

Leadership Development programme for Practice Managers

‘System Changers & Sustainers’

Primary care touches most people in our population at some point in their life, those who overall are apparently well most of the time, those with short term illness or injury and those who require longer term interventions or preventative support. Making this provision accessible, relevant and of the highest quality for our populations is a continuing challenge.

Key to these challenges is the role of the Practice Manager who plays a crucial part in the co-ordination and delivery of this essential aspect of the British National Health Service. Not only is the role pivotal it is evolving and growing in response. While this presents exciting new possibilities it also has its difficulties. Practises are busy, and the Practice Manager is in high demand from other people in and around the practice and from a seemingly never-ending array of patients and public with their various expectations.

This programme is designed to help Practice Managers step back, take a breath and consider their impact as a leader on themselves, their practice teams and GP's, as well as the wider health and care system.

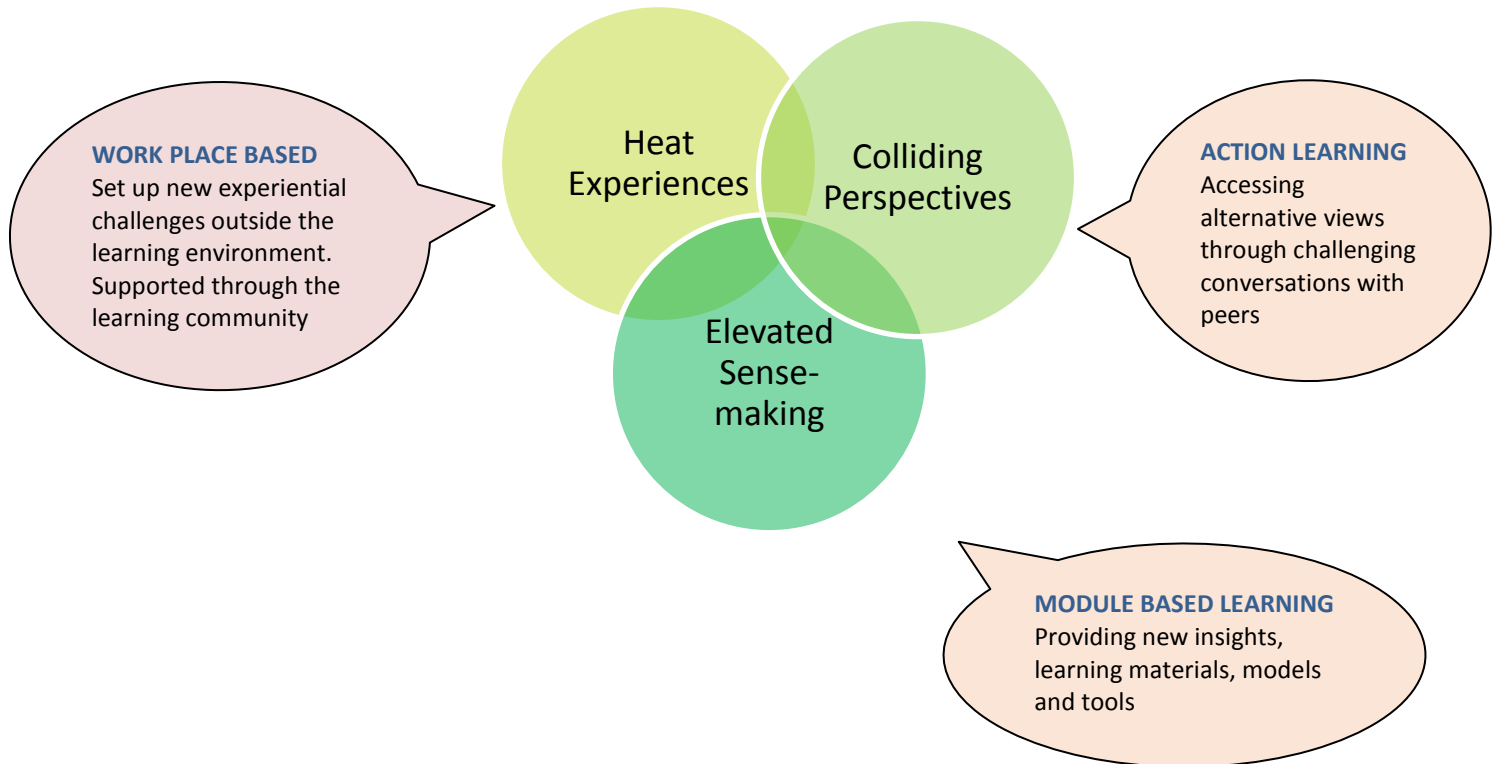
The programme will allow participants to explore a range of issues with a 24 strong group of Practice Manager peers. Through a series of facilitated learning days interspersed with smaller half day ‘Action Learning Set Meetings’ participants will explore, challenge and develop their leadership approach.

