A DIRECTORY OF ORGANISATIONS, GROUPS AND TEAMS THAT SUPPORT INNOVATION, IMPROVEMENT, LEADERSHIP DEVELOPMENT AND SYSTEMS LEADERSHIP

How they could potentially support new care models and other priorities in the Five Year Forward View
This report is a collation of the responses to a survey amongst groups and organisations that support improvement, innovation and leadership development, hosted as an online survey.

This data was drawn from an extract collected in April and May 2015. No meta-data is presented in this report. The fidelity of the data is paramount but clear spelling mistakes and omitted words have been corrected.

An appendix of the questions within the survey is supplied at the end of the directory.
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The *NHS Five Year Forward View* sets out a clear vision for the future of health and social care in England. At its heart, is an exciting approach – known as the new care models programme – which aims to transform the way care is delivered across our country, involving patients, local people, nurses, doctors and others.

This work is being spearheaded by 29 health and social care sites, known as vanguards, who have put forward innovative plans for their local area – from Wakefield and Whitstable through to Yeovil and Harrogate. The sites are being supported to help them achieve their aims as quickly as possible and to help ensure that their work is replicated nationally.

This is not only about the vanguards, we all need to work differently, to build on the innovation we have seen within health and social care in recent years. This directory begins to do that – it’s aim is simple – to bring together for the first time, all improvement and leadership development activities related to health and care – to enable those involved in delivering innovation to see what is available in one place and think about how it might be useful to them. This publication is the first iteration and I am excited to see how it grows as more improvement and development bodies share information about how they support innovation in the NHS.

It is an excellent resource and I hope you find it useful.

*Samantha Jones*
Director - New Care Models
NHS England
The *Five Year Forward View* recognises that the NHS and the wider care system has to change fundamentally in the way it operates. It requires a massive boost of capability building for new ways of working and new ways of leading.

In this context, the *Five Year Forward View* sets a specific challenge to those organisations within the health and care system that provide support for improvement, innovation and leadership development:

…*the way in which improvement and clinical engagement happens can be fragmented and unfocused. We will therefore create greater alignment in the work of [groups and organisations that support innovation, improvement and leadership development]* [page 27]

So, not only does the care system need to change, the teams that support leadership development and improvement have to change. We need improvement and leadership development support that is fit for the future; that is joined up and doesn’t duplicate, that responds to local priorities, that enhances the ability of local leaders to co-create transformational change with their patients and communities and that is constantly evolving on the basis of the latest knowledge. We want to avoid a situation where the NHS and wider care system pays millions of pounds for external consultancy support which could be provided just as well, or better, from within the system.

This directory is therefore a statement of intent. For the first time, we have come together across the country, to offer support to the health and care system collectively and to support the priority developments for the future.

The Directory is a first run at describing the kinds of support available, at regional and national levels, to the vanguard localities for new care models and those leading other priority work of the Five Year Forward View. The offer encompasses systems leadership support, advice and guidance in relation to workforce and organisational development issues, help with transformational change and assistance with data-sharing and capitated budgets. And it’s designed to be a starting point for discussion, so that local leaders can really hone in on the support they need.

The organisations and groups within this directory largely operate within the system. Some of the activities and resources they describe are freely available or are running already and local teams could potentially join in. Others would need to be paid for. We suggest you engage in a conversation with the development providers to ascertain what the basis of support might be.

We are looking for this to be a living document, that will be shaped over time by those who use it. And as such, it represents the first step – and a radical one - on a common path. We’ll be very pleased to be with you on the journey.

Thank you to all the groups and organisations that contributed to this directory.
ABOUT THIS DIRECTORY

WHAT THIS DIRECTORY IS

• A reference point for information about the organisations, groups and teams that support leadership development, systems leadership, improvement and innovation ‘within the system’ at a network or national level.

• An identification of the kinds of support that these groups might be able to offer (in general terms) to localities developing new care models and other transformational priorities of the Five Year Forward View.

• The first of several iterations in a process to match resources and expertise with need

• A resource to start a conversation with local teams introducing new care models and other priorities and with the national teams that support them.

WHAT THIS DIRECTORY ISN’T

• A fully worked up offer to leaders of localities developing new care models and other priorities.

• A response to the specified needs of vanguard localities or other local leaders working in priority areas (the data in this directory was captured prior to the visits to the vanguard sites for new care models in April and May 2015).

• A collectively developed approach with consistent language (rather, this is a series of individual responses to a questionnaire and we have chosen to honour the fidelity of what the groups submitted rather than seek to edit the content).

• An exclusive resource for people implementing new care models (the information and connections are useful for anyone who is leading local change).
Health Education East of England

What we do
We work as a local delivery partner lead with the NHS Leadership Academy. We have East of England Leadership Board in place for development of leadership capacity and capability across the system.

Who we provide support to
Organisational leadership leads; HRDs and staff who access leadership development opportunities; coaching etc.

How we could support local teams developing new care models and other 5YFV priorities
Leadership development interventions and opportunities, access to coaching and/or mentoring.

How we could support the spread and dissemination of learning
We have a leadership alumni network and regularly connect with leadership and OD leads/network events. We have a leadership web site which could provide access to information/signpost to learning site.

Contact us
Karen Bloomfield
kbloomfield@nhs.net
https://eoeleadership.hee.nhs.uk
@eoeleadership
@KarenBloomfield

For Eastern England, see also:
Eastern Academic Health Science Network on page 36.
London Leadership Academy

**What we do**
Darzi clinical fellowships - an opportunity for multi-professional clinicians to take a year out of normal work or training to work on a major project (or in some cases a number of projects) covering service change, quality and safety improvement, or leadership development.

**Who we provide support to**
A whole range of staff in different roles and disciplines - see above answer.

**How we could support local teams developing new care models and other 5YFV priorities**
Use members of the London leadership and organisational development network, who would be keen to support this agenda.

**How we could support the spread and dissemination of learning**
Leadership and organisational development network.

**Existing activities that local teams could join in with**
Leadership and organisational development network meetings.

**Existing materials**
London Leadership Toolkit: www.londonleadershipacademy.nhs.uk/leadershiptoolkit
Paired Learning Toolkit: www.londonleadershipacademy.nhs.uk/resources

**Contact us**
Anne-Marie Archard
annemarie.archard@ncel.hee.nhs.uk
http://www.londonleadershipacademy.nhs.uk/n/a
@nhsLfhp
**North East London Commissioning Support Unit (NEL CSU)**

**What we do**

NEL Commissioning Support Unit provides expert support and advice to help clinical commissioners to deliver improved health services to their local populations. We deliver an extensive range of services from contracting, analytics and business intelligence to finance and communications.

Our delivery improvement and transformational change services provide bespoke support to both commissioners and healthcare providers. We offer:

- End-to-end small and large scale project design and delivery, from service redesign to transformational change programmes
- Facilitating workshops to determine strategies/problem-solve plans/engage stakeholders
- Best practice reviews
- Conducting diagnostic reviews on challenging issues
- Deep-dive data analysis, financial modelling, business case development
- Patient and public consultations.

NEL CSU is currently supporting the development of GP Federations in a number of areas, the provider collaborative in receipt of vanguard and PMCF funding in Tower Hamlets and primary care development in a number of areas, including Islington, Barking and Dagenham, Havering and Redbridge and Thurrock. We are also supporting East London clinical commissioning groups in delivering their large scale Transforming Services Together programme.

**Who we provide support to**

Clinical Commissioning Groups, Local Authorities, NHS England, and a range of large and small healthcare providers.

**How we could support local teams developing new care models and other 5YFV priorities**

We offer support to commissioners in implementing innovative ways of commissioning in support of developing and implementing new care models, e.g. value-based/outcome-based commissioning and development of capitation budgets. We are working with clinical commissioning groups in East London in implementing capitation budgets to support the delivery of integrated care across the SPG area and VBC for Haringey and Islington for diabetes and older people with frailty.

We can also support the development and implementation of new care models through our full range of bespoke services:

- End-to-end small and large scale project design and delivery
- Facilitating workshops to determine strategies/problem-solve plans/engage stakeholders
- Best practice reviews
- Conducting diagnostic reviews on challenging issues
- Deep-dive data analysis, financial modelling, business case development
- Patient and public consultations.
How we could support the spread and dissemination of learning
With such a large footprint and extensive customer base (including 29 CCGs), we are in a prime position to share and disseminate learning about new care models widely. We are one of nine commissioning support organisations on the Lead Provider Framework giving us access to customers nationally, with further opportunities to disseminate knowledge through our membership of the Commissioning Support Unit industry group. We have in-house expertise, particularly in contracting innovation, which puts us in a good position to run events and speak at conferences.

Existing activities that local teams could join in with
Our specialised Business Intelligence and Contract Innovation teams are working to develop an integrated database to allow the development of capitation budgets for a cohort of patients at risk of emergency admissions. We would be happy to speak to interested teams about our work. Please contact: ramesh.rajah@nelcsu.nhs.uk

Existing materials
We plan to develop a suite of case studies, once our current projects are completed.

Contact us
Anne Whateley
anne.whateley@nelcsu.nhs.uk
http://www.nelcsu.nhs.uk/
LinkedIn page:
https://www.linkedin.com/company/north-and-east-london-commissioning-support-unit
@NELCSU

For London, see also:
Health Innovation Network (South London) on page 36.
Imperial College Health Partners (North West London) page 36.
UCLPartners (Central and North East London) page 39.
A DIRECTORY OF ORGANISATIONS, GROUPS AND TEAMS THAT SUPPORT INNOVATION, IMPROVEMENT, LEADERSHIP DEVELOPMENT AND SYSTEMS LEADERSHIP

**Arden & Greater East Midlands Commissioning Support Unit**

**What we do**
We support our customers to build integrated, seamless, high-quality services that meet the needs of their patients, families and communities. For local health economies that are committed to profound change, we can provide services and solutions that support sustained transformation.

By recognising that change is complex and does not follow a linear path, we focus on the practical actions that need to happen in order to implement new pathways or new care models. This includes a tried and tested approach to programme management which takes care of the details. Because in trying to solve the ‘bigger picture’ it can often be the smaller overlooked details that become the barriers to change. Barriers to change will be different in each locality. Our ability to draw on expertise from over 1,300 staff – including procurement, analytics, organisational development, financial modelling and IT systems specialists – enables us to anticipate where barriers might be met and to quickly develop practical action plans, which can overcome them. In short, we make change happen.

**Who we provide support to**
Our clients include 44 clinical commissioning groups who cover a population of 6.3 million people. We also support NHS England, local authorities and a range of care providers. We are already working with vanguard sites to provide programme management support and integration of data and systems.

**How we could support local teams developing new care models and other 5YFV priorities**
Our service redesign and transformation team delivers change management support that can cover one or all of the following elements:
- Identifying the challenges
- Understanding the issues
- Outlining and appraising the solutions
- Managing the pathway of change
- Public and stakeholder engagement throughout the process
- Evaluating success and future direction.

