



Leadership Academy

Kent, Surrey and Sussex
Thames Valley and Wessex

STP Asset Stocktake 2019

Published: 02 July 2019



Introduction

This stocktake has taken place via a series of telephone interviews with key players in each of the STPs across the TVW/KSS patch. It is intended to provide a summary of the excellent work that is underway in the people & organisational development arena in order that others may be sighted on this and good practice and learning spread more widely. It is not intended to provide the reader with the full detail of each project, more, key information and follow up contact details so individuals can explore more as desired.

STP	Description of work	Funded by?	IP	Contact details for further information
Kent Surrey and Sussex				
KSS wide	<p>Self-discovery workshops One day workshops designed for bands 5,6 & 7 staff run by KSS leadership Academy and offered across the patch.</p> <p>The Self-Discovery day is an entry-level workshop to support compassionate and inclusive leadership for all. It offers an opportunity to 'self' explore and plan participant's career journey. During this interactive workshop, the participants are encouraged to:</p> <ul style="list-style-type: none"> • Reconnect with themselves by looking at their values, motivations and preferences. • Consider career aspirations. • To broaden and increase their self-awareness. 	KSS Leadership Academy	Rebecca Giffney Consulting	Laurainne Copnall Leadership & OD Consultant, KSS and TVW Leadership Academies Laurainne.copnall@leadershipacademy.nhs.uk

	<ul style="list-style-type: none"> • Look at their self-regulation – how they manage their emotions in different situations. • Build their self-confidence. • Explore their impact on others. • Produce an action plan for utilising their newly acquired knowledge in the workplace, ensuring a good level of commitment and understanding of the support they might need to implement the plan <p>This has been offered in particular to BAME participants who have not been successful in getting on the National Leadership Academy's <i>Stepping up</i> programme.</p>			
<p>KSS wide</p>	<p>System Leadership Simulation Developed initially by Surrey & Border Partnership Trust in collaboration with Eden & partners, this system leadership simulation is now available KSS wide.</p> <p>The simulation is based in a fictional county with characteristics that are similar to an STP/ICP in KSS in terms of local politics, population, NHS & local authorities. It is an immersive simulation through which participants tussle with the realities of system working.</p> <p>The simulation offers two scenarios, one based in older people's services and the other in children's services however an in-depth knowledge of either</p>	<p>KSSLA in place funding</p>	<p>Eden & Partners</p>	<p>LA Contact: Laurainne Copnall Laurainne.copnall@leadershipacademy.nhs.uk SABT: Julie.Gripton@sabp.nhs.uk</p>

	<p>of these is not required more, they provide a ‘hook’ to anchor conversations and learning.</p> <p>The simulation itself takes around 4 hours to run, including initial preparation time and final presentations. There’s then a discussion and debrief. It can be run with groups as small as 10 – 12 people and as large as 50 +. Participants are split into teams to represent different parts of the system.</p> <p>What is built around the simulation depends on the group & the context in which it is being used. If used with largely NHS groups then it’s worth building in time to help them understand how local authorities work including local politics, budgets etc. If being used with a group drawn largely from local authorities it is worth taking time to help them understand the NHS before launching into the simulation.</p> <p>It is being included/used in Surrey 500 (described below) and Seacole local Surrey Heartlands and Kent systems leadership development but can be a standalone workshop.</p>			
<p>Kent and Medway</p>	<p>Leading across Kent & Medway Leadership programme initially for 12 people (band 7 / 8A) or social care equivalent grades. This is a modularised programme over 4 sessions to develop systems leadership skills.</p>	<p>KSS Leadership Academy</p>	<p>Available for sharing</p>	<p>Helen Edmunds Head of Leadership and Organisational Development, KSS and TVW Leadership Academies Helen.Edmunds@leadershipacademy.nhs.uk</p>

<p>Kent and Medway</p>	<p>OD toolkit An OD Toolkit has been developed with OD professionals from across the STP to be used as a toolkit for local care clusters and other MDT groups to aid their development. This is now finalised and will be hosted on Kent and Medway STP website: https://kentandmedway.nhs.uk/</p> <ul style="list-style-type: none"> • Establishing your team and getting to know each other • Collaborative Team Working • Influencing Others • Managing and supporting transformational change • OD Diagnostic tools • Further Advice & guidance 	<p>KSS Leadership Academy</p>	<p>Available to the KSS LA for sharing / hosting on the LA website if required</p>	<p>Kerry Moody Senior Leadership & OD Consultant KSS and TVW Leadership Academy T: 01293 227117 M: 07714917389 Kerry.moody@leadershipacademy.nhs.uk</p>
<p>Kent and Medway</p>	<p>East Sussex Better Together OD practitioners programme developed for the East Sussex system with participants from the acute, CCG, mental health trust and adult social care. This programme developed OD capability and capacity in leaders not necessarily operating in a formal OD space. It consists of 6 days face to face workshop plus an additional 6 days of masterclasses to which a wider cohort were invited.</p> <p>18 participants have completed this programme, in order to do this they had to commit to offering 2 days per month within an OD function in the East</p>	<p>KSS Leadership Academy</p>	<p>Available to share</p>	<p>Helen Edmunds Head of Leadership and Organisational Development, KSS and TVW Leadership Academies Helen.Edmunds@leadershipacademy.nhs.uk</p> <p>ESBT contact: Susie.crawley@sussexpartnership.nhs.uk</p>

