NHS
Leadership Academy

North East and Yorkshire

# NHS North East and Yorkshire Leadership Academy

Progress Report 2021/2022

Supporting your leadership journey

# Contents

Click on the stepping stones to navigate through our journey in 2021/22!


Welcome 3

Who we are 5

Our people 6

Our region 8

Our Impact 10

The NHS People Plan and Promise 12

National Leadership Programmes 13

Equality, Diversity and Inclusion 14

Lunch and Learn sessions 16

Primary Care and Systems Leadership 18

NHS Graduate Management Training Scheme 32

Leadership Development 26

Coaching and Mentoring 34

The Healthcare Leadership Model 36

Organisation Development 37

Appendices 38

# Welcome

It has been a remarkable year for NEYLA, representing even greater changes and achievements as we move into a new period beyond the challenges of Covid. Click on our Welcome Video to hear our Head of Leadership and Lifelong Learning, Clive Spencer, outline some of the highlights of 2021/22, and what lies next for the team.

# 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 our region.

We help NHS leaders and managers across the North East of England, North Cumbria, and Yorkshire and the Humber to be more effective by supporting leadership development. 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.

Our values

Click for video

Our strategic objectives

Click for video

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 initiatives on behalf of the national NHS Leadership Academy.

# Our people

Clive Spencer
Head of Leadership and Lifelong Learning

Deb Whalen
Senior Manager
Leadership and Lifelong Learning

Michael Ziki
Positive Action
Programmes Co-ordinator

Emma Reynolds
Leadership
Development
Administrator

Jackie Kerr
Leadership Development
Co-ordinator

Claire Carrick
Leadership
Development Co-
ordinator

Steph Wilton
Business and Performance
Officer

Sophie Stevenson
Leadership Development
Administrator (GMTS)

Glenn Sheard
Leadership Development
Coordinator (GMTS)

Amanda Woolley
System Leadership Development
Senior Manager

Lenny St Jean
Primary Care
Programme Manager

Uzma Fazal
Leadership Development
Senior Manager:
NHS Graduate Management
Training Scheme (GMTS)

Mandi Sherlock-Storey
Head of Leadership

Sarah Knowles
Business Manager

Ashley Sands
Leadership Development
Administrator

Uzma Hussain
Leadership Development
Manager

Narinder Kaur
Leadership Development
Co-ordinator

Ellie Davie
Business Support
Officer

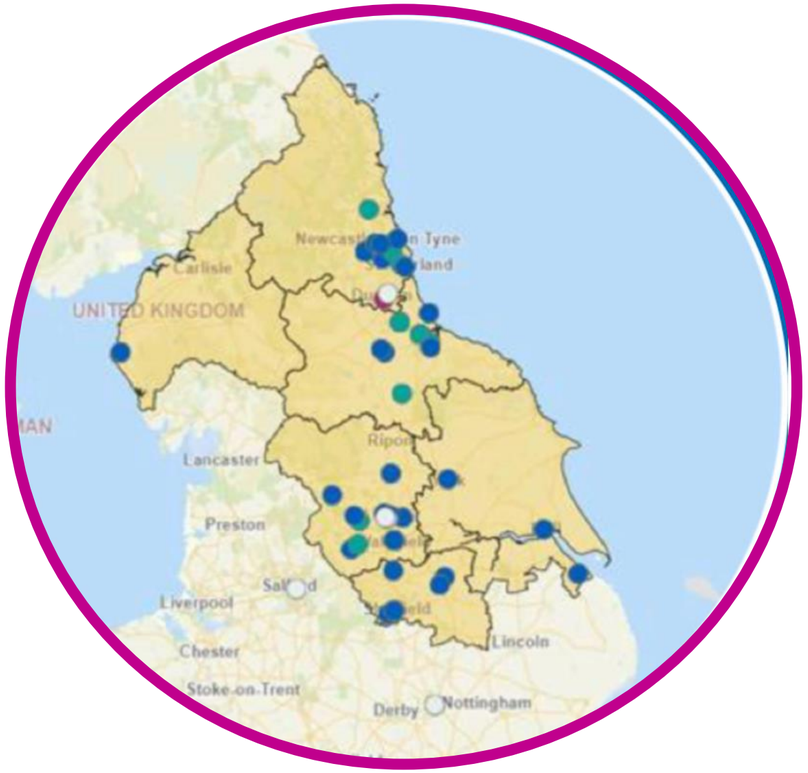
# Our region

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.

County Durham and Darlington NHS Foundation Trust
Cumbria Partnership NHS Foundation Trust
Gateshead Health NHS Foundation Trust
Health Education England North East
Newcastle upon Tyne Hospitals NHS Foundation Trust
NHS Business Services Authority
NHS Darlington Clinical Commissioning Group
NHS Durham Dales, Easington and Sedgefield 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
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

Airedale NHS Foundation Trust
Barnsley Hospital NHS Foundation Trust
Bradford District Care NHS Foundation Trust
Bradford Teaching Hospitals 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 Yorkshire and the Humber
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 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




Clinical Commissioning Group
NHS Trust
Other

# Our Impact

"It really has had a positive impact on my mental wellbeing – having a safe space to share information and gain support. I truly hope these sessions can restart in the future."

84% women in leadership roles, compared to the national average of 30%

97% of attendees would recommend to a colleague

Ethnic minorities represent 15% of our total attendees - up 3% from last year

On average 4000 subscribers opened our newsletter each month - 16% more than last year

26% attendees have disclosed they have a disability, representative of the national population

"Having the space to speak freely and openly about my feelings has been priceless."

“The overall structure of the programme and the workshops was fantastic, and provided a good balance of guest speakers, whole group activities, and then breakout groups. I came away with a lot of valuable information and I would strongly encourage others to sign up.”

