



Leadership Academy

North East and Yorkshire

Annual Report 2020/21

Supporting your leadership journey

<https://nelacademy.nhs.uk>



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Welcome

The past year has been recognised as the most difficult in the history of our NHS with the COVID-19 pandemic affecting everyone's lives. The consequences will impact all our futures. I salute our people across the sector for their dedication, compassion and fortitude.



John Lawlor

*Chief Executive
Cumbria,
Northumberland, Tyne
and Wear NHS
Foundation Trust*

There has never been a more pivotal time to ensure our current leaders are supported and can operate at optimal levels while continuing to develop future leaders who can thrive in turbulent times.

As always, I'm pleased to present the North East and Yorkshire Leadership Academy (NEYLA) Annual Report which demonstrates how the team, Board Members and all our stakeholders have worked in true partnership to achieve excellent results and impactful development opportunities, despite the challenges involved.

The Academy was closed for the first half of the year and staff seconded to support frontline services. Despite this, they managed to create

an array of highly relevant development offers, all delivered virtually which reached over 2,000 staff between October 2020 and March 2021 with the usual high satisfaction levels.

This demonstrated the excellent team working and agility which NEYLA offers and I know demand across our system continues to increase as staff appreciate development can assist and improve personal and team wellbeing. I know the Academy will play a major part in staff and service recovery while leveraging and sustaining the improvements taking place. I commend this report and the future investment in the Academy.

Since joining the People Directorate of NHS England and Improvement in June 2020, I've witnessed the immense efforts of all NHS staff in dealing with the COVID-19 pandemic.



Jacqueline Davies

*Director of
Leadership and
Lifelong Learning
NHS Leadership
Academy*

It's at these times all leaders need to operate at optimal efficiency and effectiveness; being inclusive and compassionate, dealing with service recovery and improvement and guiding themselves and their teams toward new ways of working in a resilient and purposeful manner. Being part of the NHS wider family we were proud to deploy our teams to support frontline colleagues in the

pandemic response. Obviously, this meant pausing the majority of our activity in the first half year of 2020 to allow us to reassess our services and offers, manifesting in a strategy refresh and the creation of new offers such as the Executive Suite and on-line development designed to support individuals as they adjusted to leadership in a virtual space.

We have continued to work closely with stakeholders to understand their needs as we move through recovery and towards service restoration. Dialogue with local leaders is a critical success factor in the design and delivery of high quality and impactful leadership development, something I know NEYLA does well. Clear messages have emerged from recent engagement and we are already responding to increased demand for flexible, accessible and bite-sized learning alongside tailored support for individual leaders and leadership teams as they continue adapting to working within and across systems.

We recognise that we have a diverse population in the region and we are committed to addressing how inequalities in access and quality of healthcare is experienced. One of our key areas of work is therefore how we tackle inequality and build inclusion. Our local leadership programmes reflect our commitment to addressing inclusion, and equipping our leaders to develop high quality health and care systems, as compassionate and inclusive leaders.

I recognise Regional Leadership Academies are ideally placed to spearhead new approaches at a local level. NEYLA embodies the principle of an agile and responsive regional leadership academy, enabling innovation and supporting compassionate and inclusive leadership practice in place. These are critical elements in the embedding of Leadership and Lifelong Learning as we work to achieve the ambitions of the NHS People Plan, building leadership capability that will deliver our People Promise and the Long Term Plan.

In the last six months of 2020 the Leadership Academy engaged and developed over 80,000 NHS leaders across the spectrum of our work and as we focus on the future and supporting service recovery and system transformation, I'm sure our recent shared experiences will help us move forward together and to unleash the collective leadership potential in everyone.

Who We Are

The NHS North East and Yorkshire Leadership Academy (NEYLA) aims to continuously develop leaders and managers to improve health services for patients and communities throughout the North East of England, North Cumbria, and Yorkshire and the Humber.

We help NHS leaders and managers to be more effective by supporting leadership development and providing opportunities that are unavailable elsewhere in the NHS.

Based in Durham and Leeds, we offer a wide range of leadership development interventions including workshops, formal development programmes, seminars, master classes and expert speakers. We offer training and consultancy in coaching and mentoring, talent management and organisational development; support the Graduate Management Training Scheme (GMTS) across the region; and deliver development such as the Mary Seacole Local programme on behalf of the national NHS Leadership Academy.

Our strategic objectives

To promote and enable the professionalisation of leadership through a leaderful community who continuously develop their skills, behaviours, attitudes and practice.

To design, commission and facilitate a relevant range of organisation and leadership development interventions to allow greater leadership capacity and capability amongst a growing talent pool.

To develop alliances between all partner organisations and external agencies and promote system leadership interventions across organisational boundaries.

To uphold business excellence through a highly efficient, effective and responsive team which adds value to all partnership interactions.

To enable a rich, diverse and representative leadership community where appropriate opportunities exist for all through talent and inclusion management.

Our behaviours



Our People



Clive Spencer
Head of Leadership & Lifelong Learning

Corporate



Sarah Knowles
Business Manager



Steph Wilton
Business and Performance Officer



Jackie Kerr
Business Support Officer
(Currently on Secondment)



Ashley Sands
Leadership Development Administrator

Graduate Management Training Scheme (GMTS)



Uzma Fazal
GMTS Leadership Development Senior Manager
(Joined 2021)



Amy Makler
Trainee Support Manager



Kitty Haylock
GMTS Co-ordinator



Glenn Sheard
Leadership Development Administrator
(Joined 2021)

Systems Leadership and Primary Care



Amanda Wooley
System Leadership Development Senior Manager



Lenny St Jean
Primary Care Programme Manager
(Joined 2021)



Narinder Kaur
Leadership Development Co-ordinator
(Joined 2021)



Katie Waller
Leadership Development Administrator

Leadership Development



Debby Whalen
Leadership Development Senior Manager



Uzma Hussain
Leadership Development Manager
(Joined 2021)



Michael Ziki
Positive Inclusion Co-ordinator
(Joined 2021)



Claire Carrick
Leadership Development Co-ordinator
(Returned from Maternity Leave 2021)

Our Region

Our region includes 68 organisations in total, with 27 from the North East and 41 from Yorkshire and the Humber. This includes acute and community provider organisations, Clinical Commissioning Groups, Health Education England and other area teams. We cover a geographical patch of over 24,000 square kilometres, including the North Cumbria region, Yorkshire, and the North East.



- Airedale NHS Foundation Trust
- Barnsley Hospital NHS Foundation Trust
- Bradford District Care NHS Foundation Trust
- Bradford Teaching Hospitals NHS Foundation Trust
- Calderdale and Huddersfield NHS Foundation Trust
- Care Plus Group
- City Health Care Partnership CIC
- Doncaster and Bassetlaw Hospitals NHS Foundation Trust
- EMBED Health Consortium
- Harrogate and District NHS Foundation Trust
- Health Education England
- Hull and East Yorkshire Hospitals NHS Trust
- Humber NHS Foundation Trust
- Leeds Community Healthcare NHS Trust
- Leeds Teaching Hospitals NHS Trust
- Leeds and York Partnership NHS Foundation Trust
- Local Community Partnerships CIC
- Mid Yorkshire Hospitals NHS Trust
- NAVIGO Health and Social Care CIC
- NHS Airedale, Wharfedale, and Craven CCG
- NHS Barnsley CCG
- NHS England
- NHS East Riding of Yorkshire CCG
- NHS Greater Huddersfield CCG
- NHS Harrogate and Rural District CCG
- NHS Hambleton, Richmondshire and Whitby CCG
- NHS Hull CCG
- NHS Leeds CCG
- NHS North East Lincolnshire CCG
- NHS North Kirklees CCG
- NHS North Lincolnshire CCG
- NHS Rotherham CCG
- NHS Scarborough and Ryedale CCG
- NHS Sheffield CCG
- NHS Vale of York CCG
- NHS Wakefield CCG
- Northern Lincolnshire and Goole Hospitals NHS Foundation Trust
- Rotherham, Doncaster, and South Humber NHS Foundation Trust
- Sheffield Children's Hospital NHS Foundation Trust
- Sheffield Health and Social Care NHS Foundation Trust
- Sheffield Teaching Hospitals NHS Foundation Trust

