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| **Text  Description automatically generated  Issue 04: April 2021 *Across the Midlands Region*** |
| Introduction |
| This last year has been one of deep reflection and looking back to how the pandemic has influenced all we do – including how we have delivered leadership development and how we have formed as a team.  As we pass the year anniversary of ‘lock-down’ it is a time to start looking to the future, not forgetting the lessons of the last year, but using the learning we have experienced to build back stronger and more focussed than ever before with an even more resilient commitment to supporting all [#OurNHSPeople](https://twitter.com/hashtag/OurNHSPeople?src=hashtag_click) and delivering The People Plan.  We embark on a new financial year and look towards our recovery and restoration. We would like to understand our stakeholder views on leadership development and work with you on this through 2021/22.  You may remember that we held ‘listening events’ in June/July 2020 to focus on what your priorities are in the coming year and longer term, and we will be holding these events again in May 2021.  We had over 70 stakeholders attend our listening events last year and it would be really great to hear your views again and focus on what is required for this coming year.    The events will run for two hours and are being facilitated by NHS Elect ([www.nhselect.nhs.uk](http://www.nhselect.nhs.uk/)) who will help us in our discussions during the sessions and also help to capture your reflections.     1. Tues 11 May: 2pm – 4pm 2. Wed 19 May: 2pm – 4pm 3. Tues 25 May: 2pm – 4pm     These events are open for booking via our website: [Stakeholder Listening Events 2021 – Midlands Leadership Academy](https://midlands.leadershipacademy.nhs.uk/event/stakeholder-listening-events-2021/) and we would really welcome and encourage your attendance.    The purpose of these sessions is to share views on the implications of our response to COVID-19, how we can support you to recover and restore your teams AND we want to engage with you through facilitated conversations to enable us to better understand the pressing needs and concerns of our local stakeholders and patients.  Your input into these conversations is, as ever, vital and it is with your support and collaboration that we can provide an inclusive and compassionate offer to the region throughout 2021/22.   |  | | --- | | Systems leadership |   Now is the time to be ambitious as there is much to do. WRES data shows a modest improvement since the first published data in 2016, yet the pandemic shows the disproportionate impact of COVID-19 on colleagues from minority groups. This has further intensified our commitment to developing leaders who truly understand what it means to be more inclusive and show their support through active allyship.  Likewise, the NHS staff survey shows us that our staff continue to face challenges in areas where we, as the Leadership and Lifelong Learning team have the opportunity to make a difference in the coming year. A third of staff still do not feel able to speak up and there remains bullying and harassment in the workplace. This is not acceptable and we want to develop compassionate leaders who are excellent role models, who appreciate and value the opinions of others, who are aware of themselves and who understand the impact their actions have on others.  Across the seven NHS England regions, the Leadership and Lifelong Learning teams are going to work more closely together, to collaborate with offers and facilitate good practice. In the Midlands region we are already taking great ideas from the North East and South East where some fantastic work has been done around leadership in care homes. Other regions have emulated our work on Trauma Informed Leadership and facilitated this in their area. We also look forward to the recommencing of national leadership programmes and welcoming many of the thousands of colleagues who have expressed an interest.  To realise our ambitions, we need your help. Change needs to be made locally, and throughout April and May we will be working with our systems to understand more about the local leadership development offers you have in place and where we can add the greatest value across our region. Please get involved in shaping our offers this year. Look out for our listening events – join us [on line](https://midlands.leadershipacademy.nhs.uk/event/stakeholder-listening-events-2021/) and share what you want us to deliver and how you want us to deliver it. This year we have reached over 5000 leaders virtually in our region and you have fed back that the learning has been impactful and practical – we might not have thought this was possible virtually this time last year!  