Please note this prospectus will be updated at the end of every quarter. If you like to receive the latest version directly please email leadership.wm@hee.nhs.uk to be added to the distribution list.

**DNA Policy:** We appreciate you are busy people and our aim is to provide development opportunities that are fair and accessible to all, whilst balancing value for money. With this in mind we ask that you provide as much notice as possible if you are unable to attend your training. Failure to do so will result in your organisation being charged for your place which could have been offered to another member of staff. Our terms and conditions can be found [here](#).
Welcome to West Midlands Leadership Academy’s Leadership Development Prospectus

Introduction

The West Midlands Leadership Team are fully integrated Health Education England (HEE) to ensure we work collaboratively with our partners to maximise the capacity and capability of our leaders. We report to the National Leadership Academy and jointly support the implementation of the Developing People - Improving Care Strategy. We are recognised as a Local Leadership Academy (LLA) and are part of a Network of Local Leadership Academies (NOA) of which there are 10 across the country.

There is significant strength in the collaboration and partnership working between the 9 other LLA’s and the NHS Leadership Academy. The network provides opportunities for sharing resources, knowledge and expertise about local approaches to leadership development, challenges and priorities. If an LLA is ‘piloting’ an activity it is then well placed to share the learning, develop the thinking and disseminate the outcomes with the other partners. (Source: Future Operating Model for LLAs Collective Voice).

This Prospectus is continually evolving and provides a sample of our leadership interventions there are some additional initiatives under development.

Contacts

Our website contains up to date information and specific dates on all of our interventions and initiatives, including start dates and how to apply. You can access our website via the following link: https://hee.nhs.uk/our-work/leadership/west-midlands-leadership-academy

If you would like to discuss any of the content of prospectus, please do contact us and a member of our team will be happy to help you via:
• Phone: 0121 695 2368 or
• Email: leadership.wm@hee.nhs.uk

Please note all dates in prospectus are pre-planned and may be subject to change

To apply for any of the West Midlands Leadership Academy programmes please download and complete application form and submit to leadership.wm@hee.nhs.uk by the closing date.
National Programmes: NHS Leadership Academy

The purpose of the NHS Leadership Academy, which comes under the Health Education England structure, is to work with its partners to deliver excellent leadership across the NHS to have a direct impact on patient care. They offer a range of tools, models, programmes and expertise to support individuals, organisations and local academies to develop leaders, celebrating and sharing where outstanding leadership makes a real difference.

Edward Jenner Programme

The Edward Jenner programme is your first port of call if you’re looking to build a strong foundation of leadership skills that can help enhance your confidence and competence in your role. This programme helps participants who are new to leadership gain a fresh perspective on the delivery of services and the impact they have on the patient experience either directly or indirectly. The Edward Jenner programme leads to an NHS Leadership Academy Award in Leadership Foundations.

Mary Seacole Programme

Designed for individuals looking to move into their first formal leadership role, or those new to first time leadership, the Mary Seacole programme empowers people to turn their success into consistent team success and to champion compassionate patient care. The leadership development programme is grounded in reality and results in real workplace application and leads to an NHS Leadership Academy award in Healthcare Leadership. This programme supplies the balance between theory and real workplace application.

Elizabeth Garrett Anderson Programme

Do you have team leadership experience? Are you ready to move up to leading larger functions or departments, more complex projects with a wider reach and/or leading other team leaders? Do you want to use your leadership skills to shake things up, challenge the status quo and find a better way of doing things? Then the Elizabeth Garrett Anderson programme is for you. This programme aims to equip those in mid-level leadership positions with the confidence to drive lasting change and improve the patient experience. The programme leads to an NHS Leadership Academy award in Senior Healthcare Leadership and an MSc in Healthcare Leadership.

Nye Bevan Programme

Are you a senior leader who has led larger functions or departments for some time? Are you thinking of moving up to your organisation’s top team? Are you interested in developing leadership skills that help you influence beyond your immediate sphere and across traditional boundaries? Are you ready to make a fundamental difference to the quality of care not just in your organisation but across the healthcare system? Get ready to lead a culture of ever-improving patient care across your organisation and wider care communities. The Nye Bevan programme leads to an NHS Leadership Academy award in Executive Healthcare Leadership and is proven to accelerate participants into an executive role and perform better at board level.