As no two localities and no two challenges are the same, we can adapt our support to meet your needs. For one customer this might mean assessing their in house capacity and capability, then drawing on the right combination of skills from within our experienced team to meet any gaps. For another customer this could be bringing people and projects, often from multiple organisations, into alignment. Effective alignment goes beyond creating a comprehensive work programme. It’s about shared values, shared purpose and shared language. It’s about agreeing behaviours, agreeing responsibilities and agreeing how we will measure if the change has worked. Understanding what your population needs and being able to evidence that changes have improved outcomes are critical to any service transformation.
Our business and commissioning intelligence team have the tools, the knowledge and the expertise to deliver this. Likewise, linking financial incentives to outcomes and rewarding continuous improvement is also crucial within sustained transformation. Our contracting, performance and provider management team bring experience of collaborative contracting and specialist models to deliver robust and proactive partnerships. Together, we have the opportunity to think and act differently, to explore new possibilities and to build future models of care that are both sustainable and truly patient focused.

**How we could support the spread and dissemination of learning**
We have both hosted and contributed to a series of webinars covering topics such as service reconfiguration and urgent and emergency care pathways (www.brighttalk.com/webcast/8363/132217)

We have webinar software available that could contribute to sharing learning on a national basis. Our cloud based intranet and extranet sites allow existing customers easy access to shared areas for collaborative working and information sharing. Secure, dedicated areas could be added to share files, documents, thoughts and dialogue.

**Existing materials**
Our website (www.ardengemcsu.nhs.uk) has a bank of over 40 case studies that demonstrate the breadth of projects we have been responsible for successfully delivering. These include service improvement and integration projects:

- **Discharge to Assess** - Working in partnership with the CCG, providers and local authority, we planned, managed and implemented a new integrated model of care, where patients are treated and assessed in a care home setting, instead of an acute hospital. The innovative Discharge to Access pilot demonstrated the potential for real system change and improved outcomes for patients: www.ardengemcsu.nhs.uk/files/7314/2796/9430/Case_Study_-_Discharge_to_Assess.pdf

- **COPD Pathway Redesign** - We were appointed to design and support implementation of a pathway redesign project to improve symptoms, reduce hospital admissions and reduce mortalities. This has required close partnership working with commissioners, clinical providers and local leisure services to deliver a complete integration of public health and traditional healthcare: www.ardengemcsu.nhs.uk/files/2214/2262/9101/Case_Study_-_COPD_Pathway_Redesign.pdf

**Existing activities that local teams could join in with**
We currently have a seminar and workshop programme that covers topics identified by talking to healthcare professionals and finding out which areas they would like more advice or support on. Recent sessions have ranged from using social innovation to improve services through to understanding new procurement regulations. This approach enables networking and shared learning on a regional basis.
Mental Health Repatriation Programme - Working with the local NHS Partnership Trust, we identified an opportunity to improve services and reduce costs by bringing mental health patients back to local providers. Benefiting patients, providers and commissioners, this project has delivered over £12 million in cost savings to three local Clinical Commissioning Groups while providing high quality, locally based services to patients:
www.ardengemcsu.nhs.uk/files/1014/2262/9734/Case_Study_-_Mental_Health_Repatriation.pdf

Urgent and Emergency Care - By working collaboratively with commissioner and providers, the CSU programme team has defined and agreed a new model for urgent and emergency care services that will reduce A&E attendances and related admissions while improving patient satisfaction in North Warwickshire:
www.ardengemcsu.nhs.uk/files/7214/2962/5539/Case_Study_-_Urgent_and_Emergency_Care.pdf

Other information
Delivering transformation at pace and at scale will need commissioners and providers to tap into every available resource in their community, including the third sector. Working with social innovators, The Young Foundation, we have run a project covering Coventry, Warwickshire and Worcestershire, which has provided practical support to social ventures with the potential to offer long-term solutions to complex healthcare challenges. This pioneering approach has already seen two projects commissioned and has helped put other third sector partners in a much stronger position to provide workable projects that help CCGs meet their commissioning intentions.

Contact us
Wendy Lane
wendy.lane@ardengemcsu.nhs.uk
www.ardengemcsu.nhs.uk
@ardengem
What we do
We provide a wide variety of leadership development programmes, events, conferences and masterclasses to support and develop individuals. We also provide system-wide interventions and enable organisations to work better together collaboratively by facilitating the right conversations.

Who we provide support to
Mostly health organisations - providers and commissioners but others too - especially as part of the integration agenda.

How we could support local teams developing new care models and other 5YFV priorities
We can provide expertise in facilitation, learning by doing, developing people’s capability to work across boundaries.

How we could support the spread and dissemination of learning
We are well used to working across a large geographic patch and also have a national network of other leadership academies.

Contact us
Paul O’Neill
paul.o’neill@nottshc.nhs.uk
www.leadershipeastmidlands.nhs.uk
#nhsEMLA
Health Education West Midlands Leadership Team

What we do
We support our local health economies, organisations, teams and individuals either with bespoke leadership interventions, or specific commissioned programmes. There are details of the types of programmes we offer on our website.

Who we provide support to
All NHS organisations in the West Midlands.

How we could support local teams developing new care models and other 5YFV priorities
A small sample of our leadership offer is:
- Our Triumvirate Leadership Programme focusing on three key roles in a GP surgery: the GP, practice nurse and practice manager to work effectively together using service improvement and project management techniques amongst others.
- Our Inclusive Leadership Programme which is designed to create a systemic transformation of an organisation generating a paradigm shift by changing peoples’ mind-sets. This programme works from a psychological perspective with a focus on unconscious bias and implicit associations.

How we could support the spread and dissemination of learning
We would welcome the opportunity to be part of this process we already have many networks set up to support to test and develop new ideas and models of working.

Contact us
Sue Harris
leadership@wm.hee.nhs.uk
wm.hee.nhs.uk/leadership
@hewmleadership
What we do
The CSU provides commissioning support services to a wide range of customers including 24 core clinical commissioning groups, six area/regional/national NHS England teams, 33 other NHS organisations including provider trusts and 72 non NHS organisations including local authorities and 3rd sector organisations.

We support transformational change through strategic analysis, benchmarking, evidence based research, programme management, innovative solutions etc. providing high quality information and advice to support decision making. Examples include partnering with the Healthier Lancashire programme, Future Fit programme of service redesign across the health services in Shropshire and Telford, pan Staffordshire Programme Management covering business as usual and transformation across Staffordshire.

Who we provide support to
We provide support to Clinical Commissioning Groups, NHS England and NHS England area teams, provider trusts, local authorities, 3rd sector organisations and health economies.

How we could support local teams developing new care models and other 5YFV priorities
We will support the successful vanguard sites in our patch through business as usual and are competing to provide comprehensive strategy support to some vanguards and GP Federations.

We can provide strategic, analytical and evidence-based advice and support for commissioners and providers of health and social care services in delivering new care models. We also have a number of strategic partnerships to ensure flexible and agile access to the capability and capacity needed to support such programmes and stimulate different ways of thinking.

We offer an end to end approach working with clients from the inception of an idea, through to implementation and monitoring outcomes. We have access to health and social care data and mechanisms to link fields across health economies and have a number of software applications that can support integrated care (case management tool etc.).
We have strong analytical capabilities to support teams. We have experience in working on both pathways of care and across health economies developing evidence based practice recommendations and supporting contracting mechanisms e.g. outcomes based commissioning. Our Strategy Unit has a national reputation in supporting this type of work.

**How we could support the spread and dissemination of learning**
We work closely with our Clinical Commissioning Groups and there are forums where this type of learning can be shared e.g. customer forums, clinical senates.

We will also be hosting learning/thought leadership events which we could use as a platform for sharing learning. We have very strong communications expertise and experience which we could utilise to help share good practice through case studies, etc.

**Existing activities that local teams could join in with**
We have innovative analysis on categorisation of community activity already shared with the NHS England Head of Analysis. There is interest in taking this forward regarding possible currencies. We have done innovative work in relation to morbidity compression and resource use measured by proximity to death that has also been shared nationally and with NHS Providers and which has potential to underpin risk assessments re capitation type agreements. We have a very high-grade evaluation capability, including with established academic and policy research partners. We are very strong on linked health and care data and are already supporting pioneers.

**Existing materials**
We have a wide range of materials on our website:
www.midlandsandlancashirecsu.nhs.uk

We would be happy to discuss in the context of opportunities for supporting/ partnering in developing new care models.

**Contact us**
Derek Kitchen
✉ derek.kitchen@staffordshirecss.nhs.uk
💻 www.midlandsandlancashirecsu.nhs.uk
🔍 @MLCSU

**For the Midlands, see also:**
South, Central and West Commissioning Support Unit, page 34.
East Midlands Academic Health Sciences Network, page 36.
West Midlands Academic Health Sciences Network, page 40.
AQUA (Advancing Quality Alliance)

What we do
AQUA’s aim is to transform health and care quality. We uniquely combine five activities to improve outcomes:

- **Analyse** – provide comparative quality data;
- **Improve** – programmes targeting local quality improvement priorities;
- **Train** – AQUA’s Academy builds workforce capability in quality improvement, change management and leadership skills;
- **Innovate** – access to national and international expertise;
- **Collaborate** – learn and share with peers through networks and partnerships.

Read more: [www.AQuAnw.nhs.uk](http://www.AQuAnw.nhs.uk)

All our work is designed with members and customers and is informed by service user and staff experience. We work closely with a number of local partners including:

- Academic Health Science Networks
- Haelo
- iNetworks
- The North West Leadership Academy
- Health Education England North West

We also work with organisations who have a national reach including NHS England, the King’s Fund, the Health Foundation, the International Foundation for Integrated Care and the Nuffield Trust and with international thought leaders.

Who we provide support to
73 NHS and local authority member organisations in and on the borders of the North West of England; consultancy customers across the UK; the North West multi-agency teams involved in the new model of care vanguards and integrated care pioneer sites and other large scale change initiatives.
How we could support local teams developing new care models and other 5YFV priorities
• Structured regional and bespoke locality improvement programmes to support the changes, learning and development to lead the implementation of new models of care as outlined in the 5YFV
• System leadership development, supporting multi-agency system leaders to explore complexity and collaborative leadership
• Change management and quality improvement capability building for the workforce
• Access to a range of products and services to help system leaders develop and implement new models of integrated care
• International Exchange Programme, to share and spread best international practice
• Improvement Science Fellowship Programme, fellows select their focus area
• Several learning networks and the opportunity to spread learning through our 73 health and care members, thought leadership through masterclasses, seminars and conferences.

How we could support the spread and dissemination of learning
• Share learning from our programmes, including the Office of Public Management’s evaluation of our system integration programme.
• Open web access to AQuA’s toolkit and integrated care/change management resources.
• Provide a mechanism to spread the learning from new model of care sites/5YFV initiatives to AQuA members and partners.

Existing activities that local teams could join in with
• Integrated Care and Frailty Learning Network
• Leading System Transformation Programme, which includes a series of masterclasses and workshops for system leaders and staff in improvement, organisational development, operational and clinical roles
• On a bespoke basis: International Learning Exchange and Quality Improvement Science Fellowships.

Existing materials
www.AQuAnw.nhs.uk/integrated-care/

Contact us
Nicki McNaney
✉️ AQuA@srtf.nhs.uk
🌐 www.AQuAnw.nhs.uk
🐦 AQuA@AQuA_Inform
Haelo

What we do
Haelo is an improvement science and innovation centre based in Salford, Greater Manchester. We are currently focussing on three key areas of delivery; these are improvement programmes, based largely on the Breakthrough Series Collaborative model, improvement training programmes focussed primarily at clinicians and knowledge capture using film and media.

Who we provide support to
Primary and secondary care organisations, the local authority and NHS England.

How we could support local teams developing new care models and other 5YFV priorities
We would offer an initial discussion to determine the groups capacity and capability and then work with them to form a strategy, we could also offer to run a collaborative, training programme, with as much or as little support that was required.