Over the next twelve months we look forward to working with you and many leaders from health and social care in the service of better staff and patient experience.   |  |  |  |  |  |  |  |  |  |  |  | | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | | |  |  | | --- | --- | | |  | | --- | |  | |   **#ProjectM** |  | |  |  | | --- | --- | | |  | | --- | |  | |   **HSJ Awards 2020** |  | |  |  | | --- | --- | | |  | | --- | |  | |   **World Health Day** | | |  | | --- | |  |  |  | | --- | | **#ProjectM**  **Teaming** |  |  | | --- | | **Connect to experience** | | Find out [more](https://people.nhs.uk/projectm/?utm_source=regions&utm_medium=bulletin&utm_campaign=%23projectMMID) |  |  | | --- | | Explore the concept of ‘teaming’ and how teams and individuals will benefit.  As part of a wider session, this [link](https://people.nhs.uk/uncategorized/enhance-wellbeing-through-teaming/) introduces teaming, team well-being and psychological safety within teams. It provides a useful tool on how you can support your teams and foster an inclusive teaming approach.  Follow along for updates about #ProjectM on Twitter and on the Our NHS People website. | |  | |  | | --- | |  |  |  | | --- | | **Annual awards in healthcare** |  |  | | --- | | **Celebrating our colleagues** | | Click [here](https://awards.hsj.co.uk/winners-2020?mkt_tok=OTM2LUZSWi03MTkAAAF75PJomVhVR49bYUApwfCJ_6vFvFJQJ9gGp9ozAHKDKuIye2PB3ubj1PSjT16emTrvTxVolQTSXrmgsyErQkMupr14vpiE7gwXRXRtxEsP7JAi7VM) for the full list |  |  | | --- | | We are delighted to showcase our regional colleagues who have won awards or been commended for their work across the Midlands at the recent HSJ Awards event.  Please join us in congratulating all the teams who have carried out amazing work over the last 12 months and have developed new or enhanced services, programmes or projects to support their staff, patients and local communities. Fantastic! | |  | |  | | --- | |  |  |  | | --- | | **Celebrating 73 years of the WHO** |  |  | | --- | | **Worldwide event**  More information [here](https://www.who.int/campaigns/world-health-day/2021) | |  | | World Health Day marks the anniversary of the World Health Organisation which was founded in 1948.  The World Health Organisation is the leading global health authority within the United Nations System.  This year’s event called *building a fairer, healthier world*, will focus on tackling health inequalities around the globe. | | |
| Primary Care |
| We would like to thank all of our Midlands Primary Care employees for the work they are doing to deliver the vaccination programme and address vaccine inequalities. We have seen a shift in mindset around the use of technology by PCN’s across the Midlands, but there is a lot of digital poverty particularly within the hard-to-reach groups which we need to tackle going forward.  The Midlands LLL Team has supported our PCNs throughout the year by offering leadership development, organisational development, change management and coaching and mentoring programmes at **Individual, Team and System level**. We have ensured that the NHS Long-Term Plan, People Plan and emerging leadership needs, given the pandemic, have been considered in all our programmes. We believe leadership is important for the delivery of a successful health service. Leadership is considered a prerequisite for integrated primary care to give direction and align within organisations and inter-professional teams. Worldwide, leadership is endorsed to foster interprofessional collaboration with colleagues.  We recently had a masterclass with David Clutterbuck who gave Primary Care colleagues insight into how they can champion diversity, equality and inclusion within their organisation and use coaching and mentoring as methods to develop their workforce.  Responses to our programme include:   * ‘*I understand more clearly my leadership role and its impact on the wider system*.’ (PCN Clinical Director) * ‘*My leadership style is more collaborative, involving key stakeholders in service development activities*.’ (GP) * ‘*I feel better motivated to drive for service improvement*.’ (Practice Nurse) * ‘*I have built stronger networks in my areas of interest which have enabled me to be more effective*.’ (PCN Development Manager) * ‘*These coaching sessions have been the most valuable development process I have ever engaged with. The personal approach of providing support and guidance with enabling self-awareness has been fantastic*.’ (PCN Clinical Director)   We have seen the importance of leadership to increase better care outcomes and reduce health inequalities throughout our leadership programmes. We will continue to support all leaders ensuring that they have the right skills to support our population health. We are acutely aware of the operational pressure within Primary Care and how this has been further exacerbated due to the rollout of the COVID-19 vaccination programme. We are working with our partners such as the Training Hubs, HEE, ICSs, and CCGs to ensure that the programme we offer for 2021/22 is fit for purpose and freely accessible for the current and new emerging roles in Primary Care. Continuing to support the ‘I’, ‘We’ and ‘Us’! |