- County Durham and Darlington NHS Foundation Trust
- Cumbria Partnership NHS Foundation Trust
- Gateshead Health NHS Foundation Trust
- Health Education North East
- Newcastle upon Tyne Hospitals NHS Foundation Trust
- NHS Business Services Authority
- NHS Darlington Clinical Commissioning Group
- NHS Durham Dales, Easington and Sedgfield Clinical Commissioning Group
- NHS England, Cumbria and the North East
- NHS Hartlepool and Stockton on Tees Clinical Commissioning Group
- NHS Newcastle Gateshead Clinical Commissioning Group
- NHS North Cumbria Clinical Commissioning Group
- NHS North Durham Clinical Commissioning Group
- NHS North Tyneside Clinical Commissioning Group
- NHS Northumberland Clinical Commissioning Group
- NHS South Tees Clinical Commissioning Group
- NHS South Tyneside Clinical Commissioning Group
- NHS Sunderland Clinical Commissioning Group
- NHS Tees Valley CCG
- North Cumbria University Hospitals NHS Trust
- North East Ambulance Service NHS Foundation Trust
- North of England Commissioning Support
- North Tees and Hartlepool NHS Foundation Trust
- Northumberland, Tyne and Wear NHS Foundation Trust
- Northumbria Healthcare NHS Foundation Trust
- South Tees Hospitals Foundation Trust
- South Tyneside NHS Foundation Trust
- Tees, Esk and Wear Valleys NHS Foundation Trust

Our Year in Pictures



NHS Leadership Academy North East and Yorkshire · 5 Jul 2020
Today marks the 72nd birthday of the NHS and in the run up to celebrations at 5pm members of our team will be sharing their thank-you's as we say [#ThankYouTogether](#) for the work of all key workers over the last few months [#NHSBirthday](#)

Black History Month

Celebrating the past, present and future.

HOW DO WE CARE FOR OUR CARERS?

NHS Leadership Academy North East and Yorksh... · 21 Oct 2020
It's [#internationalpronounsday](#) by using pronouns we are normalising their use and supporting others to share theirs. [#allyship](#)
[#pronounsdaynhs](#)

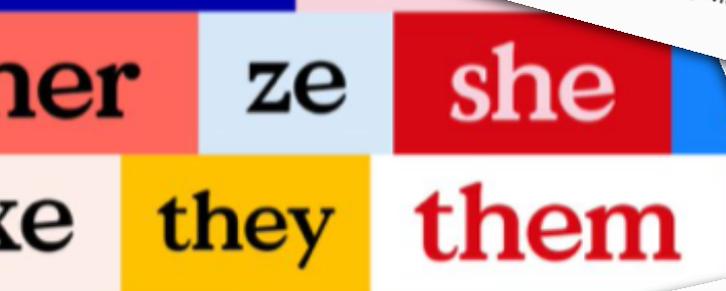
NHS Leadership Academy North East and Yorkshire @N... · 8 Mar ...
Humbled to be part of inspiring female [#NHS #Leaders](#), allies and supporters across [@NEYLAcademy](#) on [#IWD2021](#)
[#EverydayCourage](#)

NHS Leadership Academy North East and Yorkshire @N... · 1 Feb ...
Today is the first day of LGBT+ History Month. This year's theme is Body, Mind and Spirit - we are looking forward to celebrating and learning with you all [#LGBTHM21](#)

NHS birthday

5 July 2020

Join us in saying thank you, together.



NHS Leadership Academy North East and Yorkshire @N... · 9 Feb ...
We are very proud to announce that our very own Katie Waller has won the CDDFT apprentice (non clinical) of the year award! Following her apprenticeship Katie has successfully secured a Leadership Development Administrator post within NEYLA. 🌟🌟🌟
[#NationalApprenticeshipWeek](#)

NHS Leadership Academy North East and Yorkshire @N... · 1 Mar ...
A warm welcome to the 2021 GMTS Trainees today. Wishing you all the best of luck within your placements! 🍀
[#gmts @NHSGradScheme](#)

CNTW Patient and Carer Involvement @Involve... · 4 Dec ...
Today we're with the Patient and Citizen Leaders Development Programme North East and Yorkshire, delivered by [@al2getherbetter](#) and [@NEYLAcademy](#), exploring how creating opportunities to work alongside patients and citizens in collaboration can improve outcomes for everyone

WHAT IS GOOD ALLYSHIP?

WHAT DOES IT MEAN TO BE ANTI-RACIST?



Our Year in Numbers

Despite pausing our services for 3 months, we delivered

157 development sessions -

15 more than 2019/20

Representation from LGBTQ+ participants doubled year on year from
5.16% to 10.54%

For the first time, participants disclosed they were transgender

Representation from minority ethnicities increased from
7.53% to 12.93%

On average,

1000 subscribers

opened each of our newsletters

21,214 individual users
visited nelacademy.nhs.uk

Changes in 2020/21

Governance

From the 1st April 2020 we joined the Leadership and Lifelong Learning team, part of the newly formed People Directorate in NHS England and NHS Improvement. As part of this, the North East, and Yorkshire and the Humber Leadership Academies merged to form the NHS North East and Yorkshire Leadership Academy.

This change was accompanied by a new team structure and we have since welcomed several new members of staff and we are looking forward to continue to work together across our various teams into 2021/22.

As we now cover the second largest geographical region in England, some interventions and events will continue to be available for differentiated cohorts in the North East/Yorkshire and the Humber areas so that we can continue to provide targeted local support at individual, team, organisation and Integrated Care System level.

North East and North Cumbria Partnership Model

In addition to our work with NHS England and NHS Improvement we provide bespoke support to the North East and North Cumbria through a partnership agreement.

To ensure that we meet the needs of our partner organisations, a partnership board meets four times a year to monitor our performance against agreed local key performance indicators and to provide strategic direction on future activities.

Changes within the region

A new Clinical Commissioning Group, the NHS Tees Valley CCG, was created in April 2020 following the merger of NHS Darlington CCG, NHS Hartlepool and Stockton-on-Tees CCG and NHS South Tees CCG.

In addition, information that has been held previously by NHS Durham Dales, Easington and Sedgefield CCG and NHS North Durham CCG is transferring to the new NHS County Durham CCG on 1 April 2020.

COVID-19 Response and Recovery

Facing the unprecedented public health crisis brought about by the pandemic, 2020 represented an extraordinary year for the NHS.

Like for many of our NHS colleagues, March marked the abrupt cessation of usual business associated with the Academy team as our staff, alongside staff from NHS England and NHS Improvement, Health Education England, and the Cumbria and North East Integrated Care Systems and partner organisations were temporarily deployed into the NEY Joint Regional Operations Workforce Cell, which undertook the North East and Yorkshire Bring Back Staff (BBS) campaign and NEY regional vaccination programme rollout. These two COVID-19 response work streams constituted the biggest single recruitment campaign in the history of the NHS, and the largest vaccination programme in British history.

Bringing Back Staff Programme (BBS)

The BBS programme started in March 2020 in response to the COVID-19 pandemic. Nationwide, over 4000 clinicians returned to employment through the BBS scheme to provide valuable support to health and social care in frontline acute services and other settings, as COVID-19 vaccinators, and through national programmes like continuing health care and clinical trials. Each person offered a unique range of skills and experiences that were vital to the strength of the NHS' response to the pandemic. We worked carefully with all those who offered their help to try and match individual preferences with health and social care needs.

From a standing start and along with colleagues working virtually from across England, the NEY BBS team co-ordinated the recruitment and transfer of over 1600 Nurses, Doctors and Allied Health Professionals to NHS organisations in the region. When the programme concluded in July 2020, a huge amount of learning was extracted from the supply-led approach, and how this particular work stream of the Regional Workforce Cell benefited organisations and provided reassurance of staffing supply in March and April 2020, when there was so much uncertainty around the impact of COVID-19 to health and care services.

With the success of the vaccination programme, BBS closed to new placements at the end of June 2021, however there are a variety of options available to clinicians interested in returning to practice, whether full time or through flexible schemes. Further information is available [here](#).

COVID-19 Vaccine Programme Rollout

On the 11th January 2021 the government set out the COVID-19 vaccination plan, whose rollout was underpinned by the support of the Regional Workforce Cell. Each Integrated Care System (ICS) received an indication of target numbers and dates in order to achieve this plan as quickly and safely as possible. Workforce availability was considered to be the single biggest risk to successful delivery in systems across the region, so the Regional Workforce Cell's workforce expansion and retention work was a critical component in achieving the plan's ambitions.