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Director Programme
Are you already an inspirational executive or board level leader with a powerful vision to transform patient care and improve our community’s experience, ready to make a significant and lasting difference? Prepare to enhance and adapt to deliver radical change as the Director programme supports your continuing development.

Ready Now Programme
The Ready Now programme for aspiring black and minority ethnic (BME) leaders can help realise your potential. Next move is a more senior role or your place on the board.

Aspiring Chief Executive Programme
The Aspiring Chief Executive programme is collaboration between the NHS Leadership Academy, NHS Improvement and NHS Providers. Through the programme, we are looking to develop Five Year Forward View systems leaders to not just run hospitals but lead provider Trusts in a complex and integrated health economy. It will prepare individuals for the weight and responsibility associated with the highly demanding Chief Executive role of tomorrow.

Stepping up Programme
The Stepping Up programme is a leadership development programme for black, Asian and minority ethnic (BAME) colleagues in bands 5 - 7 (or equivalent) roles, who work within healthcare (the NHS or an organisation providing NHS care). The programme is designed to bridge the gap between where applicants are and where they need to be, to progress into more senior roles.

Ethical Mentoring Programme
Ethical dilemmas occur when someone is conflicted about the right choice to make, and when two or more values compete for priority. These values may be personal, organisational, societal or any mixture of the three. We’re looking for mentors for our Ethical Mentoring programme who could give leaders timely, relevant and impactful mentoring support during difficult times.

Clinical Executive Fast Track Scheme
The Clinical Executive Fast Track Scheme offers 30 of the most talented and ambitious clinicians an opportunity to expand their skills, share expertise with other clinicians and develop their leadership capacity to make a significant impact across systems and in their organisation as they progress to a more senior level role. It is a multi-professional 36-month talent scheme – which includes a 12-month leadership development programme – designed to engage and harness the talent of clinicians as leaders of the health and care systems of tomorrow.

Return to Work Mentoring Programme
Transition back into a complex and changeable system can be a difficult and lonely journey, which is why we’re offering NHS leaders at all levels an inclusive mentoring support package. Our new Return to Work Mentoring programme is an exciting and dynamic mentoring scheme delivered by Charmaine Kwame – Odogwu, Programme Lead for Coaching & Mentoring at the NHS Leadership

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Academy, in partnership with Lis Merrick (President of the EMCC) and Nicki Seignot (David Clutterbuck Partnership).

**HOPE European Exchange Programme**

The Academy is pleased to be sponsoring the HOPE European Exchange programme again in 2018. It’s a unique and exciting opportunity to understand the challenges of a healthcare system outside the UK. The benefits are personal, as well as professional, as it leads to seeing your own role and the NHS in a whole new light.

Firstly, HOPE stands for Hospitals of EurOPE. The exchange programme offers those with healthcare managerial responsibilities a unique opportunity to exchange time in your healthcare system with another EU member state for four weeks, followed by an international meeting for all participants.

**The Health and Care Leaders Scheme**

The Health and Care Leaders Scheme (HCLS) was formally launched in 2015 and is jointly funded and co-produced by the Department of Health and its 14 Arm’s Length Bodies (ALBs). Hosted by the NHS Leadership Academy as part of Health Education England, there are two programmes as part of the Scheme. These are aimed at the next generation of chief executives, director generals, executive directors and aspiring directors, to lead the health and care system at a national level through the ALBs and Department of Health.

**NHS Graduate Management Trainee Scheme (GMTS)**

Caring for the health of 65 million people is an enormous challenge. That's why we need graduates of the highest calibre to become our fresh thinkers of today and our talented leaders of tomorrow. Have you got what it takes? Then show us what you’re made of.

For further information on all National Leadership Programmes, costs associated and how to apply please clock here: [https://www.leadershipacademy.nhs.uk/programmes/](https://www.leadershipacademy.nhs.uk/programmes/)
Local Programmes: West Midlands Leadership Academy

Please note all our local leadership development programmes are free of charge. However, if you cancel your place there is cost associated with this in line with our DNA policy.

Introduction to Coaching Conversations Cohort 2

- Are you facing increasingly complex situations that seem to elude a solution?
- Have you ever thought “I wonder if there is a different way?”
- Do you want your conversations to help change perspectives?

