



## Leading for Excellence Programme

### **Programme overview**

This is an advanced leadership programme developed to enable senior clinicians and managers to deliver high quality, safe and compassionate care whilst balancing a complex range of strategic, operational and clinical responsibilities. The planned teaching faculty will include national and local leaders.

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

The programme will be of value to recently appointed and aspiring Clinical Directors and non-medical leaders at Band 8B and above.

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

For applicants in post at Cambridge University Hospitals, please click on the link <https://www.cam-pgmc.ac.uk/pages/LfE2023> for the application process and to download an application form.

For external applicants please make your application via <https://www.cam-pgmc.ac.uk/courses/lfe-2023> and complete the online application form. Please note that you will be required to register on the website first in order to make your application.

Should prospective candidates wish to discuss the programme to ensure it is right for them, a conversation can be arranged with Chris Wilkinson, Course Director at [chriswilkinson3@nhs.net](mailto:chriswilkinson3@nhs.net)

#### **3.0 Programme Objectives**

The Programme aims to enhance healthcare leaders knowledge, skills and capability in ensuring a positive personal impact on the work of others, and to support the delivery of safe and high-quality patient care. It will address specific skills required of Clinical Directors across their range of roles and responsibilities such as workforce, finance, operational improvement and developing strategy. It will also assist delegates to explore the importance of emotional intelligence, managing difficult conversations, development of team effectiveness and human factors while building resilience (for self and others).

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 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 Programme dates**

The programme will start in September 2023 and will be held at Madingley Hall, Cambridge. The seven programme dates will take place on:

29<sup>th</sup> September 2023

18<sup>th</sup> October 2023

10<sup>th</sup> November 2023

4<sup>th</sup> December 2023

19<sup>th</sup> March 2024

25<sup>th</sup> April 2024

22<sup>nd</sup> May 2024

#### **5.0 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:

- Roles and responsibilities for Clinical Directors
- Review of how the NHS works
- Systems leadership
- Development of self as leader and emotional intelligence
- Managing flow
- Leadership for operational improvement
- NHS Finance: review of the national picture and monitoring financial performance
- Development of systems strategy and the role of Local Authorities and Community Services
- Opportunities to engage with the ICS
- Trust strategy
- Operational challenges, a boardroom view
- Managing difficult conversations and developing resilience
- Building team effectiveness
- Human factors and their importance in protecting patient safety
- Use of data/information and technology in the NHS
- EDI issues: leading collaboratively and compassionately, with respect and civility

## **6.0 Delivery methods**

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

## **7.0 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

A minimum of 70% attendance is expected with a completion certificate awarded at the end of the programme.

## **8.0 Self-directed learning**

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

## **9.0 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, regional and national NHS and public sector leaders
- Judge Business School faculty
- Other external faculty

## **10.0 Programme evaluation**

Programme evaluation will include:

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