



Midlands Leadership Academy

A Year in Review 2021/22

NHS England and
NHS Improvement People Directorate:
Leadership Academy
– **Midlands Region**

Contents

Welcome

Executive Summary

- 1. Responding to new challenges and opportunities
- 2. Looking after our people
- 3. Belonging to the NHS
- 4. New ways of working and delivering care
- 5. Growing for the future
- 6. Supporting our NHS people for the long term

Meet our team

Our achievements and looking ahead

Welcome

Welcome to our second Midlands Leadership and Lifelong Learning and Talent Management teams Annual review.

We have seen work at the limits not only of science but of human resilience and dedication which resonates with the opening paragraph in the NHS Constitution:

The NHS belongs to the people.

It is there to improve our health and wellbeing, supporting us to keep mentally and physically well, to get better when we are ill and, when we cannot fully recover, to stay as well as we can to the end of our lives. It works at the limits of science – bringing the highest levels of human knowledge and skill to save lives and improve health. It touches our lives at times of basic human need, when care and compassion are what matter most.

Our role is to support our people and this annual review summarises the work we have done. There is also so much more happening in individual teams organisations and systems. As we see NHS England make the transition toward joining with Health Education England, NHS Digital and NHSX to form a single organisation dedicated to supporting our Healthcare services. Whatever the context, our work remains focussed on supporting people to be the best they can be, regardless of role or banding and wherever they work.



Dr Clare Price-Dowd

Head of Leadership and Lifelong Learning
(Midlands region)



Lyndsay Bunting

Head of Talent
(Midlands region)

2021 was to be another year dominated by the national pandemic of Covid-19; with the sense of a start to returning to a life closer to normal following the roadmap and lifting of restrictions in the earlier part of 2021.

We give thanks to the thousands of frontline NHS employees who have given their passion, dedication and lives to keep our nation safe during 2021 and continued to do so through the Winter of 2021.

And a further thank you for the huge effort of the vaccination teams and volunteers to deliver the largest vaccine programme in British history which is helping us to recover and start to move forward as we learn to live with Covid-19 in our day to day lives.

The Midlands Leadership and Lifelong Learning and Talent Teams have continued to demonstrate that it is possible to engage in new ways of working and consistently deliver high quality interventions to leaders at all levels. The teams, as with the rest of the UK and indeed the world, have endured heartache of losing loved ones, contracting illness and supporting members of their own families and friends and have continued to show their resilience to work together and deliver support to our colleagues across the region.

April 2021 saw the Midlands Leadership team pause and look at what was really needed by our stakeholders across the region and where we could be of most support. Listening events were held in 2021/22 to ascertain

the requirements from across all 11 of our systems and our NHS colleagues within them. It is during these business planning stages we directed our offer to four levels of leaders across our region:

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

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

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

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

This direction has proven popular with leaders and managers across the Midlands regions and, even though the majority of our programmes and events did not start until September 2021, you will see how popular they were in our intervention data on page 69 of this review.

The Midlands region supported by the Leadership and Talent teams is very diverse, including

areas like Birmingham which is the UK's second biggest city, and Lincolnshire, which is the second largest English county where the land is predominantly used for agriculture. Our work involves working with and supporting our 11 ICSs and STPs, 42 trusts and 39 CCGs that are in the Midlands region, to ensure that together they provide excellent services that meet the needs of patients.

The publication of the Integration White Paper will further guide our work. We will continue to support individual leaders but also have a greater focus on supporting systems leadership with an emphasis on place and the skills needed to lead across boundaries.

The Leadership and Talent Teams are led in terms of governance and direction by a group of representative stakeholders from our 11 systems and NHS organisations across the Midlands region whom make up the Regional Talent and Leadership Board ('RTLb'). The Chair of the Board is Richard Mitchell, Chief Executive Officer at University Hospitals of Leicester NHS Trust and Deputy Chair is Jagtar Singh, Chair at Coventry & Warwickshire Partnership NHS Trust.

The core purpose of the regional talent team is to create an inclusive

platform for everyone working in Health and Care in the Midlands to identify and unlock potentials within our diverse workforce and maximise their talent.

The Leadership and Lifelong Learning team have a clear focus on developing better leaders, delivering better care. There is considerable synergy between these two visions with the unifying principles of workforce development for the purpose of improving patient care at

their centre. The long-term plan and the people plan embed this vision into strategy and outline the steps needed to realise the benefits of Talent Management and Leadership in action.

We hope you enjoy our review of 2021/22 and the achievements we have made across our region. We thank you for encouragement, engagement and feedback and we look forward to your continued support in 2022/23.



Steve Morrison
Director of Workforce and OD
(Midlands)
NHS England and NHS Improvement



Richard Mitchell
Chief Executive
University Hospitals of Leicester
NHS Trust
Regional Talent and Leadership
Board Chair

Executive summary

Our 2021/22 annual review again follows the format of the People Plan:

- 1 Responding to new challenges and opportunities** – secondment opportunities and the strong commitment to developing breadth in careers within our team.
- 2. Looking after our people** – developing our colleagues through coaching and mentoring, health and wellbeing.
- 3. Belonging to the NHS** – our work on Equality, Diversity and Inclusion.
- 4. New ways of working and delivering care** – our response to the news of our Midlands leaders; systems leadership, leadership development, Primary Care.
- 5. Growing the future** – our response to building on the current and future of the NHS; Graduate Management Training Scheme, Talent Management.
- 6. Supporting our NHS people for the long term** – through our stakeholder engagement; Collaboration to Improve Care, Regional Talent and Leadership Board, our networks.

Reach and Impact

Whilst this year has again been one of change and uncertainty, it has been the second full year of operation for the Midlands Leadership and Lifelong Learning team and Midlands Talent Team.

Having operated in a time of extreme challenge, it felt nothing would be impossible this year and we have been able to take time to develop our staff as well as supporting Talent Management and Leadership Interventions.

You can read how team members undertook stretch and secondments in section 1.

Whilst much of the work we do in both the Talent Management and Leadership teams is accessed by staff looking to progress to their next role, we have also developed a number of offers this year helping leaders at all levels ‘stand still with skill’. Not everyone is seeking promotion and you told us that we need to support those who want to be the best leader they can be in the role they have – for however long they choose that to be. This review covers all of our interventions, for Aspiring Leaders, Emerging Leaders, Established Leaders and Advanced Leaders, wherever they work and in all roles. Two things that have stood out this year are the Leadership Learning Zone – our on-line learning portal of 22 modules which is now being adopted by the other NHS England regions as well as by some universities within our region and wider and the development of our place-based systems leadership programme – Collaboration to Improve Care.

For those who are seeking their next career move, we have again supported the Graduate Management Training Scheme across the region and really accelerated our inclusive Talent Management support, the Midlands and East Executive Team [MEET Scheme], Frameworks and models for Talent Management including Scope 4 Growth and the establishment of a community of practice. We want everyone who aspires to their next career move to know they are supported to do so.

Looking ahead, this year sees the formal establishment of the Integrated Care Systems. Our work from now will be more aligned to the 11 systems that make up our region with a greater emphasis on equity of access across all regions and more commonality of core offers England wide.

We have been privileged to have supported our leaders in 2021/22 and look forward to working with you again in 2022/2023.

1. Responding to new challenges and opportunities

FROM THE PEOPLE PLAN – In 2020 we saw publication of the People Plan a follow up to the interim plan of the year before. Many of the challenges it highlights endure, and many of the actions it set out have been implemented across the country, at pace, in response to Covid-19.

Working virtually and the opportunities it brings

We continued with our work through the second year of the Covid-19 pandemic and the second year of the Midlands Leadership and Lifelong Learning and Talent management teams, with the aim to support our leaders in delivering quality care. Our teams have continued to work virtually from their own homes and although still feeling quite new, have managed to meet five times face to face over the last two years. The collaboration and joint working within the teams has continued, even if through a monitor or laptop, and the teams have achieved brilliant work and results throughout 2021/22.

The Midlands Leadership Academy are a team of 16 colleagues and the talent management team 4

colleagues who are based not only in the Midlands but also London, Manchester and Doncaster. Virtual working has given opportunities to many to apply for roles away from their local area due to travel not being as necessary.

Our teams have a strong commitment to developing breadth in careers. We appreciate that many people want to get on and gain promotion, we also appreciate that sometimes what is needed is more lateral experience. During 2021/22 many of our members have had the opportunity to go on secondment and work in different regions, here is what they have had to say in respect of their opportunities:

Clare Price-Dowd, Head of Leadership and Lifelong Learning

Reflections and the Messenger Review

“ I commenced the role of Head of Leadership and Lifelong Learning in April 2020 and have joked a few times that it would be nice to really start it properly sometime soon. The first two years have been dominated by the pandemic with the first six months in role being spent on the National Bringing Back Staff campaign; it was quite a surprise therefore to be asked again to take a secondment from November 2021 through to the end of March 2022. This time it was into the Department of Health and Social Care to work with General Sir Gordon Messenger and Dame Linda Pollard on the National Review of Health and Social Care Leadership for the Secretary of State for Health and Social Care.

The first week I described as being akin to being put into a sports team where I didn't know the game or rules but was still expected to win – that lasted a very short time and it has been the most amazing experience. I have learnt so much and have a greater understanding about the workings of government, the Department of Health and Social Care and the NHS at all levels. It has been a team of great diversity in all ways and between us we have managed to engage with hundreds of leaders at all levels in a very short time.

I have also witnessed first-hand being led in an extraordinary way. Far from the expectation of what it would be like in a team led by a 4* General it has been truly inspirational.

The review has come down to just a few areas of work that, across many, many people we have engaged with, have arisen enough times to be considered something that needs attention.

These relate to:

- Behaviours and cultures including a need to address the issues of discrimination and inclusion
- Standards and structures including how we manage careers, address unwarranted variation and support or best talent to go to where it is most needed

From talking to the authors of previous reviews we learnt that a few high impact recommendations are more likely to be taken on board than lots of smaller ones.

The review was not published at the time of writing and the recommendations will be shared when possible.

Two key things I have learnt just from working on the review that I am bringing back to the Midlands LLL team are:

“Task – Team – Individual” and “Work as perceived versus work as done” So, what do these mean?

“Task – Team – Individual” is about how we get things done whilst caring for and about the people doing the work. Whatever the Task is, make sure it is clear and understood by those you want to work on it. That takes you to the ‘Team’ part – build the right team for the task and then make sure every ‘Individual’ who is in the team knows their role and is supported and properly trained to achieve the task.

Sometimes we just think about how to get things done, don’t think who the best person would be and who would enjoy the challenge and then don’t really care about the individuals – just care about the job. We have recently done a full team DiSC profile and now know all our team preferences.

“Work as done versus work as perceived” is something for leaders and managers to really think about. Do you really understand the work that those you lead do? How much time has been taken to understand the full picture? What you think someone’s work is ‘as perceived’ many be very different to the ‘work as done’. You may think it will be easy and only take a day; the reality is it can be complex and need much longer but that is not factored in and ends up in situations of conflict. We should spend a bit more time getting to understand how we perceive the work of our teams against how they actually do the activity.

Working on the review will remain a career highlight I am sure and it is my great hope that the work brings about the transformational change needed.”

Kaye Purkis, Leadership Development Coordinator

“ I joined the Midlands Leadership and Lifelong Learning team at the end of 2020 (having come from a management role in General Practice). I very quickly settled feeling supported and valued by my line manager and couldn’t believe the information, resources and training available to staff. Working out in the system previously, I felt (and feel) compelled to ensure that good quality leadership development is offered to all health and social care staff as I know the real impact this can have on our staff and patients. I joined wanting to advocate and bring to the forefront leadership development for General Practice and I was so thrilled to find myself in a space with leaders that shared my enthusiasm.

Fast forward seven months, as my confidence had grown being in a supportive team and having completed my CIPD in Human Resources I applied and was successful in securing a promotion on a secondment within the team. The last year has been a whirlwind with many stretching experiences, knowledge and skills gained as well as completing a qualification in coaching. The input into my personal development has been phenomenal.

As I reflect on the last year, if I hadn’t joined this team, I wonder if I would still be seeking that supportive environment that would nurture the talent within me and help me see it for myself.”

Lizzy Stillibrand, Systems Leadership Development Senior Manager

“ Since joining the team in April 2020 I have been consistently supported to develop, both within my role and outside of my core remit. This has taken many forms – challenging pieces of work, the ability to work on projects that pique my interest, formal qualifications and an internal secondment. Throughout it all I have been supported and

encouraged by the entire team, without this I wouldn’t have felt able to take advantage of the breadth of opportunities for growth that I have.

My secondment into the Systems Leadership Development Senior Manager role has given me the experience of working with complex systems theories, work and practice. It has allowed me to develop skills I didn’t know I had, as well as push me to learn new ones. This would not have been possible without the support and encouragement of the wider team, particularly my SLT colleagues.

Working in leadership development is a privilege in itself, but the real joy is being able to work as part of a culture that truly supports individuals to be at their best, nurtures talent and invests in their staff.”

Andy Spears, GMTS Trainee Support Manager (South West)

“ I started working on the Graduate Management Training Scheme in September 2020 as a Leadership Development Coordinator in the Midlands. GMTS had been something I had wanted to work on for a long time and I immediately enjoyed building relationships with GMTS Programme and Placement Managers, quality assuring placements and playing a part in ensuring trainees experienced fantastic placements with engaged and supportive managers. When the opportunity arose to undertake a secondment as a Trainee Support Manager it was a great opportunity for me to see GMTS from another angle and to work directly with trainees.

Since September 2021 I have worked in the GMTS national team as a Trainee Support Manager for trainees in the South West region, acting as first point of call for trainees to support them in a number of areas including Scheme requirements and pastorally, providing guidance, advice and helping them with challenges they face on their journey through the Scheme.

In my time in the South West I have supported 63 trainees across 4 cohorts and I hope I have been able to play some part in enabling and empowering trainees on their leadership journey. Even in this relatively short period it has been amazing to see trainees grow and develop on the Scheme.

It has been a challenging time for many with the scheme paused in 2020 due to Covid-19 causing disruption for some trainees and their experience of the scheme. A key part of my role has been to support during difficult times and ensuring trainees are well connected and are not isolated.

Working in the South West with the brilliant support of its regional Leadership and Lifelong Learning team has also given me such valuable experience of working in another region and understanding the different and specific challenges that exist there.

I hope that during my secondment I have fostered a safe, non-judgemental, inclusive space for trainees to be open and honest about challenges they are facing and that I have been able to play some part in guiding them through their exciting and challenging journey as a GMTS trainee. To see the Scheme from the vantage point of a trainee has made me appreciate even more the importance of GMTS to our NHS in its growth and development of future leaders.”

Dawn Simmonds, GMTS Leadership Development Coordinator

“ I previously worked in the West Midlands Leadership Academy as Business Manager before it was disbanded and we formed the Midlands Leadership and Lifelong Learning Team where I took on the role of Leadership Development Coordinator. It was a quick and steep learning curve for me, and I learnt a lot about the training and programme side of the function, and the very quick pace of the role.

In September 2021 I was fortunate to be offered a secondment into the GMTS team as the GMTS Leadership Development Coordinator; a workstream I knew about but had never worked in, but thought it would be a great opportunity to learn about another arm of the Leadership function. I can honestly say I am really enjoying it and I get a great sense of fulfilment supporting the Placement Manager’s in the system to give their trainees the best start to their careers. I would like to take on this role permanently if the opportunity arose and help develop the workstream further, as it is a highly rated Graduate Scheme of which I can take pride in being part of and offer my services to providing excellent and diverse NHS Senior Managers of the future.”

2. Looking after our people

FROM THE PEOPLE PLAN – The NHS achieves extraordinary things for patients, but safety and health and wellbeing matter just as much for our people. If we don’t look after ourselves, and each other, we cannot deliver safe, high-quality care. Covid-19 has spurred the NHS on to put much greater focus on this, which we must continue and build on.

Coaching and Mentoring

Coaching and mentoring are both highly valued ways in which leaders and managers can gain the support and direction they need at a time they need it. All Midlands coaches and mentors accessible via our website are professionally qualified and have supervision and continuous professional development [CPD]. Our CoachNet and MentorNet system provides a confidential service for coachees and mentees to choose one of our qualified coaches and mentors, as well as an online facility to manage the relationship. With our Mentoring for Senior Leaders Programme we have made a conscious effort to increase the number and diversity of mentors in Midlands.

Below are the statistics from April 2021 to Feb 2022:

Total coaches on the system	175
Coaches approved during the period	32
Coachees approved during the period	238
Coaching relationships commenced during the period	75
Coaching relationships active during the period	168
Coaching relationships completed during the period	36
Coaching hours logged during the period	284.5
Total mentors on the system	94
Mentors approved during the period	65
Mentees approved during the period	126
Mentoring relationships commenced during the period	24
Mentoring relationships active during the period	34
Mentoring relationships completed during the period	6
Mentoring hours logged during the period	60.5



Coaching CPD and Supervision – action on your suggestions for Continuous Quality Improvement

2021/22 saw us explore several new themes of coaching CPD, as well as the return of some favourites by popular demand. Topics are driven by the participants and this year were:

- Starting with the end in mind – an exploration of the whole coaching and mentoring cycle from chemistry sessions through to evaluating our impact.
- Building belonging – reflections on creating an inclusive culture through coaching and mentoring
- Virtual Coaching Spa
- What's in your digital coaching kit?
- Coaching and NLP
- Using Metaphor in our Coaching Practice
- Group Coaching tools and techniques
- New year, new start! include wellbeing
- Being braver

Coaching CPD sessions were delivered using an iterative approach, we sought on-going feedback and created new content on a 3-monthly cycle. This gave us the opportunity to respond quickly to the learning needs

of the coaching community. The sessions worked well on Microsoft Teams and the facilitators have taken a relaxed approach which has created a strong return with some participants attending all the sessions on offer throughout the year!

Themes have included:

- Exploring the wellbeing and boundary management of our clients
- Hosting a virtual spa for our coaches to care for themselves
- Using coaching to build belonging in the workplace
- Adding to our digital coaching toolkit
- Exploring NLP and its connection with coaching
- Working with metaphor in the coaching space
- Group coaching techniques
- Setting great goals

Group Supervision Sessions offered a space for coaches to reflect on their work in and across the health and care system and ensure coaches are working ethically, in line with best practice and caring for themselves effectively.

Sally Ann Watts, Midlands Coach

“ Always great insight and learning from Team Boo, thanks for arranging Midlands LLL ”

Becci Martin, Founder and Director, Boo Coaching & Consulting

“ Since early 2020 I've had the privilege of supporting the coaching community across the NHS and social care footprint in the Midlands. Every month I have connected, either via group supervision or mini bursts of coaching CPD, with many of the amazing coaches who are kindly giving their time and energy on top of their day job! I've really got to know this wonderful community as we've navigated the virtual landscape together whilst coping with the backdrop of the pandemic! We've explored many themes from using metaphor, building confidence and managing our wellbeing to figuring out how to use our coaching toolkit online. It's been incredible to connect with and share in the joy and challenges of coaching in the NHS at a time when I know it's needed the most. Coaching has the power to transform lives, shape communities and enhance care. It's magical! ”



Mentoring CPD and Supervision – brand new for 2021/22

This year saw the team mirror the established coaching supervision and CPD for mentors as well. Our provider was Emma Collar at Growth Pod who brings a wealth of knowledge and experience in supporting mentoring and the offer included:

- Creating positive change
- Strengths
- Well-being
- Behavioural Science
- Motivation
- Psychological Safety
- Mentoring Tools

Emma, wrote:

“ It has been a privilege and pleasure to teach such committed and dedicated people, who are creating collective impact through the systems they work in. ”

Mentoring Skills for Senior Leaders

2021/22 marks the second year running of Mentoring Skills for Senior Leaders, with four cohorts run and 22 delegates who received the development are now using it to have structured and useful mentoring conversations within their teams and organisations. They are also offering their mentoring services on MentorNet and helping the mentees in the region develop and learn.

