The Wessex Leadership Associateship Programme (Mental Health)

In partnership with NHS Thames Valley and Wessex Leadership Academy
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1. Executive Summary

Aim

To provide opportunities for Healthcare Professionals (HCPS) working in Mental Health within Wessex to gain and develop validated practical Leadership knowledge and experience without leaving their core clinical role.

Background

Fellowships are the ‘gold standard’ of training available to clinicians wanting to advance skills and learning outside of their clinical role. They are, however, difficult to gain and arrange and usually involve time out of training or clinical practice, delaying the point of qualification or leading to loss of skills which can deter otherwise excellent candidates.

Clinicians have time within their core role dedicated to Continuous Professional Development. Many use this to simply gain experience, which is difficult for appraisers and potential employers to evaluate and for clinicians to prove their value in the wider workplace.

There are a wide number of Leadership qualifications available at a variety of levels, although most involve drawing on the everyday experience of individuals at work they do not offer an opportunity to exercise this knowledge with specific practical experience and support in the workplace.

There is no such programme, currently, which bridges the gap between Fellowship and CPD combining both practical and academic Leadership training. This is an opportunity for Wessex to lead on producing a unique scheme offering validated and respected skills of value to both the participating HCPs and their employers.

What is an Associateship?

This is the pairing between a ‘Lead Associate’ who has expertise and experience in a particular role, and an ‘Associate’, a clinician (for example a Speciality Registrar or Band 6 Nurse). Associateships will run for a period of 6 to 12 months to fulfil a role or complete a project for mutual benefit. The aim is for there to be a ‘Master and Apprentice’ working together for mutual benefit. The exact nature of the work undertaken depends on both parties but is accompanied by learning from the NHS Leadership Edward Jenner and Edward Jenner Advanced Programmes. Lead Associates will be expected to meet with their Associate at least 3 times over the course of a year, and provide support in a mutually agreeable format between these meetings. In return they receive the skills and time of the Associate to achieve an agreed output. The Associate will dedicate 0.5-1 day a week (pro-rata) to their Associateship, complete any work and attend any meetings as agreed with their Lead Associate, complete the annual Appraisal process and present back to the Faculty (all Lead Associates and Associates) at the conclusion of their Associateship.
How are Associates selected?

Associate selection is competitive via an application form. The selection panel will comprise of an educator within Health Education England working across Wessex (for example the Head of School or Training Programme Director), a current Associate and an External Interested Party. Lead Associates may be ‘recruited’ by a potential Associate who is keen to work with them, or they may have offered to work with an Associate through prior knowledge of the programme. It is anticipated that Associates will be of higher specialist training level for doctors and Band 6 or higher for other HCPs. Lead Associates will be at Clinical Director/Director of Medical Education level within their respective organisation.

Financial Commitment

An Associateship will include an annual allowance for the Associate to allow participation in the externally validated training agreed between the Lead Associate and their Associate. This will be the Mary Seacole leadership programme (or Edward Jenner and Edward Jenner Advanced Programmes if available) from NHS Leadership Academy in most incidences but other alternatives may be considered with a compelling case and within financial constraints. The emphasis is on skills outside of the core clinical role, and extending the professional reach of the clinicians involved by education and experience. There will also be an annual faculty meeting which will bring all Associates together to present their work and offer a forum to recruit new Associates.
Wessex Leadership Associate Programme (Mental Health)

2. Terms of Reference

   a. Lead Associate

Outline

The Wessex Leadership Associateship Programme (Mental Health) is designed to provide opportunities for Healthcare Professionals within Wessex to gain and develop validated practical experience in the wider aspects of healthcare outside their core clinical role supported by academic learning.

This is achieved by an Associate spending 0.5-1 day per week, pro rata completing academic learning in the form of the Mary Seacole leadership programme (or Edward Jenner and Edward Jenner Advanced Programmes if available) from the NHS Leadership Academy and working with a Lead Associate in a Leadership role to provide an ‘Apprenticeship’ to provide practical experience to support and enhance their learning.

Lead Associate Description

A Lead Associate is an individual working within healthcare at Clinical Director level or above who is able to support an Associate to gain from their output and fulfil the mandatory tasks.

Tasks

The Lead Associate will:

- Work with the Associate to identify a suitable leadership task or role to be undertaken for the Associateship.
- Meet with the Associate at least three times over the course of the Associateship to provide support and review progress.
- Identify a mutually agreeable method of communication and support for the Associate between the arranged meetings.
- Outline the aims and objectives of the Associateship with the Associate and develop a Personal Development Plan as appropriate.
- Devise a plan for the Associateship which enables the aims and objectives to be achieved, working within the external constraints of both the Lead Associate and Associate.
- Help the Associate identify opportunities for development outside of the mandated requirements of the Associateship.
- Provide Feedback to the Associate on their progress.
- Support the Associate in completing the NHS Leadership Programmes.
- Act as an advisor and informal mentor to the Associate.