| Upcoming offers and programmes |
| |  |  |  |  |  | | --- | --- | --- | --- | --- | |  |  |  | | | | Mentoring Skills for Senior Leaders |  | Leadership & Change – Resilient System & Collective Leadership Workshop | | | | The Midlands Leadership and Lifelong Learning team, in partnership with the Midlands Talent Management team are delighted to deliver this webinar series providing high quality mentoring skills development to senior leaders across health and care in the Midlands.  This three date webinar series is designed to provide individuals with the skills, insight and confidence to offer an exceptional mentoring experience to potential mentees to support their leadership and career growth.  [Cohort 7 – 14 April](https://midlands.leadershipacademy.nhs.uk/event/mentoring-skills-development-programme-for-senior-leaders-cohort-7/)  [Cohort 8 – 22 April](https://midlands.leadershipacademy.nhs.uk/event/mentoring-skills-development-programme-for-senior-leaders-cohort-8/)  [Cohort 9 – 27 March](https://midlands.leadershipacademy.nhs.uk/event/mentoring-skills-development-programme-for-senior-leaders-cohort-9/)   |  | | --- | | [Discover more dates >>](https://midlands.leadershipacademy.nhs.uk/events/category/coaching-mentoring/) | |  | This is a specialist 2-hour workshop that is aimed at any member of the multi-disciplinary team working in a Primary Care practice or PCN setting.  The workshop is a short session designed to support those in primary care to understand how to be more effective change agents, communicators and leaders. Evidence-based and well tested practical tools, techniques and resources will be shared to support day to day practice. Please click on the link for more information.  Deadline to register for a place on the programme is 19 April 2021  [Leadership and Change workshop – 04 May](https://midlands.leadershipacademy.nhs.uk/event/leadership-change-resilient-system-collective-leadership-workshop/)  [Read more about our Primary Care offers >>](https://midlands.leadershipacademy.nhs.uk/events/category/primary-care/) | | | |  |  |  | | | |  | | |  |  | | Recruiting and Promoting BAME Leaders Inclusively with Cultural Intelligence Masterclass | | |  | Primary Care – Living Well Workshop: Growing Collective Well-being | | Join us on the **28th April** for this stimulating and innovative session with guest speaker Jennifer Izekor, founder and leader of *Above Difference Limited*, who will provide an overview of Cultural Intelligence (CQ) and how it relates to Recruitment, Talent Management & Career Progression.  The session will explore:   1. What does ‘good’ feel like? 2. Real life examples as they relate to recruitment, relevant to the current COVID-19 recovery period. 3. Cultural value dimensions such as Individualism/ Collectivism and how that impacts recruitment decision making. 4. Overview of how the culture of an organization impacts on the recruitment, retention and progression of BAME leaders and how enhanced CQ can help create a more inclusive and equitable workplace culture.   [Explore this offer >>](https://midlands.leadershipacademy.nhs.uk/event/recruiting-and-promoting-bame-leaders-inclusively-with-cultural-intelligence-masterclass-with-guest-speaker-jennifer-izekor/) | | |  | Well-being is consciously understanding the impact the natural highs and lows of life have on our ability to be well and to be armed with the skills to navigate them positively.  This 2-hour virtual workshop will break down the definition of well-being, arming each delegate with the essential information required to understand and then proactively and positively build well-being habits and systems.  [Cohort 1: 10 May, 14:00-16:00](https://midlands.leadershipacademy.nhs.uk/event/primary-care-living-well-workshop-growing-collective-well-being/)  [Cohort 2: 12 May, 17:00-19:00](https://midlands.leadershipacademy.nhs.uk/event/primary-care-living-well-workshop-growing-collective-well-being-2/) | |
| Graduate Management Training Scheme |
