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Forewords

Patients trust clinicians. That trust is the currency of the NHS. Within that trust, patients expect clinicians to be competent practitioners. Clinicians expect to lead patient care. Whatever the management structure, clinicians assume the leadership role on an individual basis, at team level, at directorate level, at corporate level and beyond. It is a moral mandate, just as leadership is a moral and emotional activity. Mid Staffordshire demonstrated inadequate leadership, systematically, at every level and at every level in the NHS, management had their own version of leadership development and a belief that what they did worked. The barrier is less ignorance than the illusion of knowledge. Clinicians, well–selected, should be trained to deliver leadership to the same level of excellence as they deliver clinical care.

NHS Staff College, working with and learning from the military, seeks to teach the difficult to describe but extraordinarily important emotional dimensions of leadership: resilience, courage, self–belief, humility and an awareness of how our behaviours impact, for better or worse, on others. Through self-awareness, self-management and team building experiential modules, Staff College members are taught to stand apart from others without separating themselves from their colleagues; to speak up when others are silent; to remain steadfast, grounded and measured in the face of uncertainty; to respond productively to political opposition – maybe even bad faith backstabbing – without getting side–tracked, distracted or losing focus, and, particularly, staying in the shadow of a colleague’s anger without disconnecting or becoming defensive. 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.

There is more to learning leadership than designing curricula and syllabuses. Our faculty is composed only of proven leaders – members tend to learn better when they respect their teachers. 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.

I thank our members, our faculty, our Council Members and management team and our Chairman for their generous and selfless commitment to the success of the college.

Professor Aidan Halligan
Principal, NHS Staff College
The demands of leadership within the NHS continue to grow. It is no longer enough for senior staff just to be good managers with a focus on administrative detail and processes – important though they are. Great technical or professional clinical ability doesn’t always prepare an individual for leadership. If NHS staff are to deliver the transformational change that twenty-first century health delivery systems require, then inspirational leadership skills are essential. The NHS Staff College brings together a unique group of people who have demonstrated their abilities in some of the most testing leadership environments. Many of them contribute to the unparalleled leadership reputation of the British military where day to day decisions can often be, as they are in the NHS, a matter of life or death. Staff College’s vision of what leadership can and should be and how to select and develop leaders to achieve their own personal and organisational goals, has gained the support of senior people with decades of leadership experience right across the UK health service, the military, and beyond. The NHS Staff College is values based, and builds on the vocational commitment that we believe all prospective health leaders must have to work in the NHS.

Welcome to the NHS Staff College.

Brigadier Johnny Wardle
Chair, NHS Staff College
Introduction

All programmes developed and delivered by the Staff College are grounded in practical, proven methodologies that have a successful track record in enabling people to grow to their potential as leaders and managers. They are closely aligned to the NHS Leadership Qualities Framework developed by the NHS Leadership Academy.

Staff College believes that leadership is not solely the responsibility of people who are in formal leadership roles. All members of an organisation or team have a joint responsibility for achieving designated and agreed goals – and leadership can come from anyone depending on the context within which action is required. In an organisation or team that adopts the principles of active leadership the words “It’s not my responsibility” should never be heard. There should be mutual understanding of a shared purposes with staff actively supporting and encouraging others. This leadership model has particular resonance for NHS organisations that
Introduction

include complex mixes of skills, disciplines and specialisms all of which must work together to deliver world class, safe, patient centred care.

The feedback from those who have participated in Staff College’s programmes, whether the core Senior Leader Programme or a bespoke programme, is overwhelmingly positive.

“I can honestly say that of all the post–graduate learning experiences that I have participated in, this course has been the most memorable and professionally transforming.”
- GP and Chair of a Clinical Commissioning group

“Brilliant. I have an MSc in leadership and have undertaken a senior leadership course at the King’s fund. Neither compare to the experimental excellent learning that Staff College provides. Great insight and really helpful tips to enable me to maximise impact more immediately.”
- Delegate post Introductory Briefing May 2013

Building from a secure base and guided by a governing council that includes leaders from the Royal Army Medical Corps and the Joint Services Command College as well as senior managers and clinicians from primary care, acute hospital trusts, academia and the wider public sector, the NHS Staff College is now ready to grow. Over the coming years it will continue to develop and promote effective leadership skills based on the ethos outlined above. Graduates from Staff College will provide inspirational leadership to their colleagues, creating a spirit of effective collaboration to meet the challenges that the NHS faces now and in the future; ensuring the service is better able to provide the universal world class service it strives for.

Health services throughout the developed world face steadily increasing pressure. They all have to deal with ageing populations, the growth in “non–communicable” diseases such as diabetes and the increasing costs of drugs and new therapies. These factors are creating an inexorable rise in demand for healthcare that has the potential to overwhelm even the best of health services.

The NHS must face these challenges. To take one very simple example, obesity was not on the health radar 30 years ago and now costs the NHS an estimated £5 billion per annum – more than alcohol and smoking. The numbers of people receiving bariatric surgery increased by 2852% between 1996/7 and 2008/9.
There has been a ten-fold increase in the number and cost of prescriptions for obesity drugs between 1999 and 2008.