If you would like to participate in a skill based interactive workshop introducing you to techniques that will transform the conversations you have, come along to the Constructive Coaching Conversations workshop and learn:

- Skills based tools and techniques for enhancing your conversations
- How to generate great questions as part of a coaching style approach
- How to help yourself and others explore wicked problems
- How to access formal coaching

These workshops are designed to provide you with the skills, knowledge and confidence to change and enhance the conversations you have.

The West Midlands Leadership Academy is offering a number of these workshops across the West Midlands. They will be delivered in various locations across the region and are deliberately concise to facilitate manageable time away from the workplace.

**Target audience:** This workshop is open to a wide and inclusive group, beyond managers, it introduces delegates to a coaching style which may be deployed in everyday usage.

**Dates & Venue:** Please see below for dates and venues.

**How to Book:** Please email us with the below details.

- Date you would like to book onto
- Name
- Organisation
- Email address
- Contact number

**Session 1**
**Date:** 8 June 2018  
**Time:** 09:00 – 13:00  
**Venue:** West Midlands Ambulance Service, Shrewsbury Hub, Mercian Close Longden Road, Shrewsbury, West Mercia SY3 9EA  
**Closing Date:** 1 June 2018

**Session 2**
**Date:** 25 June 2018  
**Time:** 09:30 – 13:00  
**Venue:** Lower conservatory, Plymouth Room, Uffculme Centre, 52 Queensbridge Road, Moseley, Birmingham, B13 8QY  
**Closing Date:** 15 June 2018

**Session 3**
**Date:** 3 September 2018  
**Time:** 09:30 – 13:00  
**Venue:** George Elliot Hospital, College Street, Nuneaton, Warwickshire, CV10 7DJ  
**Closing Date:** 3 August 2018

Please note all dates in prospectus are pre-planned and may be subject to change. To apply for any of the West Midlands Leadership Academy programmes please download and complete application form and submit to leadership.wm@hee.nhs.uk by the closing date.
Coaching for Managers

This 2 day coaching for manager’s course explores how you can increase the impact of your leadership by adopting a coaching style and developing a coaching culture with the team you work with.

The course will provide managers with coaching style tools that they may wish to deploy as part of their management toolkit in situations such as:

- Coaching feedback.
- Conflict Management.
- Preparing for Difficult conversations
- Supporting change
- Developing a coaching culture

The course aims to:

- To raise understanding about what coaching is and the benefits of developing a coaching style.
- To increase understanding about the difference between:
  - Coaching and mentoring.
  - Formal and informal coaching.
- To explore:
  - What it means to be a coaching manager.
  - The necessary core skills to embed this into personal practice.
- To present a coaching framework and explore its application within the manager’s day to day role.
- To consider how these skills can be applied to improve the impact of the delegate’s leadership

The course will cover the following:

Day 1:

- Introduction to coaching
- Coaching continuum
- Core skills
  - Developing rapport.
  - Listening for impact.
  - Great coaching conversations.
- Coaching model
  - Explore a coaching model and apply this to the role of a manager.

Day 2:

- What is the coaching manager
- Developing a blended style:
  - Communication styles
  - Giving feedback
  - Having difficult conversations well
  - Handling conflict
- Developing a coaching culture.

Delegates are encouraged to practice and develop their coaching skills throughout the 2 days and identify their own learning and actions following the course.

Target audience: This training is for managers of teams and managers who liaise across teams who wish to add coaching style to their management toolkit in situations such as

- Coaching feedback
- Conflict Management
- Preparing for Difficult conversations
- Supporting change
- Developing a coaching culture

Dates & Venue: This is a 2 day programme; you are required to attend both days.

Cohort 2

- Day 1 - 2 July 2018
- Day 2 - 3 July 2018
Closing date: 20 June 2018

Cohort 3

- Day 1 - 23 October 2018
- Day 2 - 24 October 2018
Closing date: 24 September 2018

How to apply: Download application form here

Please note all dates in prospectus are pre-planned and may be subject to change.
To apply for any of the West Midlands Leadership Academy programmes please download and complete application form and submit to leadership.wm@hee.nhs.uk by the closing date.
Forward Thinking Leadership Programme: Developing Inclusive Leaders for today to deliver an NHS for tomorrow

Inclusion is defined “as a sense of belonging; feeling respected; valued for who you are; feeling a level of supportive energy and commitment from others so that you can do your best” (Miller and Katz)

This exciting new programme offers a practical approach to development which explores individual, team and organisational values and behaviours. It will provide participants with practical resources to apply in their working environments which will enable an inclusive culture to flourish. It is open to everyone. It is inclusive. At its core, the Forward Thinking Leadership initiative encompasses the following: values discovery, inclusion and unconscious bias, coaching, maximising potential and improvement.

