



Growing our Occupational Health Leaders and Community

**Prospectus of fully funded
leadership and service
improvement development
programmes for NHS OH
people**

November 2021 edition

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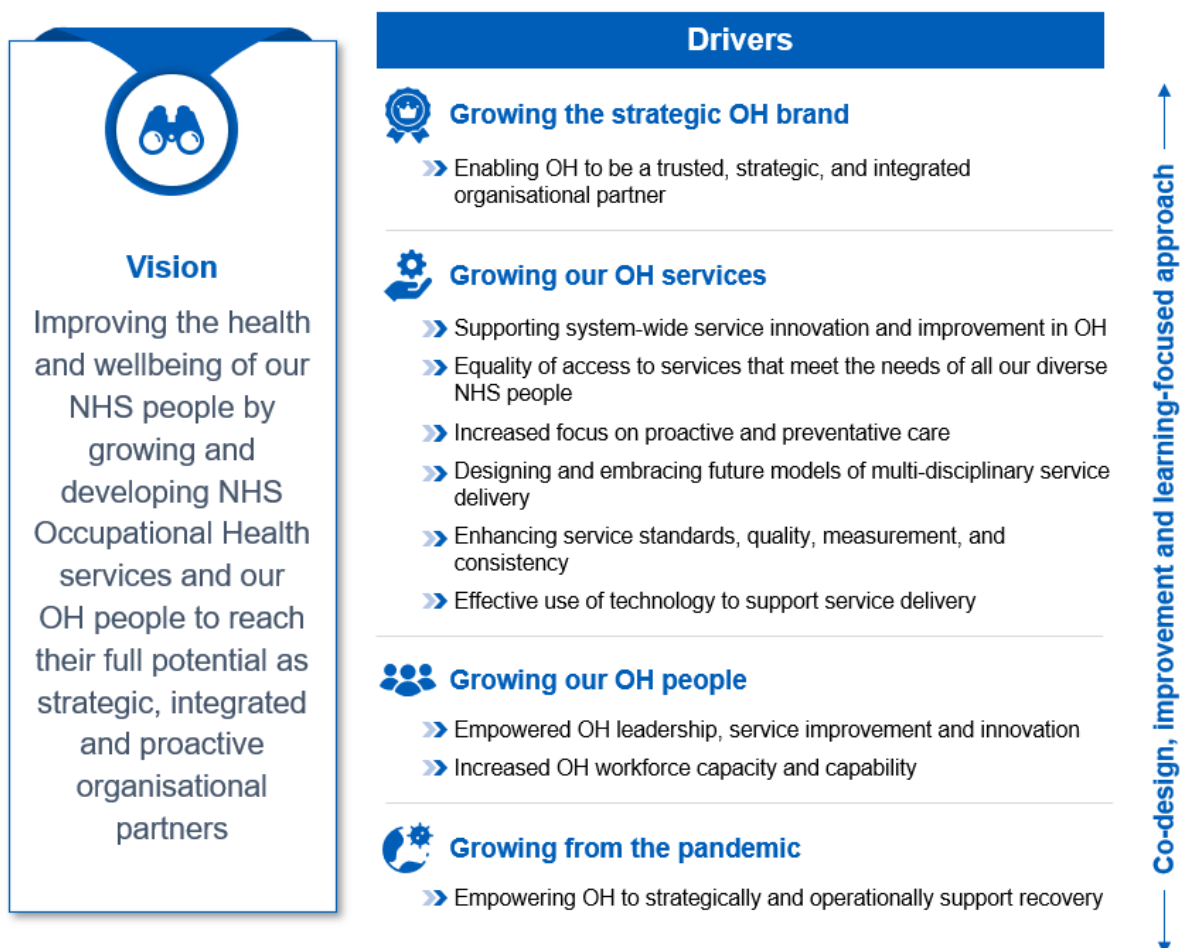
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Welcome to Growing OH

Growing Occupational Health (OH) is a new, national, long-term initiative designed to grow all NHS delivered OH services and NHS OH people to reach their potential as strategic, integrated, and proactive organisational partners, to better support the health and wellbeing of our NHS people.