Click rate from the newsletter has increased over 60% from last year

25,416 visitors to our website - 4,200 more than 2020/21

Average 23,900 Twitter impressions per month

93% agree that knowledge has improved, leading to increased effectiveness in role

394 new twitter followers

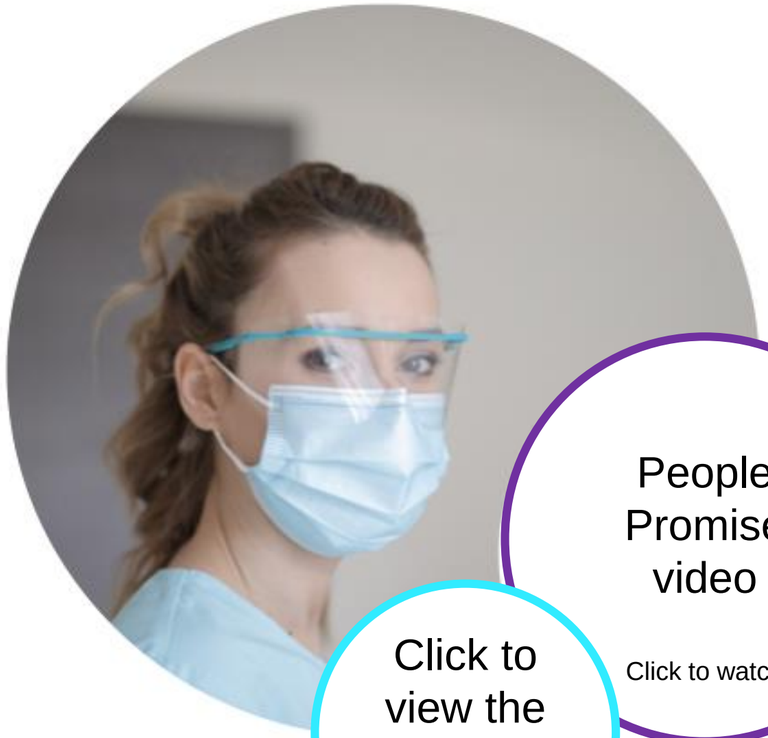
316 development sessions delivered - 159 more than 2020/21

3654 new newsletter subscribers

# 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.

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. These ambitions have continued to inform our work in 2021-22.



People Promise video

Click to watch

Click to view the People Plan

# 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. Click on the logos for more information about each programme.

CLICK TO LEARN MORE:

ASPIRING CHIEF EXECUTIVE PROGRAMME

STEPPING UP PROGRAMME

READY NOW PROGRAMME

EDWARD JENNER PROGRAMME

ELIZABETH GARRETT ANDERSON PROGRAMME

MARY SEACOLE PROGRAMME

ROSALIND FRANKLIN PROGRAMME

FOUNDATIONS IN SYSTEM LEADERSHIP

NYE BEVAN PROGRAMME

HOPE EUROPEAN HOSPITAL AND HEALTHCARE FEDERATION

APPRENTICESHIPS

CORE MANAGERS: DEVELOPING INCLUSIVE WORKPLACES PROGRAMME

# Equality, Diversity and Inclusion

Our Equality, Diversity and Inclusion work is designed to develop inclusive and compassionate leaders and leadership cultures across health and care systems. Watch the video below and read about this year's initiatives to learn more about how NEYLA supports Building Leadership for Inclusion and a range of Equality, Diversity and Inclusion initiatives.

## Inclusion: Creating the Ideal Environment for Colleagues to Disclose their Protected Characteristics

This event supported participants to create environments that are based on openness and transparency. The workshop stimulated discussions about what kinds of factors are involved in creating environments which support diverse staff to disclose, sharing learning and good practice.

## How Do We Keep Going? Exploring Burn Out, Wellness and Responsibility in Anti-Racist Work

To celebrate Black History Month, colleagues across the region came together for this online event. Dr Roman Farooq delivered a keynote speech, and one of our regional network chairs shared their lived experience of the issues she faced, with a view to prompt further discussions during break-out sessions about reducing the risk burn-out whilst undertaking anti-racism work.

## Enact: Dignity and Respect at Work

This was an innovative, drama-based training programme to improve interpersonal behaviour and reduce bullying, harassment and incivility in the workplace. The programme included dramatised content delivered by professional actors, alongside electronic voting, group exercises, and skilful facilitation.

## How Can We Increase Uptake of Mentoring & Coaching for Disabled Colleagues?

The aim of this Disability History Month session was to capture success stories. We wanted to explore key factors so we can increase the awareness of and access to coaching and mentoring for colleagues who have a disability or long term conditions, whether or not they have received mentoring or coaching in the past.

These sessions were jointly facilitated in partnership with the Midlands and North West Leadership Academy teams.

## Building an Inclusive Culture Programme

Building a truly inclusive culture doesn't happen by ticking a box: it is only at an individual level, when we are open to be educated and challenged, where collective change ultimately happens. This programme focused on creating an environment that is psychologically safe to support the delivery of the equality, diversity and inclusion agenda, and at the same time open up the opportunity for all conversations that matter to take place.

Workshop one highlighted the importance of self-awareness to drive accountability and change, whereas workshop two focused on enabling more curiosity and less judgment around the ED&I agenda, to enable real change instead of box-ticking.

## Orchard Programme: Pilot

The Orchard Programme was is aimed at minoritised groups of staff to equip them with the belief and capability to accelerate their development and empower them to take the next step in their careers. In the North East and Yorkshire region, we know that minoritised staff have to overcome systemic barriers that can prevent them accessing senior roles, so this programme - which initially targeted female colleagues at Band 6 or below - was designed to support the region's inclusion agenda.

The programme, which combined group sessions with individual coaching, included topics such as overcoming imposter syndrome, power & politics, and confidence and presence. 15 participants completed the programme, with 72% of delegates going on to take exciting next steps in their careers.

"I am positively looking forward to etching my leadership career path and can see now what I need to do and how to do it, which is something I previously felt was unattainable for me."

"I have been able to get a promotion and take on more challenges at work."

"From the programme, I was encouraged to apply for a new role. I was successful and I am now settling in well. I have new responsibilities and I am now in the leadership team. I feel that every session on the course has been relevant to me, and helpful in visualising how to achieve my goals and encouraging self-reflection."

# BLFI: Allyship and Inclusion Lunch and Learn Sessions

Following our BLFI March 2021 Allyship Conference, we saw a huge amount of interest in progressing allyship through bite-sized information sessions. To respond to this, we continued our Lunch and Learn sessions in 2021-22, which are sociable, collaborative alternatives to traditional classroom based learning that aim to foster a culture of learning and knowledge, encouraging growth and strengthening ties across the region. In 2021, many of our Lunch and Learn sessions focused on the themes of allyship, accessibility, and inclusion.

## Transgender Awareness in 2021

This session looked at the experience of trans people in the UK in 2021, both in general and in the context of healthcare, with practical advice and strategies around how to best support trans patients and colleagues, and to help services become more inclusive.

## Sharing approaches to inclusion in healthcare and research

If we don't know why diversity matters, then how can we do it well or convincingly? This event addressed how we recognise diversity in our work, what type of outcomes being diverse in practice can bring , and what issues could be stopping the adoption of diversity and equity approaches.

