Prospectus 2016
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Healthcare is dominated by the extreme, the unknown and the very improbable – conditions that demand leadership. Undeniable characteristics of a well led, open culture are easy to recognise but deceptively difficult to implement. These hard to measure characteristics cannot be taught or imposed, they are the consequence of enabling trust, encouraging challenge and creating commitment. They are the consequence of leadership.

NHS Staff College, working with and learning from the military, seeks to tackle the extraordinarily important emotional dimensions of leadership: resilience, courage, self-belief, humility and an awareness on how our behaviours impact, for better or worse, on others. Leadership combines emotional intelligence with the courage to raise tough questions, challenge people’s assumptions and personal risk. It demands commitment to serving others; a skill of diagnostic, strategic and tactical reasoning; the fortitude to get beneath the surface of tough realities and the heart to take criticism and disappointment. Once the beliefs and energies of a critical mass of people are engaged, conversion to a new idea can spread like an epidemic. The learning environment in Staff College facilitates members to step into situations they find uncomfortable and truly take the time to connect with sensations that come with that immersion.

Real leaders move the human heart and understand the difference between control and influence. “There is more to the doing than bidding it be done” (Charles I). The characteristics of effective leadership are captured in the Staff College’s balance of resilience, self-belief (balanced with self-doubt), courage (balanced with fear), humility (in large amounts) and a prioritisation of our privileged position as clinicians, understanding that every decision we make is a moral decision that should have the good of the patient at its heart.

Professor Aidan Halligan
Founder and Former Principal, NHS Staff College
The Staff College is rooted in the belief that improving the quality of leadership has the potential to transform the quality of healthcare received by patients and health outcomes for the population.

All Staff College programmes are underpinned by the ‘Care to Lead’ ethos.

The best leaders in healthcare derive their authority from how much they care: about their patients, about outcomes, about people, their own responsibilities, resources, and about the truth.

Staff College recognises that the development of leaders is a continuous process, best enabled by a sustained relationship. Staff College aspires to be a crucible of leadership excellence within healthcare and to develop the programmes and methodology that create leaders who, through awareness and insight, improve their personal effectiveness and develop the required culture and ethos. A change in culture cannot be taught or imposed, it must be embraced by leaders who enable trust, encourage challenge, and create commitment. These are the consequence of leadership and the main purpose of Staff College.

To achieve sustainable and successful change you need an understanding of the relationship between the management of systems and the leadership of people. Whilst the results of leadership are difficult to measure directly, its impact or absence is tangible, most readily felt and easily acknowledged. The leadership gap in the NHS has often been filled with management toolkits, but to meet the pressing current and future leadership challenges faced by the NHS demands the best possible leaders.

The Staff College has a methodology for leadership development, but consciously does not have a specific philosophy of leadership itself, in the sense of how best to lead. It recognises that this varies with context and may evolve over time. So Staff College keeps an open mind on the content of what it teaches while remaining consistent on the methodology it uses for successful development. That methodology has 5 main elements:
Leadership as a Relationship. While there is no right answer to how best to lead, leadership is always centred on a relationship between people. Therefore we always develop it in groups, drawing heavily on the Group Approach to Leadership development and giving primary attention to the behaviours of individuals in groups during development programmes, developing self-awareness and self-management. Ideally these are multi-disciplinary groups, because the work of healthcare is multi-professional, multi-agency and multi-cultural.

The requirement for the varied professional groups to function with shared objectives, while having distinct purpose, creates some of the biggest challenges to cohesive teamwork.

Honesty in Everything. Being honest with oneself is often a difficult challenge to overcome. Therefore self-delusion comes easily in leadership, and unpleasant truths are readily avoided. So we use:

- Rigorous assessment of behaviours by trained and experienced assessors of leadership aptitude who gather and triangulate evidence.
- Video filming of activities, played back to the group to ensure realities are faced, and to stimulate mutual coaching within the moderating framework of the group.
- Robust feedback about weaknesses as well as strengths, which may be uncomfortable, but accompanied by positive development support.

Leadership beyond Management. We believe that leadership is ‘up close and personal.’ It comes from within and does not rely on process as much as management does. Leadership may start by asking better questions rather than applying existing methods to a problem. We offer leadership ideas and advice in a propositional rather than declarative way, encouraging deeper and wider thinking about what it means to be a leader in health.

1 Dr Henry Harris 1949 and subsequently Prof John Adair’s ‘Action-centred Leadership (Task, Team and Individual).
Learning through Experience. The Staff College’s emphasis is on learning from experience rather than from receiving information. Experiences are created to generate real behaviours with no hiding place from what is difficult. This recognises the challenging nature of the NHS workplace and practices and builds the courage required to deliver the best care on a difficult day. Programmes are based on doing things in groups, reviewing what happened (often using video footage), and then doing more things, more wisely.

