

A photograph of a park with a paved path in the foreground, a green lawn, and people sitting on the grass in the background. The image is slightly blurred. A semi-transparent blue box is overlaid on the image, containing the title text. A blue geometric graphic is in the top right corner.

NHS England

Leadership and Lifelong Learning - South West

A year in view 2022-23

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Foreword



"If we want to create cultures of high-quality, compassionate care, then we need to have leaders who embody the value of compassion as part of their continually-improving, high quality leadership." Michael West

The NHS South West Leadership Academy's philosophy is simple – compassionate, inclusive leadership development improves leadership behaviour and skills; and good leadership leads to better patient care, experience and outcomes. Whilst we have seen much change over the past year our purpose has remained to work with our thinking partners to deliver high quality, progressive leadership development for those we serve across health and care.

We are passionate about developing and supporting leaders and both encouraging and enabling the sharing of leadership good practice in the service of engaged teams and continuously improving care. In 2022-23 our dynamic team have been responsible for the design and delivery of a portfolio of offers which focused on support for new ICB Boards and provider collaboratives on realising system working, support to leaders working on transformation projects, system working and developing inclusive and compassionate cultures.

This report captures key successes and explores our key areas of work alongside feedback from programme participants.

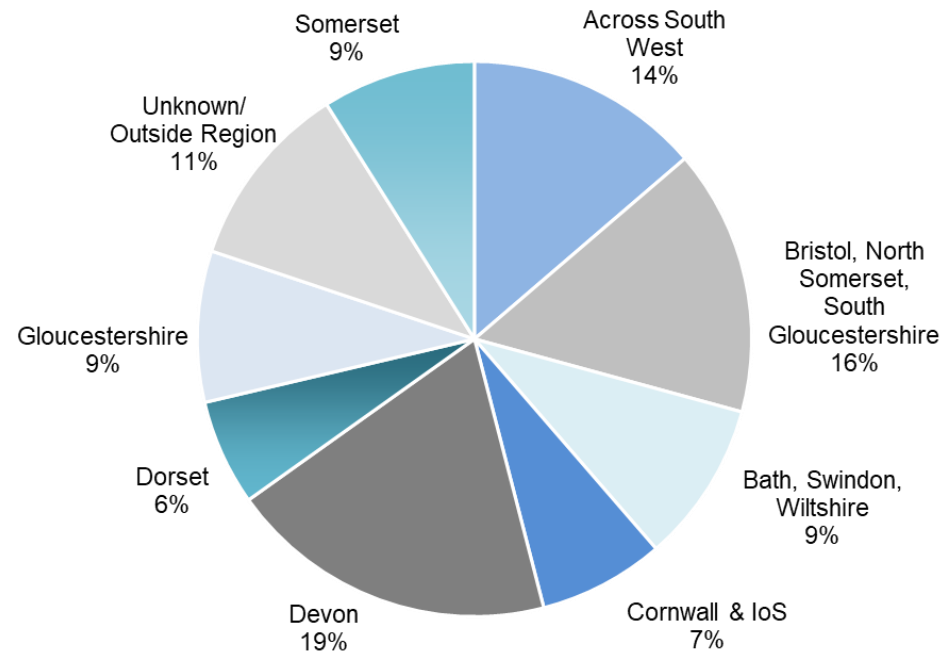
A handwritten signature in black ink that reads "Tom Rossiter". The signature is fluid and cursive, with a long horizontal stroke at the end.

Tom Rossiter, (pronouns he/him), Head of Leadership, Lifelong Learning and Talent

South West Engagement



A breakdown of 2022-23 registrations by Integrated Care System can be found below:



Leadership Development

Through our open offers, we help scale up and accelerate culture change in leadership practice to secure and strengthen patient care provision through an engaged and enabled workforce. We are responsive to both emerging and long term demands of our leadership teams, enabling them to deliver the highest quality care and services across our region. As a thinking partner to our colleagues, we place relationships at the heart of our work, creating an environment that explores, elevates and extends the reach of compassionate and inclusive leadership practices.

