

7th Annual North West

# Leadership Conference

## Leadership – Making it Matter

Friday 21st April 2017  
Aintree Racecourse



Developing people  
for health and  
healthcare

[www.hee.nhs.uk](http://www.hee.nhs.uk)

## Welcome to Health Education England 7th Annual North West Leadership Conference

We are delighted that you have joined us to hear the current thinking on 'leadership and why it matters' from our key speakers who are experts in their field. We have a full programme for you and we hope you have an interesting and thought provoking day. In addition to the programmed activities there is plenty of time to network and chat with fellow delegates as informal learning is a key component of the day.

### Leadership – Making it Matter

We have chosen our conference theme this year to acknowledge the very challenging times the NHS and its leaders are facing. No matter the scale of the challenge ahead, we need leaders across the whole NHS system to collaborate and work on transforming services to enable the continued delivery of patient care. For those who are involved in the education of our future NHS workforce, how do they inspire and develop future leaders by making leadership matter?

The image this year based on the premise that the patient is at the heart of everything we do (inner stone) and everyone's roles from 'floor to the board' (outer stone circle) play an important part in delivering high-quality and compassionate care.

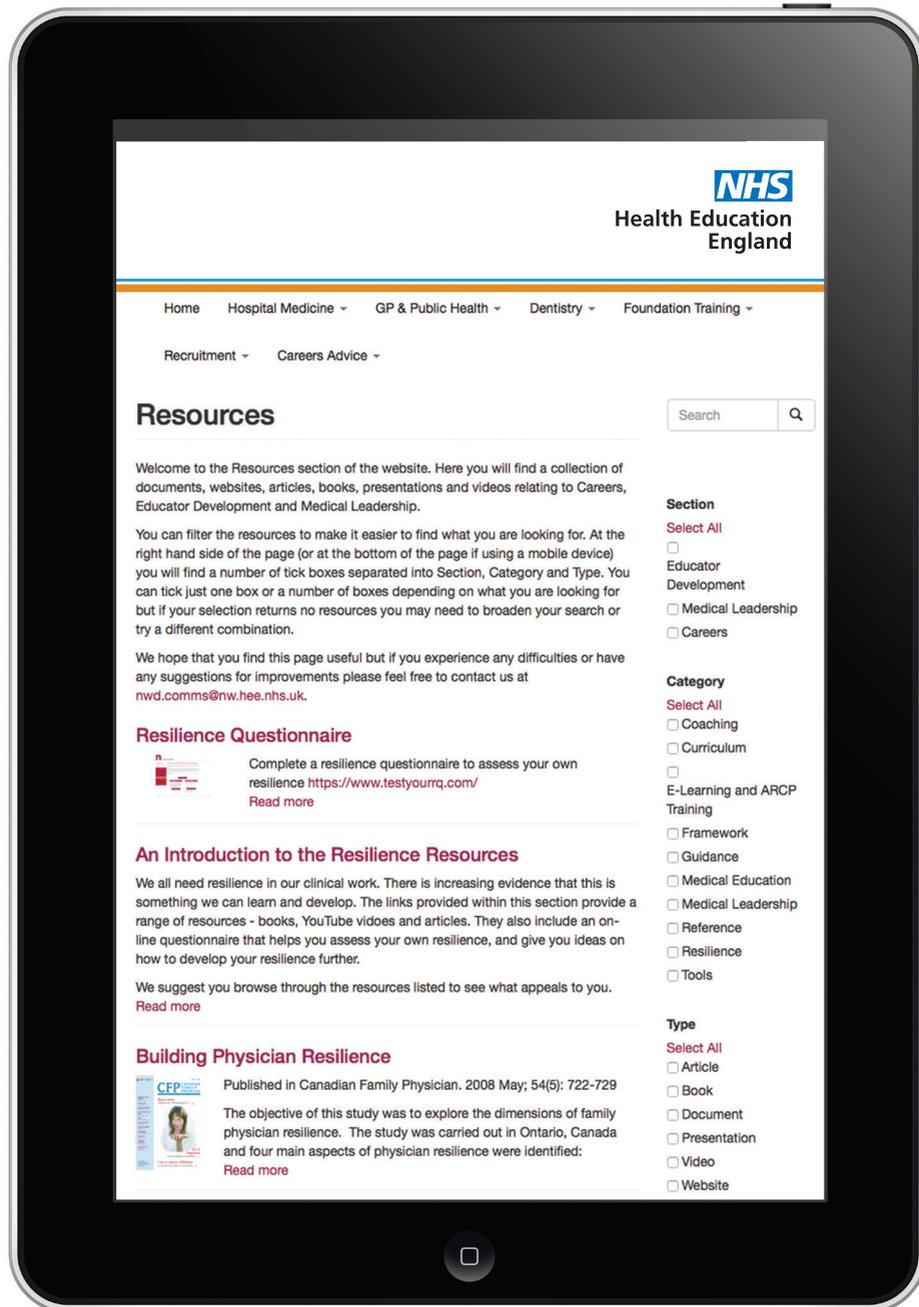
The Kings Fund (2014) state the key to shaping caring cultures is leadership. They propose that structures where leadership is distributed to wherever the right expertise and motivation sits create the optimum environment for compassionate care.