	<p>Sussex system – so offering a total of 36 days per month between them. However, this contribution is yet to be realised as the co-ordination of those who have had the development with those who require support is a complex and, currently, unresourced one. A business case is being developed to fund a co-ordinator / administrator to make sure these 2 days/month/participant are used.</p>			
<p>Kent and Medway</p>	<p>Bespoke consulting Consulting days have been used in this part of the system for facilitation at a senior leadership level to work with the design team for Surrey 500 on the evaluation strategy and to establish a senior HRD network.</p>	<p>KSS Leadership Academy</p>	<p>N/A</p>	<p>Helen Edmunds Head of Leadership and Organisational Development, KSS and TVW Leadership Academies Helen.Edmunds@leadershipacademy.nhs.uk</p>
<p>Sussex and East Surrey</p>	<p>Systems Leadership This programme was developed and delivered with The King’s Fund and was designed to develop systems leadership skills <i>and</i> apply them to a real life wicked problem owned by participants and of interest to the STP. 3 cohorts have run. The programme runs in two modules, 1 x 2 day and then a standalone day. Participants have to be senior enough to have influence across the system and come to the programme in small groups with a shared wicked problem. The first cohort drew participants all from the Better Births initiative from across the system whereas cohorts 2 & 3 were open to application from any background, indeed wicked problems considered ranged from mental health to smoking cessation and from reducing</p>	<p>KSS Leadership Academy</p>	<p>King’s Fund, trained facilitators locally approved to run it.</p>	<p>Helen Edmunds Head of Leadership and Organisational Development, KSS and TVW Leadership Academies Helen.Edmunds@leadershipacademy.nhs.uk</p>

	<p>length of stay to improving training and clinical competence across the system. The programme was delivered in partnership with 3 experienced internal facilitators to enable future programmes to run without a dependency on The King's Fund.</p> <p>An extensive evaluation has been undertaken by the local AHSN which looks at the impact the programme has had and suggests areas for improvement for future cohorts.</p>			
<p>Sussex and East Surrey</p>	<p>In Development: Coach to Lead application system wide Using the coach to lead programme that's offered KSS wide in a targeted way to engender a coaching approach through a talent management lens.</p> <p>This is a programme designed to enable first line leaders to take more of a coaching approach in their leadership and have better conversations with staff. It is aimed that 150 first line leaders will go through the programme in this first phase. Coaches will be drawn from other talent streams across the STP eg participants from more senior development programmes. Uses existing talent to support future talent.</p> <p>There is also a desire to run some internal 'train the trainer' sessions to enable more people to be equipped to deliver the Coach to Lead programme.</p>	<p>KSS Leadership Academy</p>	<p>C2L KSSLA</p>	<p>Kerry Moody, Senior Leadership and OD Consultant, KSS and TVW Leadership Academies, Kerry.moody@leadershipacademy.nhs.uk</p> <p>STP contact: Colleen.hart@nhs.net</p>

<p>Sussex and East Surrey</p>	<p>Bespoke consulting Consulting days are being used by this part of the system to support HRDs and Directors of Workforce to consider what the system leadership priorities are and where the next phase of effort should be targeted.</p>	<p>KSS Leadership Academy</p>	<p>N/a</p>	<p>Helen Edmunds Head of Leadership and Organisational Development, KSS and TVW Leadership Academies Helen.Edmunds@leadershipacademy.nhs.uk</p>
<p>KSS wide</p>	<p>Primary care Network Development Programme 5 day leadership programme (5 x 1 day workshops, 1 per month) aimed at multi professional staff groups in primary care. The programme has been developed in conjunction with Primary Care as a practical and place-based approach to supporting the locality development needs of General Practice at scale across the current Primary Care Network Clusters.</p> <p>The emphasis of the programme will be on culture, behaviours and outcomes ensuring that learning is grounded in reality and focused on implementation. Through increasing impact across the organisation and, in turn, the wider system, leaders will be energised, motivated and mobilised to lead change, and be equipped with the skills to do so. Cluster Leaders will increase their impact and be in a better position to help their teams be ready for an exciting future.</p> <p>Current pilot is running in Brighton and Hove with 6 clusters (5 participants/ cluster). Will be offered to Surrey Heartlands and Kent and Medway in 2019/2020.</p>	<p>KSS Leadership Academy</p>	<p>KSS Leadership Academy</p>	<p>Laurainne Copnall Leadership & OD Consultant, KSS and TVW Leadership Academies Laurainne.copnall@hee.nhs.uk</p>

<p>Surrey Heartlands</p>	<p>Surrey 500 This is a place-based leadership development programme currently being designed and planned to launch in April 2019. It will take 500 participants from across the system in 5 cohorts of 100. In particular, it is designed to Enhance system leadership skills, whilst working on live issues, of teams, from across new Integrated Care Partnerships and with those working across Surrey (at scale). Design taking inspiration from <i>Healthier Fylde Coast</i> place-based programme developed in the north west.</p>	<p>KSS Leadership Academy & STP & LWAB & Novartis</p>	<p>Delve OD & North West Leadership Academy</p>	<p>Laurainne Copnall Leadership & OD Consultant, KSS and TVW Leadership Academies Laurainne.copnall@hee.nhs.uk</p>
<p>Surrey Heartlands</p>	<p>Mary Seacole Local Surrey Heartlands run the local version of the National Leadership Academy's Mary Seacole programme. Participants get additional psychometrics beyond the scope of the national programme, together with the online and workshop content of the core programme. Frimley Health opens this to anyone from across the STP.</p>	<p>Charge of £150 per delegate</p>	<p>National Leadership Academy</p>	<p>Louise Atkinson, OD Practitioner, Surrey Heartlands Louise.atkinson12@nhs.net</p>
<p>Surrey Heartlands</p>	<p>Bespoke consulting Consulting days have been used in this part of the system for facilitation at a senior leadership level to work with the design team for Surrey 500 on the evaluation strategy and to establish a senior HRD network.</p>	<p>KSS Leadership Academy</p>	<p>N/A</p>	<p>Helen Edmunds Head of Leadership and Organisational Development, KSS and TVW Leadership Academies Helen.Edmunds@leadershipacademy.nhs.uk</p>