Supporting You

Building on the success of our award-winning offer, the 'Supporting You' package provided bitesize sessions focusing on health and wellbeing, compassion, and inclusion. These interactive workshops, masterclasses and coaching opportunities provided space for reflection, time for connection and sharing of experiences to help lift, sustain, and retain energy.

- Art of being Brilliant
- Rising Stronger
- Wellbeing Workshops
- Leading with Hope
- Outward Mindset – We are All Leaders
- Spaces for Recovery



“Excellent session, so much so I signed up for the follow-up course. Good to have the time to look at things differently and not having to think solely in a work-way as the content was pertinent to how we are day-to-day, not just at work. Thank you.” – Art of Being Brilliant

Compassionate & Inclusive Leadership Programme

While living with complexity, uncertainty, ambiguity and volatility compassion for ‘others’ can often be overlooked. This programme enables leaders to think about their role in this changing landscape and how they can support the creation of relationship-based leadership in the virtual and physical world.

Introduction to Leadership and Management Programme

Supporting leaders in gaining more awareness of self, others and the impact of those respective dynamics on team culture, courageous conversations, developing, building, and managing relationships within the broader community of care, effectiveness and development.

“This is one of the best learning sessions I have ever attended. Thank you to our excellent and knowledgeable educator and facilitator. I could have done a whole day (or more) on this.”

“Thank you for your support and listening to my own personal dilemmas - the reflective nature of these sessions are really useful”

Our open offers have reached over 1,700 leaders across the region.

Our offers supported leaders at all levels, including those new to leadership through to our experienced leaders and HR & OD professionals. Alongside our offers, we recognise the need, and appetite from the workforce, for ongoing support outside their formal learning. As such, this year we created the Leadership Development Peer Network which has proven to be a psychologically safe space for leaders to share experience, check and challenge their thinking and explore opportunities to share best practice and work collaboratively to replicate and/or duplicate successes. The Peer Network has provided the ‘wrap-around’ support it set out to achieve, as well as supporting the region’s ambition to create and embed a coaching culture in the way we work.

Coaching and Mentoring

Our Coaching and Mentoring offers invited new and returning Coaches back to practice, continuing to build our internal provision of coaches across the region. We offered our experienced coaches the opportunity to explore coaching from new and different perspectives and continued to offer monthly supervision sessions for all coaches across the region to assure and support best practice and ongoing CPD.

Continuous Professional Development for experienced Coaches

Developing our Coaches further through exploration of the current context and situation, the impact of the changing face of work and relationships with individuals and teams, ethical dilemmas faced as a coach and the role of supervision and reflective practice to explore and resolve.

- Ethical Dilemmas in Coaching
- Coaching in a Hybrid Space
- Team Coaching Foundation and Practitioner Programme
- Coaching Skills Labs



“Very useful session allowing for exploration of contracting and boundary issues, also learning to be comfortable with fluid situations but always keep the coaches interests in sight. Thank you! – Ethical Dilemmas

Return to Coaching

A session developed for coaches returning to practice, an opportunity to revisit basics, to refresh skills, explore a range of practical tools, use of the coaching wheel, GROW model and receive advice on getting started back on a coaching journey.

“A really useful refresher along with some new information to be able to use going forward. Really enjoyed the session - well-presented and good interaction - you really felt the energy for coaching”.

Coaching Supervision

Offered to the Coaches on our Coaching & Mentoring Register this is an opportunity to work with coaching peers and supervisors in a safe space. Utilising the coach / coachee / observer model it supports coaches to obtain feedback and build confidence and competence.

“It's my first supervision session for some time - fantastic ideas and knowledge sharing, with great facilitation and tempo from the lead. Thank you - cannot wait for the next one”

Our coaching and mentoring offers have reached over **300** coaches and mentors across the region.

We are proud to have built an internal provision of 'Express Coaches' which enabled our colleagues from across the region, in particular our front-line clinicians, the opportunity to access one-off express sessions in times of extreme pressure and uncertainty, and in challenging environments.

During 2022-23 we also hosted our first Team Coaching Programme, delivered by David Clutterbuck, further building the capability of our experienced coaches and enabling participants to take their learning and experience forward using sustainable and scalable approaches.

