



Senior Leadership Development Programme Prospectus 2023

The Staff College: Leadership in Healthcare
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Forewords

“Thank you, firstly, for taking an interest in The Staff College: Leadership in Healthcare and our unique approach to developing leaders. The pandemic has highlighted the crucial role that leaders have to play in providing the direction and support for their teams, particularly when under the most gruelling circumstances.

The Senior Leadership Development Programme is for leaders who want to develop their influence as a leader further, who want to lead their teams more effectively, and who want to improve the way that people are cared for within the complex systems that health and social care operate.

People put themselves forward for the Senior Leadership Development Programme for all manner of reasons. Often they’re thinking about their future and are considering taking on a more formal leadership role. Others are already in leadership roles, grappling with the challenges and paradoxes of leadership and looking to develop their confidence and skills further. Others may just want to develop their leadership and influence further so that they can lead their current services and teams more effectively. Whatever the reason, the decision to invest your time and effort into developing yourself is an important one and one that could have a profound influence on your future, both professionally and personally.

Our programmes aren’t a box-ticking exercise. True development isn’t necessarily easy or comfortable, particularly for us as adults. Our programmes provide a psychologically safe space where you can develop your awareness of your impact and influence on others. Our expert faculty of leadership coaches will help you to better understand your strengths and think about how you can use your influence more effectively to lead your teams and services.

I hope that the next few pages will explain a bit more about our approach and how what we offer differs from other programmes that are available to you. But, if this has sparked an interest and you want to find out more, please do get in contact with me or the team.”



Charlie Brown
CEO, Staff College

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The Staff College: Leadership in Healthcare - Introduction

The Staff College: Leadership in Healthcare (Staff College) is a national charity that delivers a wide range of leadership development programmes and coaching offers for senior leaders and high potential aspiring leaders working in health and social care.

Our practical and experiential programmes enable leaders to develop the awareness, skills and moral behaviours to enable them to lead within the increasing complexity of providing health and social care.

Our vision is to improve the quality of care and experience of those accessing health and social care services and the experience of staff providing them, through the development of better leaders.

Our mission is to develop better leaders with a strong moral compass who can contribute to developing a more caring, inclusive, equitable and responsible culture within health and social care. And to use our influence to foster greater understanding within healthcare of the need and benefits of developing better leaders, and the challenges to doing so.

What we do

We develop and deliver three main types of programmes:

Senior Leadership Development Programme:

Our flagship Senior Leadership Development Programme is an open programme for senior leaders (consultant grade doctors and above, GPs, band 8a and above nurses, AHPs and managers) working within the NHS.

It runs throughout the year and consists of three, three-day long modules focused on the core themes 'Leading Self,' 'Leading Others' and 'Leading Systems.' It is accredited by the Faculty of Medical Leadership and Management.

Bespoke Leadership Development Programmes

We work in collaboration with organisations and systems to co-design and deliver bespoke leadership development programmes. This enables programmes to be aligned with local and system ambitions and tailored to their specific development needs.

Bespoke Team/Board Development Programmes

We provide team leadership coaching offers that develop more effective and cohesive leadership teams and Boards. Coaching is rooted in the real work of the team. It develops individual and team awareness of process and dynamic issues in real time. This helps teams to learn to work better together in the face of complex challenges.

"Leadership is simply the direction of moral courage" – Prof Aidan Halligan

Our approach

Our proposition: Senior leaders are required to deal with exquisitely difficult problems. These demand resilience on their part. No leader can resolve these problems on their own and so will need to build effective relationships with others in order to do so. To build personal resilience and effective relationships, leaders need to be fully aware of themselves and others.

Our approach develops leaders' self and social awareness through:

- Introducing conceptual ideas and models to develop leaders' thinking about leadership.
- Immersive simulations that enable leaders to practice working in teams through the completion of tasks that test different leadership and followership skills.
- Video reviews that provide a powerful opportunity for leaders to see themselves in action with a strong focus on learning from each experience. These help leaders to:
 - reflect on how they influenced others in the moment
 - understand how others felt about their influence and contributions
 - consider how they were influenced by others
 - recognise how individuals and the team have contributed to the success of the overall task
 - better understand their decision making processes, motivations and assumptions
 - develop their ability to reflect and learn from experiences.
- The triangulation of feedback from video reviews, peers, faculty and individual's reflections that combine to develop a stronger foundation of individuals' awareness.
- A coaching approach that helps leaders to better understand their strengths, impact and areas for development in order to increase their influence.
- The expertise of our faculty who bring extensive leadership and coaching experience from a diverse range of sectors:
 - Experienced NHS leaders with a deep understanding of the challenge and context in which healthcare must operate;
 - Senior military leaders with experience of leading and influencing in complex situations as well as experience of developing future leaders and effective teams;
 - Leadership coaches and academics with specialist expertise to help develop the most effective programmes.