NHS England and Improvement see Growing OH as a long-term programme of support and investment. This financial year is focused on paving the way for this ambitious initiative, in partnership and co-design with OH people, leaders, and service users. It has the full support of national OH partners including the NHS Health at Work Network, Faculty and Society of Occupational Medicine, NHS Employers, Trade Unions, the Council for Work and Health, and the Department of Health and Social Care.

The following sets out the vision and strategic improvement drivers, having been co-designed with OH national partners and experts, the OH community, NHS leaders and OH service users (i.e. our NHS employees and managers).



You can find out more about the Growing OH programme here:

<https://www.nhshealthatwork.co.uk/growingoh.asp>

Overview of funded development opportunities for our NHS OH leaders and practitioners

NHS England and Improvement are committed to investing in developing the leadership and improvement skills and confidence of our NHS employed OH people.

By enabling OH leaders at all levels and developing skills in service improvement for all OH practitioners, this will empower OH people to rise to the challenge and support delivery of the exciting ambitions within the Growing OH programme.

This prospectus provides an overview of all leadership development opportunities for **NHS employed OH people** (and those working closely with OH) that are **fully funded** by NHS England and Improvement.

In return for a fully funded place on a programme, we are seeking OH leaders to rise to the challenge of supporting the improvement initiatives as part of the Growing OH programme – collaboratively and as a community of OH leaders.

Pick the development opportunity that's right for you



Established OH leadership community – ‘Rosalind Franklin’

This programme is designed for established OH leaders who are in positions to make strategic changes and improvements to services. Focusing on enabling ‘outstanding leadership’, this programme is exclusive to OH leaders and brings them together as a community of practice, to learn from each other, and to rise to the opportunities and challenges as part of their role in collectively ‘Growing OH’.



Emerging and first time OH leaders – ‘Mary Seacole’

We are offering fully funded bursary places for emerging and first-time OH leaders to attend the well-established NHS Leadership Academy ‘Mary Seacole’ programme. This offers the opportunity to develop leadership skills and confidence, to step-into OH leadership, to improve services, and grow as a leader in OH.



Stepping up into OH leadership – ‘Edward Jenner’

This flexible e-learning programme is free for all OH people who are looking to build a strong foundation of leadership skills. It will help enhance their confidence and competence and prepare them for future leadership roles.



Service improvement capability building programmes

Growing OH is underpinned by empowering OH people to improve services for our service users. There are a variety of free virtual courses open to all OH people, ranging from improvement fundamentals, to large scale change.



Established OH leadership community programme

'Rosalind Franklin Programme'

As a community of established OH leaders learning together, Rosalind Franklin' NHS Leadership Academy programme will empower you to become outstanding, compassionate, and inclusive leaders, to raise your strategic voice as OH leaders, and help you to improve OH services for our NHS people.

Each cohort is virtually delivered over an online platform and video conferencing, exclusively for OH leaders and lasts 9 months. It will support you to be outstanding strategic innovators, leaders, and team-members in OH. The programme will encourage you to ask, and answer, fundamental questions that will support you in demonstrating your outstanding OH leadership.

The programme leads to an NHS Leadership Academy Award in Senior Healthcare Leadership.

Who is the Programme for?

This programme is for OH people (and those working closely with OH such as wellbeing services) who are in established OH leadership positions, seeking to further develop their leadership skills and learn from the diversity of other national OH leaders as a community of practice.

You are likely leading all, or aspects of OH services and OH people within your NHS organisation/system, and aspiring to lead large and complex programmes, departments, services or systems of care.

You are seeking to develop yourself and work with your peers to 'rise to the challenge' of leading the opportunities posed within the Growing OH initiative ambitions.

You are an NHS employed OH leader (or in a closely related role to OH such as wellbeing) and will spend the majority of your time in your OH role (i.e. at least 0.6+ WTE).