Alongside these health demands, the NHS also faces major financial pressures after years of above inflation growth. Most people will be aware of the stated need to save £20 billion over the course of this parliament and the impact that reduced resources are having on services. In these circumstances and faced by these challenges, inspirational leadership, always important, takes on another dimension.

The contribution good leadership brings to any organisation, at whatever level, cannot be underestimated. It can transform the ability of individuals and teams to function more effectively and inspire people to recognise their individual roles in improving organisational and personal achievement. The NHS has many examples of such leaders but too often they are the exception rather than the rule.

The NHS Staff College represents a significant step towards improving the quality of leadership in the NHS. It 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. The words of the leaders who have already enjoyed the benefits of Staff College programmes, and the feedback they give demonstrate the potential of Staff College programmes to transform the quality and courage of leadership in the NHS. It is continually 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 brave, values-based, trained and supported leaders will be central to the transformation of the NHS and to delivering universal, compassionate, high quality, patient–centred care.
The Senior Leadership Course

Working in the NHS at any level is to be engaged in an environment where the exceptional is commonplace and new challenges arise daily. To manage these rapidly changing circumstances demands leadership skills of the highest level – yet the abilities that enable individual leadership potential to flourish are hard to identify. The NHS Staff College believes that leadership is an amalgam of emotional intelligence, courage, analytical skill and personal commitment, along with the resilience to take setbacks and still be focused on the final objective. The NHS Staff College Senior Leadership Course (SLC) has been developed to enable NHS staff to consolidate and expand their leadership abilities, exposing them to challenging experiences and using tried and tested.

The SLC is not a routine training experience and demands significant commitment from participants at both an emotional and physical level – it is not for everyone. People who are nominated to the SLC by their employer, or apply themselves, must understand that admission is not guaranteed as Staff College faculty will decide if the SLC is right for that person at that time of their career and personal development. Courses are group based and experiential.

The SLC is delivered by a faculty of established leaders with decades of hands-on experience as senior leaders in the NHS, the military, business and education.

It is a comprehensive programme of psychologically informed development and is delivered using techniques based on:

- Learning through insight and experience
- The application of immersive simulation with structured, honest feedback
- Personal and peer review of observed behaviours.

There is also a didactic element dealing with leadership theory and interventional management strategies.

The modules are preceded by an Introductory Briefing overview that is an essential introduction to the principles and activities that underpin the SLC.
Introductory Briefing - Two days

This two day course provides a detailed overview of the content and philosophy of the SLC modules and methodology. It enables participants to gain real understanding of the support they will receive and the challenges they will face when undertaking the SLC. Opportunities for personal reflection and one-to-one engagement with SLC programme leads provide participants with the resources to establish whether they are ready to progress to the next stage. Participants need to understand that, at the end of the two-day briefing, they will not necessarily consider themselves able to face the challenges ahead or that they have the support of SLC leaders to do so. Where both Staff College Directing Staff and individual alumni agree, then candidates will be invited to enrol onto Module 1.

Module 1: Self-awareness - Four days

Module 1 is focused on developing and exposing individuals’ awareness of their own personal strengths and weaknesses and the role they play in supporting, or impeding, their leadership ability. This is an intensive course. Participants will complete a series of tasks supported and mentored by trained and experienced Directing Staff. Through exercises and activities they will get to know themselves better.

They will be able to relate these insights to gain awareness of how others perceive and respond to them and the impact they have on others. Participants will learn to recognise their own innate characteristics and how to harness these to achieve their personal and organisational aims. They will learn that their recklessness, timidity, ego, emotions and their need for popularity need to be recognised and, when done so, can be channelled to produce positive outcomes.
“I’d just like to thank you and the team for a super week. The IB gives only a small taster and the module this week was intensive, great fun and a source of excellent feedback and experience. It was evident that the DS worked very hard and it is also clear that a great deal of thought has gone into the design of the course.

“It is also increasingly evident that the staff college is utterly complimentary to other NHS leadership academy products. Nothing, in my opinion, will currently give the depth and focused development that many leaders need, and in such a time efficient way.

“I was a convert before this week, and I am even more convinced that many people would benefit significantly – I hope that the partnership with Aintree will enable us to spread the word!”

- Divisional Chief Operating Officer, Surgery, Aintree University Hospitals NHS Foundation Trust

Post Module 1 – Self Awareness August 2013

Module 2: Self-management - Four days

The term self–management often has a narrow definition when relating it to managing time, diaries and activities. However this module takes a much more fundamental approach to self–management and one that is more akin to the clinical concept of self–managing a disease or medical condition. New skills have to be learned; old, ingrained habits overcome and new behavioural pathways developed which enable people to function more effectively. Foremost among the many challenges that leaders have to overcome is their ability to recognise their egotistical instincts and learn how to manage them productively. This module recognises that each participant will have individual drivers and needs and that one size fits all solutions to developing true self–management skills are not appropriate. Instead it provides participants with personal skills sets that enable them to develop their capacity and insight to manage stressful and uncertain situations, to overcome the usual blocks of status quo and inertia, the challenges of staff motivation and overcoming opposition from vested interests.