<p>KSS wide</p>	<p>Systems consulting skills KSSLA have used the National Leadership Academy's System Skills Consulting programme within their systems.</p> <p>The programme takes a modular approach – 4 modules over 5 days with 21 day challenges in between each module to enable participants to apply and experiment with what they've learnt. The programme's designed to increase systems consultancy skills by helping participants understand more about themselves, the systems they're working in and methodologies that they can apply to consult to the system to help affect real change. Participants are expected to bring a systems transformation challenge they will work on through the programme.</p> <p>At a high level, modular content can be described as follows: Module 1 (2 days) Exploring Self – helping participants to understand why they are attracted to systems consultancy, how they are an instrument of that work & how their favoured patterns of conversation may help or hinder them as a systems consultant.</p> <p>Module 2 (1 day) Deepening self. This module introduces the consultancy cycle, tasks and skills within it & considers an 'expert' diagnostic approach versus a 'relational' dialogic approach &</p>	<p>National Leadership Academy</p>		
------------------------	--	------------------------------------	--	--

	<p>the impact of each. Skills are then practiced in a co-consultancy situation.</p> <p>Module 3 (1 day) Extending your reach & impact. This module focuses on different types of interventions & how to use them to facilitate movement in a system. Participants practice these interventions on subgroups within the cohort.</p> <p>Module 4 (1 day) Shaping the system for success. The final module creates the opportunity to apply all their learning to a live system challenge. They work with a real system client to provide consultancy support & get feedback on their impact.</p>			
<p>KSS wide</p>	<p>Effective patient leader programme This is a 3-day programme for patients, health watch members and volunteers that has been developed in collaboration with the London Leadership Academy and Professor Lis Paice. It was developed in response to increasing expectation of patient inclusion to support improvement/patient pathways, building on lived experience. The programme covers topics such as behaviours to support collaboration, how patients and healthcare professionals can work effectively together, patient leadership, roles, challenges & support. Two cohorts of around 20 participants have been run so far.</p>	<p>KSS Leadership Academy</p>	<p>London Leadership Academy</p>	<p>Laurainne Copnall Leadership & OD Consultant, KSS and TVW Leadership Academies Laurainne.copnall@hee.nhs.uk</p>

Thames Valley and Wessex				
BOB & HLOW	<p>Systems consulting skills Both BOB and HLOW have used the National Leadership Academy’s System Skills Consulting programme within their systems.</p> <p>The programme takes a modular approach – 4 modules over 5 days with 21 day challenges in between each module to enable participants to apply and experiment with what they’ve learnt. The programme’s designed to increase systems consultancy skills by helping participants understand more about themselves, the systems they’re working in and methodologies that they can apply to consult to the system to help affect real change. Participants are expected to bring a systems transformation challenge they will work on through the programme.</p> <p>At a high level, modular content can be described as follows: Module 1 (2 days) Exploring Self – helping participants to understand why they are attracted to systems consultancy, how they are an instrument of that work & how their favoured patterns of conversation may help or hinder them as a systems consultant.</p> <p>Module 2 (1 day) Deepening self. This module introduces the consultancy cycle, tasks and skills</p>	National Leadership Academy	National Leadership Academy	Jayne Beresford Senior Leadership and OD Consultant TVW and KSS Leadership Academies jayne.beresford@leadershipacademy.nhs.uk

	<p>within it & considers an 'expert' diagnostic approach versus a 'relational' dialogic approach & the impact of each. Skills are then practiced in a co-consultancy situation.</p> <p>Module 3 (1 day) Extending your reach & impact. This module focuses on different types of interventions & how to use them to facilitate movement in a system. Participants practice these interventions on subgroups within the cohort.</p> <p>Module 4 (1 day) Shaping the system for success. The final module creates the opportunity to apply all their learning to a live system challenge. They work with a real system client to provide consultancy support & get feedback on their impact.</p> <p>Participants have reported increased confidence and skill to deploy this approach within their organisations. Both BOB and HIOW are trying to work out how to offer the capability now available within the system to those in the system who need it.</p>			
<p>South East Wide</p>	<p>Systems consulting skills Challenge Transformation Clinics These Challenge Transformation Clinics form a follow-up to the National Leadership Academy's System Skills Consulting programme and are designed specifically for the alumni of those programmes.</p>	<p>KSS and TVW leadership academies</p>	<p>Berkshire Consulting</p>	<p>Jayne Beresford Senior Leadership and OD Consultant, KSS and TVW Leadership Academies Jayne.beresford@leadershipacademy.nhs.uk</p>

	<p>These are run in a workshop clinic format where alumni from across previous programmes come together to work on live systems issues with sponsors of those issues. The aims of these clinics are to:</p> <ul style="list-style-type: none"> • Reconnect colleagues, share experiences and learning • Work simultaneously in small Action Learning Groups supported by facilitators • Reconnect the whole system to share themes and insights 			
BOB	<p>OD network Facilitation support for local OD Leads network</p>	TVW Leadership Academy	None	<p>Jayne Beresford Senior Leadership and OD Consultant TVW and KSS Leadership Academies jayne.beresford@leadershipacademy.nhs.uk</p>
BOB	<p><u>Investment in Excellence (IIE)</u></p> <p>IIE is a powerful Award winning 3 day programme (2 days followed by another 1 day a month later) that takes principles of Positive Psychology and applies them in a simple and easy to understand way. Participants learn how to identify and change inhibiting beliefs, habits and attitudes. Staff attending are encouraged to take individual</p>	RBH FT	IIE	<p>Rosalind Penny Deputy Director of Organisation Development Royal Berkshire NHS Foundation Trust Tel: 0118322 7848 Rosalind.penny@royalberkshire.nhs.uk</p>