How we could support the spread and dissemination of learning
Haelo uses film and social media to spread learning, we also prepare newsletters for each of our programmes which would also be an effective way of spreading knowledge.

Existing activities that local teams could join in with
We are currently running an IS4Ac 12 month long programme (Improvement science for academics) which could be accessed.

Contact us
Penny Martin
✉️ penny.martin2@nhs.net
✍️ www.haelo.org.uk
🐦 @-haelo
NHS North West Leadership Academy

What we do
NHS NWLA is a member’s organisation who has been commissioning innovative leadership development for NHS very senior leaders across the region since 2007. In addition, in 2012, we became a local delivery partner for the national NHS Leadership Academy. We are a shared service with expertise in co-creating, commissioning and delivering bespoke leadership development interventions. The interventions enable our leadership community to lead in the complex, ambiguous, volatile and changing landscape of health.

In recent years the leadership interventions offered have focused on the transformation of healthcare and broader citizen well-being. In addition we have focussed on interventions that support leaders to lead across sectors, developing the attributes of a future focused leader and providing the opportunity and development to work with leaders from other sectors on the integration and transformation agenda.

Who we provide support to
Leaders in provider and commissioning organisations, regional arms of national bodies e.g. Health Education North West and more recently working in partnership with North West Employers (see page 22). We have jointly provided support to local authorities, wider public sector and other civil service employees within the region.

How we could support local teams developing new care models and other 5YFV priorities
All of the NHS NWLA’s offers are developed in partnership and co-created with our members. We use our expertise to understand the outcomes required to ensure the most impactful leadership intervention is commissioned. Support to local teams developing new care models would be developed in the same way. We always build on the learning from the work we have been undertaking over the last number of years.

We already have expertise and have provided support to integrated ways of working and the development of new care models via our Leadership for Integration and Innovation Programme (L4II), currently on its 6th cohort. We have worked with strategic teams from health and care by providing ‘System Leadership Grants’ drawn down to support the development of new ways of working, one such grant is developing a socially defined model of health and care for adults, over 75 years of age who are currently well, across the city of Manchester.

Clear leadership outcomes have been defined. Our interventions that have more of an individual development focus, address the needs of a future focused leader operating within a complex, health and care landscape to enable them to have the skills and attributes to lead inclusively and have dynamic impact upon the transformation agenda.
How we could support the spread and dissemination of learning

Over the years, we have developed and shared a significant amount of toolkits, frameworks, guides and tools relating to organisational development, talent management, integration, board and governing body development. We have shared our learning in many ways, including publications and sharing the learning events. The NHS North West Leadership Academy has a website, LinkedIn and Twitter accounts, distributes regular electronic and hard copy newsletters one of which - The Buzz - shares case studies and leadership illustrations from our North West organisations, disseminating learning across the North West, national and international forums. The NHS North West Leadership Academy and alumni from cohort 3 of our Leadership for Integration and Innovation Programme (L4II) presented at the 14th International Conference on Integrated Care in Brussels in April 2014.

Existing activities that local teams could join in with

Interventions offered for both our regional members and by the NHS Leadership Academy. Participating in joint bidding for grants relating to the Integration and Transformation Agendas. Access to our toolkits, guides and framework. Co-creation and evaluation of interventions. If current offers need to be refined or developed to meet the changing needs we work closely with our members to ensure our offers meet their evolving leadership development needs.

This process is initiated by contacting the NHS North West Leadership Academy so we can start this conversation.

Existing materials

http://www.nwacademy.nhs.uk/resources


Contact us

Deborah Arnot

deborah.arnot@nwacademy.nhs.uk

www.nwacademy.nhs.uk

@nhsnwla
North East Leadership Academy

**What we do**
Commissions and delivers leadership and organisation development for all 26 partner NHS organisations in north east of England.

**Who we provide support to**
All 26 NHS organisations are sponsors of the North East Leadership Academy.

**How we could support local teams developing new care models and other SYFV priorities**
Work with new and existing individuals, teams, groups and organisations in all stages of leadership and organisational development interventions.

**How we could support the spread and dissemination of learning**
Strong media links already established.

**Existing activities that local teams could join in with**
- Systems leadership programmes
- Existing leadership programmes
- Workshops.

**Other information**
Already good relationships with the three vanguard sites in region - Northumbria, Gateshead and Sunderland.

**Contact us**
**Clive Spencer**
- clive.spencer@cddft.nhs.uk
- nelacademy@nelacademy.nhs.uk
- twitter.com/nelacademy
North of England Commissioning Support Unit

What we do
We are one of the leading commissioning support provider organisations in the country with the broad portfolio essential to delivering end-to-end commissioning support services across the public sector. We strive to deliver high quality, cost effective and innovative services utilising in-house dedicated high calibre multidisciplinary teams with extensive knowledge and practice based experience supported by a broad spectrum of external talent ensuring we tailor our services to meet our customer’s needs.

At NECS innovation is at the heart of everything we do. We work with our customers and their providers across the health and social care system to focus on delivery of better outcomes of patients, ensuring maximum value for money from commissioned services and supporting the achievement of efficiency targets.

Who we provide support to
Supporting clinical commissioning groups, commissioning support units, NHS foundation trusts, local authorities, NHS England, area teams, clinical networks and the police, we deliver services locally, regionally and nationally.

How we could support local teams developing new care models and other 5YFV priorities
An ever changing landscape is emerging embedding self-care, community solutions and integrated health and social care provision. Through experience and practical knowledge of working with commissioners and providers we are able to bring together all elements of the health and social care economy to provide innovative solutions. Our team have worked with NHS foundation trusts, local authorities and CCGs to establish effective models of care. We are supporting customers to develop new, flexible models of care tailored to local populations and needs; including supporting CCGs in developing propositions to take forward models in the Five Year Forward View as well as ensuring integration between services; and establishing consistent leadership across the health and care system.
How we could support the spread and dissemination of learning

NECS have developed the Knowledge Hub to facilitate learning, enabling customers and partner organisation to share best practice and experience from across health and social care via an online web portal. NECS adapts this learning to tailor a tested approach to delivery which can deliver outcomes for patients. As one of the organisations on the lead provider framework we have the opportunity to work nationally and by working closely with other CSUs through membership of the Commissioning Support Unit industry group we can share knowledge and best practice.

Existing materials

We have developed a suite of case studies which are available along with further details of our service on our website www.necsu.nhs.uk

Other information

Our unique range of collaborations with expert organisations inside and outside the health system complements our internal transformation capability. This gives our approach a robustness and credibility through the provision of innovative national and international tools and techniques for service redesign, patient engagement and benefits realisation whilst providing challenge to traditional thinking, optimising our service offer and upskilling our teams.

Our success in transforming services across the whole system is based upon combining redesign tools and techniques with behavioural change methodology. Building shared purpose and engaging with stakeholders is vital to success and we have a track record of creating the infrastructure to support complex transformational change, working through existing and co-developing new structures securing a broad constituency of support.

Contact us

Lisa How  
E lisa.how@nhs.net  
W www.necsu.nhs.uk

For the North of England, see also:
Midlands and Lancashire Commissioning Support Unit, page 16.
Greater Manchester Academic Health Science Network, page 37.
North East & North Cumbria Academic Health Science Network, page 37.
North West Coast Academic Health Science Network, page 38.
Yorkshire & Humber Academic Health Science Network, page 41.
North West Employers

What we do
North West Employers is a not for profit organisation that supports public service organisations across the North West to achieve better outcomes for citizens through focusing on four key areas:

- Leadership
- Governance
- Workforce
- Connecting and sharing.

All 41 local authorities in the North West along with a number of other public sector organisations are members of ours and we support them to work through the challenges of integrating health and care within the broader context of public services improvement and reform (including devolution, sector led improvement, economic growth and developing more resilient communities).

Examples of our work include supporting the transfer (and beyond) of public health to local government, providing development for health and wellbeing boards, developed a group of councillor health champions and created a cohort of emerging leaders across health and care through the ‘Grow Your Own’ Programme.

Who we provide support to
Our core membership is local government but we also provide support to:

- Health
- Fire
- Police
- Housing associations
- Civil Service.

We work with a wide variety of individuals in these organisations from the chief executive and top teams to frontline key workers.

We offer a broad range of services to our members and their partners including system leadership support and development, cross-sector talent development, support for councillors with their changing role and networking and sharing opportunities.
How we could support local teams developing new care models and other 5YFV priorities

- System wide leadership development support
- Thinking through the implication of new care models in terms of the future workforce needs, developing future talent and how that talent can be shared and utilised to support these new models.
- Working with councillors and individuals in broader governance positions e.g. health and wellbeing board chairs to support robust and accountable governance and scrutiny.
- Connecting and sharing practice across professional and organisational boundaries
- Creating opportunities for leaders to experience life in another sector through cross sector coaching, mentoring, action learning, buddyng and shadowing.

How we could support the spread and dissemination of learning

- Through our regional networks for key groups including HWBB & CCG chairs, portfolio holders for children’s and adults services, organisational improvement and children’s and adults workforce development.
- Through our website, newsletters and blogs
- Through our regional network of connections and partners
- Through conferences and events.

Existing activities that local teams could join in with

- Networking opportunities
- Interchange
- Health and wellbeing system support programme activities including events, access to think pieces etc.

Existing materials

There are a number of reports that we have produced as part of our work to support the health and wellbeing system in the North West. We are currently in the process of swapping over all of our resource to our new website and will provide these links after the meeting once the switch over has taken place.

The North West in it together: Leading the system

Leading better care for all in the North West

Contact us

Liz McQue
lizm@nwemployers.org.uk
nwemployers.org.uk
@nwemployers
Yorkshire and Humber Leadership Academy

What we do
We have a regional remit to commission and deliver leadership development, improvement and organisation development interventions across the region to support local health economies. Our regional strategy is aimed at supporting individuals and organisations to transform the system together. As a leadership delivery partner we deliver the products and programmes of the NHS leadership Academy through a service level agreement.

Who we provide support to
Individuals and organisations based within the Yorkshire and Humber region. We have started to work with colleagues and partners beyond health in order to address systemic issues.

How we could support local teams developing new care models and other 5YFV priorities
Provision and access to leadership and organisation development interventions, expert advice in these areas. We are currently working with a number of local health economies to support them in their transformation endeavours; we utilise an organisational development consultancy approach which could be adopted.

How we could support the spread and dissemination of learning
A range of leadership networks exist within the region which we would seek to utilise, these include OD and transformation practitioners, communities of practice as well as traditional functional networks such as directors of human resources, partnership councils and others.

Existing activities that local teams could join in with
- Health coaching communities of practice within our co creation network
- Leadership for Improvement activity and networks
- Team resilience team coaching

Contact us
Kathryn Winterburn
kathryn.winterburn@yh.hee.nhs.uk
http://yh.hee.nhs.uk/what-we-do/yorkshire-humber-leadership-academy/
@YHLeadershipOD
Kent, Surrey and Sussex Leadership Collaborative (partner to the NHS Leadership Academy and Leadership Director of Health Education Kent, Surrey and Sussex)

What we do
- We commission and provide leadership development (often incorporating the teaching and application of service improvement science).
- We develop capability and capacity for organisational development (OD) (including large scale change/system change).
- We are members of Do OD and lead for System organisation development.
- We manage learning networks, building internal team capability in systems thinking, change management, quality improvement and innovation pipeline.
- We supply group facilitation, team and individual coaching and mentoring.