Module 3: Leading Teams - Four days

All the major literature on organisational and transformational change focuses on the essential role of the team in achieving success. Being an inspiring team leader entails developing effective self–awareness and self–management skills combined with insights into the characters, motivations and abilities of other team members. To achieve the necessary synergy between disparate personal elements of a team requires huge human and emotional understanding. To achieve better
integration in the team the fundamental philosophy must be that it is team-centredness that counts not self-centredness. It is this that will enable teams to develop and meet the challenges facing the NHS. This module combines learning how to develop and use the self-awareness and self-management abilities from previous modules with the skills required to understand, motivate and inspire team members. It will also enable participants to manage moments of personal challenge positively in order to enhance team leading capability.

High quality instant video and audio replay is used in all Staff College programmes to support personal reflection and learning, and evidence feedback from Directing Staff.

All alumni who pass through the Senior Leadership Course are considered ‘Members’ of Staff College. They receive a weekly email update and invitations to Staff College alumni lectures and events. We find that many alumni build their own personal leadership support networks with colleagues with whom they have shared the Staff College experience.

“I just wanted to say how impressed I was, at every level, with the course. I found it varied, stimulating and most insightful (not always comfortable!). Much easier to know what one is good at, less easy to face ones fears and weaknesses. The way you brought us all out of ourselves, managed the group and explained the process was really exceptional. I will keep the various experiences in my back pocket ready to wield as and when necessary.

“Your energy, commitment and passion is obvious and, sadly, rather rare – hope it wasn’t too exhausting.

“Very best wishes and thanks once again.

“PS please pass thanks on to all involved, because I appreciate how much work goes on behind the scenes to make these things run seamlessly – friendly greetings included (it all matters!)”

- Chief Executive, StartHere
Post Introductory Briefing February 2013
Additional Development Opportunities

Using the same psychologically informed methods, Staff College has developed a range of targeted, additional programmes. These include:

- An “assessment for selection” module to help institutions objectively assess leadership capacity
- Introductory Briefing for Teams (IBT), a three day programme for a leader and their team, ideally bringing a live current service issue to work on.
- A one day Introduction to Leadership module for potential leaders early in their careers
- Facilitated board meetings and senior team development.

The Staff College team is always happy to discuss how we can meet your particular requirements. We have found that the more we can learn in advance about the institutional issues a partner organization is grappling with, the more we can focus a programme on surfacing and addressing these problems.

“Brilliant. I have an Msc in leadership and have undertaken a senior leadership course at the King’s fund. Neither compare to the experimental excellent learning that Staff College provides. Great insight and really helpful tips to enable me to maximise impact more immediately.”

– taken from Evaluation Form – Introductory Briefing May 2013

The Development of Staff College

The development of NHS Staff College began following a visit by Professor Aidan Halligan to Afghanistan to understand military leadership development. Following consultation and in partnership with Westbury and Shrivenham in early 2010, a pilot programme was developed by a core team of advisors and faculty and the pilot programme’s first two day Introductory Briefing took place in September 2010. Between September 2010 and August 2011, two further IBs and four Modules took place over 18 training days, delivered to 71 staff from 13 organisations.

Staff College’s first open programme was launched on in February 2011. Some 140 Staff enrolled in the core programme in the first year. In October 2013, Staff College welcomed its 600th member. Staff College alumni come from all areas in the NHS and from all disciplines. The SLC always aims for multi-disciplinary groups that bring together practitioners from primary and secondary care and from clinical practice and management.
Results

It is extremely hard to assess the value of many types of training and assessing the value and consequences of leadership training is particularly challenging. All Staff College alumni complete structured and unstructured feedback surveys at the end of each module. Responses to date are extremely positive. The Staff College experience is described as “profound”; alumni have felt “privileged” to attend and felt “energised” when they leave, and “re-connected with why I wanted to work in the NHS in the first place.” Other comments include Staff College helping alumni to have the strength “to do what is right” and “What I’ve learned has an impact on every day I’m at work…” All these comments are from staff already working at a senior level within the NHS.

“I’d just like to pass on my appreciation to you and the team for producing an excellent module and a really positive learning environment. I know I have gained a great deal and am aware that others have too!

“As I fed back to the guys at the end the biggest challenge must be getting this vital resource out to leaders elsewhere within the NHS (nationally) – it really is what is required”

– General Manager, UCLH

Post Module 2 – Self Management April 2013
On the more structured assessments, overall self-reported satisfaction levels for each course component averages over 90% very satisfied or above and some components have been rated as excellent by all participants across the board. These kind of results suggest we are doing something right, however we are also building academic research partnerships to see if we can measure the impact of Staff College on improving patient care – our fundamental purpose.

