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| Text  Description automatically generated  **Issue 12: December 2021**  ***Across the Midlands Region*** |
| Introduction |
| Winter is coming ….. those long dark days with a nip in the air, and in turn comes the festive hot chocolate and snuggly blankets keeping out the winter cold. Christmas markets and fairs have appeared with festive lights dancing around our streets. Whilst still being careful in these challenging times, it is a far cry from the last festive season of 2020 and I am sure this is welcomed by many.  Many of us will be looking forward to a break over the festive period; a time to enjoy a restful time surrounded by family, friends and loved ones. The Midlands Leadership Academy will be working with skeleton staff over the festive break, this will mean that our inbox will continue to be regularly monitored should you wish to contact us. We send our thoughts and respect to our frontline colleagues across the whole of the NHS this festive period who will be working tirelessly to keep the country safe and well; and we hope that you enjoy a well-earned break when the time comes for you.  As we head into the New Year we have many interventions on offer to support our NHS colleagues across the Midlands and these can be found via our support offer, winter and beyond. We will also be holding our stakeholder listening events in February 2022 which will give you a chance to help shape our planning for 2022/23 and beyond and to help us to understand the views of staff and stakeholders on learning, talent management and leadership development within the current operating environment. Keep an eye on our events page to book your place and more detail in respect of these events will be shared in our January 2022 newsletter.  January will also be the year anniversary of this newsletter and we want to thank everyone who has been reading it and engaging with the contents. We want to ensure that this newsletter is giving you what you want to know so we’d really appreciate if you could fill out this [short survey](https://midlands.leadershipacademy.nhs.uk/newsletter-survey/) so we can make changes come the New Year.  We hope you enjoy the December edition of our newsletter, if your colleagues are not yet receiving this please do ask them to sign up through our website.  As we close on 2021 a new year means a new chapter; we hope that 2022 brings hope, health and happiness to you all.  “And now we welcome the new year. Full of things that have never been.” Rainer Maria Rilke, poet |
| Coaching and Mentoring |
| **An update on the Building a Coaching Culture cohort from Clare Pedrick** The fourth cohort of Transforming Conversations: Building a Coaching Culture is half way through. Participants are having coaching style conversations with one another where they feel heard and people are getting new insights into their own stuff.  “It works”, in a slightly surprised tone, is the most common feedback received by provider 3D Coaching.  Based on the simple principles of coaching outlined in their book Simplifying Coaching, 3D teach people the least they need to know to be able to coach well, and then gently push delegates onto the dance floor inviting them to try out coaching from Week 2. 3D teach the same principles to our delegates who will be using coaching at work as they do to experienced executive coaches.  Four graduates from earlier cohorts are joining 3D’s trainers to support the delivery of this programme.  They bring their own experiences of where they have found coaching at work and are deepening their own coaching skills by giving feedback in the small group practice. Maressa Hamilton is one of the NHS staff supporting cohort 4 and was unsure about a coaching style until a few weeks into her own training. ‘I’ve learned how to shorten my conversations and get to where I'm going easier without doing all the work’, says Maressa.  Acknowledging the challenges staff experience in being released for training, the course teaching is provided on YouTube videos that people can watch at any time.  Deeper learning comes from live discussion and practice. As delegates make mistakes and useful changes, and when they revert to their natural preferences in conversations, they learn how to integrate a coaching approach into some of their work conversations.  Transforming Conversations is designed to support NHS staff to facilitate colleagues to do some great thinking, where that’s appropriate.  And it does what it says on the tin! |
| Upcoming offers and programmes |
