#

Systems Leadership Support Offer

**A collection of offers available to support leaders in systems and organisations**

**June 2022**

**NHS England and NHS Improvement**



**What already exists?**

The NHS Leadership Academy and regional Academies have been offering specific system leadership development support for a number of years, including regional bespoke support and a nationally available programme. A menu of support offers for ICS development is currently being created by the national System Support team in the System Transformation directorate. However this document contains a summary of the offers we are aware of that currently exist and is an updated version of the paper from May 2022 which only outlined offers for senior leaders and executives.

It is still not the full picture we are sure, but has tried to include a range of offers for other levels of leadership and from other external providers – but there will be more so please feel free to add in and customise. If you are aware of any other offers that can be added in and shared please contact:

Clare Price-Dowd via Midlands@leadershipacademy.nhs.uk

We also are aware that the Department of Health and Social Care are currently scoping the need for a System Leadership Development offer following the Integration white paper [potentially targeted at place level leaders] however this work is in very early stages and the programme is not expected in the immediate future. Programmes from the national Leadership Academy all have system leadership content built into them appropriate for the level of audience.

**THE EXECUTIVE SUPPORT OFFER**

The list below contains the offers currently available to support aspiring, new in post and established executive leaders.

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Level** | **Offer** | **Owner** | **Overview** | **Cost** |
| **Aspiring executive director**  | Nye Bevan Programme | LEADERSHIP AND LIFELONG LEARNING | 12 month facilitated programme for those aspiring to an executive director or equivalent role in the next 2 – 3 years (on application)<https://www.leadershipacademy.nhs.uk/programmes/nye-bevan-programme/> | £4,500 to participants (subsidised by the Academy) |
| Executive Director Pathway  | TALENT MANAGEMENT | The Executive Director Pathway (EDP) is for those who demonstrate high potential and the interest to become an executive director on an NHS Provider Trust Board within the next 12–24 months, in any of the following roles or equivalent: • Executive Director of Nursing • Medical Director • Executive Director of Finance • Chief Operating Officer • Director of Workforce/HR <https://www.leadershipacademy.nhs.uk/executive-director-pathway-2/> | Free |
| **Aspiring non-executive director** | NExT Programme | TALENT MANAGEMENT | The 6-to-12-month programme gives a unique insight into the role and responsibilities of being an NHS non-executive director. Individuals join a trust board and act as a NED to gain insight in bridging knowledge gaps and ensuring better performance at any future NED interview.<https://www.england.nhs.uk/non-executive-opportunities/improving-non-executive-diversity/next-director-scheme-supporting-tomorrows-non-executives/> | Free |
| **Aspiring executive director** | MEET Scheme | TALENT MANAGEMENT | The MEET Scheme [Midlands and East Executive Talent Scheme] is a talent pool of individuals who can be appointed into executive level positions across the Midlands and East of England regions. Providers can submit their interim vacancies and candidates can apply to join the pool. To advertise a vacancy or join the pool, please email MEET.scheme@leadershipacademy.nhs.uk putting MEET scheme in the subject line. | Free |
| **Recently appointed and existing executive directors** | Onboarding offer | LEADERSHIP AND LIFELONG LEARNING | Curated resources for newly appointed Chief Executive Officers can be found on the [senior leader onboarding website](https://senioronboarding.leadershipacademy.nhs.uk/). Includes websites, articles reports, papers, videos and podcasts around Executive competency areasYou can access the website [here](https://senioronboarding.leadershipacademy.nhs.uk/) | Free |
| Executive and Non-Executive Induction programme | NHS PROVIDERS | NHS Providers in partnership with NHS Improvement delivers an essential one-day induction programme specifically designed for new executive directors of NHS trusts and foundation trusts.The programme has been developed to provide new board directors with a deeper understanding of their board role as part of a unitary board, and of the wider context within which the role is set.<https://nhsproviders.org/development-offer> |  NHS Providers **Member**: £295, **Non Member**: £355 |
| Exec Suite | LEADERSHIP AND LIFELONG LEARNING | The Executive Suite provides a range of opportunities for senior leaders to both access support and development for themselves and to aid them in also supporting the development of their staff over the coming winter months and into the future.They are designed to support you to remain a resilient leader, continue to thrive in your role, and set cultures that value the importance of health and wellbeing.<https://learninghub.leadershipacademy.nhs.uk/executivesuite/> | Free |