Who we provide support to

How we could support local teams developing new care models and other 5YFV priorities
- Commissioning and delivering leadership development
- Design, management and facilitation of learning networks
- Team coaching and facilitation
- Skills in leading and organisation into action (community organising).

How we could support the spread and dissemination of learning
Co-creation of local/regional learning networks. Brokering knowledge, skills and experience across the geography. Input into the design of leadership programmes at undergrad and post-grad level. Working internally with KSS HEE colleagues to share learning relevant to leadership development, workforce planning and workforce development. Sharing learning though our numerous networks. Cross-boundary relationships with other local delivery partners to the NHS Leadership Academy and our NHS OD network.

Existing activities that local teams could join in with
- Access to coaching and mentoring
- Sign posting to a range of leadership/improvement development programmes.

Other information
Our local Universities offer post-grad programmes in change management and a number of them run innovation centres/labs.

Contact us
Amanda Grindall
agrindall@kssleadership.nhs.uk
http://www.kssleadership.nhs.uk/
@ksslc
What we do
We provide end to end commissioning support services, including transformation and service redesign support for clinical commissioning groups (CCGs) and other commissioners. This includes programme management, development of business cases, financial modelling, patient and stakeholder engagement and support for system leadership.

Who we provide support to
CCGs, NHS England, providers, local authorities, AHSNs and Clinical Networks.

How we could support local teams developing new care models and other SYFV priorities
We can support organisations in developing new care models and making change happen in their health and social care communities.

How we could support the spread and dissemination of learning
We work with 40 CCGs, local authorities, NHS England at all levels, AHSNs and a wide range of other partners; this will enable to make a strong contribution.

Existing activities that local teams could join in with
Yes, our transformation team would welcome approaches from these teams.

Existing materials
We can provide case studies and other materials following further discussion.

Contact us
Jan Hull
jan.hull@swcsu.nhs.uk
www.scwcsu.nhs.uk
South East Commissioning Support Unit

**What we do**

South East Commissioning Support Unit (CSU) provides a wide range of expert support and advice to help health and social care commissioners to deliver quality health and social care to their populations. We have a full portfolio of support services from business support including IT/information governance/HR through contracting, performance and business information to full transformation and redesign services.

Our transformation and service redesign team of subject matter experts works with our customers using a consultancy approach. We are available to help customers to identify, design and deliver transformational change for improved outcomes and better services, to improve population outcomes and deliver value for taxpayer money.

The transformation and service redesign team offers a whole system life cycle approach that utilises the full range of expertise the CSU offers. We design packages of support tailored to the needs of each customer, based on three types of approach:

- ‘For you’ - we will run entire programme of work using our expert teams, embedding our staff into your organisation to deliver transformation and service redesign.
- ‘With you’ - we will run a blended team providing support where required but utilising customer teams and projects that are already underway.
- ‘Support you’ - we will advise each step of the way, being a check and balance and challenge.

We have three main parts to our business:

- New models of commissioning
- Whole system integration
- Service optimisation

Within these individual areas we offer a range of innovative and transformational products and services for health and social care.

**Who we provide support to**

Clinical Commissioning Groups, Local Authorities, NHS England, Acute, Community and Mental Health Providers, Primary Care, GP services and a range of third sector organisations. We offer support to different staff groups, from executive level strategic teams to individual technical or delivery teams who are involved in the face to face delivery of services.

**How we could support local teams developing new care models and other 5YFV priorities**

We have extensive experience of developing new care models and working with organisations to develop their business cases for new models. We are currently working with NHS Croydon CCG and the London Borough of Croydon on an outcomes based commissioning approach for the over 65s. We are also working with CCGs in South Nottinghamshire to develop the options for new care models and with Kent CCGs and Kent County Council to develop a year of care tariff. All of this practical experience is available to our customers and includes: transferable workshops, organisational development plans, learning and development, coaching and mentoring, practical workshops on models of care. We also have a library and knowledge of international best practice and proven care models.
How we could support the spread and dissemination of learning
As one of the largest CSUs with a large transformation and service redesign team we are well placed to spread and disseminate our learning, we are working with some of the most advanced programmes across in the country and have an extensive track record of successfully delivering commissioning and contracting for outcomes which includes as a service models of care.

Our expert team presents at commissioning events by offering practical steps to work through different models of care, commissioning approaches and delivery models. We can offer both senior thought leadership and practical on the ground large-scale integration programme and project management. We are also able to master-classes on commissioning approaches, payment and contract mechanisms and provider delivery models.

Existing activities that local teams could join in with
We can provide a practical half-day workshop for a health and social care organisations to help them work together with their providers to look at the complexities, ambitions and vision for developing new care models across a health and social care economy.

Existing materials
We have a range of tools including a diagnostic tool, a methodology, case studies, analysis of international care models and outcome framework analysis. This is available when a commissioned piece of work is delivered and a workshop is delivered.

Other information
We offer a number of other CSU support services that can deliver transformational work for integration or new care models in health and social care – our aim is to embed transformational change in on-going service delivery through effective skills and knowledge transfer. This includes business information analysis, benchmarking, linking up of data across health and social care using our Whyse advanced analytics solution. Whyse includes a risk stratification tool that can look at data and drill down on system-wide pressures or disease based analysis.

We have innovative digital technology solutions including GP videoconferencing, health apps and Telemedicine and Telehealth that are all crucial in developing new care models across different providers. We also work with established academic institutions for validation of measures, impact analysis and implementation science.

Contact us
David Hadley
secsu.busdevelopment@nhs.net
www.southeastcsu.nhs.uk
@SouthEast_CSU
What we do
Leadership development has been a regional priority in the South West since 2006, recognising a long-standing commitment to improving healthcare through the development of effective leaders at all levels.

NHS Leadership South West was formally delivery partner of the NHS Leadership Academy on 5 December 2012. In order to effectively co-ordinate the strategic vision and ambitions for both workforce and leadership development across the region, South West Leadership Academy is hosted by Health Education South West.

South West Leadership Academy is governed through a membership board to ensure that we respond to the needs of organisations across the region. We are also governed nationally as a local delivery partner of the NHS Leadership Academy.

The South West Leadership Academy Board is responsible for ensuring the effective and efficient discharge of the following responsibilities:

- Communicating local needs and intelligence to inform national strategy and priorities
- Identifying, sharing and spreading good practice
- Local support for the national delivery of the Talent Management Strategy
- Developing, testing and piloting development for wider learning
- Delivery of the Academy’s funded programmes and services
- Identification and delivery of non Academy funded activity aligned with the Academy’s products, services and system principles to ensure a consistent approach to step change.
The Board will work in partnership with the Academy and stakeholder members to deliver at regional level the success measures of the Academy. Namely, to have:

• Led on and delivered the professionalisation of leadership;
• Developed leaders who have more breadth, are more innovative and more able to lead health services to fit the new context and environment
• Supported industrial levels of innovation and improvement as part of an international community of innovators
• Worked in partnership to make NHS leadership more representative of the community it serves.

Who we provide support to
All NHS-funded health and social care organisations in the South West region.

How we could support local teams developing new care models and other 5YFV priorities
We are currently developing a number of system leadership offers that incorporate the 5YFV.

How we could support the spread and dissemination of learning
We would hope to share any evaluation data following delivery of the above.

Contact us
Aden Watkins
aden.watkins@southwest.hee.nhs.uk
http://www.southwestleadership.nhs.uk/welcome
@southwestleader
NHS Thames Valley and Wessex Leadership Academy

What we do
The TVWLA works with colleagues across Thames Valley and Wessex as Leadership and Organisational Development consultants on areas of work that they want us to commission on their behalf deliver directly or advise them of where they may best directly commission this work. For example specific interventions within and across Clinical Commissioning Groups and NHS England Area Teams have been focused on building system leadership capacity with an emphasis of improving relationships across the system and increasing the ability to work in collaboration on complex problems. Work with senior clinicians and directors in aspirant foundation trusts has focused on an innovative outward facing strategy to meet the priorities and aspirations of the local health and social care community.

Who we provide support to
We work in the main with NHS commissioners and providers; however we do co-design and work with Skills for Care, local government and more recently community homes.

How we could support local teams developing new care models and other 5YFV priorities
We offer tailored development consultancy support to our member organisations and have been working with a number of organisations to co-produce leadership and organisational development solutions that address specific local and system priorities whilst meeting the nationally defined priorities. We do this small and large group facilitation, Action Learning Sets, Team Coaching and encourage teams across boundaries to work on ‘wicked’ issues together.

How we could support the spread and dissemination of learning
By working with teams and colleagues across traditional organisational boundaries we contribute by providing initial bespoke consultancy days to all our members, and in doing so share best practice, provide a signposting role to national and local programmes for both teams and individuals. We have developed and run a well evaluated Practice Managers, Practice Nurses programme, and more recently working with care homes. We have an understanding on the new models of care and could bring system leaders together to develop a shared endeavour using for example the NHS Change Model.

Existing activities that local teams could join in with
Join the Community of Practice Network to share best practice, discuss the opportunity of being a Local Vision place based programme and provide the opportunity to apply for Leadership for Change Programme. Work with colleagues who have attend the Leading Empowered Healthcare Communities.
Existing materials
Evaluation of the Local Vision - The Revolution will be improvised:
www.localleadership.gov.uk/docs/Revolution%20will%20be%20improvised%20publication%20v3.pdf
The Virtual Staff College - Systems Leadership Research Paper:
www.virtualstaffcollege.co.uk/usefull-stuff/featured-reading/research/systems-leadership-research
LEHC programme:
Use the NHS Change Model as a starting point - What make Change Successful:
NHS Employers - Organisational Development:
www.nhsemployers.org//media/Employers/Documents/Campaigns/Do%20OD/An%20approach%20to%20influencing%20leaders_blogarticle.pdf

Other information
There are a lot of ‘offers’ - The TVWLA approach is to first hold a consultancy meeting and then using the frame of Discovery, Design, Deliver and Review It is our role to help ask the questions and support the leaders at all levels to create the climate for leadership, innovation and change.

Contact us
Caroline Chipperfield
caroline.chipperfield@tvwleadershipacademy.nhs.uk
www.tvwleadershipacademy.nhs.uk
@TVWLA, @c_chipperfield
Academic Health Science Networks

What we do
Academic Health Science Networks (AHSNs) connect academics, the NHS, patients, researchers and industry in order to accelerate the process of innovation and facilitate the adoption and spread of innovative ideas and best practice across large populations.

AHSNs are catalysts and facilitators of change across whole health and social care economies, with a clear focus on improving outcomes for patients.

There are 15 AHSNs across England.

Who we provide support to
We provide support to acute, specialist, community and mental health NHS trusts, primary care, clinical commissioning groups as well as social care partners. We work closely with industry, academia and patients and the public to facilitate system wide change and improvement.

How we could support local teams developing new care models and other 5YFV priorities
Across the network of AHSNs we can provide support with:

- Evaluation
- Spread of learning and best practice
- Developing a tailored approach to meet local needs, whether this be supporting leadership development, measurement and data analysis, continuous improvement capability building, evaluation and / or spread of learning and best practice
- Enabling system-wide problem solving through our unique and neutral facilitator role and networks.