The programme provided individuals with insight and vision into 'what is needed' and the specific tools needed to release the underlying potential within their mentees,

in their system, as well as the wider NHS organisation as part of our mentoring community. The feedback was overwhelmingly positive including:

- Will be able to give greater consideration to other people's perspectives
- I want to be a compassionate leader and will ensure I use the resources to learn more
- Excellent session, brilliant facilitator who has provided further reading

Coaching Development Series

As part of our commitment to building coaching cultures in health and care, we developed a brand new offer in 2021/22 to give a foundation of understanding and practical skills of what coaching is, and how it can be used as a leader or manager to improve relationships and experiences with staff and patients for better outcomes.

Our Coaching Development Series consisting of 4 half-day workshops was practical and interactive. It was designed to give emerging leaders the skills and confidence to conduct coaching conversations

in the workplace including role play with actors to build confidence and experience in some of the more challenging situations leaders face. This was a new method for us, as part of our commitment to innovation and improvement. No previous training or qualifications in coaching was required, making it the perfect introduction to the field and a good foundation course for those who may wish to do future development such as the Building a Coaching Culture programme.

A participant had this to say:

“ I have learnt lots of new skills that I have had the time to put into practice through role play and my clinical role. I have never had any formal coaching training, so I have learnt lots.”

Building a Coaching Culture

This year marks the second year of 'Transforming Conversations: Building a Coaching Culture', a blended video and live virtual learning programme that develops leaders and managers to have a different kind of conversation using an appropriate coaching style.

Changing style takes practice, this 28-hour programme spaced across 9 weeks was designed to develop practical coaching skills our leaders can apply straight away at work and in their personal lives, equipping them with the coaching skills to be an effective, inclusive and compassionate leader.

We ran two cohorts in 2021/22 which had 157 attendances across 16 sessions. They were well received and delivered the skills training to a variety of people

including both clinical and non-clinical staff who reported back quick and genuine results from the change in their leadership style as a result of using their coaching style, including better patient conversations and better delegation or sharing of work or responsibilities within teams with the hope that in turn this would have a positive impact on the culture of the organisation over time.

With a view to future sustainability we also ran a pilot with four trainee facilitators, under the supervision and guidance of the provider to increase facilitator capacity in region. This forms part of our long-term goal to create a self-sustaining model with increased NHS capacity to deliver this programme in the future.



Team Health and Wellbeing

As we live through these unprecedented times, we even more than before recognise that we need to consider our health and wellbeing and that of our teams. As a regional team, we are committed to supporting our staff to manage their own wellbeing and to achieve this we have a core team of three individuals who regularly review and respond to support needs and requests. We encourage staff to access corporate wellbeing offers as well as look to ensure we personalise our approach as a team. Through 2021/22 we have:

- Supported flexible working requests
- Held regular one to ones
- Provided secondment opportunities and access to continued professional development
- Regularly reminded staff about access to Employee Assistance Service
- Held health and wellbeing focussed meetings where the whole team are given an opportunity to share what is important to them and share ideas of support
- Provided regular team surveys to temperature check
- Had opportunities to nominate one another for celebration and held virtual award ceremonies
- Promoted self-care
- Provided a weekly quiz via teams
- Set up a monthly "buddy roulette" system

Weekly Quizzes

Once a week a quiz is added to our team chat to encourage the team to step away from their work for ten minutes, grab a drink and have some fun. The purpose was again to build camaraderie and encourage a break. The quizzes have been anything from "guess the biscuit" to "which country are you in if...". Food quizzes interestingly are the most popular...

Buddy Roulette

This was introduced in the summer of 2021, following an idea from a member of the team. The purpose was to encourage team members to get to know one another on an individual basis across the different roles. Each month every team member is coupled up with another team member and encouraged to arrange a coffee chat and use that month to really get to know that other person. This has encouraged inter-team working and breaks down the barriers of hierarchy.

Monthly Health and Wellbeing Article

We also include a monthly health and wellbeing focussed article in our newsletter which goes out to all across the Midlands region. When reviewing our newsletter recently and what content readers want to keep seeing more of, this article was one of them.

3. Belonging to the NHS

FROM THE PEOPLE PLAN – The pressures on our NHS this year have, on the whole, brought out the very best in our leaders – with compassionate and inclusive leadership behaviours coming to the fore. Clinical leadership and distributed leadership have also proved to be more critical than ever in recent months.

We must continue our efforts to make the culture of the NHS universally understanding, kind and inclusive, through the testing times that lie ahead.

2021 saw the easing of lockdown, although many remained in isolation and the fear of Covid-19 remained; the importance of absent family, friends and colleagues has never been felt more strongly as the weeks and months have gone by and yet we do have to question how much we really do value each other when during this year we saw another horrendous exhibition of racism on our football fields and the publication of a report which looks at racism and health inequalities within the NHS. We do have to ask ourselves when is this going to stop?

We all have a part to play and must continue to challenge this appalling behaviour and all do our best to ensure more is done in the continued fight against discrimination of ALL kinds whether it be in our private lives or our working lives.

During this year we, at the Midlands Leadership Academy, have continued to work hard to focus on our Equality, Diversity and Inclusion agenda, continually looking at how we can raise awareness on EDI and address some of the issues which staff, and ultimately patients, in the NHS face. We can also never forget how we can work collectively as a team to support each other in these challenging times in dealing with serious issues to ensure our leadership interventions have a strong inclusion element, aiming to ensure we have something which appeals to all at all levels.

Find below highlights of work led by our inclusion workstream in 2021/22.

Active Bystander Programme

Highlighting the importance of allyship and looking at how we can each be an ally and support each other; this is a national pilot being developed and trialled in the region. It takes allyship into a practical skills-based programme looking at advanced communication skills and the development of key behaviours of allyship and what that truly means.

Female Leaders Sponsorship Programme

Another programme which has been started this year is a Primary Care leadership development and sponsorship programme for staff from Black, Asian and Minority Ethnic backgrounds focusing initially on women of colour. We intend to work on a sponsorship model to help people build relationships with senior leaders who will advocate on their behalf and create opportunities to help propel their career forward and address the shortage of Black, Asian and Minority Ethnic women in senior leadership roles.

With programmes such as these we hope to give our leaders the understanding and skills to embed equality, diversity and inclusion in everything they do, both now and in the future and address inequalities for Black, Asian and Minority Ethnic staff into senior leadership roles.

'In Conversation with/about...' sessions

Due to the success of last year's series of bite size learning we have continued to raise awareness throughout the year by holding further 'In Conversation with/about...' sessions. A sample of the topics included in this past year have been:



What is the menopause and what can I expect?

A topic which is often not spoken about, especially in the workplace; however it can have a dramatic effect on the workforce both for people personally and in time lost. This one-hour virtual event was attended by a large number of people and was both moving and informative. Allowing attendees an opportunity to share their experiences, it looked at the significant impact of menopause, the symptoms and possible treatment and how it can dramatically affect health and wellbeing.

"Lots I was unaware of and really helped my understanding of the hidden impact on women and those who may identify as non binary or trans who are struggling in silence"

Menopause Coffee and Chat

As a result of these incredibly moving sessions focussed on menopause throughout the year, we then decided to organise a series of menopause coffee and chat sessions for NHS staff. Allowing staff an opportunity to share their experiences and further support each other. Our first event was well attended and the response from staff afterwards was really overwhelming.

"Thank you so much for the invite to this it was certainly enlightening"

"It's so good to know you're not alone"

"It's good to have a group that can share experiences and advice"

Reasonable adjustments – how Line Managers can enhance their effectiveness

Presented by two senior Managers within NHSE/I, this one-hour event focussed on what practical steps line managers can take to improve and enhance the effectiveness of reasonable adjustments for staff with disabilities or special requirements in the workplace, as well as illustrating the different approaches of how obtaining reasonable adjustments can work in practice. This was one of our most successful events in the year attended by a large number of senior managers, line managers and staff which provided the opportunity to be both informative and educational.

"It's made me think more broadly when employing/working with someone who has a disability, particularly those that have hidden disabilities"

A Conversation about...Trans and non-Binary Awareness

For this session we were able to gain the assistance of a Senior Nurse from the region, this one-and-a-half-hour session focussed on Trans and non-Binary Awareness, the objective being to address the principles of being a Trans and Non-Binary Ally looking at the approach and language to work towards inclusion.

"I will make every effort to put my learning into place, making my team a more inclusive space"

Reducing inequalities amongst our staff – The WDES mirror

This powerful and interactive session looked at the background of the Workforce Disability Equality Standard (WDES) and a summary of progress achieved since its introduction in 2019. It also talked about how the WDES data can be a powerful tool for building understanding about disabled staff and their career experiences, and how data can be used as an evidence base for developing and delivering actions that reduce inequalities.

"The content was all relevant and helped me to do our WDES return"

We have also helped our colleagues celebrate and support **World Aids Day** and events for **LGBT+ History Month**.

Along with our smaller bite series of events we also ran a number of larger events around certain areas for example:

Launch of the Midlands Workforce Race, Equality and Inclusion Strategy

One of our key areas for delivery this year has been to work with and support our colleagues by co-producing a regional Workforce Race, Equality and Inclusion Strategy. Using powerful stories and lived experiences set the scene for the Launch event which was attended widely with colleagues from our region seeing this as 'a time for action' to really make significant improvement to try and address racism with an aim to take effective and impactful action to create an anti-racist working environment.

"There was a strong thread that followed the story across the whole morning – brilliant speakers who were open and honest about their lived experience which was very powerful"

Black History Month

In October for Black History Month this year, we organised four events:

Actions and interventions that better support and improve the lives of Black colleagues, leadership that makes a difference and Lived experience of Black colleagues and the Impact of Allyship, ending with a final Celebration event.

We were delighted at the numbers who attended these events and the fantastic array of speakers who joined us to celebrate Black History Month with us. Covering areas such as mental health, racism, allyship, moving personal stories and even a session from a football coach covering

his career and the racism within the football industry, the sessions were truly moving and inspirational.

"I feel empowered to share with my colleagues my learning and passion around equality issues"

"It inspired me to be bolder in the ways I challenge racism"

"I can see and value the part and role of allies within the organisation"

The year to come – for 2022 we will continue to focus on key NHS EDI Strategies and build on the good work that has been started this year, we will listen to our stakeholders, giving them a voice from listening events, EDI meetings and evaluations of previous events to take onboard all of the comments and feedback to meet the needs of our region. We will continue to work together as a team to improve our own knowledge and skills and ensure we provide the best service we can to create a meaningful learning experience.

EDI is an area which will always have its challenges, however by working together as one, by being an ally and an advocate to each other we can continue to move forward and meet the needs of ourselves, our leaders, and our NHS.

In 2021/22 the Midlands Leadership and Lifelong Learning team conducted research into any real or perceived barriers felt by staff with a disability when it came to accessing and being supported to undertake leadership development.

We know the number of staff who live with a disability is much higher than those who declare one. Although small scale the study did tell us that there is both discrimination and a lack of awareness around the needs of colleagues with a disability. We are just starting work now with the Workforce Disability Equality Standards team to address the issues raised by the study.

Developing Aspirant Nurse and Midwifery Leaders from Black, Asian and Minority Ethnic groups

“Dream, dare and do! Nothing is impossible!” was the call to action from Professor Stacy Johnson who launched this brand new programme in June 2021.

Nurses and midwives form the largest collective professional group within the NHS. One in every five is from Black, Asian and Minority Ethnic backgrounds, with figures raising too much higher levels (up to 40 per cent) in some parts of the country. Yet, very often, the opportunities and experiences that Black, Asian and Minority Ethnic nurses and midwives receive do not always correspond to the values upon which the NHS proudly stands. We know the NHS Workforce Race Equality Standard (WRES) indicators have fully evidenced the historical inequalities for Black, Asian and Minority Ethnic nurses and midwives around recruitment, training opportunities, retention of staff, staff progression, bullying, harassment and disciplinary processes.

Focussing on staff progression, the Midlands WRES data highlights that there is a barrier for Black, Asian and Minority Ethnic nurses and midwives at band 6 and above. The Health Education England Diversity and Inclusion Workforce Profile for the Midlands, shows that representation falls for Black, Asian and Minority Ethnic staff, whilst in contrast for white staff it increases. Black, Asian and Minority Ethnic staff are well trained and equipped for seniority but are not provided with the same opportunities as those given to white colleagues.

To address the under-representation of Black, Asian and Minority Ethnic nurses and midwives at band 6 and above, the Midlands CNO & CMiDO Ethnic Minority Delivery Group launched a regional Black, Asian and Minority Ethnic Aspirant Leaders Scheme, jointly supported by the NHS England and NHS Improvement Nursing Directorate and the Midlands Leadership Academy.

Over the period of a year, starting in June 2021, 21 nurses and midwives from across the region have been undertaking a range of interconnecting interventions designed to ensure they are successful leaders, ready to step into senior clinical leadership positions.

The programme consists of a month of on-boarding activity; a stretch assignment; formal learning on the Mary Seacole programme; career support; masterclasses; action learning sets; reciprocal mentoring and sponsorship from a senior leader in their organisation. Too often we have seen stand alone programmes which do not have the breadth of a rounded experience needed to develop senior clinical leadership skills.

This combination of activity aims to specifically deliver different outcomes to what could be achieved by stand-alone elements.

We will see this extremely talented group complete the programme in June 2022. By then we expect that each one will have been supported with the best possible opportunity to reach their leadership potential and are on the path to attaining senior roles that recognise their skills and achievements.

Impact for the Midlands Region will be a talent pool of job-ready, highly skilled nurses and midwives who have both the attributes and confidence to step up into senior careers. They will have a profile within the organisation and system through their senior sponsor and be recognised as high potential talent, able to lead and manage services and teams effectively. Their presence in senior roles will ensure organisations and systems are led by staff who are representative of communities and will demonstrate a positive commitment to diversity and inclusion.

All applicants who were not successful at gaining a programme place were offered the opportunity to have feedback on their application and offered resources from the Academy. A pack of how the programme was developed has been made available and some of our systems have taken this up to develop similar systems schemes.

Whilst it was understood this is a pilot, the very small number of places was a disappointment and the next intake will hopefully be larger. The need for diverse nurse and midwifery leadership is essential. Not all of our Midlands systems felt able to engage at this time, the programme launched in the pandemic but we hope they will in the future.

Evaluation part way through is positive, but we are learning that the programme whilst wide ranging, is taking up a lot of time and we need to factor this into a new group. A full evaluation is being conducted and will be shared after June 2022. We will also be following up our pioneering nurses and midwives to share their leadership journeys over the next two years.



4. New ways of working and delivering care

FROM THE PEOPLE PLAN – The challenge of Covid-19 has compelled the NHS to make the best use of our people's skills and experience, to provide the best possible patient care. People have risen to the challenge and have been flexible and adaptable – with many colleagues rapidly brought into services outside their normal scope of practice, and new teams created around people's experience and capabilities rather than traditional roles.

Successes in teams were made possible by good communication, high levels of trust, distributed leadership, and rapid decision-making, as bureaucracy fell away and people felt empowered to do what was needed. Teams also blurred sector boundaries, with greater collaborative working with colleagues in social care. We must all now build on this momentum to transform the way our teams, organisations and systems work together, and how care is delivered for patients.

The Midlands Leadership and Lifelong Learning team aims to develop leadership within the Midlands region and to support leaders and managers throughout their lifelong learning journey. Building on the learning from the previous year, and in response to stakeholder engagement and feedback sessions such as the listening events held in early 2021, one of the main things we were asked for is to provide development offers that are aimed at leaders at different levels and at different points in their journey. We looked closely at this and developed the "four levels of leadership" model, which we could then use to ensure we were offering development opportunities across all levels.

The four levels of leadership we developed are:

- **Aspiring:** For those looking to take their first steps into a management role and build their leadership capability
- **Emerging:** For those in front-line and operational management roles looking to improve and enhance their leadership capability
- **Established:** For those who are experienced managers and are looking to establish themselves in senior leadership roles

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

The offers we released this year were then mapped against these to support all of our leaders and managers throughout their lifelong learning journey within 2021/22 and beyond.

Introduction to leadership and management

Aimed at aspiring leaders, this offer develops an understanding of the characteristics of effective leadership and management and the difference between them. This offer was brand new and designed in collaboration with the facilitator to ensure it was tailored towards the needs of our leaders longer term, as well as including context and nuances from the current challenges being faced by Health and Social Care due to the effects of the pandemic, social, political and environmental issues and health and wellbeing/burnout of colleagues and peers as part of the leadership role.

Two of each module were run in early 2022 and participants were able to choose those modules they felt relevant to their learning and progression, making it a flexible offer to suit different development needs as part of our commitment to flexible and adaptive offers to fit in with different working patterns.



Module 1: Leadership, management, and you

Module 2: Understanding your leadership style

Module 3: What is inclusive leadership

Module 4: Conducting courageous conversations

Module 5: What is systems leadership?

All modules are fully booked, and many people have expressed an interest in more sessions becoming available. We can't wait to see how these progress into the next year.

"I can't wait for the next part in this course."

Participant

Complete Leadership Series

Aimed at emerging leaders, the Complete Leadership Series 2021/22 was developed building on the offers from the previous year, the learning we took from those offers, and the desire to create a bigger, more structured and accessible version for this year, which formed part of our longer term strategy to start working in a pan regional way, meaning we were offering consistently across multiple regions.

This involved looking at development offers run by other regions previously as well as offers planned for 2021/22 and seeing where we might re-commission or replicate these in the Midlands where they fit the needs of our leaders, as well as making the offer for the other regions to do the same and replicate offers we had run or would be running this year.

This has resulted in collaborative working and co-leadership to bring out the best in our Health and Care leaders and support them through the challenges they've been facing due to the pandemic, winter pressures and from a social/political environment and impact perspective.

For our Complete Leadership Series ('CLS') 2021/22, we created bundles of workshops and packages of learning by specific themes to help delegates target the areas of development that were identified as top priorities during

our listening events and stakeholder engagement, as well as the steer at a national level to support the response to the pandemic and winter pressures.

These could be accessed either as individual workshops or as a mini-series, providing progression to enable delegates to develop more in-depth knowledge and skills in a particular aspect of their leadership learning, with the flexibility to engage as much or as little as meets your needs.

CLS 1 – Leading with resilience in challenging times

This package focussed on building skills and confidence in leaders and managers to build resilience in themselves and others and preventing burnout and overwhelm. The three modules were:

Module 1: Leading in challenging times

Module 2: Trauma informed leadership

Module 3: Supporting growth through adversity

"I've learnt 4 new models to utilise during challenging times. My dominate voice is a connector, followed by creative and pioneer. How important it is to understand other people's voices and how best to use them in a more engaging order. How important it is to create

conversations/dialogue with a team during change and challenging times – this helps to avoid conflict. I've learnt which aspects of VUCA I find challenging and which ones I feel comfortable with. I've also learnt how I need to be if a colleague/person is showing their challenging aspect of VUCA."

Participant of Leading in Challenging Times

CLS 2 – Virtual team leadership

Since the overhaul of ways of working in 2020, it is more important than ever that our leaders in health and care can adapt and thrive on screen as much as they do in person. We developed a suite of learning designed to enhance team leadership skills and ensure that leaders retain a high level of engagement and response when leading virtually.