| **Recently appointed and existing non-executive directors** | Onboarding Offer | LEADERSHIP AND LIFELONG LEARNING | Curated resources for newly appointed Chairs and Non-Executive Directors can be found on the [senior leader onboarding website](https://senioronboarding.leadershipacademy.nhs.uk/), New to the NHS resources - [Governance, assurance and understanding the NHS](https://senioronboarding.leadershipacademy.nhs.uk/understandingthenhs/) and further resources for Chairs and Non-Executive Directors, the wider site Includes signposting, articles reports, papers, videos and podcasts around executive competency areas. You can access the whole website [here](https://senioronboarding.leadershipacademy.nhs.uk/) | Free |
| **Aspiring CEO** | Aspiring CEO programme | LEADERSHIP AND LIFELONG LEARNING | Currently under redesign for both assessment on to the programme and the content and delivery. Will be available for applications from autumn 2022Applications will be on the national website<https://www.leadershipacademy.nhs.uk>info can be found at <https://www.leadershipacademy.nhs.uk/?s=aspiring+ceo> | Free |
| **Aspiring Chair** | Aspirant Chair Programme | TALENT MANAGEMENT | The Aspirant Chair programme enables Non-Executive Directors to explore the different leadership styles and settings with relevant and robust governance in today’s NHS. The programme includes five national events, the allocation of a Chair mentor, exposure to a variety of Boards with reflective observations and mock Chair interviews.[Aspirant Chair programme – NHS Senior Leadership Onboarding and Support (leadershipacademy.nhs.uk)](https://senioronboarding.leadershipacademy.nhs.uk/chairs-and-non-executive-directors/aspiring-chair-programme/) | Free |
| **First Time CEO Programme** | First time CEOs | NHS CONFEDERATION | Designed for senior leaders in their first CEO role. A space to come together for peer support and to discuss the challenges of being first time in the role <https://www.nhscnfed.org/leadership-support/first-time-chief-executive-programme>Meets bi-monthly contact for joining Daniel.reynolds@nhsconfed.org | Free for members |
| **Recently appointed CEO** | Chief Executive Development Network (CEDN) | LEADERSHIP AND LIFELONG LEARNING | A self-directed network offering both development and peer connection for established and new CEOs. Content is member-led, meaning that offers can be agile, responding to and grounded in CEOs’ changing realities and priorities. Offers include 24-hour development events, transition coaching for new-in-post members and one-off masterclasses, speakers and panel discussions.<https://www.leadershipacademy.nhs.uk/chief-exec-development/>Email:ceo@leadershipacademy.nhs.uk  | Free |
| Recently appointed CEO action learning sets | NHS CONFED | 2 year programme of facilitated ALSs and events by ex-CEO Stephen DaltonIntroduction to Stephen Dalton via Clare.price-dowd@leadershipacademy.nhs.uk | Free (funded via NHSEI to Confed) |
| Peer to peer support offer | LEADERSHIP AND LIFELONG LEARNING | A group of NHS Chief Executives have come together to form an impartial and confidential NHS Chief Executive peer to peer offer intended to provide individual one on one practical advice through a peer network of Chief Executives<https://www.leadershipacademy.nhs.uk/chief-exec-development/> | Free |
| **Recently appointed Chairs** | Chair Development Network (ChaDN) | LEADERSHIP AND LIFELONG LEARNING | A self-directed network offering both development and peer connection for established and new Chairs. Content is member-led, meaning that offers can be agile, responding to and grounded in Chairs’ changing realities and priorities. Offers include 24-hour development events, transition coaching for new-in-post members and one-off masterclasses, speakers and panel discussions.<https://senioronboarding.leadershipacademy.nhs.uk/chairs-and-non-executive-directors/non-exec-director-induction-programmes-development-collaboration-platforms/>Email chairs@leadershipacademy.nhs.uk | Free |
| **Recently appointed Chief Finance Officers**  | First time in post CFO programme | NHS ENGLAND | <https://onenhsfinance.nhs.uk/new-in-post-fd-cfo/>Designed to support and provide new leaders in their first year in post with the knowledge and skills needed to become a high-performing director; preparing you for the demands and challenges that are faced every day.**Objectives of the programme include:*** System working for new FDs and CFOs
* Operating effectively as part of the executive team
* Corporate governance and accountability as a board member
* Inclusive leadership
* Effective working with clinicians to deliver value
* Delivering to CEO/ board expectations
* Utilising your professional networks

