



Midlands Leadership Academy



NHS England – Midlands Talent and Leadership
Workforce Training and Education Directorate

A Year in Review

2022/23

midlands.leadershipacademy.nhs.uk



A Year in Review 2022/23

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Welcome

Welcome to our third
Midlands Talent, Leadership
and Lifelong Learning
Annual Review

At the beginning of 2022, as the NHS started to emerge from the global Covid-19 pandemic, the Talent and Leadership team across the Midlands set about building infrastructure and establishing support offers to underpin the NHS England objectives of recovering the health system and driving forward transformation of services to further enhance health and care outcomes.

Four key strategic outcomes were agreed which embraced fostering talent at all levels of our organisations, establishing pipelines to senior roles and setting leadership standards based on evidenced best practice as well as developing compassionate, inclusive leaders who are equipped to face emerging challenges and implement innovative new technologies, treatments and working practices.

I would also like to headline this document with a note of thanks to Clare Price-Dowd who during this year took up a secondment to lead on the ground-breaking work associated with implementing the recommendations of the Messenger Review (2022) – more on this later. Clare has led the Leadership team for the past three years and has made a huge contribution to the advancement of system leadership in the Midlands. Consequently, I am honoured to step into her shoes as I took on the role directing the work of both the leadership and talent management teams in the Midlands since November 2022.

I am very proud to therefore introduce this annual review which comprehensively illustrates how the team have delivered on our objectives and how we continue to support high quality healthcare in our region. Through collaboration, innovation, engagement and determination the team have succeeded in creating a rich,

impactful and diverse mixture of interventions. They have applied their skills, knowledge and expertise to deliver phenomenal outcomes which I know have been thoroughly appreciated by all the participants and stakeholders we have worked with during the last 12 months.

As you read the achievements contained within these pages, I would like you to join me in thanking our team and in celebrating the teamwork that makes such work possible.

Lyndsay Bunting

Head of Talent, Leadership and Lifelong learning – Midlands



We will celebrate the 75th anniversary of the National Health Service ('NHS') on 5 July 2023. Founded in 1948, the NHS was the first universal health system to be available to all and free at the point of delivery. These principles remain as relevant today as they ever have. The NHS continues to innovate and keeps patients at the centre of everything it does.

Reflection from Richard Mitchell

The NHS has experienced so much change over the last 75 years and no more so than in recent years. The Covid-19 pandemic put pressure on all services at all levels across all systems. We continue to be grateful to all NHS and local authority colleagues for their support and dedication.

The Talent and Leadership and Lifelong Learning Teams in the Midlands are supported and led by senior stakeholders who sit on our Regional Talent and Leadership Board ('RTLB'). I am extremely proud to have chaired the RTLB since its inception in 2020 and to have seen first-hand the difference this important work makes to our workforce and ultimately our patients. I would like to thank the Talent and Leadership teams for their work in supporting all NHS colleagues.

We hope you enjoy our review of 2022/23 and the achievements we have made across the Midlands region. Thank you for your continued encouragement, engagement and feedback. We look forward to working with you in 2023/24.

Richard Mitchell

Chief Executive,
University Hospitals of Leicester NHS Trust

Chair of the Midlands Regional Talent and
Leadership Board



Throughout 2022/23, the Midlands Talent and Leadership and Lifelong Learning teams have continued to deliver leadership development and talent management interventions underpinned by the vision of the NHS Long term plan (2019) and NHS People Plan (2020) aligned to supporting the 11 Midlands Integrated Care Systems and Boards to deliver high quality patient care.

Reflection from Steve Morrison

The core purpose of the regional talent team continues to be about creating an inclusive strategy which identifies and unlocks potential across the whole of our diverse workforce, encouraging individuals to maximise their talent and realise their ambitions. Meanwhile the Leadership and Lifelong Learning team have maintained a clear focus on developing leaders to support delivery of effective, safe and well-led care in some of the most difficult circumstances that the NHS has ever faced.

This year has been a year of strong collaboration. We have worked closer than ever with teams in other regions to open access to broader opportunities, aligning and streamlining our Talent and leadership approach like never before. The teams have also worked with our Integrated Care Systems and Boards to design, commission and provide the highest quality talent and leadership development opportunities that will equip our leaders and managers with the right skills, attitudes and behaviours to offer the best possible quality of care to our service users, carers and families.

This annual review showcases this work and describes a collective team effort to excellence. I know you, like me, will appreciate the endeavours of the talent and leadership teams as they provide critical support to our ICBs and organisations. I therefore invite you to join me in celebrating the successes of 2022/23 throughout this annual review.

Steve Morrison

Director of Workforce and OD
NHS England – Midlands



Executive summary

Welcome to our third
Midlands Talent and
Leadership and Lifelong
Learning Annual Review



Our Midlands Talent and Leadership and Lifelong Learning 2022/23 Annual Review again follows the six pillars of our People Plan:

1. Responding to new challenges and opportunities

On 8 June 2022 we saw the announcement of the Messenger Review of Leadership in health and social care – a report that highlights the importance of leadership across health and social care and builds upon the wonderful leadership already happening within our NHS. Our very own Head of Leadership and Lifelong Learning in the Midlands, Dr Clare Price-Dowd, played a significant part of the working group with General Sir Gordon Messenger, Dame Linda Pollard and you will read more about this in this section of our review.

You will also meet the team that made all our achievements happen in 2022/23 and the continued development that has been afforded to members of our team.

2. Looking after our people

In this section find out about our support to our NHS leaders through direct coaching and mentoring support and our interventions to help build coaching capacity and support within our systems and organisations.

3. Belonging to the NHS

An important part of creating a culture of inclusion and collaboration. Innovation is much more likely to occur where people feel able to share differing views and opinions knowing that they will be listened to and respected. Find out about our work in this area in this section.

We also include an update on our Collaboration to Improve Care programme ('CiTC') which was designed in collaboration with colleagues across our integrated systems and services.

4. New ways of working and delivering care

This section will highlight the collaborative work completed over the year across all seven NHS regions across England to commission a consistent portfolio of leadership development and support offers, as well as showcasing our leadership development offers specifically designed for the needs of NHS colleagues within the Midlands region.

You will also find a showcase of our work with Primary Care Colleagues through the Primary Care Networks which focuses heavily on our commitment to tackling health inequalities and population health.

5. Growing the future

Section five explores our vision to create a talent focused culture, underpinned with a consistent cross-organisational framework, empowering and motivating every colleague across our diverse workforce to grow, develop and unleash their full potential wherever their career leads them, delivering sustainable health outcomes and implementing transformational change to improve patient care and reduce health inequalities for all.

Also celebrating our key achievements over 2022/23 from our Graduate Management Training Scheme which in 2022 moved up the Times Top 100 Graduate Employers ranking.

6. Supporting our NHS people for the long term

As we know the Health and Care Act 2022 completed the parliamentary process and received Royal Assent on 28 April 2022. This signified the milestone that meant the Integrated Care Systems, of which the Midlands has 11, were placed on a statutory footing from 1st July 2022. The Health and Care Act 2022 gave Integrated Care Systems legal status with new powers and responsibilities, enabling services to work closer together to improve health and care needs.

At the Midlands Leadership Academy, we continue to work closely with the leads within our 11 Integrated Care Systems, and our newly formed Integrated Care Boards, to support ICS formation and the new leadership teams working to drive elective recovery and transformation.

Our responsibility for supporting people also gives us the opportunity to sponsor those with protected characteristics and in this part of the review you will find details of our growing Visible Leaders Network which is a unique leadership network designed for Black, Asian and minority ethnic (BAME) staff aimed at aspiring leaders and managers in the Midlands region currently working at Agenda for Change bands 3–8a.

The final piece in this review summarises the reach and impact of all of the work of our Midlands Talent and Leadership and Lifelong Learning team and suggests how we have influenced the performance and delivery of healthcare services across the Midlands during the last year.

We have been privileged to have supported our colleagues and leaders in 2022/23 and look forward to working with you again in 2023/24.

Responding to new challenges and opportunities



“In 2020 we saw the 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.”

The NHS People Plan, 2020

2022/23 was quite a year! The continuing issues of a global pandemic which whilst abating was still placing considerably pressure on the world's health services, the urgent issues of climate change and the Russia and Ukraine war to name just three of the macro-economic and political concerns. Back in the UK we faced a cost-of-living crisis where people were worried about having to choose between heating and eating, inflation hit a 40-year high and we encountered economic stagnation, narrowly avoiding recession. There was also considerable industrial action during this year – rail and postal services, barristers, teachers, firefighters, doctors, nurses, and physiotherapists all took to the picket lines as they raised objections to below inflation pay rises.

During the winter months, the resurgence of Influenza and Strep A on top of the ongoing issues of illness related to Covid-19 gave rise to a perfect storm and saw the NHS experiencing some of the highest demand for our services that we have ever seen. Temporary wards were set up in hospital grounds as the NHS did what it does best; adapting and innovating to maintain patient safety and deliver effective treatment.

We also witnessed some significant achievements in the NHS this year. There are many to mention but most notably scientific innovation around spinal implants meant that we were able to help people walk again and new drugs were found that will help slow the rate of decline in Alzheimer's patients giving individuals and families longer with their loved ones. It wasn't just the UK achievements that we celebrated this year, globally more countries banned the use of conversion therapy for members of the LGBTQ+ community meaning that more people can embrace their identity and welcome a better future.

Technology continued to support our working lives too as people were able to work more flexibly, remotely and in different ways. The impact of this has been felt on many sectors of our society and has enabled more disabled people into work and fostered diverse working practices

effectively opening the door to employment for a wider population.

And who could possibly forget the historic moment when England won the European Football Championship thanks to a superb performance from the Lionesses!

Another historic moment this year was the formation of our 11 Integrated Care Boards (ICBs) in July 2022 and our Talent team was heavily involved in the recruitment and selection processes for Executive teams as well as supporting Clinical Commissioning Group ('CCG') staff in their transition into new roles. More recently the Fuller review (2022) has started to inform thinking and practice around how we effectively integrate primary care and the Hewitt review (2023) once published will give detail as to how we might support the ongoing development of ICBs as sustainable organisations tasked with improving population health and healthcare.

Our work was also influenced by several government reviews throughout the year. For instance, the Leadership review (Messenger 2022) recognised the real difference that good leadership can make in Health and Social care and identified many outstanding examples where leadership contributed directly to better services. However, it also found a lack of consistency and coordination in the way that leadership and management is taught, developed, and valued.

The report rightly points out the gaps in support for leaders and what more can be done to ensure we deliver a consistent approach to leadership development at all levels within the NHS. This includes the need for a more consistent and substantive career development pathway from recruitment through to mid-career and beyond. It also talks about the value that needs to be placed on leaders and managers and the rewarding of collaborative behaviour as we move to systems.

The review also rightly acknowledged that we have much still to do to create a more diverse leadership in the NHS, but we also need tangible action and changes to ensure

this happens. All too often, staff from ethnic minority backgrounds are still not being provided with the support they need to progress to leadership roles. We need to see a greater commitment to act on improving diversity in senior leadership, including making Equality, Diversity and Inclusion a core aspect of the CQC inspection regime which will become a key deliverable for NHS England in 2023/24.

The Messenger Review: “Leading for a collaborative and inclusive future” (2022)

Published on 8 June, the independent review into Health and Social care leadership and management ‘Leading for a collaborative and inclusive future’ <https://www.gov.uk/government/publications/health-and-social-care-review-leadership-for-a-collaborative-and-inclusive-future/leadership-for-a-collaborative-and-inclusive-future> recommended seven areas where more attention was needed to reduce unwarranted variation across sectors as well as addressing equality, diversity and inclusion, managing careers and ultimately attracting and retaining staff in systems.

Shortly after publication, the focus was very much on the establishment of ICBs so it was not until autumn 2022 that work on the implementation of the recommendations got underway.

This time lapse, did, however give time for relationships to be formed across Health and Social care so that implementation can be undertaken through an equal partnership.

Up to 1 April 2023, activity centres on the following recommendations

1. Targeted interventions on collaborative leadership and organisational values

- + A new, national entry-level induction for all who join Health and Social care
- + A new, national mid-career programme for managers across Health and Social care

2. Action to improve Equality, Diversity and Inclusion (EDI)

- + Embedding EDI responsibility for all leaders
- + More stringently enforcing existing measures to improve equal opportunity and fairness and enhancing CQC role in ensuring improvement in EDI outcomes

3. Consistent management standards delivered through accredited training

- + A single set of unified, core leadership and management standards for managers
- + Training and development bundles to meet these standards

4. More effective recruitment and development of Non-Executive Directors

- + Establishment of an expanded, specialist Non-Executive Talent and Appointments team

Planning is also taking place for recommendations 4, 5 and 7 so that work can start after April 2023.

The activity to date has focussed on identifying where teams, organisations and systems do related activity well or in innovative ways and this has shown us some amazing practice. It has also been helpful to identify and talk to outside industries. While amazing work happens in both health and care sectors, it can be uneven and varying. The ambition is to make sure that every staff member gets the same support and positive experience.

The discovery phase has identified over 1,000 leadership programmes that fit the review demographic of being applicable to mid-career clinical and non-clinical managers. Many of these are unevaluated and the impact is measured on the individual’s knowledge and skill, not the change they make as a consequence of gaining that knowledge and skill – the emphasis now will be measuring impact on services and greater efficiency.

Synthesising data relating to development programmes, induction, Equality, Diversity and Inclusion (‘EDI’) with the needs of our boards will give us the areas for co-creating solutions with health and care colleagues. These will be practical and can work with existing good practice, raising the bar for all.

The team are also looking at the underlying principles and what they should be for exemplary leadership and management to inform future universal standards as seen in recommendation 3. The next year will see intensive co-creation and testing before the outputs are made freely available across systems.

Throughout all parts of the implementation, the team are working with EDI experts to ensure the implementation has the best chance of addressing some of the behaviours and practices that led to the need for a review. We have had many reviews before, which found that the same issues persist, we therefore want this to be the last review needed as we address issues permanently.

To that end, the review team are also making sure the work is linked to other governmental enquiries such as Ockenden, Fuller and the Hewitt review of ICBs so that all activity is not duplicated and reinforced in silos.

Clare Price-Dowd

Messenger Review Implementation Team
(substantive Head of Leadership and Lifelong Learning – Midlands)

The team that made this all happen...

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Visit our website for information on all our offers and how to access talent, 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](https://twitter.com/NHSMidsLLL) or email us at midlands@leadershipacademy.nhs.uk or talent.midlands@england.nhs.uk



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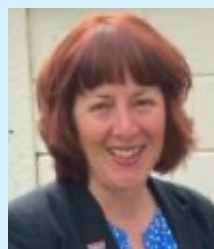
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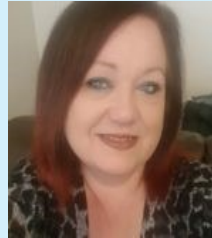
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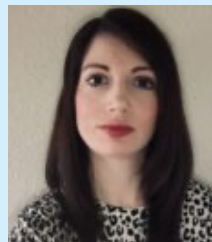
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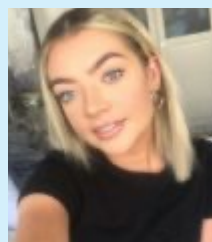
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The Midlands Talent and Leadership team consists of 21 colleagues with the team continuing to work virtually as we have done since the inception of the Midlands teams on 1 April 2020. We highlight below the continued development throughout 2022/23 afforded to our own team and the opportunities our team have maximised over the last albeit difficult year.