We have been delighted to see new and returning coaches and mentors in this space and our Coaching and Mentoring register continues to offer support to the SW. We continue to work closely with regional and national peers to continuously improve and develop the tools and support available to the SW and this space remains further shaped by insight and feedback from our system colleagues who help us to effectively shape our wider plans for the future.

Systems Leadership

Our intention was to support our colleagues across systems by building and strengthening relationships, listening and responding to the needs of our colleagues, co-commissioning and co-designing programmes, supporting our colleagues to respond to new challenges and to work in new ways.

Cross-Functional Leadership:

Integrating Perspectives in Health and Social Care Programme

An 8-week programme designed with the London Interdisciplinary School (LIS) to support anyone involved in collaborative, integrated working in Health and Social care, it introduced participants to tools for integrated or interdisciplinary work.

Participants were able to gain new ways to identify the challenges of integrated working (working in multi-disciplinary teams or cross-sector collaborations); alongside understanding the type of conceptual thinking and changes in communication that can help them to tackle these challenges, in time-pressured contexts.



“Loved the session - really got me thinking about entropy and its very relevance in health and care systems where we have the dichotomy of being very process/procedure/pathway orientated versus the unpredictability of humans - be that staff or those who use our services!”

System Convening Masterclass

An offer for people involved in complex initiatives and looking for tools and perspectives for making a difference across multiple boundaries or silos of practice, institutions and geography. The goal was to help participants think through a strategy for dealing with projects in its broader context of often-competing initiatives, perspectives, expectations, and politics.

“Superb and thought provoking. I feel like it's been the jigsaw piece and vocabulary to describe what I/we do! So much resonated with me and have bought both your books online as I'm sure I'll want to delve, annotate and interpret to evolve my practice and support. THANK YOU!”

Leading Transformation for Integrated Care Masterclasses

Working in collaboration across the seven Leadership Academies and based on insights and experience drawn from work with a number of Integrated Care Systems across England. Eight sessions were developed which explored what partnership working looks like across teams and organisations.

“This session will influence my work going forwards by tackling things as a wider system, but also recognition that as a service we are only a small part of the solution”

Our open system offers have reached over 1,000 Leaders

Across health, social care, the voluntary and the independent sector bringing leaders together to hear alternative perspectives from differing parts of the system in service of improved relationships amongst colleagues and improved care for the people we serve. We partnered with colleagues to support system specific offers including ICB board development and leadership development for system leaders working on system issues helping them navigate complexity and relationships in rapidly changing context.

Primary Care

We focused on increasing the provision of Mentoring across the region in support of new to practice GP's, embedding compassionate and inclusive leadership, whilst developing the skills and strategies to lead and influence change within Primary Care.

Embrace Leadership Learning Lounge

Participants had the opportunity to learn the key leadership theories, styles and behaviours relevant in the workplace, including system leadership, collective leadership and compassionate and inclusive leadership and how best to apply knowledge in a practical way in the workplace.

Participants were encouraged to consider how to unlock their own leadership potential alongside that of their colleagues.



“Interesting insights. A lot of the learning points about different approaches to people and conflict I feel I have already been doing without really understanding why they have been necessary.”

Practical leadership skills for Primary Care managers

The 'Working at Scale' programme was designed to equip Practice Managers, Business Managers and Primary Care Network (PCN) Managers with the tools, skills, strategies, and networks to lead, manage and influence change within their teams and across Primary Care Networks, meeting the increasing challenges and demands placed upon Primary Care / Practice.

Mentoring Skills Foundation Programme

Designed to embed mentoring within the workplace to create a supportive and safe environment to share experiences and knowledge, test new ideas and aid growth and development at all levels. This programme was aimed at colleagues new to mentoring as well as those with some mentoring experience to support continual development.

"It's a truly great course, I could listen to Helen all day she has a fantastic way of delivering the content, models and concepts with real life application."

"I enjoyed meeting colleagues from across the region and building my experience of coaching tools and frameworks. The facilitator was great at supporting and encouraging discussion throughout."