The programme is aimed at first time in post finance directors within NHS organisations. Participants should be working within their first 12 months of the new role whilst undertaking this programme.Delivery will take place 18-19th October 2022 in central London which includes a networking dinner and accommodation.Please register your interest using the online form above, or contact finance.academy@nhs.net to find out more. |  |
| **Established CEOs** | CEDN | LEADERSHIP AND LIFELONG LEARNING | A self-directed network offering both development and peer connection for established and new CEOs. Content is member-led, meaning that offers can be agile, responding to and grounded in CEOs’ changing realities and priorities. Offers include 24 hour development events, transition coaching for new-in-post members and one-off masterclasses, speakers and panel discussions | Free |
| Exec Suite | LEADERSHIP AND LIFELONG LEARNING | The Executive Suite provides a range of opportunities for senior leaders to both access support and development for themselves and to aid them in also supporting the development of their staff over the coming winter months and into the future.They are designed to support you to remain a resilient leader, continue to thrive in your role, and set cultures that value the importance of health and wellbeing.<https://learninghub.leadershipacademy.nhs.uk/executivesuite/> | Free |
| Peer to peer support offer | LEADERSHIP AND LIFELONG LEARNING | A group of NHS Chief Executives have come together to form an impartial and confidential NHS Chief Executive peer to peer offer intended to provide individual one on one practical advice through a peer network of Chief Executives | Free |
| Disabled Directors Network | Network | LEADERSHIP AND LIFELONG LEARNING | The Disabled NHS Directors Network was formed in October 2020 and is the national network representing NHS leaders with disabilitiesIn March 2021, Kate Smyth was elected as Co-Chair of the Network. For information contact Kate at:  kate.smyth@lthtr.nhs.uk  | Free |
| Established Chairs | ChaDN | LEADERSHIP AND LIFELONG LEARNING | A self-directed network offering both development and peer connection for established and new Chairs. Content is member-led, meaning that offers can be agile, responding to and grounded in Chairs’ changing realities and priorities. Offers include 24-hour development events, transition coaching for new-in-post members and one-off masterclasses, speakers and panel discussions.Email chairs@leadershipacademy.nhs.uk | Free |
| Established Chairs | ChaDN | LEADERSHIP AND LIFELONG LEARNING | A self-directed network offering both development and peer connection for established and new Chairs. Content is member-led, meaning that offers can be agile, responding to and grounded in Chairs’ changing realities and priorities. Offers include 24-hour development events, transition coaching for new-in-post members and one-off masterclasses, speakers and panel discussions.Email chairs@leadershipacademy.nhs.uk | Free |
| Aspiring ICB leaders | Exec Suite | LEADERSHIP AND LIFELONG LEARNING | The Executive Suite provides a range of opportunities for senior leaders to both access support and development for themselves and to aid them in also supporting the development of their staff over the coming winter months and into the future.They are designed to support you to remain a resilient leader, continue to thrive in your role, and set cultures that value the importance of health and wellbeing.<https://learninghub.leadershipacademy.nhs.uk/executivesuite/> | Free |
| Recently appointed ICS leader | Onboarding offer | LEADERSHIP AND LIFELONG LEARNING | **T**he senior leaders onboarding website is a set of curated resources for newly appointed Integrated Care Board Members. This can be included in ICB and regional onboarding offers.[NHS Senior Leadership Onboarding and Support – NHS Senior Leadership Onboarding and Support](https://scanner.topsec.com/?d=99&r=show&u=https%3A%2F%2Fsenioronboarding.leadershipacademy.nhs.uk%2F&t=414c582c9aa6e1ebbb01b80b6c294cf11aa932f4)  The site includes websites, articles, reports, papers, videos and the [New to Integrated Care Board Playlist](https://scanner.topsec.com/?d=99&r=show&u=https%3A%2F%2Fsenioronboarding.leadershipacademy.nhs.uk%2Fworking-collaboratively%2Fnew-to-integrated-care-board-playlist%2F&t=f639f966c9a6f44fac3d469e7c8167e06ac3cab7) and webinars to support new Board Executive and Non-Executive Directors. Specific topic areas include setting strategy and delivering long term transformation; leading for social justice & health equality; driving high sustainable outcomes; governance, assurance & understanding the NHS; creating a compassionate and inclusive culture; Building trusted relationships with partners & communities.  | Free |
| New to ICB “playlist” | LEADERSHIP AND LIFELONG LEARNING | Curated new starter playlist of existing webinars and podcasts for new starters<https://senioronboarding.leadershipacademy.nhs.uk/working-collaboratively/new-to-integrated-care-board-playlist/> | Free |
| ICB Board Development Offer | LEADERSHIP AND LIFELONG LEARNING | The Leadership Academy core framework offer of ICB-ICP Board development and systems OD adaptable for all levels of ICS subsidiarity. Access via <https://senioronboarding.leadershipacademy.nhs.uk> | Free |
| Do Once Do Well Podcasts | LEADERSHIP AND LIFELONG LEARNING | Newly commissions and collaborations with trusted partners to deliver a series of podcasts from May 2022 on foundation elements of ICB Board membership - finance, workforce, health inequalities & population health, leadership across systems and regulatory landscape.<https://senioronboarding.leadershipacademy.nhs.uk/working-collaboratively/podcasts-and-webinars/> | Free |
| ICS Webinar series | SCIE - SOCIAL CARE INSTITUTE FOR EXCELLENCE | This webinar series looks at Integrated Care System (ICS) development, including the information, guidance and tools being prepared for publication as part of the NHS England and NHS Improvement ICS Implementation Programme; and sharing good practice and learning. <https://www.scie.org.uk/integrated-care/delivering/nhs-england-webinars> | Free |
| ICB Network | NHS CONFEDERATION | Network run by NHS Confed bringing together ICB leaders nationally<https://www.nhsconfed.org>/ics/about-ics-network | Free for members |