By the end of the programme participants will have;

- A greater understanding of themselves and their leadership qualities.
- Greater self-confidence and self-awareness.
- Developed an extended range of tools and techniques to influence those around them.
- An expansive sense of community with other Practice Managers, developing a peer-support network.
- An awareness of the importance and approaches to great customer/patient engagement.
- An understand of their place in the wider system of healthcare.
- An increased skill set in personal resilience and coping strategies.
- A greater ability harnesses the knowledge, experience and commitment of others, within their Practice and the local system, to help improve people's health and wellbeing.
- Increased capacity and capability to affect change and do things differently.

Our approach

The approach to this development can be explained using the model of vertical leadership created by Nick Petrie of the Centre for Creative Leadership ensuring that all elements of the development complement and deepen understanding.



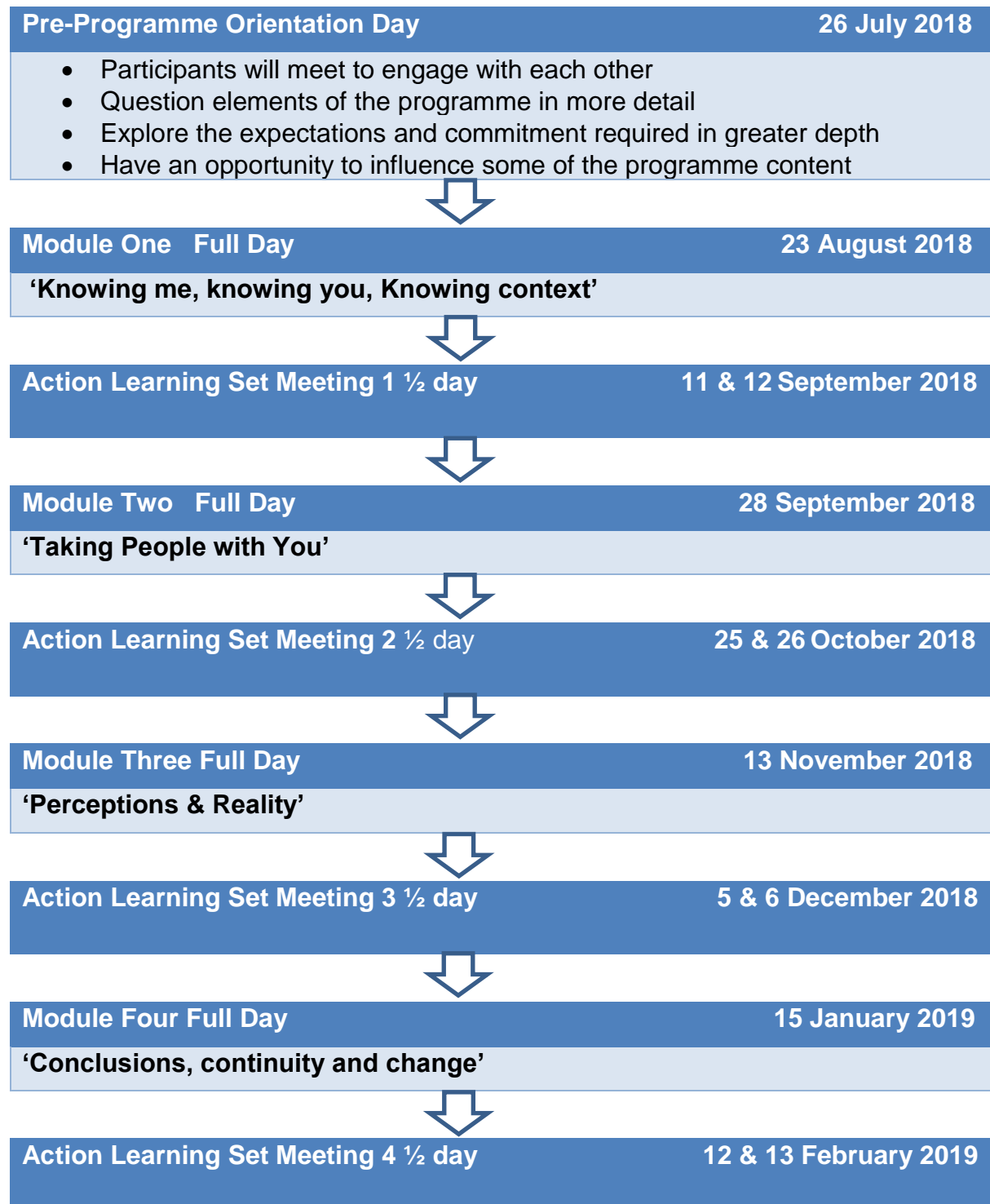
What is Action Learning?

Action Learning is a structured “peer-based” learning opportunity where distinct smaller groups are given dedicated time to think, reflect, ask questions, explore issues in more depth and generate new possibilities. It provides a time to learn from self, others and an experienced facilitator whilst gaining support and challenge for people to achieve their goals. It provides opportunity to work on real problems, coming up with real workable solutions in real time.

What are the prerequisites for success?