How we could support the spread and dissemination of learning
AHSNs span whole health economies, working across sectors and geographies. Our core purpose is to spread and diffuse innovation and best practice across whole populations and we have a number of tools and techniques to support others in this endeavour.
Find out more about what your local AHSN is doing and how you can get in touch:

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<tr>
<th>AHSN</th>
<th>EXISTING ACTIVITIES LOCAL TEAMS COULD JOIN IN WITH</th>
<th>CONTACT DETAILS</th>
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<tbody>
<tr>
<td><strong>East Midlands</strong></td>
<td>EMAHSN have three main programme areas: • Clinical • Patient safety • Industry and enterprise.</td>
<td>Managing Director: Professor Rachel Munton&lt;br&gt;<a href="mailto:emahsn@nottingham.ac.uk">emahsn@nottingham.ac.uk</a>&lt;br&gt;0115 823 1300&lt;br&gt;www.emahsn.org.uk&lt;br&gt;@EM_AHSN</td>
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<td>Visit EMAHSN for full details.</td>
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<td><strong>Eastern</strong></td>
<td>Medicines Optimisation – see here</td>
<td>Managing Director: Julian Dixon&lt;br&gt;<a href="mailto:enquiries@eahsn.org">enquiries@eahsn.org</a>&lt;br&gt;01223 274643&lt;br&gt;www.eahsn.org&lt;br&gt;@TheEAHSN</td>
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<td>Service Innovation – see here</td>
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<td>Innovation Leaders Networks – see here</td>
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<td>Industry Advisory Group – see here</td>
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<td><strong>Health Innovation Network (South London)</strong></td>
<td>We currently have programmes in the following clinical and cross cutting areas: • Alcohol • Cancer • Dementia &amp; patient experience • Diabetes • MSK • Patient Safety • Technology &amp; Information • Wealth Creation</td>
<td>Anna King – Commercial Director&lt;br&gt;<a href="mailto:anna.king1@nhs.net">anna.king1@nhs.net</a>&lt;br&gt;Zoe Lelliott – Director of Strategy &amp; Performance&lt;br&gt;<a href="mailto:zoe.lelliott@nhs.net">zoe.lelliott@nhs.net</a>&lt;br&gt;020 7188 9805&lt;br&gt;www.hin-southlondon.org</td>
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<td></td>
<td>For more detail see our website</td>
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<tr>
<td><strong>Imperial College Healthcare Partners (North West London)</strong></td>
<td>ICHP has a range of programmes underway, comprising four specific clinical themes and six cross cutting enabling themes. For more information about ICHP’s work programme and how you can get involved please see here</td>
<td>Managing Director: Dr Adrian Bull&lt;br&gt;<a href="mailto:adrian.bull@imperialcollegehealthpartners.com">adrian.bull@imperialcollegehealthpartners.com</a>&lt;br&gt;020 7960 6241&lt;br&gt;www.imperialcollegehealthpartners.com&lt;br&gt;@Ldn_ICHP</td>
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## AHSN

### Greater Manchester

GM AHSN works with a broad range of industry and academic partners to ensure that the NHS in Greater Manchester has the ability to adopt and diffuse innovation at pace. We support local SMEs in working with the NHS as well as a number of global partners.

We have commissioned an extensive range of leadership and patient support work from AQuA & Haelo delivery partners. We are also keen to support new care models.

Existing activities include evaluation of new care models, application of and use of disruptive innovation with an emphasis on the use of health economics to shape an evidence based approach to implementation. There is a great opportunity to support diffusion of findings from vanguard pilots.

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<tbody>
<tr>
<td>Managing Director: Mike Burrows</td>
</tr>
<tr>
<td><a href="mailto:mike.burrows@gmahsn.org">mike.burrows@gmahsn.org</a></td>
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<tr>
<td>0161 667 1040</td>
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<td><a href="http://www.gmahsn.org">www.gmahsn.org</a></td>
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### Kent, Surrey and Sussex

Older People Programme supporting faster adoption of new models of sustainable care. Includes end of life care, whole system modelling, collective leadership development, balanced scorecard and other initiatives being scoped with members.

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<tr>
<td>Managing Director: Guy Boersma</td>
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<tr>
<td><a href="mailto:guy.boersma@nhs.net">guy.boersma@nhs.net</a></td>
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<td>0300 303 8660</td>
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<td><a href="http://www.kssahsn.net">www.kssahsn.net</a></td>
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### North East and North Cumbria

We support a range of clinical and cross cutting programmes including:
- Mental Health
- Respiratory
- Elderly Care
- Atrial Fibrillation
- Fractures
- Telehealth
- Medicines Optimisation
- Patient Safety
- Public and Patient Involvement
- Collaborating for Better Care Partnership
- Measurement and Metrics
- Wealth Creation
- Innovation Pathway

For more information see [here](#).

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<th>CONTACT DETAILS</th>
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<tr>
<td>Chief Executive Officer: Dr Seamus O’Neill</td>
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<tr>
<td>seams.o’<a href="mailto:neill@ahsn-nenc.org.uk">neill@ahsn-nenc.org.uk</a></td>
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<tr>
<td>0191 208 1240</td>
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<td><a href="http://www.ahsn-nenc.org.uk">www.ahsn-nenc.org.uk</a></td>
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<tr>
<td>@AHSN_NENC</td>
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| North West Coast         | NWC AHSN has extensive knowledge and experience about state of the art treatments, technologies and ways of working to advance health and healthcare. It is a repository of information and insight about “what is possible” in leading edge healthcare, drawn from our global links and cross-sectorial perspectives. We can provide facilitation support due to the experience of our staff across health, social care, academia and industry and link you into our existing innovation forums. We can also provide a ‘critical friend/sounding board function’ for senior leaders and their teams, holding a mirror up to current practice and providing evidence-based approaches for moving into new models of working. Our solutions will be bespoke to each of our vanguard sites. For more general information about our work please visit our website. | Chief Executive: Dr Liz Mear  
 liz.mear@nwcahsn.nhs.uk  
 01772 520260  
 www.nwcahsn.nhs.uk                                                                 |
| Oxford                   | Four programmes and three themes – information available [here](#)                                                                                                                                                                                                                                                                                                                      | Chief Executive Officer: Professor Gary Ford  
 gary.ford@oxfordahsn.org  
 01865 784944  
 www.oxfordahsn.org                                                                 |
| South West               | • Using the evaluation expertise we have developed in collaboration with PenCLAHRC  
 • Take part in our joint IHI training courses on quality improvement  
 • Work with us to make the Somerset pathway costing analysis available                                                                                                                                                                                                                                               | Medical Director: Dr Rosie Benneyworth  
 rosie.benneyworth@swahsn.com  
 01392 247903  
 www.swahsn.com                                                                 |
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| **UCLPartners**<br> (Central and North East London) | UCLPartners is an Academic Health Science Network, Academic Health Science Centre, and Education Lead Provider. It is aligned to the NIHR Clinical Research Network and Collaboration for Leadership in Applied Health Research and Care in the North Thames region.  

Our clinical programmes include:  
- Cancer  
- Cardiovascular disease  
- Children, young people and maternal health  
- Co-morbidities and frailty  
- Diabetes  
- Mental Health  

Our cross-cutting programmes include:  
- Clinical quality and value  
- Health inequalities  
- Informatics  
- Patient insight and involvement  
- Patient safety  
- Research  
- Wealth creation  

Find out more on our website | Managing Director:  
Dr Charlie Davie  
(charlie.davie@uclpartners.com  
020 7679 6633  
www.uclpartners.com  
@uclpartners) |
| Wessex                  | We have a range of health and wealth programmes with strong stakeholder participation.  

Our Centre for Implementation Science (CIS) provides data analysis and evaluation before rapid system wide adoption and spread. CIS is already supporting the three Wessex vanguard sites.  

Information about our programme activity, CIS and project resources can be found on our website | Director for Partnerships and Deputy CEO:  
Dave Meehan  
dave.meehan@wessexahsn.net  
023 8202 0840  
www.wessexahsn.org.uk |
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| **West Midlands** | The WMAHSN has a defined “push and pull” opportunities for innovation process for addressing the region’s health delivery needs through asking for outcome-focused innovation proposals in any of our priority areas or themes.  
Priority areas:  
• Medicines optimisation and adherence  
• Patient experience and feedback  
• Open data  
• Mental health  
• Long term conditions  
• Wellness and healthy ageing  
• Patient safety  
Themes:  
• Digital health  
• Integrated care  
• Education and the Workforce of the future  
• Wealth creation  
• Evidence and adoption.  
To learn more about getting involved with our opportunities process or the many programmes underway, please go to our website. | Managing Director:  
**Dr Christopher Parker**  
CBE  
christopher.parker@wmahsn.org  
0121 452 5636  
www.wmahsn.org  
@wmahsn |
| **West of England** | West of England AHSN has a number of work programmes that local teams can get involved in. More detail can be found here in our business plan. | Managing Director:  
**Deborah Evans**  
deborah.evans@weahsn.net  
0117 900 2604  
www.weahsn.net |
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| Yorkshire & Humber | Population Health  
- Workplace wellness  
- Improving diabetes care  
- E-health  
- Better data  
- Healthy Ageing Collaborative  
- Physical health for those with serious mental illness  
- Mortality reduction  
- Improving air quality  
- Memory Support Workers  

Improving Healthcare  
- Medicines optimisation  
- Urgent and emergency care  
- Patient Safety Collaborative  
- Diagnostics  
- Capacity building for quality improvement  
- Patient falls  
- Patient flow  
- National currencies and local tariffs for mental health – the Care Pathways and Packages Project  
- Genomics medicines centre bid  

Economic Growth  
- Industry engagement  
- Inward investment  
- Open innovation  
- Innovation scouts  
- Generating growth from overseas markets | Managing Director:  
Andrew Riley  
andrew.riley@yhahsn.com  
01924 664506  
www.yhahsn.com  
@AHSN_YandH |
Centre for Workforce Intelligence

What we do
The Centre for Workforce Intelligence (CfWI) is a key contributor to the planning of future workforce requirements for health, public health and social care in England. We are commissioned by the Department of Health, as well as Health Education England and Public Health England, to look at specific workforce groups and pathways, and to provide materials, tools and resources to inform workforce planning policy decisions at a national and local level.

Who we provide support to

How we could support local teams developing new care models and other 5YFV priorities
The CfWI can:
• Assist ‘vanguard’ pilots to estimate and model their workforce requirements
• Provide workforce analysis and modelling to underpin the ‘detailed prototyping’ of the new care models
• Estimate the future supply of and demand for new, emerging or expanding healthcare roles under a range of plausible scenarios
• Explore the workforce and cost impact of changes to the skill mix of existing service models
• Help to analyse and model education and training needs of the current NHS workforce as they move towards more flexible models and ‘transitional’ roles.

How we could support the spread and dissemination of learning
CfWI provides high-quality intelligence which helps inform decisions on the millions of people working in health, public health and social care. We do this by running major projects and reviews to help inform the decisions our commissioners make as part of their annual workforce planning processes. CfWI can spread learning via publication of reports and recommendations disseminate learning via workshops, events and provision of tools such as for example Maternity Care Pathways Tool and CfWI care pathways toolkit.

Existing activities that local teams could join in with
In the last four years, the CfWI has led more than 20 major studies on the future workforce needs of the health and care workforces, which impact 2.8 million people working in health, public health and social care.
In addition to this, the published work of the Centre has an international dimension, garnering interest from European member states and other international health economies. In particular, we are working with the Department of Health to share workforce planning capabilities with the EU Joint Action on Health Workforce Planning and Forecasting network. The teams developing and testing new care models could engage with our leads who are carrying out a number of workforce reviews within health, public health and social care sectors which investigate workforce capacity issues, while taking account of the wider service needs of commissioners and service providers.