## So, You Want To Be An Ally?

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 Knowles, Business Manager at NEYLA, 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.

## Developing the BME Allyship Model

Ester Jamera and Rebecca McManus joined us to share 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.

## Allyship in Practice

Vivienne Williams and Siobhan Lendzionowski shared their experiences of building allyship between individuals and extending this across the organisation.

## The Girl's Network Information Session

We began by delivering a session on the Girl's Network, a charitable organisation providing mentoring to young women from year 9 onwards to support engagement with education and career opportunities.

## Lunch and Learn with Usha Kaushal: White Privilege and Allyship

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

## Black History Month: We Are Celebrating

## Introduction to Digital Accessibility

This session focused on accessible communications in a digital world, taking us through the different accessibility features available in Microsoft products (Word, Outlook, Teams) as well as Twitter.

## Other Lunch and Learn sessions in 2021/22:

- Re-entry Conversations for Managers
- Building Inclusion Confidence (series)
- Building Psychological Safety in a Hybrid Working World
- Learning to Lead with Courage
- Working Towards Allyship in the ICS and Helping Identify Racial Inequalities
- Gender Neutral Language
- Faith During the Pandemic
- Healthcare Students Placement Expansion Using Coaching Model
- Mental Health
- Resilient Compassion: Leading with care and respect through adversity
- Mindfulness in Mental Health and Wellbeing
- Improving Cancer Outcomes

## Language and Disability: Communicating Inclusively with Disabled People

The language we use to talk about disability can often be oppressive and outdated. This session considered the connotations phrases often used to describe disabled people, learning to identify and avoid oppressive language.

## LGBT+ Definitions , Minorities & Minorities within Minorities

In celebration of Pride Month, this session focused on sex, gender and sexuality, shining a light on some of the less visible identities, such as pansexual, bisexual, trans, non-binary and asexual identities.

## Turning the Perception of Disability Upside Down: My Story

Cheryl Gascoigne, Chair Person for Staff with Disabilities at Newcastle upon Tyne Hospitals and Kidney Transplant Patient, spoke to us about her experience of adversity and how she has used this to enhance her life and that of others around her.

## LGBT+ Awareness

This interactive session aimed to raise awareness of issues relating to gender identity, sexual orientation and the health inequalities faced by LGBT+ people, including practical advice on how to use language which is accurate about, respectful to and inclusive of LGBT+ patients and staff.

## Neurodiversity Awareness

This session aimed to increase awareness of neurodiversity and the implications for a workplace. We discussed practical ideas for making sure the work environment suits a diverse range of employees, and how to organise tasks so that people can work at their best.

# Primary Care and Systems Leadership

Having revolutionised primary care delivery during Covid-19, primary care staff face unprecedented demands. We offer leadership development to help staff tackle the challenges PCNs face, and to support their delivery of integrated care, such as population health management and addressing health inequalities.

Much of our Primary Care work overlaps with our Systems Leadership workstream. Systems Leadership is a joined-up, integrated approach to health and social care, moving away from single organisational performance and regulation.

Our Primary Care Programme Manager, Lenny St Jean, talks about how NEYLA supports primary care and systems activities.

## Human Learning Systems:
## The role of learning and emotion in systems change

'Human Learning Systems' (HLS) is a new way of doing public management that takes into account the complexity of the real world, to shape how communities and practitioners can co-produce healthy communities. The HLS Approach supports people working at neighbourhood and place to create real outcomes by providing a framework to effectively collaborate across boundaries, to bring together all the elements of the system by which outcomes are made. In this session, Andy Crosbie from the Collective Impact Agency focused on the learning aspect of HLS.

Engaging Complex Systems

Click to learn more

## Case Study: Taking a step back

Samantha Garbutt is a Practice Manager at Yarm Medical Practice, and participated in the Practice Managers Programme in 2022.

“I applied when I had only been in my first Practice Management position for approximately 4-6 weeks. Even though I have worked in primary care for 17 years, working my way up to Practice Manager, I was looking to gain a deeper insight into what makes up the role of a Practice Manager as well as developing the skills and qualities that would boost me from a good manager to a great manager.

I gained a valuable insight, and found the workshops well constructed and implemented. One of the key elements for me, was the interaction with other people, and having the opportunity to network and discuss the topic that day.

I would say the programme has impacted on my leadership approach, in that I can view things from a different perspective before responding/dealing with something. I have started taking a step back to process everything before actioning the issue at hand. It has also resurfaced some previous learning around how people learn in different ways and look at staff as individuals to find out how to get the bet out of them.

The workshops provided a great insight, and I have taken away a great deal. The biggest way I have applied the learning, was to instigate 1-to-1 informal chats with staff to find out what works well, what isn't working, development needs etc.
I then mapped this all out, and found common features for a variety of different roles - this was the starting point of making changes to benefit processes and have received positive feedback from staff on these changes.

I would recommend this programme to a variety of people. I think the overall structure of the programme and the workshops was fantastic, and provided a good balance of guest speakers, whole group activity and then breakout groups. I came away with a lot of valuable information and I would strongly encourage others to sign up.“

### Practice Managers Programme

The role of the practice manager in primary care is pivotal if quality of care standards and improvement programmes such as new models of care are to be realised.
This programme helps practice managers enhance their understanding of leadership behaviours, knowledge, skills and provide an opportunity to share good practice. It will equip practice managers to champion and lead change/service improvement in their workplace by developing an understanding of service improvement methods and delivery of a work based service improvement project.

### Co-production and working with people and communities

# Primary Care Collaborative Programme

Click the bubbles below to learn more

## Primary Care Collaborative Programme Overview

The Primary Care Collaborative Programme has been delivered by NEYLA for a number of years, previously under the title of the Triumvirate Programme. Following evaluations of previous cohorts, the programme is aimed at leaders from a range of professions and backgrounds, primarily including primary care but also involving strategic partners who are involved in transformation work across primary care. The programme consists of delivered learning sessions as well as Action Learning Sets (ALS) in order to consolidate learning and allow participants to work together on specific improvement and transformation projects.

## What differentiates Primary Care Collaborative from other primary care initiatives?

The programme is designed to support collaboratives implement and deliver a collective change or challenge. As such, the programme builds individual leadership development, alongside collective leadership capability.

## How do the ‘co-labs’ work?

Participants often refer to barriers that come up preventing them from driving through change and bringing in new ways of working and learning. The ‘co-lab’ spaces provide protected time for participants to focus on transcending these barriers, with a mix of team coaching with programme facilitators to build in challenge.