	<p>accountability (regardless of their role) to build a positive climate, which encourages confidence, optimism and creativity.</p> <p>The programme is run by the Royal Berkshire NHS Foundation Trust Learning & Development team under license from The Pacific Institute. It has been offered by the Royal Berks to the wider BOB community.</p> <p>In particular the programme will help participants discover how to:</p> <ul style="list-style-type: none"> • Maximise their potential • Understand why they think, feel, and act the way they do • Increase their creativity and their ability to put ideas into action • Believe in their own ability • Set and achieve compelling goals easily without experiencing pressure or stress • Have a positive and optimistic outlook to handle stress of everyday living constructively. 			
<p>BOB</p>	<p>Three peaks leadership development programme Developed by Buckinghamshire hospitals, now offered system wide across Bucks, first cohort ran in February 2019 I believe needs picking up with Nicola Lester or Carley Brown</p>	<p>Additional funding offered by TVW Leadership Academy and funding from HEE TV</p>	<p>BH NHS Trust</p>	<p>Nicola Lester, Buckinghamshire CCG, nicola.lester@nhs.net</p>

<p>BOB</p>	<p>Talent Management RISE programme developed at RBFT with funding from TVWLA – RISE is an Inclusive approach to recognise good and exceptional performers at all levels. It puts people on a Pathway leading to personal development and increases promotion prospects while aiding retention. It is a values based as well as performance judgement. Development centres have been designed. Excel and Progress programmes have been designed for Nurses which included pre qualifying for promotion. RBFT has also worked with BW10 to reposition its purpose and priorities.</p>	<p>RBFT and TVW Leadership Academy</p>	<p>RBFT</p>	<p>Rosalind.penny@royalberkshire.nhs.uk</p>
<p>BOB</p>	<p>RBFT has 3 people from Buckinghamshire in Cohort 2 of its Chartered Manager Degree programme at Henley Business School. The next Cohort beginning in September 2019 is an ICS cohort with 40% of the places being taken up across the system RBFT will be opening up its ILM level 3 programme (levy funded) across the system for Cohort 3 RBFT acknowledge the generous allocation of levy money from SCAS to help support more Nurse Associates</p>	<p>RBFT</p>	<p>Henley Business School</p>	<p>Rosalind.penny@royalberkshire.nhs.uk</p>
<p>BOB</p>	<p>RBFT continue to host the ICS lead for Streamlining RBFT hosted the system wide Streamlining event for Doctors in Training run by NHSi RBFT are rolling out Workforce Planning workshops in conjunction with the ICS.</p>	<p>RBFT</p>	<p>N/A</p>	<p>Rosalind.penny@royalberkshire.nhs.uk</p>

<p>BOB</p>	<p>Resilience in Uncertainty Following publication of the NHS Long Term Plan, this intervention is focused on preparing for changes that will affect CCGs and commissioning. This is likely to mean some uncertainty for staff as the changes start to take effect. Together Oxfordshire and Buckinghamshire CCGs are offering all CCG staff, including clinicians, the opportunity to participate in a programme of three workshops:</p> <ul style="list-style-type: none"> • Develop personal and team resilience in the face of organisational uncertainty • Empower staff to shape their own futures through the transformational change. • Position staff to respond actively to the demands of their “real work”. <p>The Workshops The workshops are sponsored by the Thames Valley and Wessex Leadership Academy and will be facilitated by Alastair Mitchell-Baker and Roger Greene of Tricordant. They will focus on:</p> <ol style="list-style-type: none"> 1. Developing personal and team resilience – Wednesday 15 May 2. Leading through systems change – Thursday 20 June 3. So what and now what? Date to be set 	<p>TVW Leadership Academy</p>	<p>TVW LA</p>	<p>Alison Jennings, Deputy Director, TVW and KSS Leadership Academies, Alison.jennings@leadershipacademy.nhs.uk</p>
<p>BOB</p>	<p>Kings Fund OD support for Berkshire West ICS Funding to support Berkshire West ICS Clinical engagement in the transformation programme. This comprised of a series of workshops and</p>	<p>TVW Leadership Academy</p>	<p>Kings Fund</p>	<p>Ali Jennings, Deputy Director, TVW and KSS Leadership Academies, Alison.jennings@leadershipacademy.nhs.uk</p>

	interviews with key stakeholders to foster the conditions for clinicians to co-design and lead change.			
BOB	Bespoke consulting Consulting days have been used in this part of the system for expert facilitation for ICS Work-stream Leads (Digital, Support Workforce, LWAB formation) and the ICS Executive Group.	TVW Leadership Academy	N/A	Ali Jennings, Deputy Director, TVW and KSS Leadership Academies, Alison.jennings@leadershipacademy.nhs.uk
Dorset	Coaching Cohort of 20 coaches from across the system to ILM level 5 or 7. Mix of professional backgrounds/roles – clinical, GP, OD leads, CEO. Ambition to grow coaching capacity within Dorset to support professionals on development programmes and beyond.	LWAB	ILM	Francesca Pingarelli Leadership and Talent Management Lead francesca.pingarelli@dorsetccq.nhs.uk
Dorset	Talent programme An STP wide talent board consisting of CEOs and HRDs from across the system met in March 2019 to determine the first cohort of people for this new talent programme. Aimed at deputy senior leaders, the programme is targeted at those with the ability and aptitude to move into more senior roles and the opportunity to lead on a piece of work across the system. The focus of the programme is on the role of the individual as a system leader and consists of a 2 day development centre followed by monthly workshops/masterclasses and coaching. The content of the programme will be co-designed with participants after the development centre.	LWAB & TVW Leadership Academy	Practive	Francesca Pingarelli Leadership and Talent Management Lead francesca.pingarelli@dorsetccq.nhs.uk