**ADDITIONAL SUPPORT FOR EXECUTIVE AND ASPIRING EXECUTIVE LEADERS**

**From NHS Confederation:**

Resources, toolkits and publications: <https://www.nhsconfed.org/ics/ics-network-resources>

**From NHS England – The Systems Transformation team have created infographics, videos etc**

<https://www.england.nhs.uk/integratedcare/resources/working-together-for-better-health-and-care-introducing-icss-campaign/>

**From the Leadership Academy** <https://midlands.leadershipacademy.nhs.uk>

* Inspirational Podcasts <https://www.leadershipacademy.nhs.uk/leadership-listens-podcasts/>
* Coaching/Executive coaching <https://midlands.leadershipacademy.nhs.uk/our-offers/coaching-and-mentoring-2/coaching/>
* Mentoring support <https://midlands.leadershipacademy.nhs.uk/our-offers/coaching-and-mentoring-2/mentoring/>
* Career coaching – some of our coaches can offer career coaching. A full list of coaches and how to connect is on the portal <https://midlands.leadershipacademy.nhs.uk/our-offers/coaching-and-mentoring-2/coaching/>
* Bespoke development can be facilitated. Email Midlands@leadershipacademy.nhs.uk

**From the Kings Fund**

The Kings Fund has a number of thought pieces on ICB and ICS development

<https://www.kingsfund.org.uk/search?search=ICB+development>

Plus a guide to how the NHS and systems are organised

<https://www.kingsfund.org.uk/audio-video/how-does-nhs-in-england-work>

**In the planning stage with NHS England through the national Team:**

* Better support to navigate the existing offers, following feedback that navigation is needed, not more new offers
* Evidence for the effectiveness of the national offers, published evaluations
* Looking at the need of place based leaders. To date, emphasis has been on the most senior
* The new menu of System Development support offers from System Support will be ready in July 2022

