



Midlands Leadership Academy

Midlands Leadership Academy – support offer, winter and beyond

midlands.leadershipacademy.nhs.uk

No one can deny we are about to enter another period of intense activity across the whole health and care sector as winter approaches.

Staff in all parts of the service are being called upon to continue providing exceptional care, often when they feel overwhelmed and exhausted.

The Midlands Leadership and Lifelong Learning team are pleased to share the information here as a resource to support leaders including coaching, mentoring and skills development.

All activity can be accessed via our website at www.midlands.leadershipacademy.nhs.uk

Contents

1. Leadership Support for ASPIRING leaders	03
2. Leadership support for EMERGING leaders	04
3. Leadership support for ESTABLISHED leaders	05
4. Development and support options for our ADVANCING Leaders	06
5. Development and support options for our EXECUTIVE Leaders	07
6. Systems Leadership Development and Support options	08
7. Development and support options for System Board Members	09
8. Equality, Diversity and Inclusion	10
9. Coaching and mentoring	11

Development and support options for our ASPIRING Leaders

For those looking to take their first steps into a management role and build their leadership capability



Midlands Leadership Academy

Development offers

Introduction to Leadership and Management Series 1 – 5

This series will provide you with a leadership development opportunity to support you in taking your first steps into a management role. Consisting of five half day leadership development interventions aimed at increasing leadership knowledge, capability, behaviours and skills.



Module 1 – Leadership and Management – what is the difference?

Module 2 – Understanding your Leadership Style

Module 3 – What is Inclusive Leadership?

Module 4 – Conducting Courageous Conversations

Module 5 – What is Systems Leadership?

For more information click [here](#).

Graduate Management Training Scheme

The multi award-winning NHS Graduate Management Training Scheme (GMTS) offers trainees the opportunity to develop the skills, knowledge and confidence needed to become proficient leaders of transformation who can manage the balance between access and affordability. For more [information](#).

Edward Jenner Leadership Programme

This leadership development **opportunity** will support you as you develop essential leadership skills. This programme leads to an NHS Leadership Academy award in Leadership Foundations. If you want to feel more able to deal with the daily challenges of working in healthcare, better equipped to care for patients, lead services and provide leadership for those around you – supporting them to do their job better – the Edward Jenner programme is for you.

Individual Support offers

Coaching and Mentoring

Our Midlands coaching and mentoring **hub** where you can register as a coachee or mentee to access coaching and mentoring support opportunities at no cost to the individual.



To find out more please contact us on midlands@leadershipacademy.nhs.uk

Online Resources

#ProjectM (website & support group)

A selection of online resources focused on wellbeing and support for aspiring leaders during challenging times. More info can be found [here](#) and [here](#).



Midlands Leadership and Learning Zone

Midlands Leadership Learning Zone offers a suite of 22 modules on a variety of leadership and management topics. This is free to access for all NHS staff and can be found [here](#).

Leadership Model (HLM) self-assessment and 360

Build a better understand your own leadership behaviours strengths and areas for focus, with the functionality to gain insight feedback from others. [Self-assessment](#) and [360 feedback](#) is available online via the NHS Leadership Academy website.

Targeted Support

Female Leaders Sponsorship Programme

New for Spring 2022 – This innovative development opportunity is designed to support the sponsorship of leaders and managers from a Black, Asian and minority ethnic background with emphasis on women of colour.

Visible Leaders Network

The visible leaders network is aimed at staff from ethnic minority background looking to progress into leadership roles. Further details and registration can be found [here](#).

Development and support options for our EMERGING Leaders

For those in front-line and operational management roles looking to improve and enhance their leadership capability



Midlands Leadership Academy

Development offers

Complete Leadership Series

The Complete Leadership Series offers workshops which will support participants in developing their leadership skills and capabilities. For more information click [here](#).