Senior Leadership Development Programme: Introduction

The Senior Leadership Development Programme is our flag-ship programme. It is open to all senior leaders working within health, with cohorts generally formed of individuals from a variety of clinical and non-clinical backgrounds and from different organisations.

Individuals can apply to join the open modules throughout the year. Currently, we run two sets of modules per year, all hosted in London at the National Council Voluntary Organisations, near Kings Cross.

Course Aim: to make you a better leader and know what being a better leader means

In order to: ensure that the way you lead the delivery of healthcare is of the highest quality

Format: The programme consists of three stand-alone, three-day long modules. Each module builds on the last and there is a rationale to attending them in order. However, you can choose to attend a single module, attend them consecutively or in an order that suits you. You can spread out your attendance over as many years as suits your development needs and meets the practical challenges of taking study leave.

	Senior Leadership Development programme		
	Leading Self	Leading Others	Leading Systems
Module aim	To develop a deeper awareness and accountability for managing your emotions, behaviours and assumption	To develop your ability to influence and be informed by others	To understand that the healthcare systems are social systems and to develop your own awareness of their patterns and appropriate points of intervention
In order to	Make leadership actions based on informed choices rather than unconscious habit	Be a more effective leader of teams and groups	Appreciate the way social systems influence you as a leader and to develop methods for you as a leader to take "system changing actions"
Duration	3-days	3-days	3-days
Cost	£1,500 excluding VAT	£1,500 excluding VAT	£1,500 excluding VAT

"When its busy it feels counterproductive to take time out to consider where we apply our attention and energy. This course enables everyone to reset and refocus and I soon realised that I have been attending to the wrong things with the wrong energy. Taking one moment to consider how to align, enable and improve has refreshed my thinking about how I prioritise."

Rob Kemp, Senior Improvement Manager, Emergency Care Improvement Support Team (ECIST), Elective and Emergency Care Improvement, NHS England & NHS Improvement

Senior Leadership Development Programme: Leading Self

Our first module focusses on developing your self-awareness, self-management and ability to lead yourself.

Module aim: To develop a deeper awareness and accountability for managing your emotions, behaviours and assumptions

In order to: Make leadership actions based on informed choices rather than unconscious habit

Learning outcomes:

- Understand your personal leadership context and challenges within the healthcare system
- Become aware of personal values, principles, and assumptions
- Notice how you manage your behaviours in group situations
- Gain awareness of how personal traits can influence performance of self and team
- Begin to develop your personal reflective practice
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"The Staff College courses are utterly immersive, engaging and powerful learning tools. The intensive self-examination leads to an awareness of personality and preference that is empowering."

Greg Shaw MD FRCS (Urol), Lead for Robotic Urology, UCLH, Honorary Associate Professor, UCL



Senior Leadership Development Programme: Leading Others

Our second module builds on the self-awareness developed in the first module, to start looking more at awareness of others, team and group dynamics and effectively leading others.

Module aim: To develop your ability to influence and be informed by others

In order to: Be a more effective leader of teams and groups

Learning outcomes:

- Gain greater understanding of your own leadership context and challenges within the healthcare system
- Understand roles: leader, deputies, and followers
- Deeper awareness of presence – how personal traits impact or fail to impact on the performance of self and team
- Notice the nature of key intra-team relationships
- Understand the dynamic demands of task, team, and individual priorities
- Further develop your personal leadership strategy



Senior Leadership Development Programme: Leading Systems

Our final module builds on the earlier two but looks at leading across boundaries, within our wider systems and explores the notion of developing influence. With the growing move towards collaborative and co-operative leadership, it explores the impact of leading without formal positions of authority and helps individuals galvanise their thinking about how to lead the changes they want to see in their own systems.

