

FMLM Tomorrow's Strategic Leader Programme

An important feature of the Tomorrow's Strategic Leader programme is the group dynamics and learning culture. We strive through programme delivery, resident facilitator and action learning sessions to bring the participants together enabling peer support and shared learning. Previous participants of TSL have expressed how important this shared and safe learning environment is and they have also expressed how valuable the friendships and new networks are.

Action Learning sessions will be schedule in between each module and are an important part of the programme, they give the participants the opportunity to reflect on and action their learning between delivery days. This collaborative approach to engaging with one another's learning and supporting each other through the process helps consolidate and strengthen the benefits gained.

Date	Module	Delivery
<p><u>Day 1</u></p> <p><u>Face to Face</u></p>	<p><u>Introduction and Welcome</u></p> <p>Leadership – why I do it! An interactive seminar to hear from a very experienced senior leader and to have the opportunity to discuss the challenges they have faced and how they overcame them.</p> <p>Leadership and you In an interactive session, you will explore your understanding of leadership and its importance to the quality of patient care.</p>	<p>Peter Lees Chief Executive & Medical Director, FMLM</p> <p>Alexis Hutson Resident Facilitator</p> <p>20 July 2021 9:30am – 4:30pm</p>
<p><u>Homework</u></p>	<p><u>Leadership Development Framework</u></p> <p>There is a strong argument that what differentiates leaders today is the way they make sense of the world. The seminal work of David Rooke and William Torbert on 'Action Logics' underpins this concept and will be introduced prior to a full two-day module to gain in depth understanding of your own action logics and how you may further develop.</p> <p>You will need to complete the highly validated Leadership Development Profile and receive one-to-one feedback in preparation for module 2.</p>	<p>Alexis Hutson Resident Facilitator</p>



<p>Action Learning Set 1</p>	<p>A chance to reflect and action the learnings from day 1</p>	<p>10 August 2021 9am – 10:30am</p>
<p>Day 2, 3 and 4</p> <p>3 Half days all virtual</p>	<p><u>Leadership in a VUCA world</u></p> <p>In these three days we will explore the demands of leading in a world that is increasingly volatile, uncertain, complex and ambiguous (VUCA). We will explore what capacities and capabilities leaders can develop in order to lead effectively and will focus on building key capabilities.</p> <p>We will consider how each participant makes sense (meaning) of the world and what impact this has on their leadership. The Leadership Development Framework (LDF), through which each participant will have been profiled, will be reviewed.</p> <p>Objectives</p> <ul style="list-style-type: none"> • Explore the developmental journey that has led you to this point in your career • Consider the demands on leaders of working in an increasingly VUCA world • Understand the relationship between underlying meaning-making capacity and leadership capabilities • Explore the implications of your own LDF profile with colleagues • Explore the dynamics of your own organisation and the teams you lead using the LDF as a lens • Explore in depth the leadership capabilities of: <ul style="list-style-type: none"> ○ Passionate detachment ○ The positive use of power ○ Taking systems leadership 	<p>Alexis Hutson</p> <p>9, 14 and 22 September 2021</p> <p>9am – 12:30pm</p>
<p><u>ALS2</u></p>	<p>A chance to reflect and action the learnings from days 2, 3 and 4</p>	<p>1 October 2021 9am-10:30am</p>
<p>Day 5</p> <p>Half day virtual</p>	<p><u>How the NHS fits together</u></p> <p>The way the NHS works can be bewildering and yet, to be effective, medical leaders must be able to navigate its complexities at a local and national level. Structures change frequently and familiar models are constantly challenged. In an interactive session you will have the opportunity of hearing from a very experienced former chief executive of how the NHS in England is designed and how it functions.</p>	<p>Andrew Reed</p> <p>23 November 2021 9am-12:30pm</p>



