

# The patient role in developing leaders: what is the reciprocal learning?

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



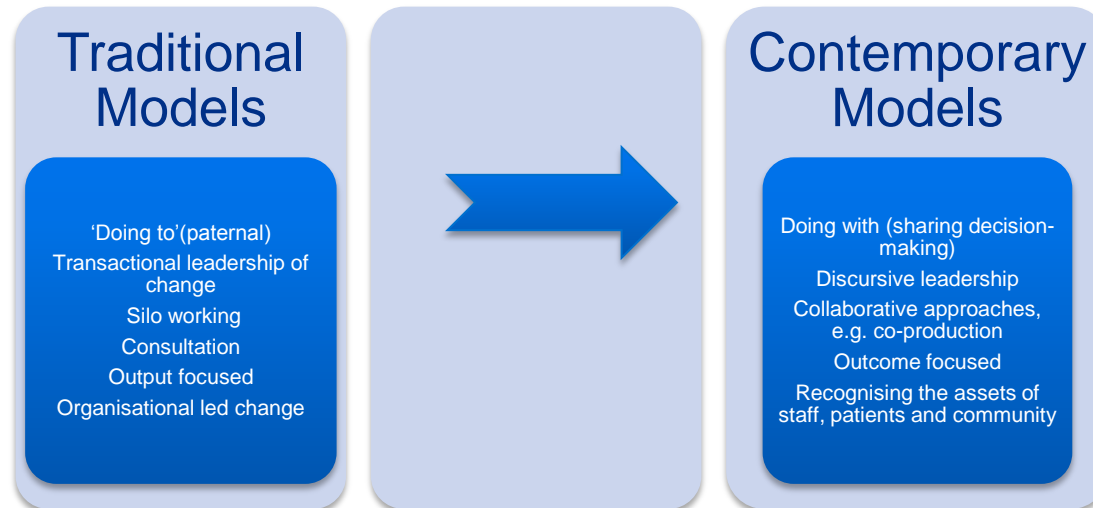
# Overview

- Welcome and introductions
- Introduction to the NHS Leadership Academy
- Share national and regional perspectives: patient and citizen engagement and leadership development
- The changing nature of relationships:
- Explore, discover and share experiences
- Share learning on the benefits of engagement
- Explore challenges and opportunities

*‘The conversation between patient and clinician is one of the fundamental building blocks of the NHS and yet these interactions are often characterised by an imbalance of power, control and information’*

(HSJ 2010).

# Changing nature of relationships in health and care





## The Human Connection to Patient Care

[http://www.youtube.com/results?search\\_query=Empathy+-+the+human+connection+to+human+care&sm=12](http://www.youtube.com/results?search_query=Empathy+-+the+human+connection+to+human+care&sm=12)

# NHS Leadership Academy

- Patients are central to the work of the Leadership Academy
- Moved from 'proxy' involvement where patient organisations spoke on their members behalf to patients in the room teaching with us
- Ethos- do it well or not at all- cannot raise expectation and then give a poor experience
- Issue – how do you identify, develop and support patients to work with senior leaders?
- We created 'role descriptions for volunteers' and circulated via our networks. We went from half a dozen to 120. All have a personal phone welcome and we assess what they need in order to work with us. We make volunteering easy, provide travel and accommodation up front so they are never out of pocket and give an honorarium of 75/half day - £150 full day

# Working with patients and volunteers

Patient roles include:

- Storytellers
- Mentors
- Assessors
- Recruitment and selection panels

# Storytelling

- Patients sit with future executives and say what it was like to receive care in the NHS pulling on experiences of great and poor leadership.
- They tell their story and respond to questions with a staff support person with them. We have a safety net word so they can stop at any time.
- Staff report that this is often again, the first real conversation that have had with a patient about care. It is unlikely that the participants will be talking to a patient from their own Trust in this instance but the learning often prompts them to go back and ask the same questions raised by the patients in their home organisation



# Patients on selection panels

- All panels for roles have had patients on them for the past two years [outside the current reshuffle]
- The patients have an equal say in the appointment of staff and are given a day-long training by HR to do this.

# Patients sit on panels to assess executives

- Panels are made up of front line staff and patients who assess whether executives at the end of their programmes are considered ready or not for the executive role.
- This is about how they come over with credibility or not.