	The programme seeks to support the STPs ambition to develop a system wide talent approach with a system wide talent board.			
Dorset	<p>GP Coaching faculty As part of the desire to create a Dorset wide coaching faculty and, in particular, to support those working in primary care a GP coaching faculty has been established. This means that people can be coached outside their own organisation using system talent.</p>	Primary care workforce centre	South West Councils & ILM	<p>Francesca Pingarelli Leadership and Talent Management Lead francesca.pingarelli@dorsetccg.nhs.uk</p>
Dorset	<p>Walking in the same direction This programme is offered both as an open programme for clinicians working on system change or as bespoke programme working with place based locality teams or AHP networks for which the content is tweaked.</p> <p>It takes 12 people per cohort and has run with 7 cohorts in total to date. The programme aims to give individuals into themselves, their leadership, the system they are operating in and how to engage people in change. Currently the programme takes the following form:</p> <p>2 x 0.5 day workshops including:</p> <ul style="list-style-type: none"> • My impact • SDI • ICS & where we are • What skills are needed to lead across a system <p>1 x whole day workshop with Practive:</p>	LWAB and TVW Leadership Academy	Joint between Dorset & Practive	<p>Francesca Pingarelli Leadership and Talent Management Lead francesca.pingarelli@dorsetccg.nhs.uk</p>

	<ul style="list-style-type: none"> • Courageous conversations • Personal resilience • Managing change <p>0.5 day workshop delivered by public health teams on population health management.</p> <p>The programme is about to be reviewed, in particular to consider the programme and how it blends with the offers from individual organisations.</p>			
Frimley	<p>Frimley Leadership & Improvement Academy An Academy set up for and with the Frimley system to:</p> <ul style="list-style-type: none"> • Identify strategy for Leadership Development and improvement across the system; and • Drive delivery of that strategy either via commissioning new pieces of work or taking best advantage of what's already on offer in organisations within the Frimley system. <p>The Board is made of 12 people with representation from organisations and professions across the system. The Leadership & Improvement Academy Board reports in to the Frimley ICS board.</p> <p>An Advisory group is in place to challenge the Board's thinking and, in particular, encourage thinking beyond health and social care. This is a cross sector group including representation from the public, private and charitable sectors and NHSI.</p>	Combination of LWAB, TVWLA and private funding e.g. from a pharmaceutical company	None	Maggie Woods Deputy Director TVW and KSS Leadership Academies Maggie.woods@leadershipacademy.nhs.uk .

<p>Frimley</p>	<p>Frimley 20/20 Leadership Programme A 12 month, 9-day, place-based leadership development programme for up to 40 participants that has been running since January 2017 across the Frimley Integrated Care System. Now into its 3rd cohort, 20/20 brings together some of the most enterprising and courageous clinicians and managers across clinical, social care and public health systems to help redesign and lead changes for a better future for local communities. The programme is cross organisational, cross discipline and cross pay grade and has been clinically led in its development & designed to meet the needs of the Frimley ICS.</p> <p>20/20 includes leadership masterclasses, external speakers, industry visits and – importantly – the time and space for participants to come together and learn about the broader system, the work they’re each doing and how they can drive system wide improvement. Over the course of the 12 months, participants undertake a <i>change challenge</i> which has direct relevance to improving services in line with Frimley ICS priorities.</p>	<p>Through Frimley Leadership Academy, TVWLA provide funding to the FLIA</p>	<p>Shared between Frimley Leadership Academy & CoCreate</p>	<p>Maggie Woods Deputy Director TVW and KSS Leadership Academies Maggie.woods@leadershipacademy.nhs.uk .</p>
<p>Frimley</p>	<p>Wavelength Leadership Programme Building on the success of the 20/20 programme, Wavelength is a 6 month, 5 day, system wide programme to develop the collaborative leadership skills to support joined up digital transformation across the Frimley ICS.</p>	<p>Through Frimley Leadership Academy, TVWLA provide funding to the FLIA</p>	<p>Shared between Frimley Leadership Academy & CoCreate</p>	<p>Maggie Woods Deputy Director, TVW and KSS Leadership Academies Maggie.woods@leadershipacademy.nhs.uk</p>

	<p>A key focus of the programme is to break down the barriers between IT, operational and clinical staff – both within and across organisations – so the cohort is deliberately selected from a wide range of roles, organisations and hierarchy. The result is greater collaboration, increased tech literacy with people speaking the same language around digital transformation.</p> <p>Another focus is to develop a more professional, digital culture across the Frimley system. Visits to the Met Police, Bank of England, Trainline (the UK’s fastest growing tech company) and Microsoft provide excellent insight into how other organisations are driving digital transformation. Masterclasses on agile, design thinking and SCRUM ensure that participants have practical tools and techniques to immediately apply back in their organisations.</p> <p>The results from the first cohort of 31 people were extremely positive and we’re about to launch cohort 2.</p>			
<p>BOB/ Frimley</p>	<p>NHS@2030. Programme is aimed at working with senior clinical leaders to help define and design the system patients will need in 2030 and then building local networks of projects and people that will enable this design to happen. This will be enhanced by a Leadership programme that supports the development of competencies and connect leaders across the locality to learn</p>	<p>NHSE SE and TVWLA</p>		<p>Professor Marion Lynch Senior Consultant TVWLA, marionlynch1@nhs.net Programmes Lead for Patient Leadership Tel: 07795127194</p> <p>Or Ali Jennings, Deputy Director TVW and KSS LA,</p>