Clare Price-Dowd

Messenger Review Implementation team (substantive Head of Leadership and Lifelong Learning)

“Between November 2021 and April 2022, I had the opportunity to work on the national, independent review of leadership led by General Sir Gordon Messenger and Dame Linda Pollard. It was a fantastic experience but doing that on top of leading the Midlands Leadership and Lifelong Learning team was challenging so when I was asked to return to the work, it seemed only right to step aside and take on the work as a secondment.

In the Midlands team we have benefitted greatly from going on secondment, both internally to take on different portfolios or out of the team, gaining new skills and experience and then bringing them back into our work. For myself, being seconded into the centre of the Department of Health and Social Care was an amazing experience. It was more than the opportunity to learn new things, see how policy is formed at the very highest level whilst working on the Messenger and Pollard review, it was the unexpected development of other skills. Softer skills such as communication, self-motivation and multi-sector collaboration were at the very heart of getting a huge piece of work done in a short time by a very small team. I was also on the end of extraordinary leadership which will stay with me for ever. Secondments can sometimes be viewed negatively, such as to get out of a role = go on secondment and never go back!

I would say secondments are a really positive way to enhance careers. They not only give the opportunity to gain new skills and experience, but they can also be a way to experience other career paths and inject new enthusiasm by gaining new ideas and insights whilst retaining the security of a substantive role. They work best when they are planned and have a specific purpose. I returned to the Midlands team after the agreed 5 months with a wealth of new perspectives which are now being used on a second secondment to implement the review findings. Without the skills gained first time, I would not have been in a position to accept this second opportunity.”

Andy Spears

GMTS Leadership Development Senior Manager

“In the last twelve months I have been fortunate enough to expand my understanding of the Graduate Management Training Scheme (‘GMTS’) with two different opportunities.

Currently I am on secondment as GMTS Senior Manager for the Midlands region. It is a real honour to be able to lead the team in our operational delivery of another cohort of future leaders in September 2023 and to contribute to the strategic direction of the Scheme both regionally and nationally. The exposure this secondment has provided me in terms of strategic thinking has been invaluable and I am grateful and energised for the opportunity this role has provided me to lead in continuing to drive up placement quality and trainee experience as we connect more deeply with our systems, Talent teams, current trainees and alumni to create placements that provide trainees with the experience and readiness they need to be leaders in our future workforce. It has truly enhanced my understanding of co-working with our regional systems and organisations and seeing the ‘bigger picture’ of the significant role GMTS plays in providing future leaders to our region and my part in facilitating that.

Prior to this I also spent much of 2022 on secondment as a Trainee Support Manager in the South-West region. This was an invaluable opportunity for me to see GMTS from another angle and to work directly with trainees and understand their lived experience of the Scheme and how they manage the intensive requirements of placement and education. The role is the first point of call for trainees to support them in several 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 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.

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. Most importantly, to see the Scheme from the vantage point of a trainee made me appreciate even more the importance of GMTS to our NHS in its growth and development of future leaders and was hugely influential in how I approached, and what I wanted to achieve, in my next secondment.

For me personally, both secondments have served to truly validate my dedication to developing our team, proving new opportunities for growth, and enhancing our skills and attributes."

Jaswinder Dhap

Primary Care Programme Manager

"I joined the Midlands Leadership Academy on a fixed-term contract after completing my Chief Pharmaceutical Officer's Fellowship in November 2022. I moved from a clinical role to a programme manager role which was a significant career change. Having worked as a pharmacist, I had various skills transferable to support my new role, these skills included attention to detail, excellent communication, problem-solving, organising, leadership and time management, I am also fortunate to receive additional training with Midlands Leadership Academy and learn from experienced colleagues. As a new colleague to the team, I had a warm welcome and fit right in. During the first few months, my line manager supported me in helping me understand our team culture, values and goals and she also identified a mentor within the Leadership Academy who has supported my understanding of my role. Although I am on a fixed-term contract, I still attend training opportunities, including Prince 2® project management training and Action Learning Set training.

In the few months, I have been with the Midlands Leadership Academy team, I have seen how we live the values we teach. We support each other's professional development, work in a collaborative and inclusive environment and ensure our offers and programmes make a difference. I look forward to working with the Midlands Leadership Academy for the rest of the year and making a real difference in Primary Care."

Yvonne Walker

Senior Business and Performance Manager and Senior Workforce Intelligence Manager

"In May 2022 I was successful in gaining a secondment within the Midlands Regional NHS England team with the role being Senior Workforce Intelligence Manager. I was delighted to obtain the role and it gave me lots of opportunities, not just because the role was a promotion but mainly because it gave me visibility out in the region,

working alongside our regional team and our systems, but also because it was a 0.5WTE equivalent role which meant I could still maintain my objectives within my substantive role as well as gaining this experience. The role was very much project focused with six primary objectives, from working with the team to design and implement a workforce intelligence strategy, reviewing products and requirements for the workforce and OD team in the Midlands region to working collaboratively with equivalent colleagues within Health Education England to join together the team and work that we required of them.

Unfortunately, due to the current merger and creation of the new NHS England, my secondment came to end ahead of the agreed time. The team were supportive and appreciative of the work that I undertook and I am grateful for the opportunity to work in a different field and gain further knowledge of our region and the teams within it. I thoroughly enjoyed my time with the Midlands regional team and would definitely take up an opportunity again should it be afforded to me again in the future."

Dawn Simmonds

Business and Performance Manager and GMTS Leadership Development Coordinator

"My substantive role is Leadership Development Coordinator, and in September 2021 I was offered the opportunity to be seconded to cover the Graduate Management Trainee Scheme Coordinator role as the postholder was going on secondment to another region. It is a workstream I had a little knowledge of and this gave me a fantastic opportunity to get fully immersed and learn all the aspects of the role and the Scheme. I thoroughly enjoyed liaising with our Programme and Placement Managers and trainees alike, and it gave me a deep sense of achievement to see the Trainees settled into their Placements and start their leadership journeys.

Whilst on that secondment, I was fortunate to be successful in gaining a further secondment as 0.50WTE as Business and Performance Manager. This allowed me to work in both roles and learn more of the business role, work on the team's finances, which is something I love, and refresh my knowledge of the procurement procedures. Following on, I have now also been successful in being appointed to another secondment as the Leadership Development Manager role as maternity cover, which I will officially start in April 2023. I am very much looking forward to help develop myself and this role over the next 12 months.

I am incredibly grateful for the opportunity to have been offered these secondments; they have offered me the knowledge and confidence to learn and improve my own leadership skills and work at a higher level."

Sumiya Khanam

Leadership Development Coordinator

"I joined the NHS West Midlands Leadership Academy eight years ago as an apprentice and completed several administrative roles with them team before starting my secondment as the Leadership Development Coordinator in Autumn 2021. My experiences as an admin and coordinator allowed me to improve myself and bring out skills that I didn't have the opportunity to work on. I have had the support from the team and my managers to allow me to constantly expand my learning and push myself out of my comfort zone and face new challenges. With the coaching from the senior team members, I have been fortunate to develop further in my role and been supported to be able to attend programmes to help me further progress and enhance my learning and apply to my day role.

Personal development is, learning to face your fears and expanding your comfort zone and making more use of your capabilities, so my advice would be to not stop yourself from taking the next step in your leadership journey."

Kirsty Alberry

Leadership Development Coordinator

"I joined the Midlands Leadership and Lifelong Learning Team in 2022 on secondment from the National Leadership and Lifelong Learning Team. This is a stretch opportunity for me, progressing from a Programme Officer to Leadership Development Coordinator. The role has presented me with new challenges and development opportunities.

A large reason of taking the secondment was to see how the regions worked and the team have been so welcoming, involving me in all aspects of commissioning and delivery across multiple workstreams. There is always encouragement to take on new things and I have enjoyed my time with team immensely."



Looking after our People **2**



“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”.

The NHS People Plan, 2020

Coaching and Mentoring across the Midlands

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.

+ Coaches approved during the period:	41
+ Coachees approved during the period:	350
+ Coaching relationships commenced during the period:	150
+ Coaching relationships active during the period:	258
+ Coaching relationships completed during the period:	121
+ Coaching hours logged during the period:	528
+ Coaching sessions logged during the period:	489
+ Coachees who received coaching sessions during the period:	92
+ Mentors approved during the period:	45
+ Mentees approved during the period:	161
+ Mentoring relationships commenced during the period:	35
+ Mentoring relationships active during the period:	58
+ Mentoring relationships completed during the period:	25
+ Mentoring hours logged during the period:	116.25
+ Mentoring sessions logged during the period:	128
+ Mentees who received mentoring sessions during the period:	26

Manager as Coach

One of the priorities that arose again in 2022/23 was the need for staff in health and care to have access to coaching to support their development, as well as developing the skills and capabilities to embed coaching cultures and adopt coaching leadership styles in their teams and services across both clinical and non-clinical settings. In response to this and as part of our pan-regional development portfolio, we rolled-out our Manager as Coach offer, consisting of coaching skills development, and coaching for service improvement skills development. These offers were designed to equip leaders and managers with the tools needed to apply a coaching style to their leadership and management as well as service improvement.

Building a Coaching Culture

This year marks not only the third year of the Building a Coaching Culture programme running in the Midlands, but also the first year of the offer being rolled-out across all seven regional academies as part of our pan-regional approach in 2022/23. We are immensely proud that this flagship offer is now available to health and care staff across the country and look forward to working with the programme participants to support them in their learning journey.

This blended video and live virtual learning programme develops leaders and managers to have a different kind of conversation using an appropriate coaching style. Changing style takes practice, this 30-hour programme spaced across 10 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.

Key benefits of the programme have included, building the confidence to lead inclusively through meaningful conversations with diverse groups and enabling participants to build a coaching culture to support



the development of high-performing teams. Previous participants in clinical and non-clinical management roles, have reported back on the value of the programme in achieving genuine results from the change in their approach to leadership as a result of using their coaching style, including better patient conversations, increased delegation and sharing of work or responsibilities within their teams, with the aim of a positive impact on the culture of the organisation over time.

The Building a Coaching Culture (BACC) programme is a wonderful way of developing talent and capacity across organisations. This week we have met with two delegates from a previous BACC cohort held in the Midlands, who are still meeting to practice their skills with one another, stating that ‘Coaching has completely changed how I work for the better.’

When the training developed into a mixed delivery during the Covid-19 pandemic – a combination of video and online facilitated learning – we recognised that we had found a cost and time effective way of doing deep development with people. This has enabled some participants to work slightly differently, others use a much more focused coaching approach across their work.

“The Midlands Leadership Academy team is easy to work with and always interested in co-creating solutions to make the training even better. We are enjoying working with other regions nationally as part of the pan-regional coaching development offer,

and the Midlands team is making the complexity as easy as it can be – with effective communication across the board.”

CLAIRE PEDRICK, 3D COACHING

Coaching for Improvement

New in 2022/23, we rolled-out the Coaching for Improvement programme, a three-day development opportunity that was made available in several regions including the Midlands.

This programme was designed for colleagues working in roles and projects which involve Quality Improvement (‘QI’), with a focus upon developing participants’ leadership effectiveness for QI through the application of a coaching approach. It has enabled the development and application of core skills around supporting the engagement of staff, increasing the impact and long-term success of change initiatives.

This offer gave participants the opportunity to work with colleagues from across organisations to share learning and to gain key skills around the application of coaching approaches to support staff engagement within change initiatives. Other reported benefits of this offer were, increased awareness and understanding of the impact of group dynamics within change processes, increased understanding of the challenges within establishing and maintaining change, and increased awareness of their personal response and impact (use of “self” as an agent of change).

“The key message I took from this training was that for me I need to focus on being more intentional – taking more time to prepare before hand – think about the challenges that may present, and approaching situations with more deliberation and in a more intentional manner – instinct has served me well to date, but there is space to improve on this and being more reflective, proactive and intentional is something that I commit to doing differently going forward.”

PARTICIPANT FEEDBACK

Coaching Continual Professional Development (CPD) and Supervision

2022/23 saw us explore several new themes of coaching CPD, sampling the best offers from across all NHS England regions to form a cohesive and consistent experience for coaches in the Midlands, as well as the return of some favourites by popular demand. Topics are driven by the participants and this year were:

- + Coming back to coaching
- + Coaching in the hybrid space
- + Coaching skills labs
- + Express coaching
- + Ethical dilemmas in coaching
- + Coaching supervision

“The session really energised me. Becky was very skilful in how she supervised the group – it gave me greater confidence in my practice and helped me feel more confident in my practice.”

PARTICIPANT FEEDBACK

“Really helpful to have the space to discuss and reflect with experienced coaches.”

PARTICIPANT FEEDBACK

“The design of the Coaching Skills Labs came from feedback from the NHS Coaches, who are actively participating in coaching supervision. We were hearing themes re: the impact of the pandemic on their ability to coach, due to re-deployment and increased workload, which prevented coaches from accessing them, as coaches. Many were feeling anxious and less confident about stepping back into the coaching space. The Blooming People Partnership, working with the NHS Leadership Academy, designed and delivered a series of skills labs, which enabled NHS coaches to step into a safe learning and development space, where they felt supported by peer coaches and experienced, accredited Coaching Supervisors.” Chris Birbeck at The Blooming People Partnership (“TBPP”)

EXPRESS COACHING

The feedback which TBPP received at the end of the Midlands session was incredibly positive, participants agreed that the safe space which they had co-created

with the coaching supervisors had facilitated great coaching practice, led to a growth in confidence and the presence of the coaching supervisors, had enabled learning and development.

Mentoring CPD and Supervision

This year was the second year we continued to support our mentors with supervision and CPD. 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
- + Wellbeing
- + Behavioural science
- + Motivation
- + Psychological safety
- + Mentoring tools
- + Appreciative inquiry

Delegate comments included:

“Content of the course was concentrated and of high quality. Made one pause and reflect – how to integrate this material into daily practice”

“The information relating to ‘music is the silence between the notes’ section of the session described something I have not been able to articulate previously. Now it has been framed I will be paying attention to the silence in my own behaviour; the silence in my team and organisation; and I also feel more confident now to explore this when in mentoring relationship”

“I thought the session was a great combination of theory and practice which suits how I like to learn. I will be applying the principles but have already talked to a colleague about how useful the session was. It was also really useful to reflect on my personal style as a line manager.”

“This is the second time running our programme, mentoring CPD masterclasses. The 8 topics were chosen based on feedback obtained by Midlands Leadership Academy and our delegates. It is clear this is such a valuable topic area that we are running these sessions a second time. The feedback we have from these sessions are that there is a lot of CPD and support for coaches but not mentors and as such, these sessions are highly valued. Working with Midlands Leadership Academy colleagues is a very positive experience. They are always on hand to support where required, and even though I don’t work as part of the team, I feel part of the team. They are incredibly inclusive and work with genuine kindness and curiosity.”

EMMA COLLAR AT GROWTH POD

Belonging to the NHS

3



“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.”

The NHS People Plan, 2020

Belonging in the NHS is an important part of creating a culture of inclusion and collaboration. Innovation is much more likely to occur where people feel able to share differing views and opinions knowing that they will be listened to and respected. Our work in this area has focused on equality, diversity and Inclusion across multiple protected characteristics and is starting to demonstrate impact in how we are able to retain and value our staff.

With over 57 EDI interventions, meetings, and events throughout the year, our engagement figures have increased to just under double of those from last year, despite the increasing demands on time and the winter pressures of Covid-19 and flu on our NHS staff.

We also support and attend various other meetings for different teams and networks offering information, guidance, and support e.g., the Midlands Disability Staff Networks Chairs Meeting, and the BAME Staff Networks Chairs Meeting and again we held a quiz for World Aids Day on 1 December to raise awareness of issues.

