

A photograph of two women in a clinical setting. The woman on the left is wearing blue scrubs and a blue lanyard with 'NHS' repeated on it. She is smiling and looking towards the woman on the right. The woman on the right is wearing a black hijab with a blue and brown pattern, a black top, and is also smiling. They appear to be in a consultation or meeting. The background shows a clinical environment with white cabinets and medical equipment.

# Developing outstanding leadership in primary care

What the NHS Leadership Academy  
can offer you

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# Primary care - a changing landscape

Primary care is undergoing enormous changes to meet the ambitions of the [NHS Long Term Plan](#).

The pressures of an ageing population, the need for better health outcomes, recruitment and retention issues, an increased use of technology, the introduction of [Integrated Care Systems](#), and greater collaboration through [Primary Care Networks](#) all present leadership challenges for those working in primary care.

Leaders will need to work more collectively across networks and systems, to be visionary in designing future services, and more effective in leading their teams to help improve the quality of patient care and the health and well-being of local communities.

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# How the NHS Leadership Academy can help

There's a wealth of evidence showing that better leadership leads to better patient care, experience and outcomes – and with ever increasing demands on the NHS, outstanding leadership is vital.

The NHS Leadership Academy offers practical, targeted, locally-available and accessible world-leading leadership development for everyone working in primary care, whether they're at the beginning of their careers or more experienced.

We provide a wide range of support at all levels, from coaching and mentoring to graduate scheme placements and talent management. Alongside our highly-regarded national programmes and regional support we also offer bespoke solutions for organisations and health and care systems with specific local needs.

Our approaches focus both on the immediate demands of day-to-day working in primary care and on the emerging changing landscape. We can enable individuals and organisations to work more effectively towards common goals. By developing resilience, team leadership and motivational skills and through learning how organisations can work together in the most productive ways, leaders at all levels can help to build healthy communities and more effective systems of health and care.



Our leadership development uses a range of different methodologies, from courses, e-Learning and action learning to coaching and peer support. It includes 'learning by doing' as well as learning from evidence, personal experience, local communities and colleagues throughout the NHS.

We're conscious of the extreme time pressures that primary care staff work under, and of the need to provide cover. So, in addition to our national and local programmes we can also offer bespoke solutions that work flexibly and practically alongside individual organisations and teams.

# Who can benefit?

Everyone from pharmacists, practice managers and PCN leads to GPs, dentists, nurses, health visitors, administration staff and new roles such as social prescribers can benefit from leadership development.

Organisations and teams benefit too, as their staff develop the leadership skills, team management skills, inclusiveness and collaborative working that leads to better working environments and ultimately to improved patient experiences.

Don't be put off by the term 'leadership'. It's not just for those in a management role or senior position, but for everyone. It can support those wanting to progress in their careers as well as those who want to be more effective at coping with the challenges of their daily role and the changing landscape in primary care.

Leadership development is about more than academic learning or training. It helps leaders to grow the knowledge, skills, perspectives, confidence and resilience that will help them to think more strategically, to work more proactively in their teams, support inclusive and compassionate cultures, and to bring about innovative ways of working and improvements in patient care. It is also about developing skills and mindsets around the health, wellbeing and resilience of teams and ensuring leaders are continuing to grow and learn in the light of the Covid-19 Pandemic and the challenges and opportunities this has presented.

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# What we offer

## Local support, programmes and tools

Through our national and local academy teams, the NHS Leadership Academy offers a series of world-leading programmes and tools tailored to the needs of everyone working in primary care across England.

### **Network support and development**

Providing approaches to support the formation and development of primary care networks (including federations, super practices and other local systems) through leadership and organisational development.

### **Talent management**

Local academies work in partnership with local stakeholders to ensure that practices and other primary care organisations can access tools and approaches to attract, retain, develop and deploy staff, and to also develop compassionate and inclusive working cultures that support individuals and teams to fulfil their potential.

### **Individual leadership development**

Through a range of local courses, seminars, masterclasses and diagnostic resources, local academies support individuals in primary care to lead service transformation. Assessment tools such as the [Healthcare Leadership Model](#) help individuals discover and explore their leadership behaviours to help them become better leaders.