Other programmes specifically co-designed with colleagues in primary care included a tailored leadership programme for occupational therapists to support their new leadership role in PCN's. We provided a range of programmes for primary care leaders at different stages of their career to support their leadership practice in a changing environment. These included First Steps into Leadership, Multi-disciplinary Team Working programmes, Tackling Health Inequalities, and using the Thinking Environment. We continued to support development of mentoring practice for GP's working with new to practice GP's. This year four cohorts of mentors were trained bringing the total number of cohorts delivered to 16 since the programme was designed some years ago.

Our offers attracted over **1,300** colleagues from primary care, bringing colleagues together to learn with and from each other.

Partner Collaborations

This year we are proud to have partnered with organisations across the South West to create tailored programmes of work to meet the needs of the people and patients we serve. These partnerships have provided us with the opportunities to truly role model many of the values and behaviours we continually strive to embed across our workforce including collaboration, compassion and understanding, adopting a curious mindset and breaking down barriers in a supportive and inclusive way. At their heart, these collaborations set out to foster healthy working relationships and engaged leaders across our region, who feel supported and empowered to be the best they can be in their roles.



Leading in the Devon NHS Healthcare System

This programme brought together over 100 leaders from across the health and care system to explore system working together and to facilitate the strengthening of networks, trust and relationships across health organisations. It was co-designed and commissioned with colleagues in the Devon system.

Elevating Your Leadership - Occupational Therapists

The SWLA facilitated focus groups with Occupational Therapists working in primary care across Devon, Dorset and Somerset to understand their leadership development needs. This informed the design of a tailored programme to develop the OT leadership role in primary care, including their ability to influence across the system.

EQA Mentoring Programme

Throughout 2022/23 we have continued to support our Primary Care colleagues by increasing the provision of Mentoring across the South West.



Since 2021 we have worked closely with our Training Hubs to provide our accredited programme to cohorts of GPs so that mentoring support is available to New to Practice Fellows. In addition, we have provided an opportunity to gain peer reflective practice skills enabling mentors to offer peer support to fellow mentors. In 2023/24 we are due to re-accredit the programme and identify how we can offer this programme to other professions across the region. It is expected this much needed support will improve recruitment and retention of the workforce.

St Lukes Hospice Leadership Development Programme

In collaboration with St Lukes Hospice we designed a 3-day leadership programme which centred around effective relationships through Emotional Intelligence and how to use this to understand ourselves and others. Due to its success a Train the Trainer programme was developed to enable other SW organisations to adopt the programme. Our work for 2023-24 includes partnering with SWAST to design a sustainable and scale able offer which is wide-reaching and meets the organisation’s development focus on team dynamics.

Networks

Our networks are key to everything we do and are an important way of us staying in touch with colleagues across the region. These networks not only help us to better understand the issues being facing but help us to support when and where needed; but also enable us to share good practice and build wider more meaningful relationships across the region.

Peer Network

We have the privilege of regularly connecting with colleagues across Systems to share learning and best practice. In doing this, we identify synergies and opportunities to bring people together to collaborate and scale up development plans. We recognised the differences in resource and capacity for leadership development across organisations and that it can be a lonely place when working in isolation with very few connections for a sounding board. As a result, the team established a peer network to serve as a supportive environment to discuss leadership development topics, coaching culture, career development and retention.



South West System Peer Network

Leads from each ICS and from the SWLA meet monthly to discuss all things system thinking & leadership, sharing issues and good practice from across the region and nationally. This space enables cross pollination of ideas, economies of scale and reduces duplication

BNSSG Coaching and Mentoring Network

We are members of this system led network which enables colleagues to collaborate across their system - focusing on developing and supporting BNSSG's coaching culture, sharing best practice and working together to increase the coaching capacity across the system.

We continue to see positive, consistent engagement across our networks and members share responsibility for co-facilitating. National colleagues are invited to provide awareness of national standards, support and programmes and providing opportunities for the South West to influence national work.

Leadership Learning Zone (LLZ)

This platform provides 24/7 access to eLearning modules which can be used by individuals or leadership development leads in systems to complement local offers. The modules enable leaders at all levels to keep their skills up to date and to inspire and lead their teams effectively. Truly authentic leadership is a journey and these online modules support that journey.