A sample of some of the programmes and bite size sessions and interventions around EDI, along with topics around health and wellbeing which have taken place this year have been:

Primary Care Female Leaders Sponsorship Programme

We are pleased to say that this primary care leadership development and sponsorship programme for staff from Black, Asian, and Minority Ethnic backgrounds was a nominee for the HSJ (Heath Service Journal) NHS Race Equality Awards during 2022.

The programme focuses working with senior leaders from across the Midlands region by creating opportunities to help guide their career. This has massive

advantages in terms of career progression, development, and networking opportunities for all involved.

10 things I have learnt about EDI in my career

This interesting session looked at what we could learn from different organisations as our EDI expert looked back on her career journey and what she has learnt about diversity and inclusion along the way.

From joining the Civil Service and training to be a detective, to experiencing bias in the workplace due to her mental health, to creating inclusive environments for everyone. We were able to look at the key lessons she learnt to highlight key hints and tips that everyone could take forward to help embed a more inclusive working environment, wherever they are.

“EDI is a personal and developmental process that requires knowledge and skill to implement from a personal, interpersonal, and organisational perspective.”

PARTICIPANT FEEDBACK

“I learnt to be more proactive in promoting allyship, both personally and within my role.”

PARTICIPANT FEEDBACK

In Conversation with...Denise Bowers, Improvement Directorate EDI Group – sharing her experiences of IVF, miscarriage and beyond

It is important to be able to support colleagues through challenges both within their work and personal life and sessions such as these give a great insight of what a person may be going through.

In this emotional session we heard from Denise who very kindly come along to share her experiences with IVF, and miscarriage. We learnt about how we can support our colleagues to break down barriers in allowing people to seek support.

“Just mainly a big thank you for opening-up and putting this out there – it’s such a taboo subject and for a mainly female workforce in the NHS having a

forum like this for ladies with similar circumstances was very powerful – thank you.”

PARTICIPANT FEEDBACK

Equality, Diversity and Inclusion – A celebration masterclass

Throughout the year we also ran a series of two-part masterclasses exploring what is equality, diversity and inclusion and why it is important. These highly interactional masterclasses covered topics such as intersectionality and intergenerational teams. Sessions covered how we can create psychological safety within our teams to create a sense of belonging, whilst also looking at what it means to be an ally at work – supporting all colleagues to increase cultural awareness and understand difference to enable a more inclusive workplace.

“I have more knowledge of the tools and theories that encourage leading and working with EDI in mind.”

PARTICIPANT FEEDBACK

“It challenged my opinions and belief about myself and other people. I enjoyed that participants were open about their specific experiences which made me think and consider my viewpoints and beliefs.”

PARTICIPANT FEEDBACK

Empowering Women and the Menopause

As this is such an important topic, we have continued to work in this area throughout 2022/23. Affecting a large proportion of staff, this one-hour virtual event was well attended and was designed to provide information and resources to allow the attendees to look at the effects of menopause and to share ideas and experiences and find ways in which to help them in their everyday lives.

“This webinar is creating awareness on menopausal issues and it’s good to know that there is help out there.”

PARTICIPANT FEEDBACK

Menopause Coffee and Chat

Running these drop-in sessions throughout the year has seen them grow from strength to strength as we have provided a forum for those affected by menopause to share experiences and support each other. It has also created an in-depth opportunity for other health care professionals to learn from these experiences to develop their own information and knowledge to take back into their workplace settings.

“Thank you and everyone for this space, it’s very informative, sharing experiences, truly a light at the end of the tunnel.”

PARTICIPANT FEEDBACK

In July 2022 Integrated Care Systems (ICS) started to establish Integrated Care Boards. These legal entities assumed four key responsibilities under a memorandum of understanding (MOU) with NHS England. These responsibilities are:

- + Improve quality of services and outcomes in population health and healthcare;
- + Tackle inequalities in outcomes, experience, and access;
- + Enhance productivity and value for money;
- + Help the NHS support broader social and economic development.

System leadership learning and development is critically important especially since ICBs were formed on 1 July 2022, as per the Care Act (2022). Considering this we have enhanced our offer to meet these emerging needs.

Our activity throughout the year centred on supporting the creation of ICBs and supporting senior teams with the development of leadership skills, abilities and strategic plans to support organisations with delivery of high-quality care and services.

Our integrated care systems are increasingly complex and fast paced, this requires adaptable individuals who can influence, enable and support their workforce across the boundaries of situational power to ensure the delivery of compassionate care. This requires our leaders and managers to be skilled in systems leadership, whilst also working to create the architecture required at place, community, and geographical level to deliver high quality, person-centred care.

This year has therefore signalled a continued commitment to building the capacity and capability for collaborative leadership across health and care systems in the Midlands, supporting the development of joined-up solutions to the provision of personalised care for all those in need within our local communities.

Recognising the crucial need for resilient, compassionate and courageous leadership, and increased collaboration across local systems, an integrated approach to systems leadership development has never been more important in enabling those in front-line leadership and management roles respond to the challenges of change they face.

Collaboration to improve care in our communities (CtIC)

The Collaboration to improve care in our Communities (‘CtIC’) programme has been co-produced in partnership with colleagues from Skills for Care (‘SfC’), the National Association of Primary Care (‘NAPC’) and Think Local



Act Personal ('TLAP'), and this year we have completed the test-bed phase of the programme with groups of participants drawn from three Midlands ICS'.

With the fantastic support of our systems, CtIC champions and ICS leads in each of the test-bed sites in Leicester, Leicestershire and Rutland, Northamptonshire, and Shropshire, Telford and Wrekin, we have been able to launch this initiative in the Midlands region, with an enthusiastic response from ICS stakeholders and programme participants alike. Which, 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 systems in the Midlands and beyond.

"CtIC has supported me to identify different approaches that people have around me and the benefits of these, and that there will be occasions when compromise is needed and the ways this may be achieved."

PARTICIPANT FEEDBACK

"The programme has helped me to recognise the need to communicate more effectively with different groups. I understand more the benefits of working collaboratively and the positive impact this can have."

PARTICIPANT FEEDBACK

Achieving systems aims and priorities

The CtIC programme provides an opportunity to really make a difference to the quality of care and outcomes in your locality by working in a multi-disciplinary way to tackle systems' challenges. The aim is for participants to feel confident working with others beyond the boundaries of their existing organisation, strengthening bonds within the care system and ensuring better, safer, more effective care for individuals. The huge pressures in the system, new ways of working, new roles and responsibilities as well as the increased requirement for colleagues to work collaboratively, stand out strongly as priorities that ICS partners and stakeholders perceive that the CtIC programme supports attendees with.

The opportunity the CtIC programme offers in enabling colleagues from across the system to come together and learn together, is providing attendees with an understanding of system working and their role in this. At a time when staff may be feeling the pressures on the system more than ever, the benefit to the health and wellbeing of staff who attended was seen as a valuable benefit of participation.

"CtIC has helped me reflect on myself and challenge myself. Recent changes have meant that I needed to look at my resilience. The programme has helped me become more honest about challenges and more aware of the need for reflection and allowing time for self-care."

PARTICIPANT FEEDBACK

Meeting systems needs and expectations

Participants indicated that the programme helped them by:

- + increasing knowledge about how to effectively deliver services
- + developing closer collaborative relationships with partners
- + greater knowledge about partners, systems and service delivery
- + increased ability to support the development of colleagues
- + being more responsive to service users' needs
- + improving communication and partnership working to address challenges
- + gaining greater understanding about the system and partners
- + working together to improve services
- + making connections with partners to enhance collaboration to increase patient wellbeing
- + strengthening partnership working and new ways of working
- + making the care sector more effective in the community.

Impacting on systems outcomes

Participants described the impact of the programme on their leadership learning and were able to identify their own leadership strengths. There has been good application of learning in a very practical way both in terms of what they are implementing but also in their approach to leadership.

"CtIC has helped me connect with people in different environments than myself. Speaking with others who are also working in the same field and experiencing the same difficulties has also helped. It's given me the confidence to share ideas, challenge others and to probe alternatives when problem-solving."

PARTICIPANT FEEDBACK

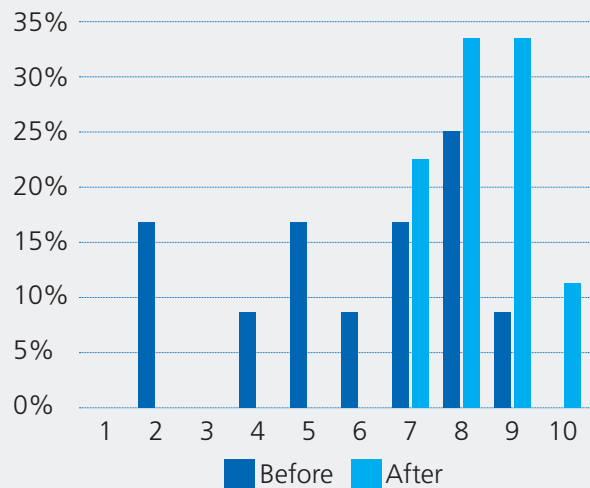
Taking account of the collaborative leadership and systems context of the CtIC programme, a key impact indicator used to measure success was the System Leadership Behaviours Self-Assessment developed by the NHS North-West Leadership Academy. This tool was designed to support people in understanding and developing the behaviours needed for effective system working. It focuses on outlining the behaviours important for enabling effective working beyond organisational boundaries and across health and care systems in four key dimensions:

- + Being,
- + Relating and communicating,

- + Leading and visioning and
- + Delivering.

What is clear from the evaluation of the CtIC programme to date, is that in every dimension there has been a clear positive shift in each of these dimensions, when comparing before and after self-assessment ratings. The many examples provided by the participants highlight well how they are applying their learning and the key lessons they are drawing from the programme.

Ownership and Accountability: Holds self and others (across the system) to account for quality, effective service provision, and recognising how to work with shared accountability for the benefit of the population.



"I gained a better understanding of difficulties that care providers have that I'd never realised... It's helped me to take a leadership pause to review where systems may not be working and refocus my efforts in a more effective way."

PARTICIPANT FEEDBACK

We are currently planning the design of a sustainable systems-based model for CtIC programme delivery, with the aim of roll-out across the Midlands region and sharing our CtIC programme offer nationally with other regions in the coming year.

Leading for Systems Change

The national programme Leading for Systems Change is being supported by the Midlands Leadership Team in one of our systems, with the potential for another to start imminently. This is a practical, place-based support for Integrated Care Systems ('ICS') to build collaborative system-wide leadership thinking and practice. It supports cross-sector teams working across organisational boundaries on complex issues relating to ICS strategic priorities. The Leading for System Change offer is made up of flexible components, tailored to the needs of the

ICS and delivered within that locality, it aims to develop and extend the capacity for system-wide thinking and action within an ICS. It 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 ICS' priorities.

Communities of Practice

During December 2022 we established our Senior ICS OD and Leadership leads community of practice. This group of senior leaders who have; leadership, talent, culture, EDI, talent management and staff engagement within their portfolios now meet monthly to collaborate across the Midlands. This is a supportive environment where they are sharing best practice, working through complex plans together, trading time where possible to

work in each other's systems and considering designing, procuring and delivering programmes of work across the whole of the Midlands region. This bringing together of these senior leads brings many benefits to the Midlands as a whole, both in economies of scale potential and sharing of best practice.

Organisational Development Senior Practitioners community of practice

We continue to support those leading on OD within systems and organisations with a monthly community of practice, where they explore concepts and theories, increase their skills, share and learn together and support each other with the ever changing and demanding OD and change landscape.



New ways of working and delivering care **4**



“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. 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 NHS People Plan, 2020

Pan regional work

For the first time in 2022/23 we saw the regional NHS Leadership Academies commission a consistent portfolio of leadership development and support offers made available to health and care leaders and managers in all seven regions. This approach was designed to ensure economies of scale, sharing of best practice and consistent accessibility of offers for all health and care staff.

This involved a collaborative approach, looking at the evidence-base provided by a review of previous take-up of development offers run by every region. We then looked at where we might re-commission or replicate these in multiple regions where they provided a best-fit with the needs of our leaders and managers across the health and care workforce. This was informed by the leadership development and workforce priorities identified through national stakeholder engagement and regional listening events held during the year.

The Midlands team took a collaborative approach to the development of our collective pan-regional endeavours and contributed 14 out of the 28 total pan-regional offers made available in 2022/23. This included the sharing of two of our premier programmes, Building a Coaching Culture and Introduction to Leadership and Management.

We have worked closely with the providers and other regional leads to ensure a high-quality learning experience for managers at all levels across the regions, to bring out the best in our current and future health and care leaders, and support them through the individual, team, service and systems challenges faced throughout the year.

Key achievements:

- + Introduction to Leadership and Management programme rolled-out across all seven regions with capacity for up to 180 delegates in the Midlands and over 900 across all regions in total.

- + Building a Coaching Culture programme rolled-out across all seven regions with capacity for 48 delegates in Midlands and 192 overall.
- + Total offers contributed by Midlands: 14 – with capacity for up to 448 Midlands spaces and totalling 2,245 across all seven regions.
- + Provider feedback received that working with multiple regions has been made easier through joint procurement and commissioning and allows us to see the impact on a much grander scale.

What other regions had to say on our collaborative working:

“Working with my colleagues in the Midlands Leadership Academy is such a pleasure. The conversations around the pan-regional approach and curriculum have been thorough, collaborative, well organised and friendly. There’s a real energy to progress at speed and bring everyone into the same clear picture. The Midlands team have been able to provide support and share the load where needed but also voluntarily picked up and took accountability for a huge volume of work on behalf of all regions, including two pieces that required business cases involving challenging and close management to get them over the line. I’ve personally really appreciated their guidance, support and collaborative nature and look forward to continuing our relationship.”

LUCY PEACH, SENIOR LEADERSHIP DEVELOPMENT MANAGER, SOUTH-WEST NHS LEADERSHIP ACADEMY

“I worked on two of the pan-regional offers which the Midlands Academy took the lead on. At all times we were well informed, always clear on next steps with the team very supportive, kind and always willing to answer questions...and there were many of those! Thank you for all the work that went into this to get it commissioned and rolled-out to the regions. Both programmes were successfully launched within the South-East and

this would not have been possible without the clear directions the Midlands Academy gave during the process."

ANNEMI MULLER, SENIOR LEADERSHIP DEVELOPMENT MANAGER, SOUTH-EAST NHS LEADERSHIP ACADEMY

"Thank you for the positive experience working together in the Pan Regional Hub. Your role and commitment to driving the Leadership and Coaching Development work forward has been essential to its ongoing success. Your comprehensive briefings, detailed project plans and approach to communications, ensured the process ran smoothly. Thank you for accommodating our mixed business model in the North West, you took the time to ensure we were included in decision making and equipped with the knowledge to pick-up when were required to take our regional work forward."

VICTORIA BARNES, ASSISTANT DIRECTOR, NORTH-WEST NHS LEADERSHIP ACADEMY



New ways of working and delivering care

A core theme of our work in 2022/23 has been to support the development of new ways of working and delivering care. Recognising the needs of our workforce on the ground in enabling recovery, meeting the challenges of staff recruitment, and adopting a compassionate and inclusive approach to leadership to drive retention and innovation.

Informed by the leadership development and workforce priorities identified through national stakeholder engagement and regional listening events held last year, we focused our collective efforts for the current year on three key areas:

- + Building leadership and management capability and team effectiveness to drive recovery and transformation.
- + Developing compassionate and inclusive leaders and managers to support systems working and inclusive workplace cultures.
- + Supporting the growth and development of talent pipelines of leaders to drive succession planning and retention.

In drawing on the 'best of the best' of our leadership support and development offers from across all seven regions nationally, we've seen the real benefits of pan-regional working in bringing a strong portfolio of leading-edge development and support offers to the Midlands in 2022/23.