In January, our region was leading in vaccinations in the UK with 48% of all over-80-year-olds in the region vaccinated. Over 30 Hospital Hubs and 150 Local Vaccination Services across the region began administering the vaccine. Across the region and within each ICS, significant workforce planning ensured sufficient capacity to deliver vaccinations at this pace. The programme also benefited from expertise of regional health inequalities through an advisory group.

Health and Wellbeing

COVID-19 and its impacts have had a profound effect on our personal and professional lives, severely testing our mental health, wellbeing and resilience. During 2020/21 we experienced two lockdowns in England, with continued restrictions in place throughout the year. There are indications that cases of occupational stress and related injury will increase as a result of the pandemic. The Regional Workforce Cell's Health and Wellbeing workstream was introduced in order to minimise these occurrences, offering webinars and practical guidance for staff managing cases of occupational stress and injury relating to the pandemic from the perspectives of business, psychiatry and occupational health. In addition, the NHS People Plan asks that line managers offer all our NHS people a health and wellbeing conversation and provide the opportunity to develop a personalised wellbeing plan, introduced from September 2020.

Return to programme delivery

We have since returned to Academy duties and have committed ourselves to planning new approaches to continue the development and learning opportunities for our leaders, designing programmes and events to be delivered virtually and providing resources that will best support the region during this period. In July 2020 we held our first development event since COVID-19 suspended our activity: this was Day 3 of the 2019/20 'Coaching for Improvement' cohort. The day looked radically different than what was originally planned, but it was a great success and all participants found accessing development using the virtual platform accessible. We also ran a series of workshops targeted towards engagement, communication and training within a virtual environment, and began delivering adapted versions of our existing successful interventions with very positive feedback. We continue to work hard to deliver an excellent participant experience and provide the support that our partners need, despite the obstacles that virtual learning may pose.

The online format worked really well - it's good to see the slides so clearly and the breakout rooms mimic small group working well. You obviously miss the informal breaktime chats by not being in the same room but, in terms of formal learning, being online makes sessions like these much more accessible - less travel time and cost barriers. I'm a fan!

The online classes worked well and the breakout rooms enabled me to interact with other members of the team, without the need to travel

Enjoyed the two days but found that Day 3 on Zoom worked well also

The NHS People Plan and Promise

The NHS People Promise is the NHS' commitment to building a positive, compassionate, and inclusive culture. The Promise, like the Constitution, underpins our work at the Leadership Academy.



We all have a part to play in maintaining this promise to one another. Building on the creativity and drive shown by our people in their response to the COVID-19 Pandemic, the Promise focuses on how we must all continue to look after each other and foster a culture of inclusion and belonging, as well as take action to grow our workforce, train our people, and work together differently to deliver patient care. The [NHS People Plan](#) sets out practical actions we will undertake in order to meet the Promise.

The themes and words that make up our [People Promise](#) have come from those who work in the NHS. People in different healthcare roles and organisations have made it clear what matters most to them, and what would make the greatest difference in improving their experience in the workplace. This is what we should all be able to say about working in the NHS, by 2024. We must therefore all pledge to work together to make these ambitions a reality for all of us within the next four years.



National Leadership Programmes

The Academy's national leadership programmes equip leaders with the skills, knowledge, attitudes and behaviours they need to be successful. They are available for anyone working in health and NHS-funded care, and build on existing drive, compassion and ambition to improve the healthcare system for the benefit of those who matter most - our patients.

As a Local Leadership Academy we support access to these programmes for health and care staff at all levels across our region.



Edward Jenner

An open access online learning package to support the development of essential leadership skills. This programme leads to an NHS Leadership Academy award in Leadership Foundations. It is the first step for anyone looking to build a strong foundation of leadership skills that can enhance confidence and competence in their role.



Mary Seacole

For those new to leadership or looking for their first formal leadership role, Mary Seacole empowers participants to turn personal success into consistent team success, and to champion compassionate patient care. This programme leads to an NHS Leadership Academy award in Healthcare Leadership.



Rosalind Franklin Programme

Helps to shape middle level leaders' knowledge, skills, attitudes and behaviours to help them become more outstanding, compassionate and inclusive leaders, working at all levels across the health and care system to help improve services for people who access them. Leads to an NHS Leadership Academy Award in Senior Healthcare Leadership.



Nye Bevan

Designed to develop senior leaders, accelerating individuals into executive roles and supporting them to perform better at board level. It also supports senior leaders to move beyond leadership within their area of professional expertise, into executive roles that span organisational boundaries. Leads to an NHS Leadership Academy Award in Executive Healthcare Leadership.



Elizabeth Garrett Anderson

Supports experienced leaders who are leading or aspiring to lead complex projects, departments, services or systems. The programme develops leadership that has an impact at three levels: individual, team and organisation. Completion of this programme leads to an NHS Leadership Academy award in Senior Healthcare Leadership and an MSc in Healthcare Leadership.



Aspiring Chief Executive Programme

A collaboration between the NHS Leadership Academy and NHS Providers, this programme forms part of a fully resourced, strategic response to the challenge of how we identify, develop and deploy our most senior leaders. Leads to an NHS Leadership Academy Chief Executive Award.



Stepping Up
A leadership development programme for Black, Asian and minority ethnic (BAME) colleagues in Bands 5-7 designed to bridge the gap between where applicants are and where they need to be, to progress into more senior roles.



Ready Now
For senior BAME leaders wanting to develop further and realise their potential. The programme aims to support participants to work within the system and contribute to a more inclusive leadership culture.

ETHICAL MENTORING PROGRAMME

Ethical Mentoring
This programme is for accredited internal NHS mentors and coaches, as well as NHS staff with a clear commitment becoming an internal NHS mentor. The programme helps mentors to give colleagues timely, relevant and impactful mentoring support during difficult times.

CHIEF EXECUTIVE DEVELOPMENT NETWORK

Chief Executive Development Network
The network is specifically designed to enable chief executives to think through, discuss and respond to new challenges with colleagues, continuously developing as leaders.

COACHING FOR INCLUSION PROGRAMME

Coaching for Inclusion
Training inclusion coaches to deploy powerful interventions, this programme supports the Building Leadership for Inclusion (BLFI) strategy, the Talent Management strategy and the National Coaching and Mentoring strategy, radically tackling inequality under the guiding principle that only by working together can we improve.



HOPE
Hospitals of Europe (HOPE) is an exchange programme which offers participants the unique opportunity to exchange time in their healthcare system with another EU member state for four weeks, followed by an international meeting for all participants.



Health and Care Leaders Scheme

Health and Care Leaders Scheme
This programme aims to support participants to work together to identify, develop and deploy future system leaders, who can lead effectively across organisational boundaries at a national level and drive the required changes to the way health and care is delivered.

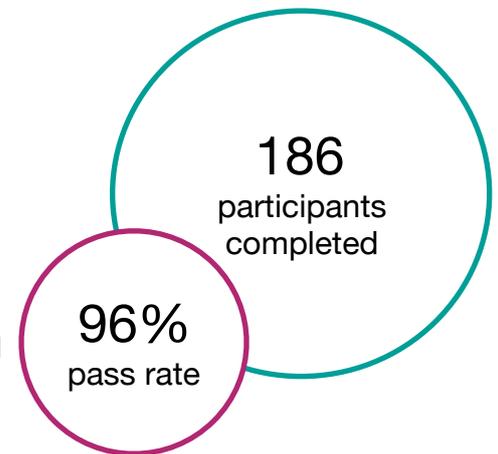


Return to Work Mentoring Programme
This programme offers participants the opportunity to develop 'return to work' mentoring skills which will enable a smoother transition, as well as giving participants the ability to support other colleagues facing similar challenges.

Mary Seacole Local

186 people from various NHS organisations throughout the North East have now completed the programme with a 96% pass rate.

Due to the significant demand for places, another cohort of facilitators were trained in 2020/21. Delivery was temporarily paused during the pandemic, but will now recommence.



From Participant to Facilitator: Opening New Doors

Fiona MacCallum is a Workforce & Organisational Development Facilitator at Cumbria, Northumberland, Tyne and Wear NHS Foundation Trust and a Mary Seacole Local Facilitator.