| This March we were pleased to welcome 12 new GMTS trainees into the Midlands. They are currently taking part in orientation – a period at the start of the Scheme where trainees are encouraged to experience different aspects of the health and care system to inform their future leadership practice.  The GMTS Midlands team have held Programme and Placement Manager training for the dedicated managers across our region who support trainees within their placements. It was fantastic to see the enthusiasm and engagement from our partners, who work together to provide challenging and supportive environments within the NHS for our trainees to thrive within. We look forward to checking in with our new cohort as they finish orientation and start in their first placements.  We have been working with current trainees on their flexi placement presentations. A Flexi Placement is a two-month period during the scheme where trainees are encouraged to work in a different area or sector, widening their experiences and bringing valuable learning back into the NHS. Flexi placements are sourced by the trainee and assured by the regional team. It is a fantastic opportunity for us to find out more about the work our trainees are doing in the region and how they plan to apply this in a different setting. Over the coming months we will be seeing trainees undertaking a variety of different types of flexi placements including, amongst others, helping to deliver transformational projects in the third sector, gaining strategic and commissioning finance experience in NHS England-NHS Improvement, and gaining operational and patient facing experience in acute settings to add to the variety of exposure trainees experience across the lifespan of their time on the Scheme.  We recognise that now more than ever it is essential we prioritise our mental wellbeing; effective leadership begins with self and enables us to demonstrate compassionate and inclusive leadership in everything that we do. To support our trainees the GMTS team have commissioned a series of one day workshops, *Mental Wellbeing for Effective Leadership*. The first of these is currently out to advert and more dates will be released shortly. If you know of a trainee within the Midlands who would be interested in attending, please ask them to contact us: [midlands@leadershipacademy.nhs.uk](mailto:midlands@leadershipacademy.nhs.uk?subject=GMTS%20-%20Mental%20wellbeing%20for%20effective%20leadership)  The NHS Graduate Management Training Scheme is currently in full flow to assess and benchmark candidates for the September 2021 cohort. We are delighted to confirm organisations can now submit a bid / statement of commitment to host a graduate trainee for this forthcoming cohort. Over the next two months we will be working with our host organisations to refine bids. Trainees will be allocated once the national assessment process has been completed, with a new cohort of trainees due to start in the Midlands in September.  More information on the process for hosting a trainee can be found here: [September 2021 Bids – Midlands Leadership Academy](https://midlands.leadershipacademy.nhs.uk/our-offers/graduate-management-training-scheme-gmts/september-2021-bids/)  Finally, we would like to thank everyone within the region working to provide our trainees with development support and placement opportunities. |
| Equality, diversity and inclusion |
| Following on from our very successful March webinar series, The Midlands Leadership and Lifelong Learning team have been working with the *Disability and Wellbeing Network (DAWN)* and the *Menopause Network* to develop two exciting Lunch and Learn sessions which we would be delighted for you to join us at.  The first session on April 15th will be our DAWN Network event [Identity, history and how it relates to belonging within the NHS](https://midlands.leadershipacademy.nhs.uk/event/lunch-and-learn-session-identity-history-and-how-it-relates-to-belonging-within-the-nhs/).This session will focus on personal history and its impact on our perception of identity, how we work with colleagues and why we can all influence a sense of belonging in our teams.  The second session on April 20th is our Menopause Network event [What is the menopause and what can I expect?](https://midlands.leadershipacademy.nhs.uk/event/lunch-and-learn-session-what-is-the-menopause-and-what-can-i-expect/) This session will explore what the menopause is, when women might expect it and how we can maximise our wellbeing and even thrive through this process of change. Across the Health and Social care sectors, nearly 80% of jobs are held by women and of this group, women outnumber men in the 40-49 and 50-59 age groups in all regions. Menopause therefore has the potential to create a significant impact on our workforce, both in terms of staff retention and our physical and mental wellbeing.  Please visit our website for more information: [Midlands Leadership and Lifelong Learning](https://midlands.leadershipacademy.nhs.uk/events/) |
| Talent management |