Module 1: Leading and developing great teams

Module 2: Relationships and connectivity

Module 3: Virtual Leadership

"I strive to improve my leadership skills, and this will definitely help me to do this."

Participant of Virtual Leadership

CLS 3 – Influencing and negotiating

This package looked at understanding influence as a leader or manager, how to master it and use it to achieve the best outcomes for everybody. The workshops were designed to develop skills and capabilities to influence and negotiate with a wide demographic, at different levels of seniority, and to do so compassionately and with psychological safety.

Module 1: Influencing and negotiating skills

Module 2: Shaping your workplace Culture

Module 3: Embedding Psychological Safety

"The main thing I've learned is that my natural approach to influencing is useful and is effective, so I should maybe be more confident. I don't think I need to change too much but do need to develop certain skills."

Participant of Shaping your Workplace Culture

CLS 4 – Leading conversations

As a leader or manager, it is important to be able to conduct meaningful conversations, give effective feedback and at times have courageous conversations with resilience. This suite of learning was designed to develop a strong foundation of skills and techniques to ensure learners can conduct great leadership conversations.

Module 1: Managing meaningful conversations – making every conversation count

Module 2: Leading conversations to build resilience

Module 3: Giving and Receiving Effective Feedback

"Content was relevant to our workplace and pressures we are all feeling currently."

Participant of Leading conversations to build resilience

CLS 5 – Leading inclusively

All of our offers have elements of EDI built in as part of our "golden thread" of inclusion, and this package was designed to focus in a much more specific way and delve deeper into this rich and highly relevant topic. For this reason, we made it into a series, designed to take all 3 workshops to really build a solid knowledge and skill base for delegates around it.

Inclusivity sits at the heart of effective leadership and management in the NHS. This requires leaders and managers who are positive role models and take collective responsibility for EDI. This package of learning was designed to develop leaders who are compassionate, lead with cultural appreciation and sensitivity and can facilitate inclusively to support social justice.

Inclusion Series: made up of three modules to be taken together

Module 1: Leading inclusively and appreciatively

Module 2: Leading with cultural sensitivity

Module 3: Facilitating inclusively to support social justice

"Has made me much more self-aware of other factors within leadership, it is as much to do with others as it is myself."

Participant of Inclusive Mini Series

CLS 6 – Leading with compassion

Compassion was one of the most popular requests again this year, as well as being highlighted in the People Plan and the new Our Leadership Way and being in the interest of ensuring the best possible outcomes for staff, patients and communities. This learning package was designed to develop leaders and managers who can lead with courage, compassion and moral purpose especially in times of change.

Module 1: Leading compassionately through change virtually

Module 2: Leading with courage and compassion

Module 3: Leading with compassion and moral purpose

"Covered a wide range of areas around compassion, empathy most particularly the push and pull emotions."

Participant of Leading compassionately through change virtually

Systems Leadership Series

Built upon the success of the complete leadership series and as a response to the newly formed ICS’s these masterclasses were based on the Northwest NHS Leadership Academy’s systems leadership model of principles and behaviours and explored the move to systems thinking and working within the NHS. The series comprised of four virtual masterclasses on systems leadership, delivered by Martin Fischer of Altogether Better. They each built upon a story but were designed to also be independent of one another. This offer, for our advancing leaders within the Midlands region, proved to be popular with twenty-five spaces for each session, which were fully booked along with healthy waiting lists! As a result of the interest and feedback; it may become part of our core offer next year. Here is a brief overview of the topics Martin tackled in this series:

Masterclass One: Being

A theory-based workshop that tackled the key elements of systems leadership. The holistic approach explored creating an inclusive and diverse change making culture; bringing together knowledge, understanding and confidence to engage in leadership behaviours in working across system and community. Including new ways of working with prioritising population health and reducing health inequalities. Our facilitator explored the beliefs underlying individual approaches to leadership and change too, as well as sharing ideas about what makes systems theories different. With insights as to why the system generates inequalities and simple approaches to address this.

Masterclass Two: Relating and Communicating

This masterclass focussed on embracing a collaborative culture in systemic transformation and change and looked at working beyond boundaries, reimagining the systems in which we work. There was a focus on the key elements to successful purpose-driven multi-disciplinary working with theory and practical focus on understanding the goal and the ability to engage and align stakeholders around shared goals. An emphasis was also on maximising the potential for diversity and difference, with systems leadership acting as a means for

Intergenerational Leadership Masterclass

We were thrilled this year to organise an intergenerational leadership masterclass for our regions’ senior leaders with keynote speakers Jonah and David Stillman. This was in response to the need for the NHS to retain a talented workforce with consideration for those

bringing marginalised groups into the design and delivery of services.

Masterclass Three: Leading and Visioning

This third masterclass in the series focussed on collective leadership and explored overcoming barriers to systems thinking and working and leading confidently in what can be often volatile environments. There was an emphasis on mediating existing power relations and hierarchy and building ethical and sustainable change across systems. Including cognitive empathy, recognising and understanding others’ perspectives as well as collaborative and inclusive, non-hierarchical teamwork. The acceptance of constant change as a reality and belief in the power of systemic action was explored along with shared leadership and encouraging wider positive impact. Finally, designing vision, purpose strategy, using multiple perspectives to understand what needs to change.

Masterclass Four: Delivering – Innovation across the

The series finished with a focus on the journey of discovery! The mobilising of innovation and action across a system. The facilitator ignited the courage, confidence and enthusiasm to take risks, filled with examples of successful system change projects and embark on innovative change. To catalyse, enable and support widespread action rather than occupying the spotlight and embark on a journey of discovery and insight as Systems thinking emerges.

Feedback from our delegates under the title of ‘My understanding of the subject area has increased because’:

“The facilitator gave good real-life examples and stories and made the subject interesting and challenged our ways of thinking”

“Almost all of the theory was new to me”

“It gave me a background insight into its complexity”

“The examples and group discussions made the theory relevant”

leading and nearing the end of their career but also for young people to be choosing the NHS as an organisation of choice.

The father and son generational experts brought the

topic of intergenerational dynamics in the workplace to life with insight into recognising and managing challenges within culture, ideals, values and practices.

Primary Care support

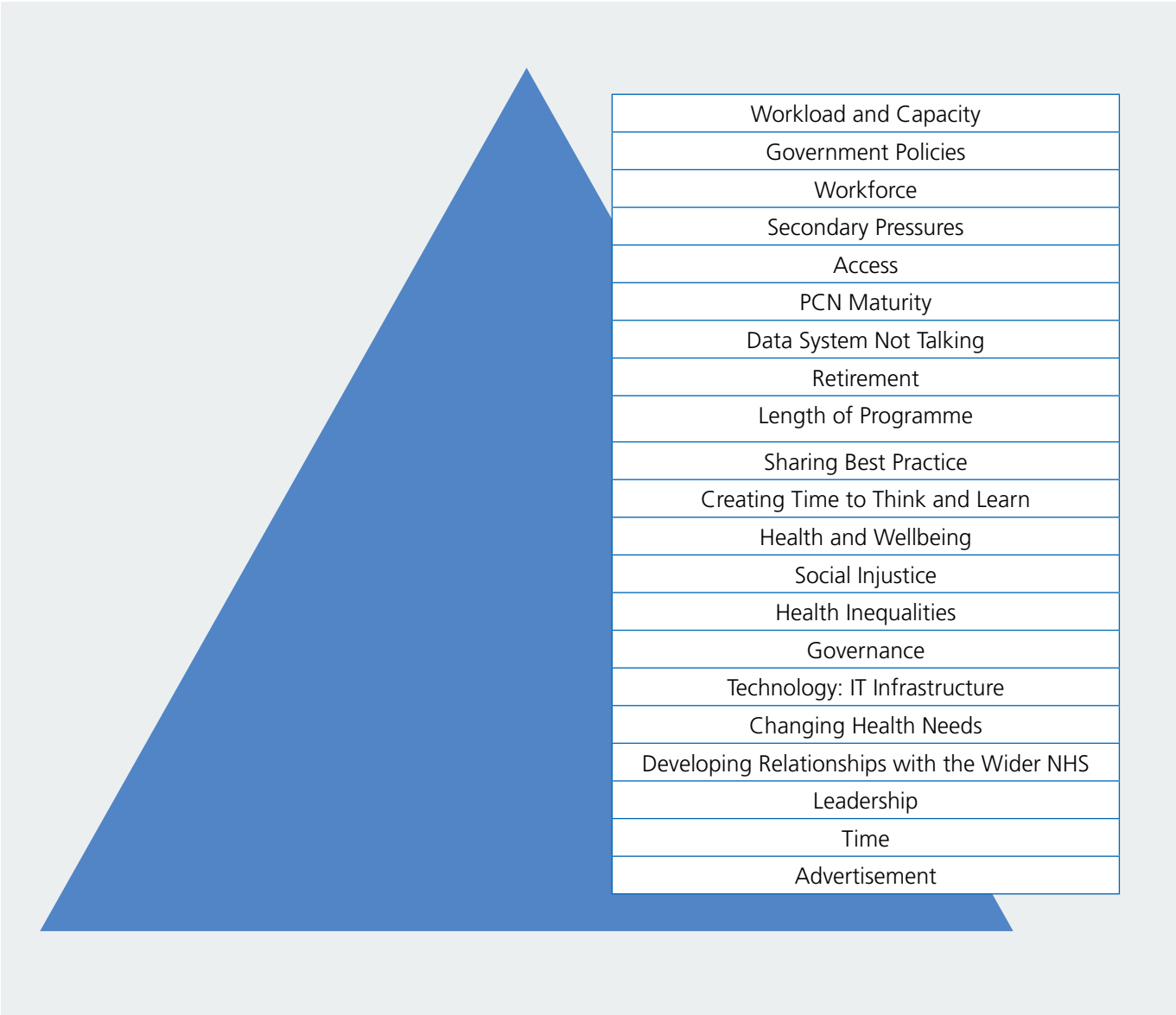
Health care services across the developing world are evolving rapidly due to the pandemic. Primary Care provision is as pivotal as it has always been in delivering high quality population Health care services. The need for an improved leadership learning and development offer for our Primary Care people has been recognised in successive national policy documents including the General Practice Five Year Forward View, the National Improvement and Leadership Development Board’s “Developing People – Improving Care”, People Plan and the NHS Long-Term-Plan. Sustaining high-quality services day-to-day is dependent on excellent leadership and

There were over 100 attendees registered for the event which took place virtually and this was followed by an engaging question and answer session.

management capabilities, made more challenging by the profound service challenges of recruitment and retention pressures present in Primary Care.

Primary Care Networks (PCN) have played a leading role in the Midlands in response to Covid-19. Three years from the creation of PCNs they have risen to the challenges presented by the pandemic, administering the majority of vaccinations, reaching out to underrepresented communities and making headway against the objective to tackle health inequalities, leadership and workforce issues and population health

This graphic describes the challenges in Primary Care:

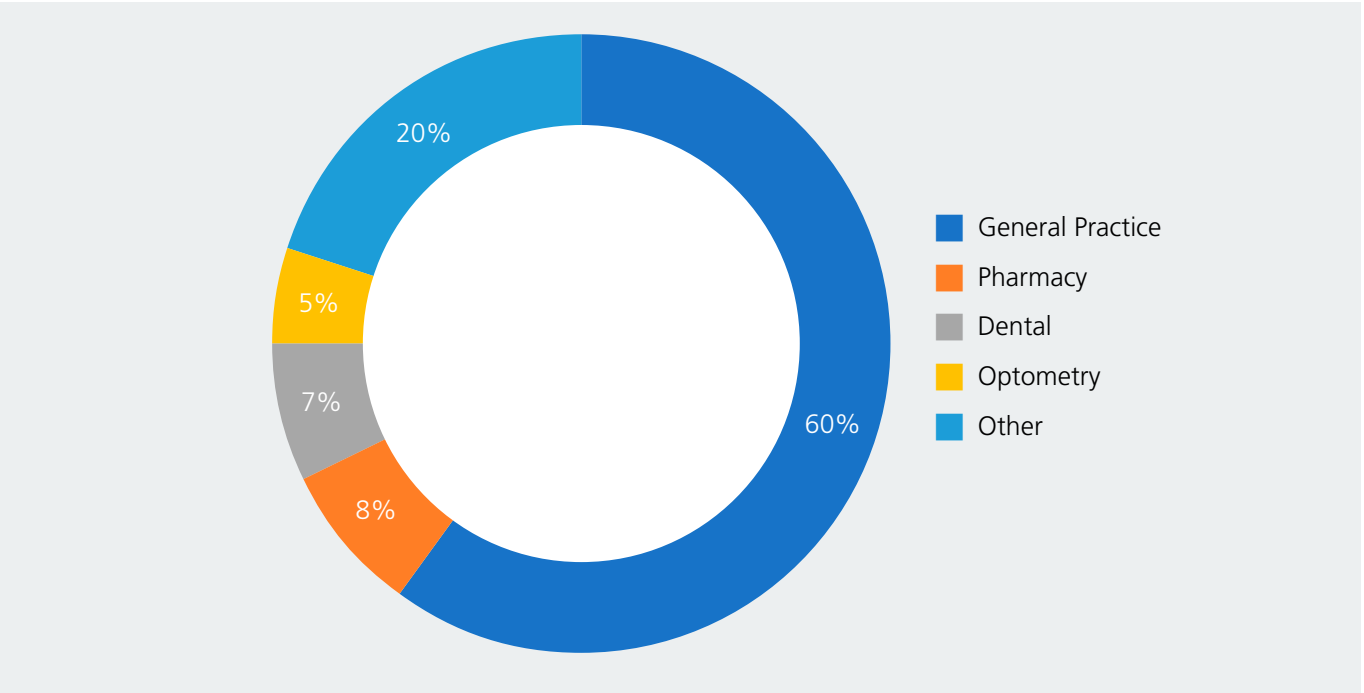


The key challenges for Primary Care Networks (PCN) is to nurture a culture that ensures the delivery of continuously improving high quality care, safety and compassionate healthcare. Leadership is the most influential factor in shaping organisation's cultures, hence why ensuring that the necessary leadership behaviours, strategies and qualities are developed is fundamental. Due to this recognition and the importance of developing future leaders within the Midlands Primary Care Networks – we commissioned, designed, co-designed

and delivered a blend of programmes to support our PCN leaders and managers at all levels within the multi-disciplinary workforce.

The entirety of our programme offer has been delivered virtually which meant that all our Primary Care Networks including general practices, pharmacies, optometrists and dentists across the Midlands could have fair access.

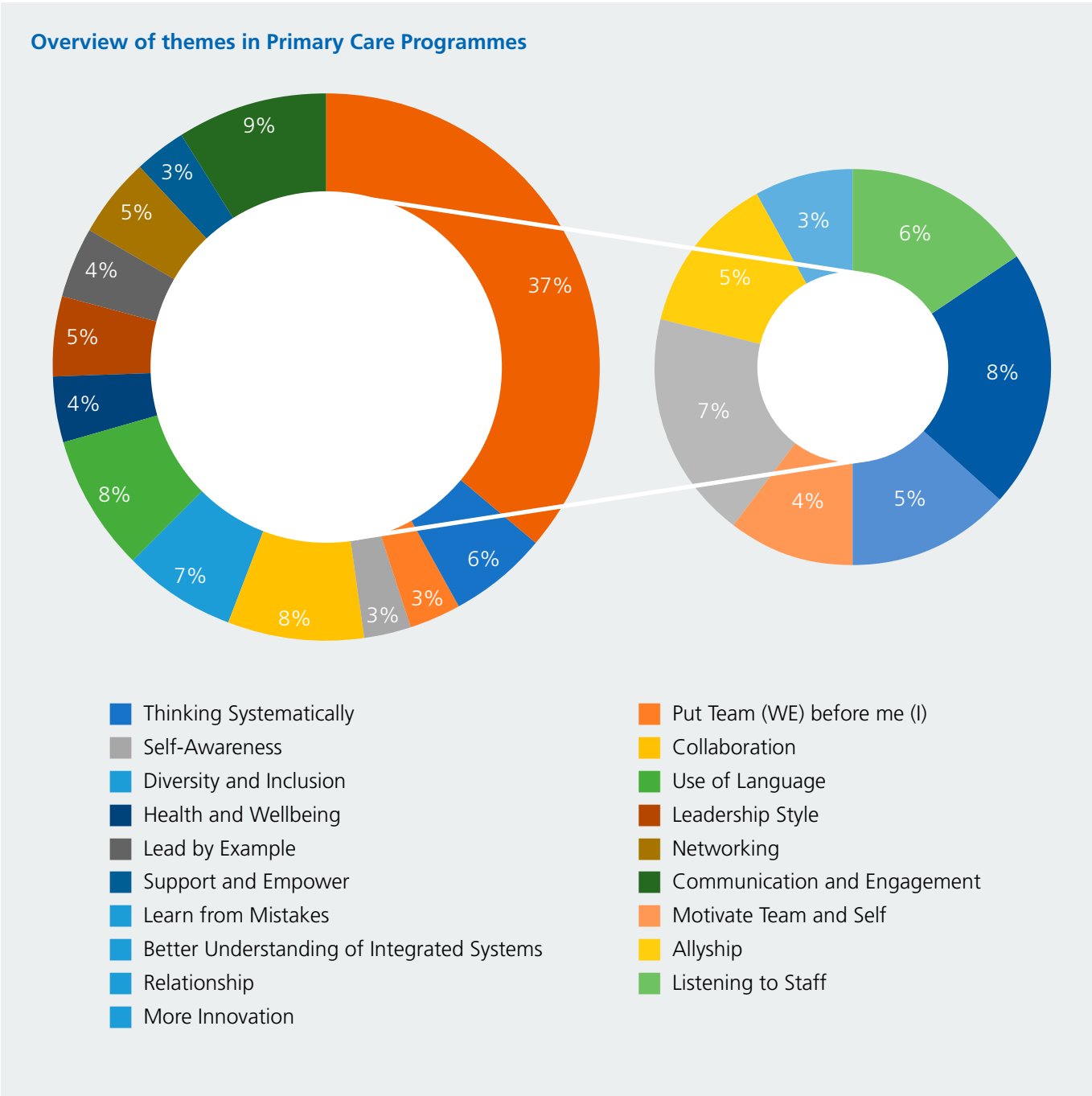
This graph shows the spread of attendances across primary care staff:



We have ensured that the Long-Term Plan, the People Plan and emerging leadership needs (due to Covid-19) have been considered in all our programmes that we've offered. We used different approaches such as short, medium, and long-term programmes to ensure that our target audience was able to choose the most suitable

for them during the pandemic, winter pressures and restraints on their capacity. Due to pandemic and winter pressures, some interventions saw attendees drop off at short notice.

Key highlights from our leadership development offer for PCNs:



Tackling Health Inequalities through the Population Health Leadership Programme across Midlands and East of England Region

Two webinars designed to provide a practical approach to Population Health Management and a unique insight into the behaviour science of leading and managing change to address inequalities, in partnership with the National Association of Primary Care (NAPC) and business psychologists, Carter Corson.

At the end of these two webinars, participants will have:

1. A solid understanding of Population Health Management and how important it is as a concept to address inequalities.
2. An insight into the some of the behaviour science techniques that can help to make change project more successful
3. Fresh idea and renewed confidence to tackle inequalities in their own communities in collaboration with others

Session 1. Tackling health inequalities through a practical approach to Population Health Management

This session starts with a very accessible take on ideas behind the theory of Population Health Management. It cuts through the complexity of the different definitions, theory and guidance. From there, it brings the concept alive with practical examples and case studies from

around the country, before moving on to help you think about how to get start in your own community.