## Alison Tite, Chief Operating Officer of Yorkshire Health Partners, discusses her experience on the Primary Care Collaborative programme

This year, we delivered three cohorts with projects that varied depending on the team. Facilitators drew upon a range of leadership theories and concepts for this programme; participants tended to pick up on aspects which worked for their particular needs and contexts.

How did the programme impact on collaborative relationships?

Anna Young, Clinical Nurse Specialist, discusses her experience on the Primary Care Collaborative programme

Would you recommend this programme?

A celebration event in 2022 brought together the three cohorts to share their impact and feed back about their success following the programme.

What outcomes were seen from NEYLA's perspective?

# Human Learning Systems and Primary Care Networks

## Thinking about mental health differently: human learning systems, community, and connection

Andy Crosbie, Director of the Collective Impact Agency, spoke to us about his projects with NEYLA, collaborating with a range of organisations and partners across Gateshead as part of our Human Learning Systems and Primary Care Networks (PCN) Health Equities workstreams.

Andy is a Director of The Collective Impact Agency, a Community Interest Company which (among other things) actively promotes, advocates for, and supports people to work in a more HLS-informed way. Andy's work with HLS led to a connection with NEYLA, given the team's shared interests in developing different approaches to public services, and he has delivered several talks on topics including HLS and the role of learning in systems change to delegates from the NEYLA region. 'One of the central ideas of HLS is that we need a much deeper, richer understanding of learning and a fundamental change in practice that places learning at the heart of everything we do. Many of our activities at the Collective Impact Agency are about working with organisations, groups of organisations or broader areas and acting as a partner to support them in more 'HLS' ways, often as part of an approach that is fluid and experimental.'

In December 2021, Andy began developing a pilot centred on the notion of building learning relationships with a partner organisation in the NEYLA region. Teresa Graham, who is involved with three Primary Care organisations including Second Street Surgery, Oxford Terrace and Rawling Road Medical Group, and the Gateshead GP Federation, connected with Andy about the possibility of a short-term experimental pilot. 'This pilot was centred around a methodology of emergence – trying some things and seeing what impact and learning comes of it. We have seen the pilot as valuable learning from the start. With this frame in mind, Teresa and I have collaborated on several strands of work that are priorities for the PCN, including mental health and migrant health. First of all, we brought partners together for an exploration of the mental health frame, running a series of facilitated conversations called Mental Health in Gateshead. We have been running a reflective practice space in Gateshead already for the last 18 months, so we were able to utilise that and bring more people into it, providing a foundation for a conversation about mental health in Gateshead. We planned 3 sessions which were delivered 3 weeks apart; the first one invited a range of partners to discuss their priorities and interests for mental health in Gateshead, keeping space for the remaining sessions to be flexible based on these discussions. Some core themes emerged from the discussion, such as partners seeking to build their awareness about what services are available, some wanted to know more about what the service gaps are, while others were interested in looking for a fundamentally different approach to mental health.

Following from this, one of the questions we used to navigate the second session was around how we can think about mental health differently. Beginning from this point, some incredibly interesting conversations came about; for instance, a prominent frustration emerged around the discourse of mental health which positions it within a deficit model. We wanted to transform this, considering a very different framing of positive mental health and communities to orient our next session. Perspectives about community and mental health environments were also raised: we discussed the idea that if somebody has a mental health condition and they are receiving treatment for it, the treatment only lasts a short amount of time within the week – but the context of the environment they are in outside of that treatment has a massive impact on their mental health. This led us to think about the concept of mental health environments, and exactly what these environments would look like from different community perspectives. We considered some of the empowering moments which came out of extremely difficult circumstances during the pandemic, such as community connections developed during lockdowns. These small but very powerful ideas have formed the basis for our third conversation, where we are now shaping up concrete ideas about what we can put into practice; in only two sessions, we already travelled quite a way.'

In addition to facilitating conversations within the Health Equities network, Andy is collaborating with Teresa to identify other opportunities to develop learning approaches within the PCN. One part of this involves exploring how local practices use PCN-level data to build a partnership approach, in order to provide targeted support to those who are most in need of services. Finally, a core part of Andy and Teresa's collaborative work involves developing the 'connecting' role they both play in Gateshead. 'We both see ourselves as people who connect individuals to one another in meaningful ways, so another part of our work has involved identifying others who play a similar connecting role in Gateshead. Without sticking to a particularly rigid or defined outcome, we are interested in what happens when you bring connectors together.'

# Connecting the connectors: Building health equities across the Gateshead Primary Care Network

Teresa Graham is a Business Partner at Second Street Surgery, and a Practice Manager at Oxford Terrace & Rawling Rd Medical Group and Gateshead GP Federation. Here, she speaks to us about her collaborative work with the NHS North East and Yorkshire Leadership Academy and the Collective Impact Agency as part of our Human Learning Systems and Primary Care Health Inequalities workstreams.

As part of NEYLA's work developing human learning systems and primary care health equities across the region, Teresa has collaborated with the Collective Impact Agency on a number of projects in 2022. 'I came into this opportunity excited to think about how we might develop our learning approaches, because there are already lots of projects running in Gateshead and across the three organisations I work in which could be supported through this work. I lead on Health Equities and Mental Health for the Gateshead GP Federation, which covers all the practices in Gateshead; within my practice, Second Street Surgery, we are also setting up a Migrant Health clinic, and we are already offering a Migrant Health roaming service in a site that was set up for asylum seekers and refugees. It therefore seemed like a particularly useful time to build relationships across our networks in different organisations, and we have worked together to connect people and the projects they are involved in.'

One of the ways that Teresa and Andy have connected people to bring benefits to primary care services in Gateshead is through Second Street Surgery's work supporting migrant health. 'Andy drew upon his connections to the Community Bridge Builders, some of whom have become involved with our roaming Migrant Health service by delivering sessions at the site – for example, a Community Bridge Builder who has lived experience of coming to the UK as a migrant supported one of our immunisation and vaccination clinics. They did amazing work that day; the clinic was such a success, with so many added benefits to simply having a nurse and administrator in attendance. This is the kind of thing that has been especially useful; making connections and linking people together to bring better outcomes to everybody. Andy is currently organising a "connect the connectors" series of events in Gateshead to continue building relationships between people working on related pieces of work, improving our collaborative learning approach in Gateshead, which is of vital importance since we are striving to work together as an integrated care system.'