# Experience of care partners


- Emma's story
- Stephens story








<https://youtu.be/eqtP0ToCSg8>

<https://youtu.be/cd-spzHSV2w>

# National programmes

- Edward Jenner programme
- Mary Seacole programme
- Rosalind Franklin programme
- Elizabeth Garrett Anderson programme
- Nye Bevan programme
- Aspiring Chief Executive programme
- Chief Executive Development Network
- Stepping Up programme
- Ready Now programme
- Ethical Mentoring programme
- Return to Work Mentoring programme
- NHS Graduate Management Training Scheme
- HOPE European exchange programme
- Health and Care Leaders Scheme
- Clinical Executive Fast Track Scheme
- Coaching for Inclusion programme

Programmes 2019 

								
<b>Who is it for?</b>	Anyone who is interested in healthcare leadership	Those in their first leadership role	Mid level clinical or non-clinical leaders aspiring to lead large and complex programmes, departments, services or systems of care	Mid to senior clinical or non-clinical leaders aspiring to lead large and complex programmes, departments, services or systems of care	Those newly in or aspiring to be in an executive director role	Black, Asian or minority ethnic (BAME) colleagues working in bands 5 to 7	Black, Asian or minority ethnic (BAME) leaders working in bands 8a or above	Leaders at chief executive level in an NHS accountable role, focused on both service provision and system development
<b>Duration</b>	6 weeks (not time limited)	6 months	9 months	24 months	12 months	2 to 3 months	12 months	Ongoing
<b>Time commitment</b>	Recommended 5 hours of self-led work per week	5 hours per week self-led 3 out of office days split over 3 workshops	Minimum 4 to 5 hours per week 8 out of office days	Minimum 15 hours per week 22 out of office days including 4 residential	Minimum 10 hours per week 17 out of office days including 4 residential	4 to 5 out of office days split over 2 to 3 residential depending on banding	12 out of office days split over 3 residential	Flexible and driven by individual needs including: <ul style="list-style-type: none"> <li>Quarterly 2 day development days</li> <li>Up to 4 additional sessions per annum</li> </ul>
<b>Learning methods</b>	<ul style="list-style-type: none"> <li>Online</li> <li>Work based application</li> </ul>	<ul style="list-style-type: none"> <li>Online</li> <li>Face-to-face workshops in regions</li> <li>Work based application</li> </ul>	<ul style="list-style-type: none"> <li>Online</li> <li>Face-to-face workshops</li> <li>Facilitated learning sets</li> </ul>	<ul style="list-style-type: none"> <li>Online</li> <li>Face-to-face residential in Leeds</li> <li>Self-managed learning sets</li> <li>Work based application</li> </ul>	<ul style="list-style-type: none"> <li>Online</li> <li>Face-to-face residential in Leeds</li> <li>Self-managed learning sets</li> <li>Work based application</li> </ul>	<ul style="list-style-type: none"> <li>Face-to-face residential in Leeds and London</li> <li>Self-directed learning</li> <li>Work based application</li> </ul>	<ul style="list-style-type: none"> <li>Face-to-face residential in Leeds</li> <li>Self-directed learning</li> <li>Work based application</li> </ul>	<ul style="list-style-type: none"> <li>Face-to-face residential in Leeds and London</li> <li>Online virtual campus for learning and information</li> <li>One-to-one sessions with a development coach</li> </ul>
<b>Awards</b>	NHS Leadership Academy Award in Leadership Foundations	NHS Leadership Academy Award in Healthcare Leadership	NHS Leadership Academy Award in Senior Healthcare Leadership	NHS Leadership Academy Award in Senior Healthcare Leadership MSc in Healthcare Leadership	NHS Leadership Academy Award in Executive Healthcare Leadership	Certification of dedication and recognition	Certification of dedication and recognition	Not applicable
<b>Cost</b>	Free	£995	£1,200	£6,000	£4,500	Fully funded	Fully funded	£5,000 per annum
<b>Bursary availability</b>	Our bursary scheme supports talented individuals from under-represented groups across leadership levels who, without financial help, would miss out on the opportunity to access our excellent leadership development programmes. For information on eligibility, and whether a bursary is available for your chosen programme, please check the 'Key Information' section on the specific programme page on our website.							

# Reflections .....



- What benefit have you seen to both staff, and to patients themselves from involvement?
- Short discussion with person next to you
- 2 mins the short feedback