Benefits of the programme

- Develop together, with your peer community of established OH leaders
- Develop a deeper and clearer sense of who you are, your strengths and development areas – strengthening your existing leadership practice through cutting edge theory, evidence, and practice
- Improve your personal impact to help you drive progress in your team(s) and inspire your organisation/system to build compassionate, inclusive, person-centred cultures of care

- Increase adaptability and readiness to meet the demands of senior leadership within the challenging, transforming environment of the health and care system
- Develop a deeper understanding of the concept of being a systems leader and how that will require you to behave differently
- Understand where you, and your services are located in the wider health and care system and gain a deeper understanding of the experiences of people who access them
- Understand more about your team and how to work in, and with, it more effectively
- Develop new ideas about how best to work with others through change – understanding different leadership approaches, challenges related to change, and your relationship to them
- Bring immediate positive and productive changes to your team(s), organisations, services and service users in areas such as increasing staff morale, improving service user experience, effective service redesign, reduction of waste and more efficient use of resources
- Work with several analytical tools to more deeply understand the challenges you are currently facing
- Build a powerful support network of influential leaders

Structure and personal commitment to the programme

In return for the fully funded place, you and your manager will commit to enabling you to fully engage with and complete all aspects of the programme, support impact evaluation, and contribute to helping make the wider Growing OH programme ambitions a success.

The programme is **9 months** in length and incorporates a blended learning style with mandatory and comprehensive online learning, virtual ‘face-to-face’ workshops, and small group work over video conferencing.

This includes **6 online modules**, over **8 mandatory workshop dates** and personal study time, as follows:

- 2 days of back-to-back community workshops at the start of the programme
- 1 day community workshop at the end of the programme
- 5 facilitated impact groups across the nine months (groups of eight people)
- Submission of a 5,000-word written assignment to demonstrate personal impact
- ...equating to (approximately) 120 hours of study time

Successful completion of the programme leads to an NHS Leadership Academy Award in Senior Healthcare Leadership.

Cost (fully funded)

NHS England and Improvement is **fully subsidising the cost** of this programme for NHS employed OH leaders. The Rosalind Franklin programme would normally cost £1,200 per person. In return, NHS England and Improvement are seeking OH leaders to rise to the challenge and support the ambitions within the Growing OH programme.

This includes fully completing this development programme, participating in impact evaluation to help make the case for future funding to benefit other OH leaders, as well as participating in the wider Growing OH programme co-design and development opportunities.

Cohorts, workshop dates, and application process

As the programme centres on work-based application of your learning it's essential that your manager and organisation are aware of and support the commitments involved. Given the nature of your role and tasks, it's important for you to jointly consider the feasibility of creating the time to apply your studies to the workplace. We also recommend you agree with your manager from the outset what support they'll provide to help protect this time.

All applications must be completed online via this specific link:

<https://franklin.apply.leadershipacademy.nhs.uk/commissioned?cohort=oh>

Personal statement

Your personal statement is an important part of your application and should explain why you are interested in developing your leadership through this programme, your relevant experience, and provide a clear argument for why you should have a place.

1. **About you and your role:** Tell us about your current role in Occupational Health and Wellbeing and the people/projects/kind of work you lead, demonstrating the complexities and challenges. **(250 words)**
2. **Personal development hopes:** Why have you chosen this programme, why now, what do you hope to bring to the programme, and what do you personally want to achieve on your own leadership development journey? **(200 words)**
3. **Leading Occupational Health:** How will you use the learning from the programme to 'give back' to growing Occupational Health and Wellbeing services as a leader? **(200 words)**
4. **Improving Occupational Health:** What changes and improvements are you hoping to make in Occupational Health and Wellbeing, how do you hope to use learning from this programme to enable you to achieve this, and how will you know you've been successful? **(200 words)**
5. **Commitment to programme:** What arrangements will you make to create time to study for at least 15-20 hours a month? **(100 words)**

Please ensure your statement is personal and unique to this programme. In the first instance, places on the Rosalind Franklin programme will always be awarded on the merit of the applicant's personal statement. Where we have a large number of applicants with equally strong personal statements, we will award places on a first come, first serve basis.