“When I decided to undertake the Mary Seacole programme as a participant, I’d just joined the NHS as a Peer Trainer. It was a new role in the organisation and my manager and I were keen to develop my leadership skills within a healthcare context; I initially came from a background in Trading Standards so I wanted to learn more about how the NHS worked, and about how to initiate change from a peer perspective to give service users more of a voice. I absolutely loved participating in the programme; the aspect I liked most about it was that it was so practical, and I could find out how to evidence the ideas that were in my head in order to put them across in a way which would build my service improvement project. Beyond my project, the programme has opened new doors - I’ve recently been appointed to my current role as an OD Facilitator in a new Trust. My academic background partially aligns to the role, but Mary Seacole and the leadership skills I learned on the programme have had a big impact on the trajectory I have taken.

I was asked by my colleague if I wanted to learn how to facilitate Mary Seacole to other participants, because I’d already been through the process myself, and I thought - “I’ll have a go!” I was a bit apprehensive at first, but the programme facilitators made the group feel really welcome and talked us through everything. At the end of the day, I realised that this is more about how to facilitate the programme - not to teach it, so our role is to support new participants to explore the materials for themselves and put their own spin on things in a way that works for them.

Throughout the two programmes, the Leadership Academy has always been there to support me. As a facilitator, I know that they were exceptionally good at picking up on any worries or queries we had; we’d be able to discuss it straight away and make sure we were on the same page in our group.

With this cohort of facilitators in particular, I’ve formed some really strong bonds and kept in touch with a lot of other participants. It’s been lovely because we can explore where

and how other people work, what sorts of projects are on their horizons, and just share best practice, ideas and inspiration.

My service improvement project was in a Recovery College, which is for people experiencing a mental health injury. I wanted to illustrate the links between the body and the mind, so my leadership project was to do this in stages - I designed some courses for the college around emotions and the body, the power of the body, trauma and the body, and we eventually brought activities like yoga and tai chi into the college too. It was linking everything together and looking at wellbeing as a whole rather than being completely focused on the mental side in this way which helped me to have the confidence to play to my strengths and to lead in my natural way.

This was a very valuable experience to have as a facilitator, as I can encourage others to look at the breadth of different models that can be used; everyone has their own techniques of influencing and inspiring others. It is important to believe in your own natural way of working, as well as starting up conversations to learn from others. Since I’ve changed organisations after completing programme, it’s been very useful to have the experience of learning about the NHS as a system and the sorts of structures you need to have in place in order to bring ideas to fruition. In the future following COVID-19 recovery, I plan to get back in touch with the Academy for their other development offers; I’ve already accessed the Introduction to Organisation Development event and I’m eager to learn about others.

If someone else was to participate in Mary Seacole, I would say - enjoy it! Think of Mary Seacole as a starting point rather than an end of the journey; it really does open up doors and it’s great to have been able to explore that.”

Building Leadership for Inclusion

Building Leadership for Inclusion (BLFI) is an ambitious, workforce-focused 10-year strategy designed to develop inclusive and compassionate leaders and leadership cultures across health and care systems.

As a key component of the *Developing People: Improving Care* framework, BLFI is a multi-faceted, multilevel programme of learning, action-based research, engagement, and challenge, with a strong focus on leadership development. Its aims are to create fundamental shifts in mindsets and behaviours, and to create inclusive cultures for all across the wider system.

This work will have a positive impact on the lives and experiences of all staff, driving much-needed improvements and creating engaging, equal and inclusive workplaces for those with protected characteristics across health and care. As a Local Leadership Academy we contribute to BLFI through the National Inclusion Leads Network and align our local work to BLFI strategic aims:



Attendee responses: What does Allyship mean to you?



Inclusion Conference 2021: Allyship

Following the successful inaugural North East Inclusion Carousel Event in January 2020, in March 2021 we delivered our second Inclusion Conference virtually to **60** colleagues from the North East and Yorkshire region. The theme of this event was Allyship, with an agenda designed to offer the opportunity for participants to select from a mix of speakers and workshops.

Speakers included Stacey Wagstaff, Tyne & Wear Network Manager for The Girls' Network in The North East; Annett Magore, Modern Matron and Freedom to Speak Up Guardian speaking about allyship in secure mental health services; Employers Initiative on Domestic Abuse (EIDA) discussing allyship with survivors of Domestic Abuse; and Wakefield CCG, speaking about allyship with Unpaid Carers in the workforce. We also featured 'Story Tellers', speakers who shared their lived experience of allyship, and a range of workshops hosted by local organisations to share local initiatives around inclusion and allyship, with further details provided below.

Following this, we will continue to deliver Lunch and Learn events focusing on different topics prompted by the 2021 Inclusion Conference into the next year.



Developing the BAME Allyship Model

Ester Jamera, Senior Project Nurse in Diversity & Inclusion, and Rebecca McManus, Equality & Diversity Practitioner
Leeds Teaching Hospitals NHS Trust

This session discussed how COVID-19 and the death of George Floyd ignited Leeds Teaching Hospitals to develop the I-APPLAUD BME Allyship model to improve the experience of their BME staff. The model aims to equip and empower white colleagues to engage with the BME agenda and the differing experience of their BME colleagues using a structured approach.

Trauma Resilience Management (TRIM) in an Acute Trust Setting: Caring for our Carers

Dr Michelle Horridge, Public Health Registrar
Rotherham NHS Foundation Trust

Tracey Walker, Transformation Change Leader
Yorkshire & Humber Academic Health Science Network (AHSN)

This session supported participants to gain an understanding of what TRIM is, and how it can be beneficial for organisations. The session also discussed how collaborative working with the AHSN has supported this model from conception to ongoing delivery, and provided a prompt for participants to reflect on how their organisations are managing potentially traumatic events.

Allyship between individuals and extending this across the organisation

Siobhan Lendzionowski, Senior Commissioning and Transformation Manager, and Vivienne Williams, Commissioning Manager
Barnsley CCG

This presentation focused on the speakers' experiences of Allyship in Practice followed by a group discussion, with participants setting one SMART action to take back into their organisation.

White Privilege and Allyship

Usha Kaushal, Lead Pharmacist and Operational Lead for Specialist Palliative Care Services
Yorkshire Ambulance Service

This workshop provided information on how to be an Ally, and to know how to identify and use privilege to better others and the system.

So, You Want to Be an Ally?

Sarah Knowles, Business Manager
NEYLA

We all want to make a positive difference regardless of our profession, role or pay-band. However, inclusion is a vast, complex and ever evolving subject, and it can be difficult to know where to start. In this session Sarah explored what it means to be a good ally, how it all starts with self and the steps that anyone working in the NHS can take to make a difference.

Systems Leadership

For some time, clinicians, managers, patients and policymakers have seen the limitations of focussing on single organisational performance and regulation, and have begun to build and experiment with ideas, plans and mechanisms to build joined-up integrated health and social care systems.

NEYLA deliver a range of programmes and events to equip senior leaders with skills and tools to help them meet the challenges they face every day. Our Systems interventions aim to develop the capacity and capability of leaders working across organisational boundaries in a complex and ever-changing environment.

Building capacity for system development: a programme of offers for System level OD practitioners

Just as models of health care are changing to be more adaptive and systemic, organisation development (OD) models and approaches are evolving as well. Those working in OD and transformational roles need to be at the forefront of system and service transformation, enabling the right conditions to tackle the challenging system transformation required to deliver the ambitions of Integrated Care System. In partnership with key professionals in the field, NEYLA continued to offer a suite of events and programmes designed to support OD colleagues with this work in 2020/21, including the following topics:

Practical Facilitation Skills

2-day programme delivered by Roffey Park, February 2020

Soft Systems Methodology

2-day programme delivered by Roffey Park, February 2020

System level OD Consulting Skills

A 4-module programme, March - June 2020

Team Coaching Skills

2-day programme, April - May 2020

Primary Care

The NHS is constantly evolving and over the coming years, some of the most wide-ranging changes will occur in primary care. Primary care includes the largest number of providers and accounts for the largest proportion of patient contacts with the NHS.

To meet the needs of a changing population, adopt important innovations and redesign for greater sustainability, primary care teams across England will need to evolve the way they work. This is a leadership challenge of unprecedented scale and complexity which requires that primary care professionals are inspired, equipped and supported in leadership roles.

NEYLA offers specific programmes for those in primary care settings to encourage, support and develop leadership and organisation development in primary care. Primary Care colleagues may also access the wide range of general programmes and events on offer.