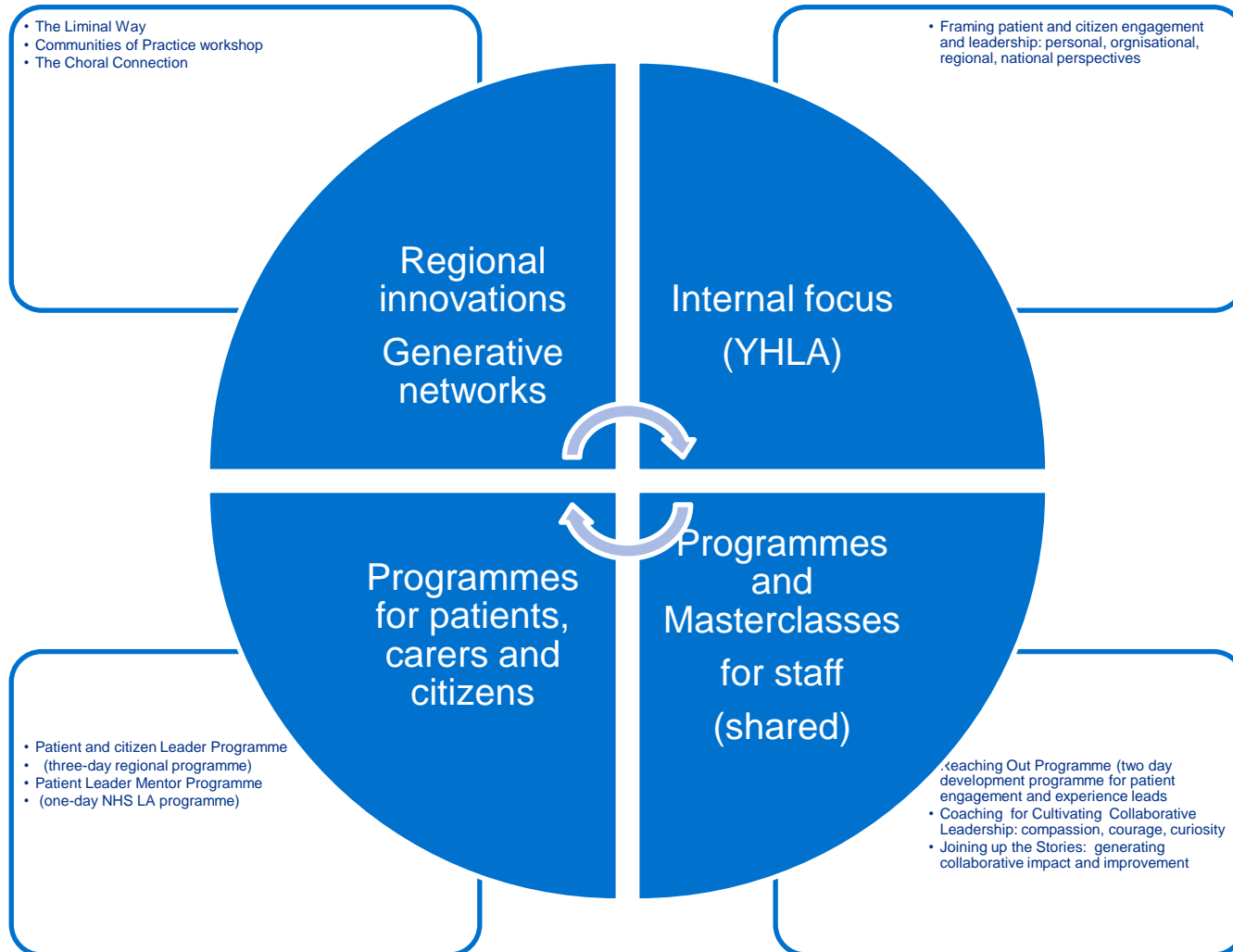
# Patient leader – two words, many meanings

- “Patients, service users and carers who work with others to influence decision-making at a strategic level” Centre for Patient Leadership
- “Patients who may come to be recognised as service leaders, equal in esteem and influence to managerial and clinical leaders” Patient Voices
- People who invest their time and resources to influence decision-making at a strategic level that improves care and experience” NHS England



“People whose personal experiences have led them to instigate change and as a result shape healthcare” HSJ Inaugural Patient Leadership List of 50

# A regional perspective



# Towards shared principles



Values and principles

What is important to us?



Development opportunities

What do we want to build?



Where we want to be

How will we work together?



# Programme development

For public participation  
leads:

Reaching Out Programme:  
a two-day development  
programme for patient  
engagement and  
experience leads

For the public:

Patient and Citizen  
Leadership Programme:  
a three-day development  
programme for patient and  
citizens

# Making very conversation count<sup>(1)</sup>

Coaching for Collaborative Leadership: Compassion, Curiosity, Courage

- Masterclass delivered by David Clutterbuck and Rachel Hawley

Patient Leader Mentor Programme

- NHS Leadership Academy, one-day development programme

(1) Hawley R, (2012, 2015, 2017)

# Coaching for collaborative leadership: Compassion, Courage, Curiosity

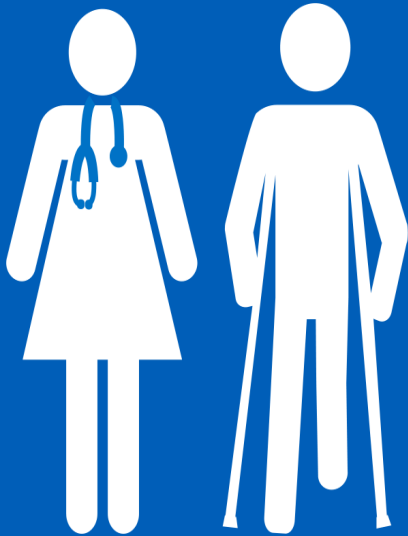
- A one day workshop delivered by David Clutterbuck and Rachel Hawley
- This Masterclass is designed to give participants a wide range of practical tools and insights that will enhance the quality of conversations we have in everyday leadership conversations across the health and care system(s).
- Building on principles of advanced coaching and mentoring conversations, participants will acquire new skills in building patient and citizen engagement, supporting colleagues in their learning and improving your own reflective practice.