**OFFERS FOR OTHER LEVELS OF LEADERSHIP**

**FOUNDATION LEVEL**

|  |  |  |  |
| --- | --- | --- | --- |
| **LEVEL** | **OFFER** | **OWNER** | **DETAILS** |
| Anyone across health and care seeking to find out more about | A rage of e-learning modules that can be undertaken as stand alone or bundled around a subject. | LEADERSHIP AND LIFELONG LEARNING | Online bite size content Learning Platforms – Leadership Learning Zone[**https://midlands.leadershipacademy.nhs.uk/our-offers/leadership-learning-zone/**](https://midlands.leadershipacademy.nhs.uk/our-offers/leadership-learning-zone/) |
| Open to all colleagues working in health, care, local authorities, and voluntary sector partnerships, | Foundations in System Leadership | NATIONAL LEADERSHIP ACADEMY | - Soft Launched in June 2022 – Fully launching 4th JulyThis is a foundation level programme that supports leaders to develop an understanding of system leadership and the skills and behaviours requiredto collaborate across health and care. 3 hours per week learning across 5 weeks. A mix of theory, reflection and activities. Available on FutureLearnEnrolment <https://www.leadershipacademy.nhs.uk/systems-leadership/> |

**MIDDLE CAREER LEVEL**

|  |  |  |  |
| --- | --- | --- | --- |
| **LEVEL** | **OFFER** | **OWNER** | **DETAILS** |
| Leading for System Change (nationally-available programme, co-delivered by regional Leadership and lifelong Learning team) | ICS/Place | NATIONAL LEADERSHIP ACADEMY | 6 – 9 month offer, through a series of orientation and discovery.  **Practical, place-based support for Integrated Care Systems (ICS), to build collaborative system-wide leadership thinking and practice, supporting pan-sector teams working across organisational boundaries on complex issues relating to ICS strategic priorities.** It aims to build understanding and expertise within each ICS around what it means to work at a system level; to encourage new ways of working and – ultimately – to enable better outcomes for people using health and care services. Enrolment and further information can be found at:<https://www.leadershipacademy.nhs.uk/leading-for-system-change/> |

**BESPOKE OFFERS**

|  |  |  |  |
| --- | --- | --- | --- |
| **LEVEL** | **OFFER** | **OWNER** | **DETAILS** |
| Any level of subsidiarity – ICB/ICP | Tailored support – individually determined  | LEADERSHIP AND LIFELONG LEARNING | Core framework offer of integrated care board (ICB) – integrated care partnership (ICP) development and systems organisational development (OD) adaptable for all levels of ICS subsidiarity.The regional academies’ system leadership curriculum will build up over the coming months as the needs of ICS become more known.  |

**NHS ENGLAND – SYSTEM LEADERSHIP OFFERS FROM THE SYSTEM TRANSFORMATION DIRECTORATE**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Team | Offer | Overview | Audience | Structure |
| System Support Team in Transformation Directorate | Place Capability Development Programme | Action learning set-based development supporting systems and places to develop their governance arrangements, build their leadership, and use Population Health Management techniques to support elective recovery and create a vision for their data and digital future | Place Leaders | A series of 4 Modules using Action Learning Set approach  |
| System Support Team in Transformation Directorate | Clinical Care and Profession Leadership | * A System Climate Survey - designed to measure the culture and psychological safety of a system, to be deployed widely throughout the clinical and care professional workforce to individuals, the results of which could then be aggregated to provide a measure of the system’s culture.