The full programme consists of a variety of modules which comprise of: values discovery, inclusion and unconscious bias, coaching, maximising potential and improvement. Under the umbrella of Forward Thinking Leadership there is a portfolio of work underway which also supports increasing our associates to deliver programmes locally. The modules can be delivered as stand-alone initiatives for example the inclusion and unconscious bias module has been delivered as part of organisational induction programmes and awareness raising sessions.

Forward Thinking Leadership is a practical approach to development which explores individual, team and organisational values and behaviours. Participants will gain a deeper understanding of themselves, their impact on others, tools to engage individuals and teams through a coaching approach, how to give effective feedback in four simple steps, how to identify and nurture individuals, tools to develop succession plans and techniques to support improvement and change plus much more.

Target audience: Leaders exist within each of us; the Forward Thinking Leadership intervention is aimed at all staff. Through the approach that is being taken with this work we are attempting to break down traditional hierarchical and AfC banding barriers to how individuals access interventions. In doing this it is hoped that there will be a richer more diverse cross generational learning, self-awareness and personal growth which will be of benefit for both the individual and the organisation. Ultimately the intervention has been designed to create the culture shift that is required in the NHS today to deliver better care for patients.

At its core, the Forward Thinking Leadership initiative encompasses the following: values discovery, inclusion and unconscious bias, coaching, maximising potential and improvement.

Dates: This is a 6 day programme, over 6 months

- **Cohort A:**
  - Day 1 - 13 June 2018
  - Day 2- 11 July 2018
  - Day 3- 13 September 2018
  - Day 4- 11 October 2018
  - Day 5- 14 November 2018
  - Day 6- 12 December 2018
  **Closing Date:** 6 June 2018

- **Cohort B:**
  - Day 1- 4 October 2018
  - Day 2- 8 November 2018
  - Day 3- 4 December
  - Day 4- 15 January 2019
  - Day 5- 12 February 2019
  - Day 6- 5 March 2019
  **Closing Date:** 4 September 2018

- **Cohort C:**
  - Day 1- 22 January 2019
  - Day 2- 21 February 2019
  - Day 3- 21 March 2019
  - Day 4- 11 April 2019
  - Day 5- 22 May 2019
  - Day 6- 20 June 2019
  **Closing Date:** 17 December 2018

**Venue:** To be confirmed after closing date

**How to apply:** Download application form here

Please note all dates in prospectus are pre-planned and may be subject to change
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Performing Perfectly Cohort 10

The three-day programme is designed to equip participants with the skills, behaviours and knowledge to support them in performing consistently at their best when delivering to an audience. This may be working individually or as a group, and delivering to peers, a team or an organisation.

Participants will be taken on a personal learning journey, developing individual confidence by:

- Looking at what is meaningful and true for each participant, enabling him or her to feel comfortable and authentic in situations where they need to perform.
- Breaking down self-limiting beliefs.
- Knowing how to get a message across clearly through storytelling and understanding how to use the voice.
- Developing the power of performance to engage and influence the audience.
- Receiving in-time feedback.
- Understanding personal image and impact.
- Examining individual strengths and areas for development.
- Understanding of self, through appraisal of strengths and areas for development.
- Appreciation of coaching, theatre/drama/performance, mindfulness tools and techniques to support the grounding of individual performers as leaders.
- Understanding how to achieve the best outcomes by engaging an audience of any size.
- Appreciating the importance of individual resilience in high performance.

The programme will call upon techniques from Neural Linguistic Programming (NLP), psychotherapy, theatre stagecraft, movement and the use of metaphors in storytelling. Individual coaching, recording and observation will support participants, enabling in-time development to evolve.

There will be opportunity to learn new techniques and develop tools to support the confidence and resilience of a high performing leader and also to practice the application of different approaches in a safe and relaxed environment.