# Joining up the stories: cultivating collaborative impact and improvement

- A one day workshop delivered by Dr Karen Deeny and Rachel Hawley
- This workshop is designed with a central aim of building improvement value for patient and citizen leadership across health and care, this masterclass makes better sense of the connectedness of stories for building collaborative relationships.
- Leaders are invited to contribute, explore and maximise the authenticity of stories through peer challenge, support and take-home resources. Participants will better connect and integrate stories to drive collaborative change.

# Experience of care partners ...two sides of the same coin





Positive staff  
experience leads to:

- Reduced number of medical errors.
- Reduced infection rate.
- Reduced mortality rate.
- Improved safety.
- Improved patient experience.



Medical errors cost the NHS **£1.4m** a year.

Why caring for the people who care matters



**80%**

staff say the state of their health affects patient care.

**30%**

NHS sick leave is due to work place stress.

**25%**

staff have been harassed, bullied or abused by fellow staff.

**Positive staff experience leads to:**

- Reduced absence sickness rates.
- Reduced staff costs.
- Improved performance.
- Improved moral.
- Increased staff retention.
- Increased productivity.



Annual direct absence costs the NHS **£1.7bn.**



Replacement for each staff member who leaves costs **£4.5k.**



**Why caring for the people who care matters**

# Volunteer feedback on engaging with the NHS Leadership Academy

The NHS Leadership Academy (NHS LA) sought to understand more about the experience of volunteers participating in their programmes.

An insight into volunteer experience is accessible through qualitative data collected using post-event feedback questionnaires.

This data was analysed to answer three primary questions regarding the volunteers' experiences.

*Did the volunteers feel looked after by the team?*

*Do the volunteers feel they have gained anything from their experience of sharing their story?*

*Have the volunteers developed transferable skills that they have used in other circumstances?*



# Volunteer feedback (1)

*Did the volunteers feel looked after?*

- The majority of volunteers felt looked after by the team:
- Kind, friendly and welcoming
- Personal, attentive and available
- Well-organised and professional

## Volunteer feedback (2)

*Do volunteers feel they have gained anything from their experience of sharing their story?*

Common themes include:

- Many of the responses reflected that volunteers had enjoyed their experience of volunteering for the programmes
- Some responses reflected on the “*powerful*” experience of storytelling (an emotional connection)
- Some responses highlighted the importance of being able to impact on the health service

## Volunteer feedback (2)

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## Volunteer feedback (3)

*Have the volunteers developed transferrable skills that they have used in other circumstances?*

- There was little evidence in the data that volunteers had used skills developed through their volunteering in other circumstances.
- Some volunteers suggested their experience was contributing to their personal and/or professional development e.g. a sense of *“added purpose”*
- One volunteer described how their experience helped them to advocate *“in other arenas”*

# Summary of what works well for patients, even better if ...

- The research respondents were in addition to the ones we have spoken to in person about transferable skills. We have better evidence for the additional impact that the research suggests.
- One volunteer in the Nye Bevan programme described how their experiences had helped them work as a patient advocate “in other arenas”. Some volunteers on the Ready Now and Nye Bevan programme also suggested their experience was contributing to their personal and/or professional development, with one retired volunteer describing how volunteering has prevented him from losing his existing skills and given him a sense of “added purpose”
- We know of three volunteers that have gone back into employment, one after 17 years
- One led a seminar at the Academy and shared how he has gone from unemployed to holding a great job at Mercedes Benz.

# Experience of care partners

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# Becoming an 'experience of care' partner

**Anyone over the age of 14 can become an Experience of Care Partner; no specialist skills are required, you just need to meet the criteria below:**

- You are 14 or above
- You wish to enhance the learning of leaders within NHS
- You understand that you will only be called upon as and when there is availability
- You understand you will only be asked to help on our programmes and/or in an advisory capacity as part of co-design and co-production work.

**If you want to talk about volunteering at the NHS Leadership Academy, you can email us at [experienceofcare@leadershipacademy.nhs.uk](mailto:experienceofcare@leadershipacademy.nhs.uk)**

<https://www.leadershipacademy.nhs.uk/impact/patient-carer-communities/>

Your thoughts, questions, suggestions  
and reflections...





## National Team

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