From the start of this partnership, Teresa and Andy knew they would need to approach the work in a fluid way, without sticking to a rigid plan or outcome. 'It has been extremely useful to consider this a learning process. Each PCN is different, geographically and socioeconomically; for instance, some of the PCNs have practices where far more patients live in deprivation; some of the practices are in more affluent areas; and some have populations with specific health and social needs, like greater numbers of patients who are homeless. There are therefore unique issues we must consider in certain PCNs, such as digital exclusion, which are less pronounced in others. Our priority with this work has therefore been to understand what issues really matter to our communities, and to target each PCN's specific context while sharing that learning across Gateshead and reaching the point where we have an engaged and sustainable network of partners, so that we can draw upon that support and learning when specific challenges arise further down the line. For me, relationships are absolutely everything – if you have those relationships in place, that's half the battle, so working with Andy has been fabulous to help link us up to other initiatives we weren't already aware of. There's so much potential for this work and I am excited to see the impact of it upon our ongoing projects.'

# The Additional Roles Reimbursement Scheme (ARRS) Programme

NHS England's ARRS Scheme provides funding for 26,000 additional roles to create bespoke multi-disciplinary teams. Primary care networks assess the needs of their local population and, working with local community services, make support available to people where it is most needed. NEYLA launched the ARRS Programme to respond to the development and support needs of ARRS staff; 12 cohorts of this programme have now been delivered, consisting of 4 x 1-hour sessions, with a total of 97 participants signing up. See below for snapshots of participant feedback in 2021-22:

"They have been a great platform to promote a culture of reflection, whilst raising self-awareness / preservation within these primary care roles that can be demanding, stressful and challenging. It's been very useful and I / we have all taken lots from them certainly."

"The whole programme has been amazing and has proved very valuable to me."

"Having the space to speak freely and openly about my feelings has been priceless."

"I know I'm not the only one who got so much out of them. It really has had a positive impact on my mental wellbeing – having a safe space to share information and gain support. I truly hope these sessions can restart in the future as it was also good for building new support networks within the workspace with others across the County. Peer support really is invaluable, as is having someone like yourself to help others gain the knowledge and skills they need to manage work life and its challenges."

"All the sessions are a great way of being reminded of how others are affected by mindsets and leadership styles – we are all so different."

"Thoroughly enjoyed your sessions, fantastic support and delivered really well."

"I would be delighted to be involved in some further sessions. I think they were so useful both professionally and personally."

"Being able to connect with colleagues with similar experiences and knowing I am not alone has been helpful."

"I found the group supportive and the discussions were informative and helpful."

# Other Systems Leadership interventions in 2021-22

## Facilitating place-based partnerships and provider collaboratives masterclass season

Five masterclass topics from different teachers were scheduled and promoted to introduce Place Partnership and Provider Collaborative executive and senior leaders to a greater depth of practice in key areas of facilitation in the context of the complex adaptive health and care system. Masterclass topics included integrating perspectives, network thinking and mapping, large scale coproduction, resolving conflict in systems, and power and systems.

## Leading Transformation in 2021

This programme of solution-focused, bite-sized learning sessions aimed to support leaders to meet the specific challenges of leading transformation in 2021, making a positive difference without the resources, authority, and clarity you need. We delivered four hour-long sessions addressing these key topics:

- Simplifying Complexity
- Effective Collaboration at Pace
- Leading Through Collaboration
- Making the Most of your Powerful Allies

## The Why, What and How of Building a Healthcare Learning System

Learning systems is a new approach to quality, improvement and transformation in public services that prioritises a continuous cycle of inclusive, people-focussed feedback and adjustment to successfully adapt in this challenging environment. While we often hear about cultures of continuous improvement, what does this actually look like in practice? How might we start to make steps towards this as a normal way of working? Several hospital providers are now trying to apply a similar learning system approach outside of the Covid response. We were joined by colleagues from Chase Farm Hospital (part of Royal Free London NHS Foundation Trust) for a webinar on this topic.

## Community Power ICS Workshops

NEYLA partnered with New Local to explore how the establishment of Integrated Care Systems and Partnerships can be used to create a more commumity-powered approach to healthcare. Four two-hour sessions were delivered, aimed at colleagues from ICSs in the North East and Yorkshire, to help participants understand the routes to a community-powered approach already being deployed across the public sector.

## Partnering with Patients for Better Outcomes: Using Co-Production and Involvement to Drive Better Outcomes

Patient involvement is often seen in one of two ways; either working closely and deeply with patients to co-design a service, or asking a simple “how did we do?” However, these are just two ends of a spectrum, with lots of fertile ground in between. This co-production workshop was aimed at health and care professionals who are delivering work in neighbourhoods and communities interested in driving better outcomes by working with, not just for, patients.

# Leadership Development

## Mary Seacole Local

Delivery of this programme was temporarily paused during the pandemic, but has now recommenced. This year, 86 people from various NHS organisations throughout the North East completed the programme, and there are a further 69 participants currently underway with it. In addition, as part of the Mary Seacole Local Mobilisation programme, we trained 18 new Mary Seacole facilitators.

## Project M

#ProjectM 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.

## Leading at Neighbourhood and Place – an Introduction to Outward Mindset

Alec Grimsley joined us to discuss the subject of mindset and collaboration, sharing two distinct mindsets from which people and organisations operate:  a self-focused Inward Mindset and an others-orientated Outward Mindset™. The session focused on breaking down silos, resolving conflict, and strengthening key relationships.

## Courageous Conversations

During this period of rapid change and huge pressures in health and care, managers will need to have many conversations with people who might need to re-train, re-apply for jobs or simply work in different ways. This session is for managers who want to be reminded of the skills they will need to utilise during these conversations, and what best practice looks like in order to feel confident in their approach.

## Accredited Action Learning Facilitators Programme

## Leading Well Virtually

This was a 90-minute reflective exploration of leadership focusing on communication as a core skill when working remotely or at a distance in uncertain times. It aimed to help leaders and managers to focus on how to lead well in 1:1 meetings, team meetings, supervisions, and appraisals, addressing issues like change and uncertainty, agile leadership, and communicating well virtually.

## Leadership Support Circles

Leadership Support Circles (LSCs) are short, themed, online sessions based on the 10 evidence based principles for leading compassionately during Covid-19. They are multi-disciplinary interactive spaces for people managers at all levels to come together, share their experiences and be heard. Watch the video to learn more about NEYLA's LSC offer and take a look at the range of topics our LSC events focused on in 2021-22.