Introduction to Leadership and Management

This multi-module offer is focused on developing an understanding of the characteristics of effective

leadership and management and the difference between them. This offer was tailored to meet the current challenges faced by leaders and managers in healthcare and in response to the impact on the health and wellbeing of colleagues and peers. The aim was to support individuals in their leadership role and to enable recovery, restoration and service transformation in their teams.

Participants can choose modules they feel are relevant to their learning and progression, making it a flexible offer to suit different development needs as part of our commitment to accessible and adaptive offers to fit in with different working patterns. Modules available are:

1. Leadership and management – What is the difference?
2. Understanding your leadership style
3. What is inclusive leadership?
4. Conducting courageous conversations
5. Leading and managing beyond boundaries

Based on the popularity of this flagship programme which was originally designed and delivered in 2021/22, we are proud not only to be running these modules again in 2022/23 for multiple cohorts in the Midlands region, but also that it is being rolled-out across several other regions as part of the pan-regional portfolio. We have seen such demand for this development programme that we plan to continue making it available as widely as possible to ensure that the needs of staff in health and care are met.

"The importance of emotional intelligence. Drivers for change and how to implement within teams and how it is important to know your style in order to tailor information to increase adherence."

PARTICIPANT FEEDBACK



"Gaining a self-awareness of my leadership style and other colleagues' style and how I can adapt my leadership to appeal to everyone."

PARTICIPANT FEEDBACK

"Different methods of communicating to incorporate everyone's style and therefore making communication more effective."

PARTICIPANT FEEDBACK

"The facilitator was knowledgeable and skilled and made the event interesting and worthwhile attending."

PARTICIPANT FEEDBACK

"Leading on from the success of the Introduction to Leadership and Management Series delivered for the Midlands Leadership Academy in early 2022, we have worked with the MLA to roll-out this programme to the other six regions nationally."

The programme content has been updated to accommodate larger numbers in the workshops and to ensure the training material reflects current leadership thinking.

It has been a pleasure working in partnership with the Midlands Team and this partnership has been the key to a successful launch of the programme nationally."

SALLY TURGOOSE AND CLARE SUTTON, ASPIRE DEVELOPMENT

Complete Leadership Series

For our Complete Leadership Series ('CLS') 2022/23, we created bundles of workshops and packages of learning on specific themes 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 interventions are accessed either as individual workshops or as a mini-series, providing progression to enable participants 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 to meet individual needs.

CLS 1: Leading with resilience in challenging times:

This package focused on building skills and confidence in leaders and managers to build resilience in themselves and others and preventing burnout and overwhelm.

The four modules were:

- + Leading in challenging times
- + Trauma informed leadership
- + The art of being brilliant
- + Rising stronger

"This course has given me confidence to implement positive changes within my team and how to go about keeping staff on-board and supporting the ones that will struggle."

PARTICIPANT FEEDBACK

CLS 2: Leading inclusively and compassionately:

All our offers have elements of equality and diversity built in as part of our 'golden thread' of inclusion, but this package was designed to focus in a much more specific way, delving deeper into this rich and highly relevant topic. For this reason, we made it into a mini-series, designed to take in all three workshops to really build a solid knowledge and skill base around it. Workshops included;

- + The power of compassion for inclusion: compassionate cultures
- + Leading for an inclusive culture
- + Supporting growth through adversity



“I will be sharing some of the tools with my team and bringing them to life in my day-to-day work with systems.”

PARTICIPANT FEEDBACK

CLS 3: Managing conflict, incivility and respect:

Inclusivity sits at the heart of effective leadership and management in the NHS. This requires leaders and managers who are positive role models and who take collective responsibility for Equality, Diversity and Inclusion. 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.

“One of my main takeaways is the simple question of whether we are a group of people or a team. feel like this is going to help me drive forward changes to help us grow as a team.”

PARTICIPANT FEEDBACK

CLS 4: Leading and managing teams: NHS team leaders, managers and clinical leads shoulder an ever-increasing burden of responsibility as they are required to actively manage an increasingly acute combination of competing factors – financial constraints, backlog

demands, workforce shortages, staff morale – to name but a few. Enabling participants to consider their team’s current culture baseline, and the strength of the team’s foundations, combined with a focus on how to create high performing teams and support teams to move forward with psychological safety.

CLS 5: Leading and influencing in teams and systems:

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 in teams and systems with a wide demographic, at different levels of seniority, and to do so compassionately. It covered themes such as;

- + Leading with courage and compassion
- + Influencing without formal authority
- + Unpacking power masterclass

“I feel more confident in how to approach a tricky situation in terms of getting buy-in from colleagues for a project I am responsible for delivering across a large network.”

PARTICIPANT FEEDBACK

The Need for Strengthened Leadership in Primary Care

The NHS People Plan puts leadership at the heart of its solution to the challenges currently faced by the NHS. Clinical leadership and distributed leadership at different levels proved to be critical during the Covid-19 pandemic. The NHS aims to ensure senior leadership (which includes very senior managers and board members) represents the diversity of the NHS across all protected characteristics. The NHS People Plan recognises that with the right leadership, NHS teams can flourish, and we must prioritise support to line managers and leaders to develop their skills.

Successive reviews into NHS care have exposed the failures in NHS leadership development with too few NHS staff from clinical backgrounds willing to take on the most challenging leadership roles, as outlined in the Ockenden Review and Francis Report. Messenger's review of NHS leadership and management recommends that teams and organisations set year-on-year improvement goals, for example, by increasing the representation of under-represented groups in training, development opportunities, and senior roles.

We regularly engage with all 11 primary care training hubs across the Midlands and our specialist Primary Care programmes aim to support colleagues to develop their teams to deliver the best care possible to their patients. The training hubs aim to meet the educational needs of the multidisciplinary teams, bringing together primary care, NHS organisations, community providers and local authorities. Through working in partnership and demonstrating collaborative leadership we are ensuring that we increase the uptake of our programmes, ensuring that opportunities are distributed equally and reduce duplication. The programmes offered to primary care this year include the following:

Tackling health inequalities through Population Health Management Leadership Programme

Population health management ('PHM') is one of NHS England's core strategic functions for Integrated Care Boards; to improve physical and mental health outcomes, promote wellbeing and reduce health inequalities across an entire population, with a specific focus on the wider determinants of health.

The Covid-19 response has highlighted the pivotal role of PHM, with Primary, Social and Secondary Care providers needing to risk stratify and proactively support key population groups with personalised care models. PHM will become increasingly important as ICBs mature formally and will be pivotal to how the new systems will

work together to improve the health of their populations. Delegates are able to explore and review evidence-based population health approaches at a local and regional level to inform needs-based planning and cost-effectiveness in decision-making and prioritisation. Each masterclass topic area was offered seven times nationally and open to 150 delegates per masterclass from across health and social care, voluntary, community sectors as well as social enterprises.

Working at Scale: A Practical Leadership Skills Programme for Practice, PCN and Business Managers 2023

The programme's purpose is for Practice, PCN and Business Managers to have an opportunity to step away from their busy operational environment and spend time networking, sharing best practices and working 'on their local healthcare environment' rather than 'operationally in it'. In addition, the programme intends to cover how managers can develop their skills to be effective in their roles and build a regional support network. The programme will be delivered over five sessions on strategic leadership, developing leadership skills to build high-performing teams, strategies for collaborating and influencing, and leading effective change. Delegates for the programme were selected using expressions of interest and places allocated equally amongst 11 systems. This programme was popular amongst managers, so we have planned a second cohort for 2023/24 and as a result, the Working at Scale programme will be available to a further 48 practices, PCN and Business Managers.

Leading a Multidisciplinary Team

Multidisciplinary teams ('MDT') are essential for organising and coordinating health and care services to meet the needs of individuals with complex care needs. Strong leadership in developing cohesive and sustainable MDTs in primary care is critical to supporting and empowering patients within their communities. MDTs enable patients to see the right person at the right time and place. This programme will support participants in developing their system leadership skills, self-awareness and to understand how to apply these skills to deliver personalised care.

The programme will be delivered over six workshops that include: why an MDT approach is essential, and how to establish an effective MDT in primary care. After each workshop, delegates attended an Action Learning Set (ALS). Peer-led learning through ALS helps enable participants to understand the challenges and benefits of creating a strong collaborative MDT. In addition, as the programme is pan-regional, it will offer 56 participants (nationally) the opportunity of learning from colleagues across the country. In the Midlands, the programme will be open to eight nurses who lead in primary care.

Leading Transformation for Integrated Care

Colleagues working in health, social care and the voluntary, community and social enterprise sector are joining us for these 90-minute, virtual sessions. We have different topics for delegates to choose from and we have worked with our provider Tricordant to deliver these sessions. Through a mixture of theory-based workshops, conversations with speakers who come from differing backgrounds and based on insights drawn from work with several ICBs across England these sessions explored what great partnership working across teams and organisations looks like.

We commenced delivery of these sessions in November 2022 and continue to deliver these into the Spring of 2023. Our workshops have been recorded and will be able to view on our Leadership Learning Zone. We have delivered each of the workshops below three times to ensure that as many people could take advantage of the live opportunities to engage with those who are delivering and speaking in the sessions which covered:

- + Who leads in a system?
- + Improving the health of our local communities – it's everybody's business
- + Leading alongside your local communities
- + Rethinking recovery – a systems perspective
- + Collaborating within your neighbourhood/place

In addition to the workshops, we have also responded to the current needs of our ICS leaders to provide masterclasses on workforce, culture and collaboration, which will also be available to view on our Leadership Learning Zone:

- + System Workforce Innovation
- + Humanising the machine
- + Collaboratives – developing new ways of working

System Convening Masterclasses

Delivered by Etienne and Beverly Wenger-Trayner-internationally renowned social learning theorists and consultants, we provided workshops on system convening. Their pioneering work in social learning is influential in such diverse fields as learning theory, business, government, international development, healthcare, and education. These masterclasses are based on their book *Systems Convening – A crucial form of leadership for the 21st century*.

This masterclass aimed at people who are involved in complex initiatives and are looking for tools and perspectives for making a difference across multiple boundaries or silos of practice, institutions and geography. The goal was to help delegates think through

a strategy for dealing with a project in its broader context of often-competing initiatives, perspectives, expectations, and politics.

The sessions invite delegates to think through an approach for thinking about and taking action in the more complex environment we find ourselves in. In these four repeated masterclasses the themes explored were:

- + A landscape perspective
- + Boundaries and identities
- + Power and agency
- + Value creation
- + Legitimacy and convening call

"I valued the advice on how to approach bringing people together who historically have worked in silo organisations."

PARTICIPANT FEEDBACK

"I valued the helpful tools and construct to support delivery of complex transformation across very diverse organisation boundaries."

PARTICIPANT FEEDBACK

Cross-functional Leadership: Integrating Perspectives in Health and Social care

This programme has been designed to support anyone involved in collaborative, integrated working in Health and Social care. Delegates might be leading a multi-disciplinary team, partnering with other providers, or working across services and sectors. This eight week programme has been designed by the London Interdisciplinary School to introduce participants to tools for integrated or interdisciplinary work.

The programme features four sessions hosted once a fortnight over an eight week cycle. In the intervening weeks, delegates will work to apply what they have learned with support from a self-paced learning platform. Videos, recaps, and activities will help delegates to move from understanding a concept or tool to putting into practice and getting feedback. The programme is designed for a time commitment of two hours per week.

Systems Organisational Development and Transformation Change

As a strategic tool to help ICS' develop and grow successfully, Organisational Development ('OD') is essential and our new series of Masterclasses along with the option to get involved in a five-month programme was a priority for us to deliver in 2022/23.

This externally facilitated programme supports those in systems who are leading on change, transformation and

organisational development. This will help Leaders to understand theories, and how to apply them through working together in pods with other colleagues to learn new skills and build a growing community of practitioners.

The deep dive masterclasses, accessible by large audiences, explore dialogic OD, releasing power and influencing, along with courageous role modelling and consultative mindsets. Smaller groups of delegates will go on a five-month journey working alongside colleagues in a pod to learn and grow further in a supportive environment.

Foundations in Systems Leadership

This is a newly launched e-learning programme from the National Leadership Academy. This programme is open

to all colleagues working in health, care, local authorities, and voluntary sector partnerships, who have a desire to improve the way they collaborate across organisational, professional, and hierarchical boundaries to design and deliver better health outcomes for the communities they serve.

The programme is hosted on our online learning platform 'FutureLearn' and the recommended structure is a five-week learning journey, with two to three hours study time per week.

We have supported many individuals, teams and systems to take up this offer to expand their skills in systems leadership. Some systems are also piloting the use of the programme for middle level managers.



Growing for the future **5**



We must recruit across our whole 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.

The NHS People Plan, 2020

Talent in the Midlands

Vision, key drivers and objectives

Our vision is to create a talent focused culture, underpinned with a consistent cross-organisational framework, empowering and motivating every colleague across our diverse workforce to grow, develop and unleash their full potential wherever their career leads them, delivering sustainable health outcomes and implementing transformational change to improve patient care and reduce health inequalities for all.

To achieve this vision, our approach to how we adopt and embed excellent talent management principles needs to change by:



Creating a compelling Employee Value Proposition, where everyone is seen as talented, with a unique set of skills, experience, motivations, and untapped potential.



Ensuring all our leaders and managers champion and drive talent and career management.



Adopting consistent approaches to identify and assess competence and potential across the NHS, supported with a wide range of development options.



Establishing transparent, diverse talent pipelines with the values and skills needed to perform our most critical roles (organisation, system, regional and national lens).



Creating a digital home for all NHS talent management resources, accessible to all 24/7, tailored for colleagues, line managers and HR/OD/Talent professionals within organisations.



Proactive and future focused approach, combining talent data and workforce plans, responsive to ICS and regional needs.



What are the key drivers for change?

Turnover	Retention
<ul style="list-style-type: none"> + Increasing role size, scale and system complexity makes current roles more demanding than ever + The median tenure of a CEO is three years, resulting in a negative impact on organisational culture² + CEO appointments are reactive and local in approach, driven by organisational Chairs + 36% of current CEO vacancies (c11) haven't had a substantive role holder for more than six months³ + Organisations with the most significant performance challenges experience higher levels of leadership churn² + It is increasingly more difficult to encourage our best performing leaders to undertake our most challenging roles 	<ul style="list-style-type: none"> + Heightened risk of losing talented and experienced senior leaders because of the creation of ICBs + Nearly ¾ of CEOs are over 50 and just under ½ are over 55 and have reached the minimum retirement age, creating a potential ticking timebomb. The same age demographic applies to possible near-term successors (Exec Director population) + This risk is significantly heightened as we continue to feel the ongoing impacts of Covid-19 + Cost of living crisis impacting staff experience which risks adversely impacting retention
Diversity	Performance
<ul style="list-style-type: none"> + NHS senior leadership is not representative of its workforce or wider society. + The total NHS BAME workforce has increased from 19.1% (2018) to 22.4% (2021).⁴ + In comparison, Trust Boards are 82.4% White and 12.6% BAME (largely comprising of BAME NEDs), against a 2025 target of 19%.⁴ + This is also reflective of recent ICB leadership appointments with BAME representation of 28% ICB Chairs 30% ICB NEDs, 3% ICB CEOs and 7% ICB Exec Directors.⁵ + However, appointments for those with a declared disability (8% Chair, 11% NED, 6% CEO & 5% ED⁵) are higher with 3.7% representation at Trust Boards, equal to total workforce. 	<ul style="list-style-type: none"> + A varied approach to appraisal and performance management, against a new consistent framework of expected standards (Our Leadership Way (OLW), Board level leadership competencies), and the drive for higher levels of individual leader accountability (Fit and Proper Persons Test – FPPT) raises the need for greater consistency and transparency + Bespoke support/rehabilitation packages are locally coordinated. This can limit both options available and agility to act, resulting in greater long-term impacts on personal and organisational performance, and ultimately the quality of patient care.