*Reflection on process is where the greater leadership learning occurs.*

Leadership by Example. Staff College demonstrates leadership by example by using faculty members who are themselves experienced leaders who exemplify leadership in their behaviours and can draw on personal experiences as they facilitate. The rapport that develops between these highly experienced ‘Directing Staff’ and members is a source of strength for aspiring leaders.
The NHS Staff College was established in 2010 after Professor Aidan Halligan visited the military acute medical facility in Helmand Province, Afghanistan. There he witnessed the extraordinary teamwork, cooperation and leadership of the combined NHS and military teams. His vision was to share this experience with the NHS more widely. From its inception Staff College has drawn on military experience, both through the specific military medical connection and more generally. When there are life or death consequences, good leadership and teamwork are hugely incentivised; so for personal survival as well as National interest, the military have benefitted from considerable resourcing and attention to leadership. The Health Sector can now benefit from this experience and acumen through Staff College.

Leadership combines emotional intelligence with the courage to raise tough questions, to challenge people’s assumptions and to take personal risk. It demands commitment to serving others; a skill of diagnostic, strategic and tactical reasoning; the strength of purpose to get beneath surface realities; and the heart to take criticism and disappointment.

The NHS Staff College is guided by a governing council and management board which both include leaders from the Defence Medical Services and the military Staff College as well as senior managers and clinicians from primary care, acute hospital trusts, academia and the wider public sector.

Staff College has benefited from the advice and guidance of its independent Council throughout its development. Council members give their time for free to help shape Staff College.
### Council members

- **Susan Acott**, Chief Executive, Dartford and Gravesham NHS Trust
- **Steve Andrews**, Chief Instructor, NHS Staff College
- **Alex Bax**, Chief Operating Officer, NHS Staff College and Chief Executive, Pathway
- **Brigadier Kevin Beaton OBE**, Commander 2nd Medical Brigade
- **Raj Bhamber**, Director Tax HRS FS and Pensions, PwC
- **Brigadier Greville Bibby CBE**, Director of Faculty, NHS Staff College
- **Dr Michael Dixon**, Chair of NHS Alliance and President of NHS Clinical Comissioners
- **Geoff Donnelly**, Chair Oxford Brooks University
- **Professor John Earis MD FRCP**, Acting National Principal, NHS Staff College and Director of Medical Education and Undergraduate Sub Dean, Aintree University Hospitals NHS Foundation Trust
- **Air Marshal Paul Evans**, Surgeon General
- **Major General Julian Free CBE**, Commandant of the Joint Services Command and Staff College
- **Vice Admiral Mike Gretton**
- **Neil Griffiths**, Deputy Chief Executive, University College London Hospitals NHS Foundation Trust
- **Sir Ian Kennedy**, Chair, Independent Parliamentary Standards Authority
- **Baroness Sue Masham of Ilton**
- **Professor Kathy Pritchard-Jones**, UK Lead, International Society of Paediatric Oncology (SIOP) and Vice Chairman of SIOP Europe
- **Professor Sue Proctor**, Chief Officer for the Diocese of Ripon and Leads and Non-Executive Director of Harrogate Hospital Foundation Trust
- **Dr Caroline (Caz) Sayer**, Chair of Camden Clinical Commissioning Group
- **Brigadier John Wardle, OBE, DL**: Chair NHS Staff College Council and Management Board
- **Andrew Williamson CBE**, Advisor to the Minister for Health and Social Services in the States of Jersey and Consultant for the Ministry of Justice

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**www.staffcollege.org**
Staff College provides a whole spectrum of through-career leadership development from undergraduates to senior leaders and executive board development with a range of targeted comprehensive, psychologically informed courses.

Courses are based around the core values of learning through insight and experience. Themes are introduced and developed through a mixture of cohort lectures and small group working. Individual and team performance, during practical skills based challenges, are analysed with constructive personal and peer review of observed behaviours.

The Senior Leadership Course is the Staff College’s core programme. Designed to be completed over a period of time to suit the individual, it consists of four sequential modules and is available to consultants, GPs, band eight nurses and above, band 8 AHPs and above, band 8 managers and above, and directors.

- **Introductory Briefing.** The SLC begins with a 2 day ‘taster’ which develops leadership but primarily aims to explain and demonstrate the content and nature of the overall course in order to generate the enthusiasm and commitment to participate in the 3 modules.

- **Module 1 - Self-Awareness.** The very practical and challenging first module provides members with a deeper understanding of their abilities, emotions and behaviours, in order that they should develop as leaders from a foundation of truth about themselves.

- **Module 2 - Self-Management.** The second module builds on self-awareness, helping members to manage their thoughts, emotions and behaviours better, in relation both to events and intentions, in order to be more effective leaders.

- **Module 3 - Leading Teams.** The third and final module practices team leadership under pressure, providing the opportunity for members to develop their understanding, techniques and experience of leading a team, in order to become more confident team leaders.

