



## Clinical Leadership in Newham

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### *The Enabling Leaders Programme*

Healthskills has successfully completed a 6 month leadership programme in what was formerly NHS Newham. The programme was set up to enable a wide and varied group of clinicians and Allied Health Professionals to lead and drive change in the Borough's COPD service.

Delegates included GPs, Consultants, Psychologists, Nurse Consultants and Pharmacists and included members of the current clinical commissioning Group.

In order to develop this critical mass of front line leadership capability, we worked in close partnership with NHS Newham as part of a wider, joint working project to reshape COPD services in the Borough, which at the time had been re-aligned along a Polysystem structure.

To help drive this transformation, we designed a programme to support front line leaders in the Clinical Networks. The programme required delegates to attend one day per month for the duration of the programme, and was designed to:-

- Support leaders in their personal leadership journey
- Provide a vehicle for pathway change
- Test the network's ability to deliver change

### *The Programme Structure*

The Enabling Leaders programme was structured as six full days delivered over a period of six months. The programme was based on a robust leadership framework developed by Kouzes and Posner<sup>1</sup> which provided 360 feedback and this was combined with action learning to review the management of change and how leadership practices have been applied, together with master classes in subjects such as change management, social marketing, programme management and performance management.

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<sup>1</sup> The Leadership Challenge – Kouzes and Posner – John Wiley



## **The Evaluation**

Delegates subsequently evaluated the programme and **100%** of delegates on the programme rated the experience as being **above** or **well above** their expectations in respect of delivery style, practical use, and content.

Some of the comments;

***“A truly wonderful experience, great tutors, relaxed atmosphere with lifelong tips to put into practice”***

***“Thoroughly enjoyed it, learnt a lot and it does have patient benefits indirectly”***

***“Excellent for self reflection as well as development as a leader for yourself and those you work with”***

***“Fantastic – skills which you pick up on this leadership course you won’t pick up anywhere else.”***

## **The Future**

Throughout the programme there has been significant change in the local health economy and the programme has had to support individuals through this change.

The intention is that these newly enabled leaders will continue to meet as a network and drive the COPD project forward to a firm conclusion within the new environment of Clinical Commissioning Groups.