Methodology approach:

- Facilitation techniques and a blended learning approach to meet the needs of all participants - including accelerated learning, coaching methodologies, NLP techniques, use of drama and theatre in leadership and activities that enable participants to fully access all of their own resources e.g. mindfulness, energising self.
- A reflective learning approach to ensure participants review own progress against development needs and actions.
- A highly participative style that engages participants on a journey that enhances existing skills and builds self-awareness and confidence of participants, enabling participants to feel comfortable with a number of tools and techniques to help them model excellence.
- Experiences to enable participants to adapt their own individual style and approach to maximise impact and presence, to deliver increased productivity and performance through and with other colleagues.
- Particular skills and behaviour techniques focussing upon, emotional intelligence, best use of language, gaining rapport and delivering with confidence.
- Feedback using a variety of sources including videoing of performance, peer review and self-critique.

Target audience: This programme is aimed at those at bands 6-9 who want to build and develop the ability to have impact and presence.

Dates: This is a 3 day programme consisting of pre-programme work, three days delivery and follow-up conversations, to complete the course you are required to attend all 3 days in your cohort and commit to all pre-programme work.

- Day 1- Monday 11 June 2018
- Day 2- Monday 18 June 2018
- Day 3- Monday 25 June 2018

Closing Date: 1 June 2018

Venue: To be confirmed after closing date

How to apply: Download application form here

Please note all dates in prospectus are pre-planned and may be subject to change
To apply for any of the West Midlands Leadership Academy programmes please download and complete application form and submit to leadership.wm@hee.nhs.uk by the closing date.
Releasing your career potential by understanding yourself: **MBTi**

The Myers-Briggs Type Indicator (MBTI) is a globally recognised and evidence-based tool designed to build a robust foundation for life-long personal development. It provides a constructive, flexible and liberating framework to help you to understand aspects of your own individual personality differences, strengths, and how you can better connect with those around you. Exploring ‘what makes you - you’ and starting to question how we all see the world differently will ultimately help you in improving your own personal impact.

By defining personality type, the MBTI tool builds a robust foundation for life-long personal development. It provides a constructive, flexible and liberating framework for understanding individual differences and strengths. Attending this workshop and completing a MBTI assessment will help you understand your impact on others and why others impact on you. It’s an essential tool when developing self-understanding and in leadership development. You will explore…

During the day you will explore aspects of your personality and decide on your preference in each category, you have your own personality type, which can be expressed as a code with four letters. By getting to understand MBTI in more detail, it will allow you a common currency to explore ‘what makes you, you’ and how you impact on others. It’s also a great tool to start any journey of personal discovery, coaching and leadership development. This will be a fun, interactive day.

**Target audience:** This workshop is open to all staff, regardless of position or title.

**Dates:**
- 28 June 2018
- 21 November 2018

**Closing Dates:**
- Session 1 – 13 June 2018
- Session 2 – 22 October 2018

**Venue:** To be confirmed after closing date

**How to apply:** Download application form here

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Releasing your career potential by understanding yourself: **DiSC – Building more effective relationships**

Everything DiSC is one of the most trusted behavioural profiling instruments in the industry, used by millions of training and coaching professionals across the globe. The tool identifies behavioural style by measuring the attributes, preferences and aspects of the respondent’s personality. This tool is used to build successful teams, develop effective working relationships, and increase the leadership, management and performance of individuals, teams, and organisations.

The programme will explain DiSC in more detail and explore your Disc Profile. You will complete an on-line profile questionnaire before the day. Everything DiSC identifies four primary dimensions of behaviour: Dominance, Influence, Steadiness and Consciousness.

Everyone is a blend of 4 styles and has a unique behavioural style. An individual's DiSC style is shown by a ‘dot’ which is placed on the model. DiSC styles do not identify abilities or strengths. There is no right or wrong /pass or fail. A style demonstrates priorities or behavioural style.

**Target audience:** The self-awareness workshop is open to all staff, regardless of position or title. The team-awareness workshop is for team leaders or colleagues with management responsibilities.