Session 2. Equally healthy – leading with compassion to reduce health inequalities in your community

On the workshop, we share behavioural insights tools from social psychology and use a systemic lens to consider the impact of exclusion, from digital skills to those excluded from equal health due to their socio-economic or ethnic background, culture or education; resulting in communities who live shorter lives, with more pain and higher incidence of chronic conditions.

We had a total of 223 attendances at the two sessions across ten cohorts. Feedback from delegates was also positive.

“[My key learning points were the] useful frameworks and starting points were shared which are easily applicable to the work of my team. I felt challenged and supported to consider my own thoughts and preconceptions.”

“I have a greater understanding of the science behind Conversational Intelligence and how others are influenced.”

- To understand culture and how this impacts and affects local change at practice level and strategic change within developing PCNs.
- To understand the principles of setting up, monitoring/ measuring and sustaining a change initiative.
- To visit the importance of considering change from different perspectives.

Workshop 3 – Positive Questioning/ Holding People to Account-Managing conflict

- To have opportunity to consider the impact of positive questioning techniques to help when giving feedback or holding others to account.
- To explore why conflict may arise & consider ways to manage or diffuse it.
- To consider the importance of workforce development and talent management.
- Is there a cost to participates in the Programme?

Leadership and Change

These workshops were 3 short sessions 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 were shared to support day to day practice.

Workshop 1 – Resilient System & Collective Leadership

- To explore a variety of key/ system leadership models that can be applied to Primary Care settings.
- To consider the differences between leadership and management.
- To understand the impact of different leadership styles.
- To visit the importance of resilient leadership.

Workshop 2 – Managing Change and understanding Culture

- To explore change theory and relate this to changes being progressed in primary care practices/ PCNs.

We had 43 attendee's across the entire series who offered this feedback:

“I'm really glad that I was given the opportunity to join this programme. This workshop has definitely helped me so much to realise certain things that I have been lacking and opened my mind for further learning and improvement.”

Practice Manager

“Thank you again for the session, as usual it was extremely insightful and has provided me with lots of areas in which I can focus on for improvement my PCN.”

Clinical Director

“As we are very driven by performance, we need to think carefully. Especially now when we need/want to implement change in the organisation. Holistic wellbeing and providing psychological safety to colleagues are important and are high up as priority.” **GP**

Living well workshop and leading strategic innovation in health and wellbeing programme

This virtual workshop broke 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.

At the end of the workshop, participants were armed with the knowledge, tools and confidence to:

- Discuss and define well-being
- Utilise the 6 pillars of well-being to proactively manage and grow personal well-being
- Define and establish positive well-being habits and systems
- Build resilience through the implementation of well-being knowledge and habits

We had 101 attendees who had this to say:

“I really enjoyed the tapping exercise and feel as though I could and have researched it to suggest to people who need some grounding in the future. Really enjoyed learning about the 6 pillars of wellbeing and have gone onto complete my VIA Strengths questionnaire which was spot on.” **GP**

“It was very informative, and I learnt a lot. My organisation has an Employee Well-being policy, but it is lacking some very important things that were taught under the course. My thinking had definitely widened, and I hope to be able to share the information I have gathered with my colleagues. Thank you.”

Clinical Director

“I have realised how close to burn out I was and how important it is to maintain perspective work life balance.” **GP**

Triumvirate (Power of Three) Programme

This team based virtual four-day programme was designed to support a power of three (team of three people – triumvirate) to become effective change agents and leaders. It was an evidence-based programme which provided practical tools, techniques and insight about the participant 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:

- Development of individual leadership and change agent skills and competencies.
- Experience of leading a change project to help transform one area of your environment.

Participants had this to say:

‘Learnt new ideas and tasks, learnt more about my power of three colleagues and learnt about myself.’ **Nurse**

‘Being able to speak openly to my colleagues about where I am and how I am feeling.’ **PCN Manager**

‘High energy, great interaction and good team building tool.’ **GP**

Working at Scale: Strategic Skills Programme for PCN Managers

The purpose of the programme is to help, equip and enable Practice Managers to lead and manage change within their Practices and support the ongoing development of effective PCN's within the Region.

The programme was designed to provide delegates with insight and vision into 'what is possible' and how to build on, improve and enhance 'what already happens' in their Practice and a year on, within their PCN's. Throughout the programme delegates were encouraged to learn and work collaboratively, sharing ideas, insights, and experiences and developing a sense of unity and understanding amongst colleagues.

'This programme has allowed me to build a stronger network and share best practices with other PCN managers.' **PCN Manger**

'I have really enjoyed the programme it has given me time and space away from the busy Practice operation to help me shape, plan, and build and deliver change across the Practice.' **PCN Leads**

DiSC

Everything DiSC® is a personal development learning experience that measures preferences and tendencies based on the DiSC® model. This simple yet powerful tool is used to support team development and improve workplace culture; providing personalised insights that lead to behaviour change.

To support our systems teams, we've created access to team development and individual support with the provision of personalised reports and accredited DiSC® facilitators to run team sessions. Sophie Norton and her associates, have received excellent feedback from attendees of the individual and team sessions such as:

"Our 1:1's were useful to understand our own reports but it was nice to understand each other's but mostly how the results affected the team dynamic and how the team might be perceived externally"

"The timing between reports gave time to reflect and also the workshops that were held at the team review gave time for discussion"

Team Development with NHS England and NHS Improvement

We were delighted to work with the NHSEI Midlands team to design a team development programme. This included DiSC as well as Team Performance Scan, a supporting tool which allows teams to review their performance against key management and leadership elements.

The programme was initiated based on a pattern of

'The programme has allowed me to build my confidence as a leader and make changes regarding our business planning in our practice.' **Business Manager**

'I have learned a lot around how to utilise technology within our practice and how everything links to system thinking. I would also recommend this programme to Business Managers and other PCN Managers as it allowed me to develop and enhance my leadership skills and strategic thinking.' **PCN Development Manger**

Through continuing engaging with partners such as PCN Leads, Training Hubs, ICSs Clinical Directors, Dentists, Pharmacy and Optometry, we will ensure that the programme we offer for 2022/23 is fit for purpose and freely accessible for the current and new emerging roles in the Primary Care Networks. Continuing to support the 'I', 'We' and 'Us'!

For teams looking to increase their insight into their individual preferences and styles and learn how to communicate effectively with one another – this can be an invaluable provision. As you will see below from Lesley Goodburn, HOPE Network:

"I wanted to pass on a big thank you for the support you provided to heads of patient experience (HOPE) network using the Lencioni "Five Dysfunctions of a Team" supported by the DISC profiling tool.

The team prepared the sessions based on what we were trying to achieve and delivered insightful, interactive workshops, that perfectly achieved the desired outcomes. Thank you for the efficient, relevant and rewarding planning and delivery, our sessions have given the leadership team understanding and insight on how to work together on behalf of the wider network. We look forward to using our learning in the future development of our network."

internal requests for DiSC support where teams had formed virtually, during the emergency response to the pandemic and had not been able to build relationships in the way they would in other circumstances. Leaders within the teams felt this was impacting on performance, staff satisfaction and also meant that they had been unable to access development.

This led to the idea of a team development programme, designed in collaboration with key partners from the NHSEI Midlands team, aimed at enabling teams to build relationships, set their strategy and develop inclusive cultures. A key focus of the programme was to make this sustainable – this needed to be the start of a team's development and not a piece of one-off development. The use of Team Performance Scan helps to provide touch points for evaluation of how the team was progressing and enables them to easily identify areas for improvement. Feedback from the pilots within NHSEI has been positive and we continue to work with the regional HR & OD teams to roll this out across the region, as well as supporting the pilot sites to continue on their development journey. When asked for feedback to two specific questions, our delegates wrote:

1. My understanding of the subject area has increased because...

"It has been a helpful reminder on a personal and work-based level"

"I have a better understanding of myself and my

Leading for System Change

Leading for System Change is a new national offer providing place-based support for Integrated Care Systems (ICS), to build collaborative system-wide leadership. It supports pan-sector teams working across organisational boundaries on complex issues relating to ICS strategic priorities. The offer is to provide practical, place-based support to help build collaborative leadership thinking across all areas, building understanding and expertise regarding what it means to work at a system level – and to encourage new ways of working that will lead to better outcomes for patients. It is recognised that to meet current and future challenges, we will need to embed system leadership working in true collaboration, irrespective of organisation:

"Systems will have a central role in helping design new models of care and major service changes, to deliver better population health outcomes."

The offer consists of a set of flexible components, tailored to the needs of a particular ICS and delivered within that locality. Its primary focus is to help fulfill

Shrewsbury and Telford Hospital NHS Trust support

The team have been able to support organisations needing additional support around leadership development. At Shrewsbury and Telford Hospital, the team first became involved in July 2020 and in partnership with the National Recovery Support Programme Team have worked to support leaders via commissioning expertise through our faculty faculty.

The Triumvirate programme was delivered in the

colleagues"

"I now understand the needs of different team members more"

"It has helped me understand how my working style impacts on others"

2. The action I take away as a result of my learning will have a positive impact on my leadership because...

"I will consider how my preferred leadership style may impact on others and I also understand why I might react to a different style of leadership. I also value and appreciate the benefit of having a team with a range of leadership styles to achieve a shared purpose"

"Has made me re-evaluate my approach to people who don't use my style of leadership and to not take things so personally"

"I can understand where colleagues need to / are trying to stretch their style (e.g. for presenting at meetings or taking time to understand the data presented to them)".

"I will make positive changes to the way I communicate with team members"

the aims set out in the NHS Long Term Plan, to "bring together local organisations to redesign care and improve population health, creating shared leadership and action", with an approach based on 'learning by doing'. The development support available brings together system leadership knowledge and principles with their practical application, to enable colleagues to work together on deep-seated, complex issues that form part of the ICSs priorities.

We are currently working with three systems in the Midlands to align the Leading for System Change offer to their system priorities. This process has involved providing some support and facilitated time with our stakeholders to define where this offer adds the most value. It is essential that teams are truly representative of the wider health and care system, as well being aligned to system priorities. We are excited to continue working with these areas over the next year as we move into the next phase of delivery and begin to realise the benefits of this support.

Women's and Children's directorate and ED and a Train the Trainer model has been run. The team were also able to support the development of the trust leadership strategy and development programme at three levels. We supported a diagnostic and Board development programme along with a pilot of the Leading Systems Change Programme – System is one of three Midlands Pilots – in the wider system.

5. Growing for the future

FROM THE PEOPLE PLAN – The NHS is experiencing significant and high-profile public support. We must build on this urgently, to recruit across our workforce, maximise participation and reverse the trend of early retirement. There is much more to be done to address the gaps in our workforce across various roles, professional groups and geographies

But if we are to address the pressures of workload and deliver the care patients need, we cannot delay in identifying what we need to do to grow our workforce.

This is all the more critical as we face challenging times for international recruitment.

Graduate Management Training Scheme ('GMTS')

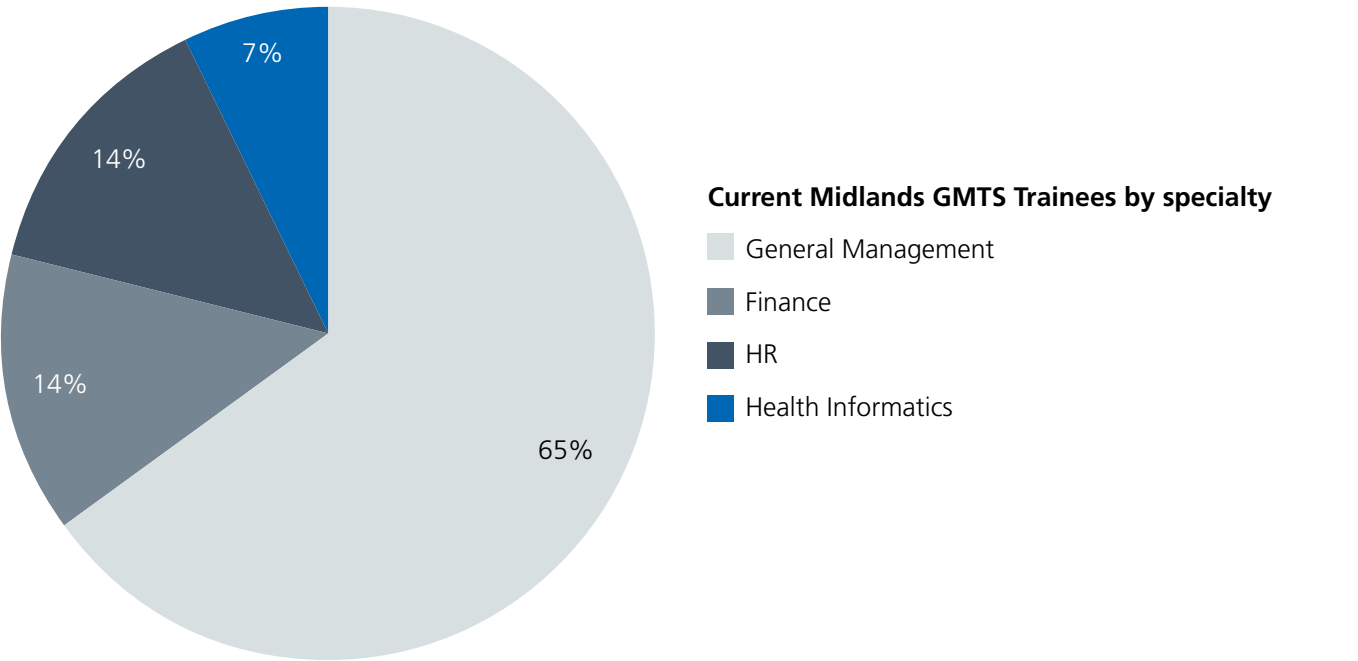
The Graduate Management Training Scheme is aimed at creating the NHS chief executives and directors of tomorrow. Providing the experiences, training and opportunities talented and ambitious people need to ultimately lead our unique organisation – the NHS.

Our role is to support trainees and placement organisations, working closely with our stakeholders to provide effective and challenging work-based placements

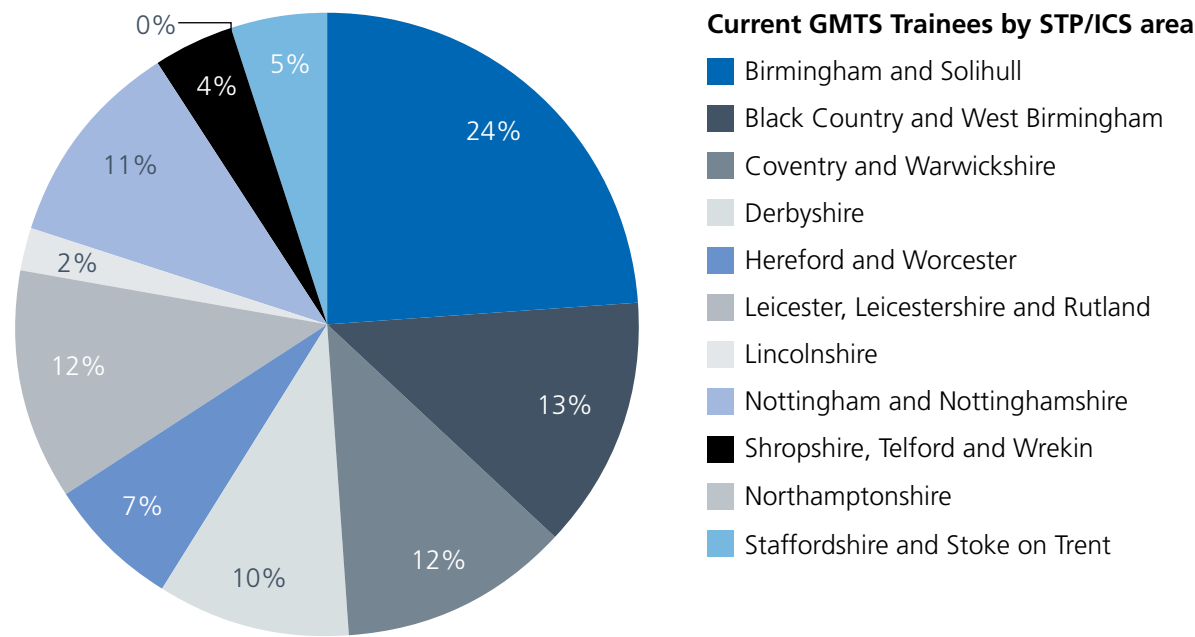
that will prepare our trainees for a career in NHS leadership.

During 2021/22 the GMTS team in the Midlands supported 90 trainees working across a variety of specialisms, in a range of healthcare settings. In addition to this the Midlands will welcome approximately 42 new trainees in September 2022 to the region.

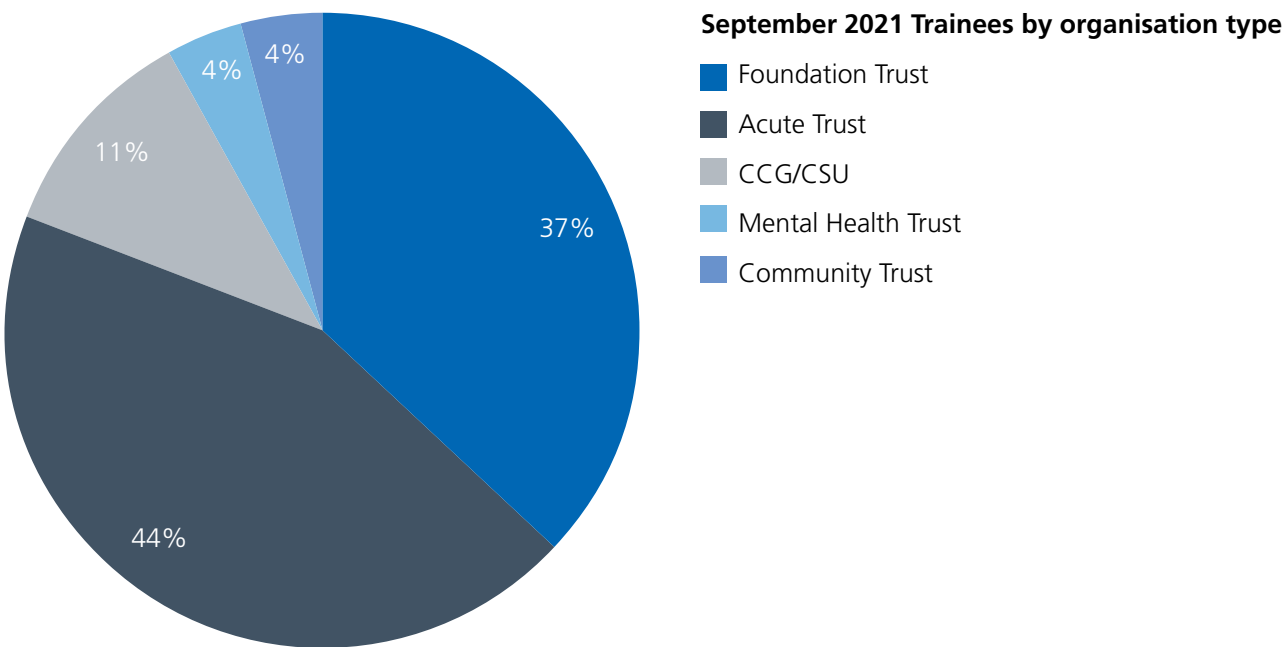
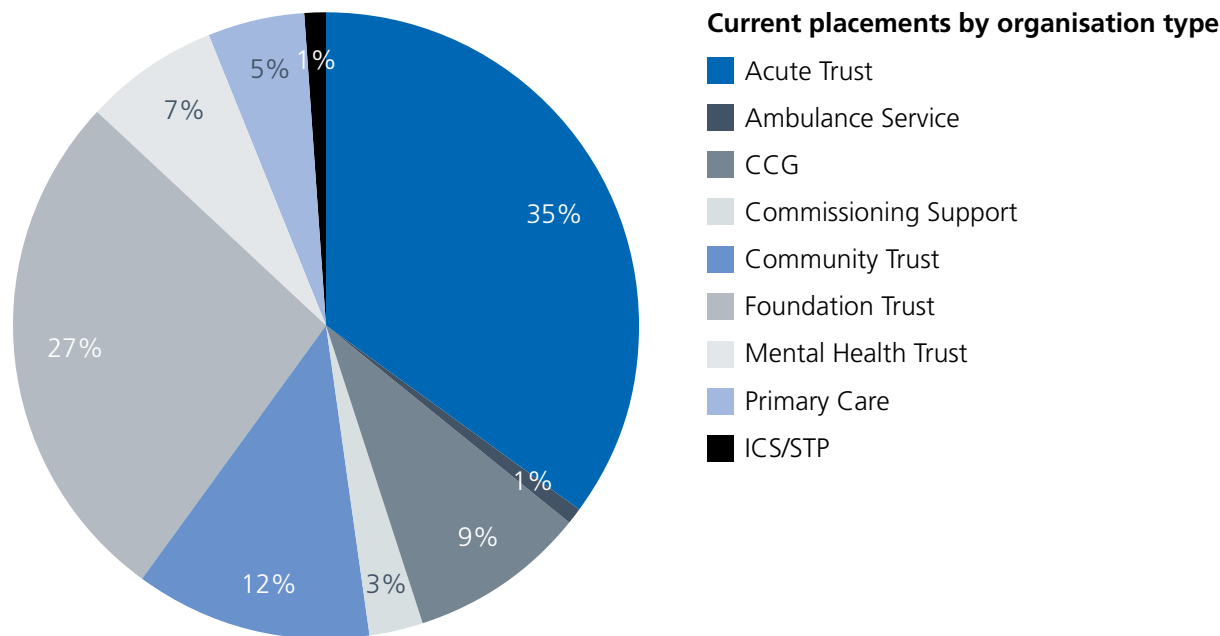
GMTS Regional Statistics:



Current GMTS Trainees by STP Area:



Current GMTS Trainees by organisation type:



We are currently assuring organisational bids to host trainees who will start the scheme in September 2022 and will have these confirmed in the Summer. We will continue to work closely with our host organisations over the coming months to assure our trainees have truly high quality and varied placements to bring exposure and experience to our future leaders.