Leaders and managers need to create the right culture and caring, supportive environments for their staff and teams which are then replicated by staff members into the same caring and supportive environments for patients.

We have included some questions at the back of this brochure to support reflection on leadership and culture that you may wish to consider for your own leadership practice, or use with trainees or staff members to support their leadership development.

To find out more about how you continue your learning please turn to the back pages of this brochure for leadership resources.

*We hope you enjoy the day!*



Visit the brand new Resources section of our website:

[www.nwpgmd.nhs.uk/resources](http://www.nwpgmd.nhs.uk/resources)

# Programme

<b>09:00</b>	<b>Registration</b>
<b>09:45</b>	<b>Welcome &amp; Introduction</b> Jane Mamelok, Postgraduate Medical Dean, HEE (North West)
<b>10:00</b>	<b>Speaker 1:</b> <b>'Developing the capacity, the will and the commitment for leadership in health: lessons from around the world'</b> Jonathan Gosling, Professor of Leadership Studies, University of Exeter Business School
<b>10:50</b>	<b>Tea &amp; Coffee break, Poster Viewing &amp; Networking</b>
<b>11:15</b>	<b>Speaker 2:</b> <b>'Developing people: Improving Care'</b> Stephen Hart, Director of Leadership Development, Leadership Academy
<b>12:10</b>	<b>Delegates make their way to workshop rooms</b>
<b>12:20</b>	<b>Workshop Session 1</b>
<b>13:20</b>	<b>Lunch</b>

<b>14:15</b>	<b>Delegates make their way to workshop rooms</b>
<b>14:20</b>	<b>Workshop Session 2</b>
<b>15:20</b>	<b>Tea &amp; Coffee break</b>
<b>15:45</b>	<b>Speaker 3:</b> <b>'Delivering Outstanding Leadership'</b> Jane Tomkinson, Chief Executive, Liverpool Heart & Chest Hospital NHS Foundation Trust
<b>16:25</b>	<b>Closing Remarks</b>
<b>16:30</b>	<b>Conference end</b>

# Speaker Biographies

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## Jane Mamelok

Jane has recently been appointed as Postgraduate Medical Dean (October 2016) and will continue to lead the team delivering multi-professional workforce education and development across the North West. Jane was a graduate entry to medical school (University College London 1986) having studied at Durham University for her BSc in Biology and Ecology. Jane's background is in general practice and she has been a GP for 26 years and was still in clinical practice until 2015.



Jane has been involved in medical education for 25 years, with a long association with the former North Western Deanery prior to her appointment as GP Director for Mersey in 2011. She took over as Deputy Postgraduate Dean for Primary Care and Public Health the North West in 2015.

Jane's main area of interest is assessment and quality assurance; she has a Masters in Medical Education (Dundee 2012). Jane has 14 years' experience as a MRCGP examiner and was the RCGP Workplace Based Assessment (WPBA) Clinical Lead from 2007 - 2013. She has held national roles including Vice – Chair of COGPED (Committee of GP Education Directors) and Chair of HEE GP Directors/Deans leading Curriculum development and recruitment initiatives. Jane has been a CEGPR assessor for the GMC since 2013 and continues in that role.