Leadership

This suite of introductory modules support learners who are just starting in their careers as well as experienced managers who want to consolidate their leadership capabilities.

Leading Transformation for Integrated Care

Exploring what partnership working looks like across teams and organisations and what it means for leaders. The content was co-designed with system colleagues to reflect the challenges and opportunities faced by system leaders.

System OD and Transformational Change: Bitesize online learning videos designed to enhance and develop the skills needed to lead, influence, and challenge organisational and system transformation.

Systems and Relational Leadership

For leaders leading and working across professional, organisational and sector boundaries. The modules include links to practical tools and approaches, as well as opportunities for more in depth study and learning.

Leading Transition in Primary Care

Designed for primary care colleagues leading in a context of transition and change. Focuses on balancing strategic with operational leadership needs and the challenge of finding a collective voice for primary care in the new system.

Over **1000** colleagues from across the South West region have enrolled on our South West Leadership & Learning Zone modules.

Graduate Management Training Scheme

Since 1956, the NHS Graduate Management Training Scheme (GMTS) has provided on-the-job training, theoretical education and practical leadership development to aspiring healthcare leaders. In 2022-23 GMTS recruited approximately 250 individuals nationally to realise their leadership potential in the NHS through a comprehensive programme of learning and development. At the same time, we've seen growing numbers of trainees secure their first leadership position following completion of the programme.

Last year in the South West...

23

Trainees joined GMTS.

40

Trainees progressed into final year.

23

Trainees secured post-scheme employment in the NHS.

A case study of GMTS in Devon

As the largest SW system by population and multiple large acute providers, Devon has a history of supporting GMTS, hosting **over 35 trainees since 2018**. Recognising GMTS as a strategic enabler in developing leadership talent, five organisations in Devon have developed a collaborative, system-focused model to enhance trainee experience, provide more coordinated and complementary placements, and create clearer accountability for hosting trainees across the system. As part of this model, colleagues within Devon have developed specific roles in relation to GMTS, including:

- **Executive Sponsor** - providing overarching accountability for placements across five organisations.
- **Champion Director** - responsibility for the promotion and championing of GMTS within the system.
- **System and Programme Leads** – engage in a strategic partnership with SWLA, coordinates placements across partner organisations and continuous improvement of trainee support, development, and career pathways.

This new way of working aims to ensure trainees experience joint working across the Devon system and develop an understanding of shared service objectives that support high quality patient care.

Interested in finding out more about GMTS? Visit our website: [Start your journey here - NHS Graduate Management Training Scheme](#)

Reflections and Continuous Improvement



How do we enable access to leadership development in challenging times when operational pressures continue to dominate?



How do we support leaders to have quality developmental conversations?



How do we support high quality leadership development in a changing landscape where roles and responsibilities are shifting?



How can we undertake deeper levels of evaluation to evidence the effectiveness of our work including return on investment?



How do we ensure investment in coaching and mentoring is mobilised and sustained in service of cultural change?



How do we support organisational and system investment in coaching to support cultural change through leaders as coaches and to improve staff recruitment and retention?



How do we learn from our successes to develop more sustainable and scalable approaches in support of the region and in a changing landscape?

Looking ahead to 2023-24

As we move into 2023-24 the NHS South West Leadership will remain focused on collaborating with our system colleagues to ensure there are co-designed interventions, offers, tools and resources to support our South West people, organisations and systems. These include supporting capability building within ICB's and across systems; focusing on interventions which can be scaled and sustained; ensuring our existing resources are mobilised by others as well as ensuring our work is aligned to regional and national priorities.

We are mindful of the changes to the operating model, our structures within NHS England, how we work with our South West systems – and the opportunities this could bring. To do all we can to ensure a seamless transition and continuous support offer we have already started to integrate our SW Leadership and Lifelong Learning and Talent teams. Whilst we are the first region to do this, our Leadership, Management and Talent interventions have clear synergies and interdependencies and as such this combined team will be more agile and better placed to meet the support needs of our SW systems as they mature.

One thing that will not change is our passion for co-design and developing partnerships and collaborations across our South West systems. With this at the heart of our approach we look forward to developing relationships with new partners and working with many of you again as we move into 2023-24.