Leadership Support Circles

## Regional Conference: Our Workforce, Our Future

NEYLA and the Leadership and Life Long Learning Team's second region-wide conference sought to bring together our leaders to meet the challenges of leadership over the coming years. It aimed to create a leadership community building on the ambitions of the NHS People Plan, NHS People Promise and the Leadership Compact (due to be published).

During the session we were joined by three established and respected guest speakers to build collective insight from shared experience:

Professor Neil Greenberg, Academic Psychiatrist, Specialist in understanding and management of psychological trauma, occupational mental ill-health and post-traumatic stress disorder.

Major General SPM Nesmith, General Officer Commanding, Army Recruiting and Initial Training Command. Royal Military Academy of Sandhurst, the Centre of Army Leadership,

Roger Kline OBE, Researcher Fellow at Middlesex University Business School, Author of 'The Snowy White Peaks'

# One-day programmes and bitesize support

## REACT Mental Health Bitesize Support

As part of the strategy written and delivered by Professor Neil Greenberg to help support frontline staff during the COVID-19 crisis, we partnered with March on Stress to deliver short workshops for supervisors, managers and leaders to allow them to have 'psychologically savvy conversations' with their teams, identify those struggling, and signpost them for further support. REACTMH provides an opportunity for starting a conversation with people who either do not appreciate they have a mental health problem, or who do appreciate it but do not want to seek help. We delivered 5 REACT workshops in 2021-22.

## Creative Leaders; Innovation, Recovery and Renewal

The programme aimed to explore what creative leadership means for our leaders in their current role with the support of experienced coaches. It aimed to equip leaders to champion and promote innovation within their teams using a variety of tools to support renewal and recovery for their services and communities.

## Winter Support: Health and Wellbeing Webinars

Working can sometimes have a negative effect on our mental health and wellbeing but it can also have a very positive one as well. A supportive, inclusive workplace can help to prevent new mental health and wellbeing problems, and support people struggling with their mental health and wellbeing to stay at work and thrive. Working in partnership with Unlimited Potential we delivered a series of 6 webinars in 2021-22:

- Stress, Fatigue and Burnout
- Post-traumatic Growth
- Growth Mindset
- The Sticking Point
- Re-Connect workshop
- Disruption-Unity Gap

## Dealing with Uncertainty

This workshop was an opportunity to reflect on the challenges to our thinking and behaviour that uncertainty brings in its wake – like doubt and misdirected energy.

## Leading Conversations to Build Resilience

This short session was aimed at managers who want to increase their confidence in the many conversations they have with people, all of which can help to support individuals and recognise the importance of the work they do. We reminded managers of the skills and approaches they can use, drawing upon both research and practical evidence.

## Mental Health First Aid Training

We partnered with MHFA England to offer a cohort of training sessions aimed at NHS staff from diverse backgrounds, focusing on our BAME, LGBT+ and disabled colleagues.The programme consisted of four half-day learning sessions, facilitated virtually to teach participants to listen, reassure and respond.

## Building Resilient Collaborative Teams

As part of our winter support offer, this 2-stage programme provided teams with tools and techniques to support teams to remain resourceful and engaged, increasing resilience and collaboration as strategies for dealing with uncertainty and rising to meet new challenges.

## Reuniting after Covid

In partnership with AffinaOD and the Leadership and Lifelong Learning Team, in 2021-22 we delivered a series of webinars, supporting participants to re-establish purpose, belonging and trust in their teams, recover lost ground in terms of effective team functioning, and capture and build upon learning and innovation. These sessions included a range of topics:

- Promote belonging
- Reunite around a shared purpose and a new direction
- Take time out to reflect
- Practicing appreciation and recognition in teams
- Embrace remote working
- Value different experiences and manage conflict positively

## Rest, Reflect and Restart: Health and Wellbeing Webinars

A supportive, inclusive workplace can help to prevent new mental health and wellbeing problems and support people struggling with their mental health and wellbeing to stay at work and thrive.

Working in Partnership with Unlimited Potential, in 2021-22 we delivered a series of 6 webinars designed to support your Health and Wellbeing, as well as an offer targeted to Senior/Executive Leaders:

- The Disruption-Unity Gap
- Re-connect Workshop
- Resilience
- Growth Mindset
- Post-traumatic Growth
- Sustaining High Performance in a Stressful Environment

# The Well Led Programme

The Well Led Programme is an established leadership development programme for registered care home managers predominantly working in the adult residential and learning disabilities fields. Since it was first developed in 2018, four cohorts of Well Led have been delivered to date, three of which have been part-funded by the North East and Yorkshire Leadership Academy.

In 2021, Redcar and Cleveland Borough Council commissioned two cohorts to be delivered, comprising 9 sessions each (4 full online delivery days facilitated by leadership and OD consultants Lorna Jeromson and Tracey Watson, plus a half-day evaluation event taking place after the final session, also online). Unlike an off-the-shelf leadership development programme, this intervention was designed to respond to the bespoke needs of the participants' existing leadership styles and the unique challenges brought by their respective organisational contexts, driven by the goal to support participants to understand themselves as leaders and managers. As a result, the programme was not designed 'up front'; led by leadership principles of emotional intelligence, action learning, peer-to-peer support and knowledge exchange, facilitators initiated the programme by listening to participants and working with them 1-1 and in group settings to identify and then react to the their needs.

Case study: Kevin Robinson-Husband, Group Operations Manager at Prestige Care Group, talks about his experience on the Well Led Programme.

"The programme has helped me believe in myself; it doesn't matter what your profile is, as long as you are using those attributes to lead well and manage well, your personality can shine through."

"'My personal journey has been extremely profound. I doubt myself an awful lot, which has a negative impact on me. The programme has helped me to believe in myself much more;
I've learned that I am a leader, I just needed to learn about my specific style of leadership. You don't necessarily have to be an authoritative leader, you just might resolve issues in a different way."

"It is okay to be who you are, and not who you think you should be as a manager – which is something I have felt up until doing this programme. I always felt I should be somebody else, and not who I am."

"I feel I have been able to bring positivity to the cohort. I like to say: "Positivity is like window wipers. The wipers don't stop even though it's raining, and through Covid, our window wipers - our positivity - have continued and continued."

"'I now feel that I have risen to the expectation of leadership in care, supporting staff and becoming confident in challenging issues. I have been influencing and encouraging staff to enhance their future careers and to work together across professional boundaries, creating a vision between carers and nurses to work together as a team. I am now flourishing in my role."

# Clinical Nurse Specialist Programme

Each cohort consisted of ten days of contact learning, with independent study and module work in between. In addition, participants had the opportunity to undertake a 360 degree feedback session and Action Learning Set (ALS) sessions, to support the development of service improvement projects that could be implemented in their own organisations.