In 2020/21, Primary Care continued to develop into a major work stream for NEYLA. Primary Care events included:

Coaching and Mentoring in Primary Care Programme

This programme enables participants to use coaching skills within their role and embed coaching as a style of leadership in their primary care setting. The programme consists of three days: the first aims to help participants consider their role as a leader and manager when coaching and mentoring individuals and teams for performance; the second, after an interval of two weeks, supports participants to understand the process and structure for best practice coaching including ethics, differences in process, contracting, records, and evaluation. Finally, the third day after an interval of three months offers the opportunity for reflection and embedding of learning, and to allow for ongoing CPD and supervision.

Primary Care Collaborative Programme

Launched in October 2020, this programme is designed to support participants to become collaborative teams of change agents delivering positive impacts for the individual, team, practice and locality. The focus is upon developing individual and collective leadership and applying learning to enhance the impact of engaging with stakeholders and progressing collaborative project work. Collaboratives were expected to identify a specific area of work within their application for the programme, forming the focus for the development journey of groups as they completed 5 half-day workshops.

During the 2020 cohort, four teams (collaboratives) from across the North East and Yorkshire began the programme and are due to complete their final modules in the coming months after being rescheduled due to the vaccine programme. We look forward to delivering the first cohort's celebration event, and to welcoming future cohorts in 2021/22.

Primary Care Incubator Programme

This development programme, tailored for Clinical Directors and leaders within PCNs, was delivered between January and April 2021 to help PCN leadership, partnering or alliance teams to refine their leadership and effectiveness as they contribute and shape emerging developments in their locality.

It is not an off-the-shelf programme; rather, the approach is grounded in the team's local priorities and challenges, with a view to jointly lead developments forward. The starting point is what matters to participants in their PCN and wider system; namely, high quality health care and health improvement for their patient population. During this first cohort, four PCNs from the North East consisting of groups of 3-7 colleagues per PCN participated in the programme, starting off face-to-face before being postponed due to the pandemic and resumed at the end of last year.

Primary Care Incubator Feedback

As the only person in the group from the voluntary sector, it has been really positive helping us to break down barriers, and seeing how we all have different takes and ideas on things. The protected time is so useful

I think we have learnt to be very open and honest and I am learning to be less blunt. In some ways I have learnt to listen more and say less and spend time thinking, which has been helped by the little bits of theory here and there

This is the first thing I've worked on as a GP where we are connecting and working together as people, beyond the judgements and constructs and rules we usually have when we are working with people from other agencies. We have got past our assumptions about each other based on professional role - to understand how much value everyone can bring

The psychological safety we worked on in an early session has really become embedded into the group and we have built very strong relationships. The blend of theory and practice has been great. It has been a chance to learn about new ideas and concepts and apply these in practice

We set up our group as more than a primary care group – we wanted to get into broader community engagement. We have had specific work to focus on in this area, and the Incubator has held us together in a really healthy process to make progress

It has helped us identify ourselves as a group, clarify the issues and problems, and develop the leadership skills we need

Further Primary Care Incubator Feedback



Practice Managers Programme

This programme supports practice managers to enhance their understanding of leadership behaviours, knowledge, skills, and provides an opportunity to share good practice. It equips practice managers to champion and lead change and service improvements in their workplace by developing an understanding of service improvement methods, centring around the delivery of a work-based service improvement project.

Practice Managers: A New Adventure

Lina Dagiene is a Practice Manager at Westbourne Medical Group and was a participant on the Practice Managers Programme, Cohort 14

Lina was the acting practice manager in her surgery and needed to learn a lot on the job, so when the opportunity came along to complete Tier 2 of the Practice Managers Programme, having already completed Tier 1 she identified this as the next step of her development journey. 'I already knew how the programme worked and really enjoyed being able to meet colleagues and share ideas during Tier 1. The programme is much more interactive rather than conventional studying where you need to write things out independently - I knew I would be able to get some good advice and learn the ins and outs of a Practice Manager's role if I attended.'

Lina accessed the programme after learning that it was open for applications through NEYLA's mailing list. 'The induction process was very straightforward. I'd already done one face-to-face module when the pandemic began, but then the programme switched to online learning which was a very different experience. However, everything is sent out around a week prior to when the workshop starts, so I had time to ask questions and prepare myself.' Although adapting to virtual workshops was an unexpected challenge for Lina's cohort, she noted that engagement was still high within her group and she still received the benefits of networking. 'It will never be the same as having a face-to-face meeting no matter how it is run, because it's an entirely new way of working and learning - but you still get split into breakout rooms and mixed up which is how you build your relationships on the programme, so even though it's online you're still able to meet people and share ideas.'

Because the participants in Lina's cohort were all from very different areas across the region, each individual was able to bring different knowledge from their practice. 'In terms of COVID-19, we are all now in the process of delivering vaccine programmes and we were able to check in to see how each practice was doing and learn from others' success.' In this way, the stand-out element of the programme for Lina was the opportunity to learn to innovate within her role by drawing upon the experience of others. 'There are a range of skills you can pick up from the programme, but often it's the little ideas that you learn from your colleagues which make the biggest difference. Even if you only learn one practical thing and are able to take that back to your organisation, it makes it very

worthwhile. We do the job day in and day out so often it's more about enhancing your knowledge, or identifying that there are things we may already be doing without realising it, rather than needing to tackle entirely new concepts. When we work online together as a group, everybody inputs useful ideas so it develops a network to help get the most out of the subject matter. I brought back a lot from those conversations, even though sometimes I don't realise until later what a huge difference it has made.'

Now that she is approaching the end of Tier 2, Lina has undertaken some team restructuring by implementing managerial skills she has enhanced during her modules. 'By developing my skill set, alongside the little tweaks offered by my colleagues, things have fallen into place within our team. I would definitely like to do Tier 3, as it is more focused on business management which aligns closely to the role I am doing now. It would be like a new adventure for me, so I am looking to develop my skills further in this area.'

Lina recommends both Tier 1 and 2 of the programme to new or aspirant practice managers depending on where they are in their journey. 'I would definitely recommend the Practice Managers programme to my colleagues because although it's very heavy-going in primary care at the moment with a high workload, the programme is not heavy-going, it is interactive and gives you time out from the workplace which is very important. Networking and sharing ideas, seeing how your colleagues work, and learning from them - alongside a little research, which is built into the modules rather than taking time out to write essays - is ideal in my view. It gives you time to reflect on what you currently do, pick yourself up, and understand how other practices have tackled the same problems you are experiencing. The facilitators are excellent, which makes such a difference because they were able to create an informal and productive environment for team working, and that is what I loved about it. It is something I would love for someone else to be able to experience.'

Clinical Leaders Programme

The Clinical Leaders 2019 cohort graduated during 2020/21; there will be a postponed celebratory event arranged after the easing of lockdown restrictions.

Virtual Breakfast Bites for Primary Care

Following on from our successful face-to-face Breakfast events pre-pandemic, we began to utilise the same short and accessible format with the added benefit of participants now being able to access the events virtually. As before, the format combined a short topical input with space for discussion and networking: see below for examples of the topics we covered.

Introduction to Coaching Skills for Primary Care

Formalising my Coaching

OD In Primary Care

Embedding my Practice

What is Coaching?

Population Health Leadership Programme

In 2020, NEYLA commissioned the King's Fund to facilitate a Population Health Leadership Programme on behalf of the ICS. It has been designed for colleagues working within the new 'systems', at ICS and ICP level, and focuses on developing participants' personal leadership effectiveness and behaviours, skills and abilities to develop themselves and others to work effectively in strategic and place based situations. The programme consists of a series of four regionally based days on a range of topics led by experts from the King's Fund and other speakers. Commencing in January 2020, training was paused in March 2020 due to the pandemic, before resuming in September 2020 with Module 2. 43 participants, senior managers and clinicians from all professional backgrounds from NHS and Local Authority organisations across the North East and North Cumbria completed the programme in January 2021. As part of the programme, participants are required to identify and undertake a cross-boundary improvement project linked to Population Health; the learning journey whilst undertaking the improvement project is then evaluated and shared.

Local Programmes and Interventions

NEYLA continuously offer a range of one-day workshops and events to support leaders on their journey. In 2020/21, these interventions reflected the changing leadership landscape and the new competencies underpinning it.

Navigating Challenging Times

These health and wellbeing sessions were offered to all NHS staff to support with the challenges of work pressures and home commitments.

The workshops aimed to help shine a light onto experiences that staff may be finding challenging and help find solutions that suit them. The workshops have been developed using simple to follow Positive Psychology tools and techniques, focusing on the challenges staff are facing today.