| |  |  |  | | --- | --- | --- | |  |  |  | | **System Leadership Series** |  | **In conversation with… Matt Hammonds on the WDES data and our commitment and drive to ensure disability equality is fully supported** | | As a response to the newly formed ICS’s these master classes are themed around the North West NHS Leadership Academy’s systems leadership model of principles and behaviours.  They will introduce participants to systems theory and explore the move to systems thinking and working within the NHS. This series comprises of four virtual master classes on systems leadership (with accompanying podcasts). Although the master classes build upon a story, they are designed to be independent of one another, therefore you can choose to attend all four sessions or just those that are most relevant to you.  This series is aimed at those in senior management roles who are looking to advance their leadership capability in and across health and care systems and communities.  Click the links below to find our more and book your place:  [Workshop One: Being (12th January 2022 9.30am until 1pm)](https://midlands.leadershipacademy.nhs.uk/event/systems-leadership-series-being/)  [Workshop Two: Relating and Communicating (26th January 2022 9.30am until 1pm)](https://midlands.leadershipacademy.nhs.uk/event/systems-leadership-series-relating-and-communicating/)  [Workshop Three: Leading and Visioning (9th February 2022 9.30am until 1pm)](https://midlands.leadershipacademy.nhs.uk/event/systems-leadership-series-leading-and-visioning/)  [Workshop Four:  Delivering - Innovation across the Systems (23rd February 2022  9.30am until 1pm)](https://midlands.leadershipacademy.nhs.uk/event/systems-leadership-series-delivering-innovation-across-systems/) |  | As Disability History Month comes to an end join us in this one hour session on how the Workforce Disability Equality Standard underpins our commitment and drive to ensure disability equality is fully supported as a priority for our organisation and across our business areas.  Developed in partnership with the DaWN co-chairs and network, the Workforce Disability Equality Standard action plan identifies specific activity for implementation during 2021-22 to ensure disability equality is delivered.  Matt Hammonds, Head of People Strategy and Sharon Rhodes, Strategic Head of HR and OD will talk through our progress to date in turning this plan into a reality for our organisation.  [Thursday 16 December 12:30 pm - 1:30 pm](https://midlands.leadershipacademy.nhs.uk/event/in-conversation-with-matthew-hammond-on-the-wdes-data-and-our-commitment-and-drive-to-ensure-disability-equality-is-fully-supported/) | |  |  |  | |  |  |  | | **Complete Leadership Series** |  | **Coaching and Mentoring - CPD and Supervision** | | Following the success of the Complete Leadership Series 2020, we at NHS Midlands Leadership Academy wanted to improve and increase the offer this year, to tailor it by specific leadership skills or qualities and make it easier to choose the development opportunities that are right for you.  This year there are 6 themes:   * Leading with resilience in challenging times * Virtual team leadership * Influencing and negotiating * Leading conversations * Leading inclusively * Leading with compassion   Each of these themes has three workshop modules that you can take to increase your knowledge and skills in a specific leadership skill. Many of these are now available to book with more coming soon and dates are staggered up to March 2022.  [Upcoming Events – Midlands Leadership Academy](https://midlands.leadershipacademy.nhs.uk/events/category/leadership-development/) |  | For our qualified and Midlands registered coaches and mentors we have available to book, CPD sessions and Supervision sessions.  If you are a coach or mentor with us then follow this link and start booking your sessions:  [Upcoming Events – Midlands Leadership Academy](https://midlands.leadershipacademy.nhs.uk/events/category/coaching-mentoring/) | |
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| Equality, diversity and inclusion |
| **Visible Leaders Network - We are now recruiting new members!**  The Visible Leaders Network (VLN) is a unique network that is specifically focused on leadership and is aimed at a specific audience, namely Black, Asian and minority ethnic staff who wish to develop and advance their leadership journey into senior level roles within the NHS. Because of this you can join the VLN if you are an NHS BAME employee working in the Midlands at Bands 3\* - 8a level.  We aim to offer   * A ‘safe place’ for those key conversations * A peer network community * Opportunities to explore and develop the skills you need for progression * Coaching and mentoring * Access to senior leaders for open discussions * Tools to leverage systemic change for BAME people * Topical leadership discussions * Opportunities to shape local leadership programmes * Opportunities to influence the future talent pipeline * Opportunities to make a positive difference to outcomes for service delivery   To **register** as a new member, go to our website [here](https://midlands.leadershipacademy.nhs.uk/our-offers/visible-leaders-network/).  *\*Band 3 may join if they have the written endorsement of their leadership role by their manager.*  On the **14th February 2022** we are also holding a **Visible Leaders Network – NETWORKING IN LEADERSHIP IN ACTION EVENT** for VLN members with a fantastic array of speakers and the chance to attend two masterclasses giving insights into future masterclasses planned for 2022.    **Other EDI events include: -**  **16th December 2021 – In conversation with … Matt Hammonds and Sharon Rhodes on the WDES data**  As Disability History Month comes to an end join us in this one-hour session on how the Workforce Disability Equality Standard underpins our commitment and drive to ensure disability equality is supported as a priority for our organisation and across our business areas.  Matt Hammonds, Head of People Strategy and Sharon Rhodes, Strategic Head of HR and OD will talk through our progress to date in turning this plan into a reality for our organisation.  **23rd February 2022 – In conversation with… Alexandra Coull and Laura Mills about Flexible Working.**  Have you ever thought about flexible working?  Join us for this interesting conversation with Alexandra Coull, Head of Business and Finance and Laura Mills, Director of Operational Finance – Midlands who both work within NHS England and Improvement for a look at how flexible working has worked for them in juggling busy careers and home lives. This one-hour virtual event provides a presentation and chance for questions and discussion to see how flexible working might work for you.  For all information and to register for the above events please click [here](https://midlands.leadershipacademy.nhs.uk/events/). |
| Talent management |
| **Midlands Talent Management Community of Practice**  Our final Midlands Talent Management Community of Practice for the year will take place on Wednesday 26th January, 1:30pm – 4pm; aimed at Talent Leads and Practitioners in the Midlands region. We will be continuing the theme of inclusivity and talent management, starting with a focus on bias. Click [here](https://midlands.leadershipacademy.nhs.uk/event/midlands-talent-management-community-of-practice-4/) to find out more and book your place.  Slides from our previous event can be found here: [Midlands Talent Management Community of Practice - Midlands Talent Management - FutureNHS Collaboration Platform.](https://future.nhs.uk/MidlandsTalentManagement/view?objectID=26205392) You may be required to join the site if you don’t already have access. Here you can also access our Midlands Community of Practice forum where you can join and continue active discussions from the sessions as well as post questions, ideas and thoughts. We also have a WhatsApp group to help our Community of Practice stay in touch. If you would like to join; please text your full name, job title and organisation to 07849 574 331.  **Inclusive Talent Management Masterclass Series**  Please find below event details as part of several exciting and innovative sessions being hosted by the Midlands and South West Talent Management teams in 2021/2022 as part of our Inclusive Talent Management Masterclass series.    **UK Disability History Month: Making Talent Management a Reality**  The Midlands and South West Talent team were thrilled to host our third Talent Management Inclusive Masterclass in November, celebrating UK Disability History Month: Making Talent Management a Reality. We were delighted to welcome our speakers for the afternoon from the NHS Disabled Directors Network; Co-Chairs Kate Smyth and Peter Reading and members from the network; Faisal Hussain, Nick Clarke, and Esther Steel, who reflected on their lived experiences and career journey to-date, including sharing ideas on what we can do as leaders to support inclusive talent management. The event recording, slides and speech-to-text recording from the session can be found on our Midlands Talent Management futures page [here](https://future.nhs.uk/MidlandsTalentManagement/view?objectId=31860336). You may be required to join the site if you don’t already have access.  **Future sessions:**  **Recruiting and Promoting BAME Leaders Inclusively with Cultural Intelligence Masterclass with Jennifer Izekor, Founder and Leader of Above Difference – 15th December, 1:30 - 4:00pm**  Join us on the 15th December 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. This is Jennifer’s second ‘virtual visit’ to the NHS England and NHS Improvement Midlands region following a popular session in April this year.  This session will explore concepts including:   * How cultural values inform our decision making * Inclusive Organisations * Intentional Inclusion   As they relate to cultural intelligence, recruitment, retention, and progression in a diverse workforce.  This session is specifically aimed at NHS ED&I, HR, OD and Talent Management professionals and senior leaders who have a responsibility for ED&I, leader, and talent development within an organisation or across a system.  For those who attended in April, there will be a short re-tread of the Cultural Intelligence and Inclusive Leadership frameworks. However, there is no barrier to enjoying and learning from this session, for those who did not attend in April.  