



Learning to Lead Programme

Programme overview

The 'Learning to Lead' Programme aims to develop clinical 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.

1.0 Target participant group

This Programme will be of value to Consultants, General Practitioners and senior nursing and AHP staff (Band 8A and above) who seek to develop and refine their clinical leadership skills, and are aspiring to, or have recently started in, a leadership role.

2.0 Recruitment and delegate preparation

In addition to the completion of the online application form applicants would be required to obtain manager/supervisor support from their sponsoring organisation.

To apply please go to <https://www.cam-pgmc.ac.uk/courses/L2L2023> Please note that you will be required to register on the website first in order to make your application. You will then be able to book the course online. This course takes online bookings only. There is no interview process for this programme. Should prospective candidates wish to discuss the programme to ensure it is right for them, a conversation can be arranged with the Course Director, Chris Wilkinson by email chriswilkinson3@nhs.net Candidates will be expected to outline their project proposal on the application form.

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, 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 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 Programme dates

The programme will start in September 2023 and will be held at Madingley Hall, Cambridge. The eight programme dates are:

22nd September 2023
20th October 2023
16th November 2023
12th December 2023
11th March 2024
17th April 2024
17th May 2024
13th June 2024

The programme schedule is:

Activity	Date
Advertising and application period	March-May 2023
Place confirmation	May-June 2023
Preparatory course work by delegates (starting 360 assessment and outline project proposals)	August–September 2023
Completing the 360 LA assessment	By 12 th December 2023
Learning to Lead Programme Eight taught days	September 2023-June 2024
Celebration Half day event	June 2024

6.0 Programme content

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

Programme topics include:

- Why clinical leadership matters
- What role can leaders play in driving up quality
- Leading successful and sustainable projects for quality improvement
- Project management in service improvement
- Using data to drive service improvement
- How does the NHS work
- Systems leadership and the role of the ICS
- Understanding the financial environment to leverage improvement & creating a successful business case
- Cultural leadership
- Team leadership and team coaching: developing high performing teams
- Human factors

7.0 Delivery methods

The programme will be delivered face to face at Madingley Hall, Cambridge. It is envisaged that there will be a strong emphasis on experiential learning throughout the programme. A Dropbox facility will be included.

8.0 Participant expectations

Each participant is expected to;

- Attend the taught programme
- Participate in group learning exercises
- Undertake and have feedback on NHS 360 degree leadership assessment
- Participate in mentoring and/or coaching
- Develop, undertake and present a service improvement or innovation project

Participants achieving a minimum 70% attendance (or better) and completion of an improvement project will be awarded a completion certificate.

9.0 'Learning to Lead' Programme

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

9.1 Service improvement project

It is expected that participants will undertake a service improvement or innovation project. There are options for this to be either an individual project or a group project. Participants are expected to produce an outline proposal on application, a project initiation document, a project abstract and presentation. Delegates will be expected to undertake a poster presentation at the programme Celebration Event at the conclusion of the programme.

9.2 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

9.3 Self-directed learning

Self-directed learning will include: recommended reading, case studies and 'reading around' the taught programme.

9.4 Experiential learning – 'Improving effectiveness as a leader'

This strand includes a recommended 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.

10.0 Faculty

Programme Directors

Dr Arun Gupta, Consultant in Neurosciences Critical Care and Anaesthesia and Director of Digital Health Centre.

Chris Wilkinson, Project Manager

Programme Faculty

The faculty will include speakers from:

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

11.0 Programme evaluation

Programme evaluation will include:

- Participant evaluation feedback on each component and on the overall programme
- Faculty feedback