	<p>from national experts and from each other's' experiences. It will also provide a safe space for leaders to explore sensitive issues as well as establishing better networks outside of normal working relationships.</p> <p>The intervention is based on a series of events when delegates come together for a full day of shared learning and experiences. During the course of the programme delegates will be exposed to various national leaders who present information on specific areas across leadership and then the groups discuss and debate the issues that these present.</p> <p>The delegates also then are encouraged to get into working groups that would then work, with supported facilitation, to identify projects for collaboration and change. These projects will carry on beyond the life of the programme and will facilitate the development of leadership skills.</p> <p>The aim is that using these projects the delegates will develop, hone and enhance leadership skills in a safe environment – they will be encouraged to challenge each other in the groups. The actual topic they identify is actually less important than the skills they develop when working in the groups around leadership and the challenges implementing change has.</p>			<p>Alison.jennings@leadershipacademy.nhs.uk 07825448198</p>
--	--	--	--	---

<p>Frimley</p>	<p>Frimley Improvement Network The Frimley Leadership and Improvement Academy recognised that there are lots of positive change initiatives happening across the system, but it's often disjointed and / or locally focused - driving systemic improvement is hard. What they also recognised is that there are amazingly talented people across the system with valuable skills, knowledge, experience in and – importantly – passion for improvement and for helping others.</p> <p>The Academy launched the 'Improvement Network' in January to bring together these people to learn and grow together and to identify how they can harness their collective expertise for the benefit of others across the system. The network has been established as a community of practice with a view to enabling long term sustainability around improvement work leveraging Frimley's own expertise across the system.</p> <p>The 20 founding members include technical experts, alumni of 20/20, Wavelength and other leadership programmes, and people with lived experience of system transformation.</p> <p>Network members:</p> <ul style="list-style-type: none"> • Coach and mentor ('walk alongside') individuals, teams and groups of people working on quality improvement / change initiatives. 	<p>Through Frimley Leadership Academy, TVWLA provide funding to the FLIA</p>	<p>None</p>	<p>Claire Quinn, Frimley NHS Foundation Trust, Claire.quinn@nhs.net</p>
-----------------------	---	--	-------------	---

	<ul style="list-style-type: none"> • Cascade the development of system leadership and QI skills, tools, mindsets and behaviour out across the whole system. • Connect people across the system – create greater alignment and integration, reduce duplications, involve our communities, help people / groups move quickly and to learn from one another. <p>Collate and grow a library / knowledge bank of quality improvement and organisational development best practice which is easily accessible for people across the system.</p>			
<p>Frimley</p>	<p>Improvement skills programme This programme is run by Frimley health but open to all partners across the STP. It's designed to support people in small scale improvement projects, offering them both the opportunity to support and refine the development of these and to assess whether they have system wide application (which would be supported through the network above). The programme consists of a 1 day workshop, participants then go away for a month to apply what they've learnt before returning for a second one day workshop. Following that they work on their projects for 5 months, with coaching, after which they present their findings back to a panel who will assess whether it has system wide application.</p>	<p>Charge of £150 per delegate</p>	<p>Frimley Health</p>	<p>Claire Quinn, Frimley NHS Foundation Trust, Claire.quinn@nhs.net or Viki Wadd, Berkshire East CCG Federation, v.wadd@nhs.net</p>

<p>Frimley</p>	<p>ICS Board Development Bringing together the accountable officers of 20+ organisations to shape a collective strategy and plan for becoming a fully-fledged integrated health and care system is complex, long-term work.</p> <p>Right from the start of the journey, this group – which at that point was a shadow ACS Board – recognised the importance of investing time in their development. Whilst relationships were developing and progress had been made, it was identified that greater trust and alignment was needed to commit to the complex, long-term work of transforming a system.</p> <p>Since November 2017, the Board has worked with CoCreate on a series of development days. It started with a series of 1:1 interviews with board members to better understand strengths and challenges. We also deployed a sophisticated Social Network Analysis tool, giving further data on the network and barriers to collaboration.</p> <p>The results informed the design of the initial offsite which focused on building trust and psychological safety across the group, identifying the critical conversations the group needed to tackle and developing the Board’s ability to tackle these issues in an open, honest and constructive way. One day offsites continue on a six-monthly basis complemented by shorter development sessions. These focused sessions continue to strengthen</p>	<p>Frimley ICS and TVWLA</p>	<p>None</p>	<p>Jane Hogg Frimley Integration and Transformation Director Jane.hogg@nhs.net Tom James, Director, CoCreate tom@cocreateconsultancy.com</p>
-----------------------	---	------------------------------	-------------	--

	relationships, integrate new Board members as they join, increase system awareness and the appreciation of the challenges each Board members is facing, and develop the Board's ability to do the work that's required.			
Frimley	<p>Mary Seacole local Frimley Health run the local version of the National Leadership Academy's Mary Seacole programme. Participants get additional psychometrics beyond the scope of the national programme, together with the online and workshop content of the core programme. Frimley Health opens this to anyone from across the STP.</p>	Charge of £250 per delegate	National Leadership Academy	Claire Quinn, Frimley NHS Foundation Trust, Claire.quinn@nhs.net
Frimley	<p>Training portability programme Agreement in principal across organisations in health and social care within the Frimley STP for honouring other organisations' statutory & mandatory training and care certificates. Currently organisations are being assessed against the core skills training framework to ensure that the required standards have been met by all to translate the agreement in principle into reality.</p> <p>NHS records are portable through ESR however Frimley Health have built a platform based on NI numbers that allows transfer of information beyond the NHS. This has been designed with Shine Tech however is freely available for other organisations to use.</p>	LWAB funded	N/A	Nicola Morgan, Frimley NHS Foundation Trust n.morgan@nhs.net