Leading with Resilience in Challenging Times

- Leading in Challenging Times
- Trauma Informed Leadership
- Supporting growth through adversity

Influencing and Negotiating

- Influencing & Negotiating
- Shaping and Influencing Culture
- Embedding Psychological Safety

Leading Inclusively

- Leading Inclusively and Appreciatively
- Leading with Cultural Sensitivity
- Facilitating Inclusively to support Social Justice

Virtual Team Leadership

- Relationships & Connectivity – Leading Virtual Teams
- Leading Remote/Virtual Teams
- Leading & Developing Great Teams

Leading Conversations

- Managing Meaningful Conversations
- Leading conversations with resilience
- Facilitating effective feedback conversations

Leading with Compassion

- Leading Compassionately through Change
- Leading with Compassion and Moral Purpose
- Leading with Courage and Compassion

Coaching Development Series

This **series** is designed as an introduction to coaching for managers. It develops the skills and behaviours needed to have powerful and effective coaching conversations. It will enable participants to empower others and, when necessary, undertake difficult conversations. It is highly practical, providing participants with lots of opportunities to practice coaching conversations and to give and receive feedback.

Triumvirate: The Power of Three Programme

A **programme** designed to support a power of three (team of three people) to become effective change agents and leaders. Evidence-based with practical tools and techniques to provide insight about you as a leader and how you work in a team, building improved relationships, culture, and organisational effectiveness.

National programmes

Stepping Up Programme

The Stepping Up programme is a leadership development programme for aspiring black, Asian and minority ethnic (BAME) colleagues who work within healthcare (the NHS or an organisation providing NHS care). More info [here](#).

Mary Seacole Programme

Mary Seacole programme aims to provide the balance between learning the theory and putting it into practice. Designed for those in their first formal leadership role it empowers people to turn their success into consistent team success and to champion compassionate patient care? More information can be found [here](#)

To find out more please contact us on midlands@leadershipacademy.nhs.uk

Individual support and online resources



Healthcare Leadership Model (HLM) self-assessment and 360 feedback

Build a better understand your own leadership behaviours strengths and areas for focus, with the functionality to gain insight feedback from others. **Self-assessment** and **360 feedback** is available online via the NHS Leadership Academy website.

Coaching and Mentoring

One-to-one coaching and mentoring support is available via the [Midlands Coaching Hub](#).

#ProjectM (website and support group)

A selection of online resources focused on wellbeing and support during challenging times. More info can be found [here](#) and [here](#).

Talent management



Career Development Workshops

We are hosting workshopsthat support senior leaders to shape their career plans. The sessions will provide space for participants to explore the 'type' of role that they want aligned to personal motivations and drivers.

To register your interest, contact: aspire.togethermidlands@nhs.net

Development and support options for our ESTABLISHED Leaders

For those who are experienced managers and are looking to establish themselves in senior leadership roles.



Midlands Leadership Academy

Development offers

Building a Coaching Culture

This development **opportunity** will enable you to gain a high level of practical coaching skills. It is designed to give you a solid skills-base to hold coaching conversations and help to embed a coaching style of leadership within the culture of your team/organisation. This is also available as a train the trainer package, contact us for more details on midlands@leadershipacademy.nhs.uk.



Mentoring Skills Development for Senior Leaders

A webinar **series** is to provide high quality mentoring skills development to senior leaders so that they are able to offer mentoring support to a wide range of individuals at different levels of seniority and in different disciplines within the Midlands area and to provide our talented leaders with tools and theories which will allow staff to work collaboratively, compassionately and in an inclusively diverse manner through engaging in curious mentoring conversations.

Tackling Health Inequalities across Midlands and East of England Aimed at: Primary Care Colleagues

A set of two **webinars** designed to provide a practical approach to Population Health Management and unique insight into the behaviour science of leading and managing change to address inequalities. In partnership with the National Association of Primary Care and business psychologists, Carter Corson.

Systems Leadership Series

Designed to compliment our existing Complete Leadership Series, these workshops will support the participants in developing their systems leadership capabilities., guided by the systems leadership behaviours framework produced by our colleagues in the North West Leadership Academy and available via their **website**.