Cohorts and dates choices

When applying, you will be asked to confirm which your preferred cohort is. Please ensure you can make all of the dates and these are in your diary in anticipation:

OH Cohort 1

Start:	17/01/22
Foundation Workshop	14/02/22 - 15/02/22
IG 0:	09/03/22 or 10/03/22
IG 1:	28/03/22 or 29/03/22
IG 2:	09/05/22 or 10/05/22
IG 3:	22/06/22 or 23/06/22
IG 4:	01/08/22 or 02/08/22
Final Workshop:	14/09/22
End:	26/10/22

OH Cohort 2

Start:	07/02/2022
Foundation Workshop	07/03/22 - 08/03/22
IG 0:	30/03/22 or 31/03/22
IG 1:	21/04/22 or 22/04/22
IG 2:	06/06/22 or 07/06/22
IG 3:	20/07/22 or 21/07/22
IG 4:	31/08/22 or 01/09/22
Final Workshop:	13/10/22
End:	24/11/22

OH Cohort 3

Start:	21/02/22
Foundation Workshop	23/03/22 – 24/03/22
IG 0:	07/04/22 or 08/04/22
IG 1:	05/05/22 or 06/05/22
IG 2:	13/06/22 or 14/06/22
IG 3:	27/07/22 or 28/07/22
IG 4:	05/09/22 or 06/09/22
Final Workshop:	20/10/22
End:	01/12/22

OH Cohort 4

Start:	28/03/22
Foundation Workshop	25/04/22 – 26/04/22
IG 0:	18/05/22 or 19/05/22
IG 1:	13/06/22 or 14/06/22
IG 2:	25/07/22 or 26/07/22
IG 3:	08/09/22 or 09/09/22
IG 4:	17/10/22 or 18/10/22
Final Workshop:	29/11/22
End:	10/01/23

Please note you will only be required to attend one date of each impact group session – this will depend on the group you are allocated to during the Foundation Workshop

For more enquiries regarding the Franklin programme please contact RosalindFranklin@leadershipacademy.nhs.uk



Emerging and first time OH leadership programme

'Mary Seacole Programme'

We are offering emerging and first time OH leaders a fully funded bursary to participate in the well-established NHS Leadership Academy 'Mary Seacole' programme as part of multi-professional cohorts.

The Mary Seacole programme is an innovative and inspirational leadership development programme, designed specifically for those in emerging and first-time leadership roles. It takes 6 months to complete and has been exclusively designed and developed for people working in health and care.

The programme provides the balance between learning the theory of leadership, and putting it into practice, empowering you to turn your success into consistent team success and to champion compassionate care and support.

Taking part in the programme will help emerging and first time OH leaders to consider their role in advancing OH services, and develop their expertise, skills, and confidence as leaders and improvers of the service.

Successful completion will lead to an NHS Leadership Academy Award in Healthcare Leadership.

Who is the Programme for?

The programme is for emerging and first-time OH leaders (or people working very closely with OH services). It's for you if you are in a position of leadership with responsibilities for OH people and OH services, and able to relate what you learn to your workplace.

You are an NHS employed OH practitioner (or closely related role to OH) and will spend the majority of your time in your OH role (i.e. at least 0.6+ WTE).

Benefits of the programme

- Greater self-awareness and emotional intelligence as a leader, enabling you to work with, and lead others more effectively
- Gain the confidence, authority, capacity, and motivation to lead and implement change
- Space to 'look within' yourself for your right leadership style, rather than comparing yourself to others

- Increased awareness of yourself and your abilities, enabling you to more clearly identify, which styles fit your strengths, emotional intelligence, how best to use it, and how your behaviours impact on others
- Learning together as a multi-professional community of healthcare leaders

Structure and personal commitment to the programme

In return for the fully funded place, you and your manager will commit to enabling you to fully engage with and complete all aspects of the programme, support impact evaluation, and contribute to helping make the wider Growing OH programme ambitions a success.

The Mary Seacole programme is **6 months** long with approximately **100 hours study**, plus **3 virtual ‘face-to-face’ workshops**. The programme is delivered in 12 units, each taking between 5-10 hours of personal online study time:

- Units 1-8 covers leadership fundamentals and build on each other as the programme progresses
- Units 9-12 are flexible and can be taken at any point in the programme. These relate to the core management skills of Fundamentals of Finance, Recruitment and selection, Fundamentals of HR – Appraisals and annual review

Assessment is based on online activity, attendance to all three face to face workshops, contributing to the online discussion forums throughout and submission of a **2,000-word assignment** demonstrating how you’ve developed and applied your leadership.

Successful completion will lead to an NHS Leadership Academy Award in Healthcare Leadership.