<p>Frimley</p>	<p>OD network Facilitation support for local OD Leads network</p>	<p>TVWLA</p>		<p>Maggie Woods Deputy Director Leadership & OD TVW and KSS LA Maggie.woods@hee.nhs.uk</p>
<p>Hampshire & Isle of Wight</p>	<p>Collaborative Bank for Hampshire and Isle of Wight The system has been working to develop a collaborative bank for the whole patch. The aim of this is remove the use of agency apart from under extreme circumstances. Whilst there have been some technical considerations to make this project happen, the bulk of the work has been in the OD space – helping individual organisations see the system wide benefits of operating in a different way and brokering agreements to make workforce incentives system wide not organisationally focused. For example, ‘golden hellos’ have been eliminated as these were affecting the ability of organisations within the same system being able to recruit. All 5 trusts within HIOW system have signed up to implement the collaborative bank and the implementation phase of this project begins in late summer 2019. The implantation phase of this project begins in late summer 2019.</p>	<p>LWAB</p>	<p>HIOW</p>	<p>Jo Perry Jo.perry1@nhs.net</p>
<p>Hampshire & Isle of Wight</p>	<p>Portability programme This significant piece of work has been in place since May 2018. Agreement has been brokered across the STP that statutory and mandatory training can be transferred between NHS organisations so individuals moving on a temporary</p>	<p>LWAB</p>	<p>HIOW</p>	<p>Jo Perry Jo.perry1@nhs.net</p>

	<p>or permanent basis do not need to repeat this training on arrival. In addition, pre employment checks will also be honoured between organisations aiding much more flexible movement of employees across the system.</p> <p>Currently the IOW is trialling an extension of this programme into local authorities and the voluntary sector. Hampshire has agreement across the acute trusts, mental health trusts and CCGs and is currently exploring ways to enable GP practices to participate.</p>			
Hampshire & Isle of Wight	<p>QI nursing supply This is a collaborative project to get agreement across the system regarding the HIOW offer to resolve the nursing supply challenges.</p> <p>Using a QI approach, the system leaders will agree one approach to international recruitment, nursing apprenticeships, attraction and retention methods and work with local universities to look at different approaches to training student nurses that puts less pressure on individual Trusts. The work is being led by Southern Health and the development of the offer process is underway with this stage concluding in July 2019.</p>	LWAB	HIOW	<p>Lisa Cully Lisa.cully@nhs.net 0754 8498572</p>
Hampshire & Isle of Wight	<p>Mental health nursing on 111 Mental health nurses available 24/7 on the 111 service across Hampshire & the IOW. CAHMS nurse also available during parts of the day, currently assessing peak call hours with a view to extending cover, potentially to 24/7 by the end of</p>	This has been funded with all partners in the STP footprint	None	<p>Lisa Cully Lisa.cully@nhs.net 0754 8498572</p>

	<p>May 2019. This enables patients in crisis to call 111 and speak with a trained mental health nurse rather than calling 999. The police are also able to direct dial when assisting with a patient in crisis. The nurses have access to clinical systems and can see if patients are known to services therefore providing continuity of care.</p>			
<p>Hampshire & Isle of Wight</p>	<p>Section 12 app Most of the STP (with the exception of Portsmouth City & IOW) have signed up to roll out an app to assist with the timely completion and invoicing of Section 12s.</p> <p>Previously, adult mental health professionals (AMPs) relied on working through a paper list to find a dr available to complete a section 12 for a patient, something that took, on average, 2.5 hours to do. The app sits on the phone of all section 12 drs. It syncs with their calendars so an AMP is able to see at a glance who is available in their area at any given time. The app allows the dr to invoice directly immediately have the section 12 has been issued and also enables analytics to be carried out at an STP level to look at how long it's taken to get a section 12 dr to attend, where the attendance was needed etc.</p> <p>Project currently in the engagement phase, refresh of the app expected over the summer so project anticipated to go live in September 2019.</p>	<p>Co-funded by all stakeholders – 6 CCGs, 2 LAs & 3 mental health providers</p>	<p>S12 solutions</p>	<p>Lisa Cully Lisa.cully@nhs.net 0754 8498572</p>

<p>Hampshire & Isle of Wight</p>	<p>Mental Health First Aid It has been recognised that across the system various individuals have been trained to be mental health first aid trainers from across the police, Hampshire county council and provider trusts. This project aims to bring those trainers together as a collaborative training platform for HIOW, sharing expertise and efficiencies and meaning that training can be delivered cross organisationally eg a police MH first aid trainer training people from primary care etc.</p>	<p>Individual organisations and HEE</p>	<p>Mental Health First Aid</p>	<p>Lisa Cully Lisa.cully@nhs.net 0754 8498572</p>
<p>Hampshire & Isle of Wight</p>	<p>Mental Health Peer Support Network People with lived experience have been working as peer supporters however the role is not standardised, understood or, in some cases, appropriately valued. This project is taking a 2 staged approach: Firstly, a framework of core principles is being established to describe the role of a peer supporter & how they work. It is currently out for consultation, due to close at the end of April 2019. Secondly, there is a desire to use an apprenticeship approach to develop a qualification and make it a formally recognised role, to provide a career framework and standard approach to new roles.</p>	<p>Strategic clinical network</p>	<p>STP programme board</p>	<p>Lisa Cully Lisa.cully@nhs.net 0754 8498572</p>