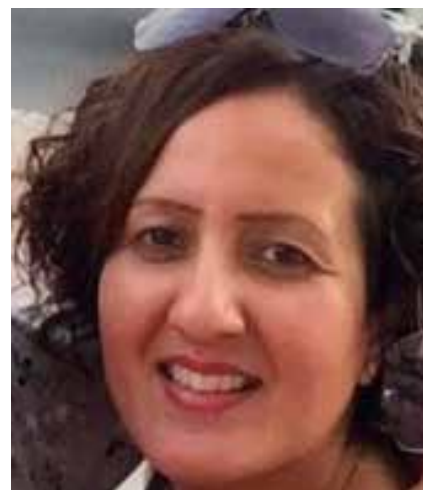
What our Programme and Placement Managers have to say...

2021 has of course been yet another challenging year for all areas of the NHS including GMTS as trainees and organisations have adapted to unprecedented challenges in their organisations and across the healthcare system. We hope you will see from the comments from our trainees and Programme and Placement Managers the great benefits trainees and the scheme bring to our organisation, not least during such challenging times.

Sunny Basra, Programme Manager,
Birmingham & Solihull Mental Health NHS FT

“ I have thoroughly enjoyed my role as Programme Manager for BSMHFT, as a previous graduate within a private sector programme I understand the benefit and value this experiential experience can provide for new graduate trainees. It is an opportunity to attain experience whilst following a clear programme of study in services across the NHS.

As programme Manager I recognise that this is a key role in supporting and enabling our graduate trainees to get the best out of their time with us to develop and grow within the NHS, in providing a platform to support this opportunity we have a key role in developing/nurturing our talent for the future. I feel privileged in having this opportunity in meeting great trainees who are motivated to learn, develop and grow. There are of course a variety of challenges in any path of employment and it is great to learn alongside the trainees and problem-solve collectively. The pandemic has of course presented further challenges, however at the same time opportunities to support change management with our trainees in both our working practices and services.”



What our Trainees have to say...

Abbie Dobbins, GMTS Intake September 2021 Human Resources

“ I applied for the GMTS scheme in September 2020. At the time, I was starting my final year of university, doing business and management at Aston University. I applied for the scheme for several reasons including a want to help and develop people who are passionate about their job. Having known people who work within the NHS I have never seen such commitment to looking after their patients or making a difference to someone's livelihood so what better job than to support these people to ensure they can continue providing this care and loving it!

It's no secret that the NHS is the largest employer in Europe and one of the biggest in the world with over 1.3 million staff members which provides ample opportunity to learn from an incredible network of people with a wide range of skillsets. Not to forget the amazing network of other Trainees who are experiencing things just as you are. The scheme provides an amazing opportunity to learn from these networks and fast-track your career along the way.

During my time of the scheme, I have been working within the HR advisor team. For me so far this has mostly involved casework relating to disciplinarys or grievances and following the process for how these should be handled. I am also newly involved in managing sickness absence and some new project work relating to EDI which is close to my heart.

The main challenge I've experienced during my time on the scheme that I'm sure many can relate to is working more digitally. Starting a new job with little knowledge of the industry has been hard with a lot of working from home as sometimes the best way to learn is from conversations with others. However, my team has put a huge amount of effort to ensuring that even from home you can reach out and ask questions so I know people are only a phone call (teams or mobile) away and we also have a group chat where anyone can ask anything without judgement”.



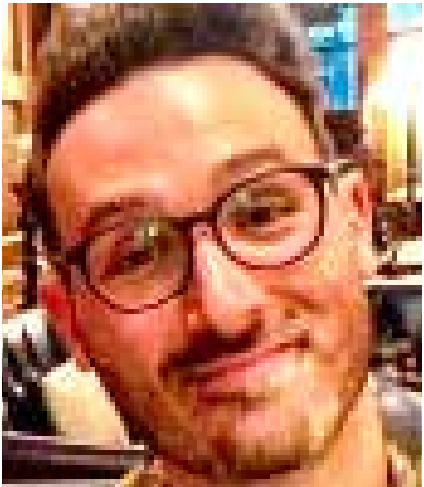
Ben Gilhooly, GMTS Intake September 2021, Human Resources

“ I applied to join the GMTS because I was keen to work for an organisation that had a clear purpose; would be able to enhance my skill and could offer me a wide variety of opportunities both now and in the future. Needless to say, I felt the NHS ticked all those boxes!

I’ve been lucky in that my experience so far has been quite varied. As an HR graduate trainee, I’ve had operational experience helping individual employees with their HR related queries while also having the opportunity to provide support in the running of disciplinary investigations and sickness hearings. Additionally, I’ve been involved in policy reviews and projects such as the creation of my team’s intranet page.

Working remotely for the whole of my placement has made it more difficult when it comes to building relationships with my colleagues but I’m now at the stage where I feel embedded in the team as a valued member with plenty of work to keep me busy.

Reflecting more generally, my time on the scheme has also given me a newfound respect for the NHS and its employees as they rise to the challenge of providing healthcare for the whole country – which is no easy task!”



Talent Management

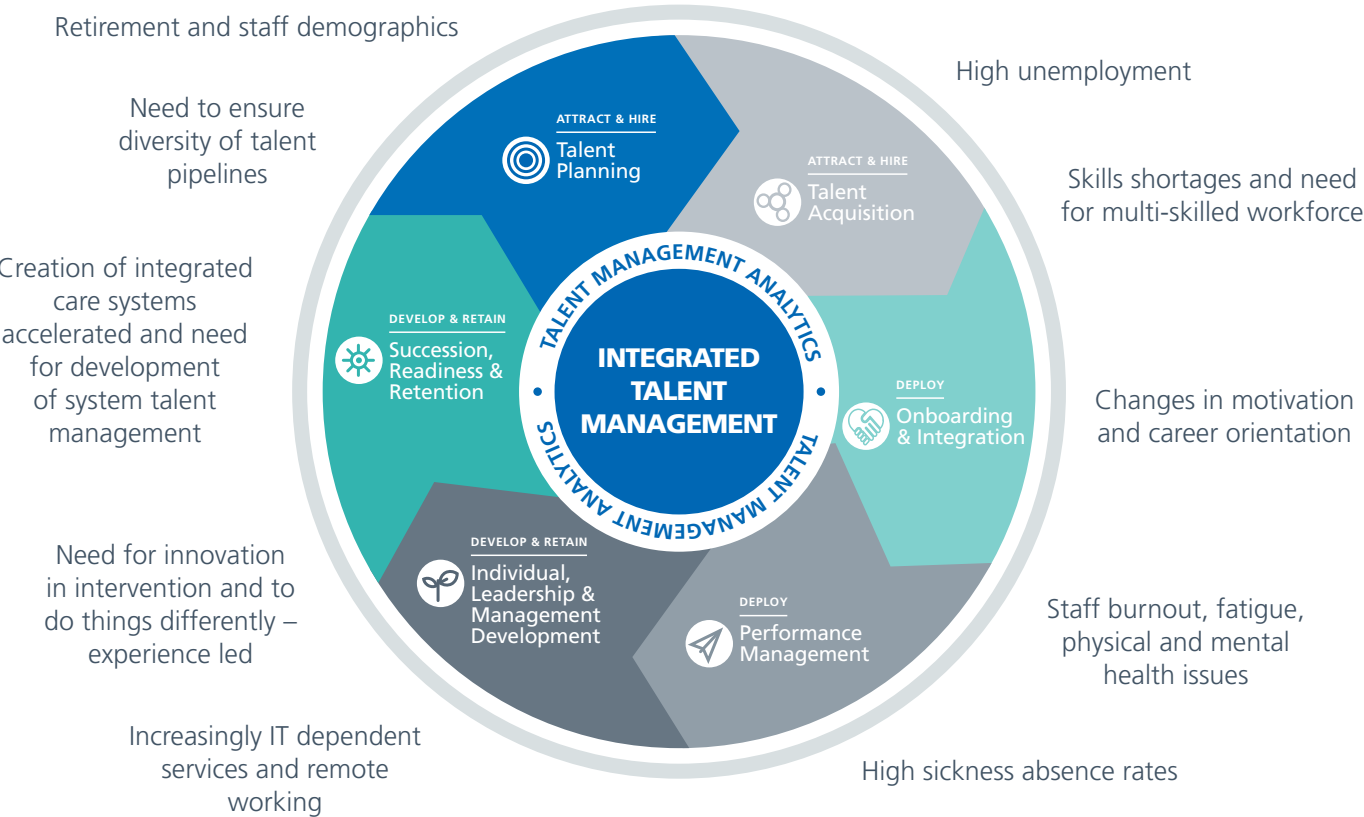
Introduction and Strategic Context

Talent management is the attraction, selection, and retention of employees, which involves a combination of HR processes across the employee life cycle. It encompasses workforce planning, employee engagement, learning and development, performance management, recruiting, onboarding, succession planning and retention (Gartner 2022).

As an all-encompassing definition, the talent management life cycle illustrated in the diagram shows the interplay of these HR processes, with talent management analytics as an integrated approach to supporting our workforce. Our inclusive vision for talent

management states that everyone should be able to have a fulfilling career and be able to access the right development opportunities for them (The Future of HR and OD 2021).

It is, therefore, the responsibility of all leaders to take action to ensure inclusive talent management is implemented across all organisations and systems through building their own skills in talent management and development. This responsibility is a key commitment in both our People Promise (2020) and Our Leadership Way (2022).



Key drivers and outcomes of Talent Management

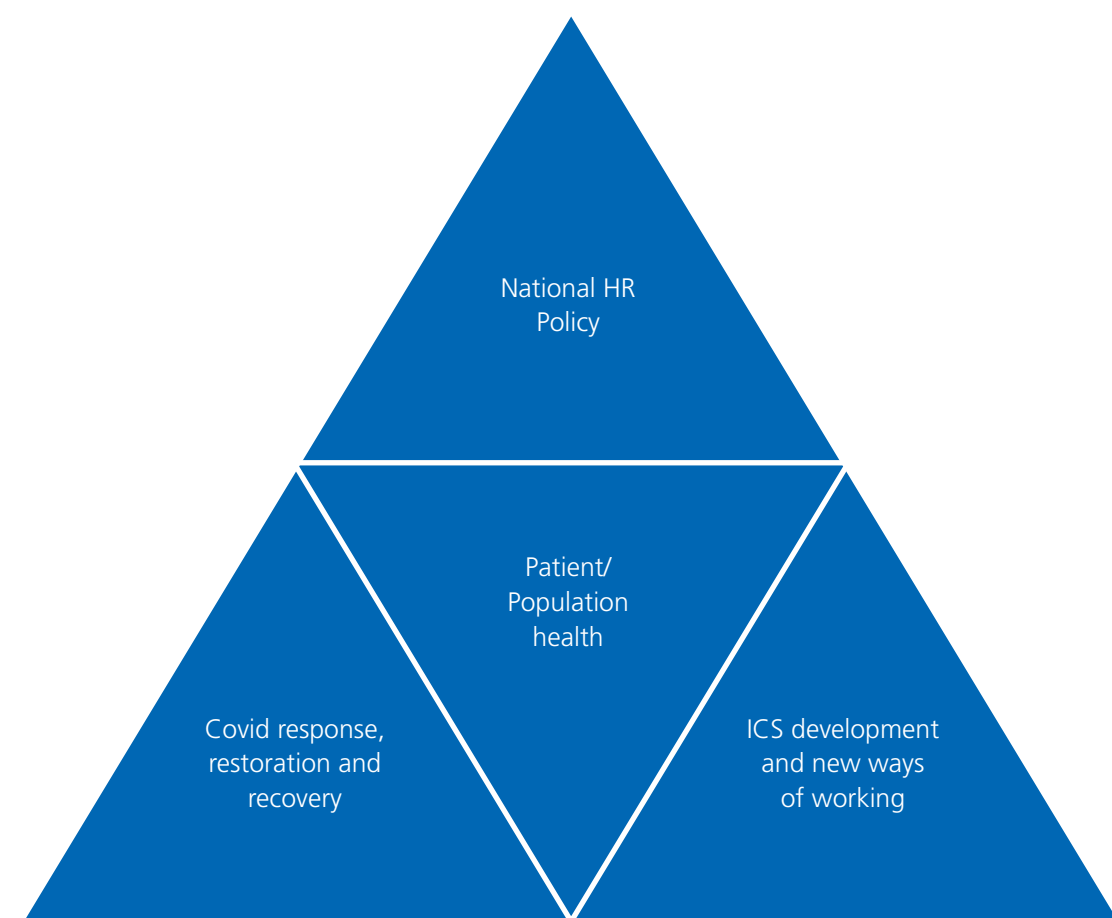
There is no doubt that the recent experiences of responding to the Pandemic have also created a new impetus for talent management. As staff have been asked to step into different roles, work with new teams and practice new skills, we have seen them rise to the challenge and talent has thrived. This has given momentum to the shift towards exploring potential as a factor of spotting and harnessing talent in all its diverse forms which has surpassed traditional institutional boundaries.

The Pandemic has also highlighted how increasingly diverse our population and how changing demographics, expectations and health needs are shaping the sort of service that patients want. With people living longer with long term conditions, more care is being delivered in the community and the use of technology is increasing.

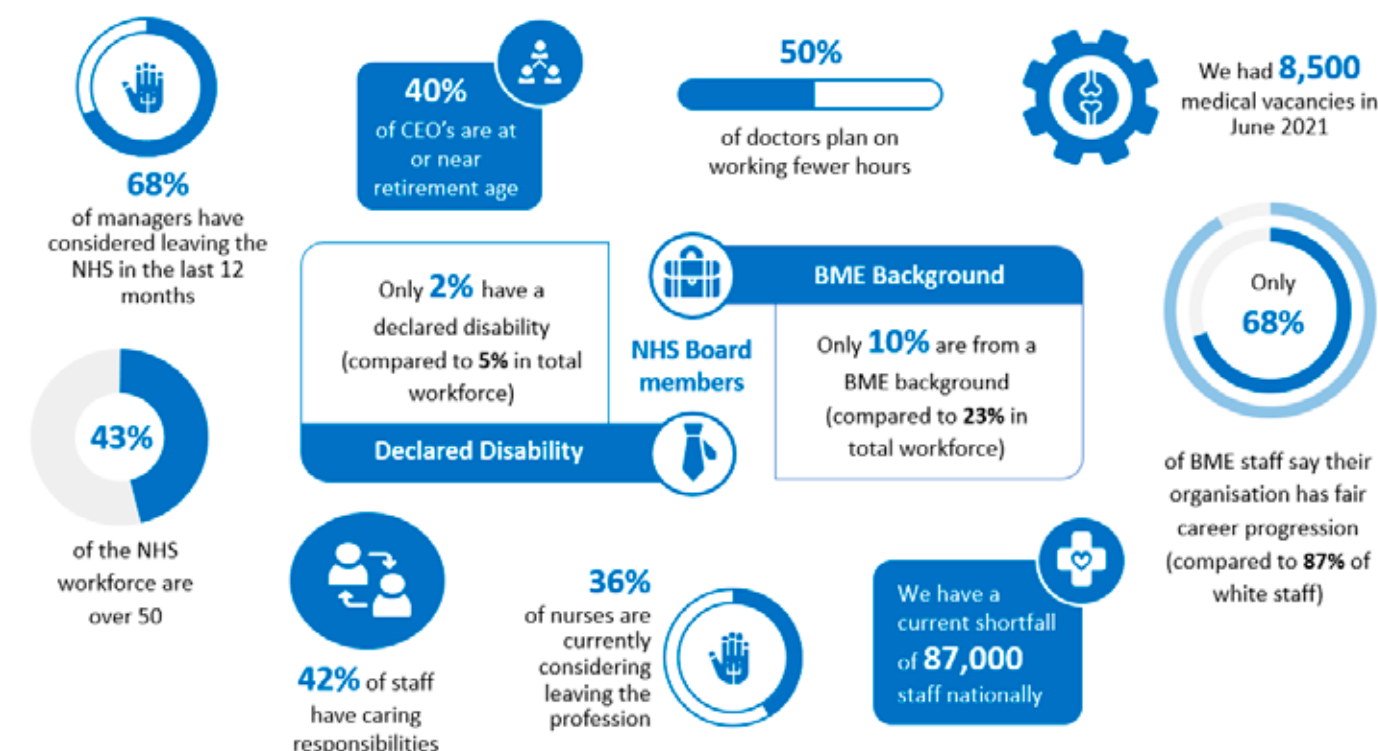
National policy is responding to these shifts in population health by setting us the challenge of developing a workforce not only fit for today but also ready to practice in tomorrow's health care system. The consequence for our workforce is that we need to develop more agility, broader skillsets, and innovative ways of working through multi-disciplinary teams, across diverse settings, and within complex patient pathways.