National programmes

Elizabeth Garrett Anderson

If, as a middle leader, you're aspiring to take on a more senior role while, at the same time, looking to have a wider impact by leading a culture of compassion, then this programme, inspired by the inspirational and visionary leader Elizabeth Garrett Anderson, is ideal for you. It will equip you with the confidence to challenge the status quo and drive real and lasting change to improve the patient experience. For more **information**.

Rosalind Franklin Programme

The Rosalind Franklin programme is for clinicians or managers leading from the middle of health and care systems, aspiring to lead large and complex programmes, departments, services or systems of care.. It aims to help shape middle level leaders' knowledge, skills, attitudes and behaviours to help them become outstanding, compassionate and inclusive leaders, working at all levels across the health and care system, to help improve services for people who access them. More info can be found **here**.

Ready Now Programme

The Ready Now programme is for senior leaders from Black, Asian and Minority Ethnic groups. It is a positive action programme to address the need for greater diversity in senior leadership roles. More information can be found **here**.

To find out more please contact us on midlands@leadershipacademy.nhs.uk

Individual support and online resources



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Talent management



Career Development Workshops

These sessions will provide space for participants to explore the 'type' of role that they want aligned to personal motivations and drivers. To register your interest, contact: aspire.togethermidlands@nhs.net

Development and support options for our ADVANCING Leaders

For those in senior management and executive roles who are looking to advance their leadership capability in and across care systems and communities.



Targeted support

Expert facilitation for board level ICS Development



We are able to provide facilitated support for System Boards to collectively work through complex issues for relationship, culture and architectural development.

System Mediation

We can facilitate access to mediators drawn from across Midlands who have been trained by ACAS and who can work at system level within the region.

Bespoke support to facilitate systems working

We are able to offer small grants to support bespoke systems working. We can also offer leadership consultancy to match interventions to need and facilitate access to an expert faculty. For a conversation to discuss your needs, email midlands@leadershipacademy.nhs.uk

Online resources



Executive Suite (website)

A series of techniques to help you look after and be compassionate with yourself. For more info and/or access, click [here](#).

Board Level Support Packages

Supporting senior leaders and board level post holders throughout the development and transition towards statutory Integrated Care Systems, as part of the Executive Suite, access to resources such as a career development portal and AO/Governing Body drop-in Common Room. For more info click [here](#).

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Board programmes

Aspiring and Executive Director Career Portal (website)

A resource to support aspiring and existing directors to progress in their careers. The portal includes a range of resources including CV writing techniques, interview guidance and psychometric testing. To gain access contact:

talentcareerteam@leadershipacademy.nhs.uk

Career Development Workshops

If you are looking to further develop your career, there are workshops to help you. The purpose is to provide a space for participants to explore the 'type' of role that they want aligned to personal motivations and drivers. To register your interest, contact:

aspire.togethermidlands@nhs.net

Executive Director Pathway

A bespoke 12-24 month talent scheme aimed at ready soon aspiring directors. Contact aspire.togethermidlands@nhs.net for more details.

National programmes

Coaching and Mentoring

One-to-one coaching and mentoring support is available via the Midlands Coaching Hub. We are also able to offer specific, time limited executive coaching for PCN Clinical Directors and other Executives who need additional support with specific system challenges. One-to-one coaching and mentoring support is available via the [Midlands Coaching Hub](#).

Healthcare Leadership Model (HLM) self-assessment and 360 feedback

Build a better understand your own leadership behaviours strengths and areas for focus, with the functionality to gain insight feedback from others.

Self-assessment and **360 feedback** is available online via the NHS Leadership Academy website.

Everything DiSC®



Everything DiSC® is a personal development learning experience that measures an individual's preferences and tendencies based on the DiSC® model. We are able to support facilitated individual and group feedback on request.

Please contact us on midlands@leadershipacademy.nhs.uk.

Development offers

Intergenerational Leadership Master Class

New for Spring 2022 – This master class will provide senior leaders with the insight to recognise and manage challenges within culture, ideals, values and practices. More details [here](#).

National Offer – Nye Bevan

This programme offers support and learning to build personal resilience, confidence and capabilities over 12 months. For more [information](#).