Admission Criteria

The SLC is aimed at senior staff right across the NHS and there are no absolute criteria for admission. Experience has demonstrated that leadership potential cannot be measured in terms of hierarchical position and status within an organisation. However, it is essential that applicants possess significant experience of the NHS and how it operates to truly benefit from the SLC. As a general guide we therefore expect that applicants will already be working within the NHS at the following levels:

- Consultant or above (clinical director)
- General Practitioner (lead practice partner, CCG member etc.)
- Matron/Senior Nurse or above (band 8)
- General/Divisional Manager or above (band 8)
- AHP or above (band 8)

Additionally, Staff College would expect applicants to be able to demonstrate:

- Proven experience in leadership environments - perhaps in an informal capacity
- Experience of organisational change

All applicants are asked to show that they have the support of a senior leader who must be identified and endorse the application to enroll. Applicants are also asked to complete a short application form to allow Staff College to assess their initial suitability for the programme and people may be interviewed to confirm their readiness for the SLC.

Staff College is as interested in potential as in current experience and there will obviously be people who do not fall neatly into these criteria. In consultation with
sponsoring organisations and mentors, Staff College will consider other candidates such as:

- Senior Registrars/Trainees
- Ward Sisters with experience and potential
- Managers and AHPs entering senior roles

Applicants are generally referred by CEOs, Medical Directors, Clinical Directors, Senior Managers and profession-specific sponsors. Potential candidates can self-refer but Staff College will only admit candidates it believes are ready for, and will benefit from, the intensive training and development offered.

Staff College is working closely with the NHS Leadership Academy and in partnership with the Academy can sometimes negotiate subsidies or discounts on course fees. Please contact us to discuss.

**More Information**

For information on dates, prices or to request an enrolment form for the Senior Leadership Course please contact:

**Staff College Team**

UCLH Education Centre,
1st Floor, West Wing,
250 Euston Road,
London
NW1 2PG

Tel: 020 3447 7595
Email: info@staffcollege.org

“It was a very insightful session and more than anything else I have been doing lots of soul searching as a result of this.

“I also realise that I will be in a very different place when the first module is due to start and I firmly believe that i really need this challenge of self to help steer me in the right direction and assist me in my role within the emerging NHS,

“I am sure as I continue to reflect I will have some questions for you.”

- Clinical Practice Improvement Lead and Darzi Fellow, Camden CCG

Post Introductory Briefing March 2013
The Staff College Development Team, Faculty and Operations

Professor Aidan Halligan: Principal, NHS Staff College

Professor Aidan Halligan was the first NHS Director of Clinical Governance and Deputy Chief Medical Office for England. A graduate of Trinity College Dublin, Aidan Halligan was appointed Professor of Fetal–Maternal Medicine at the University of Leicester and Head of Obstetric Services at Leicester Royal Infirmary in 1997. He is currently Director of Education, University College London Hospitals NHS Trust.

In 1999, Aidan was invited to become the first Director of Clinical Governance for the National Health Service and created the NHS Clinical Governance Support Team to translate the vision of clinical governance into a nationwide reality.

From January 2003 until October 2005, Aidan served in the UK Department of Health as Deputy Chief Medical Office for England, with responsibility for issues of clinical governance, patient safety and quality of care across the NHS in England. In that role, he was joint Senior Responsible Officer for the National Programme for IT, and the senior director sponsor of the Healthcare Commission, National Patient Safety Agency and National Institute for Clinical Excellence.

Steve Andrews MSc BSc RN(child) DipHE Dip(HM): Chief Instructor NHS Staff College

Steve is part of the team developing the overall programme and training content of the NHS Staff College. He also works with a group who design and deliver other healthcare based behavioural training looking to improve leadership, teamwork and communication within multi professional teams. Steve is a Paediatric Nurse by background and was part of the national cancer peer review process as well as being the Senior Nurse for Children and Young People’s Cancer at UCLH prior to joining ‘The Learning Hospital’.

Brigadier Philip Mostyn MA BA (Hons) MCGI: NHS Staff College Directing Staff

Philip brings extensive leadership experience to the team from his roles as an infantry commander, leadership assessor, strategic planner and personnel director. He started his leadership experience at Sandhurst and it now includes membership of the Windsor Leadership Trust and Royal College of Defence Studies. His academic education includes a first degree in Philosophy and English, and a Masters in International Studies at King’s College London.
John Mackmersh: Independent Leadership Development Specialist

John is a member of the core programme design team and facilitator for the Senior Leadership Course. John has a reputation as a provocative, experiential facilitator with a firm grasp of theory which does not stop him marvelling at how little we all know about how human beings do and don’t work well together. John also works at an individual level with Senior Clinicians and CEO’s within the NHS as an Executive Coach giving him a deep insight into the very real problems NHS leaders need to engage with.