REFERENCES

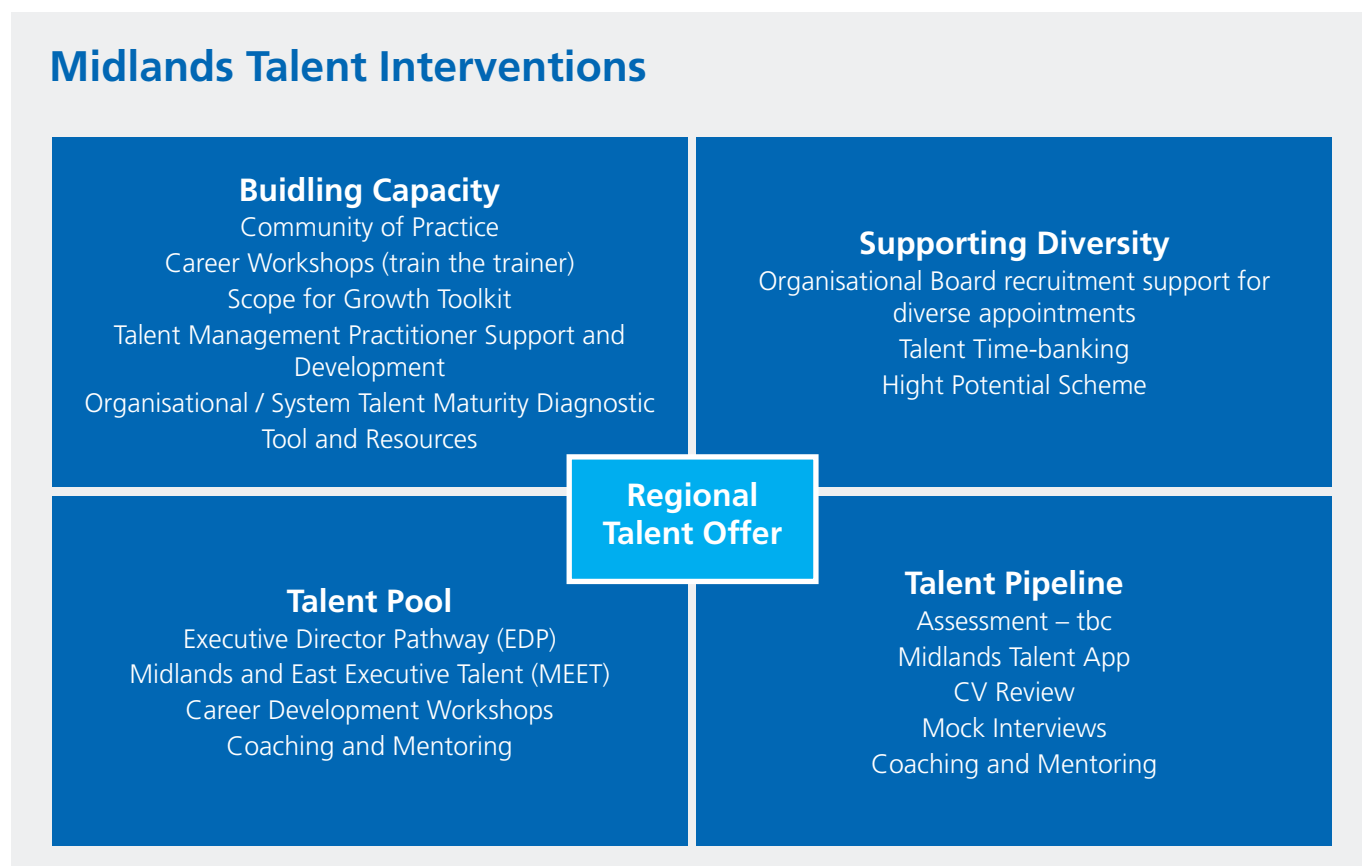
- ¹ Provider Trust CEOs and Chairs (NHS and Foundation Trusts)
- ² Kings Fund 2018 report – Leadership in Today's NHS
- ³ Source: NHS England and NHS Improvement, Talent Insights using Data for NHS Trusts and Foundation Trusts only and represents the position as at 30/09/2021, based upon a response rate of 76%
- ⁴ Source: Anton Emmanuel. WRES What next? April 2022 (P9 – WRES Indicator 9)
- ⁵ Source: Exec Appointments and Non Exec Appointments Teams – Talent & Lifelong Learning, People Directorate, NHS E&I
- ⁶ Source: WDES 2021 Report. P20 – WDES metric 10

Business plan 2022/23

Our priorities as a Midlands Talent Team for 2022/23 have been focused on four key areas:

- + Building capacity and capability of systems to embed talent management practice and principles.
- + Diversifying the talent pipeline.
- + Expanding our aspirant director talent pool size and offer.
- + Developing our approach to establishing a talent pipeline and deployment service.

A snapshot of what we have been working on this year is outlined here and a more detailed write-up of some of our key initiatives follows.



Building capacity and capability in systems to embed talent management

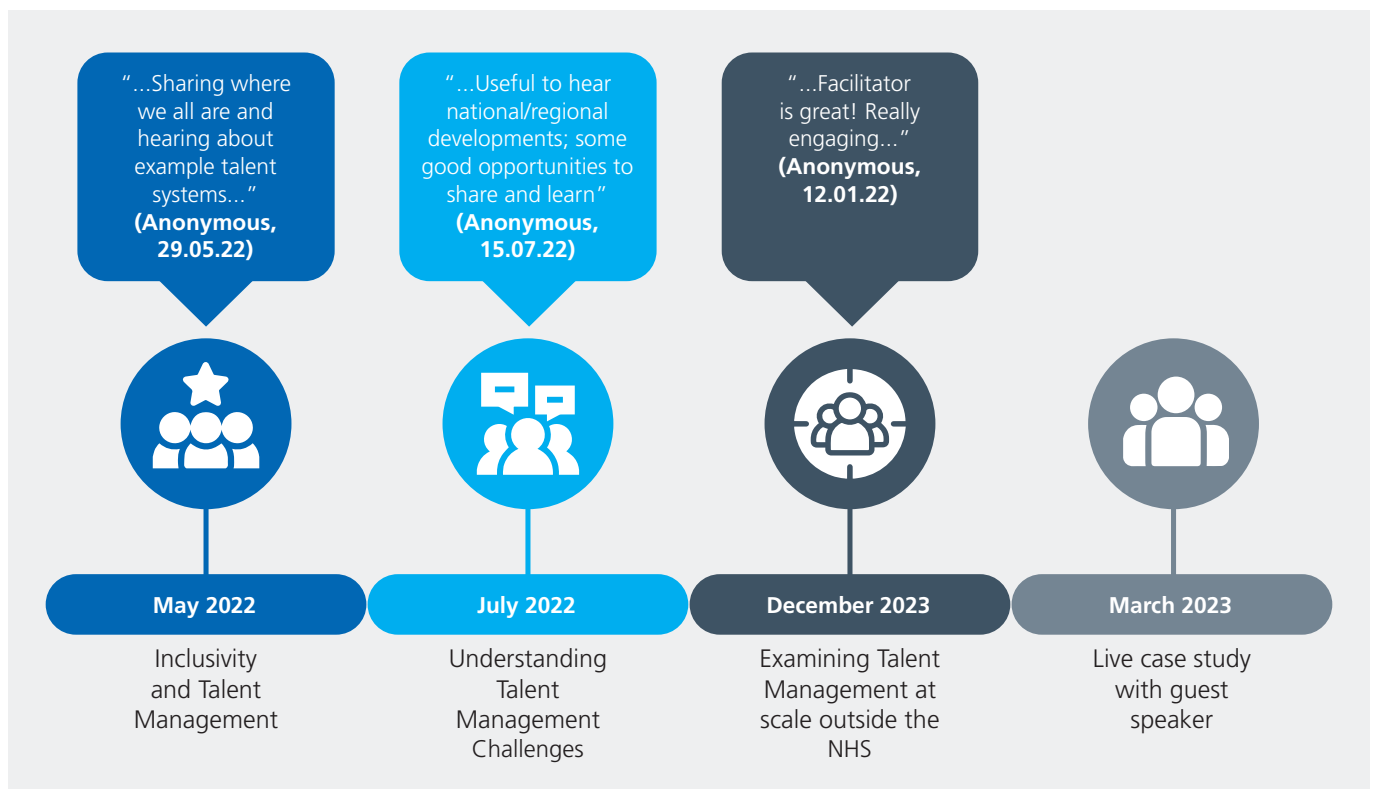
Talent Management Community of Practice

The Midlands Talent Management Community of Practice was successfully launched in 2021 and brings together talent management leads and practitioners from both Midlands systems and organisations to connect, learn and share.

Along with continuing the thread of inclusivity in all our sessions, key achievements include:

- + Examining talent management at scale: organisations outside the NHS.
- + Connecting our organisation and system talent work and shaping our local approaches, priorities, and frameworks.
- + Reflecting the wider system and using appreciative enquiry to explore current and anticipated talent challenges.
- + How our work connects into the system and what more can we do to support this.

Momentum has increased as time has gone by with over 90 attendees currently; 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.



System Talent Review Succession planning workshops

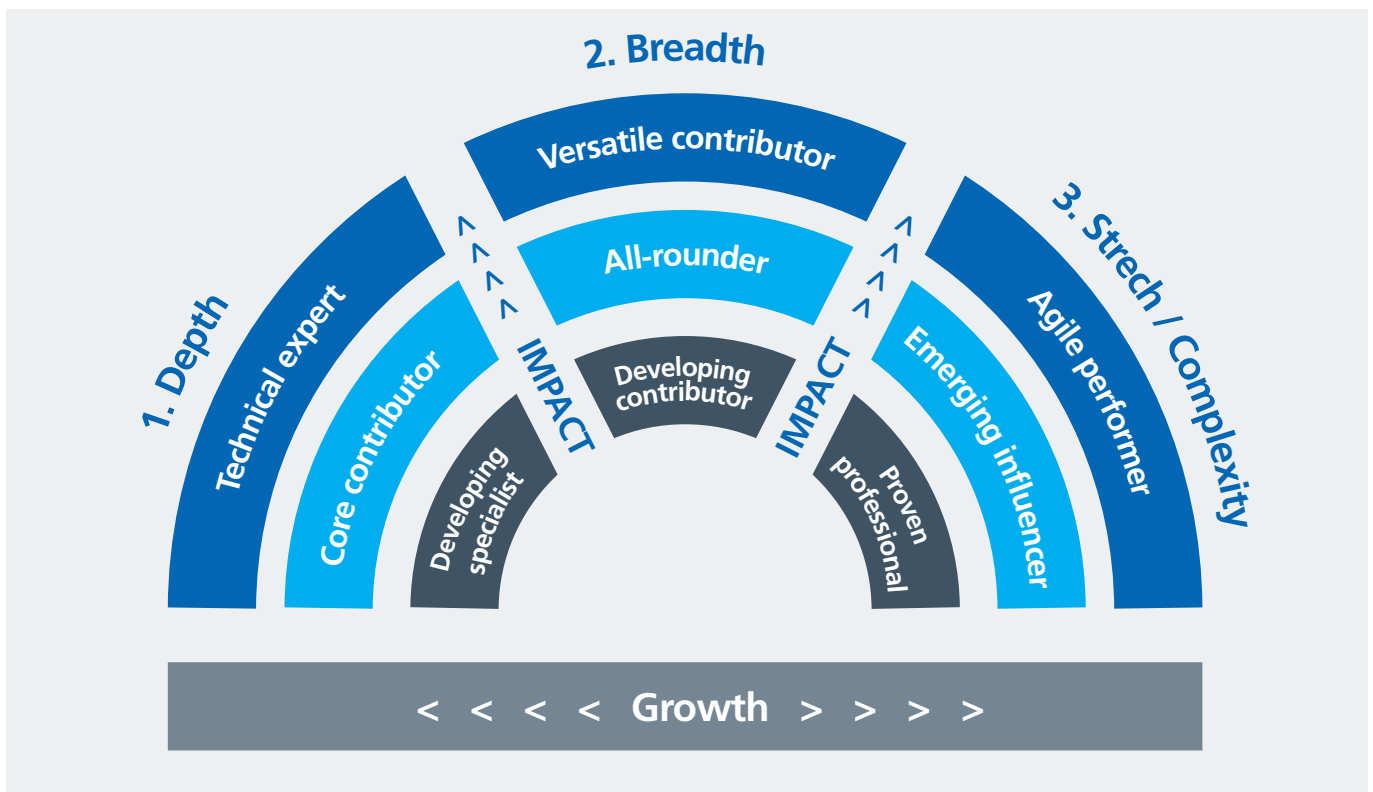
Aimed specifically at those responsible for leading on system talent management, the purpose of these workshops was to consider the implications of implementing succession planning and talent review boards in a systems context and to consolidate skills and knowledge required to do this successfully.

The sessions covered the following:

- + An overview of the strategic requirements relating to talent management and succession planning in a systems context.
- + Consideration of the infrastructure, processes, and tools essential to carrying out talent reviews and succession planning successfully at system level.
- + Creating the right conditions and preparing for effective talent reviews.
- + Participation in a talent review and succession planning simulation.



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.

There are 7 Scope for Growth pilot sites in the Midlands that are testing the framework at ICB and organisation level. Each pilot site has received training and ongoing support from the national and regional talent teams via a regular community of practice, drop-in sessions and access to virtual materials. Scope for growth has been very well received with initial evaluation and feedback indicating that the framework is easy to use and supports quality career conversations.

Scope for Growth pilot sites are Nottingham University Hospitals, Staffordshire and Stoke on Trent Integrated Care System, Derbyshire Integrated Care System, Hereford and Worcester Integrated Care System, Shropshire Telford and Wrekin Integrated Care System, Coventry and Warwickshire Integrated Care System and Northamptonshire Integrated Care System.

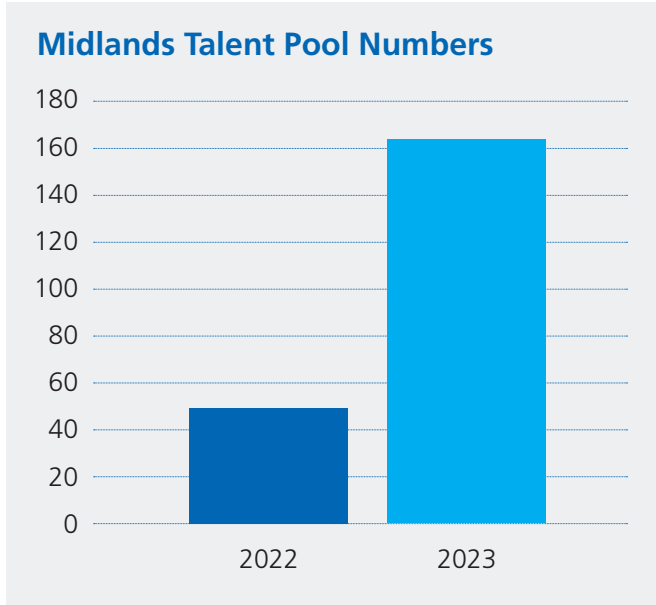
Talent management toolkit



A whole host of tools, resources and templates have been developed to support talent management practitioners to embed successful talent management culturally and operationally. These include talent review templates and guidance, strategy templates, slide packs to engage board leaders and line managers and much more.