Cost (fully funded)

NHS England and Improvement is **fully subsidising the cost** of this programme for NHS employed OH leaders. The Mary Seacole programme would normally cost £995 per person. In return, NHS England and Improvement are seeking OH leaders to rise to the challenge and support the ambitions within the Growing OH programme.

This includes fully completing this development programme, participating in impact evaluation to help make the case for future funding to benefit other OH leaders, as well as participating in the wider Growing OH programme co-design and development opportunities.

Cohorts, workshop dates, and application process

As the programme centres on work-based application of your learning it’s essential that your manager and organisation are aware of and support the commitments involved. Given the nature of your role and tasks, it’s important for you to jointly consider the feasibility of creating the time to apply your studies to the workplace. We also recommend you agree with your manager from the outset what support they’ll provide to help protect this time.

Application Process:

A 500-word personal statement ($\pm 10\%$) will be required to support your application. This should explain why you are interested in studying on the programme, your relevant experience and a clear argument for why you should have a place.

For the Growing OH programme, a unique application form for applicants can be access via this link

<https://seacole.apply.leadershipacademy.nhs.uk/commissioned?cohort=oh> for the cohorts below.

Cohort workshop dates:

Attendance at all three workshops is a mandatory requirement of the programme. Please ensure you can make all dates and have the dates in your calendar when you apply.

Cohort	Start	Workshop 1	Workshop 2	Workshop 3	End
102	08/02/2022	16/03/2022	03/05/2022	28/06/2022	09/08/2022
103	17/02/2022	24/03/2022	19/05/2022	07/07/2022	18/08/2022
104	02/03/2022	06/04/2022	25/05/2022	20/07/2022	31/08/2022
105	09/03/2022	13/04/2022	01/06/2022	27/07/2022	07/09/2022
106	22/03/2022	26/04/2022	21/06/2022	09/08/2022	20/09/2022

For more enquiries regarding the Mary Seacole programme please contact seacoleprogramme@leadershipacademy.nhs.uk



Stepping up into OH leadership programme

'Edward Jenner Programme'

This programme is for OH people who are thinking of 'stepping up' into an OH leadership role in the near future, or simply wishing to develop their leadership skills to help with their professional roles.

We are offering free access to the NHS Leadership Academy 'Edward Jenner' e-learning programme to support you to develop essential leadership skills and build a strong foundation of leadership that can help enhance your confidence and competence in your role.

This programme leads to an NHS Leadership Academy award in Leadership Foundations.

Who is the Programme for?

This programme is open to anyone wishing to enhance their leadership skills, who are new to leadership and want to understand what it means to them, and who are looking for a flexible and fully e-learning based programme that can be done in your own time.

Whether you're new to healthcare, a student or trainee, an aspiring leader at the start of your journey, or simply wishing to enhance or refresh your leadership skills, you're the perfect candidate.

Benefits of the programme

- Apply your new skills in-role as you learn throughout the programme and make immediate improvements to service delivery and patient care.
- Flexibly engage in development online in a virtual space, to fit around your personal schedule and capacity to engage.
- Invest in your own personal leadership development, covering the foundations of leadership.
- Enable you to become part of the Leadership Academy's wider membership, connecting with other health and social care colleagues and peers on the programme to share ideas, solve difficult problems and build your own support network.

Structure of the Edward Jenner Programme

There are two levels within the Edward Jenner programme: Launch and Foundations. Both are accessed via the NHS Leadership Academy website, after registering with

the leadership community website (NHSx) and continue to be open access, online and with no charge.

- **Launch** contains engaging leadership development content using film, activities, and discussions to take part in, and it takes around 5 hours to complete. It includes topics such as: how the programme works, why does leadership matter, stages of personal development, personal values and what's important to me, new leader pathway routes options and purpose, and levels of learning.
- **Foundations** contains approximately 35 hours of learning content, and you are given the flexibility to set your own timeframes for completing the programme. It covers understanding person-centred care, is 'patient experience' a verbal analgesic, methods of understanding the patient experience, leadership behaviours for person-centred care, the Francis Inquiry, challenges in healthcare, Johari window illustrating and improving self-awareness, Healthcare Leadership Model, power and influence, levels of listening, giving and receiving feedback, adaptive leadership, and what next.

