

>>>NOW OPEN TO GROUP APPLICATIONS>>>

Systems Leadership Programme: Change through Collaboration

Are you a **collaborative team of leaders that works across boundaries, systems and organisations**? Do you have a **common systems challenge** that you would like expert support to tackle together to develop a sustainable solution? Do you want to **develop your own systems leadership capability**? ...**read on!**

Programme overview

This exciting new pilot programme is designed to develop and enable leaders that work across boundaries to collaborate as a united partnership-team to sustainably solve a complex systems challenge that they are in the position to collectively influence.

Health and care are full of complex-interrelated services that span across organisational boundaries. The underlying policy context outlined in the Five Year Forward View requires a different way of thinking and acting across the whole system. The agenda for transformational change and developing new models of care is both exciting and stretching for leaders.

This programme aims to develop and enable leaders to collaborate to make a demonstrable difference through systems thinking around a common challenge, which in turn will develop them individually, as a team and finally demonstrate their impact to health and care through the co-design of a solution to their systems challenge.

The ultimate ambition of this programme is that the system change developed will be embedded and highly likely to succeed long-term through the collaborative systems approach taken by the team of systems leaders and their change champions.

How will this programme help me (us)?

You will apply for the programme together as a team of multi-disciplinary leaders who are already working together across boundaries, having identified a common system/service challenge you wish to solve, and mapped it against the ambitions within the Five Year Forward View. Your team needs to be championed by the NHS, however members can be from partnering sectors (e.g. social care, charitable sector etc).

By exploring leadership through systems thinking and service improvement science, you will develop individually and collectively as a team of systems leaders as you work through your common systems challenge. Individually you will explore and develop your own potential as a systems leader and agent of systems change, and collectively you will develop as a strong team, empowered to work across boundaries, demonstrating your impact through solving your common systems problem.

What the programme will cover

Systems leaders operate across diverse areas of health and care. This new pilot approach to developing you as leaders is designed to flex to the needs of each unique collaborative team and team member that participate, enabling you to make a difference to your common challenge.

The programme mixes systems thinking, complex change and service improvement theory with practice, providing you with the knowledge and frameworks to apply to your common challenge, being expertly supported to make a difference in practice. You will achieve this through formal learning workshops which will then be supported by Action Learning Sets to allow you to apply your learning in practice to your common challenge.

Emphasis will be made on your reflective practice and developing individually as a systems leader. Personal coaching will be offered, in addition to team development sessions to enable you to become a highly performing systems-change team.

Ultimately the aim is to enable you and your collaborative team to make a difference in your common systems challenge, and your achievements will be celebrated across the West Midlands system at the end of the programme with thought toward long-term sustainability.

Target audience and application requirements

You will need to be an existing **collaborative of leaders working across health and care** (i.e. NHS, health, social care, health and care charity etc – your team will need a core of NHS staff members) who can demonstrate that you work together across boundaries and have identified a common systems challenge that you feel you tackle collaboratively to make a positive difference. As this is a West Midlands initiative, we are looking for you to form part of the **West Midlands** workforce to make a difference to our regional health and social care agenda.

The **systems challenge** that you wish to address, should ideally relate to challenges outlined within the **NHS Five Year Forward View**, or similar health strategic transformational drivers: www.england.nhs.uk/ourwork/futurenhs

Although we do not want to specify exact numbers of your team, we envisage that your application will involve a **collaborative team of between 5-8 participants**.

You will need an **NHS executive sponsor(s)** who acknowledges your systems challenge and is willing to champion your application. These individuals do not need to be part of your team, but we are looking for a senior stakeholder to champion your work. We ask that they are NHS as the programme is resourced by NHS funding.

Duration and number of study days

This is a new pilot programme and we are currently working on finalised agendas. However, we envisage that the programme will last approximately 6 months. During this time you will have an initial 3-4 days of intense study period, which will then be followed up by supportive action learning sets applying your learning to your systems change challenge. Finally you will consolidate your learning and celebrate your achievements both individually and as a collaborative team, with thought toward long term sustainability.

Throughout the 6 month period you will be expected to work collaboratively outside of the formal study sessions to progress your systems change project as a collaborative team, which will require additional time dedicated to this as part of your day-to-day job roles.

We are still finalising how the programme will run, so this is subject to change. However we envisage a model of learning similar to the following format:

Pre-start	Month 1	Months 2-5	Month 6	Month 6+
<p>Recruitment</p> <ul style="list-style-type: none"> >HEWM will go out for expressions of interest to existing collaborative cross-boundary teams who have existing systems challenge >Applications assessed and 'dragons den' style team interviews 	<p>Focused interconnected theory, exploration and planning workshops</p> <ul style="list-style-type: none"> >Individualised assessment as systems leaders against personal leadership style >Successful team development and effective team dynamics >Managing and measuring impact of complex projects / programmes >Systems thinking and systems leadership >Enabling complex ambiguous change i.e. 'wicked' problems >Health and care politics and influencing stakeholders >Exploring each groups systems challenge and solutions 	<p>Action Learning Sets</p> <ul style="list-style-type: none"> >Progressing group systems problems applying learning into practice >Group development as team of effective systems leaders <p>Individual development</p> <ul style="list-style-type: none"> >Phone coaching to support individual development as systems leader >Self-reflection / reflective log 	<p>Evaluation and long term sustainability</p> <ul style="list-style-type: none"> >Workshop to support making the solution sustainable and capturing impact of work 	<p>Impact evaluation</p> <ul style="list-style-type: none"> >Develops an evaluation of the successes and learning from the pilot programme, to help inform future programme delivery <p>Celebrate success</p> <ul style="list-style-type: none"> >HEWM supports success of each groups projects, impact and learning

Will I receive an accreditation?