Publications such as the NHS Long Term plan (2019), the NHS People Plan (2020), and The Future of HR and OD (2021), highlight the need to proactively set the direction for talent management, working collaboratively with all partners across systems to nurture the workforce by more systematically developing and supporting everyone to maximise their potential. A composite part of this is establishing the infrastructure and foundations for a sustainable approach to talent management, which builds new ways of working into the creation of Integrated Care Systems.

The impact of good talent management has been evidenced (both academically and practically), to foster a learning culture and enhance diversity and innovation, whilst also improving the employee value proposition, meaning our roles can become increasingly attractive to new recruits. Moreover, good talent management will have significant benefits for patients and service users who can be assured that the people with the right skills will be in the right places when they need them, which will consequently enhance patient safety as well as patient experience.



The Scale of Change



Our Vision

Our vision in the Midlands is to adopt a whole workforce strategy to Talent Management where Integrated Care Systems are supported to build high-performance workplaces, foster a learning climate in the organisation, add value to their employer brand, and improve diversity management. This inclusive approach will create plans, frameworks and tools that enable and support all our staff to maximise their potential and realise their ambitions.

Business Plan 2021/22

During 2021/22, the capacity of our systems and organisations to implement new talent management strategies and frameworks was affected by the need to respond to the global pandemic. As a result, the delivery of our business plan was carefully aligned with what we were hearing from our workforce. The objectives we set at the beginning of the year had to react and adapt to changing landscapes and workforce challenges. The focus of our plan became increasingly evolutionary so that we were able to anticipate and provide for emerging needs in a dynamic and proactive manner.

Objective	Achievement
Pools and Pipelines To develop a Talent strategy which engages talent pools to enhance visibility, diversity, retention, supply, and deployment.	We identified the risks of CEO attrition through work led by the Talent Insights team. This was matched with the aspiring talent pools and developed plans for 2022/23 to bridge the gap of demand and supply.
	Regional communication plan was established.
	The Executive Development Pathway (EDP) was launched with 13 delegates from the Midlands.
	Career development workshops were provided – accessible to all staff through live or recorded events.
	Facilitated access to a career development portal which hosts a multitude of career tools.
	The Midlands and East Talent Scheme (MEET) was relaunched in association with IMAS.
Inclusive Talent Management To increase the diversity of Board members and the aspiring executive pipeline.	Building Presence workshop was delivered in March 2022.
	Contributed to and engaged with the development of a Workforce Race Equality and Inclusion strategy for the Midlands, working in a multi-disciplinary team alongside Equality, Diversity, and Inclusion (EDI) leads.
	Delivered four Inclusive Talent Management masterclasses aimed at upskilling HR leaders towards achieving a sustainable practice and knowledge base within systems and organisations.
	Implemented the 6 High Impact Actions for inclusive recruitment by: <ul style="list-style-type: none">• Surveying organisations to establish baseline and plans for action• Deliver two workshops to present the findings to organisations and systems• Launched a series of workshops on tackling the challenges underpinning the gaps identified from the survey to develop solutions and innovative practice.
Infrastructure Establishing and running Talent Board infrastructure aligned with and responsive to Regional People Boards.	The Regional Talent and Leadership board was established with terms of reference in place and representation from systems and organisations across the Midlands. The chair (Richard Mitchell – CEO University Hospitals Leicester and Vice Chair (Jagtar Singh – Chair at Coventry and Warwickshire Partnership NHS Trust) were agreed and took up their roles in September 2021.

Objective	Achievement
Sustainability To develop talent management practice in organisations and systems, including regional and system communities of practice so that skills, knowledge, and abilities become sustainable across the workforce.	An NHS Futures site was created to facilitate the sharing of best practice
	Generated evidence of sharing good practice and collaborative practice between talent community of practice membership, regionally and inter-regionally.
	The regional talent community of practice/network was established and ran on a quarterly basis with evidence of engagement rates and evidence of participation from all organisations and systems, including social care.
Frameworks and Tools Regional roll out of Talent review model – engagement, communications with wide stakeholder groups, iteration, piloting, embedding.	Collaborated with the central talent directorate in the development of a minimum viable product for the Scope for Growth (S4G) framework.
	Established a stakeholder engagement plan and delivered four workshops to raise awareness of the S4G tool, gained feedback on first impressions and offered the opportunity for systems to pilot the tool.
	Worked with initial four Midlands S4G pilot sites to agree target groups for trial, facilitate training and access to ESR mechanisms for recording and reporting on the associated outcomes.
	Planned work with further four S4G pilot sites to start implementing the tool in April 2022.
Integrated Care Systems and new ways of working Supporting development of ICS talent management maturity – to create succession plans and build capacity for talent management within ICS’s.	Launched the Midlands system talent management development group which will look at establishing guidance on what a good system talent management approach looks like.
	Collaborated on the development of a single national talent management approach to ICB transition with support particularly for staff not protected by the employment guarantee.
	Establish and support a community of practice for talent leads in systems and organisations where they can share skills and experiences and build a platform for best practice.



Pools and Pipelines

Executive Director Pathway Scheme

The Executive Director Pathway (EDP) is an inclusive talent scheme which aims to support aspiring executive leaders to progress in their careers through a series of targeted development opportunities.

The scheme focuses on preparing participants for any of the following roles or equivalent within NHS Provider organisations:

- Executive Director of Nursing
- Medical Director
- Chief Operating Officer
- Executive Director of Finance
- Director of Workforce/Human Resources

It takes participants between 12–24 months to complete provides a clear development journey to senior executive leadership, combining best practice in both talent management and leadership development.

Cohort one of the scheme commenced in June 2021 with the Midlands having the largest number of candidates from any region. Each participant is being supported by the Head of Talent and Regional Programme Lead throughout their time on the scheme. This support includes career coaching, developing learning plans and where appropriate, providing advice and guidance on where to seek experiential opportunities.

Feedback to date has been excellent and we are already starting to see the scheme making an impact on people's careers with one of our participants securing a board level position.

Cohort two is likely to be launched in Spring 2022 for an Autumn start.

Talent Pools

The Midlands and East of England were the first regions in the country to establish an Aspire Together assessment model for aspirant directors which led to the creation of a regional talent pool comprising of leaders that were either ready now or ready in 12-18 months to transition to a board level role.

- The purpose of the Aspire Together initiative was to:
- Create a **culture of collaboration** where talent management was owned and valued by the whole system
 - Develop a credible, diverse and quality assured **aspirant and existing board leaders' talent pool**
 - Increase **visibility of our talent** by developing robust data and improving ways to balance demand and supply improve the ways we balance demand thereby reducing agency spend.
- that will enable organisations to select from when making board appointment decisions

Following multiple assessment centres, our current talent pools are made up of the following:



**Denotes those that are known to be deployed from the ready soon and not yet ready pools. No active career tracking has however taken place with these pools, so numbers estimated only based on informal intelligence.*

Since assessment, almost a third of our ready now leaders are now operating in executive director positions which is testimony to the success of the scheme.

The current assessment model for aspirant directors is being updated to recognise the changes in our internal and external environment since the pandemic and, therefore, is not open to new entrants. However, we are maintaining our commitment to support the career progression of our aspirant leaders which includes the following:

- Career development workshops
- Career coaching on request
- Access to career and mentoring register
- Access to career portal
- Career tracking
- Advertisement of relevant vacancies
- Offer for Ready Now leaders to join our MEET scheme
- Executive Director Pathway talent scheme open to ready soon leaders

It is anticipated that our talent pool will be opened again to new entrants once the new assessment model has been designed in 2022/23.

Midlands and East Executive Team Scheme (MEET Scheme)

The Midlands and East Executive Talent Scheme aims to provide interim director opportunities to aspiring and existing NHS directors.

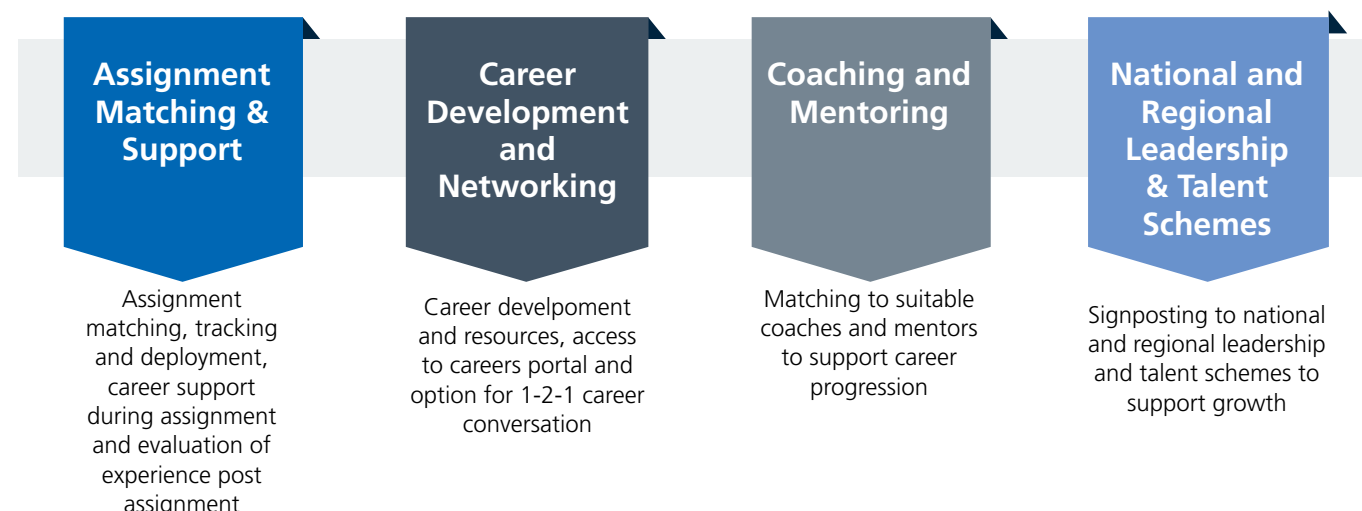
To support the career development ambitions of our 'ready now' talent pools, the scheme aims to provide a range of much needed interim fixed term posts that could act as 'stretch' and development opportunities for ready now aspiring directors, with these individuals being seconded for a period of time to another NHS organisation. This is a good opportunity to for aspiring and existing NHS directors to gain exposure to a board leadership role and be supported throughout the experience.

This collaborative venture aims to support the development and diversity of our talent pools and ensure that an appropriate package of support is in place for both providers and candidates.

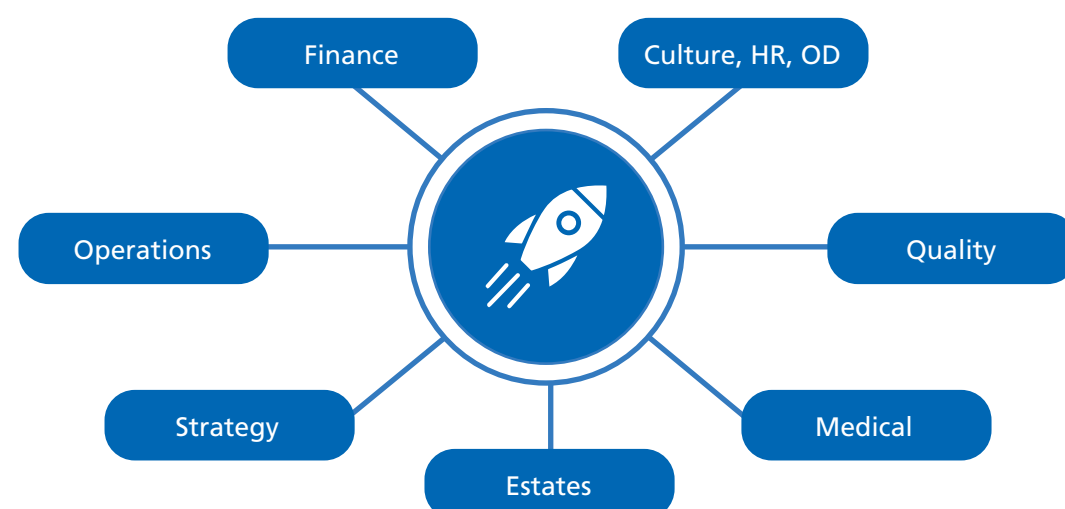
The scheme was initially launched in 2017 and was paused last year. The team re-launched the scheme in October 2021, promoting the scheme in a phased way to our ready now talent pool as a potential deployment offer. This year, it has also been offered to our ready soon pool. Consideration is also being given to the scheme being offered to leaders impacted by ICB transition.

The Midlands currently has 10 participants in the scheme from our region and we are actively recruiting aspiring and existing NHS directors.

Benefits to candidates



Types of leaders in the MEET Scheme



Frameworks and Tools

Scope for Growth

Scope for Growth – career conversations, is a new, simple, inclusive approach to career development conversations that views everyone as talent. It will give us common standards and a consistent definition of talent and potential, through use of a strengths-based tool and joined up leadership styles and interventions. Building on current approaches, the quality of the conversation is key. Through person-centred conversations in psychologically safe spaces, we can better recognise and discuss strengths, aspirations and future potential.

Conversations will focus on:

- Health and wellbeing
- Personality traits
- Behaviours and performance
- Career experience and career aspirations
- An exploration of suggested development initiatives to support the creation of an aspirational/development plan.

A piloting approach was initiated in the summer, giving systems and organisations the opportunity to test the model and provide vital feedback on how it can be enhanced prior to wider roll out planned for 22/23.

The Midlands Talent Team received significant interest from the region to testing and adopting the approach with the following systems and organisations signing up:

- Coventry and Warwickshire ICS
- Derby and Derbyshire ICS
- Herefordshire and Worcestershire ICS
- Lincolnshire ICS
- Nottingham University Hospitals NHS Trust
- Northamptonshire ICS
- Shrewsbury, Telford and Wrekin ICS
- Staffordshire and Stoke on Trent ICS

The national and regional Scope for Growth team are supporting pilot sites in the roll out and this support is inclusive of a line manager train the trainer package, learning and development materials and the establishment of a Communities of Practice to share learning across all pilot sites in England.

Discussions are currently taking place across regions on the longer-term ambitions of Scope for Growth that will involve regions creating a three-year implementation plan aimed at accelerating wider roll out.



Inclusive Talent Management

6 High Impact Actions – Inclusive Recruitment and Promotion

It’s important that the healthcare sector reflects the diversity of our communities. However, the workforce across the NHS, is not representative at some levels -particularly noticeable at more senior level. For instance, BME staff make up 23% (as at July 2020) of our workforce in the Midlands, and yet only 9.5% are working at Board level. Equally critical is the need to ensure all our staff are valued for the unique talents they bring, and to enable them to maximise their potential.

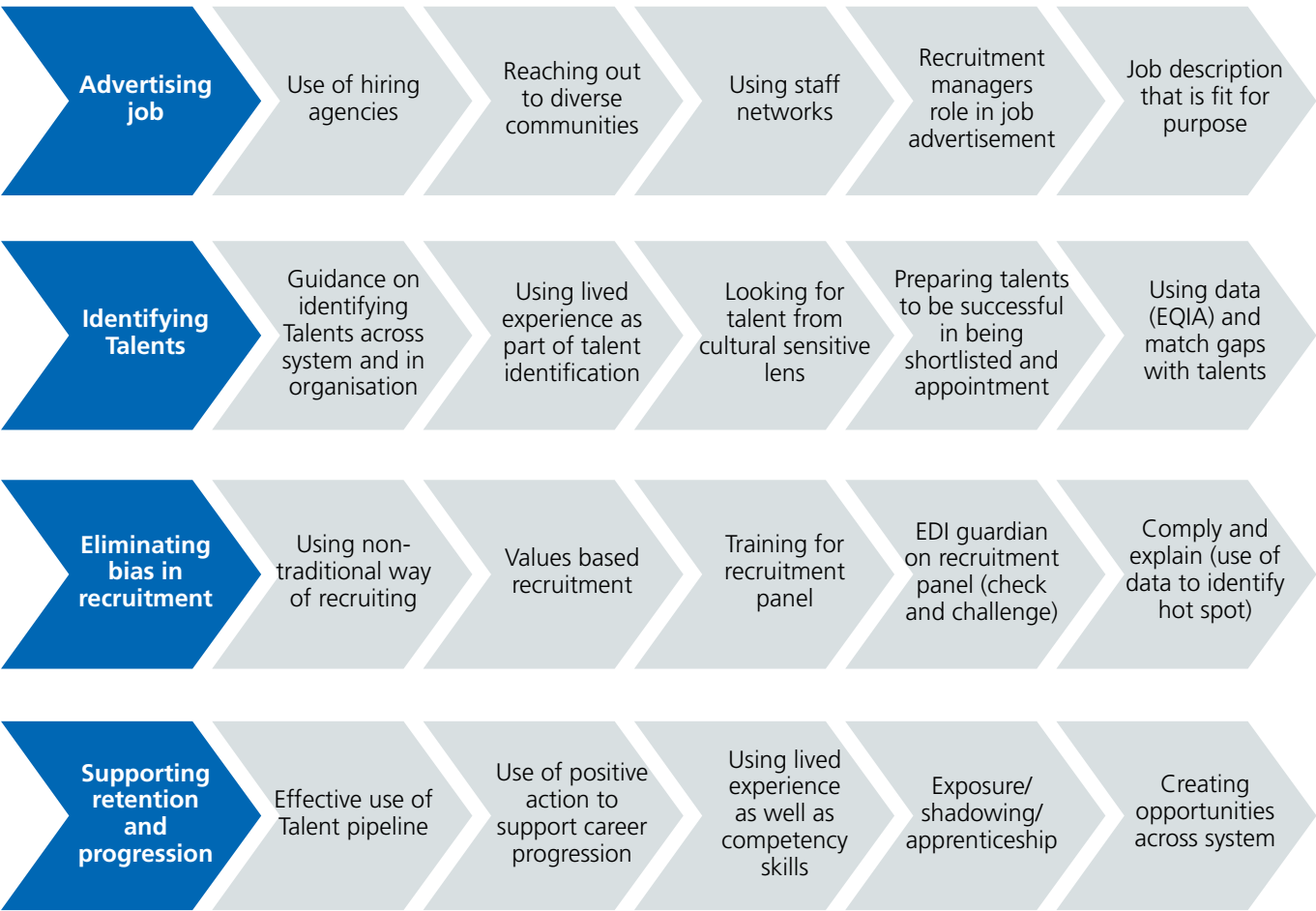
Against this backdrop, there needs to be a radical shift for the NHS to ensure that both its approach to recruitment and progression is fair and inclusive. In the Spring of 2021, we sent out a call to action to organisations to commit to overhauling and actively de-biasing recruitment and selection processes against six high impact actions:

High Impact Action	Deliverables
Board Level Ownership	Ensure board executives own the agenda Set specific KPIs and targets linked to recruitment
Fair Interview Processes	Diverse interview panels Inclusive recruitment training Equality representative to monitor process for fairness and transparency
Talent Panels	Stretch and Acting Up assignments must be advertised to all staff Agree positive action approaches to filling roles for under-represented groups Set transparent minimum criteria for candidate selection into talent pools
Enhance Equality, Diversity and Inclusion Support	Train organisations and HR policy teams on how to complete robust / effective Equality Impact Assessments of recruitment and promotion policies
Overhaul Recruitment Processes	Training on good practice with instructions to hiring managers to ensure fair and inclusive practices are used Ensure adoption of values-based shortlisting and interview approach Consider skills-based assessment such as using scenarios
Productive Conversations about Race	Adopt resources, guides, and tools to help leaders and individuals have productive conversations about race

Working closely with the Midlands Equality, Diversity and Inclusion team, the talent team co-designed engagement events with leaders to the support them in the delivery of the high impact actions, share great practice and to understand common areas of challenge.