Yogen Amin BSc MB ChB FRCA: NHS Staff College Directing Staff

Yogi is a Consultant Neuro–Anaesthetist and Neuro–Intensivist, and Senior Lecturer at the Institute of Neurology, UCL. He is a member of the core programme design team and facilitator for the NHS Staff College. Yogi has had experience with high fidelity platform simulation, and has had an interest in behaviours and human factors for over 10 years. He is part of the education team at UCLH, working to improve leadership, teamwork and communication within multi professional teams.

Lt Col Cath Davies MBE TD MBA: Consultant NHS Staff College

Cath is part of the team developing the content of the Senior Leadership Course and delivering the programme as a facilitator. She has 25 years’ experience of designing and delivering training using formal, experiential and conceptual mediums around the world in a variety of settings, including multi-national, multi-agency, military, civilian and secure settings. A substantial part of this work has involved experiential learning to assist personal development.

Captain (RN) David J Lilley BSc MAPM FCMI

David left the Royal Navy as a Captain, having served for 29 years as a warfare officer. His operational command appointments included a warship, two helicopter flights and naval operations in Iraq, where in 2003 he led the programme that established the new Iraqi Navy. His extensive experience in the selection, training and development of people includes selecting future Royal Navy officers as a member of the Admiralty Interview Board. He led the training department of the Britannia Royal Naval College, and was a Staff on the post–graduate Joint Service Staff Course. He has led significant change programmes across the Ministry of Defence and is an accomplished senior programme manager. He is a graduate in Geography from Durham University,
The Staff College Development Team, Faculty and Operations

BRNC Dartmouth, and the Army Staff College and is a Fellow of the Chartered Management Institute.

Operations

Alex Bax: Chief Operating Officer

Alex combines his Staff College role with leading the homeless health charity Pathway, where he is Chief Executive. He is a Visiting Fellow at the Institute of Health and Human Development at the University of East London and a member of the London Child Poverty Alliance. He has been a senior advisor to Ken Livingstone and then Boris Johnson on city planning, urban change, health and social care. He was elected a member of the Faculty for Public Health in 2012. He has recently helped form the Faculty for Homeless and Inclusion Health, and he is a founder member of the Spatial Planning and Health Group.

Chris Betts, DMS, PGDSM: Business Manager

Chris leads on Staff College operations and logistics and is involved in business planning, finance and new business. He has a Post Graduate Diploma in Management Studies, a Postgraduate Diploma in Strategic Management from the Chartered Management Institute and is a qualified Prince II Practitioner. Chris worked in the NHS for 24 years and was a founding member of the NHS Clinical Governance Support Team. He has a wealth of experience in the operational and infrastructure requirements of experiential education programming and training and has worked with several Trusts and the DOH.

Charlotte (Charlie) Brown: Staff College Operations Manager

Charlie trained as an apprentice luthier (guitar repairer), gradually working her way up to running the largest independent guitar repairs workshop in Europe. After 6 years in the music industry she joined the NHS as a course administrator with the UCLH Resus Team, later joining the UCLH Education Centre in 2010 as Assistant Manager for simulation and minimal access surgery courses. Charlie joined the Staff College Team in 2012 as Operations Manager, combining her experience of running courses, streamlining services and balancing books!
UCLP NHS Staff College Advisory Council

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.

Brigadier John Wardle, OBE, DL: Chair NHS Staff College Council (and management board)

Johnny Wardle completed his military service in December 1995 with the rank of Brigadier. Since then he has undertaken a number of senior roles within the NHS. He was appointed Chairman of the Friarage Hospital and Northallerton Health Services NHS Trust in 1996, formed Craven, Harrogate and Rural District PCT in April 2002 and served as Chairman until October 2006 when it was amalgamated with the three other North Yorkshire PCTs to form NHS North Yorkshire and York PCT which he chaired until March 2009.

From December 2009 he has worked with Professor Aidan Halligan and colleagues to set up an NHS Staff College to provide leadership development opportunities for selected NHS leaders from all clinical and managerial disciplines. He has chaired Council since inception.

Johnny was appointed OBE in 1987 and a Deputy Lieutenant of North Yorkshire in 2004.

Susan Acott, Chief Executive, Dartford and Gravesham NHS Trust

Susan started her career on the NHS’s postgraduate General Management Training Scheme and has 25 years’ experience in the NHS, including three years as Chief Executive of Dartford and Gravesham NHS Trust. She has held Board level posts in acute hospital settings across the country since January 2001. These include Operational, Strategic, Performance and Transformation portfolios. Susan is passionate about the role of clinical leadership in delivering and sustaining high quality, safe services for patients. She has had considerable experience of service improvement, service reorganization, mergers and re organizations. Her experience has included the delivery of large scale IT programmes and she has a strong vision of how IT, well planned and implemented, can support clinical innovation.

Steve Andrews

Steve is part of the team developing the overall programme and training content of the NHS Staff College. He also works with a group who design and deliver other healthcare based behavioural training looking to improve leadership, teamwork and communication within multi
professional teams. Steve is a Paediatric Nurse by background and was part of the national cancer peer review process as well as being the Senior Nurse for Children and Young People’s Cancer at UCLH prior to joining ‘The Learning Hospital’.