### **Patient leadership, co-production, and community-building**

Working in partnership to provide a range of short programmes that support clinicians and managers to work in collaboration with patients and citizens to design services and build healthier communities, as well as programmes that specifically support patient leaders.

### **Coaching and mentoring**

Connecting primary care leaders to a coach or mentor to enable them to take charge of their own development. It takes little time out of the day job and helps individuals to unlock their full potential by supporting professional development through the sharing of knowledge, skills, insights and connections.

### **Consultancy and bespoke solutions**

Providing expertise and guidance in relation to the design and development of bespoke leadership and organisational development solutions.

### **Graduate Management Training Scheme (GMTS)**

Via local academies, primary care organisations and networks can host a GMTS trainee to help nurture and develop the next generation of high quality, compassionate and inclusive NHS leaders.

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# What we offer

## National leadership development programmes

Our national leadership development programmes are developed and designed with and for healthcare leaders, and also with the full support of patient representatives and groups. They operate at every level of leadership so that at any point in an individual's career, there's an appropriate leadership development offer.



### Edward Jenner

An online introduction to essential leadership skills, designed for everyone working in a health and care context. Highly practical and patient-focused, it's a great way to understand the purpose, challenges and culture of the NHS and to develop a fresh perspective on the patient experience. Open to all, the programme leads to an NHS Leadership Academy Award in Leadership Foundations. From July 2021 this programme is available in its new edition.



### Mary Seacole

A popular team leadership programme, also available locally. It balances theory with practice and gives participants a better understanding of what leadership really means. Designed for those in their first formal leadership role, it empowers people to turn their success into consistent team success and to champion compassionate patient care. Six months long with 100 hours of online study, plus three face-to-face behavioural workshops delivered locally, the programme leads to an NHS Leadership Academy Award in Healthcare Leadership.

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# What we offer

## National leadership development programmes



### Rosalind Franklin

A blended, action learning programme for busy professionals and managers, also available locally. It aims to help shape middle leaders' knowledge, skills, attitudes and behaviours to help them become outstanding, compassionate and inclusive leaders, working at all levels across the health and care system. The programme is nine months long with a minimum of 4-5 hours' time commitment per week. Learning methods are online along with face-to-face workshops and facilitated impact groups. The programme leads to an NHS Leadership Academy Award in Senior Healthcare Leadership.



### Elizabeth Garrett Anderson

For middle to senior-level leaders aspiring to take on a more senior role while developing more resilience as a leader and the confidence to drive real and lasting change to improve the patient experience. This programme is delivered in association with world-class experts and leads to an MSc in Healthcare Leadership and NHS Leadership Award in Senior Healthcare Leadership.



### Nye Bevan

System leadership development for senior leaders looking to move into a board role. The programme helps individuals to perform better at board level, and helps boards to better meet today's challenges and tomorrow's changes. It leads to an NHS Leadership Academy Award in Executive Healthcare Leadership.

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# What we offer

## National leadership development programmes

We also offer two positive action programmes to specifically support black, Asian and minority ethnic (BAME) leaders.



### Stepping Up

For BAME leaders wishing to progress to more senior leadership roles, Stepping Up bridges the gap between where individuals are and where they need to be. It empowers them to drive forward the inclusion agenda while developing their skills and abilities to grow by addressing the social, organisational and psychological barriers restricting BAME leaders from progressing.



### Ready Now

For BAME leaders whose next move is towards a board level position, or a significant senior role. Ready Now supports leaders to work within the system, to transform towards greater levels of equality and inclusion as they progress. The programme includes taught elements, self-taught elements, group work, psychodynamic processes, experiential learning and a constantly evolving range of approaches to support success.

As a Leadership Academy we aim to support inclusive leadership development for all leaders working across health and care and have a lead within each region for positive action and inclusion. If you would like to know more about inclusion offers related to primary care for your region, please contact us using the contact details at the end of this booklet.

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## Leadership for Personalised Care

The Academy is continuing to work closely with the Personalised Care Group to ensure that ICSs and local leaders are equipped to lead the transformational change to the NHS that is required by the Long-Term plan.