In an Action Learning Set 'safe space' is everything, a time when people can be honest about the challenges they face requires openness and security. Although many individual or corporate actions may be taken outside the group the often-personal discussions around any interventions remains confined within the safety of its shell. Participants should be prepared to learn from each other and share best practice, be responsive to new alternative ways of doing things. Importantly following great **listening** and **questioning** participants must be prepared to challenge and be challenged in a supportive environment.

The 2018 Programme Structure



Programme Participants Commitments

To ensure individuals and their practises gain maximum benefit from the programme;

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| Attendance and Study-leave: | Participants will need to have the agreement of their employer and study leave authorised for all elements of the programme. <u>4 FULL DAY</u> modules and <u>4 HALF DAY</u> Action Learning Set Meetings. |
| Practical Application of Learning: | Participants will need to identify and agree with their employing organisation that time will be expected to be created in the work place to implement change and adoptions as learning, insights and new ideas are generated through the programme. |
| Reflective learning: | Participants will be expected to demonstrate their learning through the programme exploring how they have developed in their confidence and competence. Clearly articulating what the outcomes have been for themselves, for their Practice, and for the local health and care system. |

Yorkshire and the Humber Leadership Academy (YHLA) Cancellation Policy

In accepting a place on the Development Programme for Practice Managers, you agree to abide by the YHLA Cancellation Policy, which has been put in place to ensure that public funding is used efficiently and responsibly. The Cancellation Policy can be found [here](#).

Contacts for Further Information

If you have any questions about the programme information or expectations of participants, please contact amy.makler@hee.nhs.uk

Delivery

The programme is being delivered by Dave Thornton Ltd., on behalf of the Yorkshire and Leadership Academy. Faculty Profiles are attached.

Dave Thornton



Executive & Leadership Coach

Profile

Dave Thornton works as a successful and sought after Executive Coach and 'top team' developer for a range of organisations across the UK. He is also a senior designer and facilitator to a wide range of executive development programmes. He is a qualified Executive Coach, NLP Master Practitioner, MBTI facilitator, and author. He speaks frequently on leadership issues and leads large workshops and events on embodying leadership. He is a member of the 'Windsor Leadership Trust' works with several Royal Colleges, the Faculty of Medical Leadership and Management (FMLM) and is a Faculty member of the NHS Leadership Academy.

He works across all sectors with a focus on public sector and his client list includes coaching individuals working in national positions, CEO's and Medical Directors. His team Coaching includes Boards of specialist mental health services, community services and Acute Hospitals. In addition, he has several commercial clients across various sectors.

Now in his 10th year of running his own development company, Dave is a sought out and well-respected developer of people. Prior to his consultancy business Dave worked in a variety of senior environments holding local, regional and National positions within the English National Health Service. He went on to hold the position of an Associate in the much respected 'Kings Fund' in a career spanning more than 30 years to date.



Kathryn Winterburn Bio

Kathryn is an inspiring and accomplished organisation and leadership development consultant. Her work helps people see the context of their systems from different perspectives. She is skilled at challenging norms and behaviours, generating new possibilities for lasting change. She possesses a rare mix of international, public and private sector experience gained over 30 years, including 16 years in highly complex and fluid NHS environments.

She works with individuals, teams, boards and other diverse groups supporting their development and learning with a range of approaches. Kathryn is a strong advocate of experiential learning and reflexive practice. She has designed and delivered a broad range of leadership programmes including clinical leadership development, board development, practice management and aspiring director programmes. She has successfully established communities of practice and learning networks that provide places of learning, inquiry, peer support and reflection. When working one to one, her coaching style is challenging but empathetic, working holistically with clients to create ideas and craft new ways of thinking, seeing and being. Using penetrating questions as well as a range of creative methods, working with Kathryn is a rich client-centred and supportive experience.

Before establishing herself as an independent consultant, Kathryn worked in a senior leadership position in the NHS providing leadership development and organisation development for senior leaders within health and social care. Prior to this, Kathryn held a range of OD & HR positions in the NHS, at both regional and local levels. Kathryn's early career began at British Telecom where she worked as an HR specialist on a major process re-engineering project delivering service transformation. Her work in the USA included operational management in the publishing industry and HR roles within chemical and manufacturing environments.

Kathryn is a seasoned professional with a deep understanding of the dynamics of organisations and systems. Her consultancy practice is built on a strong theoretical base and academic research, grounded in the real work of people in organisations. At the centre of her work is the power of reflexive practice and learning, situated in the challenges of today's complex world.

Qualifications & Professional Memberships

Visiting Research Fellow Liverpool Business School, Liverpool John Moores University
Master's Degree, Management Learning & Leadership (MAMLL), Lancaster University
Qualified to deliver; MBTI and NHS Healthcare Leadership Model (HLM)
Accredited Executive Coach
Action Learning Facilitator and Educator
Co-Associate Editor of the International Journal, Action Learning Research & Practice
Chartered Institute of Personnel and Development (CIPD) – Member
ODN Europe – Member and lead on ODNE Mentoring workstream.

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