| **Midlands Talent and Leadership Board**  The second meeting of the Midlands Talent and Leadership Board was held on 17th March. The Board were presented with an outline of the work and approach of the regional Talent and Leadership teams, including an update on priorities for this year. They were able to see the depth and breadth of the activity being undertaken to support our staff during these difficult times and were able to comment on the scope and focus for Talent and Leadership during the next few months as we move towards restoration and recovery phases.  We were pleased to have discussed strategic priorities for 2021/22 with the group and look forward to presenting our more detailed plans for this coming year at the next board meeting.  **Talent update**  Over recent months, the national and regional talent teams have been busy reviewing their approach and strategy in line with the People Plan and the recently published White Paper. Consequently, a number of new resources and developments are planned to be launched later this year and we wanted to let you know of the exciting projects coming soon.  **What can you expect?**   * We have revisited the approach to having conversations with our people around their career aspirations and ambitions and will be launching a new model for use within the personal development process. This model is called “Scope for growth” and will be socialised with the view to planning a soft launch by the end of June 2021. * Similarly, we plan to build on the “Aspire Together” approach previously used in talent by introducing a model of “High Potential” as a way of defining and assessing talent. This is a shift away from the concept of “readiness” embedded in Aspire Together, as our collective experience of COVID-19 has signalled the need for harnessing untapped talents through a renewed focus on potential. We anticipate that this model will be used as a measure of progression on developmental programmes and will be a gateway into regional talent pools from which we can start to create waves of talent being deployed and supported into senior roles. * You will also be aware of the Kark report which specified a need for a “Fit and proper person” assessment and to enable this we will be launching a framework of board level competencies that senior board level leaders will use as the basis of self-assessment. The anticipated launch date for this will be June 2021. * We will also be initiating a small system talent management co-design group in April 2021 to explore and co-design a system talent management blueprint to support Midlands systems when adopting a system wide approach to talent management. We are hoping that through co-production, we can create some guidance and support tools to help with strategic talent planning within our STP/ICS’s with the additional benefits of motivating and developing our people to rise to the next challenge facing health and care.   Please contact us at [aspire.togethermidlands@nhs.net](mailto:aspire.togethermidlands@nhs.net) if you want to be involved with any of these initiatives.  **Midlands Talent Management Community of Practice – System Talent Management engagement session**  The team held their inaugural Talent Management Community of Practice event on the 4th March. This was a virtual interactive session bringing system and organisation talent management leads together to connect, learn and share. We explored what system talent management looks like both culturally and operationally – assessing the benefits and challenges of adopting a systems approach.  We were privileged to hear from two of our regional systems who have exemplified great practice in systems talent management.  Key themes that emerged from the session included:   * A desire to continue with future community of practice events whereby talent management leads, and practitioners come together to share learning, best practice, top tips and resources it takes to help them adopt approaches in their system. * Practitioners were also keen to understand how data and resources will be reviewed considering COVID-19 and transitioning into recovery and the months beyond. It is encouraging to see that there is increasingly more talent identified as a result of  how colleagues have responded to the challenges of our COVID-19 response.   Our next session will be hosted in the early Summer and content for the session will be co-designed with the community.  If you are a talent lead in an organisation or system and would like to join our Midlands Community of Practice, please drop us a line at [aspire.togethermidlands@nhs.net](mailto:aspire.togethermidlands@nhs.net)  **Inclusive Talent Management Masterclass Series**  The Midlands Talent team are thrilled to be hosting several exciting and innovative sessions in 2021/2022 as part of our Inclusive Talent Management Masterclass series. We are delighted to announce our first session will be on *Recruiting & Promoting BAME Leaders Inclusively with Cultural Intelligence* with Jennifer Izekor on Wednesday 28th April. Keep checking our [events website](https://midlands.leadershipacademy.nhs.uk/events/category/talent-management/) for more information. |
| Coaching & mentoring |