**Alex Bax: Chief Operating Officer**

Alex has been involved with improving health and social care in London for some time. He combines being Chief Executive of Pathway – the homeless health charity with being a visiting fellow at the Institute of Health and Human Development at the University of East London and a member of the London Child Poverty Alliance. He has been a senior advisor to Ken Livingstone and then Boris Johnson on health and social care policies. He was elected a member of the Faculty for Public Health in 2012. He is also a founder member of the Spatial Planning and Health Group.

**Colonel Kevin Beaton**

Kevin is a member of the Board with responsibilities for the evolving design of the NHS Staff College and its operational theoretical underpinning. After a degree in history and politics he went to Sandhurst and then later left the military to study medicine. He is a GP who has served in the Balkans, Sierra Leone, Afghanistan and Iraq. He has been a doctor for military families and battle groups as well as commanding a medical squadron, medical regiment and a field hospital on

**Dr Michael Dixon**

Michael Dixon has been a GP in Cullompton, Devon for almost 30 years. He has been chair of NHS Alliance since 1998 and President of NHS Clinical Commissioners (representing Clinical Commissioning Groups) since 2012. He is also Chair of Council at the College of Medicine.

Other appointments include Visiting Professor to the University of London and Visiting Professor to the University of Westminster (Integrated School of Health). He is Senior Fellow of Public Policy at HSMC (University of Birmingham) and Honorary Senior Lecture in Integrated Health at the Peninsula Medical School.

**Geoff Donnelly**

Geoff is currently Chair of Oxford Brooks University and before taking up this role he served as the University’s Chair of Audit, Chair of its Finance and Resources Committee and Deputy Chair. He also has a number of other non-executive appointments in the Higher Education sector and also has 12 years experience of non-executive roles within the NHS.

After graduating from UMIST with a degree in Mathematics and Management Sciences, Geoff pursued a career in personnel management with BOC Limited.
This was followed by six years as a management consultant, based in Manchester broadening his management skills. Geoff then became financial controller for a number of the major cost centres at Marks and Spencer. From 1989 to 2001, he was the Finance Director and Company Secretary of Legrand UK Limited, the UK subsidiary of Legrand SA, a worldwide leader in the manufacture of electrical wiring accessories. He has extensive experience in financial management and control systems.

Air Marshal Paul Evans

Paul Evans has performed a significant number of operational health roles since qualifying a doctor in 1978. From 1996, he has undertaken staff appointments as the Medical Officer responsible for clinical policy in a variety of roles within the RAF and the wider military. He was appointed a Queen’s Honorary Physician in 2005. In July 2008, he took up appointment as Chief of Staff Health and Director General Medical Services, Royal Air Force. Paul then moved to a joint appointment as Commander Joint Medical Command in 2009 where he is responsible for areas including Secondary Healthcare and Commissioning, Defence Dental Services, Ministry of Defence Hospital Units (MDHUs), Defence Postgraduate Deanery, Royal Centre for Defence Medicine and DMRC Headley Court, and the Defence Medical Services Training Group. He was selected to become Surgeon General, with overall responsibility for healthcare matters in the Armed Forces, and took up this appointment in January 2013.

Vice Admiral Mike Gretton

Mike Gretton joined the Royal Navy in 1963 and then studied Philosophy, Politics and Economics at Trinity College, Oxford before continuing his seagoing career, serving for over 34 years until retirement in 1998. He enjoyed five commands at sea including HMS Invincible, the Standing Naval Force Atlantic and the UK Task Group. He has attended the Royal College of Defence Studies and the Cabinet Office Top Management Programme. After retirement he went into youth development as Chief Executive of the Duke of Edinburgh’s Award. He maintained that interest initially in World Challenge and as a Trustee of the Tall Ships Youth Trust, and currently as Chairman of Youth Options (Hampshire). Mike was Chairman of Winchester and Eastleigh NHS Trust from September 2007 to January 2012, when his primary interests were patient experience and clinical leadership. He lives near Winchester with his wife: they have 4 grown up children and five grandchildren. He was a keen cricket, rugby and racquets game player, but now he just staggers around a Real Tennis court.

Mike Farrar

Mike Farrar is the chief executive of the NHS Confederation. He has a long career in NHS management as chief executive of the North West
England SHA from May 2006 to April 2011. He was previously chief executive of West Yorkshire and South Yorkshire Strategic Health Authorities, chief executive of Tees Valley Health Authority and head of primary care at the Department of Health. During his time at the Department of Health, he was responsible for establishing primary care groups, primary care trusts and Personal Medical Services (PMS). He also worked as the national programme director of NHS Live. He previously chaired the Office for Life Sciences Innovation Delivery Board.

Mike is also a board member of Sport England, where he has also acted as interim chair, and in August 2009 was appointed as National Tsar for Sport and Health. Mike was also awarded the CBE in 2005 for services to the NHS and is an honorary fellow of the University of Central Lancashire.