Click [here](https://midlands.leadershipacademy.nhs.uk/event/recruiting-and-promoting-bame-leaders-inclusively-with-cultural-intelligence-masterclass-with-guest-speaker-jennifer-izekor-2/) to find out more and register for the event. Please kindly share with your talent management/recruitment/HR/ED&I/OD lead.  **Spotting, Nurturing and Developing Diverse Talent with Pearn Kandola – 19th January, 1:30 - 3:00pm**  Join us on the 19th January for this engaging, thought provoking and evidence-based session with guest speaker – Bailey Bell, Business Psychologist at Pearn Kandola. Bailey will provide an overview of proven ways of identifying diverse talent, how to develop and to build great performance from diverse talent. This will include facets of inclusive selection and onboarding, and the key factors in making this happen at the core of the vital recruitment process. Pearn Kandola are one of the world’s leading D & I specialists and are an organisation of business psychologists – established in 1984, with an impressive heritage of working with the world’s largest organisations across both private and public sector – including the NHS and Civil Service.  Click [here](https://midlands.leadershipacademy.nhs.uk/event/spotting-nurturing-and-developing-diverse-talent-with-pearn-kandola/) to find out more and register for the event. Please kindly share with your talent management/recruitment/HR/ED&I/OD leads. |
| Primary Care |
| **Primary Care and Primary Care Networks**  This week is the start of the festive season and we want to thank all our Midlands Primary Care Networks for the hard work during the pandemic and added winter pressures to ensure better patient outcomes. We believe leadership is important for the delivery of a successful health service. We will continue to offer leadership development programmes across our PCNs to ensure they gain leadership skills, motivate their teams, inspire and make better decisions. The programmes we currently offer to support Primary Care Networks are as follows:  **Working at Scale: Strategic Skills Programme for PCN Managers**  Last year we started our first PCN Manager, Practice Manger and Business Manager Programme which had an impact on how managers lead their teams and organisations effectively. The programme has been very well received by the delegates. They gained a better understanding of integrated systems, looked at ways to improve their communication, develop services, build a high performing team, write better business plans and think strategically. Links to register for the [cohorts 1](https://midlands.leadershipacademy.nhs.uk/event/working-at-scale-strategic-skills-programme-for-pcn-managers-2021/)  Target roles for the programme are Practice Managers, PCN Managers, Nurses, Business Managers, Nurse Practitioners, Midwifes, Physicians, Dentists, Pharmacists, Neurologists, Paramedics, Podiatrists, Health Visitors, Mental Health Professionals (Psychologists, Psychiatrists, Psychoanalysts, Psychiatric Nurses, training hubs, ARR roles, Psychotherapists, Mental Health Counsellors, Family and Marriage Counsellor etc.)  **Leading Strategic Innovation in Health and Well-Being**  Individuals spend more than 50% of their time at their workplace. Therefore, delivering a health programme to support individuals, teams, organisations (PCN) and systems is important. It will promote positive behavioural patterns, help reducing absenteeism, improve resilience, dietary habits and the overall productivity. To support our Primary Care Network colleagues, we have our *Leading Strategic Innovation in Health and Well-Being* workshop. The purpose is to provide an understanding of well-being and resilience for individuals, teams, organisations and systems. Links to register for the different cohorts: [Cohort 4](https://midlands.leadershipacademy.nhs.uk/event/leading-strategic-innovation-in-health-and-well-being-cohort-4/)  Target roles for the programme are Clinical Directors, Board members, Practice Managers, PCN Managers, Nurses, Business Managers, Nurse Practitioners, Midwifes, Physicians, General Practitioners (GP), Dentists, Pharmacists, Neurologists, Paramedics, Podiatrist, Health Visitors, Mental Health Professionals (Psychologists, Psychiatrists, Psychoanalyst, Psychiatric Nurses, training hub, ARR roles, Psychotherapists, Mental Health Counsellor, Family and Marriage Counsellor etc.)  **Triumvirate: The Power of Three Programme**  The last three years we have been running the Triumvirate Programme which has helped Primary Care Network teams to be more productive by identifying and executing opportunities to make processes and services better. The feedback from the delegates highlighted that their practices reported improvements in networking, understanding the NHS agenda (Long-Term Plan and People Plan), leadership skills, communication, equality, diversity and inclusion, strategy, service improvement, culture and system thinking. Triumvirate: The Power of Three programme is a team based virtual four-day programme. It is designed to support a power of three (team of three people – triumvirate) to become effective change agents and leaders. It is an evidence-based programme which will provide practical tools, techniques, and insight about you as a leader and how you work in a team with a focus on building improved relationships, culture, and organisational effectiveness. The return on investment is the development of individual leadership and change agent skills and competencies. Links to register for the [Cohort 5](https://midlands.leadershipacademy.nhs.uk/event/triumvirate-the-power-of-three-programme-cohort-5/).  