Module aim: To understand that healthcare systems are social systems and to develop your own awareness of their patterns and appropriate points of intervention

In order to: Appreciate the way social systems influence you as a leader and to develop methods for you as a leader to take “system changing actions”

Learning outcomes:

- Gain a greater understanding of the importance of your own leadership context
- Appreciate how your perceptions of the systems impact on your leadership choices within the system
- Understand the relationship between individual and the organisation
- Identify how culture helps and hinders the purpose of your organisation
- Further develop your personal leadership strategy and narrative.

"I have completed quite a bit of leadership training including systems leadership; none have provided the level of insight, challenge and safety as this has. I can honestly say this is probably the best use of three days I have spent in years!"

Leading Systems attendee, November 2021

Impact of programme

At Staff College, we believe passionately in the development of healthcare leaders at all stages within their careers. For us, not only is our work about supporting individuals to find the moral courage to do the right thing on a difficult day, but it's also about seeing the direct impact that all leaders in healthcare can have on the quality of care for patients.

We can demonstrate an impact from the Senior Leadership Development Programme in three distinct ways.

Confidence in abilities

At the beginning of each individual module, participants are asked to self-assess their confidence levels against the learning outcomes of the course. At the end, we ask them to assess their confidence levels against these again.

Those that attended our modules in 2021, 93% expressed they were very confident or confident in their abilities against the learning objectives after attending modules, as opposed to just 43% who were before attending.

Progress towards goals

At the application stage, we ask all applicants to consider up to three personal, organisational and clinical goals that they want to work towards. At the end of each module we ask them to consider whether what they've learnt has helped them to make progress against these.

In 2021:

- 92% of members felt they had achieved their personal goals or made progress towards them during the course. 2% said they would need more time to tell.
- 75% of members felt they had achieved their organisational goals or made progress towards them.
- 58% of members felt they had achieved their clinical goals or made progress towards them. 17% responded this was not applicable and the remaining 17% didn't provide a response to this question.

Case studies

We follow up with many of our members at least six months after attending programmes to hear their stories of how they've used what they've learnt to lead changes in their services and to improve the quality of care for patients. You can read the incredible stories of these individuals in our case study section on our [impact page](#).

Overall programme ratings

In 2021:

- 99% of those who attended rated the programme as excellent or good.
 - 92% said they would definitely recommend it to others
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Upcoming course dates

Module	Date	Application Deadline	Fees
Leading Self	19-21 April 2023	1 March 2023	£1500 + VAT
Leading Others	7-9 June 2023	19 April 2023	£1500 + VAT
Leading Systems	28-30 June 2023	10 May 2023	£1500 + VAT
Leading Self	20-22 September 2023	2 August 2023	£1500 + VAT
Leading Others	11-13 October 2023	23 August 2023	£1500 + VAT
Leading Systems	15-17 November 2023	4 October 2023	£1500 + VAT

Venue

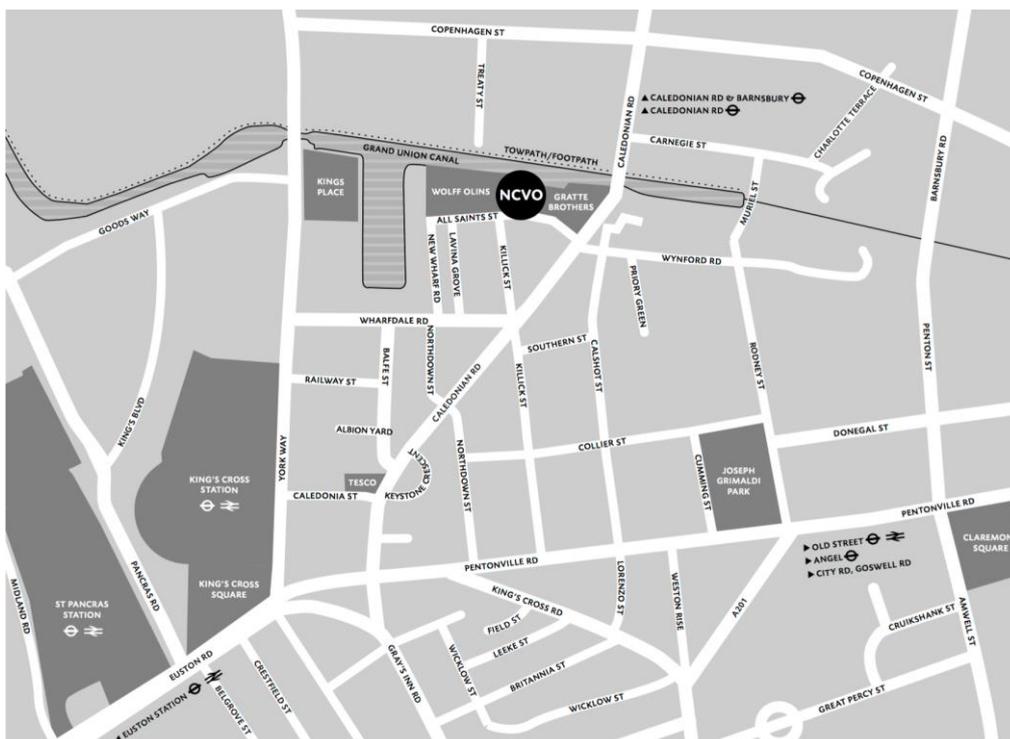
All modules advertised will be taking place in London at the below address.