**Professor Aidan Halligan: Principal, NHS Staff College**

Professor Aidan Halligan was the first NHS Director of Clinical Governance and Deputy Chief Medical Office for England. A graduate of Trinity College Dublin, Aidan Halligan was appointed Professor of Fetal–Maternal Medicine at the University of Leicester and Head of Obstetric Services at Leicester Royal Infirmary in 1997. He is currently Director of Education, University College London Hospitals NHS Trust.

In 1999, Aidan was invited to become the first Director of Clinical Governance for the National Health Service and created the NHS Clinical Governance Support Team to translate the vision of clinical governance into a nationwide reality.

From January 2003 until October 2005, Aidan served in the UK Department of Health as Deputy Chief Medical Office for England, with responsibility for issues of clinical governance, patient safety and quality of care across the NHS in England. In that role, he was joint Senior Responsible Officer for the National Programme for IT, and the senior director sponsor of the Healthcare Commission, National Patient Safety Agency and National Institute for Clinical Excellence.

**Sir Ian Kennedy**

Sir Ian McColl Kennedy is a British academic lawyer who has specialised in the law and ethics of health. He was appointed to chair the Independent Parliamentary Standards Authority in 2009. Sir Ian has been a member of numerous committees and inquiries. For nine years, he was a member of the General Medical Council. In 1978, he founded the Centre of Medical Laws and Ethics, of which he later became president. He has been a member of the Medicines Commission, and the Department of Health advisory group on AIDS.

He chaired the public inquiry into children’s heart surgery at the Bristol Royal Infirmary; a ground breaking initiative which concluded that paediatric cardiac
surgery services at Bristol were “simply not up to the task”, because of shortages of key surgeons and nurses, and a lack of leadership, accountability, and teamwork.

In 2010, he was elected inaugural Vice-President of the College of Medicine, an organisation set up to bring together patients and clinicians on an equal footing. He was knighted in 2002 for services to medical law and bioethics.

Mr Peter Lees

Peter Lees is the Founding Director of the new Faculty of Medical Leadership and Management of the UK Medical Royal Colleges. Previously he was Medical Director and Director of Workforce, Education and Director of Leadership at NHS South Central Strategic Health Authority. He has led a number of national and international leadership development initiatives, including work in the developing world. He was Medical Director of the NHS Top Leaders Programme and was previously Director of Clinical Leadership in the NHS Leadership Centre.

He was also Senior Lecturer in Neurosurgery at Southampton University and other past roles include Consultant Neurosurgeon, Director of Research and Development and Medical Director at Southampton University Hospitals NHS Trust. He is a graduate of Manchester and Southampton Universities, a Fellow of the Royal College of Surgeons of England and a Member of the Royal College of Physicians, London.

Baroness Sue Masham of Ilton

Sue was raised to the peerage as Baroness Masham of Ilton, of Masham in the North Riding of the County of Yorkshire in 1970. She is a crossbench member of the House of Lords and is the senior female life peer. She chaired the Home Office Crime Prevention Working Group on Young People and Alcohol in 1987. Sue has been a member of Peterlee and Newton Aycliffe Corporation, Yorkshire Regional Health Authority, North Yorkshire Family Health Service Authority and the Board of Visitors Wetherby Young Offenders Institute.

Her political interests lie in the fields of health, disability, penal affairs and policy, drug abuse, farming, horticulture.

Rear Admiral James Morse

As the Commandant of The Joint Services Command and Staff College since August 2012, James Morse is responsible for training and educating the future commanders and staff officers of all three UK
Armed Services and those from many countries around the world. The College is part of the UK’s Defence Academy.

He joined the Royal Navy in 1982 and on completion of his initial training read Mechanical Engineering at Bristol University and then returned to the Fleet, serving in and commanding a spectrum of ships, from Patrol Craft to Frigate and Aircraft Carrier. He has sailed many of the World’s oceans during his career, taking part in operations and exercises, but with a strong bias to the Middle East and South Atlantic. He held command of the United Kingdom Task Group, deploying to the Gulf as Commander Task Force Iraqi Maritime, and spent time in Washington DC as the Chief of Defence Staff’s Liaison Officer to the Chairman of the US Joint Chiefs of Staff.

His shore postings have included the Permanent Joint Headquarters and Ministry of Defence, where he was the Naval Assistant to the First Sea Lord and the Director Force Development. He also led the team undertaking the Navy Command Review, commencing a change programme to reorganise the Command. He has attended the Royal College of Defence Studies and has an MA in International Studies from King’s College London.

**Professor Kathy Pritchard-Jones**

Kathy Pritchard Jones is Professor of Paediatric Oncology at the UCL Institute of Child Health. She has been a consultant in the field for 20 years. She heads a laboratory for research into the molecular biology of renal tumours, and is running a large Phase III trial for newly diagnosed kidney cancer children in the UK.