<p>Hampshire & Isle of Wight</p>	<p>OD network Facilitation support for local OD Leads network</p>	<p>TVW Leadership Academy</p>	<p>None</p>	<p>Jayne Beresford Senior Leadership and OD Consultant TVW and KSS Leadership Academies</p> <p>jayne.beresford@leadershipacademy.nhs.uk</p>
<p>Hampshire & Isle of Wight</p>	<p>Systems leadership Development A programme of OD for the health and care leaders of the Hampshire Isle of Wight system from January – June 2018. This was at a time when ‘The Executive Development Group’ were seeking to reach agreement on the future system architecture. This is highly complex and challenging work and required a very large group (20+ accountable officers / system leaders) with no formal power and an ambiguous mandate to really work effectively together.</p> <p>The OD design and delivery was carried out by CoCreate who worked alongside GE Healthcare (who provided technical expertise on system reform). It’s an interesting case study of two external providers working alongside each other having been procured separately.</p> <p>Through several sessions the CoCreate team facilitated a process that built the quality of trust and relationships, raised awareness of the strengths and areas of development of the group,</p>	<p>HIOW STP & TVW Leadership Academy</p>	<p>None</p>	<p>Sandra Grant, OD Consultant Sandra.grant2@nhs.net</p> <p>Sarah Reese, STP Director of Transformation & Delivery sarah.reese1@nhs.net</p> <p>Tom James, Director, CoCreate tom@cocreateconsultancy.com</p>

	strengthened the group's ability to handle critical conversations and helped them make progress on key priorities relating to system reform.			
Hampshire & Isle of Wight	<p>Behaviours in action</p> <p>The Payment by Results (PbR) Contract that has been the fundamental basis for the NHS internal market for a decade has been widely recognised as inconsistent with the development of Integrated Care Partnerships in the NHS and Social Care.</p> <p>In this context the Portsmouth Hospitals NHS Trust and Commissioners from the 3 CCGs in Portsmouth and South East Hampshire established an Aligned Incentive Contract (AIC) Working Group in 2017 to address the increasing challenge to find an alternative contract form more suited to integrated care and partnership working.</p> <p>In summer 2018, the leadership of the Working Group recognised the group had defaulted to old patterns of competitive and adversarial behaviours and was struggling to live out the espoused behaviours they needed for the AIC.</p> <p>As a result, Tricordant were commissioned to support the group through a programme of Behavioural Development to enable improved collaborative working and collective purpose in the Working Group.</p> <p>Tricordant led a 4 part approach:</p> <ol style="list-style-type: none"> 1. Overview of the working group in actions 	TVW Leadership Academy	Tricordant	<p>Sandra Grant Workforce and Organisational Development Consultant 0779 6940869 Sandragrant2@nhs.net</p>

	<ol style="list-style-type: none"> 2. PRISM behaviour mapping for all 14 members of the working group including 1:1 feedback 3. Individual interviews focusing on purpose, process & effectiveness of the working group 4. 2 x workshops, the first focusing on behavioural aspects of the group & its members and the second focusing on arrangements needed to support a new governance structure & purpose & required membership of the group. 			
<p>Hampshire & Isle of Wight</p>	<p>Hampshire 20/20 Leadership Programme</p> <p>North and Mid Hampshire Local Care System have partnered with CoCreate to adopt and tailor the place-based 20/20 Leadership Development Programme originally developed within the Frimley ICS.</p> <p>For further information about the programme itself please see the Frimley section however there is useful learning in Hampshire about how to tailor and adapt the programme to a different geographical context. The programme has run in North & Mid Hampshire and Portsmouth & South East Hampshire with intentions to roll out to the</p>	<p>LWAB and TVWLA</p>	<p>Shared between Frimley Leadership Academy and CoCreate</p>	<p>Catherine Hope MacLellan Director of People, HHFT Catherin.Hope-MacLellan@hhft.nhs.uk</p> <p>Tom James, Director, CoCreate tom@cocreateconsultancy.com</p> <p>Sandra Grant Workforce and Organisational Development Consultant 0779 6940869 Sandragrant2@nhs.net</p>

	IoW and Southampton next financial year (subject to match funding through LWAB)			
Hampshire & Isle of Wight	<p>Portsmouth 20/20 Leadership Programme with a focus on Mental Health</p> <p>This programme is in development</p> <p>For further information about the programme itself please see the Frimley section.</p>			<p>Maggie Woods Deputy Director Leadership & OD TVW and KSS Leadership Academies Maggie.woods@hee.nhs.uk Hilary Todd Programme Director hilary.todd@solent.nhs.uk</p>
Hampshire & Isle of Wight	<p>Supporting our managers in times of change and complexity</p> <p>Half day workshops designed for bands 5,6 & 7 staff designed in partnership with the OD and Engagement System lead and offered within each ICP area.</p> <p>This development opportunity is for managers and team leaders who are expected to work in new ways and support their teams to work differently and are feeling pressured from above and below. It is designed to give a sense of agency and focus to those having to work and influence across boundaries and complex cultural landscapes without necessarily the formal influence to do so.</p> <p>It covers:</p> <ul style="list-style-type: none"> Complexity and wicked issues, forms of resistance, common responses and how they play out in the system 	TVW Leadership Academy	The Leadership Centre	<p>Jayne Beresford Senior Leadership & OD Consultant, KSS and TVW Leadership Academies jayne.beresford@leadershipacademy.nhs.uk</p>

	<ul style="list-style-type: none">• Systems leadership, what is it and why its useful when working with complexity• Tools, public narrative, framing and reframing <p>Currently in initial rollout phase.</p>			
--	--	--	--	--