Compassionate Leadership

This session, led by Dr Angela Kennedy, provided an opportunity for participants to better understand their own behaviours, and understand how they can truly demonstrate compassionate leadership. Dr Kennedy is a psychologist leading on Trauma Informed Care at TEWV, and also leads the Compassionate Leadership project, exploring the relationship between compassion in the workplace and wellbeing.

SUMO Resilient Leadership

SUMO can mean differing things dependent on the context; it can stand for 'Shut Up, Move On' or 'Stop, Understand, Move On'.

This half-day session explored the practical ways to build personal resilience, manage our own wellbeing and that of others, helping to maximise performance and engagement at work.

Leading Well Virtually

The session was a 2-hour practical exploration of leadership focusing on communication as a core skill when working remotely or at a distance.

Unconscious Racism

We do not truly believe that racism is unconscious, but we know that many people do not understand what racism really is and how they contribute to it. This session explored the role of unconscious and conscious bias and the impact that this has on the world. We design this to give time to have discussion, as these issues are often avoided because we find them difficult.

Bite-size Session: Build Your Team's Resilience from Home

To weather the COVID-19 crisis, teams will need resilience. But with the new work-at-home protocols, leaders may struggle to remotely increase their people's ability to deal with adversity. This short session drew upon resilience studies to explore tips and techniques for leaders and managers to support their teams virtually, and to deal with challenges and setbacks.

#Project M

This project is a support, learning and development offer which aims to provide an inclusive and supportive community for leaders and managers. As part of the offer we hold regular tweetchats for leaders to connect, and share ideas, experiences and concerns.

So far, the chats have reached over 1.2 million users. Follow [#ProjectM](#) and [#OurNHSPeople](#) to join the conversation on [Twitter](#).

My colleague and I found this an insightful experience and we have connected with so many people in the North over these last two days who share our passion to improve inequalities and the lives of babies, children, young people and their families

A very professionally organised programme with some excellent speakers

Julie McVeigh is a certified Dare to Lead Facilitator, delivering the Dare to Lead Programme to NEYLA colleagues in 2020.

"In 2020/21, I delivered the first cohort of the Dare to Lead programme with NEYLA. It is an evidence-based programme, with close to 22 years of research into a range of areas and topics behind it. These topics have now been grouped together to focus on the call of leadership now and in the future within a range of professional contexts. Brené Brown, a research professor in leadership, pulled together an empirically-based approach to this area which surfaced a number of challenges: the most crucial being that we need braver leaders in order to develop courage cultures.

This concept resonated with the aims of NEYLA, especially in terms of the COVID-19 context; NEYLA sought a way to best prepare people for an upcoming call for transformation. The programme is a 16-hour curriculum which we delivered virtually over a number of 4-hour sessions; 10 participants completed the programme, holding their final session in December 2020. The curriculum was delivered through Zoom meetings alongside licensed workbooks, which were posted out to participants during the pandemic. There are also a suite of videos where Brené brings her research to life, which we implemented into the Zoom meetings at different intervals.

What was interesting about having an open programme in this manner - where participants all worked within healthcare, but not necessarily together - is that it was really clear from the start that because of the COVID context within the NHS, participants in this group connected with each other straight away. The call to leadership has been so different within this current context, so what Dare to Lead did for them at the very start was get them as a group by encouraging them to slow down, take a step back and be reflective on not only where it is that they want to be, but also encouraging them to look internally. Focusing on the 'I' means that participants are able to develop new insights and cultivate their self-awareness, and the major part of the learning which makes a significant difference in terms of behaviour is when people start saying it out loud and sharing it. That is what happened in this group very early on, which was fantastic; participants were saying, 'I've been doing this for far too long, and I need to start doing that; I'm missing opportunities for connection; I'm not doing empathy with people, I'm doing sympathy instead, and I can see from the research now that doing things in that way disconnects people.' What we want to do is encourage participants to be leaders who connect themselves well to people, and this self-awareness is a crucial first component to developing that connection.

We use a metaphor in Dare to Lead which resonated particularly well with this group; we describe leadership as an 'arena' moment - our natural inclination, as we know from neuroscience, is to self-protect, like a gladiator 'armouring up'. Our words become our defences. What shifted in the group once they began to apply their self-awareness was their recognition of how 'armoured up' they were being in different scenarios, with different people. The group reported that they had become acutely aware of this phenomenon as they progressed through the programme, and were now practising being their authentic selves; by taking the skills,

*Daring
leaders who
live into
their values
are never
silent about
hard things.*

*- Brené Brown, Researcher and
creator of Dare to Lead*

tools, and techniques provided by Dare to Lead, they were able to practice being a brave leader without the need to instinctively self-protect. It was really very inspiring to observe this shift.

There was an evaluation report at the end of the programme, so we have in-the-moment feedback, but it was particularly useful to check back in with the participants at our 'connect and reflect' session three months after the programme, where we look back on the learning and the insights that were prompted by the material. Only four members of the original group were able to attend this, but the richness that came of out that meeting of four people was phenomenal. The group discussed being much more aware of their values as things which define them; they use these values to make difficult decisions, but they also make them who they are at their best. When something is going on internally, the participants now know that it is often a values rub, and the goal is to achieve values alignment in terms of the situation and the relationship. The group now knows about their own armour and importance of self-awareness, but the next steps are to get curious about other people's armour when it is still firmly in place, because the worst thing we can do is to clash armour with armour. The group shared that they were now much more grounded in their role, and able to lean in with curiosity."

Executive Development: Virtual

Supporting Senior Leaders in Health & Care - Regional Conference Enabling a Culture for Inclusive Services

Following the launch of the Executive Suite in September 2020, this was the first regional event to support the delivery of the Suite, taking place in March 2021. The Suite is a place where executive leaders, across England, can access a wide range of offers on a pick-and-mix basis, designed to inspire and connect participants with access, support and resources at times that suit them and their busy lives. The Suite can be found at the [NHS People](#) website; offers range from 1:1 psychological support, to racial justice focused action learning sets and much more.

This event sought to create a leadership community building on the ambitions of the NHS People Plan, NHS People Promise and the Leadership Compact, which is due to be published.

Attendee takeaways from the day



NHS Graduate Management Training Scheme

The National NHS Graduate Management Training Scheme (NHS GMTS) is a long standing, highly respected, multi-award winning fast-track to NHS leadership for graduates. The Scheme is ranked amongst the top four leadership development programmes in the UK.

NHS GMTS offers a blended learning experience, consisting of rotational work placements across the NHS, professional qualifications, and personal learning and development.

In the North East and Yorkshire, we currently support 80 trainees across all six specialisms, hosted by over 35 NHS organisations.

2020 saw the scheme pause for the first time in its history for a duration of six months as a necessary response to the pandemic, which had a ripple effect upon NHS placements, education teaching provision, experiential learning and individual trainees. During the summer of 2020 extensive work was undertaken to plan the restart of the scheme, prioritising placement support and bringing on board new Programme and Placement Managers. Whilst we did not have an intake of new trainees in September 2020, we welcomed 13 new trainees across the region in March 2021.

The past year has seen a significant change to the way the NEYLA has supported our trainees and host organisations, with online provision via MS Teams and Zoom being made available for:

Oriental Planning sessions, offering support to lead host organisations to plan trainee orientation into the NHS within the pandemic and supporting their readiness to receive a trainee.

Programme and Placement Manager training, providing advice, guidance and information to nominated individuals within host organisations responsible for supporting and enabling development of trainees within their organisation.

Annual Regional Welcome Event for new NHS GMTS trainees who started their journey in March 2021.

Flexi Planning sessions for trainees, providing guidance on the process of setting up flexi placements, information about potential opportunities and sharing best practice and experience of previous and current trainees.

Job Planning Sessions for trainees towards the end of their NHS GMTS journey, offering practical support in understanding their personal values and strengths and how to effectively develop their personal statements for use within job applications.

Health and wellbeing support sessions to all our trainees and Programme and Placement Managers in recognition of the increased pressure on the system, our host organisations, and our trainees compounded by the pandemic.

We are currently working with local NHS organisations to host and welcome new trainees in September 2021, with an array of upcoming activity to support current trainees and Programme and Placement Managers.



A Programme Manager's View

George Moxon, Diversity and Inclusion Lead and Programme Manager for a number of trainees at OneMedical Group shares his experience of supporting trainees over the past year.