**Dates:**
- Self-awareness - 16 July 2018
- Team-awareness session - 25 January 2019

**Closing Dates:**
- Session 1 – 25 June 2018
- Session 2 – 20 December 2018

**Venue:** To be confirmed after closing date

**How to apply:** Download application form here
Releasing your career potential by understanding yourself: Career Development Centre

Career development centres are designed to rapidly and impartially take individuals through a series of tools, observed scenarios and feedback opportunities to better understand their potential, and the right development next steps for them. This helps maximise the return on investment of any future development / career next steps that our staff undertake, as they are more assured it’s the right thing for them.

You will be required to complete two psychometric tools prior to attending the workshop, which are Strength-scope profile and Belbin profile. With the use of the tools you will be able to identify next steps for career development and we can signpost you to other leadership interventions to support you.

Target audience: The workshops are open to all staff, regardless of position or title

Dates:
- Session 1 - 13 July 2018
- Session 2 - 25 February 2019
- Session 3 - 14 March 2019

Closing Dates:
- Session 1 – 20 June 2018
- Session 2 – 25 January 2019
- Session 3 – 14 February 2019

Venue: To be confirmed

How to apply: Download application form here

Leadership E-Learning Zone

The Leadership E-learning Zone has been established and now has over 900+ registrants which are steadily evolving and we are in the process of developing new modules. The E-Learning zone now contains the following modules:
1) Coaching skills
2) Influencing stakeholders
3) Talent management
4) Time Management
5) Stress management
6) Introduction to Leadership
7) Understanding yourself
8) Managing people
9) Managing through change
10) Inclusion and unconscious bias
11) Generational learning

We are looking to develop further modules, if you have any suggestions for modules please get in touch.

Find out more and how to access: To get access/view modules you are required to register, you can access the e-learning leadership zone via the following link: http://leadershipnhs.uk/

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To apply for any of the West Midlands Leadership Academy programmes please download and complete application form and submit to leadership.wm@hee.nhs.uk by the closing date.
COMING SOON PROGRAMMES

If you are interested in any of the programmes below please email leadership.wm@hee.nhs.uk to be added to the expressions of interest list and we will contact you when programme is live.

- **Leadership CPD Workshops**
  - 10 July 2018
  - 18 September 2018
  - 25 October 2018
  - 3 December 2018
  - 29 January 2019
  - 14 February 2019

- **6 Day Triumvirate: Acute Development Programme**
  - Day 1: 17 September 2018
  - Day 2: 22 October 2018
  - Day 3: 20 November 2018
  - Day 4: 17 December 2018
  - Day 5: January 2019 (date to be confirmed)
  - Day 6: 13 February 2019
  - Celebration event: Date to be confirmed

- **Coaching Programmes**
  - Team Coaching – Dates to be confirmed
  - Coaching Supervision - Dates to be confirmed

- **Inclusion CPD Webinar**
  - Dates TBC

- **Half Day Clean Language workshops**
  - October/November dates to be confirmed

- **Resilience workshop programme**
  - Dates to be confirmed

- **Team diagnostics and development programme for team leaders**
  - Dates to be confirmed

SAVE THE DATES

Please see below list of our upcoming networking events. Bookings will be live nearer the time and you will be notified via email through our monthly ‘Leadership in Action’ newsletter where you will receive the latest information directly to your inbox.

- **Inclusion Events:**
  - National inclusion week: 24 - 30 September 2018 - Join the conversation and our masterclasses #NIW18
  - Black History Month Conference: 17 October 2018
  - World Values Day: 20 October 2018

- **Big Leadership Conversation:**
  - Design Team WebEx: 9 October 2018
  - Event 1: 22 November 2018
  - Event 2: 24 January 2019

JOIN OUR NETWORKS

Email our team leadership.wm@hee.nhs.uk to join the networks and to be added to the distribution lists to get latest information directly to your inbox. Please ensure you include in your email which network you would like to join.

- Organisational Development and Talent Network
- Improvement Network
- Coaching Network
- Inclusion Network
- Leadership in Action Newsletter
- Big Leadership Conversation Design Team
- Inclusion: Forward Thinking Leaders event Design Team

SHARE

Share your best practice to Inspire, Include, Integrate and Innovate. If you would like to share and showcase your great learning, it will inspire others to benefit from your experience and knowledge and prevent us from ‘reinventing the wheel’.

You can share resources, case studies and promote work you are doing at your organisations through our newsletter, eLearning resource library and Leadership Edge.

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CONTACT DETAILS

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