The programme was informed by the following key ambitions of the NHS People Plan:

- Belonging in the NHS
- Looking after our people
- New ways of working and delivering care
- Growing for the future

This bespoke opportunity offered leadership development and support to Clinical Nurse Specialists working in cancer services. The programme, delivered in partnership with HEE and the Northern Cancer Alliance and provided by Teesside University, was commissioned to support those working in the crucial role of Nurse Specialist, or aspiring to follow this career path.

The programme sought to increase the impact of high level clinical skills and competence by developing participants' leadership capability, exploring existing strengths and areas for growth, increasing awareness of personal impact through a 360 feedback, and transferring learning to the workplace through a service improvement project.

Feedback from the programme so far has indicated that participants were often already involved with service improvement projects, but with the addition of leadership development and the outcomes of 360 feedback, participants have been able to create a huge impact in their workplaces by positively influencing waiting hours, cancer pathways, and how staff communicate with patients. In this way, evaluation of the programme so far has indicated that for participants, the learning has led to more than just service improvement; it has given them an opportunity to reflect on their leadership and behaviours, and in turn, support their patients even better.

A celebration event is planned in 2023, providing the opportunity for participants to reflect on their projects and their leadership journeys on the programme.

# 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 41 trainees across all six specialisms, hosted by over 35 NHS organisations. There have been many changes this past year and more to come to align our regional work with the National team and with the other regions around the country.

The Times
Top 100
Graduate
Employers

The NHS Graduate Management Training Scheme has moved up the prestigious Times Top 100 Graduate Employers ranking, from 3rd place in 2021 to 2nd in 2022. The Scheme also won 'Graduate Employer of Choice' in the 'General Management' and 'Human Resources' categories, at The Times Graduate Recruitment Awards.

Glenn Sheard provides an overview of key updates for NHS GMTS in the 2021-22 year.

NHS
GMTS
Redesign

In 2021-22 NHS GMTS redesigned our recruitment and selection process to create and implement an immersive strengths-based recruitment experience across the NHS. This was a very exciting initiative which sought to identify the key behaviours, values and abilities needed to excel in the NHS, and to re-design the scheme recruitment process to assess these qualities. The scheme welcomes NHS colleagues to test the online assessment design and take feedback on its usability before rolling out in a live recruitment process.

41
trainees in
NEY - Sept
2022
intake

176
trainees
currently on
scheme in
NEY region

18,000
Applicants

# Leading through long-term challenges: Lucie Shaw's experience on the NHS GMTS

Lucie Shaw is an NHS GMTS trainee participating in the 2020 cohort of the programme. Here, Lucie discusses the highlights and challenges she has experienced during the scheme.

"In my current placement I am a HR lead at LCHT, which provides HR services to the Leeds GP Confederation, and also provides a mechanism by which to employ individuals on behalf of the Leeds Primary Care Networks (PCNs). In my first placement, which was also in LCHT, I acted as a HR adviser to the Adult Business Unit, doing more of the day-to-day employee relations work. I was primarily leading on COVID risk assessments with staff and providing COVID guidance, and managing a team. After this first placement – which lasted eighteen months, due to the extension we received during the pandemic - and building a good grounding in operational HR, I completed an eight-week flexi-placement with the Yorkshire and Humber Academic Health Science Network (YHAHSN). This was a project management role that offered a condensed period of time to gain experience of another kind of organisation, and I had the opportunity to get involved in a range of different projects while I was there.

In November 2021 I started my current and final placement. As I've moved towards this last phase of the scheme I've been well-supported by my placement and programme managers, as well as from NEYLA's team. Amy Makler, NHS GMTS' Trainee Support Manager, has been amazing; she's been a rock not just to me but to all the graduate trainees in the North East and Yorkshire, being a port of call for any issues, advice and support throughout the duration of the scheme. Within my placement, both my programme managers – as that role is actually a job share between two Workforce Directors in my case - have been really supportive; they are both former NHS GMTS trainees themselves and are very involved with the scheme, so they have been familiar with the support that I've required and have provided me with exposure to the right experiences to bolster my knowledge. My placement manager, too, has provided guidance and advice; they've always been at the end of the phone for anything I've needed, and have been ready to support me.

It's been quite a challenging few years, in particular because I had to shield for eighteen months during the pandemic, so this support has been extremely valuable throughout it. Nevertheless, the pandemic didn't limit my experience and the connections I was able to make with people; in fact, the scheme has exceeded my expectations as I have been able to experience so much more than I thought I would have.

Largely that's been down to COVID; the work I was involved in during that time was the highlight of the scheme, because I had the opportunity to lead on the COVID guidance for the Trust, and being so responsive at a time where this guidance was changing every day - if not multiple times a day - meant that I could contribute my skills in a very practical and effective way. I found it very rewarding to make sure staff were supported through that challenging period – for example, I set up a support group for people who were shielding – and all of this fed into the main part of my work, ensuring that approximately 3000 members of staff in our Trust had a risk assessment in place, as well as submitting this data on a national scale to NHS England, so the work was absolutely vital at that point. I've continued to support staff since that period with other elements of life during the pandemic, whether they've been working from home or working on the front line, to make sure that help is there whenever they need it.

One challenge that came up during the scheme which is important for prospective trainees to keep in mind is that the demands of the academic work do represent the equivalent of two master's level qualifications, at the same time as working full time. In my case, particularly since this was also happening during a pandemic and we were rapidly changing our ways of working, it was of course difficult to balance this work against home life. Nevertheless, when these issues came up, a representative from the Leadership Academy always intervened to remedy things, and I can't fault the support I've received from the Academy or the organisation in this regard.

Most of all, I have benefited from the scheme by gaining the exposure I'd hoped for. I had worked for the NHS for around five years prior to the scheme so I already had a pretty good grounding in how the system works, but I've still managed to learn so much due to my placements."

# 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. We actively promote coaching approaches and cultures throughout the region through the following interventions and activities:

## Supervision Café (6 sessions delivered)

Accessing supervision is a key element in supporting wellbeing and development of coaches and coaching. Like the Coaching Café, the Supervision Café is an opportunity for accredited coaches to join group supervision, exploring current challenges within practice.

## Coaching Café

This new virtual space is  for coaches to meet other coaches and share their experiences of coaching.