Getting involved with NHS GMTS

This is the first time that I have been involved in NHS GMTS in any capacity, not just as Programme Manager. It has been great to have the **support from the Leadership Academy team**, especially the Trainee Support Manager and NHS GMTS Senior Manager. I have learned about the scheme along the way and it has been great to support someone within their first role in the NHS.

Your role in the scheme

Being a Programme Manager allows you to support an individual through their complete journey: not just work-related conversations, but about the academic side of the scheme as well.

What the experience of having a trainee brought to the organisation over the past year

As an organisation we set out the role and planned activities and projects for the Graduate to get involved in, but then unfortunately COVID-19 struck.

However, this was an opportunity for us to really **embed the individual into the organisation** and it gave them the opportunity to **learn and understand** about Primary and Urgent Care, plus the wider NHS. It did mean that the Graduate extended their time with the Group due to working on the front line initially in a different role to support our response to the pandemic, however this was a great opportunity for the Graduate to be on the front line working with colleagues.

The scheme has had its own complexities over the last 12 months as well due to COVID-19 but the Leadership Academy team have kept us updated throughout.

Overall, the scheme so far has been great. It is **really beneficial for the organisation to have a graduate**. They have been able to get involved and try their hand at most things and they also give a **different perspective** to projects or different pieces of work.



Transforming inequalities

Lulu Tucker, Policy and Strategy Trainee (September 2019 intake) shares her thoughts on the unexpected opportunities brought about by the pandemic.

Current Placement

In my current role as Strategy Manager at Leeds Teaching Hospitals NHS Trust (LTHT), I'm working on how the Trust can **address inequalities** through the design and construction of its new hospital development. One aspect of this includes evaluating bids based on the education and employment opportunities the companies will create for people living in the city's most deprived areas and for those who face the greatest barriers to employment.

A typical day

My job is all about trying to **solve puzzles and problems** with the information currently available. For each project, a typical day involves researching the current evidence base, arranging meetings to collaborate and align ideas across the Trust and city, and producing reports and presentations to summarise my findings and make recommendations.

Why I joined NHS GMTS

A few years ago, I read *Why I'm No Longer Talking to White People About Race* by Reni Eddo-Lodge, and I decided that I wanted a career in which I could make a difference to society's inequalities. The scheme has gone **above and beyond in giving me this opportunity**, and I've been fortunate enough to experience a variety of roles in this field, including in NHS England's Health Inequalities team, Public Health

England's Public Health in Policing team, and now locally in LTHT.

NHS GMTS during COVID-19

I was due to move into my original Trust placement in March 2020, but this was cancelled as a result of COVID-19. I decided to **reach out to several people I'd met during the scheme** and ask if there were some opportunities to work with them instead. As a result, I spent six weeks working on the COVID-19 Homeless Response and six months

in NHSE&I's Health Inequalities Team, before working with the Director of Strategy at LTHT to design my current Trust placement.

The best thing about my NHS GMTS journey

I've had the privilege to work with a lot of very **talented and passionate people**, and it's been especially inspiring to work alongside so many women in senior leadership positions.



Making a real difference

Megan Kay, General Management Trainee (March 2020 intake) shares her insight on rising to the challenges of placement changes as a result of the pandemic within weeks of joining the scheme.

Why I joined NHS GMTS

It may be a cliché but I genuinely wanted a career where I made an impact and made the world a better place. I couldn't think of anywhere better to do that than in the NHS, whose day-to-day activity revolves around **improving the lives of patients** and communities across the country. It's fair to say that starting the scheme in March 2020 just a couple of weeks before the UK went into lockdown meant these expectations have definitely been met. I can't imagine wanting to work anywhere else in the middle of a global pandemic when helping others is of such importance to me!

NHS GMTS during COVID-19

Where to begin? I started the scheme on 2nd March 2020, had about one and a half weeks of orientation before everything was dropped and I was redeployed to the Incident Coordination Centre at Harrogate and District Foundation Trust working alongside the

Executive and Director teams to manage the Trust's response to the pandemic. In the following days and weeks, the scheme was suspended along with education and competencies. I didn't move back to my original placement at the CCG until the scheme restarted in September 2020.

The pandemic has therefore delayed almost everything in terms of timelines, education, and placements, but I don't mind. The **experiences, knowledge and opportunities** I gained whilst redeployed were **invaluable** and I learnt so much that I will carry throughout my career – so I'll take a small delay as a compromise!

The best thing about my NHS GMTS journey

The **confidence I have gained** in my knowledge and understanding over the past year has been remarkable. When I first started I was sometimes hesitant in meetings to speak up in case I was wrong or my point would fall flat, but over time I've grown to the point where not only do I interject in meetings where I can add to the discussion, but colleagues come to me for certain details or information, which solidifies that I've learnt a lot along the way.

NHS GMTS is an amazing opportunity to learn, develop and gain a qualification all whilst doing work that is making a real difference in the lives of others.



Challenge and variety

James Holt, General Management Trainee (March 2021 intake) shares the breadth of experience offered within his operational placement.

Current Placement

I am currently the Operations Manager at the Great North Children's Hospital. It has certainly been **a step up from my previous roles**, but I am enjoying the challenge of this placement. I work within the directorate management team to facilitate day-to-day running of the Children's Hospital, and will be leading on waiting list initiatives, project work and operational issues needing attention going forward. This is a highly varied role and will involve HR, Finance, staff management and project management.

A typical day

So far there hasn't been a boring day, nor a day that has been the same! The operational nature of the job requires **reacting to situations, issues and opportunities** as they arise.

A typical day might include making sure there are enough beds for patients that come in, working with the directorate team to address staffing issues and completing audits and stock-takes of personal protective equipment (PPE) or other items of concern.

Why I joined NHS GMTS

This is actually my second time applying for the scheme; I was always keen to work for the NHS/Public sector and the learning in practice alongside postgraduate studies appealed to me as a long-time student. Working in a job which **makes a difference** has always been important to me. This is my sixth week on the scheme and so far it has been engaging, varied and busy – getting introduced to the many aspects and departments of the hospital has taken up most of my time!

NHS GMTS during COVID-19

Unfortunately, social distancing and Infection Prevention and Control (IPC) precautions have meant that this year we have not been able to visit the clinical and patient areas that previous intakes may have visited. However, we have been lucky enough to **spend time in several departments** – both physically and virtually – including the emergency department, the neurosurgical area and the patient relations department.

The best thing about my NHS GMTS journey

I have really enjoyed the **challenge and variety** offered by my first placement so far. Throughout my induction I have been fortunate to speak to many teams and departments and discuss their individual challenges and plans for the future, and be involved in the recovery from COVID-19 at a local and Trust-wide level.

Coaching and Mentoring

Coaching enhances performance by empowering leaders and team members to take on greater responsibility and leadership roles. It is one of the key approaches to develop leadership within organisations and can play a crucial role in building the capacity and capability of the workforce.

It's a one-to-one process that enables individuals to improve their skills, behaviours and professional performance in a focused, structured, measurable, achievable and supported way.

Typical issues addressed in coaching sessions include:

Skills and performance

Leadership

Personal Development

Work/Life balance

We actively promote coaching approaches and cultures throughout the region and have approximately **110** coaches and **200** registered coachees on our online Coaching register, Coach Net.

To ensure coachees receive a high-quality, professional coaching experience, we provide regular training and development for workplace coaches including Institute of Leadership & Management (ILM) Level 5 and 3 Coaching and Mentoring, Coaching Fundamentals, Continuous Professional Development (CPD) and coaching supervision.

2020/21 CPD offer

As part of our People Plan objective "Making the NHS the best place to work", NEYLA delivered the popular Coaches Recovery Lounge in 2020, a half-day CPD virtual event focusing on recovery, reflection and renewal in challenging times.

ILM Level 5 Refresh

In September 2020, we commenced delivery of a refreshed ILM 5 Coaching & Mentoring Certificate. Successful completion of this accredited programme leads to an award which is recognised across organisations. In response to the impact of COVID-19, we ended face-to-face delivery, redesigning the programme to support blended learning utilising a bespoke online learning platform, with participation in workshops and supervision groups moved onto a virtual meeting platform. The academic components of the programme were unchanged: participants continue to produce 3 written assignments plus a reflective portfolio of practice to evidence 18 hours of coaching activity.

Other Coaching and Mentoring interventions delivered in 2020/21

Coaching in a Virtual Space

This session explored the current reality and context including the concepts of space, place and meaning in formal coaching located in a virtual space.