No formal qualification is currently associated with this programme.

What does it cost?

Free – this programme is fully funded by Health Education England - West Midlands Leadership Team.
(However, each place on the programme costs £2,000. Failure to complete the programme may incur a charge to your organisation).

Specific dates and venues

Dates and venues are currently being finalised. We envisage the programme to start in the winter period 2015/16 and formal study taking place in an easy to access West Midlands venue. We will then look to rollout out ongoing cohorts of the programme as we receive further applications on a first come first served basis.

How to apply

You will be required to collaboratively complete the application form as a group, identifying your cross-boundaries team members, how you wish to collectively tackle your joint challenge and how you wish to grow as systems leaders and make a collective impact. You will also require an NHS Executive or similar level sponsor who will champion your application.

Successful team/group applications will be invited to a formal interview to test your readiness to take on this ambitious programme and create systems change.

When you have completed your application, please email this to leadership@wm.hee.nhs.uk as soon as possible. If your application is received past our closing date / we receive a large number of applications, we will seek to place late applications in a waiting list for our future cohorts on a first come, first served basis.

Want to know more?

For further information on this programme and how it can benefit you, please contact the Leadership Team for general queries, or Adam Turner, Leadership Programme Lead for specific queries:

leadership@wm.hee.nhs.uk | 0121 695 2335 | <http://wm.hee.nhs.uk/leadership/systems-leadership>

Any other useful info

This is a pilot programme and therefore the first time we run this we will be looking for flexibility from participants as well as the training provider to make it a success. We will be actively seeking to use participant feedback to evaluate the programmes impact and refine it as we work through the first cohort and for consideration toward making this programme part of our ongoing leadership development programme portfolio for years to come.

Group Application Form: Systems Leadership Programme

This group application form is used to jointly apply for the HEWM **Systems Leadership Programme ONLY**. Please fully complete this application form jointly as a group, clearly identifying why you believe you are ready for the programme and your Executive sponsor. Email it to leadership@wm.hee.nhs.uk – we will then review your application form for suitability and add you to our waiting lists for when we run our next cohorts. We will be in touch as soon as we have further details.

For an editable word copy please see our website: <http://wm.hee.nhs.uk/leadership/systems-leadership>

NHS Executive/Senior Leader Sponsor Details

Please provide the details of the NHS Executive/Senior sponsor for this application. They do not need to be a formal group member, however we need your application to be sponsored by an NHS senior leader to provide assurances that your group is being championed.

NHS Executive/Senior Leader Sponsor Name	Job Role
Email address (this should be a <u>work</u> email)	Contact mobile and landline numbers
NHS Trust/Organisation Name	Work Postal Address

Group/Team Member Details

Please provide the details of all group members who are seeking to be part of this development programme. Group numbers are flexible but please aim to be between 4-8 members if possible. If the NHS Executive Sponsor is part of the group, please include their name again.

Name	Job Role & Band	Organisation	Sector	Phone No.	Work Email

Group/Team Collective Personal Statement

Be as detailed as possible. We will use this information to assess your readiness to undertake the programme as a group.

Group statement: Why do you want this programme and what do you hope to gain from it? (500 words)

Explain why you want to attend this programme, what you want to gain from it as a group, and how it relates to your personal development.

Systems leadership challenge: Describe it and what you want to do about it as a group? (500 words)

We need to know that your collective systems leadership challenge is worth investing in. Use this space to describe your challenge; where did it come from? How does it support NHS strategic transformational drivers including the NHS five year forward view? What is the current situation? What do you hope to achieve? What will the outcome of collaborative work in this area be for health and care?

About Your Cross Boundary Group: What do we need to know about you? (250 words)

Use this space to tell us about your group. How did you form? How do you already work together? What's your history? Are you in a position to influence?

Individual Team Member Statements

We also would like to briefly know more about each member of your group, what you each bring to making the group and your systems challenge a success, and also what you hope to personally gain from the programme. No more than 100 words each section.

Name	What I bring to the group and our system challenge to make us a success? (100 words)	What I hope to personally gain from the programme? (100 words)

Anything else we should know about your application? (100 words)

Added to our e-mail newsletter: We will automatically add you to our newsletter so that you get the most up to date HEWM regional leadership news and programmes information. If you do not want us to add you, please change to 'no' here.

Yes