| **What’s your big idea?**  We would like to hear from our coaching and mentoring community about their ideas for what 2021/22 could look like.  We know that the best people to tell us what works are the people doing the job, so with that in mind we are asking you what you want to see being delivered in the next financial year. Suggestions might be topics for CPD, supervision sessions, different styles of learning or more provision for areas that you think need more focus such as trauma, wellbeing, metaphor etc. No idea is too big or too small, we will look at all suggestions to help us plan what we put on from April 2021. We couldn’t do this without you!  Please send your ideas to us with the subject line *Big Idea C&M 2021* at: [midlands@leadershipacademy.nhs.uk](mailto:midlands@leadershipacademy.nhs.uk?subject=Big%20Idea%20C&M%202021)  **Mentoring Skills Development programme for Senior Leaders**  Our first cohort have now completed their training to become Midlands mentors. When asked for feedback the responses have been brilliant; 100% rated the instructor as excellent, 100% stated the training was relevant to their working life and when asked to rate the training overall 25% said very good with 75% saying they rate it as excellent.    Some quotes from attendees were:  *“A really well led introduction to mentoring. Real life example used to illustrate. Very good facilitator.”*  *“An excellent programme which went much further than I expected.”*  *“Very good programme. I will strongly recommend to colleagues.”*  If you are a senior leader in health or social care and wish to mentor for our staff please sign up to one of our upcoming cohorts. We have recently added evening training dates to adapt to flexible working arrangements. [Upcoming Events – Midlands Leadership Academy](https://midlands.leadershipacademy.nhs.uk/events/category/coaching-mentoring/) |
| **Health & well-being** |
| **“I alone cannot change the world, but I can cast a stone across the water to create many ripples.” —Mother Teresa**.  It is said that Mother Teresa recognised her part in change without feeling wholly responsible for it. We can experience stress when we feel the demands on our time are overwhelming.  April is *Stress Awareness Month*. During the month, healthcare professionals and health promotion experts across the country will join forces to increase public awareness about the causes and cures for our modern stress epidemic. For tips on recognising when you are feeling stressed and how to manage your well-being visit: [The Stress Management Society - From Distress to De-Stress](https://www.stress.org.uk/)  You can also access support at [Our NHS People – Supporting our people: Helping you manage your own health and wellbeing whilst looking after others](https://people.nhs.uk/) |
| **Digital health leadership programme** |
| We are pleased to announce that the application window for Cohort 4 of the [Digital Health Leadership Programme](https://scanner.topsec.com/?t=2124fc9b0e5ec44e8542440568566954cf24c382&d=99&u=https%3A%2F%2Fdigital-transformation.hee.nhs.uk%2Fdigital-academy%2Four-programmes%2Fdigital-health-leadership%2F&r=show) (NHS Digital Academy) will open on 1 April 2021 and close on 30 April, with the cohort starting in September 2021.  This programme aims to develop a new generation of digital leaders who can drive information and technology transformation in the NHS. It develops strong digital leaders who are capable of delivering change so that patient care, and the way that organisations operate, can benefit from the many improvements and innovations modern technology has to offer    You will find the latest updates on the [NHS Digital Academy website](https://scanner.topsec.com/?t=87bc774736faef69f437f5275355cbc0f0e48598&d=99&u=https%3A%2F%2Fdigital-transformation.hee.nhs.uk%2Fdigital-academy%2F&r=show), including support throughout the application process, top tips, case studies and access to webinars, and by following the Digital Readiness [Twitter account](https://scanner.topsec.com/?t=02a97b5a4e168fff062ed87ed9e0365491a939fa&d=99&u=https%3A%2F%2Ftwitter.com%2FHEE_DigiReady&r=show). The website also includes our [future vision](https://scanner.topsec.com/?t=f18eb3bcfc9d9416fbc58f7c3f6498ab6672d162&d=99&u=https%3A%2F%2Fdigital-transformation.hee.nhs.uk%2Fdigital-academy%2Fabout%2Ffuture-vision%2F&r=show) for increasing access to a greater number of individuals.    Establishing the NHS Digital Academy is a workstream within the [HEE Digital Readiness Programme](https://scanner.topsec.com/?t=5881ed6ebd49dd2a08d9dd058867946efe0bcb58&d=99&u=https%3A%2F%2Fwww.hee.nhs.uk%2Four-work%2Fdigital-readiness&r=show). This programme is commissioned by [NHSX](https://scanner.topsec.com/?t=7c4c701d6675a3f0b1d8b8a6c02246e9258b40a0&d=99&u=https%3A%2F%2Fwww.nhsx.nhs.uk%2F&r=show). |
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