Talent pools and pipelines

Surfacing aspirant director talent and expanding our talent pool



Working in partnership with our regional systems, our aim has been to surface key future leadership talent to aid retention and improve diversity by identifying, support and mobilising talent into critical roles and vacancies.

In December 2022, we launched a nominations process enabling systems and organisations to identify leaders who had the aspiration to progress to a director role within the next two years. The response has exceeded expectations with the talent pool expanding from 50

to 164. To ensure the pool is as diverse as possible, the team will be going out for self-nominations in Q4 of 2022/23.

A full and comprehensive career offer will be provided by the end of year which will include:

- + Career workshops
- + Access to an aspirant director career portal
- + Executive coaching
- + Vacancy updates
- + Career management support

Working with the professions to enhance the regional talent pipeline

We have also strengthened connections with Professional leads across the Midlands and are now working on talent management projects with partners in:

- + Proud2BoPs
- + One Finance: including Future Focused Finance (FFF) Healthcare Financial Management Association (HFMA)
- + Nursing and Midwifery teams
- + HR Futures

Executive Director Pathway

- + 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:



Director of Nursing



Medical Director



Chief Operating Officer



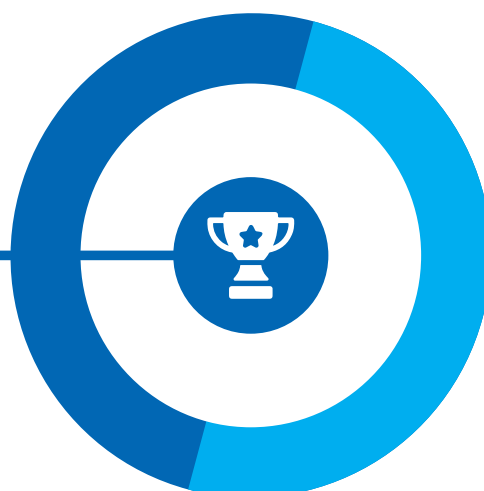
Director of Finance



Director of Workforce/HR

Following the success of cohort one which concludes in June 2023, where **50%** of the participants have already gone on to source an Executive Director Role, we are about to welcome our second cohort onto the scheme

50%



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

Cohort two launched in February 2023, with 16 participants joining the scheme and there is representation from each of the professions.

Aspiring CEOs

Aspiring Chief Executive Officers can access regional support for career development in addition to the National Aspirant Chief Executives programme. As part of the inclusive talent management offer there are opportunities to access executive career coaching conversations, support for interview and CV preparation and online development materials and signposting to stretch opportunities.

Career development workshops and train the trainer

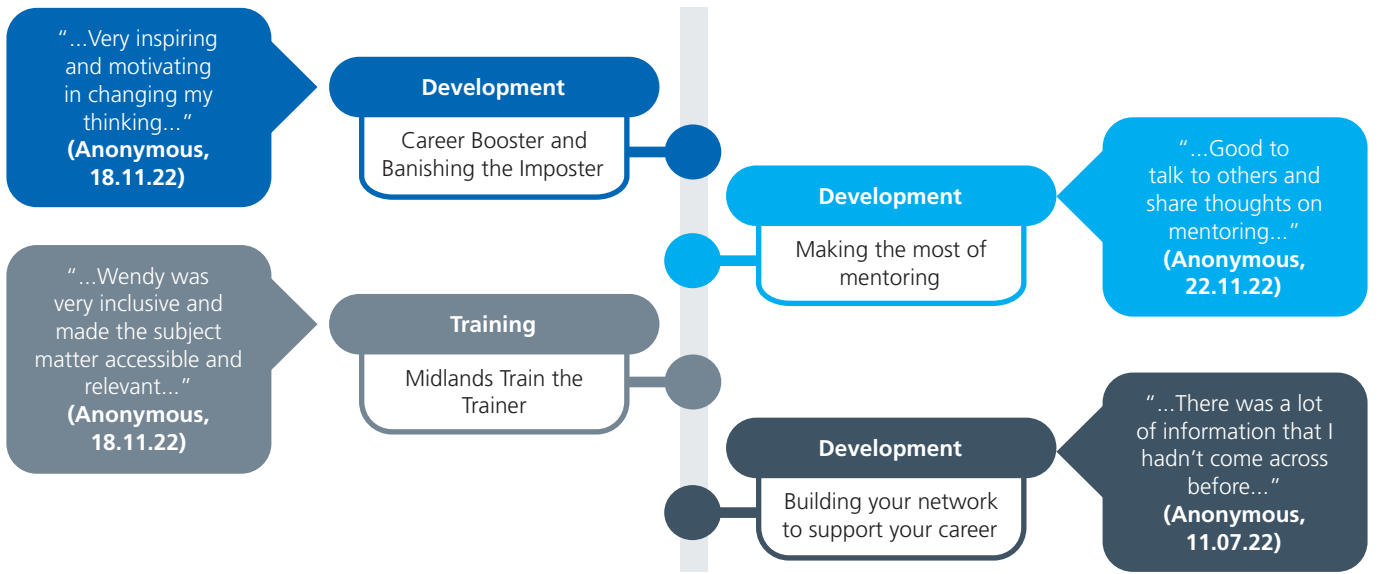
The Midlands Talent Team in partnership with the East of England Talent Team were delighted to host a series of career masterclasses and train the trainer sessions facilitated by expert qualified speakers leading in the field of talent and career development.

The sessions included the following topics:

- + Making the most of mentoring; aimed at aspirant and executive directors, these sessions challenged participants in a safe and supportive space to think about the role of being a mentor and what it means to be an effective mentee and to arrive at what they are personally looking for from the process as one other or even both.
- + Career confidence booster and banishing the imposter; empowering participants to understand which beliefs affect their behaviours and career choices, make changes to their self-talk to boost their confidence and identify a minimum of three strategies

- to banish, or at least reduce, their imposter chatter.
- + Building your networks to support your career; encouraging participants to review their networks, what works for them and what challenges they face
- + Train The Trainer Career Development; enabling experienced HR/OD/talent practitioners and facilitators to deliver a range of bite-size training sessions, designed to help staff across systems with support for their career development.

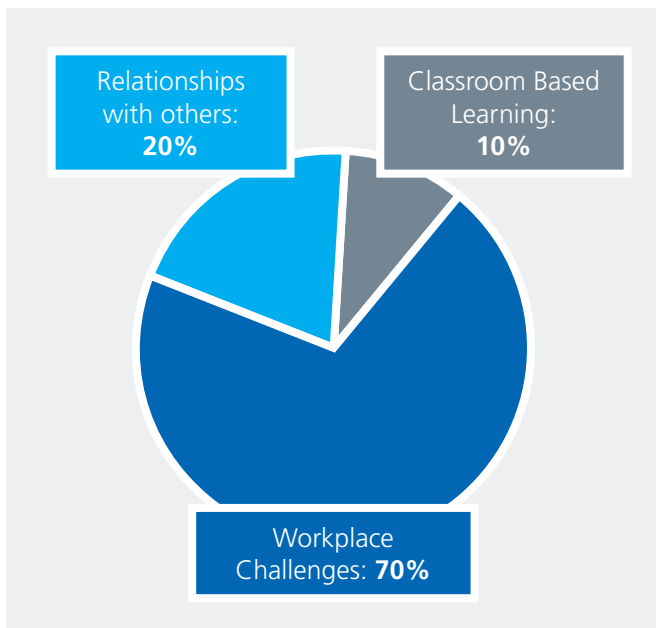




The sessions were very well received with an increase in demand for most of them. The team are looking to commission more masterclasses for 2023/2024.

Diversifying talent pools and pipelines

High Potential Scheme



The High Potential Scheme (HPS) is an inclusive, accelerated, 24-month career development scheme that is owned and delivered by an Integrated Care System. The HPS aims to identify and support mid-level leaders with the potential to move into board level leadership roles within 5-8 years. The HPS is open to all staff in an ICS footprint in bands 8a-8d or equivalent to ensure a multi professional, cross system approach to development and supporting and developing talent.

Delivered by system partners, using the ‘70:20:10’ approach to learning, the system provides significant stretch opportunities for participants as well as wrap around support from coaches, mentors, sponsors, action learning set facilitators and senior leaders.

Following the successful co-design and pilot of Cohort One in Staffordshire and Stoke on Trent ICS, which completed in July 2022, where over 60% of participants secured new roles including promotion, the scheme is now being tested for scale and spread.

In November 2022, Cohort two was launched with a total of 30 participants across Staffordshire and Stoke on Trent ICS and Shropshire, Telford and Wrekin ICS. They are testing a ‘buddy’ model where stretch opportunities and wrap around support can be shared and scaled up.

A third Midlands system (Black Country) is currently preparing for launch in the new financial year

Action research project

A diverse workforce brings diversity of thought and experience which moves us away from a narrow and one-dimensional set of responses to the now and ambitions for the future, to one where we have agility and different perspectives. There is also strong evidence of how a diverse workforce with a diverse leadership leads to better quality patient outcomes. Despite this we know that NHS provider boards in the Midlands remain predominately white (13.2% BAME in voting board roles).

Consequently, the Midlands Talent team are currently undertaking an exciting study to understand how BAME senior leaders reached their Executive posts, what barriers and challenges they faced and how they overcame them.

The findings will provide insights into experiences of working for the NHS and the barriers senior BAME leaders faced around the themes of culture, leadership and accountability, and talent processes and development to support future talent interventions.

Using the conclusions and recommendations from this study, we will be able to support talent interventions specifically targeted for under-represented groups based on evidence of what works.

The work has also been approved by NHS HRA (Health Research Authority) and is registered at www.myresearchproject.org.uk To date, the pilot phase of the project has been completed and an a thematic analysis of the data has been undertaken.

Inclusive recruitment

The Workforce Race Equality Scheme (WRES) utilises a metric called the workforce race equality ratio. This ratio indicates the relative chances of BAME staff to be appointed to roles – highlighting the trends in career progression likelihood. The WRES also describes the diversity composition of organisational boards. Using these metrics we can see benchmarks and monitor progress on the shift towards boards which are more representative of our local workforce and populations. It is also a starting point for conversations that aim to understand the complex reasons behind the data so that we can target interventions appropriately to make positive impact and change possible.

This data has underpinned the work we have done on the recruitment process. During the last year we have worked with the regional Equality, Diversity, and Inclusion team to:

- + Co-created guidance on the five high impact actions for overhauling recruitment and selection and audited organisations on progress and plans.

- + Co- developed a good practice guide for recruitment embedding the ‘no more tick boxes’ research into practice led advice.
- + In November 2022, consulted on the development of a strategy to ‘Ensuring an inclusive approach to recruitment and selection to NHS board in the Midlands – The full recruitment process for executive and senior appointments’.
- + Supported the ICB Board Executive recruitment process and the establishment of ICBs in July 2022.
- + Rolled out the inclusive recruitment consultancy offer to organisations across the midlands (previously utilised by ICBs).
- + Partnered on the delivery of 4 regional workshops for lead recruiters in which we challenged the recruitment process and shared best practice.
- + Established and launched a recruitment compact for organisations to use with Executive search companies to drive best practice and enhance an intelligent consumer approach to contracts.

In addition, we have also advised ICBs and Organisations on the revision of job descriptions of board level leaders to encompass the draft NHSE Board competencies. These competencies will also underpin the Fit and Proper Persons test which will be introduced in 2023/24 in line with the Kark recommendations (2019). Recommendation 1 of the Kark review states: “All directors should meet specified standards of competence to sit on the board of any health providing organisation”. The draft Board leader competency model is composed of six domains each of which describes the expectations for individuals who are operating at board level. It is underpinned by the Our Leadership Way (OLW) which is positioned as the central behavioural ‘ethos’ for all leaders.



Graduate Management Training Scheme ('GMTS')

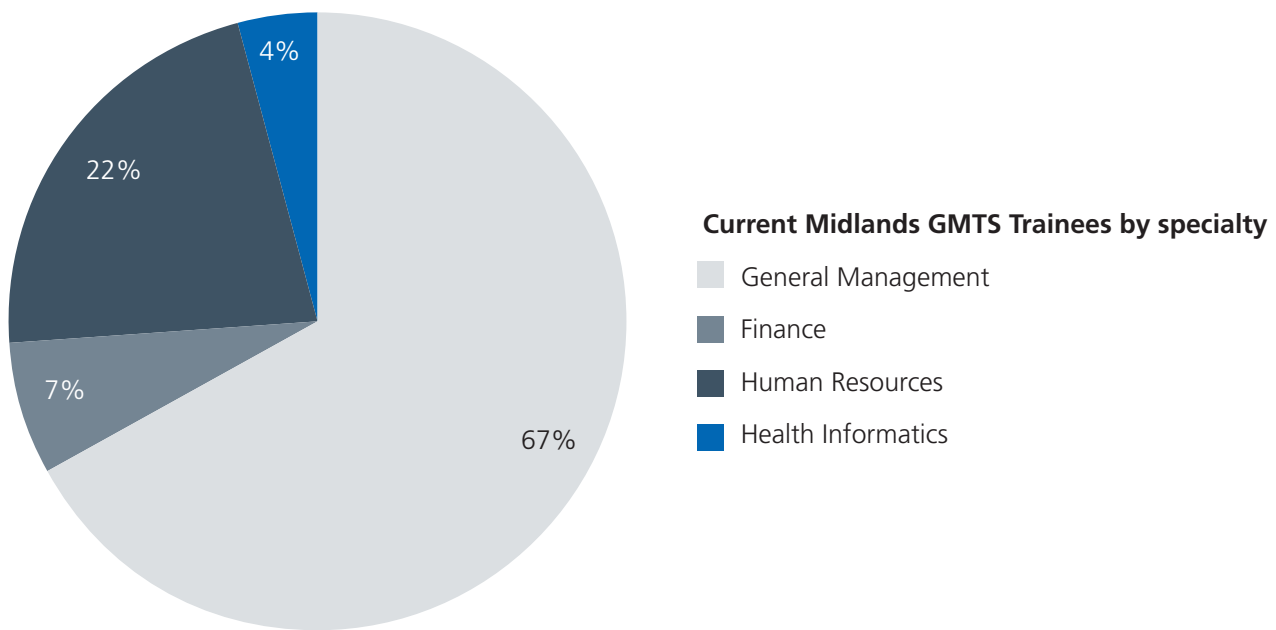
The GMTS is aimed at creating the NHS Chief Executives and Directors of tomorrow. Through placements and education the GMTS provides the experiences, exposure, training and opportunities talented and ambitious people need to ultimately lead our unique organisation. In the Midlands we are passionate about our remit to assure high quality placements and provide the best trainee experience of the GMTS.

