North West, the NHS North West Leadership Academy is currently developing and sustaining a network of Executive Assistants (EAs) and Personal Assistants (PAs). The network was established in 2012 with the following aims:

- To support and develop EAs and PAs within their vital roles, as part of the transformation of the NHS.
- To support their personal resilience within their role.
- To ensure EAs and PAs are aware of, and understand, the work of the NHS North West Leadership Academy as both a member organisation and local delivery partner of the National Leadership Academy.
- To enable executives to be the best they can be by providing a strong administrative infrastructure.

Our spring events focussed upon Time Management and Managing Meetings. These had been identified as areas of keen interest by EAs and PAs who had attended the Winter 2012 events. Formal input on both topics was provided by Catherine Loftus, Interim Deputy Director at the NHS NW Leadership Academy. In addition, there were plenty of opportunities for participants to share their own top tips nuggets, within the sessions and over lunch. These were collated and sent out alongside the PowerPoint slides from the day to all those attending.

Post event online evaluation surveys were sent out and collated. Participants’ feedback included the following:

- “I thoroughly enjoyed the programme and meeting other PAs/EAs.”
- “It makes you feel worthwhile and appreciated by our organisation.”
- “An extremely useful day. Thank you.”
- “Well organised and interesting course. If any further courses become available I would like to attend.”
- “Very enjoyable and learnt a great deal.”
- “Brilliant, really enjoyed the whole experience and would like to attend more on a regular basis.”
- “An excellent morning well spent with an excellent tutor and delegates.”
- “ Excellently organised workshop, presented very well.”

Participants’ suggestions for future events include:

- Actual minute taking
- Data analysis
- Continued development skills as a EA/PA
- File Management
- More Time Management Workshops
- Project Assistance/support skills
- NHS 2013 Vision/Strategy in plain English

Future events are planned for later this year. For more information on these events please visit www.nwacademy.nhs.uk/executive-assistant-events.
The North West Annual Conference and Recognition Awards

Over the past number of years we have celebrated great leaders and great leadership with our North West annual leadership recognition awards, culminating in an award ceremony that gives organisations across the region the opportunity to share and celebrate with colleagues.

At a time of unprecedented change for the NHS, when leaders are working in an environment of complexity and ambiguity with huge pressures, it is massively important to take the time out to celebrate and value individual and collective contribution, highlighting the work that is being done to improve health and well being for local populations in the North West, indeed many of you hold your own internal recognition awards.

This year the national NHS Leadership Academy want to ensure that their awards align with regional awards and therefore all winners from our regional recognition awards will be entered to the national leadership recognition awards later in the year; competing with peers across the country and attending a ceremony in February 2014.

In previous years we have had a fantastic response to our regional awards and nominees, finalists and winners have gained a huge amount from the process. We encourage all our members to distribute the message widely within your organisations and generate nominations from leaders within all services and work areas. The closing date for nominations is 16th August 2014 and as usual we would expect that all nominations are signed off by yourself or a nominated executive before submission.

Please hold the following date in your diary for our regional celebration event:

Wednesday 20th November 2013 at The Monastery, Manchester, M12 5WF

If you require further information about the awards or the celebration event please do not hesitate to get in touch with a member of the team on 01642 713211 or email nwacademy@cynergy.co.uk

Do you know someone who goes above and beyond their role to make a difference?

Why not nominate them for a Recognition Award?

www.nwacademy.nhs.uk | Leader 18
# Calendar

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For locations, dates and times visit: [www.nwacademy.nhs.uk/development-opportunities](http://www.nwacademy.nhs.uk/development-opportunities)