Target roles for the programme are Clinical Directors, Board members, Practice Managers, PCN managers, Nurses, Business Managers, Nurse practitioners, Midwifes, Physicians, General Practitioners (GP), Dentists, Pharmacists, Neurologists, Paramedics, Podiatrists, Health Visitors, Mental Health Professional (Psychologists, Psychiatrists, Psychoanalysts, Psychiatric Nurses, training hub, ARR roles, psychotherapists, Mental Health Counsellor, Family and Marriage Counsellors etc.)  **Tackling Health Inequalities through population health across Midlands and East of England**  COVID19 has brought to wider consciousness inequalities in different areas from healthcare to technology. To support our leaders with this we offer our *Tackling Health Inequalities Through a Practical Approach to Population Health Management programme*. Population health brings significant health concerns into focus and addresses ways through which resources can be allocated to overcome the problems that drive poor health conditions. The programme will help individuals and teams to have a solid understanding of Population Health Management and how important it is to address inequalities. It provides insights into the behaviour science techniques that can help to make change projects more successful. Link to register for the programme’s different cohorts:  [Cohort 8](https://midlands.leadershipacademy.nhs.uk/event/tackling-health-inequalities-across-midlands-and-east-of-england-cohort-8/); [Cohort 9](https://midlands.leadershipacademy.nhs.uk/event/tackling-health-inequalities-across-midlands-and-east-of-england-cohort-9/) and [Cohort 10](https://midlands.leadershipacademy.nhs.uk/event/tackling-health-inequalities-across-midlands-and-east-of-england-cohort-10/)  Target roles for the programmeare Clinical Directors, Board members, Practice Managers, PCN Managers, Nurses, Business Managers, Nurse Practitioners, Midwifes, Physicians, General Practitioners (GP), Dentists, Pharmacists, Neurologists, Paramedics, Podiatrists, Health Visitors, Mental Health Professionals (Psychologists, Psychiatrists, Psychoanalysts, Psychiatric Nurses, training hub, ARR roles, Psychotherapist, Mental Health Counsellors, Family and Marriage Counsellors etc.)  **Primary Care coaching and mentoring**  We want to encourage Primary Care Network colleagues such as Clinical Directors, Board members, Practice Managers, PCN managers, Nurses, Business Managers, Nurse Practitioners, Midwifes, Physicians, General Practitioners (GP), Dentists, Pharmacists, Neurologists, Paramedics, Podiatrists, Health Visitors, Mental Health Professionals (Psychologists, Psychiatrists, Psychoanalysts, Psychiatric Nurses, training hub, ARR roles, Psychotherapists, Mental Health Counsellors, Family and Marriage Counsellors etc.) to register for coaches and mentors by clicking on this link (<https://midlands.leadershipacademy.nhs.uk/our-offers/coaching-and-mentoring-2/>). The coaching sessions will help you to strengthen your leadership by creating space for you to stand back, slow-down and reflect if you want to:   * appraise your decision-making in the midst of the current crisis * find ways to create time and space to consider how to lead the transition into the future state * Providing you with the opportunity to enhance your decision making, to ‘hold steady’ in and through this crisis and to build and maintain personal resilience in order to help you effectively lead with a compassionate and inclusive style   **Primary Care Resource**  [**https://midlands.leadershipacademy.nhs.uk/resources/primary-care-resources/**](https://midlands.leadershipacademy.nhs.uk/resources/primary-care-resources/)  For further information about the programme please contact [midlands@leadershipacademy.nhs.uk](mailto:midlands@leadershipacademy.nhs.uk) or [phillip.masuwa@nhs.net](mailto:phillip.masuwa@nhs.net) |
| **Health & well-being** |
| December is upon us and as we head towards the end of 2021, this can bring about mixed feelings from ourselves and / or our colleagues. For many Christmas and New Year celebrations can be a difficult time. This year we’re also acutely mindful of those in our organisation who are experiencing burn out as a result of the ongoing demands placed on our systems from COVID-19. Speaking up and gaining support is a sign of strength and resilience. Reach out for support from those you trust and / or for internal support from NHS England visit this link: <https://www.england.nhs.uk/supporting-our-nhs-people/support-now/> |
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