- We found some excellent initiatives happening the region to enable change including:
- There were also areas highlighted that needed more focus, namely:
- Allyship programmes
 - Reverse mentoring
 - Career development support
 - Cultural ambassador programmes
 - Using Artificial Intelligence to reduce bias
 - Utilising equality monitoring data to create talent pools
 - More ED&I expertise and capacity in organisations (resource very limited)
 - Turning race conversation into real action
 - Engagement and co-production with staff
 - Effective use of data to drive decision making and action

A summary of the overall themes and ideas from our engagement events is highlighted below:



In future, the Midlands ED&I and Midlands Talent Team will be establishing a Communities of Practice series with ED&I, Talent and System Workforce Leads focusing on identifying talent; attracting talent; eliminating bias in the recruitment process, improving retention and career progression.

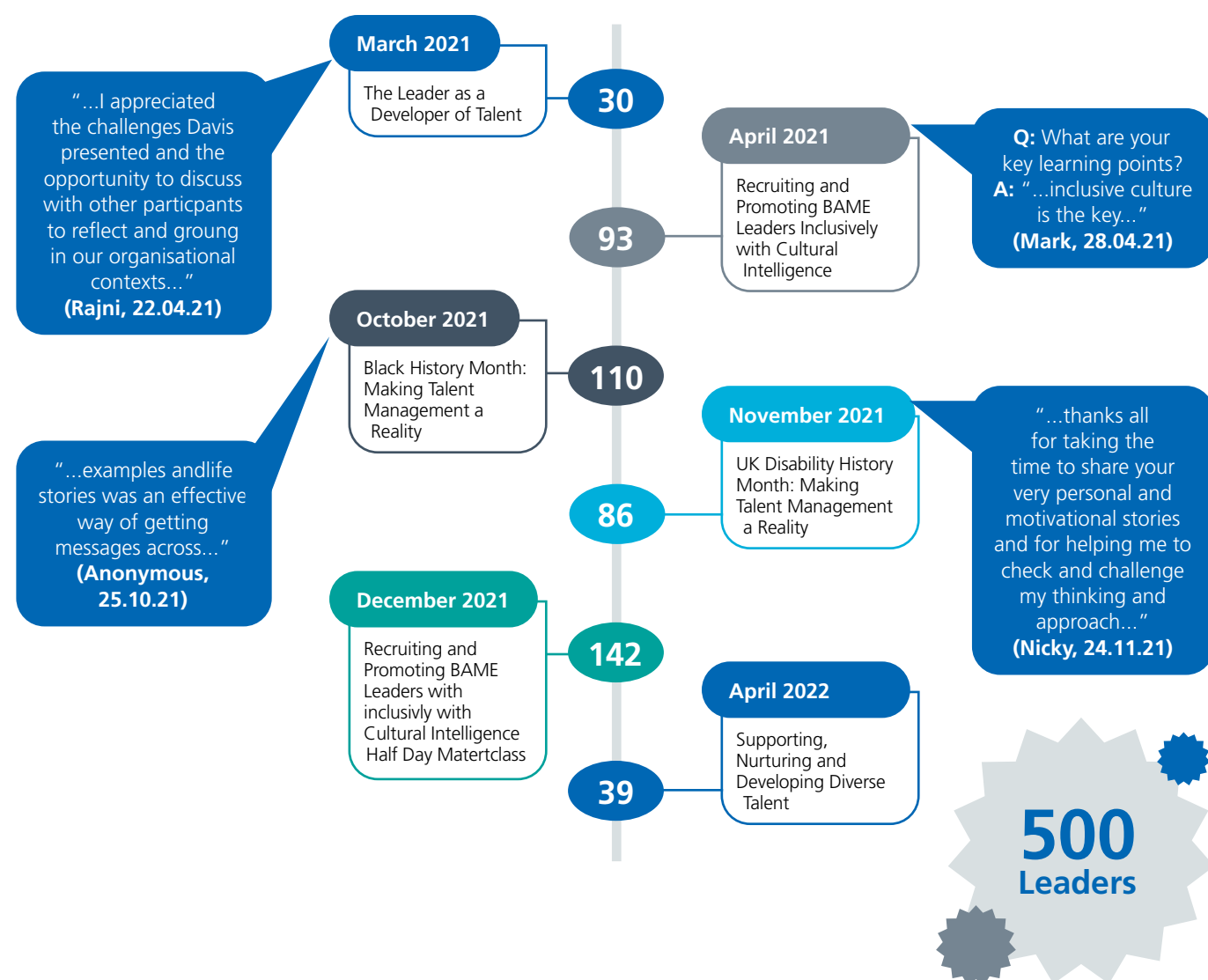
Inclusive Talent Management Masterclasses

In addition to the 6 High Impact Actions – Inclusive Recruitment and Promotion, we have established an inclusive talent management masterclass series where we facilitate virtual sessions with experts in the field and with our own staff so that we can learn and share inclusive talent management.

Events held in the series include:

- Leading and promoting Black, Asian and Minority Ethnic leaders inclusively with Cultural Intelligence
- UK Disability Month where members of the NHS Disabled Directors Network reflected on their lived experiences and career journey to-date.
- Black History Month where we were joined by prominent Black, Asian and Minority Ethnic NHS Leaders sharing ideas on what we could do as leaders to support inclusive talent management as well as tips for aspiring leaders from the Black, Asian and Minority Ethnic community.

Future masterclasses include a session on proven ways of identifying diverse talent and how to develop and to build great performance from diverse talent. Uptake for these masterclasses has been extremely high and the feedback overall has been very positive. Our most recent session in December 2021 included a half day masterclass on Leading and promoting Black, Asian and Minority Ethnic leaders inclusively with Cultural Intelligence(brought back after popular demand) which saw an uptake of 142 participants – our highest number to date. We are pleased to have influenced over 500 leaders to date during the first year of offering these sessions.



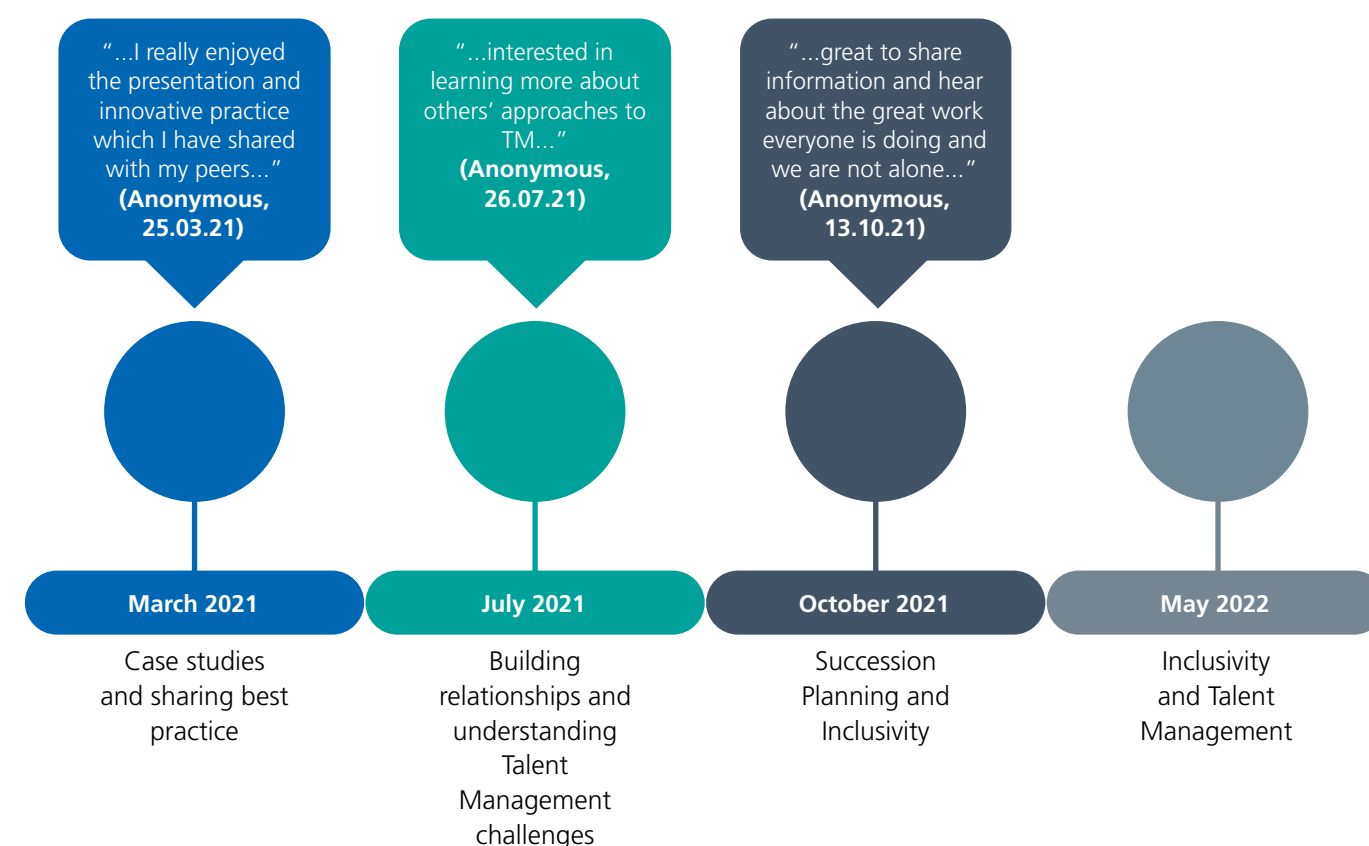
Talent Management Community of Practice

The Midlands Talent Management Community of Practice was successfully launched earlier this year and brings together talent management leads and practitioners from both Midlands systems and organisations to connect, learn and share.

Key achievements since the launch include:

- Showcasing live case studies from regional systems and organisations who have exemplified great practice in systems talent management.
- Creating Midlands wide Talent Management approaches, priorities, and frameworks.
- Exploring what system talent management looks like both culturally and operationally.
- Using appreciative enquiry to explore current and anticipated talent challenges.

Momentum has increased as time as gone by with over 89 attendees to date; indicating how the sessions have gone from strength to strength. A strong community exists outside these sessions utilising digital platforms to encourage engagement and sustainable network connections.



Integrated Care Systems and New Ways of Working

Supporting Senior Leaders Impacted by Integrated Care Board Change – ICB Talent Approach

The **HR Framework** sets out the need for a strong talent-centred approach to support CCG, ICS & NHSEI colleagues impacted by the transition towards integrated care boards. It also highlights that change should be managed in a way that demonstrates compassionate and inclusive leadership, recognises the importance, value, and wellbeing of our people, and enables the delivery and the recovery of services.

Our ICB Talent Approach was co-created through regional collaboration with CCGs, systems & other stakeholders in the Northeast and Yorkshire. In partnership with trade unions, ICS HR Directors, National Transition Partnership and NHS England and NHS

Improvement HR and OD leads, it has subsequently been further developed to establish a single consistent national approach.

The overall aim is to support our people and mitigate the loss of leadership and professional talent during the transition.

Consideration has been given throughout to the sensitive nature of individual’s personal circumstances and how people may react differently to the transition.

Supporting both individuals and managers will be important to minimise uncertainty and ensure supporting conversations are held appropriately and respectfully.

This approach focuses on three key areas:

1. Understanding People’s Career Aspirations

Compassionate and inclusive career conversations to be held to understand:

- Aspiration** – The kind of roles individuals are interested in
- Support** – What support is needed to retain our talent and maximise opportunities
- Retention of high-risk leavers** – How taking a talent approach can aid retention of our talent

2. Deployment and mobilisation of talent (enabling people to do their best work)

Purpose is to understand:

- Diversity** – How we can improve diversity wherever possible
- Competences** – Supporting leaders to understand new leadership competencies
- Deployment and mobilisation of talent**, including:
 - Visibility of vacancies
 - Sharing opportunities (roles) across organisation, system, region and nationally

3. Career management and planning for future roles

Career management support will be offered. Purpose is to:

- Provide a range of targeted support to individuals through a suite of development interventions
- Enable a positive culture of self-directed learning and development, focusing on career planning
- To recognise the core support offer available across the region

To support senior leaders impacted by this change in the Midlands region, we have designed a highly bespoke and practical career management offer featuring:

- Interview skills and CV writing webinars
- Mock interview practice and feedback with a panel of senior leaders
- Career coaching
- Written CV review feedback

To date, 25 leaders across eight systems have accessed the offer and feedback has been very positive:

“This is a very good initiative, and I would recommend it’s rolled out to all system leaders. The feedback was very helpful in my prep for an ICS leadership role.”

“The facilitators were both brilliant with great advice and feedback on the day followed by a very comprehensive report of my interview performance including lots of practical ways to improve and links to other valuable NHS online resources”.

System Talent Management Co-Design Group

As we transition to an Integrated Care Board structure from July 2022, it is more important than ever that health and care organisations work together to implement collaborative, system-based approaches to talent management to ensure we are fit for the future.

was launched in the spring of 2021 and aims to provide a safe and informal space for senior system talent leads in the Midlands and South-west regions to share, collaborate and co-design.

Since its launch, the group has established a clear vision and key priorities including:

The Systems Talent Management Co-Design Group



In future, it is the intention that collaborative spaces are created to address these priorities, sharing great practice, and where needed, creating new approaches to embed system talent management.

6. Supporting our NHS People for the long term

From the People Plan – The NHS must build on this momentum and continue to transform. The best way to deliver change rapidly is to mobilise a ‘movement for improvement’. To create this, health and care systems across the NHS should engage with their people and employers to develop system people plans that deliver the ambitions set out in this document, recognising that the uncertainty we all face makes this an even more pressing priority. These plans should align with system implementation plans being developed for the next phase of the response to Covid-19.

Collaboration to improve care in our communities: A place-based approach to leadership development

In another year of unprecedented change across the landscape of our health and care systems resulting from the Covid-19 pandemic, never has it been timelier to embrace the critical need for a place-based approach to collaborative leadership, in developing truly joined-up solutions to the provision of personalised care for all those in need within our local communities.

Based on this premise, in 2021 we worked in partnership with colleagues from Skills for Care (SfC), the National Association of Primary Care (NAPC) and Think Local Act Personal (TLAP) to co-produce a leading-edge development programme to support a place-based approach to leadership across health and care systems, rooted in improving the quality of care.

During our collaborative endeavours, the shared imperative was to provide Covid-19 pandemic recovery responsive support and development opportunities, to enable those in leadership and

management roles on the front-line of health and care services to rise with the challenges of change across our healthcare workforce in the Midlands.

Supporting an integrated approach to leadership development was a central impetus for the work. Recognising that the pandemic has shone a light on care homes and the wider systems’ response to critical health and social care issues, indicating the need for courageous, resilient leadership and increased collaboration across local systems.

The pandemic response and the importance of supporting health and care systems to recover from it, is central to the design of the ‘Collaboration to improve care in our communities’ (CtIC) programme which emerged,

providing participants’ with opportunities to address grounded, real-time challenges in the provision of joined-up care across the health and care systems within their locality.

In 2021 we set out with the aim of engaging locality-based testbeds for CtIC programme delivery and evaluation in the first year during 2022. In achieving this ambition, we are thrilled to report the involvement of Leicester, Leicestershire and Rutland and Northamptonshire systems in successfully taking up the challenge.

With the fantastic support of our CtIC champions and ICS leads in each of the test-bed system localities, we’ve been able launch this trailblazing initiative with an excited and enthusiastic response from participants’ thus far. Which, particularly in the current climate of the pressures imposed on our health and care services, is a real testament to the commitment of all those involved to learn from each other, with each other, and on behalf of the wider system as they progress on their leadership development journey.

With that intent, our ambition is that the CtIC initiative will provide a real opportunity to build the leadership capacity and capabilities of care leaders and managers across the care sector to enable them to be even more effective collaborators in their local communities on behalf of the people they care for.

This is seen as providing a vibrant context for all those involved to share ideas on new ways of working to support the continued development of a joined-up approach to place-based care. Forging sustainable relationships and ways of collaborating beyond the life of the programme within our Midlands systems and local communities.

We look forward to reporting on the outcomes of the evaluation of our collaborative endeavours during 2022, with the aim of reflexively sharing lessons learned in exploring the potential of the CtlC programme for future test-bed sites and integrated care systems (ICS) across the Midlands region.

Reflections as a Board member of the Midlands Regional Talent and Leadership Board

Shajeda Ahmed
Director of People, OD & Inclusion
North Staffordshire Combined Health Care
NHS Trust

“In relation to the highlights and achievements for the last year our successes have been achieved during a particularly challenging time for health and care.

As a Talent Board member and SRO for the first pilot nationally of the High Potential Scheme (HPS), my team and I have experienced very close collaboration with the Leadership Academy Talent Team. This has been a unique and inspirational opportunity for us to deliver an innovative approach to leadership, especially during a pandemic.

This has led to positive relationships not only with the Leadership Academy but has also been the vehicle for enormous collaborative co-production across our ICS. Building on this we have been able to cultivate a growing community of practice for talent, leadership and succession planning. This is front and centre of our offer to our people and has been achieved in a creative, purposeful and supportive way.

I am absolutely confident that the initial steps we developed in partnership with the Leadership Academy via the High Potential Scheme will cement the foundation of success across the whole talent spectrum within our system.

I believe the HPS and Leadership Academy has helped the system explore the capability of our current workforce and has illuminated the extent to which we need to invest in leadership across our system, for the benefit of our people and to enrich the quality of care they deliver for our patients.

We are really clear about why people should choose to work and develop their careers in the Staffordshire and Stoke-on-Trent system. The association with the Talent

Board and Leadership Academy has strengthened our key offer for our people and has helped us to tailor our brand in a compelling way.

Our driving force and underpinning philosophy is that we are inclusive and compassionate in our approach to talent, we value diversity and are forensic in our pursuit of talent wherever it is located. For us this approach is critical and highly visible in everything we do. We have fostered and developed a community of shared interest, using our ICS Talent Steering Group approach which has enabled us to deliver on a variety of programmes to support people wherever they are in their career.

In summary being a member of the Board has enabled our influence to develop further across the ICS, and the Regional Talent Board support both practically and as working partners, has been pivotal in that.”

Jagtar Singh
Chair
Coventry & Warwickshire Partnership NHS Trust

“I am proud of the work we have all done in designing an excellent product and putting down sound foundations of success where ED&I is at the heart.

I endorse Shajeda points as examples of what is possible and the benefits of the talent board.

The challenge will be how we promote the good practice spread it wider and meet our objectives.

I hope that the Messenger review will highlight our good work as a means to improve culture and leadership.”

Danielle Oum
Chair
Walsall Healthcare

“I have been impressed by the significantly increased emphasis on workforce equality and wellbeing.”

Elaine Clough
Director of People and OD
Hereford and Worcestershire Health and Care

“I’ve recently joined the meetings and would like to endorse the comments of previous colleagues

(to avoid any repetition). I’m particularly keen to see how we expand and develop our approach to an inclusive talent management that extends beyond the traditional boundaries of what we perceived to be leadership and who we perceive to be leaders in a way that is innovative but also challenges perceived wisdom. The diversity of voices and experience around the table can only move us forward so I look forward to continuing the journey we’ve started on.”

Amanda Sullivan
Accountable Officer
Mansfield & Ashfield CCG &
Newark & Sherwood CCG

“I endorse previous comments. The approach to inclusive leadership and adapting to the requirement for more collaborative leaders is particularly impressive.