Kathy is the UK lead within the International Society of Paediatric Oncology (SIOP) and Vice Chairman of SIOP Europe

**Professor Sue Proctor**

Sue currently holds a portfolio of roles within the charitable and health sectors. Principally, she is Chief Officer for the Diocese of Ripon and Leeds. She is a Non-Executive Director of Harrogate Hospital Foundation Trust, lay member of the Royal College of Veterinary Surgeons, Chair of a Multi Academy Trust and a member of Council for Leeds University.

Prior to this, Sue had over 26 years’ experience in the NHS, as a nurse, midwife, researcher and manager. She spent seven years as Executive Director for Patient Care/ Chief Nurse in Strategic Health Authorities in Yorkshire, and completed a secondment to the Department of Health as Deputy Chief Nurse in 2005.

Sue is passionate about improving the service experience and outcome for the most vulnerable patients and service users through better ways of hearing and
responding to their concerns. She is a long term advocate for strengthening professional education and learning to improve care, and enabling staff as well as patients to voice concerns about care standards in a way that makes change happen positively.

**Caroline (Caz) Sayer**

Caz has been working as a GP since 1987 and from 1994 has worked at Adelaide Medical Centre in North London. Her non-clinical roles have included Medical Director for Westminster PCT, GP member of the Professional Executive Committee for Camden PCT and Camden Local Medical Committee Chair. She formed a commissioning consortium for practice-based commissioning and was responsible for re-designing and setting up CCAS (a referral management service), a community Musculo-Skeletal service and a Community Diabetes service in Camden.

In July 2011 she was elected Chair of the Camden Clinical Commissioning Group, since when she has established the Board and groups of practices as Localities within Camden. ‘She is part of the CCG team developing and implementing with partners across health and social care in Camden a model of Integrated care which she hopes will transform services delivered to the elderly and those with long-term condition improving outcomes and experience and improving value.

She was a member of the Staff College’s pilot Leadership course. She found this immensely helpful with both excellent content and the opportunities to forge networks amongst clinicians and managers. She has remained very keen to do anything possible to promote and extend the Staff College and its influence, recognizing the future benefits that such training and relationships offer.

**Dr Rebecca Viney**

Rebecca is currently a practicing GP, an appraiser and was on the General Practitioner Committee of the BMA representing the sessional GP subcommittee for nine years, chairman for four. She has been on the Islington PCG board, and the PCT PEC as educational lead.

She also works as a London Deanery Associate Director for Postgraduate GP Education where she is the Coaching and Mentoring Lead for the London Deanery Coaching and Mentoring Service. Launched in May 2008, the service offers accredited mentors to work with London’s NHS doctors and dentists whilst in training or at other challenging times in their careers. In addition to her work with the Coaching and Mentoring Service, Rebecca’s current portfolio at the London Deanery includes leading on the GP Retainer Scheme and upkeep of a career website for GPs.
Rebecca has published a number of papers on GP careers and sessional GP CPD, as well as having written chapters, handbooks and websites on GP careers and sessional GP CPD, and Coaching and Mentoring. She has also run numerous workshops on both subjects.

Andrew Williamson

Andrew Williamson was the Chair of NHS Cornwall and Isles of Scilly PCT until it was disbanded in 2013.

Mr Williamson has spent over thirty years working within social services. He was Director of Social Services for Devon County Council in 1990 and honorary secretary of the Association of Directors of Social Services from 1996 – 1999. In June 1999 Andrew was awarded a CBE in recognition of his services to social work in the UK. In 2000 he was appointed as Chair of North and East Devon Health Authority and in 2002 he joined South West Peninsula Strategic Health Authority as a non–executive director. Andrew continues to work on a consultancy basis for the Ministry of Justice and advises the Minister for Health and Social Services in the States of Jersey.

NHS Staff College Partners

NHS Leadership Academy vision is to be recognised as a national centre of excellence and beacon of best practice for leadership development and talent management. Its mission is to develop outstanding leadership in health to improve the quality of services and outcomes for patients. It will do this by being committed to the promoting leadership in health; championing equality and diversity in leadership; recognising good leadership is about improving health outcomes and encouraging innovation in leadership.

http://www.leadershipacademy.nhs.uk/

Hosted by University College London Hospitals (UCLH), one of the largest NHS trusts in the United Kingdom providing first-class acute and specialist services in seven hospitals, 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.

https://www.uclh.nhs.uk

Working with University College London Partners (UCLP), 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.

http://www.uclpartners.com

**Aintree University Hospital NHS Foundation Trust – Staff College Host, North West**

Aintree University Hospital 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.

http://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.

http://www.da.mod.uk/colleges/jscsc
“Thank you. Again, it was a meaningful journey. The Directing Staff and Faculty were, as always excellent. For me personally, at the junction of starting a new role, it was challenging but reassuring that I am ready to take up that role and have the skills to do so. The feedback I got on the final day from the group was both overwhelming and humbling. I feel ready for the move and have a whole new set of tools in my armamentarium to take with me!”

- Consultant Radiologist, Whittington Hospital

Post Module 2 – Self Management October 2013
“Our lives begin to end the day we become silent about things that matter.”

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

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