To find out more please contact us on midlands@leadershipacademy.nhs.uk

Targeted support



Expert facilitation for board level ICS Development

We are able to provide facilitated support for System Boards to collectively work through complex issues for relationship, culture and architectural development.

System Mediation

We can facilitate access to mediators drawn from across Midlands who have been trained by ACAS and who can work at system level within the region.

Bespoke support to facilitate systems working

We are able to offer small grants to support bespoke systems working.
We can also offer leadership consultancy to match interventions to need and facilitate access to an expert faculty.
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Career Development Workshops

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Executive Director Pathway

A bespoke 12-24 month talent scheme aimed at ready soon aspiring directors.
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Individual development

Coaching and Mentoring

One-to-one coaching and mentoring support is available via the [Midlands Coaching Hub](#).
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Healthcare Leadership Model (HLM) self-assessment and 360 feedback

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Targeted support



Expert facilitation for board and executive level ICS Development

We are able to provide facilitated support for ICS Senior Leader groups to collectively work through complex issues for relationship, culture and architectural development.

System Mediation

We can facilitate access to mediators drawn from across Midlands who have been trained by ACAS and who can work at system level within the region.

Bespoke support to facilitate systems working

We are able to offer small grants to support bespoke systems working. We can also offer leadership consultancy to match interventions to need and facilitate access to an expert faculty.

For a conversation to discuss your needs, email midlands@leadershipacademy.nhs.uk

Individual development



Coaching and Mentoring

One-to-one coaching and mentoring support is available via the **Midlands Coaching Hub**. We are also able to offer executive coaching for PCN and other ICS directors to work through specific issues.

Healthcare Leadership Model (HLM) self-assessment and 360 feedback

Self-assessment and **360 feedback** is available online via the NHS Leadership Academy website.

Online resources



Our NHS People (website)

Helping you manage your own health and wellbeing whilst looking after others. For more info and/or access, click [here](#).

#ProjectM (website and support group)

A selection of online resources focused on wellbeing and support during challenging times. More info can be found [here](#) and [here](#).

Talent management

Career Development Portal for Aspiring and Executive Directors (website)

A resource to support aspiring and existing directors to progress in their careers.

The portal includes a range of resources including CV writing techniques, interview guidance and psychometric testing. To gain access contact: talentcareerteam@leadershipacademy.nhs.uk

Systems Talent Management Co-Design Group

Open to talent management professionals who have a leadership role that can influence the direction of talent management at a system level.

The purpose of the group is to co-design solutions to enhance how talent management is embedded culturally and operationally across a system. It meets every two months and is independently facilitated by a talent management specialist. To register your interest contact us at aspire.togethermidlands@nhs.net

Development offers



Systems Leadership Series

We have a range of systems leadership development offers and workshops for different levels of leadership, more information is available [here](#).

Primary Care Support

We have specific development opportunities for those working within Primary Care, including bespoke support for Primary Care Network (PCN) development.

More information available on our [website](#).

Leading for System Change (programme)

Providing practical, place-based support to help build collaborative leadership thinking across all areas of Integrated Care Systems (ICS).

More information is available via the National Leadership Academy's [website](#).

Collaboration to Improve Care in our Communities (programme)

Developing a place-based approach to leadership across health and care systems with participant groups identified by place to improve care in their communities.

For more information contact us at midlands@leadershipacademy.nhs.uk

System Leadership e-Book

View the **NHS Leadership Academy eBook** for more about developing excellence in system leadership.

To find out more please contact us on midlands@leadershipacademy.nhs.uk

Targeted support



Expert facilitation for System board level development

We can work with you to find the right facilitator for your needs from single interventions to longer Board development programmes via our expert faculty. Email midlands@leadershipacademy.nhs.uk

Board support to accelerate effective working relationships

We are able to offer small grants to support bespoke board development. We offer leadership consultancy to match interventions to need. Typical intervention may be Action Learning Sets, a learning programme or facilitated Open Space.

National programmes

A range of nationally led system board interventions are currently in development. These include activities that need only be done once for all 42 systems such as a national induction and development of national networks. More information will be available shortly. Sign up for our newsletter for updates.