Existing materials
CfWI has published a number of workforce reviews, which provided recommendations on implementation of policy changes for example impact of seven day care on the staffing requirements of obstetricians, investigated new care models and potential impact on future demand and supply including the In-depth review of the psychiatrist workforce, and the in-depth review of GP workforce.


Other information
CfWI has a Horizon Scanning Hub, which holds information about the exploration of potential challenges, opportunities, and likely future developments.

The horizon scanning vision at the CfWI is to generate high-quality intelligence to inform long-range workforce planning that meets the needs of patients and people who use services. Horizon scanning is the first stage of the CfWI’s robust workforce planning framework. The output from horizon scanning is used to inform the scenario generation stage, where plausible future scenarios are created to inform strategic planning. Our approach is to work ‘back from the future’. We first think about what health and social care may look like in the future, including the workforce needed to provide it. We then test potential policies to deliver the required workforce across a range of scenarios, using high-quality intelligence to inform robust decisions that recognise the uncertainty of the future.

We provide intelligence to:
- influence workforce policy to anticipate possible future developments
- ensure security of workforce supply
- increase value in the health and social care system
- improve quality of care by planning for a sustainable workforce that meets the health and social care demands of the population
- improve the efficiency and productivity of the workforce.

For more information please visit our website: http://www.horizonscanning.org.uk/about-us/about-horizon-scanning

Contact us
Anna Kosicka
anna.kosicka@cfwi.org.uk
www.cfwi.org.uk
@C4WI
Faculty of Medical Leadership and Management

What we do
The Faculty of Medical Leadership and Management (FMLM) is the professional home of medical leadership in the UK. Established in 2011, FMLM is a membership organisation owned by all of the UK medical royal colleges and endorsed by the Academy of Medical Royal Colleges. FMLM members span from medical students to the most senior medical leaders across the four home nations.

FMLM works to promote excellence in leadership on behalf of all doctors in primary and secondary care, public health, dentists and uniquely, at all stages of the medical career from medical student to medical director and beyond.

With over 2,000 members, from medical students to senior leaders, FMLM provides a dynamic, vibrant community of support networks, resources and opportunities to build confidence and resilience through quality development and career progression.

Who we provide support to
All doctors in primary and secondary care, public health, dentists and uniquely, at all stages of the medical career from medical student to medical director and beyond.

How we could support local teams developing new care models and other 5YFV priorities
The primary objective of FMLM is to raise the standard of patient care and enhance health outcomes by improving the quality of medical leadership and management. To support this, FMLM has jointly published a comprehensive review of the evidence for leadership and leadership development which establishes the positive impact of good medical leadership and management on patients, teams and organisations.

Building on the evidence, FMLM has also published the first UK professional standards of medical leadership and management. This is the first phase to be followed by a system of accreditation; links to appraisal and revalidation; exemplar job descriptions and resource guides. This will culminate in a framework that promotes innovation, quality improvement and professional development in medical management practice, individually, in teams and strategically.
FMLM supports the medical workforce on every level by providing tools, resources and services to develop leadership skills and positive behaviours through:

- Revalidation services inc specialty advisors and revalidation helpdesk
- Assessment and diagnostic tools e.g. a multiple level 360° feedback tool
- Medical leadership assessment and development centres
- Careers advice
- Coaching and mentoring
- Senior Medical Leaders Appointment Scheme.

How we could support the spread and dissemination of learning
FMLM disseminate and share learning through:
- FMLM’s dynamic website, attracting over 10,000 visits per month, signposting to the 5YFV and other supporting tools and resources.
- Guides such as FMLM’s one page document illustrating the key points that doctors should take away from the report and includes a breakdown of how we reach its aims.
- Social media activity to ~3500+ followers
- Monthly eNewsletters disseminating key news, events, updates and links that is received by over 7000 subscribers.

Existing activities that local teams could join in with
As well as a broad library of resources on the FMLM website, FMLM bring doctors together from a diverse range of different regions, career stages and specialties:
- conferences held across the UK offering members the chance to discuss topical issues more locally and to share learning and experience.
- regional networking and educational sessions offered members an opportunity to meet, network and learn across specialties, career stages and sectors.
- over 30 interactive webinars covered topics such as value based healthcare delivery, supporting and inspiring GPs, patient leadership and leadership in an international context.

Existing materials
FMLM’s website holds multiple online tools and resources including articles, blogs, webinars, book club, publications, guides and forums.

Other information
The team have delivered awareness raising sessions to enable colleagues to better understand the EoC landscape - this might be something that could be replicated / refreshed for new audiences - happy to discuss.

Contact us
enquiries@fmlm.ac.uk  
+ 44 (0) 203 075 1471  
@FMLM_UK  
facebook.com/fmlm.ac.uk  
www.fmlm.ac.uk
Government Innovation Group, Cabinet Office (England-wide)

What we do
We are the UK government’s internal innovation hub, dedicated to supporting social innovation both in and outside government by mobilising people, resources, programmes and data. We pull in and mainstream the best new tools and techniques and activate public services, businesses, charities, communities and individuals to bring about social innovation. We do this through grant funding, research and evaluation, establishing networks and providing leadership support.

Our key policy areas relevant to the new care models work are:
• social action and volunteering;
• social investment;
• sector support to the voluntary and community sector;
• open policy making;
• applying design based principles in public services;
• open data; and
• data science.

Who we provide support to
We provide:
• policy and delivery advice to the Prime Minister and Cabinet and other government departments;
• grant funding to voluntary and community organisations, including in partnership with local NHS and social care services;
• leadership support and expert policy advice to voluntary and community organisations, commissioners NHS and social care services and others interested in our policy areas.

Over the last two years we provided grant funding of £14 million to support the growth and development of over 200 projects in the health and social care space.

How we could support local teams developing new care models and other 5YFV priorities
Providing expert advice, grant funding and leadership support across our policy areas. We can use our national platform to support your work.
How we could support the spread and dissemination of learning
Convening a platform for the spread of health and social care social innovation, drawing on our networks and our growing health and social care portfolio.

Existing activities that local teams could join in with
- Commissioning Academy: [https://www.gov.uk/the-commissioning-academy-information](https://www.gov.uk/the-commissioning-academy-information)
- Open policy making: [https://openpolicy.blog.gov.uk/](https://openpolicy.blog.gov.uk/)

Contact us
Sarah Hurcombe
✉️ [sarah.hurcombe@cabinetoffice.gov.uk](mailto:sarah.hurcombe@cabinetoffice.gov.uk)
✈️ @cabinetofficeuk
Leadership Centre

What we do
We believe it takes great leadership to create thriving and prosperous communities so we work with and support senior leaders from across the public sector to help them shift their thinking on leadership. We are supporting them to fundamentally transform their communities for the better and ensuring place by place our public services can overcome the challenges we face, together. Currently working with national partners (the Department of Health, NHS England, Public Health England, Monitor, Local Government Association, VSC, NHS, local authority and many others) we are exploring through place-based activity the capabilities needed to work across organisational boundaries, to lead systems/places. We’re also supporting the Integrated Care Pioneers with leadership development.

Who we provide support to
Chief executives, politicians through to communities.

How we could support local teams developing new care models and other 5YFV priorities
By creating the space and support to have the difficult conversations, and hold from action long enough that new ways of doing things can be explored.

Existing activities that local teams could join in with
Local Vision, Integrated Care Pioneers.

Other information
No comment received.

Contact us
John Jarvis
john.jarvis@localleadership.gov.uk
www.localleadership.gov.uk
@systems_Lship
Local Government Association

What we do
Range of improvement offers, mentoring, training, organisational development opportunities across health and wellbeing system improvement, social care, Winterbourne View and integration support programmes (e.g. Integrated Care Pioneers)... covers things like mentoring and development for Health and Wellbeing Board chairs/vice chairs; contributions to the systems leadership programmes through the Leadership Centre; workforce development and training for member organisations; development for Directors of Adult Social Services etc; we also run improvement activity through peer reviews, bespoke support, self-assessment tools, guidance, modelling support, etc.

Who we provide support to
Local government primarily and local partnerships e.g. health and wellbeing boards, integration work etc. so close working with all public sector groups.

How we could support local teams developing new care models and other 5YFV priorities
Wide ranging - from diagnostics at peer review end, through to providing bespoke support to individual/cluster of localities, to programme-wide help such as mentoring, networking, as well as development of national tools and resources etc.

How we could support the spread and dissemination of learning
National media channels, wide range of networks and fora, publisher of guidance etc.

Existing activities that local teams could join in with
Yes, range of programmes and networks which could be of interest depending on localities’ needs, e.g. health and wellbeing board development programmes or support around better care fund implementation or care act implementation.

Existing materials
Yes, would prefer to link specifically as need to; as you can imagine we have wide range of materials on the website.

Contact us
Fiona Russell
fiona.russell@local.gov.uk
www.local.gov.uk
www.local.gov.uk/socialmedia
Monitor - Development Team

**What we do**
Work with national partners to support providers (NHS foundation trusts and NHS trusts) to develop leadership and improvement capability in the long term.

**Who we provide support to**
Mainly NHS foundation trusts - increasingly NHS trusts.

**How we could support local teams developing new care models and other 5YFV priorities**
We develop tools, resources and examples of good practice that can be used by providers to support them increase and develop their capability across areas such as strategy development, leadership and improvement. This work will help them to develop the skills required to support the changes necessary to reduce clinical variance and to implement the ambition of the 5YFV. We will also be working with national partners to implement the recommendations from the Ed Smith Review on the required future architecture required to support leadership and improvement development in the future.

**How we could support the spread and dissemination of learning**
Through our conferences, webinars, website and network events which take place on a frequent basis.

**Existing activities that local teams could join in with**
Strategy development, and networking and sharing events.

**Existing materials**

**Other information**
We are currently working on a couple of projects including i) Local Health Economy strategy development and ii) developing diagnostics to support boards to identify any underlying cultural and leadership challenges that may need to be addressed to implement their organisation’s strategy; teams developing new care models may want to get involved / find the resources useful as they are developed during 2015.

**Contact us**
Jo Vigor
jovigor@monitor.gov.uk
**NHS Elect**

**What we do**  
NHS Elect is a national members’ network organisation, founded 12 years ago. It is part of the NHS, and provides NHS organisations with high quality support to supplement in-house management teams and support these teams to develop new skills. Subscription to NHS Elect provides member organisations with tools and support to drive sustainable innovation and implement best practice locally. We work with other national teams, Monitor, and NHS England and so understand emerging healthcare policy and national best practice and use this to support our work with members. We also lead two national improvement programmes, focussing on implementing new models of ambulatory emergency care and improving frailty services. We provide a responsive service across all four areas, including access to around 50 network-wide events each year and the delivery of on-site workshops and development programmes. Best practice locally.

**Who we provide support to**  
Member organisations - the majority of our members are NHS organisations. Many types of organisation are represented; Foundation Trusts; NHS Acute Trusts; Community Trusts; Mental Health Trusts; Clinical Commissioning Groups
Commissioning Support Units and Local Area Teams.