Jane is Honorary Civilian Consultant Adviser to the Army and a member of Defence Medical Services (DMS) Education Committee, leading quality assurance visits to Defence training organisations across all three services in the UK and overseas.

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## Professor Jonathan Gosling

After several years as a community worker and mediator, Jonathan found himself overwhelmed by managerial responsibilities and escaped to management academia, where he worked lecturer and Professor for 28 years at Lancaster and Exeter universities. On the run from managerialism again, he left Exeter two years ago and is now Emeritus Professor and thriving as an independent scholar, researcher and consultant.



Current projects include support to National Malaria Control Programmes in Swaziland and Zimbabwe, to STP processes in England, and a study of leadership development initiatives in public health settings in Australia, Canada, India, Japan, New Zealand, South Africa and the USA.

He has published extensively on leadership, philosophy and responsibility; and holds visiting positions at well-known universities in Canada, China, Denmark and New Zealand. He regularly teaches on McGill's International Masters in Health Leadership ([www.imhl.ca](http://www.imhl.ca))

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## Stephen Hart

Stephen is the Director for Leadership Development for Health Education England which involves responsibility of leading the NHS Leadership Academy.

He has more than 20 years' experience of leadership and management in the Military and has worked in a number of different positions throughout his career, with the most recent being the Head of Command Leadership and Management training for the Army Division at the Defence Academy.

Prior to his role at the Defence Academy Stephen has worked at the highest levels of defence supporting strategy and engagement for the Royal Marines. This has included commanding both small and large teams of diverse professionals on operations around the world. As well as this, Stephen also has a wide range of experience in leadership development and previously was also the chief instructor for all Royal Marine command and leadership training.

Stephen's other achievements have included completing an MA with a thesis on ethical leadership. He has also continued this research on a fellowship programme and is part of a team advocating people centred leadership for the Naval Service.



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## Jane Tomkinson

Jane joined the NHS in 1990 and has held a number of positions in acute trusts, including Director of Finance at the Countess of Chester Hospital NHS Foundation Trust and subsequently being appointed the Trust's Deputy Chief Executive in 2005. Two years later, she was awarded the prestigious 'Finance Director of the Year' award by the Healthcare Financial Management Association (HFMA).

In 2011 she moved to NHS North West as Director of Finance, before taking on the NHS North of England lead finance role a year later.

Jane holds CPFA and MBA qualifications, is a Fellow of the HFMA and was awarded an OBE for services to NHS finance in the Queen's New Year's Honours in 2016.



# Workshops

## **A** Medical Leadership: Junior Doctors Matter

**Jan Maskell, Chartered Psychologist & Registered Occupational Psychologist, Lancaster University/  
Blackpool Teaching Hospitals NHS Foundation Trust**

The Medical Leadership course is for delegates at a key stage of their careers that need to develop and prove their commitment to leadership.

This workshop is designed to develop knowledge, understanding and skills in line with the Medical Leadership Competency Framework. You will experience a number of modules that plan development, consider leadership and management, analyse drivers for change, plan projects, and assess how you will lead others through the changes inherent in your projects.

This workshop reviews experiences of others as they prepare, implement, present and review their leadership learning.

## **B** Friendly Consulting: Help your peers solve their key Learning & Development challenges

**Jonathan Gosling, Professor of Leadership, University of Exeter**

This workshop results in new perspectives and insight into your own world through an exploration of the real world challenges currently faced by your peers.

During this session you will:

- Appreciate and learn from the current talent development challenges of your peers
- Develop insight into your own thinking and approach to resolving talent development challenges.
- Learn how to use 'friendly consulting' in your own work.

## **C** Going beyond the leadership development programme – making leadership learning matter in practice

**Mike Cambray, Partner, Learning Partnerships**

This workshop will explore how the application of leadership learning can be supported in the workplace, to ensure that it matters.

The workshop will offer two approaches to expressing and capturing ideas about how to make leadership learning matter in practice.