## CoachNet and MentorNet

In 2021, our registers were relaunched onto a single platform, creating a central point of access for staff across the North East & Yorkshire to register to offer their services, or to access support. CoachNet is open to all accredited coaches who have completed training to ILM5 or equivalent as a minimum, whereas MentorNet does not require completion of an accredited programme, although training for new mentors is on offer throughout the year.

## Coaching Leads Network (4 sessions delivered)

This is an opportunity for coaches and coaching leads respectively to come together with like-minded people from a diverse range of organisations. Each session runs for 2 hours and includes updates on national and local initiatives, an opportunity to learn from the work of other organisations, and a chance for some networking and input to the planning for future CPD.

## Coaching for Improvement (3 cohorts delivered)

This programme is designed for colleagues working in Quality Improvement (QI), with a focus upon developing leadership effectiveness for QI through the application of a coaching approach. Participants are required to identify and undertake a project which will enable the application of learning within the workplace, increasing the impact and long term success of the initiative.

## Coaching Network (8 sessions delivered)

Like the Coaching Leads Network, the Coaching Network offers the opportunity to share learning. These sessions brought together accredited coaches, those in training, and those who work in their own organisation's coaching register as an internal coach.

## Look Back: Move Forward

This experiential session provided the opportunity for coaches to practice self-care through reflection, combined with the opportunity to explore the use of visual analogue scales within their own coaching practice.

## Reconnect with Mentoring

This session targeted past participants of ILM 5 to help them refresh their mentoring skills.

## Coaching to Create Psychological Safety

This session explored how we, as coaches, can create psychological safety with clients and enable them to develop strategies to create this within their own teams.

## Coaching Supervision Training

This development opportunity was offered to qualified and experienced coaches interested in developing their skills as a formal Internal Supervisor to support NEYLA and their organisation's current and developing coaching strategy.

## Manager as Coach - Setting Goals Through Great Conversations

This 'Lunch and Learn' session explored how managers can undertake appraisals and talent management conversations in ways that feel positive and outcome-focused.

## BAME Coaching ILM Consultation Days

We reached out to colleagues in our region to help address the representation of BAME participants for our ILM 5 Certificate programme. We invited current and former participants of ILM 5 who identify as BAME, as well as EDI Leads and staff network chairs, to help us think through what we need to do differently. We planned two virtual workshops to understand participants' experiences of the programme and to gain insights into how we can improve.

## ILM 5 Coaching and Mentoring

In 2021/22 we offered paticipants the opportunity to achieve the ILM 5 Certificate in Coaching and Mentoring. The certificate provides NHS leaders with in-depth theoretical knowledge, which can then be applied to real-life settings in their organisations. This offer was fully funded, welcoming participants from across the health and care system.

## Mentor Training (2 sessions)

Mentoring supports an individual or team's learning, development and performance. It is a successful developmental technique for organisations to use to support individuals to reach their full potential by offering them access to regular and contracted support from another person at work. This session focused on the skills, knowledge, tools and techniques to mentor effectively in practice within the NHS.

## Other Coaching Interventions

Other sessions delivered in 2021-22 included:

- Restorative and Reflective Practice for Supervisors
- Coaching Effectively Virtually
- Everyday Coaching Conversations
- Introduction to Coaching
- Mentoring CPD – Strength-based Mentoring
- Clean Language for Coaches
- Leading Compassionately through COVID-19 – Coaching Offer for Senior Leaders

## Manager as Coach Programme

This was the second cohort of the Manager as Coach programme, supporting the leadership impact of anyone working in a role which has a management element. The programme is composed of three individual elements: Everyday Coaching Conversations, Teams & Teaming in Turbulent Time, and Giving & Receiving Impactful Feedback. The programme aimed to develop leadership capacity and capability through the application of a coaching approach.

# Healthcare Leadership Model

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 2021-22 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.

## HLM Observations App

The HLM App allows health and care staff to to record observations about the leadership behaviours that they see around them, helping them explore those behaviours. In using the nine behavioural dimensions of the Healthcare Leadership Model, the app's material is relevant to leaders at all stages of various health and care careers.

Click here to download the HLM Observations App

## HLM 360 CPD Refresher

This participative session provided trained HLM facilitators with the opportunity to re-visit the HLM 360 report and to explore the impact of virtual feedback. Sessions were offered regularly throughout 2021-22.

## CPD for HLM Facilitators

These 90-minute sessions offered all HLM facilitators the opportunity to have interactive discussions around a series of topics, including refreshers for out-of-practice facilitators, delivering feedback virtually, using appreciative inquiry, managing crucial conversations, ethical dilemmas, and group reports.

# Organisation Development

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.

## OD Network Event and Group Supervision: Hybrid Working

In response to feedback and to support the challenges of OD work in the emerging post-Covid landscape, we increased our supervision offer for OD practitioners in 2021-22. A revised OD network format now combines an interactive topical/presentation element with the option to stay on for a group/peer supervision session.

In this session, we provided an opportunity for the OD Network to reconnect and share practice and discuss the sessions topic - hybrid working.

## OD Network Event and Group Supervision: Trauma Informed OD

This session provided an opportunity for the OD network to reconnect and share practice, hearing from speaker Jules Vaughan-Smith who offered us a bitesize version of her Trauma Informed OD workshop.

## Introduction to OD

This programme ran over 4 half-days, seeking to support practitioners who were relatively new to OD, and those who have found themselves with OD in their portfolio. The cohort came together to learn, think and work together to understand the practice of OD more fully.

The introduction to OD programme now includes follow up review and group supervision sessions to support participants to implement and sustain learning whilst obtaining valuable practitioner support.

## Bitesize Introduction to OD

This event was a shorter version of the virtual Introduction to OD programme, delivered to support those wanting to learn about the basics of OD, any OD practitioner wanting to consolidate existing learning, or any person interested in taking an OD approach to their work.

# List of common acronyms

| | |
|---|---|
| BAME | Black, Asian and Minority Ethnic |
| BLFI | 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 |

| | |
|---|---|
| LSC | Leadership Support Circles |
| NEYLA | NHS North East and Yorkshire Leadership Academy |
| NEON | North East Organisation Development Network |
| OD | Organisation Development |
| PCN | Primary Care Network |
| PR | Public Relations |
| STP | Sustainability and Transformation Partnership |
| TM | Talent Management |
| VCSE | Voluntary, Community and Social Enterprise |

# Contact Us

NHS North East and Yorkshire
Leadership Academy
Palatine House
Belmont Business Park
Durham
DH1 1TW
Connect with us through
Twitter, Facebook, Google+
and LinkedIn.
https://ney.leadershipacademy.nhs.uk/
(0191) 372 8615