Our networks

NHS Staff Networks

During 2021 and the challenges of lockdown and Covid-19 the Networks have continued to grow and evolve within NHS England and NHS Improvement with greater demands now more than ever. This year has seen the beginning of a new Jewish Network aimed at anybody who identifies as Jewish or wishing to be an ally and a MultiKultural Network who offer support to all those who differentiate themselves through multilingualism, accent or cultural background. In a bid to overcome isolation and improve how we work together, there has also been the creation of various social groups for staff covering areas such as crafts, gardening, poetry, and music.

Here at Midlands Leadership and Lifelong Learning, we have this year initiated a Network Chairs Development Programme working with chairs from various networks within the region to share their ideas and formulate the programme. It will enable chairs to develop their leadership skills along with looking at the impact of different leadership styles and behaviours, to explore their own development with an aim to provide support to find solutions to improve their skills and the quality of care.

Visible Leaders Network

We have also re-launched our Visible Leaders Network (VLN) having just organised a celebratory launch event attended by over 100 members. This successful event is the start of what we hope will be a fantastic year for the VLN. This network has a unique focus on leadership for Black, Asian and Minority Ethnic staff who as members of the network have the opportunity to attend specific leadership and development interventions and masterclasses in order to progress their own leadership journey.

In the coming year we hope to continue to work with the various networks as colleagues and allies in providing support and collaboration around all issues of equality, diversity and inclusion.

Primary Care Networks

We have engaged with our CCGs, PCN Leads, Training hubs, ICSs and Clinical Directors to support them in their leadership development and strategy planning. We co-designed some of their leadership programmes. We have also supported Clinical Directors and General Practice who had leadership challenges by offering bespoke programmes. We have managed to form good partnerships with our PCNs to ensure that we do not duplicate any of our leadership offers. We have support our PCNs with their spending as part of the Primary Care Network priorities which include workforce, leadership, enhancing integration, reducing health inequalities, access, and funding.

We have received positive feedback across all our Primary Care Networks. Here is some of the feedback we got:

‘It has been absolutely fantastic to develop a new partnership with the Midlands Leadership Academy and build such a strong collaborative work relationship, more specifically, with the Primary Care team. This has proven to be extremely valuable to our workforce as it empowered them with the right leadership skills, which in its turn enabled them to produce change and improve patient outcomes. Look forward to continuing the work in the year ahead!’

‘The support and development afforded from closer working with the Midlands Leadership Academy and in particular with Phillip has enabled our staff to flourish in what has been extremely pressured times. Most importantly, the collaborative relationship we have built, has facilitated meeting our particular Primary Care needs for our ICS. This adaptability and responsiveness of the academy has enriched our relationship in a true partnership model. The flexibility of both bite sized masterclasses through to full leadership programmes has ensured equity of access for staff development and opportunity.’

Meet our team

How to get in touch with us: Visit our website for information on all our offers and how to access systems and leadership development, coaching and mentoring support, access to our resources and more at:

midlands.leadershipacademy.nhs.uk

You can follow us on twitter at  **@NHSMidsLLL** or email us at **midlands@leadershipacademy.nhs.uk**



Clare Price-Dowd

Head of Leadership and Lifelong Learning

clare.price-dowd
@leadershipacademy.nhs.uk



Phillip Masuwa

Primary Care Programme Senior Manager

phillip.masuwa
@leadershipacademy.nhs.uk



Gary Godden

GMTS Leadership Development Senior Manager

Gary.Godden
@leadershipacademy.nhs.uk



Lizzy Stillibrand

Systems Leadership Development Senior Manager

lizzy.stillibrand
@leadershipacademy.nhs.uk



Karen Carter

Leadership Development Senior Manager

karen.carter
@leadershipacademy.nhs.uk



Yvonne Walker

Senior Business and Performance Manager

yvonne.walker
@leadershipacademy.nhs.uk



Karen Johnson

System Leadership Manager

karen.johnson79@nhs.net



Naomi Porter

Leadership Development Manager

naomi.porter
@leadershipacademy.nhs.uk



Bobbie Petford

GMTS Trainee Support Manager

bobbie.petford
@leadershipacademy.nhs.uk



Dawn Simmonds

GMTS Leadership Development Coordinator

dawn.simmonds
@leadershipacademy.nhs.uk



Becky Williamson
Currently on Secondment in another team
Leadership Development Coordinator

rebecca.williamson
@leadershipacademy.nhs.uk



Wendy Walker
Positive Action Programme Inclusion Coordinator

wendy.walker
@leadershipacademy.nhs.uk



Lyndsay Bunting
Head of Talent (Midlands)

Lyndsay.Bunting
@leadershipacademy.nhs.uk



Anna O'Kane
Senior Programme Lead – Talent (Midlands)

Anna.oKane
@leadershipacademy.nhs.uk



Andrew Spears
Currently on Secondment in another team
GMTS Leadership Development Coordinator

andrew.spears
@leadershipacademy.nhs.uk



Sumiya Khanam
Leadership Development Coordinator

sumiya.khanam
@leadershipacademy.nhs.uk



Abbie Conran
Business and Performance Officer

abigail.conran
@leadershipacademy.nhs.uk



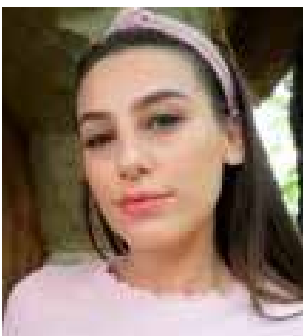
Kaye Purkis
Leadership Development Coordinator

kaye.purkis
@leadershipacademy.nhs.uk



Susan Elvins
Leadership Development Administrator

susan.elvins
@leadershipacademy.nhs.uk



Nicola Ladkin
Business Support Administrator

nicola.ladkin
@leadershipacademy.nhs.uk



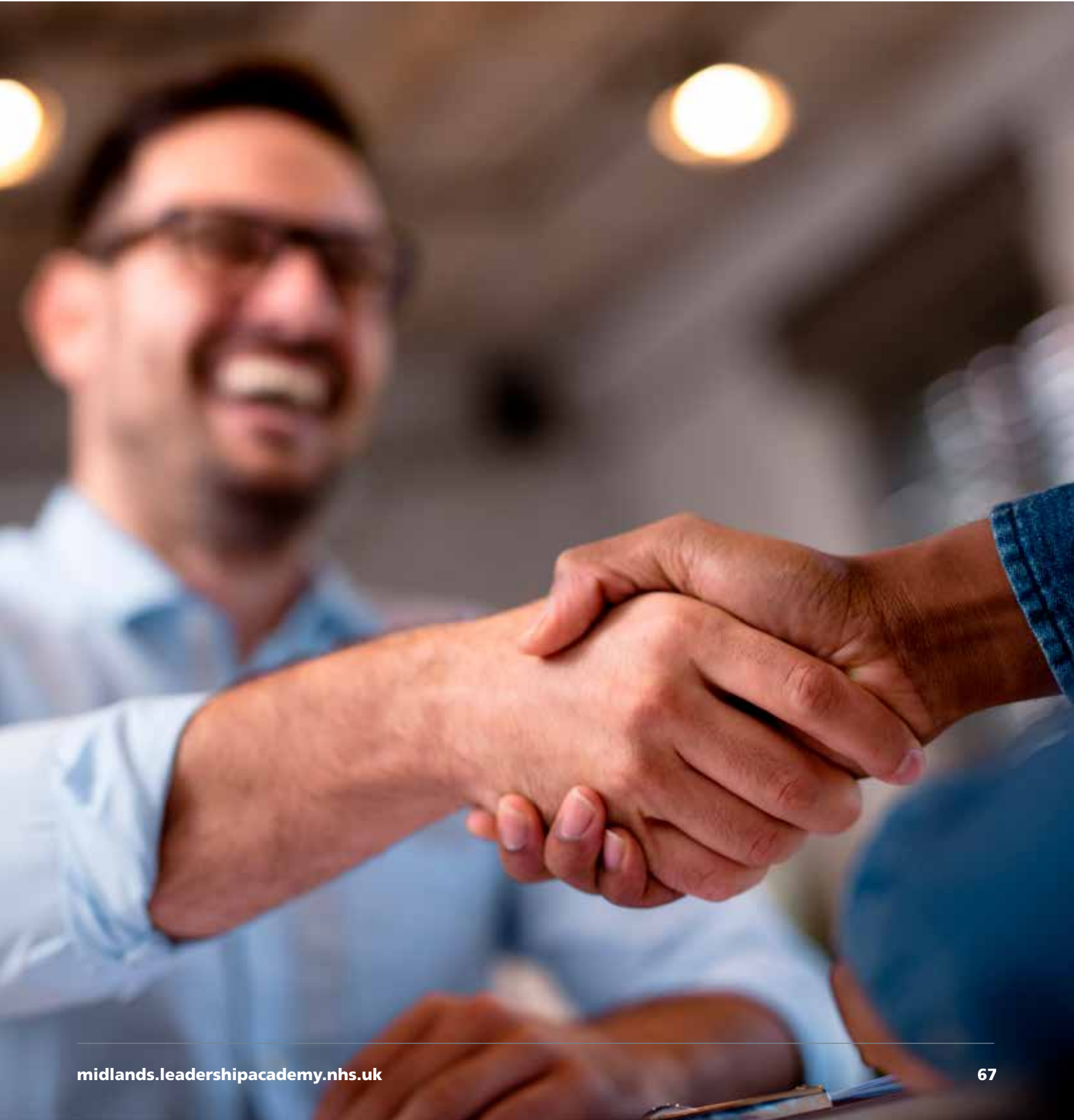
Masood Hussain
GMTS Leadership Development Administrator

Masood.Hussain
@england.nhs.uk



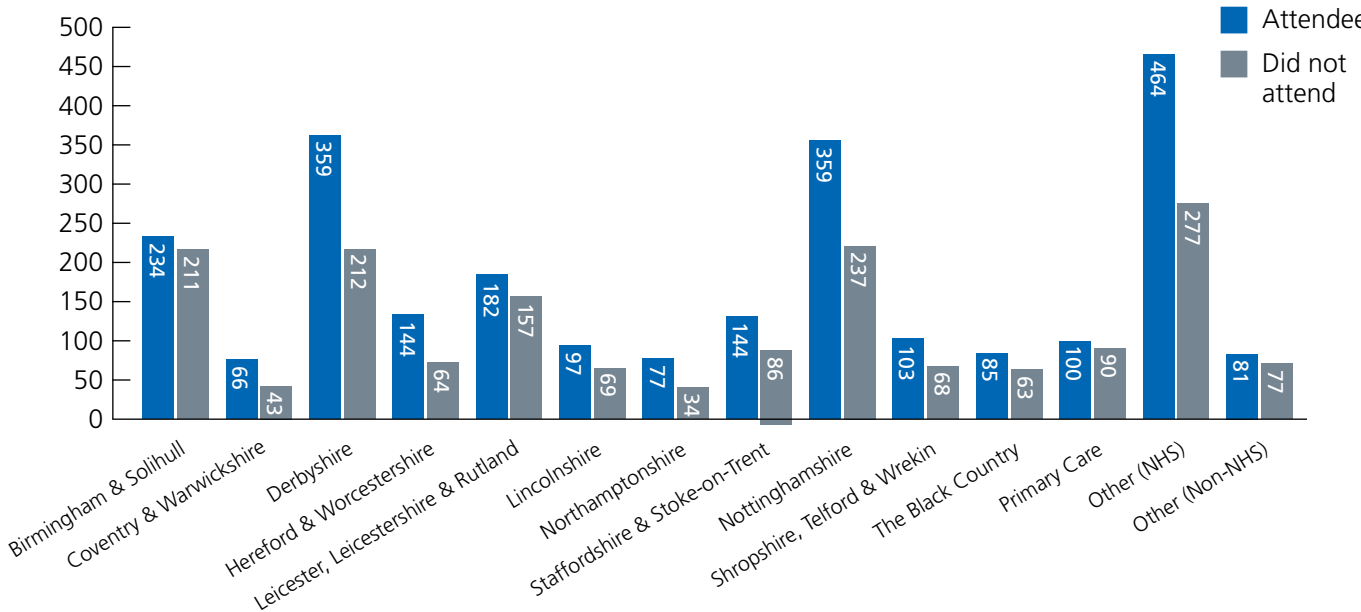
Faizah Mustafa,
Project Manager – Talent (Midlands)

Faizah.Mustafa
@leadershipacademy.nhs.uk



Our interventions in numbers

This year we have run a total of 286 intervention sessions from April 2021 to March 2022 in which we had 3,732 attendances making our attendance rate 60.86%. This is lower than last year’s 70%, as pressures have been higher and staff have begun to suffer from the long-term effects of Covid-19. From the chart, you can see that attendance and DNA’s have been reasonably even across all systems because of these pressures:

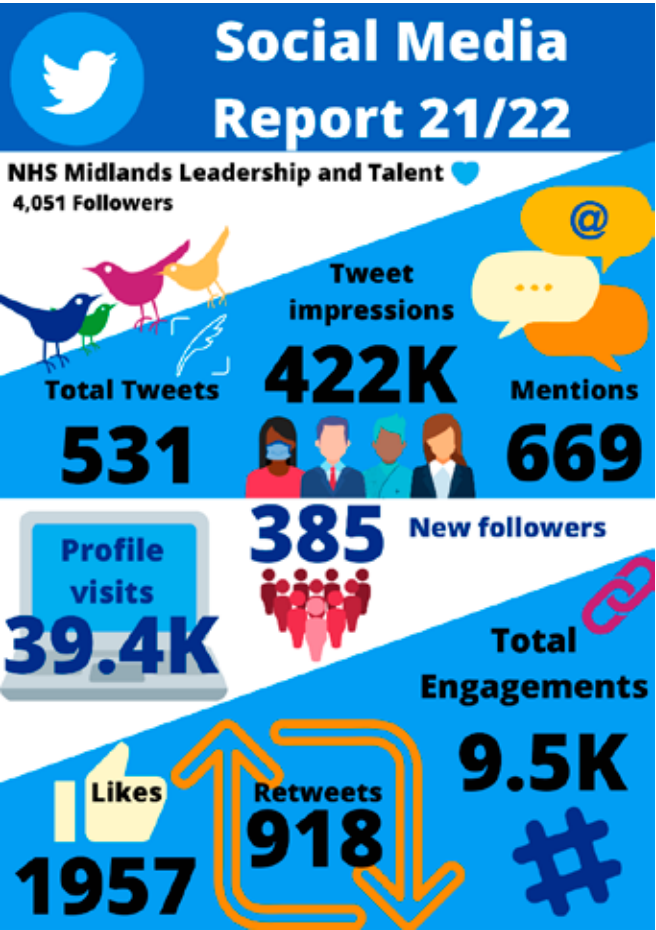


Each workstream worked hard this year to follow the guidance from our stakeholder events in order to create a desirable and necessary offer to the Midlands systems. In the table below, we can see how the total of intervention sessions were divided across the workstreams and how many attended. It’s great to see that although there were only 21 EDI were able to get 964 attendance to those events and encourage leaders to be more inclusive and compassionate.



KPI	No. sessions delivered	No. attendances
MIDS-01/02 Board and In-place ICS Systems Leadership Development	20	361
MIDS-03 PCN Development	69	739
MIDS-04 R&R – Leadership Development	47	480
MIDS-05 GMTS	13	295
MIDS-08 Coaching and Mentoring	114	893
MIDS-09 EDI	21	964
Leadership Learning Zone	N/A	8,530
Total	240	12,082

We had 6,220 enrolments to our workshops and the demographic information we collect upon booking has allowed us to see if we are reaching the Midlands population numbers for underrepresented groups. The graphic below displays the data from those that have attended our events. There is a 22.3% of BAME NHS staff according to NHS workforce England which means that we, with our 26%, are reaching more than average.



Communication highlights

2021/22 was the first full year in which we were regularly communicating with our stakeholders via Tweets, blogs and newsletters.

From April 2021 to March 2022, we gained over 550 further subscribers to our monthly newsletter. We also ran a survey in December 2021 to ask stakeholders what sections they are reading, if it is sent too often or not, whether the length is suitable and what they would like more of. The results revealed that most people are looking for our most recent offers and ones upcoming and that it can be too long, which is why from January 2022 onward we’ve made a conscious effort to ensure it is short and sweet.

We have also had a good year communicating via social media which has been used to promote interventions that weren’t fully booked. From this report, you can see that we have managed to reach more people and continue our engagement rate from last year.



Leadership Learning Zone



The Leadership Learning Zone (LLZ) provides organisations and individuals with a tool that will enable learning, enhance understanding and embed vital skills and knowledge that will contribute to the physical and psychological well-being of our people and can be accessed free of charge by all NHS staff.

The Zone’s 22 modules are::

- Coaching skills
- Influencing stakeholders
- Talent management
- Time management
- Stress management
- Introduction to leadership
- Understanding yourself
- Managing people
- Managing through change
- Generations
- Unconscious bias
- Equality and diversity
- Interview skills
- Resilience
- Imposter syndrome
- Systems leadership
- Effective communication
- Talent management/succession planning
- Appreciative enquiry
- How to give feedback
- Kindness
- How to run Action Learning Sets

Delivered via an e-learning platform, it enables organisations to integrate it with mandatory training and track the progress of their people. It also allows the individual to easily access the learning in a way that is flexible to their needs and can be managed in accordance with their workload and needs.

From April 2021 to March 2022, a huge 8,350 modules were completed, across both the main website and the cloned sites for Midlands organisations. These include, Birmingham Solihull Mental Health NHSFT, Black Country Partnership NHSFT, Birmingham Community Healthcare NHSFT, West Midlands Local Authorities and Birmingham City University.

Students from Birmingham City University had this feedback:

“This is a great resource. It helps to give a clearer understanding as to what is expected of nurses in terms of leadership and identifies how we can communicate with other people to ensure we are working as a team and collaboratively.”

“The LLZ is something which I really enjoyed using and hope to continue to use it. It has new and interesting ideas and ways of teaching. I really like it.”

In February 2022, all the Regional Leadership Academy’s launched their cloned site for participants in their region to access the modules. We are now looking to update the modules in 2022/23 as well as work with the regions to add new modules.

Our achievements and looking ahead

Closing thoughts from
Clare Price-Dowd,
Head of Leadership and Lifelong
Learning – Midlands Region

This review has shown the work carried out by the team over the past year in the midst of the global pandemic.

We must now look to the future. The landscape is changing and the forthcoming year will again be one of change to Integrated Care System status across all 11 systems.



Dr Clare Price-Dowd
Head of Leadership and Lifelong
Learning (Midlands region)

Closing thoughts:

There is a saying, although a little trite, that 'Team' stands for 'Together Everyone Achieves More' and this year it has been very much how we have pulled together as a team and worked with our stakeholders and partners to deliver our work that has made me so proud to be part of the Midlands team. We expected to be back in offices long ago, out and about, collaborating in person, delivering our interventions face to face, networking and sharing. Whilst the only difference has been the 'in person' part, there have been times when the sustained work on screen has taken its toll. However, by having open and honest conversations, looking after ourselves as well as our work obligations and keeping the focus on the patients and staff who benefit from great leadership, we have delivered an expanded offer as well as innovated.

'Next year' is already here and will bring the assent in law of the Integrated Care Systems. We look forward to being part of the support for leaders and getting to know new colleagues and new teams across the region. The national review of health and care leadership will undoubtedly bring about new

changes and I expect we have not seen the end of the pandemic but whatever the next years bring, we will continue to focus on the support and development of leaders who in turn support each other and our communities.



Midlands Leadership Academy

Email: midlands@leadershipacademy.nhs.uk

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

midlands.leadershipacademy.nhs.uk