Our role is to support trainees and managers and quality

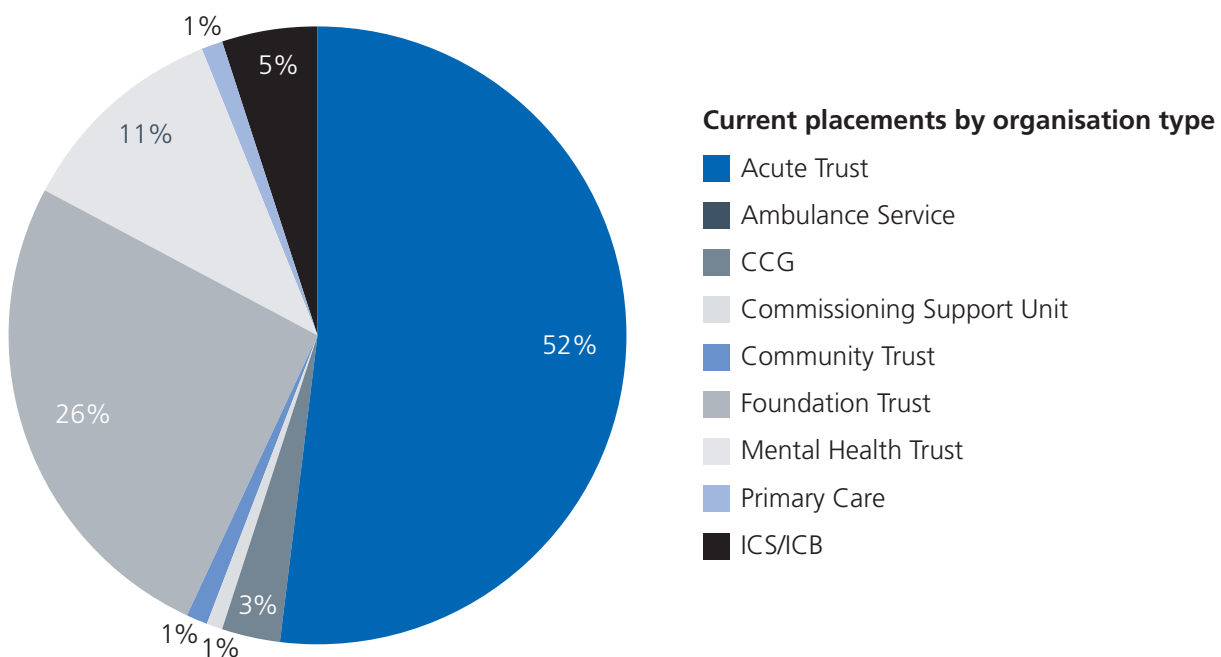
assure placements. We work closely with organisations and systems in the Midlands to provide effective, challenging and supportive work-based placements that will prepare our trainees for a career in NHS leadership.

During 2022/23 the GMTS team in the Midlands have supported 95 trainees working across four cohorts in a variety of specialisms; General Management, Human Resources, Health Informatics and Finance, in a range of healthcare settings.

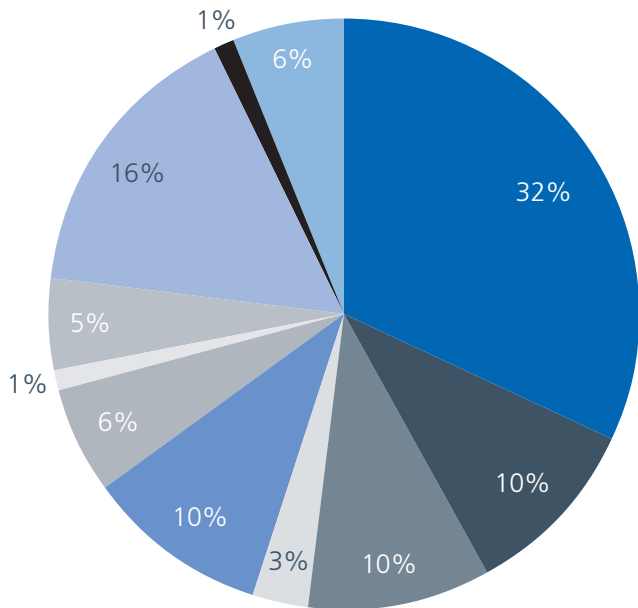
Current Midlands GMTS Trainees (all cohorts) by speciality



Current placements (all cohorts) by organisation type



Number of current Trainees (all cohorts) by ICS area



Current GMTS Trainees by ICS area

- Birmingham and Solihull
- Black Country and West Birmingham
- Coventry and Warwickshire
- Derby and Derbyshire
- Hereford and Worcester
- Leicester, Leicestershire and Rutland
- Lincolnshire
- Northamptonshire
- Nottingham and Nottinghamshire
- Shropshire, Telford and Wrekin
- Staffordshire and Stoke on Trent

100% of our trainees from our March 2021 cohort have gone on to employment within NHS organisations which is testament to the Scheme’s ability to prepare trainees for NHS careers, retain their talent and dedication and act as a talent pipeline to provide our workforce with individuals whose vision and values chime with our own.

In September 2022 we welcomed our new cohort with an in-person regional welcome event in Birmingham for the first time since 2020. It was inspiring to see our future leaders gathered in one place and to give them the opportunity to connect face to face with their peers and the wider GMTS community in the Midlands. The day was supported by an exciting array of speakers who took the time from their extremely busy schedules to join us as valued supporters and advocates of GMTS, sharing their own leadership journeys and their experiences of the Scheme and the NHS – in some cases both as alumni and current managers of GMTS trainees.

We were also joined by current trainees who shared their experiences; the exciting and crucial work they have been involved in on their placements and their knowledge of the geographical areas they serve, and who were most gracious in taking questions from, and connecting with, our new colleagues. The day was brilliantly closed with inspirational words from the Right Honourable Paulette Hamilton, MP for Birmingham Erdington, who shared with us insights into her leadership journey, her experience as an NHS nurse, making a positive impact in your workplace and the importance of work-life balance.

In the final quarter of 2022/23, we began preparing to welcome our next cohort of trainees in September 2023 to the region. As the national GMTS attraction and recruitment team conduct Virtual Assessment Centres to assess a large number of candidates eager to join the Scheme they have been assisted in this by several of our regional colleagues from an array of organisations in the Midlands who have been able to commit time for assessment of candidates. This commitment is integral to ensuring we have trainees whose values, behaviours and commitment to patient care align with our own.

Concurrently we assure organisational bids to host trainees who will start the scheme in September 2023. We have had a huge amount of engagement from across the region, and a fantastic response from organisations and systems who have a rich history of hosting successful trainee placements as well as those new to the GMTS. The dedication our organisations have to creating high quality placements for our trainees is imperative to ensuring our trainees gain the vital operational and strategic experience and exposure needed for their development as future leaders. 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 they need to succeed and flourish and begin their leadership journey in the Midlands.

The most important factor in our role to deliver high quality placements and ensure the best trainee experience is to understand the feedback and lived experience of our trainees. Here are some reflections from trainees at different stages of the Scheme:

Pranay Jobanputra

GMTS Intake September 2021, General Management

“The reason I applied to join the GMTS was because I had a passion to learn about how I can make a difference to patient lives whilst not being clinical. I wanted to be able to work closely with staff members and bridge the gap between frontline and managerial staff. In addition, I wanted to join the GMTS because it would give me the ability to develop myself whilst being able to explore various different areas which would help enhance my career through transferable skills, education and exposure to a huge network.



My first placement on the scheme was working within Adult Mental Health as an assistant service manager at Leicestershire Partnership NHS Trust ('LPT'). This was an incredible first placement where I learnt to manage a clinical discharge team whilst working on several medium and large-scale projects. I had brilliant programme and placement managers who supported me as well as other Trainees who were experiencing the same thing as me. I went onto my Flexi – Placement with NHS Blood and Transplant within their Strategy team where I learnt how to use tools and techniques to begin planning for the future. I am now on my final placement at LPT within the Strategy & Partnerships team which is teaching me how to build an organisational strategy whilst taking people on that journey.

Reflecting back, a key challenge I faced whilst being on the Scheme, was getting used to working in a hybrid manner which is something that I actually quite enjoy now. The reason it was a challenge initially was because I found it difficult to make connections with colleagues over MS Teams and preferred face-to-face contact. However, with time, I feel like I am fully part of the team. Finally, I would highly recommend joining the Scheme if you are open to learning and aspiring to grow exponentially within your career!”

Bernard Owusu-Appiah

GMTS Intake September 2022, General Management Trainee

“Prior to joining the NHS Graduate Management Training Scheme (GMTS), I had a four-year experience of working in the NHS within a Procurement Department and an Endoscopy Unit. These experiences offered me the chance to witness management in both a clinical and non-clinical environment and was the beginning of my desire to have a long-term career in the NHS and seek an opportunity where I would be able to influence decisions and drive change. My search for such an opportunity led me to the NHS Graduate Management Training Scheme.



My time on the scheme has been fascinating and sometimes overwhelming due to the transition into the mental health sector considering my background in endoscopy and procurement. The swift transition was a challenge initially but the words of Ralph Waldo Emerson “Do not go where the path may lead, go instead where there is no path and leave a trail,” spurred me on to embrace the new challenge and make the best use of the priceless opportunity offered to me by the NHS Leadership Academy through the GMTS.

As a General Management Trainee working within an Acute and Urgent Care Directorate, I am involved in various projects all aimed at improving service user experience without compromising on staff wellbeing, some of the projects include working with a third-party consultancy firm to help develop a plan to reduce inappropriate out of area placements for our service users to ensure they receive the best care and support from families and friends during their patient journey while also reducing the costs associated with out of area placements. I am also part of a team developing an action plan following a staff engagement session that offered staff within the Directorate a platform to share their experiences and concerns of working in the Directorate and provide suggestions on ways some of the concerns can be addressed to ensure staff retention. The staff engagement sessions were very insightful for me as it highlighted the fact that a happy workforce leads to an excellent service user experience.

In terms of achievements, I have created a motivational quotes area known as The Nudge Corner where I display inspirational messages on a weekly basis to inspire staff throughout the week. This initiative has received positive

feedback from staff as some have reported that the messages seem to always speak to a situation they are going through either privately or at work and encourages them to strive on.

One of the things I continue to enjoy as a Trainee on the GMTS so far is the variety of support available at both a broader level such as the West Midlands GMTS Team and a more personalised level of a Trainee Support Manager, a Scheme Buddy and a network of fellow trainees through the IAG (Inquiry and Application Group) and ALS (Action Learning Set) sessions that ensure there is always help available as long as one reaches out. Additionally, the 20-days orientation which gives new trainees the chance to be involved in various activities to enable them to gain a broader experience of the wider NHS and see how various facets within the organisation collaborate to provide an efficient service to all stakeholders was helpful.

Lessons I have learnt so far on the scheme are:

- + Never be afraid to ask for help because there is always someone willing to lend a helping hand.
- + The rubble of your crash can be the foundation of your repair. There will always be a period of uncertainty and even failure during the GMTS journey but always try to learn something out of those difficult times and use it as a platform for success."

Andre Gore

GMTS Intake September 2022, General Management

"I joined GMTS in the September 2022 cohort on General Management. I've always been incredibly interested in Ops within the NHS so was delighted at the prospect of being able to upskill myself and be able to make a tangible difference to patient outcomes and reducing health inequalities.

My current placement is Assistant Directorate Manager for Outpatients, Elderly Medicine and Stroke Medicine – this has given me a great understanding of how to manage services in an acute hospital, within both outpatient and inpatient specialties. There are lots of challenges of course, but the thought of being able to make things better for patients is so rewarding, I am currently working on a project to pilot a PIFU (patient initiated follow-up) service within our Rheumatology specialty, which will ensure our community get the help they need from the right person at the right time. GMTS



allows you to gain such broad exposure and experience at pace, so I feel incredibly lucky.

I've been able to build relationships with the other trainees nationally, which is fantastic. Since day 1 at the Welcome Event in Leeds we all stay in touch as much as we can – if I'm stuck on something at work I know I can always reach out to another trainee who may already have some experience in what I'm struggling with – the network you build on GMTS is incredibly important.

On GMTS you have access to such a breadth of experience, whether that be on the initial orientation period, from your placements, or from people that you meet along the way. Everyone you meet genuinely wants to support you to be the best you can be, deliver excellence for patients and become a leader that embodies the values of the NHS.

Overall the first few months on the scheme have felt like a whirlwind, I have learnt so much operationally and more generally about leadership, but knowing I am able to make a difference and learn how to be a compassionate leader is a genuine privilege."

Supporting our NHS People for the long term

6

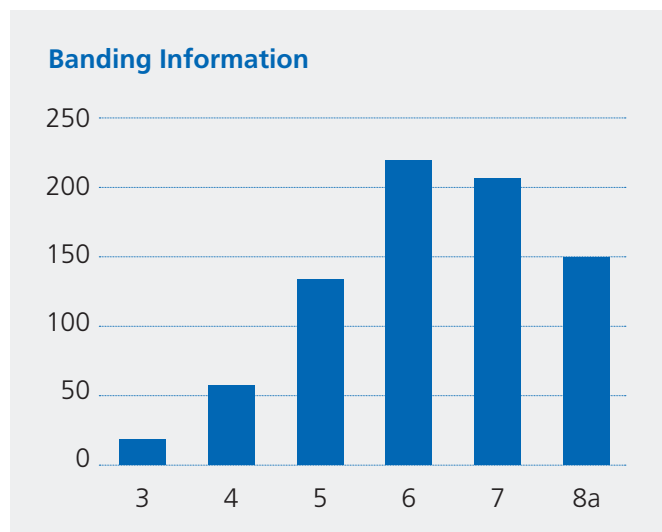


The best way to deliver change rapidly is to mobilise a ‘movement for improvement’. To create this, health and care systems across the NHS should engage with their people and employers to develop system people plans that deliver the ambitions set out in this document, recognising that the uncertainty 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.

The NHS People Plan, 2020

A key element of supporting our people is in how we establish and maintain psychologically safe networks. A concern evident from data in the Workforce Race Equality Strategy (WRES) is how we establish a sense of belonging for all colleagues and particularly from within racially diverse groups who often feel excluded and face organisational barriers to career progression.

The Midlands Leadership Academy have a strong track record for several years in fostering environments and spaces for peer support, development and learning. We continue to do so throughout 2022/23 in expanding our Visible Leaders’ Network.



Visible Leaders Network

This year has been one of the most successful for our Visible Leaders Network (VLN) seeing an increase in membership to over 800 NHS staff from across the Midlands region.

The VLN is a unique network devoted to looking at leadership development for Black, Asian and Ethnic Minority staff. We aim to assist staff in their career development.

Our membership covers a large proportion of staff at different stages within their career and by growing leaders of the future from emerging leaders to becoming established leaders this enables us to develop staff with a wider range of skills and experiences and an in-depth knowledge of the NHS.

Throughout the year we have delivered over 10 interventions specifically for members on a wide range of topics such as:

- + Personal Development Workshop: looking at confidence, interview techniques, imposter syndrome and personal branding.
- + Presentation Skills Masterclasses: on how to deliver a professional presentation in all settings.
- + Leading Self – Outward Mindset: working on interpersonal resilience and the quality of our work relationships.

“A really great session, I thought coming into the session that I knew myself pretty well but I’m so glad to have a book full of notes and actions to carry forward to help support my leadership goals. Thank you!”

PARTICIPANT FEEDBACK

“The challenges I feel I face are to do with my brown skin, so as well as building resilience, understanding what techniques to use to work through the situation is great.”

PARTICIPANT FEEDBACK

We also hold bi-monthly Visible Leaders Network Coffee and Chat sessions providing opportunities for staff to network, share good practice and support each other. It is fantastic to see the group really encourage each other, share skills, offer interview practise and advice and good practice through their work. Thank you everyone. Great meeting with amazing people!"

PARTICIPANT FEEDBACK

In the year ahead we will continue to listen to our stakeholders and learn from those around us as we continue to look for the changes we can make to continue to grow and improve. We can all take just a few moments to reflect on ourselves and how we behave, remembering we always have a choice, and we can all make change happen.

Midlands Integrated Care Systems and Boards

Supporting those leading the 11 Integrated Care Systems across the Midlands and working closely with our Chief People Officers and Leaders to develop and grow leadership development across their systems has been an exciting project during the last year.

We are pleased to have been able to financially support our ICBs to design and deliver their leadership and OD plans which align with their strategic objectives. Some have chosen to carry out Board Development, some have commissioned leadership programmes for health and

social care colleagues, some have carried out ICS partner development and sessions for the Health and Wellbeing boards.

Our Senior ICS OD and Leadership leads community of practice brings many benefits to the individual systems as well as the Midlands as a whole, from sharing of best practice to potential commissioning across the Midlands to realise multiple economies of scale.