Address:

National Council for Voluntary Organisations,
Society Building
8 All Saints Street
London
N1 9RL

Nearest train stations:

Kings Cross and St Pancras are a 10-minute walk.



How to apply

Entry criteria

This programme is for senior leaders. While there are no absolute entry criteria the below is a general guide to the expected audience:

- Consultant grade doctors and above
- GPs
- Senior nurses, band 8a and above
- Senior managers, band 8a and above
- Senior allied health professionals, band 8a and above

Our Leading Systems module is aimed at those in positions, or who aspire to move into positions, where they need to lead across organisations.

Application process

To apply you will need to complete an application form. This can be requested by contacting the team, or by downloading it from our [website](#).

Completed applications must be received prior to the application deadline. You must include a method of payment for the course fees on the application form. It is advised that applicants book their study leave when they apply.

All applications will be reviewed following the application deadline date. Applications will be accepted from those that meet the entry criteria. Places will be confirmed in writing at this point.

Where an applicant does not meet the entry criteria, we will review their application on an individual basis. If we have reason to be concerned about an individual's ability to attend, we will speak to the applicant about this.

Our courses will run only when we have enough candidates to fill a course. We will cancel a course where reduced numbers may have a detrimental impact on the quality of the course, or should we not receive enough applications to make a course financially feasible. If we cancel a course, we will provide as much notice as possible to those that have applied.

Commitment

We expect that you will commit to being present at all sessions within a course. Courses are full on and breaks are used as a useful period of reflection and bonding with other members. We don't advise booking work calls etc in within the breaks.

We do understand that the nature of working within healthcare (and life generally) can mean that for unforeseeable circumstances there may be times when you have to miss a part of a course. In such circumstances, we will do our best to accommodate you and try to bring you up to speed with the sessions you might have missed.

Special requirements

Our courses are delivered in accessible venues. If you have any special requirements, please contact the team as soon as possible and we will do everything we can to ensure that accessibility and other needs are met.

Payment of course fees

Normally, you will need to seek the support of your organisation to cover your course fees to attend. Invoices for course fees will be sent once your place on the course has been confirmed, but not before.

Courses fees will need to be paid in full prior to the commencement of the first day of the course. It is your responsibility to ensure that the fees are paid in time.

If you can't secure the support of your organisation to fund your place, we do accept applications from self-funders. Please consider first though that you will be liable for the amount.

Cancellation of places

We understand that sometimes circumstances in life change and you may need to cancel your place on a course. Please contact the team as early as possible to advise them should you need to do so.

The latest date for cancelling your place and receiving a full refund is four weeks prior to the first day of the course. Cancellations after this time will still be charged and incur the full course fees.

Contact us

To find out more about us, what we do, the people that make Staff College what it is and the impact we have, check out our website which is full of useful information.

However, if you have questions about whether the programmes might be right for you, right now, or just want to find out more by talking to a real person, then please get in touch with us at any of the below options and we'd be more than happy to make time to talk to you.

Website: www.staffcollege.org

Contact details:

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