A final short piece of written evidence looks at your leadership difference gained from this programme. We will allow you some time to gather evidence for this.

Submitting your leadership difference assignment will enter you for the NHS Leadership Academy award in Leadership Foundations.

Cost (free)

The Edward Jenner programme is free to access for NHS OH employees.

Application and accessing the programme

The programme is delivered online so you can complete it in your own time, at your own pace. You can apply for the Edward Jenner programme here:

<https://www.leadershipacademy.nhs.uk/programmes/the-edward-jenner-programme/apply/>



Service improvement and change agent offers

Mixed programmes

Growing OH is underpinned by change management and service improvement, which are a core skill of all future-facing OH practitioners. A variety of **free to access virtual programmes** are run by NHS England and Improvement, designed to upskill our healthcare people in service improvement. They range from fundamentals suitable for all, to large scale change suitable for those working on strategic and systemic service improvement.

National School for Change Agents

Would you like to develop your skills for making a difference, to create change in healthcare? The national school for change agents is open to all and is aimed at everyone who works in health and care, at all levels, and whether you are in a clinical or non-clinical role.

This unique online learning experience offers you the opportunity to learn together, build your connections and gain the tools to make change happen. In the five modules we will explore: 1. Change starts with me, 2. Resourcefulness, 3. Using power to make a difference, 4. Using stories to create change, 5. Making sense of complexity.

The next cohort opens **15 November 2021** and new cohorts start several times per year.

Learn your own way: School is designed to work for you, whatever your role or circumstance. The modules can be completed on your own terms and to your own schedule as they are designed in bite sized chunks. So, whether you've got 10 minutes or an hour - you can still get involved!

Get the most out of School: From registration and throughout the modules you will have opportunities to reflect on your learning, make connections with fellow participants and build your spectrum of allies from different professions and specialties throughout the NHS, care sector, and beyond into public services. Come and join this massive, open, shared learning, online community!

Make it count: Everyone taking part in the School has eight weeks from when they start to complete all of the modules. Why not build School for Change Agents into your revalidation process and your personal development plan?

To join or find out more: go to <http://horizonsnhs.com/school/> and register today.

You can also join in the social media community of practice conversation online using hashtag **#S4CA** here:

Twitter: www.twitter.com/Sch4Change

Instagram: www.instagram.com/horizonsnhs

Facebook: www.facebook.com/sch4change

Podcast: anchor.fm/sch4change

Improvement Fundamentals

Improvement Fundamentals is a programme of free, interactive 'mini courses' delivered entirely online. They include videos, articles, discussion, practical exercises, and facilitation that will support your own improvement project. It's designed for those that are new to improvement or have some experience but feel they need to 'sharpen' their skills. It will help you to improve and drive services forward through practical support and tools to aid your improvement initiative.

The Improvement Fundamentals series of four mini online courses are running continually and consist of one mini-course each month. Each mini-course includes a week of facilitation and ample opportunity for discussion and collaboration with peers and facilitators. For more information and to register for these mini-courses, please visit: www.england.nhs.uk/improvementfundamentals.

Getting Started with Large Scale Change

This [unique free online course](#) from NHS England and NHS Improvement features experts from the field and introduces the basics of large scale change to help support your organisation's transformational service improvement programmes. The next course is planned for January 2022, and further courses will run during the year. To join a course please register on the: [QI Learning Platform](#).

Lean Fundamentals

The [Lean Fundamentals online programme](#) is a free online course helping you to improve your service processes using Lean tools. It introduces foundational Lean concepts and tools through a practical, structured learning-in-action approach that can be applied immediately.

The programme has been developed by experienced Lean practitioners and technology-enhanced-learning experts and is highly action oriented. It introduces participants to a structured improvement routine to deliver and communicate a tightly scoped improvement project. It comprises of six, one-hour content modules, available 24/7 over an eight-week period, to support operational managers to implement rapid process improvements.

Lean Intermediate

[Lean Intermediate](#) builds on lean fundamentals and offers more advanced Lean process improvement skills. It is highly action oriented and introduces participants to an improvement leadership coaching routine to deliver flow improvement projects. The next course is planned for January 2022, and courses will run continually during the year.