Personalised care means a major shift in power and decision-making at a local level, giving choice and control to people over their health, and promoting key, evidence-based ways of working including integrated care and support planning, personal health budgets, social prescribing and better support for self-management.

Leadership for Personalised Care programmes are available for teams and individual leaders at a national and regional level and as in-depth programmes or bite-sized learning and masterclasses. You can also access these programmes by emailing [england.leadership@nhs.net](mailto:england.leadership@nhs.net).



# Find out more

To find out what's available in your local area or to discuss your organisational or individual needs, please contact your local dedicated primary care lead.

| Region                               | Contact                             | Email  | Website  |
|--------------------------------------|-------------------------------------|--|--|
| National                             | Emma Marrison-Taylor                | <a href="mailto:emma.marrison-taylor@leadershipacademy.nhs.uk">emma.marrison-taylor@leadershipacademy.nhs.uk</a><br><a href="mailto:enquiries@leadershipacademy.nhs.uk">enquiries@leadershipacademy.nhs.uk</a>   | <a href="http://www.leadershipacademy.nhs.uk">www.leadershipacademy.nhs.uk</a>             |
| East of England                      | Innocent Muza<br>& Jacqueline Smith | <a href="mailto:innocent.muza1@england.nhs.uk">innocent.muza1@england.nhs.uk</a><br><a href="mailto:jacqueline.smith@england.nhs.uk">jacqueline.smith@england.nhs.uk</a><br><a href="mailto:eoel@leadershipacademy.nhs.uk">eoel@leadershipacademy.nhs.uk</a> | <a href="http://eoe.leadershipacademy.nhs.uk">eoe.leadershipacademy.nhs.uk</a>             |
| London                               | Jo Betterton                        | <a href="mailto:jo.betterton@leadershipacademy.nhs.uk">jo.betterton@leadershipacademy.nhs.uk</a><br><a href="mailto:london@leadershipacademy.nhs.uk">london@leadershipacademy.nhs.uk</a>   | <a href="http://www.londonleadershipacademy.nhs.uk">www.londonleadershipacademy.nhs.uk</a> |
| Midlands                             | Phillip Masuwa                      | <a href="mailto:phillip.masuwa@nhs.net">phillip.masuwa@nhs.net</a><br><a href="mailto:midlands@leadershipacademy.nhs.uk">midlands@leadershipacademy.nhs.uk</a>   | <a href="http://midlands.leadershipacademy.nhs.uk">midlands.leadershipacademy.nhs.uk</a>   |
| North East, Yorkshire and the Humber | Lenny St Jean                       | <a href="mailto:lenny.stjean@nhs.net">lenny.stjean@nhs.net</a><br><a href="mailto:cdda-tr.nelacademy@nhs.net">cdda-tr.nelacademy@nhs.net</a>   | <a href="http://www.nelacademy.nhs.uk">www.nelacademy.nhs.uk</a>                           |
| North West                           | Lorna Krisson                       | <a href="mailto:lorna.krisson@nhs.net">lorna.krisson@nhs.net</a><br><a href="mailto:nwla.info@nhs.net">nwla.info@nhs.net</a>   | <a href="http://www.nwacademy.nhs.uk">www.nwacademy.nhs.uk</a>                             |
| South East                           | Jayne Beresford                     | <a href="mailto:jayne.beresford@leadershipacademy.nhs.uk">jayne.beresford@leadershipacademy.nhs.uk</a><br><a href="mailto:nhsi.sell@nhs.net">nhsi.sell@nhs.net</a>   | <a href="http://se.leadershipacademy.nhs.uk">se.leadershipacademy.nhs.uk</a>               |
| South West                           | Zoe Spittle                         | <a href="mailto:zoe.spittle@leadershipacademy.nhs.uk">zoe.spittle@leadershipacademy.nhs.uk</a><br><a href="mailto:leadership.sw@leadershipacademy.nhs.uk">leadership.sw@leadershipacademy.nhs.uk</a>   | <a href="http://www.southwestleadership.nhs.uk">www.southwestleadership.nhs.uk</a>         |

For further information about national leadership development programmes visit:  
[www.leadershipacademy.nhs.uk/programmes](http://www.leadershipacademy.nhs.uk/programmes)