	This session will explore how money flows from the taxpayer to the front-line and how politics plays such a significant role.	
<u>Day 6</u> <u>Face to Face</u>	<u>Working successfully with Government</u> Many staff judge the efficiency and effectiveness of the running of their organisation through their own lens; shortfalls are seen through their own experiences. If not exposed to the complexities of working within, and being partners in 'the system', it can be difficult to understand and to contribute to solutions which bring about improvements in health and care services for local residents. Through hearing different perspectives of those in government you will have an opportunity to explore how the NHS is viewed from government.	Catherine Eden Managing Director Eden & Partners 24 November 2021 9:30am-4:30pm
<u>ALS3</u>	A chance to reflect and action the learnings from days 5 and 6	2 December 2021 9am – 10:30am
<u>Day 7</u> <u>Face to Face</u>	<u>Effective Team-working</u> In these this day you will explore the complications of Teamwork which will follow on directly from day 6 and the live scenario experienced in Power, Politics and Persuasion. All healthcare professionals work in teams all the time and when it works well it feels great. However, with the increasing demands on time and pressure in the system to do more for less, people are often surviving in teams which are not performing to their best. The evidence suggest that this is damaging to individual team members and to patients. Team dynamics will be explored and related to participants' preferred styles. Objectives: <ul style="list-style-type: none"> • Exploration and when teamwork goes wrong, developing themes on: <ul style="list-style-type: none"> ○ Exploring teamwork and personal preferences ○ Strengthening influencing skills ○ Enhance individual awareness 	Alexis Hutson Resident Facilitator 20 January 2022 2021 9:30am - 4:30pm
<u>ALS4</u>	A chance to reflect and action the learnings from day 7	23 February 2022 9am – 10:30am



<p><u>Day 8 and 9</u></p>	<p><u>Patients and Populations – what are you doing locally</u></p>	
<p><u>Virtual</u></p>	<p>Tremendous progress has been made over the last forty years. However, there are still five outstanding problems which are found in every health service:</p> <ul style="list-style-type: none">• Unwarranted variation in access, quality, cost and outcome• Failure to prevent the diseases and disability that healthcare can prevent• Inequity• Waste• Patient harm <p>Overlaid onto these existing problems are the new problems of increasing need and demand and stagnant or decreasing resources. A new paradigm is needed to tackle these problems, and this is captured in the Triple Value Framework:</p> <ul style="list-style-type: none">• Personalised value, determined by how well the outcome relates to the values of each individual• Allocative value, determined by how well the assets are distributed to different subgroups in the population• Technical value, determined by how well the allocated resources are used for outcomes for all the people in need in the population <p>This module of the programme uses a blended learning format combining pre-reading, completion of two online training modules and two virtual facilitator led workshops. The virtual workshops explore in further detail the material covered in the online training modules.</p> <ul style="list-style-type: none">• Online training module 1: Stewardship; the culture to save universal healthcare• Online training module 2: Tools for the new value paradigm <p>Virtual workshop 1 - Foundations of value-based population health and care and a culture of stewardship. In this session we will cover:</p> <ul style="list-style-type: none">• The need for a new paradigm in health and care• What a culture of stewardship means• What it means to think in populations• A quick outline of the five tasks to create value-based population health and care and lead a new culture of stewardship	<p>Sir Muir Gray</p> <p>8 and 9 March 2022</p> <p>9:30 am – 12:30pm</p>



	Virtual workshop 2 - The five tasks. In this session we will cover: <ul style="list-style-type: none">• Thinking in 3D: populations• Designing in 3D: outcomes that matter• Working in 3D: networks• Leading in 3D: culture of stewardship• Optimising personal value	
<u>ALS5</u>	A chance to reflect and action the learnings from days 8 and 9	26 April 2022
<u>Day 10</u> <u>Face to Face</u>	<u>What will be different</u> In an interactive day, participants will reflect on the whole programme and what they will do differently going forward.	Alexis Hutson Resident Facilitator 19 May 2022 9:30am – 4:30pm