1. The Visual Thinking approach. Individuals describe and capture ideas for making leadership learning matter in the workplace. Then collectively assembling and organising these ideas to identify themes. Finally, choosing areas that can be implemented easily and quickly, and those that involve more time or complexity.
2. The Force Field approach. Identifying the Driving and Resisting forces involved in making leadership learning matter in practice. Formulating a strategy for supporting the Driving Forces and reducing the resisting forces.

## **D** Delivering leadership training for undergraduate medical students in conjunction with Army Reservists (208 Field Hospital Liverpool)

**Professor John Earis, Director of Clinical Quality,  
Undergraduate Medical School, University of Liverpool  
and University Hospital Aintree**

Failure of clinical leadership has been identified as one of the major underlying causes of poor patient care in the NHS. The GMC has identified the importance of developing team working and leadership for undergraduates but identifying ways to incorporate the medical leadership competency framework into an overcrowded timetable remains an issue for undergraduate medical educators.

This workshop explores a new curriculum introduced in Liverpool 2014 and an innovative approach that has been employed to develop leadership and teamwork.

## **E** Organisational culture and its effect on leadership development

**Rebecca Baron, Associate Dean General Practice and Health Education (North West)**

Leadership is indelibly linked with how the organisation works - "how things are done round here".

This workshop will outline a range of models of organisational culture, and give you an opportunity to assess your own environment, and consider how that understanding can help in your own and others leadership development.

## **F** Developing the leadership skills of doctors through coaching

**Steve Blades, GP Tutor, Effective Professional Interactions**

This workshop will draw on the facilitator's experience as a coach and on what he has learnt from training ST1-3 doctors in leadership in the North West

This workshop will explore;

- What are the key leadership challenges for junior doctors?
- What are the possible ways of training doctors in the skills required to meet these challenges?
- What is a coaching approach?
- Key skills needed for a coaching approach
- Simple solution focused model (explanation)

## **G** Getting Away From it All - Lessons for Leadership along the Pennine Way

**Thomas Howling, Associate Dean (GP) Health Education England (NW Office)**

This workshop will take you for a reflective virtual journey along the Pennine Way national trail. We shall pause in our virtual walk along the way to admire the views and explore themes relevant to leadership - managing complex tasks, avoiding procrastination, recognising support systems, how we can boost resilience and optimism in ourselves and those we lead. This workshop guarantees to improve your wellbeing.

## **H** Time to think differently: how leaders can create a culture of innovation

**Tom Micklewright, Medical Leadership Fellow**

This workshop will explore what makes an 'innovation culture', looking particularly at the barriers to innovation that junior staff may face and how health leaders can support teams and individuals through these barriers by providing practical solutions. First-hand accounts will be presented by junior doctors on their experiences of innovating in the NHS.

## **I** Making leadership matter through effective teamwork

**Trish Prescott, & Charlotte Moen Senior Lecturers in the Professional Postgraduate Education Department, Edge Hill University**

This workshop will provide an introduction to a range of strategies to enable medical leaders to increase their awareness in relation to building an effective team. The aim is to increase self-awareness and through new insight, facilitate understanding of their team player and team leader role. Medical leaders have 'a sophisticated knowledge of establishing and leading teams and how to get the best out of them. Equally they know when to lead and when to follow' (FMLM, 2016:6). In order to be an effective medical leader, doctors therefore require self-awareness, self-management, active listening, are able to empower and motivate others, develop others to reach their potential and have an in-depth understanding of their team.

Practical strategies to understand team development, the characteristics of an effective team, team roles and how to engage your team gain will be explored and the new insight will be utilised to inform your personal development.

# Posters

## 1. Leading Improvement in Care - The role of a medically informatics project in improving care

Dr Andrew Stevens, ST5 Renal/Leadership Fellow, Central Manchester University Hospital NHS Foundation Trust

## 2. Service Development: Paediatric OMF Surgery

Mr Athanasios Kalantziz, Consultant OMFS, Central Manchester University Hospital NHS Foundation Trust

## 3. Completing the jigsaw in perioperative care in Autism

Dr Fiona Armstrong, ST5 in Anaesthesia & Medical Leadership Fellow, Health Education England (HEE) North West