Online resources



Executive Suite (website)

A series of resources and techniques to help you look after and be compassionate with yourself. For more info and/or access, click [here](#).

Board Level Support Packages

Supporting senior leaders and board level post holders throughout the development and transition towards statutory Integrated Care Systems, as part of the Executive Suite, access to resources such as a career development portal and AO/Governing Body drop-in Common Room. For more info click [here](#).

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Offers via Partners



Deloitte systems programme

Deloitte have been working with systems in the Midlands to run a programme that brings together system leaders including board members – ‘The top 70-100’. The programme is still available for systems but needs to be funded by them.

Development for New Executives, NEDs and Chairs

NHS England offer orientation days for new executives, Midlands Leadership Academy can signpost to how to access these.

Support from NHS Confederation

NHS Confederation have a range of support offers, board facilitation, publications and networks including the NED network www.nhsconfed.org/leadership-support/non-executive-leaders

For general information see www.nhsconfed.org

Individual development

Executive Coaching and Mentoring

For on-going one-to-one coaching and mentoring support sign up via the [Midlands Coaching Hub](#).

We are also able to offer specific, time limited executive coaching Executives who need support with specific system challenges.

Email midlands@leadership.nhs.uk

Healthcare Leadership Model (HLM) self-assessment and 360 feedback

Build a better understand your own leadership behaviours strengths and areas for focus, with the functionality to gain insight feedback from others.

Self-assessment and **360 feedback** is available online via the NHS Leadership Academy website.

Everything DiSC®



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We are able to support facilitated individual and group feedback on request.

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Targeted support



Below are examples of ongoing work currently being undertaken. If you are interested in any details of this work, please do contact us directly to discuss on midlands@leadershipacademy.nhs.uk.

Active Bystander Programme

This is a national pilot being developed and trialled in the system before national launch. It takes allyship into a specific skills-based programme with advanced communication skills and development of key behaviours of allyship.

Aspiring Nurse Leaders

This pilot development programme for nurses and midwives from Black and ethnic minority backgrounds. Request a 'how to guide' if you want to potential role this out in your system or organisation from midlands@leadershipacademy.nhs.uk.

Cultural Competency Programme

A far-reaching cultural competency intervention to help raise awareness of the issues and challenges, but also to help our key influencers in highlighting opportunities, whilst sharing the messages and educating in key areas of inequality, with a view to changing mindsets.

Female Leaders Sponsorship Programme

A Primary Care leadership development and sponsorship programme for staff from Ethnic Minority background with emphasis on women of colour. Sponsorship model to help people build relationships with senior leaders who will advocate on their behalf and create opportunities to propel their career forward.

Individual development



Complete Leadership Series Leading Inclusively

Part of the Complete leadership series, this intervention looks at how valuable inclusion is within leadership. More information on our CLS offers [here](#).

A conversation with/about...

A series of short bitesize learning events around different aspects of equality, diversity and inclusion. Booking details can be found on our website [here](#).

Recordings of past events can be found [here](#).

National Programmes



Ready Now Programme

Ready Now programme is for senior Black, Asian and Minority Ethnic leaders to support you to work within the system, to transform towards greater levels of equality and inclusion as you progress. More info can be found [here](#).

Stepping Up Programme

The Stepping Up programme is a leadership development programme for aspiring Black, Asian and Minority Ethnic colleagues who work within healthcare (the NHS or an organisation providing NHS care). Details [here](#).

Reciprocal Mentoring

A programme at board intervention level to tackle racism within organisational cultures, race inequities within recruitment and representation at senior level. See [here](#).

Talent management



Inclusive Masterclass Series

Midlands and South West Inclusive Talent Management Series have scheduled a series of events supporting career progression and recruitment through an inclusive lens. To register your interest, contact: aspire.togethermidlands@nhs.net

Online resources



Midlands Leadership and Learning Zone

Midlands Leadership Learning Zone offers a suite of 22 Leadership modules with a module on Equality and Diversity. This is free to access for all NHS staff and can be found [here](#).