Coaching - Ethics & Ethical Considerations

This event was aimed at Internal coaches registered via CoachNet & MyE-Coach. It offered an exploration of ethical challenges internal coaches may face including unpacking the codes of practice for coaching and what this means for coaches within the NHS.

Coaching in Uncertainty

This session supported participants to explore how they may work with clients during the uncertainty of the current context and new environments.

Coaching Network

NEYLA have continued to run this coaching network in 2020/21 as a space for our regional coaches to touch base with one another, and with us. It is an opportunity to share thoughts on coaching during lockdown, and how coaching activities and support requirements have changed and will continue to change in a world of COVID-19.

Introduction to Coaching

A virtual, interactive workshop designed to introduce the fundamentals of coaching, supporting participants to adopt a coaching style, and to get the best out of working relationships (including meetings and project groups).

Full Circle Team Coaching

Following the delivery of an initial programme in the North East, NEYLA began to offer fully funded Team Coaching development for experienced coaches from Yorkshire and Humber who were currently or soon to be supporting team development initiatives in 2020/21.

The Certificate in Team Coaching Practice programme was for accredited coaches from Yorkshire and Humber only, and focused upon the skills and tools of team coaching. The intervention offered ICF unit accreditation.

The programme was delivered virtually over two full days in February by provider Full Circle.

Supervision Cafe - Tea Time Treat

Supervision Cafe - Breakfast Bite

Supervision Café is an opportunity for accredited coaches to join group supervision. These two sessions provided a space to explore current challenges within practice.

Group Coach Support and Supervision

This session was offered as part of our ongoing commitment to ensure coaching skills continue to develop and that coaches have the time and space to benchmark their current coaching practice to be the best coaches they can be, especially during times of crisis.

All levels of experience were catered for, however we limited places to active coaches, with an 'issue' to bring.

Trauma Informed Coaching Webinar (Y&H)

Following the success of our North East Trauma Informed Coaching Webinar we began to offer this webinar to our Yorkshire and Humber colleagues in 2020/21.

This webinar is aimed at experienced coaches who are interested in how trauma presents in coaching, and importantly, in how to respond within coaching boundaries.

This interactive session clarified the terminology and addressed the practical implications for coaches and coaching.

The Healthcare Leadership Model

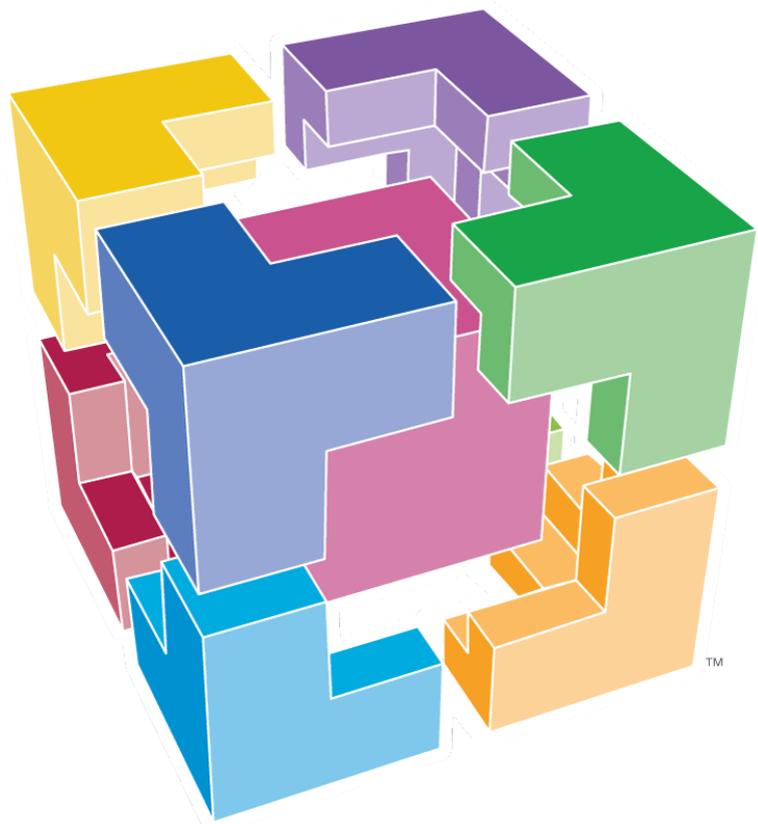
The Healthcare Leadership Model (HLM) describes the things you can see leaders doing at work. It's organised in a way that can help everyone see how they can become a better leader in their day-to-day role, through discovering and exploring their own leadership behaviours.

In the North East and Yorkshire and the Humber, HLM has been used in areas including talent management, appraisals, job profiles, leadership development programmes, and coaching. In 2020/21 we continued to champion the model, supporting our partners to embed it within their own organisations, their leadership development strategies, and their internal development offers. In addition to the specific HLM interventions we deliver, hundreds of HLM self-assessments continued to be completed by NHS staff this year across the region, and our pool of trained facilitators in the region continued to deliver 360 degree feedback sessions.

HLM 360 - CPD & Refresher

Delivered in November 2020, this online event provided trained HLM 360 facilitators with the opportunity to revisit the HLM 360 report and to explore the impact of virtual feedback.

Participants refreshed their knowledge of the HLM 360 report, explored and practiced core coaching skills of questioning and listening in the context of HLM feedback facilitation, and discovered the impact of delivering feedback using virtual platforms, as well as sharing learning and contributing to the building of a supportive HLM facilitator Community of Practice.



The HLM App

The Healthcare Leadership Model has been accessed as both a self-assessment and 360 Feedback tool by thousands of NHS staff since its launch. In 2020/21, we were delighted to share the latest leadership development tool: **The Healthcare Leadership Model App**.

This tool is designed for use by staff working at any level to support their leadership development. It allows a record of observations about the leadership behaviours of yourself and others, supporting exploration of these using the 9 dimensions of the Healthcare Leadership Model. Users can add their reflections, save and revisit entries, set goals and reminders and download a summary pdf report for use as part of a development programme or personal development portfolio.

The App can be downloaded to any mobile phone by clicking [here](#).

Organisation Development

Many of the Academy's interventions, such as leadership development, talent management, coaching, improvement and more, are encircled by OD, and the majority of internal development capacity available to NHS organisations includes people whose role encompasses OD practice.

We support Organisation Development (OD) practitioners across the region and host the North East OD Network (NEON). The purpose of the network is to support the capacity and capability for OD across the region; members arrange events, share resources and good practice, and connect. It also ensures the North East is represented and information is shared more widely.

The network consists of members from throughout our partner organisations. In addition to network meetings where topics are driven by the membership, we deliver targeted OD programmes and events to support those new to OD or those with an interest in the field. In 2020/21, we continued to support the region by facilitating access to online resources including the OD Toolkit.

Introduction to Organisation Development

This year, we continued to run the popular 'Introduction to OD' programme; following its success in previous years in the North East, we delivered the programme to our first Yorkshire and Humber cohort, and the programme is now available to colleagues across the NEYLA region. The programme runs over 4 half-day sessions, with intervals to facilitate assimilation into participants' practice. Although this was the first time the programme was delivered virtually, the team has been committed to maintaining a hallmark of our previous programmes, delivering them in a way that models the principles of OD.

OD System Consultancy

Following an interruption due to the pandemic, this programme recommenced in 2020 in a virtual format.

We have also continued to deliver OD-focused interventions within other workstreams for specific professional contexts, such as our OD in Primary Care events.

List of Common Acronyms

BAME	Black, Asian and Minority Ethnic
BFLI	Building Leadership for Inclusion
CCG	Clinical Commissioning Group
CEO	Chief Executive Officer
CIC	Creating Inclusive Cultures
CPD	Continuous Professional Development
EGA	Elizabeth Garrett Anderson
EMCC	European Mentoring and Coaching Council
FT	Foundation Trust
GMTS	Graduate Management Training Scheme
GP	General Practitioner
GROW	Goal, Reality, Options, Will
HEE	Health Education England
HLM	Healthcare Leadership Model
HR	Human Resources
HSD	Human System Dynamics
ICS	Integrated Care System
ILM	Institute of Leadership and Management
NEYLA	NHS North East and Yorkshire Leadership Academy
NEON	North East Organisation Development Network
OD	Organisation Development
PR	Public Relations
STP	Sustainability and Transformation Partnership
TM	Talent Management
VCSE	Voluntary, Community and Social Enterprise

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