Recompense
The Lead Associate can expect:

- That they will be paired with an Associate who can contribute substantially to the project or role identified for the Associateship.
- Written acknowledgement of their role from Health Education England working across Wessex.
- The opportunity to develop their skills as an educator and mentor to a more junior clinician.

Signed…………………………………………………………………..

Date……………………………………………………………………

Lead Associate…………………………………………………………

HEW Representative…………………………………………………
2. Terms of Reference
   b. Associate

Outline

The Wessex Leadership Associateship Programme (Mental Health) is designed to provide opportunities for Healthcare Professionals within Wessex to gain and develop validated practical experience in the wider aspects of healthcare outside their core clinical role supported by academic learning.

This is achieved by an Associate spending 0.5-1 day per week, pro rata completing academic learning in the form of the Edward Jenner and Edward Jenner Advanced Programmes from the NHS Leadership Academy and working with a Lead Associate in a Leadership role to provide an 'Apprenticeship' to provide practical experience to support and enhance their learning.

Lead Associate Description

An Associate is an individual working within healthcare looking to enhance their Leadership skills without leaving their current employment by combining academic learning with a clearly defined Leadership task or role.

Tasks

The Associate will:

- Work with the Lead Associate to identify a suitable leadership task or role to be undertaken for the Associateship.
- Meet with the Lead Associate at least three times over the course of the Associateship to provide support and review progress.
- Identify a mutually agreeable method of communication with the Lead Associate between arranged meetings.
- Outline the aims and objectives of the Associateship with the Lead Associate and develop a Personal Development Plan as appropriate.
- Devise a plan for the Associateship which enables the aims and objectives to be achieved, working within the external constraints of both the Lead Associate and Associate.
- Identify opportunities for development outside of the mandated requirements of the Associateship.
- Complete the NHS Leadership Programmes Edward Jenner and Edward Jenner Advanced.
- Exploit the opportunities provided by the Thames Valley Wessex NHS Leadership Academy to support their learning and development.
- To attend a developmental appraisal with a panel from Health Education England working across Wessex, submitting all mandated documents in advance as directed.
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- To present feedback from their Associateship at the annual Faculty feedback and recruitment event.

Recompense

The Associate can expect:
- An educational allowance of £1500 to be used during their Associateship, of which £995 will be allocated to the Mary Seacole Leadership programme
- That they will be paired with a Lead Associate who can offer a substantial project or role for the Associateship to support academic learning.
- Written acknowledgement of their role from Health Education England working across Wessex.
- The opportunity to develop their learning, skills and experience while continuing their main clinical role.

Signed……………………………………………………………………

Date……………………………………………………………………

Associate………………………………………………………………

HEW Representative…………………………………………………
3. Academic Leadership Development

The Mary Seacole Programme is a six month leadership development programme which was designed by the NHS Leadership Academy in partnership with global experts, the Hay Group, to develop knowledge and skills in leadership and management.

The concept of learning how to be a leader when you’re in the thick of your day to day responsibilities can seem rather abstract, but The Mary Seacole programme is grounded in reality and results in real workplace application.

It aims to provide the balance between learning the theory and putting it into practice. Designed for those looking to move into their first formal leadership role, or those new to first time leadership, it empowers people to turn their success into consistent team success and to champion compassionate patient care.

Benefits

- Practical management skills training to empower participants in their leadership capability
- A mix of face-to-face and online elements which provide even more opportunity for participants to connect with facilitators and others on the programme
- The national programme costs £995 per participant

For the individual:

- Encouragement to look within themselves for the right leadership style, rather than comparing them to others
- Increased awareness of themselves and their abilities, enabling them to more clearly identify:
  - Which styles fit their strengths
  - Their emotional intelligence and how best to use it
  - How their behaviours might impact on others
- The authority, capacity and motivation to implement change
- The tools to transform emotion into an asset
- Greater self-awareness and emotional intelligence, enabling them to work with others more effectively

For the organisation:

- Better succession planning, due to having an increased number of capable leaders in the pipeline
- A wider pool of professional skills to draw on within the organisation
- Structured, evidence-based perspectives on decision-making which have a positive impact
- People with greater positive impact on organisational culture
- Leaders who have powerful strategies to achieve change
- A healthier degree of challenge throughout the organisation rather than just at a senior level
Wessex Leadership Associate Programme (Mental Health)

It consists of online learning through a combination of videos, reading, reflection and practical tasks as well as three face to face facilitated group sessions.

The programme is delivered in 12 units, each taking five-ten hours of 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

You will create a portfolio in response to the learning which combines theory, real life healthcare examples (for example the Francis Report on Mid-Staffordshire NHS Trust) and your own work examples.

Further details are available at: www.leadershipacademy.nhs.uk/programmes/mary-seacole-programme
4. Recruitment and application

Please submit your completed application form to qualityimprovement@wessex.hee.nhs.uk by 11 November 2016. Please note that all Associateships are subject to funding being available.