A two day multi-disciplinary course for FY2s/CMTs/DFTs/STs/Registrars and band 5-7 nurses/ODPs/AHPs/managers, enabling attendees to explore their existing self-awareness and personal impact in order to further develop their leadership capacity and impact.
NHS Staff College Programmes

A one day course for Medical Students, designed to be part of their core curriculum. Students will increase their awareness and understanding of leadership by engaging in an experiential programme that focuses on their own leadership capability, in order to secure their commitment to leadership as an essential component of their future role as doctors.

One off bespoke interventions, or a series of bespoke interventions, specifically designed to meet a requirement of an individual, team or organisation.

We have also developed programmes which develop leaders within their own teams, as well as developing teamwork, such as:

- **Senior Team and Executive Board Development** - bespoke programmes designed around the specific needs of a team or Executive Board. Programmes build on each board or team’s diverse skills and experiences to generate a mutually supportive framework that produces a real team ethos, whilst enabling them to work on the real issues they face.

- **Introductory Briefing for Teams** - a three day programme for leaders and their teams, either as a first step on the Senior Leadership Course or as a stand-alone intervention, ideally bringing live current service issues to work on.

To help institutions objectively assess leadership capacity in selected individuals.
The NHS Staff College is a unique alliance of partners, all of whom contribute extensive expertise in leadership techniques and philosophies. It brings together insight and expertise of tried and tested senior leaders from the NHS, the military and the private sector who provide a rich collective wisdom on leadership.

Steve Andrews RN, MSc OrgBeh, MSc Health, BSc Nur, DipHE, Dip Plan/Man
Brigadier Philip Mostyn MA BA (Hons) MCGI
John Mackmarsh, Executive Coach
Dr Yogen Amin BSc MB ChB FRCA
Lt Col Cath Davies MBE TD MBA

The NHS Staff College is as much about the courses it delivers as it is its Alumni. All those personnel who have completed the Senior Leadership Course make up the Staff College’s unique alumni network. Unique because it’s a collection of highly motivated, inspirational senior leaders from across the NHS. The alumni form part of the Staff College team and play an important role in developing the programmes and contributing as directing staff and mentors.

It is inspiring to see the growing cohort of Staff College alumni returning to their roles reconnected to their values with renewed personal strengths and the confidence to meet the day to day challenges of leadership in the NHS. We ‘believe that courageous, committed and supported leaders will be central to the transformation of the NHS and to delivering universal, compassionate, high quality, patient-centred care.'
University College London Hospitals (UCLH) is one of the largest NHS trusts in the United Kingdom and provides first-class acute and specialist services in seven hospitals. These provide both general and specialist services and includes world renowned centres such as the Royal National Throat, Nose and Ear Hospital, National Hospital for Neurology and Neurosurgery and the Eastman Dental Hospital. Our mission is to deliver top-quality patient care, excellent education and world-class research. UCLH was recently recognised as the leading hospital trust in London. www.uclh.nhs.uk

University College London Partners (UCLP) is one of five accredited academic health science systems in the UK. Our purpose is to translate cutting edge research and innovation into measurable health gain for patients and populations – in London, across the UK, and globally. To achieve this, we develop integrated, value-for-money, outcome-driven solutions to the most pressing health care challenges. These solutions include faster drug discovery and development; innovative technologies; new approaches to clinician education and professional development; and models of care that drive both quality and value. www.uclpartners.com

Aintree University Hospital NHS Foundation Trust – Staff College Campus North West is a large teaching hospital in Liverpool providing Accident & Emergency services and a wide range of acute and non-acute specialties. It serves a population of around 330,000 in North Liverpool, South Sefton and Kirkby. It also offers world-class specialist services to a much wider population across the North West. The population served by Aintree includes some of the most socially deprived communities in the country, with high levels of illness. Aintree is a recognised centre for multidisciplinary health research and enjoys close collaboration with the University of Liverpool, Edge Hill University, Liverpool John Moores University and other NHS Trusts.

Aintree Hospital NHS Trust has become a Staff College Campus, representing Staff College’s physical expansion to the North West. The Trust began hosting Staff College programmes in August 2013. Staff College and Aintree are exploring how to bring other Staff College programmes to the North West, including thinking about the leadership development of medical undergraduates. www.aintreehospitals.nhs.uk

Joint Services Command and Staff College (JSCSC) trains the future commanders and staff officers of all three UK Armed Services and those from many countries around the world. Excellence in command and staff work has been a decisive factor in success on the battlefield throughout history. It will remain so in the future. But preparing for the complexity and uncertainty of future operations will place greater demands on education and training. The JSCSC is committed to meeting this challenge and, learning the lessons of history, preparing for the next one. www.da.mod.uk/colleges/jscsc
For information on dates, prices or to request an enrolment form for any of the Staff College programmes please contact:

**NHS Staff College Team**

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For any further queries or to book onto future modules please contact the Staff College Team at:

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