**How we could support local teams developing new care models and other 5YFV priorities**  
We have a number of years’ experience in working with members to develop new care models, both within and across organisations. We can provide support in a number of ways, including; specific skills development and training; personal development; facilitation of small and large groups to agree the new care models and agree action plans for delivery. The team have experience of working across all parts of the NHS and bring this to the table as part of the support.
How we could support the spread and dissemination of learning
In the past NHS Elect has worked as an extended part of a number of national programmes run by the Department of Health including 18 weeks; enhanced recovery and worked directly, initially with pioneer organisations, and then with regional and local groups to effectively put policy into practice. Our work in ambulatory emergency care has been very effective in helping organisations to mobilise people and resources to change. This has been achieved in a number of different ways including large and small scale events; individual support to health communities; skills development where required; all supported by the development of materials to support spread learning beyond the networks.

NHS Elect can support the development and implementation of action plans of the pioneers. We also have an experienced coaching faculty who can provide 1:1 and team coaching to the pioneer communities.

Existing materials
www.ambulatoryemergencycare.org.uk/
www.acutefrailtynetwork.org.uk/
www.nhselect.org.uk

Contact us
Caroline Dove
✉️ caroline@nhselect.org.uk
леж www.nhselect.nhs.uk
@nhselect
NHS Improving Quality

What we do
We work to improve health outcomes across England by providing improvement and change expertise. We have programme teams focusing on improvement aligned to the NHS Outcomes framework, and teams working on building capability and capacity for system transformation. We work to spread good practice and innovation, develop capacity and capability for improvement and develop and share practical tools and approaches. Our work is evaluated to demonstrate impact and capture learning. Our work programme is set out in our NHSIQ Prospectus ePublication.

Relevant activities from our teams include:
• Our Horizons Group stimulates fresh and ‘disruptive’ approaches in support of health and care transformation, operating at the edge of current thinking and practice, building a social movement for change with many thousands of front line staff and patient activists and strategic partners from around the globe.
• Our Transforming Care team and faculty work with local system teams to build capability to lead large-scale transformational change and to improve services and outcomes for patients and local communities, with a particular focus on primary care development and the engagement of general practice as a key component of systems transformation.
• Our Advancing Change Team delivers a range of intensive programmes designed to build the capability of organisational and systems leaders to deliver transformational change.
• Our Living Longer Lives team work with primary, secondary and community care to diagnose conditions as early as possible and provide easy access to effective treatments to patients before their conditions worsen. We do this, through the development of risk assessment and audit tools and the promotion and spread of learning programmes, with a focus to address inequalities and unwarranted variation in mortality and survival rates.
• We support improvement work for those involved in enhancing quality of life for people with long term conditions (including mental health and dementia) and end of life care and have programmes ensuring patients, carers, families and staff have a positive experience of care.
• We offer practical service improvement support to the implementation of seven day services.
• Our Research, Evaluation, Analysis and Measurement (REAM) team provide ‘How To’ guides that support everyone engaged in change to increase their skill base and have access to essential methods to support them.
• The Knowledge, Intelligence and Learning team provides resources to support the health and social care system in developing effective knowledge management skills and a learning culture based around knowledge.
• In partnership with Jönköping University, Jönköping Academy and Qulturum, Sweden, our MOOC (Massive Open Online Course) team supports thousands of improvement leaders to learn new skills, to make and sustain improvements in health and care and connect with national and international improvement networks.
• Our Networks and Faculty team provides three services: an online learning resource (The Network Toolkit), a Network Leadership Programme and Fellows Connect, a national network of improvement experts.
Who we provide support to
The senior leaders (clinical and managerial) and frontline teams of local health and care systems and their partner organisations and stakeholders, policy makers, patient leaders, front line change activists and improvement and organisational development specialists.

How we could support local teams developing new care models and other 5YFV priorities
• Horizons Group: we advise, support and connect leaders and activists in health and care to deliver system wide transformation to help people to live well. We can identify new ideas, connections, tools and techniques to enhance the implementation of new care models and the Five Year Forward View. We bring the latest thinking and practice about disruptive change, 30-90 day innovation cycles for accelerated change, rapid prototyping and human-centred design methods, supporting readiness for change, large-scale change and rapid transformation thinking and methods. We can demonstrate the successful translation of social movement principles to the achievement of health and care outcomes. We have partnerships with many of the leading improvement centres globally, such as Qulturum in Jönköping Sweden and Kaiser Permanente’s innovation team. Currently, people from 120+ countries are engaged in our work and are a resource for the NHS and wider care system. We can help you make many relevant connections.

• Transforming Care: NHS IQ’s Transforming Care team and improvement faculty, including jobbing GPs, are able to offer particular expertise in primary care development and the engagement of general practice as a key component of system transformation. The team have a strong history and unparalleled reputation in recent years for supporting clinical commissioners to build effective collaborative relationships with their health and care partners, going beyond the traditional focus on contracting and performance management to jointly advancing local priorities such as the development of out of hospital care. For the past four years the team have supported the development and improvement capabilities of clinical commissioners across England and are proud to be the improvement partner to Prime Minister’s Challenge Fund pilots improving access to general practice and innovating in the delivery of primary care services. More than half of the CCGs in England have taken up the team’s offer of support and 70% of participating system leaders said that change would have happened at a much slower pace if they hadn’t taken part in the programme.
• **Advancing Change Team**: ‘Leading Transformational Change’ is a groundbreaking programme for senior people delivering major changes in complex healthcare systems across organisational boundaries. The ‘Quality, Service Improvement and Redesign’ programme enables participants to lead, initiate, progress and work towards completing a service redesign project. These programmes are ideally suited to support teams developing new care models of, providing support to deliver transformational change as well as ensuring service redesign skills support the delivery of service redesign projects contributing to the delivery of new care models. The sites could take advantage of the programmes we already offer and in addition, we could provide a more bespoke approach for one or two systems with the added benefit of coaching and the possibility of a system-wide accelerated change event to help diagnose system capability and readiness for change and develop solutions for these issues.

• **Knowledge, Intelligence and Learning** can actively support the capture of knowledge to aid learning and the spread and replication of new care models. We provide access to a range of tools that enable teams capture and share knowledge and learning, both within and across sites, and with the wider system.

• **The MOOC (Massive, Open Online Course in Improvement Fundamentals)**: This four module multi-platform learning experience is an international collaboration with the University of Jönköping, Qulturum and the Jönköping Academy. It provides participants with powerful ideas, tools and connections to survive and thrive as an improvement leader. It is available to individuals from the vanguard localities.

• **Living Longer Lives**: We aim to reduce the number of people who die too soon from illness or disease that could have been prevented or treated. We do this by supporting the implementation of the Cardiovascular Disease Outcomes Strategy. This includes encouraging primary care to use audit tools such as the GRASP suite for heart failure, atrial fibrillation and COPD and projects to prevent cardiovascular diseases linked with serious mental illness. We support the system through learning network events, webinars and case studies to share good practice. We work with NHS England and other partners to support the National Diabetes Prevention Programme and NHS Health Check programme, and to promote the Be Clear on Cancer campaigns for the early diagnosis of cancer.
• The Year of Care programme could usefully inform teams exploring more integrated models of care, including commissioning of personalisation within a capitated budget model, population level commissioning, using integrated intelligence to drive service change and examples of innovative models of personalised care for people with long term conditions. Many resources are already available, and an established ‘lunch & learn’ series of webinars is open to all. EPaCCS (Electronic Palliative Care Coordination System) may be a useful tool for teams to be aware of as a way of supporting integrated approaches to care and sharing information.

• The Seven Day Services programme is already working with early adopter communities for seven day services testing new care models of delivery. The learning from these areas has been shared with the national team for new care models.

• Research, Evaluation, Analysis and Measurement: We aim to help create and sustain the conditions that new models of care will benefit from, and to provide advice and guidance on all things analytical through ‘how to’ guides.

• Network and Faculty team: We can offer access to the Network Toolkit to help network leaders and users manage their networks effectively. The Network Leadership Programme commencing in September 2015 may also be relevant, designed for leaders of networks who are looking to develop their leadership skills within their network, as may the Strategic Peer Support programme, being developed with the FMLM. We are working in a national partnership with the Health Foundation, NHS Education for Scotland, NIHR and Universities UK to create a national network of improvement experts as a system resource (known as the Fellows Connect community).

How we could support the spread and dissemination of learning

• The Horizons Group continues to build capability in the latest, open methods to speed up change, all of which can aid the development, replicability and spread of new care models, including digital activism, replacing change programmes with change platforms, crowdsourcing, hackathons and ‘connectivist’ approaches to learning.
• Transforming Care co-ordinates national learning events for Prime Minister’s Challenge Fund, bringing local systems leaders together to undertake development on shared issues as well as providing a facilitated learning exchange. We would be delighted to support similar activity as well as bring our experience in developing case studies and materials that capture insights and synthesise replicable learning likely to be of interest to fellow vanguard localities, Fast Followers and the wider health and care system. We would be pleased to share infrastructure and content resources through our web pages and YouTube channel to help promote dissemination. Where we provide bespoke support to systems we could collate and support knowledge from the work and make this available to others on our programmes via case studies and other published materials.

• As well as a whole module dedicated to advice on spreading and sustain gains, the MOOC could potentially use examples of good practice in the sites as examples of improvements in the MOOC learning materials for others to share.

• The Knowledge Intelligence & Learning team can advise and support the programme in developing a system and process for sharing the learning across sites and with the wider health and care system.

• The Networks team could provide an advisory role in supporting the new models of care sites at a programme level.

Other materials and activities that local teams could join in with

• Change Challenge: interactive toolkit (Challenging top down change) http://m.hsj.co.uk/5083743.article

• The School for Health & Care Radicals – downloadable resources http://www.theedge.nhsiq.nhs.uk/school/resources/

• ‘The Edge’: knowledge hub for change activists in health and care

• Applying social movement thinking to health and care transformation

• The ‘at-scale’ support provided to Prime Minister’s Challenge Fund pilots

• A capture of insights and learning from our large scale change work with CCGs/local systems and a suite of 18 case studies http://www.nhsiq.nhs.uk/capacity-capability/transforming-care/case-studies.aspx and https://www.youtube.com/playlist?list=PL_V1d0Y94nv5Hv1czvmfjDmgIgdzvzgF
• YouTube channel: https://www.youtube.com/channel/UCXZVM_j4SbYj_SXPMSiWxzA for recorded presentations from the Transforming Care team and clinical faculty and resources from our ‘at scale’ support to the Prime Minister’s Challenge Fund. Topics covered include: the use of driver diagrams to build engagement and develop strategy - Measurement for Improvement - Holding the Gains (Sustainability) - Understanding Demand and Capacity - How to Engage with the Motivation of Others (Strengths Deployment Inventory). There are also a range of videos that support aspects of the Productive General Practice (Releasing Time) programme
• Advancing Care Team programmes and masterclasses that we will be delivering during 2015/16
• Evidence suggests Energy for Change is crucial for delivery of transformation – a self-assessment tool is available for teams. Contact enquiries@nhsiq.nhs.uk for more information
• Seven day services Self-assessment tool http://www.7daysat.nhs.uk
• Monthly updates on the latest thinking and evidence in change and transformation through the Improvement Science Alert.
• Network toolkit resource: www.nhsiq.nhs.uk/networktoolkit
www.networkdiagnostic.org.uk

Contact us
Kally Trahearn
✉ enquiries@nhsiq.nhs.uk
☎ 0300 300 0020
@NHSIQ
NHS Leadership Academy

What we do
We design, develop, commission and deliver a suite of healthcare leadership professional development programmes. The programmes focus on skills, knowledge and behaviours needed to imagine, design and deliver new health services. Programmes are provided for everyone in the NHS from the most junior new starters to national leadership roles. We design and host the Healthcare Leadership Model - an evidenced based product describing what good looks like in health leadership. Our other toolkits include the board leadership tool, inclusion tool and talent management tool. We respond to national commissions from ministers, Department of Health and NHS England and others for shorter term initiatives. We work with a broad range of organisation and are lead NHS participant in system leadership forums across the public sector.