A System Culture Maturity Matrix* to support systems understanding of the maturity of their system in terms of infrastructure, ways of working and conditions conducive to a culture that promotes professionally agnostic distributed leadership at every layer of the system and joint working across organisations and between clinical and non-clinical professionals

CCPL – Community of Practice | ICS Board/Clinical Leaders  | Survey/Toolkit, Maturity matrix and Community of Practice |
| System Support Team in Transformation Directorate | Voluntary, Community & Social Enterprise Alliances [VCSE] | Embedding the VCSE in ICS national development programme | ICS and VCSE | * Facilitation and Consultancy support to support development of VCSE alliances
* Development of a new national programme supporting VCSE Leaders to be embedded into ICS
* Tools and resources including ICS navigation guide for VCSE, Case studies etc.
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| Population Health Management | PHM Academy | Online resource library  | Anyone interested in PHM | Online resource library |
| Population Health Management | PHM Programme | Action learning set-based development including modules on:* PHM's role in accelerating integrated care during recovery and restart
* Supporting teams to prioritise integrated efforts for at-risk cohorts using analytics
* Developing proactive integrated care models for at-risk and/or vulnerable populations
* Building a sustainable approach to test and improve care models through outcomes measurement
 | Anyone interested in PHM/place based | Action Learning Set based Development |

**There are also a number of related NHS England offers for ICB:**

* Culture and Leadership Programme - (Culture and Leadership, People Directorate) <https://www.england.nhs.uk/culture/culture-leadership-programme/>
* Health and Wellbeing Framework (Health and Wellbeing, People Directorate) <https://www.england.nhs.uk/midlands/wrei/accessing-health-and-wellbeing-support/>

**External offers (In partnership with and funded through NHS England)**

**Confed:**

* **Integrated Care Systems Network - t**he only independent national network which supports ICS leaders to exchange ideas, share experiences and challenges, and influence the national agenda. Forums, webinars, spotlight sessions, roundtables. <https://www.nhsconfed.org/ics/ics-network-resources>
* **Primary Care Network --** the only network bringing together primary care with the rest of the healthcare system. <https://www.nhsconfed.org/primary-care>

**Local Government Association**

Leading Integration: *Sector Led Peer Support Programme*

Delivered in partnership by the LGA, NHS Providers and NHS Confed, for the sector, by the sector

* Flexible, tailored support including peer-facilitated workshops, peer review and mentoring to support systems in developing and delivering on strategic ambitions, strengthening relationships and embedding partnership working at system, place and neighbourhood
* Potential for webinars as part of LGA, NHSP & Confed ICS peer support programme

<https://www.local.gov.uk/our-support/council-improvement-and-peer-support/peer-challenge-and-remote-peer-support>

Local Government Advisors

* Commissioned by System Partnerships Team; Donna Hall and David Pearson provide ad hoc and bespoke support for ICSs including ICP development, such as tailored workshops, critical friend support

<https://www.local.gov.uk/>

Better Care Fund Support Offer

* Delivered by the Local Government Association on behalf of the Better Care Support Team, often in partnership with NHSEI programmes including Emergency Care Improvement Support team [ECIST] and Continuing Health Care [CHC] Team- this is a comprehensive Better Care Fund programme of Health, Housing and Social Care integration support that is place based & tailored to a diverse range of local system needs - designed to help systems deliver person centred integrated services
* Includes peer-led support to local health and care systems to implement Better Care Fund plans, the Hospital Discharge Service Policy and developing requirements around integrated care systems (ICSs), place-based partnerships and primary care networks

<https://www.local.gov.uk/our-support/our-improvement-offer/care-and-health-improvement/integration-and-better-care-fund/better-care-fund>

**LGA Care & Health Improvement Programme (CHIP)**

* Funded by the Department of Health and Social Care and jointly produced and delivered by the LGA and Association of Directors of Adult Social Services [ADASS], the Care and Health Improvement Programme provides support around leadership, integrated health and care, social care markets and commissioning as well as workforce, safeguarding and Supporting the building the right support (transforming care) programme for autistic people and people with a learning disability.
* Sector-led improvement through bespoke support, peer reviews, mentoring, good practice guides and webinars.

<https://www.local.gov.uk/our-support/sector-support-offer>

**Contact emails**

For Talent Management: talent.midlands@england.nhs.uk

For Leadership: Midlands@leadershipacademy.nhs.uk