We have also supported specific requests from a leadership, organisational development and evaluation perspective, where we have been bought in as subject matter experts to work with and support new initiatives and ongoing pieces of work across the Midlands. Examples of this are where we have provided executive coaching, undertaken training needs analysis and commissioned leadership development for senior professional groups working across the Midlands.



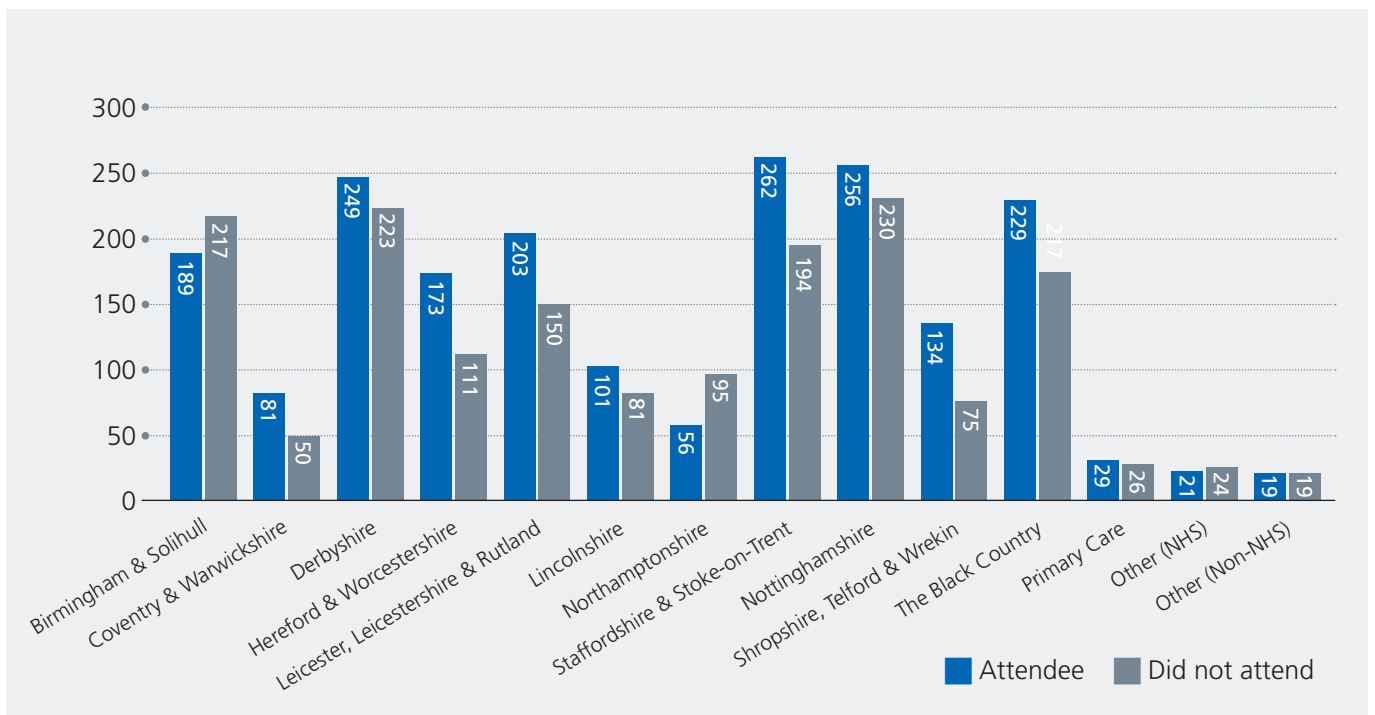
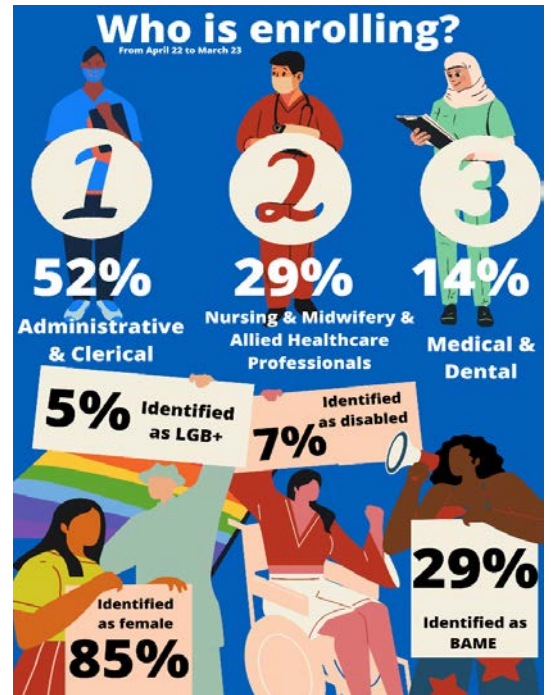
Between April 2022 and March 2023, we had 7,264 enrolments onto our interventions and the demographic information we collect upon booking has allowed us to see if we are reaching the Midlands population numbers for underrepresented groups.

Our interventions in numbers

According to data from NHS England, the NHS workforce employs 22.3% of staff from BAME backgrounds and we are pleased to report that this translates into 29% of participation in our programmes consequently meaning that we are reaching more individuals with protected characteristics. While our enrolments from clinical staff are down on last year, we can attribute some of this to winter pressures and to the recent strikes which colleagues may have taken part in.

Across the year, we delivered a total of 308 interventions in which we had 4,707 attendances making our attendance rate 62% for the year. 100% has been mainly unachievable due to cancellations and colleagues who did not attend the intervention on the day, rather than our interventions being under subscribed as booking figures were generally up to capacity over the year. This is higher than last year with 1,000 more attendances than 2021/22 across 40 additional interventions.

From the chart below, you will see that attendances and did not attends have been reasonably even across all systems:



In the table below, we can see the total number of interventions allocated against workstreams and the corresponding attendance. It is great to see that Equality, Diversity and Inclusion were able to get an average attendance of 34 leaders per intervention as it suggests

NHS leaders are keen to improve their knowledge around equality, diversity, and inclusion, and ensure they continue to promote understanding and compassion in their leadership practise.

	No. sessions delivered	No. attendances
Board and In-place ICS Systems	54	606
PCN Development	107	1,125
Leadership Development	40	650
GMTS	4	116
Coaching and Mentoring	49	350
Equality, Diversity and Inclusion	54	1,860
Total	308	4,707

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 wellbeing of our people and can be accessed free of charge by all NHS staff.

The Zone's 22 modules are:

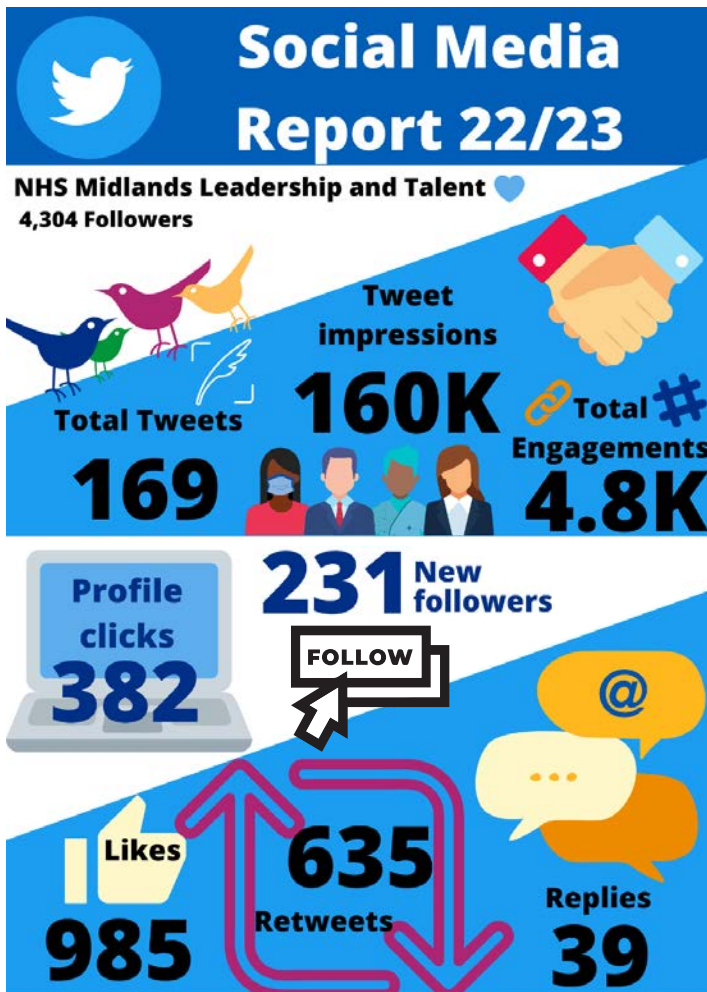
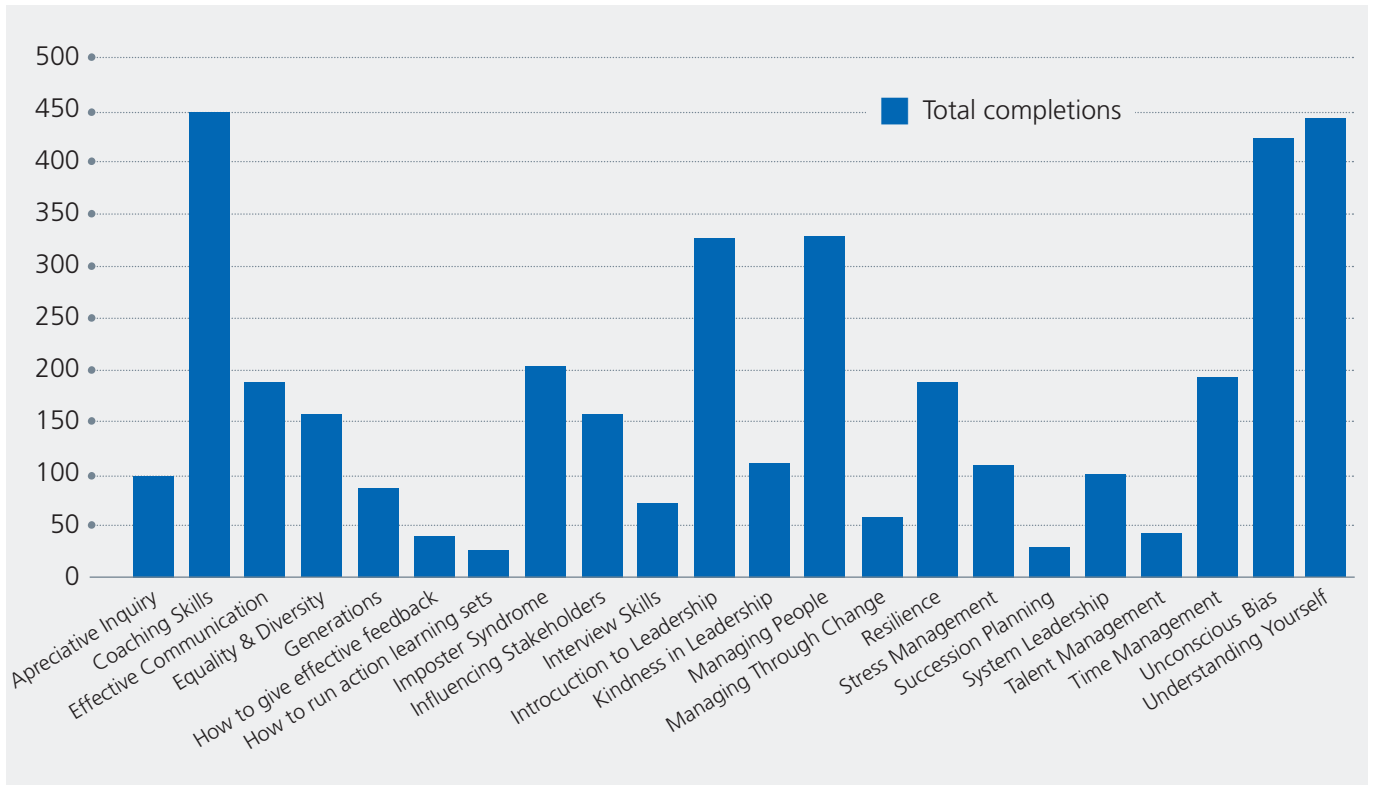
- + Coaching skills
- + Influencing stakeholders
- + Talent management
- + Time management
- + Stress management
- + Introduction to leadership
- + Understanding yourself
- + Managing people
- + Managing through change
- + Generations
- + Unconscious bias
- + Equality and diversity
- + Interview skills
- + 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 e-learning platform, it enables organisations to integrate it with mandatory training and track the progress of their teams. 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 2022 to March 2023 3,836 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.

The graph oppsote details the completion numbers for each module across all of those sites:



This year the LLZ was replicated across the other six regions in England, which resulted in the platform changing slightly, as the regions came together with lots of ideas to make this site an even greater resource for NHS leaders.

Many of the modules were updated with newer information and relevant links, and a new set of modules were added for instance, the Southwest Leadership Learning Academy developed ten Systems and Relational Leadership modules in partnership with Tricordant. These resources are for leaders in health and care looking to learn more about leading and working collaboratively across organisational, professional and sector boundaries to improve healthcare and wellbeing for their population.

Communication highlights

2022/23 was our second full year in which we were regularly communicating with our stakeholders via Tweets, blogs and newsletters.

From April 2022 to March 2023, we gained 620 more subscribers to our monthly newsletter which continues to inform our stakeholders about the events we are running, provide links to resources and awareness days and give general updates.

We also had a good year communicating via social media which has been used to promote interventions that were not fully booked.

Looking Ahead

As we close this ‘year in review’ and celebration of our successes in 2022/23, we should also take a few moments to consider what is next – our health and care systems continue to face significant difficulties in terms of stretching capacity to meet the increasing need for care.

Our aging population continues to live with long term conditions and faces an increase in mental ill health and loneliness and this is the tip of the iceberg. Funding complexities and a workforce crisis across health and care mean that we will need to think even more differently about how we meet these challenges, whilst always promoting patient safety and the quality of our services.

Harnessing the digital opportunities of technology enabled health care could provide part of the solution but we will need to continue to work closely alongside our NHS people, working differently in inclusive and compassionate cultures.

Over the next two to three years the Midlands Talent, Leadership and Management team will develop partnerships and collaborations across our Midlands systems which will be focused on three key areas of development:

- + Whilst it is important that we embed Equality and Diversity into all our activity, it is critical that we make it pivotal and central to our ways of working. There is a huge amount of evidence that strongly demonstrates that diverse Boards with a diverse workforce create high performing organisations and there is much more that can still be done through good leadership, organisational development and talent management to establish the conditions where inclusion can genuinely flourish.
- + Talent management will centre on developing our executive pipeline to improve the visibility, mobilisation and deployment of our workforce as well as improving the diversity of talent pools. The regional team will use these talent pools to help organisations develop succession plans and maximise the opportunities for individuals to succeed in role through effective induction and performance.
- + Our leadership role will give us the chance to support ICBs and organisations to improve Board development, stability, performance and governance in line with improving CQC well led outcomes which enhance the quality of service offered to our patient populations. We will also embed leading for improvement tools and techniques into our offer alongside a strong emphasis on promoting compassionate and inclusive leadership cultures as we work in partnership with ICB colleagues to develop their plans for future service delivery.

On this basis, we look forward to presenting our next year in review at the end of 2023/24.

With best wishes

Lyndsay Bunting

Head of Talent, Leadership and Lifelong learning – Midlands



Midlands Leadership Academy



A Year in
Review
2022/23



Midlands Leadership Academy

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