Who we provide support to
Anyone with a leadership role, or an interest in leadership in health.

How we could support local teams developing new care models and other 5YFV priorities
- Supporting the individual competence, capacity and behaviours needed to work in this area
- Supporting teams to develop collective approaches to delivering and designing new care models.

How we could support the spread and dissemination of learning
- Through regular refreshing and updating of our curriculum to mainstream new learning and best practice
- Through our new membership model to provide a window to healthcare leaders to the application of new care models.

Existing activities that local teams could join in with
All of our programme work.

Existing materials
Yes - much of our work is based on case study approaches. We have this to share from the talent management work, board work and through all our programme activity.

Contact us
Karen Lynas
karen.lynas@leadershipacademy.nhs.uk
www.leadership.nhs.uk
@nhsleadershipacademy
Primary Care Commissioning Community Interest Company

What we do
Primary Care Commissioning (PCC) links transactional capability to transformational change with a focus on primary care. As the acknowledged national expert in primary care contracting and commissioning we deliver events, workshops, advisory services and consultancy that support NHS organisations to operationalise strategy and manage change.

In recent years we have worked with clinical commissioning groups and NHS England regions to support transformation programmes, primary care development and implementation of co-commissioning. We also work with groups of GPs and other primary care providers to support the planning and development of federations, and with existing federations aspiring to the new care models envisaged by the Five Year Forward View.

Who we provide support to
Clinical commissioning groups, existing and emerging primary care and community provider organisations, local authority public health and commissioning teams, NHS England commissioning teams and national programmes such as the dental contract reform pilots.

How we could support local teams developing new care models and other 5YFV priorities
We promote collaboration between commissioners, providers and patients in the design and delivery of services through our training, development and knowledge sharing events and workshops. We work with lawyers, policy makers and other experts to supplement our core expertise in such areas as outcomes-based commissioning, procurement and patient and public participation.

We also help organisations to develop the knowledge and skills needed for continual improvement with a suite of personal and team development services, including learning and development sets for emerging leaders of commissioning and provider organisations.

Our support includes facilitating relationships between key stakeholder organisations, primary care strategy, service mapping and redesign, understanding work skills mix, identifying opportunities for improvement and change, supporting team development and working with organisations to identify the cultural and legal implications of new organisational forms.
How we could support the spread and dissemination of learning

PCC supports a number of networks covering the main primary care contracting areas. We also reach a wide and diverse professional audience through our newsletters, including a weekly commissioning newsletter with a circulation of more than 11,000 people, our website (15,000 unique visitors each month) and our events, which cater to 9,000 delegates each year. PCC also manages NHS Networks, a virtual networking platform used by more than 60,000 professionals for information sharing, including the wave 1 and 2 Prime Minister’s Challenge Fund pilots.

Existing activities that local teams could join in with

Events, workshops and roundtables (as contributors and/or delegates), networks facilitated by PCC, virtual networks hosted on NHS Networks.

Existing materials

- Regular newsletters including PCC News (in weekly editions for commissioners and primary care providers) and Commissioning Excellence (bi-monthly newsletter including analysis, case studies).
- Smart Guides to Engagement – a series of concise, practical guides for commissioners written by leading practitioners and available to download on NHS Networks.
- Other resources on PCC website www.pcc-cic.org.uk/services.

Other information

PCC is a not-for profit organisation with roots in the NHS. Our mission is to promote all aspects of service development and improvement with a focus on quality, efficiency and health outcomes.

Contact us

Sally Simmonds
sally.simmonds@pcc.nhs.uk
www.pcc-cic.org.uk/services
@pcc_nhs
Public Health England

**What we do**
One of our key functions in Public Health England (PHE) is to support the capacity and capability of the public health workforce. We do this via a variety of activities and engagement with colleagues and partners in the wider public health system. With national and local partners, we are enabling people to work more effectively across the public health system, through leadership development and systems leadership programmes aimed at future directors and those at different stages in their careers.

We also provide support for scientific and technical expertise in public health. We are working with partners such as Health Education England and NHS England to determine how best to build public health skills and competencies in health staff, for example by supporting ‘Making Every Contact Count’. We are identifying ways of strengthening the wider public health workforce by working with local authorities and clinical commissioning groups to increase the public health skills of other professional groups who can impact on the broader determinants of health.

**Who we provide support to**
We provide support to directors of public health and other directors within the health and care sector and public health teams within local authorities. Those involved in public health and wellbeing from a variety of related sectors, employers, roles and levels who want to be more effective system players. Public Health England staff, who comprise a wide range of clinical, scientific, analytic and public health professional staff working across all domains of public health. We support the training of public health professionals e.g. specialty registrars, public health practitioners and we are supporting mechanisms such as the portfolio route to specialist accreditation to ensure that the public health system continues to benefit from staff drawn from a range of different professional backgrounds. We are working with the Integrated Care Pioneers to consider how to build the public health skills of health and social care staff, and with local authorities and the NHS in order ensure learning and continuing professional development opportunities are made available to those who can make a positive impact on the public’s health.
How we could support local teams developing new care models and other 5YFV priorities
PHE Centres have direct links with public health teams in their areas and can provide help and support. By establishing networks and partnerships with all the agencies supporting the 5YFV, we are seeking to ensure synergy, complementarity and added value through joint working at national and local level.

How we could support the spread and dissemination of learning
We have extensive networks across the public health system and other key partners including academia. We are actively involved in the training of public health specialists and specialty registrars and have active involvement with other development opportunities for public health professionals at all levels as well as the wider workforce engaged in public health and wellbeing. We could act as a hub, disseminating knowledge by sign-posting but could have the capacity also directly deliver learning interventions. PHE holds honorary contracts with nearly 300 academics and can draw on this resource in documenting and disseminating learning through academic networks.

Contact us
Anna Sasiak
anna.sasiak@phe.gov.uk
https://www.gov.uk/government/organisations/public-health-england
https://www.facebook.com/PublicHealthEngland
@PHE_uk
The Health Foundation

What we do
We are an independent charity supporting people working in health care practice and policy to make lasting improvements to health services. We carry out research and in-depth policy analysis, run improvement programmes to put ideas into practice in the NHS, support and develop leaders and share evidence to encourage wider change. Each year we give grants in the region of £18m to fund health care research, fellowships and improvement projects across the UK – all with the aim of improving health care quality.

Who we provide support to
We offer grants to individuals working in the health system, frontline teams and organisations through a mix of fellowships, open-call and topic-specific programmes. We also work with policy makers and others to help them understand how best to improve quality in health care

How we could support local teams developing new care models and other 5YFV priorities
We are currently pulling together a summary of the learning and opportunities we have that are relevant to the vanguards and this may be of more general interest to others developing new care models. This will include a wide range of publications and other resources on various aspects of improvement. We regularly commission research scans of the evidence relating to topics that are of significant interest to people seeking to improve health care, and are open to recommendations for new topics.

How we could support the spread and dissemination of learning
We have a well-developed communications infrastructure, including a highly regarded website, and an e-newsletter that has thousands of subscribers and a different theme each month. We also bring people together to explore issues of importance to health care quality so may have events or other networking opportunities that would be relevant to those developing new care models.
Existing activities that local teams could join in with
There are four main opportunities for funding which may be relevant to teams developing and testing new care models: Our Scaling Up Improvement programme opens spring 2015. Our innovating for improvement programme opens summer 2015. Our fully funded GenerationQ fellowship programme opens for application in autumn 2015. We are currently open for nominations via AHSNs to the founding cohort of our Q initiative, which aims to connect people with established improvement skills and experience.

Existing materials
Our website will have many different materials that may be of interest. The summary referred to earlier will include reference to materials we have identified as likely to be useful to the vanguard sites.

Contact us
Penny Pereira
✉️ info@health.org.uk
🌐 http://www.health.org.uk/
🌐 https://www.facebook.com/thehealthfoundation
🐦 @Healthfdn
### APPENDIX A: SURVEY QUESTIONS

<table>
<thead>
<tr>
<th>Question Number</th>
<th>Question description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q1</td>
<td>Please let us know the name of the group you are representing.</td>
</tr>
<tr>
<td>Q2</td>
<td>Please provide a description of how your group supports leadership development, improvement, innovation and/or system transformation in health and care.</td>
</tr>
<tr>
<td>Q3</td>
<td>What is the geographical area that your group covers?</td>
</tr>
<tr>
<td>Q4</td>
<td>Who does your group provide support to?</td>
</tr>
<tr>
<td>Q5</td>
<td>Any initial ideas about how your group could support teams developing new care models?</td>
</tr>
<tr>
<td>Q6</td>
<td>Any initial ideas about how your group could contribute to the process of spreading and disseminating learning about new models of care?</td>
</tr>
<tr>
<td>Q7</td>
<td>Are there any existing activities that teams developing and testing new care models could join in with?</td>
</tr>
<tr>
<td>Q8</td>
<td>Are there any existing materials (toolkits, frameworks, case studies reports etc.) that might be useful for teams developing new care models? (please provide URL links)</td>
</tr>
<tr>
<td>Q9</td>
<td>If there is any other information that might be useful please add it below:</td>
</tr>
<tr>
<td>Q10</td>
<td>First name:</td>
</tr>
<tr>
<td>Q11</td>
<td>Last name:</td>
</tr>
<tr>
<td>Q12</td>
<td>Email address:</td>
</tr>
<tr>
<td>Q13</td>
<td>Your group’s website address:</td>
</tr>
<tr>
<td>Q14</td>
<td>Your group’s Facebook page:</td>
</tr>
<tr>
<td>Q15</td>
<td>Your group’s Twitter handle:</td>
</tr>
</tbody>
</table>
APPENDIX B: SIGN UP FOR OTHER GROUPS AND ORGANISATIONS

If your group meets our criteria:

A group, team or organisation that supports improvement, innovation, leadership development or systems leadership from inside the system operating at a network (multi-locality) or national level.

You can apply to join our 38 current groups in issue 2 of this directory.
Send an email to rachel.timms@nhsiq.nhs.uk
We would like to thank the following people for their help, contributions and support in producing this Directory:

**Victoria Corbishley**  
Head of New Care Models, NHS England

**Pollyanna Jones**  
Senior National Lead for Collaboration, NHS England

**Jim Farrell**  
Design and Multi Media Manager, NHS Improving Quality

**Rachel Timms**  
Transformation Manager, Horizons Team, NHS Improving Quality

**Rachel Hinde**  
Associate - Transforming Care Team, Connections  
Directorate, NHS Improving Quality

**Jon Hannah**  
Head of Improvement Science, NHS Improving Quality

**Chris Prior**  
Senior Manager Research, Evaluation, Analysis, Measurement Team, NHS  
Improving Quality

**Harinder Heer**  
Executive Assistant, Horizons Team, NHS Improving Quality

**Kally Trahearn**  
Events Co-ordinator, Customer Relations Team, NHS Improving Quality