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<tr>
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<td>NMC/GMC Number</td>
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<tr>
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<tr>
<td>Name of current employer</td>
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<tr>
<td>Name of Line Manager (Programme Director for Doctors in Training)</td>
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<td><strong>Wessex Leadership Associate Programme (Mental Health)</strong></td>
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For Doctors in training posts – Programme Sign off

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<tr>
<th>Wessex Training Programme</th>
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<th>End date of current training placement</th>
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<th>Location of next training placement (if known)</th>
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For all applicants: Declaration of support from Clinical Services Director on behalf of Employer

*I confirm support for the application of this candidate for this 6-12 month Associateship, including senior level engagement in the project undertaken and support for flexible working arrangements during the period of the appointments.*

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<th>Signature</th>
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<th>Date</th>
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Wessex Leadership Associate Programme (Mental Health)

Personal Statement

Please tell us about yourself, including why you are applying for the Associateship, what relevant skills and experience you will be bringing, and what you hope to gain from the Associateship.
Max 300 words
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Being a Leader

Please tell us about an example of where you have been a Leader (does not have to be work related). What difference did you make to others?
Max 200 words

For all applicants - Applicant Declaration

I confirm that I have spoken with all relevant parties prior to submitting this application. If a Doctor in a training post, I understand the requirement to apply for Out of Programme if successfully appointed to the fellowship programme.

Applicant Signature

Date

Please submit your completed application form to qualityimprovement@wessex.hee.nhs.uk by 11 November 2016
We are now inviting applications for our 6-12 months 2016/17 individual multi-disciplinary Leadership Associateship Programme

An Associateship offers the opportunity to combine a validated Leadership Qualification with a formal Leadership Opportunity under the guidance of a Lead Associate.

This is a unique programme is designed to provide an opportunity for multi-disciplinary clinicians looking to expand their leadership training without leaving their current clinical role. The Leadership project or role offered by the Associateship will be outside their current place of work.

Appointment to the programme will allow Associates to be released from their current role for 0.5-1 day per week pro-rata, with their employer being reimbursed for these salary costs in order to be able to release them to participate in the programme.

Programme Overview

The formal leadership training will be provided by the NHS Leadership Academy.

Associateships will start with a launch event and conclude with a close and recruitment event. Associates will be expected to attend at least 3 face to face meetings with their Lead Associate over the course of their Associateship. Coaching and leadership support is also provided throughout the programme by the NHS Thames Valley Wessex Leadership Academy.

Each Associate will have a formative appraisal in March of their Associateship for which a CV, Aims and Objectives, PDP, Project Plan and Timeline will need to be submitted in advance.

How to apply

Please review the role outline and submit your completed application form to qualityimprovement@wessex.hee.nhs.uk by 11 November 2016. Please ensure you have provided the appropriate sign off required.

**Please note that doctors in training posts will also require approval from the Training Programme Director and will be subject to satisfactory progression in training to date.
5. Appraisal

There will be an annual appraisal for each Associate held by HEE(W). The appraisal will be conducted by a member of the HEE(W) faculty, a former Associate and an external interested party.

The purpose of this appraisal is primarily developmental and provides an opportunity to look at the Associate’s progress in the Associateship and to discuss any areas of difficulty and how they can be resolved.

A week before the Appraisal the Associate will be asked to submit the following:

- An up to date CV
- A copy of their Associateship:
  - Aims and Objectives
  - Timeline
  - Personal Development Plan
  - Evidence of progress with qualifications
  - Any documents related to their Associateship they wish to discuss
6. Study Budget

Each Associate has a study budget of £1000 available to them. This money is accessed by submitting the following form to HEW who will reimburse the Associate in arrears.

Please ensure you complete the following:

- The name and full address of the supplier (yourself), to whom the payment will be made.
- The date the invoice is issued
- A unique invoice reference number from you, could be sequential.
- A detailed description of goods or services supplied, what the invoice is for
- The amount invoiced for the above services.
- If from an individual (not a company/organisation), please sign and date the bottom to confirm your agreement with the details supplied on the invoice.

Please then send the invoice to:

Fleur Kitsell - XXFKITSELL
Southern House
Otterbourne
Winchester
Hants. SO21 2RU

Or electronically to:
Fleur.Kitsell@wessex.hee.nhs.uk

Please note that if invoices are not submitted correctly this may cause a delay in making the payment. To avoid this please ensure you submit the invoice with sufficient details.
Wessex Associateship Programme

INVOICE

From:

To:
Health Education England working across Wessex.
Wessex LETB
T73 PAYABLES F485 XXFKITSELL
Phoenix House
Topcliffe Lane
Wakefield
WF3 1WE

Date: ......................................

Invoice No: ..............................

Details......................................

Total: £ .................................

Bank details:
Bank name:
Account Number:
Account holder name:
Sort Code:
### 7. Example Wessex Leadership Associateship Plan

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<tr>
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<td>Task Setting Meeting</td>
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<td>Aims and Objectives</td>
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<td>Formal Learning</td>
<td>MSP on-line learning</td>
<td>MSP Advanced Day 1</td>
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MSP = NHS Leadership Academy Mary Seacole Programme  
LA = Lead Associate  
A = Associate  
WLAP = Wessex Leadership Associateship Programme