## 4. TIPS: Trainees Improving Patient Safety through Quality Improvement

Dr Hannah Baird, ST2 ACCS, Royal Bolton Hospital

## 5. Innovating in Paediatric Anaesthesia to Improve an Age Old Problem: Theatre Efficiency

Dr Ijeoma Okonkwo, ST7 Anaesthesia, Central Manchester University Hospital NHS Foundation Trust

## 6. Leading the creation of improved perioperative care in delayed bladder exstrophy

Dr Ijeoma Okonkwo, ST7 Anaesthesia, Central Manchester University Hospital NHS Foundation Trust

## 7. Medical Specialties Handover at Alder Hey Hospital: A Quality Improvement Project

Dr Jessica Macwilliam, ST4 Paediatric Alder Hey Children's Hospital

## 8. Notable Practice in Postgraduate Medical Education

Mr Martin Smith, Quality Manager, Health Education England (HEE) North West

## 9. Don't Mess with doctors morale

Dr Orod Osanlou, Chief Registrar Leadership and Management Fellow, Warrington and Halton Hospitals NHS Foundation Trust

## 10. MEDIC – Motivating and Empowering Doctors to Inspire Change

Dr Orod Osanlou, Chief Registrar Leadership and Management Fellow, Warrington and Halton Hospitals NHS Foundation Trust

## 11. Empowering junior doctors to make change

Dr Orod Osanlou, Chief Registrar Leadership and Management Fellow, Warrington and Halton Hospitals NHS Foundation Trust

## 12. Formalising Handover: A revamp to improve patient safety

Dr Orod Osanlou, Chief Registrar Leadership and Management Fellow, Warrington and Halton Hospitals NHS Foundation Trust

## 13. The Older Person's Assessment and Liaison (OPAL) team in Emergency Department: impact of embedding specialty staff in ED

Dr Rachel Barratt, FY2, University Hospitals South Manchester

## 14. Improving team working in the Hospice Nurse Specialist Team

Dr Rebecca Lennon, ST5 Palliative Medicine & Jenny Gallagher Hospice Nurse Specialist Team Member, Wigan and Leigh Hospice

## 15. Introduction of electronic database and improvement of inpatient referrals to acute pain services

Dr Salmin Aseri, Consultant, St Helens and Knowsley teaching Hospitals NHS Trust

## 16. Head Salad - wellbeing and resilience education

Dr Tom Micklewright, Leadership and Management Fellow, Health Education England (HEE) North West

## 17. CPA (Care Plan Approach) Review Questionnaire; An innovative practice to empower patients

Dr Yousaf Iqbal, Consultant Psychiatrist, Lancashire Care NHS Foundation Trust

## Resource and Leadership Development

Welcome to our resource page and to support your ongoing leadership development we have developed the following questions for you to consider and develop a leadership and educational action plan. You might like to review our resources on leadership and resilience at: [www.nwpgmd.nhs.uk/resources](http://www.nwpgmd.nhs.uk/resources)

Consider the following questions on your leadership approach and how your organisation supports the development of leadership skills in trainees.

1. What is it like to be on the receiving end of me?
2. What type of culture do I create?
3. What might improve the organisational culture?
4. What is the authority gradient like in your team? Who holds the power?
5. Have there been things you have learnt about leadership in a hospital or GP practice environment that were significantly different to what you expected? What were they?
6. Can you think of significant differences between environments you have worked in:
  - (1) how doctors/clinicians have got on together,
  - (2) how senior staff have communicated with more junior staff, or GPs with administrative staff,
  - (3) how decisions are made,
  - (4) what happens if a potential mistake or complaint happens
7. What has most helped your leadership development so far?
8. What things would support your leadership development in the future?
9. What is working well from a leadership perspective within your organisation and in supporting trainees to develop leadership skills?
10. What could you or the organisation do to support trainees to develop leadership skills - might be doing more of good things already happening or new things to try. What can you adapt from what others are doing? Consider some possible ideas you could try then complete the action plan overleaf for one or two (or more) of the ideas.

## Leadership and Educational Action Plan

Action plan – what needs to happen and what would the potential benefit be. What are the challenges?	Who would be involved	Timescale



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**#NWleader17**

Please tweet using this hashtag to share your thoughts.