

## **CUHP Leadership Programme – ‘Learning to Lead’**

### **Programme overview**

#### **Introduction**

Cambridge University Health Partners (CUHP) is an academic health science centre and consists of a partnership between one of the world's leading universities and three NHS foundation trusts (Cambridge University Hospitals NHS FT, Papworth Hospital NHS FT and Cambridgeshire & Peterborough NHS FT). CUHP aims to support the delivery of world-class excellence in health care, research and clinical education and improve the health outcomes for people across the Cambridgeshire region and beyond. CUHP has developed a range of leadership programmes, including this leadership programme ‘Learning to Lead’.

#### **1.0 Target participant group**

Newly appointed consultants or non-medical equivalents, or consultants who have been appointed within the last five years. Non-medical equivalents include modern matrons or clinical specialists at band 8 or above. The participants are envisaged to come primarily from CUHP partner organisations (CUHFT, Papworth NHS FT, CPFT), however places will also be made available to other trusts in Cambridgeshire & Peterborough or the East of England to ensure a full cohort.

#### **2.0 Recruitment and delegate preparation**

In addition to an application form, applicants would be required to obtain manager/supervisor support from their sponsoring organisation.

To apply please go to <http://www.cam-pgmc.ac.uk/courses/L2L2016> Please note that you will be required to register on the website first in order to create your account. You will then be able to book the course online once you have created your account. This course takes online bookings only. Shortlisted applicants would be expected to come for an interview (or phone interview) which is an opportunity to ensure that suitable motivated individuals are recruited to the programme, but also to give applicants information about programme expectations. Shortlisted candidates will be expected to discuss their project proposal (see below).

#### **3.0 Programme Objectives**

The ‘Learning to Lead’ Programme aims to develop healthcare leaders so that they have the required knowledge, skills and capability to have a positive personal impact on the work of others, and to support the delivery of safe and high quality patient care. It also aims to develop leaders who are confident in leading for improvement and leading across a wider system of healthcare in support of transformational change.

The programme will have an emphasis on the development of emotional intelligence, resilience and political astuteness required to be an effective healthcare leader in a rapidly changing and challenging environment.

The programme is aligned with CUHP’s education strategy and aims to meet local needs through the provision of high quality CPD, but also to produce programmes that are of interest nationally and internationally.

The programme is aligned with, but distinct from NHS Leadership Academy and Health Education East of England programmes. It provides a unique leadership development experience that is locally

accessible, locally tailored to the health system, and clinically focused, with a strong emphasis on practical and experiential leadership skills development. The new NHS leadership framework will be a core resource and used both for 360 assessment and to inform the programme design.

#### **4.0 Learning outcomes**

The learning outcomes will be tailored to the individual participant based on their existing personal development plan (PDP) and other leadership feedback (for example, NHS 360 degree leadership assessment). The learning outcomes will include:

- Skills: Enhanced leadership skills, including use of self as a leader, leading teams and leading across a wider service system
- Knowledge: Knowledge of leadership models, leadership in the NHS, improvement and change management methods
- Capability: increased confidence, personal resilience and readiness to lead

#### **5.0 CPD accreditation**

CPD points have been applied for.

#### **6.0 Programme dates**

The programme is scheduled to start in May 2016.

The programme schedule is:

<b>Activity</b>	<b>Date</b>
Advertising and application period	February –March 2016
Short-listing and Interviews	March-April 2016
Preparatory course work by delegates (including 360 assessment and outline project proposals) and introductory half-day	April –May 2016
Learning to lead Programme Eight taught days	May –December 2016 including a simulation day.
Celebration Half day event	December 2016

#### **7.0 Programme content and modules**

The content of the programme will integrate NHS values and behaviours throughout, and draw on the NHS Healthcare Leadership Model domains:-

- Inspiring shared purpose
- Sharing the vision
- Leading with care
- Engaging the team
- Evaluating information

- Connecting our service
- Holding to account
- Developing capability
- Influencing for results

## **8.0 Delivery methods**

The programme will be delivered through a mix of online resources, classroom sessions, webinars, group learning and self-directed learning. It is envisaged that there will be a strong emphasis on experiential learning throughout the programme. Online resources and online discussion forums will be included.

## **9.0 Participant expectations**

Each participant is expected to;

- Attend the taught programme
- Participate in a leadership simulation one day workshop
- Participate in an online discussion forum
- Undertake and have feedback on NHS 360 degree leadership assessment
- Participate in mentoring and/or coaching
- Develop, undertake and present a 'real life' service improvement or innovation project

Participants achieving an 80% attendance (or better) and completion of an improvement project will be awarded a completion certificate.

## **10.0 'Learning to Lead' Programme**

The 'Learning to Lead' Programme consists of five interlinked strands of learning activity:

### **10.1 Service improvement project**

It is expected that participants will undertake a 'real life' service improvement or innovation project. There are options for this to be either an individual project or a group project. There are also options for the project to be mutually agreed with the sponsoring organisation or if a group project for the project topics to be identified that are consistent with local health system priorities. Participants are expected to produce an outline proposal on application, a project initiation document, a project report and presentation. Delegates will be expected to undertake a poster presentation at the programme showcase event at the conclusion of the programme.

### **10.2 Taught programme**

The taught programme will consist of eight days and cover the following three broad themes:

- Theme 1: Self-awareness and personal leadership qualities.
- Theme 2: Leading teams
- Theme 3: Leading for improvement

One of the taught days will comprise a leadership simulation day (see below).

### **10.3 Self-directed learning**

Self-directed learning will include: pre-course reading, case studies, and 'reading around' the taught programme, online discussion forum and a reflective diary.

### **10.4 Experiential learning – 'Improving effectiveness as a leader'**

This strand includes a required 8 hours of delegate activity including at least 50% of the time as coaching by an accredited coach, with additional experiential options including action learning sets,

mentoring, shadowing, and visits. The learning process will be captured through the delegate reflective diary.

### **10.5 Simulation – ‘Leadership in Practice’**

This strand involves a one day leadership simulation. Delegates are expected to complete a brief assignment subsequent to the day. The simulation will include an introduction to the ‘after action review’ process.

### **11.0 Faculty**

#### **Programme sponsor**

Dr Arun Gupta, Director of Postgraduate Education, CUHP

#### **Programme Director**

Chris Wilkinson

#### **Clinical Lead**

Dr Clive Lewis, Deputy Medical Director, Papworth NHS FT

#### **Programme Faculty**

Broadly it is envisaged that the faculty will include:

- Local and regional NHS and public sector leaders
- Judge Business School faculty
- Other external faculty

### **12.0 Costs**

It is envisaged that there will be a cohort of 25 participants (maximum) with a cost of £1,800 per participant.

### **13.0 Programme evaluation**

Programme evaluation will include:

- Participant evaluation feedback on each component and on the overall programme
- Sponsor evaluation feedback
- Tutor feedback
- Assessment of project reports and other assignments
- Programme follow up interviews (after 6 months)

**Chris Wilkinson**

**CUHP**