#ProjectM (website and support group)

A selection of online resources focused on wellbeing and support during challenging times. More info can be found [here](#) and [here](#).

Executive Suite (website)

A comprehensive suite of supportive offers and resources for senior and executive leaders in health and care. Offering a range of masterclasses around EDI. For more info and/or access, click [here](#).

Networks



Development Programme Network Chairs

A masterclass will soon be available aimed at Network chairs looking at influencing and connecting people often in important areas around inclusion.

Visible Leaders Network

The Visible Leaders Network is aimed at staff from an ethnic minority background looking to progress into leadership roles. Further details and registration can be found [here](#).

To find out more please contact us on midlands@leadershipacademy.nhs.uk

Development offers



Coaching Development Series

Aimed at emerging leaders in frontline and operational management roles. This modular coaching skills development programme will equip you with the foundation tools and understanding of how to have coaching conversations as a leader or manager. No prior knowledge or experience is needed to take up this leadership development **opportunity**.

Building a Coaching Culture including train the trainer model

Aimed at established leaders in or aspiring to senior management roles. Spaced across nine weeks, this development opportunity is a 28-hour virtual programme where you will gain a high level of practical coaching skills. This is designed to give you as a leader or manager a solid skills base to hold coaching conversations within your role and help to embed a coaching style of leadership within the culture of your team/organisation.

This is also available as a train the trainer package, contact us for more details on midlands@leadershipacademy.nhs.uk.

Mentoring Skills for Senior Leaders

Aimed at established leaders in or aspiring to senior management roles. This webinar series will provide you with high quality mentoring skills development, so that you are able to offer mentoring support to a wide range of individuals at different levels of seniority and across different disciplines. This **opportunity** will provide you with tools and techniques which will allow you to work collaboratively, compassionately and in an inclusive way through engaging in diverse mentoring conversations with colleagues.

Online Resources & Individual Support



#ProjectM Mentoring

A selection of online resources and access to mentoring focused on wellbeing and support during challenging times. More information can be found [here](#) and [here](#).

Coaching & Mentoring Hub

Our **hub** where midlands staff can register as a coach or mentor, coachee or mentee, to access coaching and mentoring support opportunities at no cost to the individual.

Mentoring

Our mentors can help you reach your leadership and management potential, as well as supporting your development with leadership-related technical expertise.

NHS Futures

Launching in Spring 2022 – This will be an online networking hub where alumni of accredited and non accredited coaching and mentoring skills development can connect, arrange practice sessions and share their experiences.

Coaching

Our coaches have a wide range of different styles and approaches and are trained to either ILM7, EMCC Practitioner Level or hold qualifications of this standard. They will work with you on issues related to your performance, development, and the delivery of organisational objectives.

Executive Coaching

As well as the executive coaches available on our hub, we are able to offer limited spaces for executive/director level coaching – limited number of sessions per person.

For referrals please email midlands@leadershipacademy.nhs.uk

Looking after you too Primary Care Coaching

Individual coaching support is available to primary care colleagues providing access to a highly skilled and experienced coach. [NHS England » Looking after you too.](#)

CPD & Supervision

Coaching CPD & Supervision



Sessions are available throughout the year for continued professional development and supervision to ensure our coaches can keep up to date and add to their coaching toolkit. Sessions can be booked on the [events page](#).

Mentoring CPD & Supervision

We now offer continued professional development and supervision sessions to mentors as well as coaches. This supports our mentors to remain current with skills and techniques as well as adding to their mentoring toolkit.

Sessions can be booked via our [events page](#).

Targeted support



Reciprocal Mentoring for Inclusion

A leadership development programme at board intervention level to tackle racism within organisational cultures, race inequities within recruitment and representation at senior level. There is scope for this to be replicated across other equalities agendas e.g. Disabilities, LGBTQIA+ etc. More information can be found [here](#).

To find out more please contact us on midlands@leadershipacademy.nhs.uk

Email: midlands@leadershipacademy.nhs.uk

 [@NHSMidsLLL](https://twitter.com/NHSMidsLLL)

midlands.leadershipacademy.nhs.uk