

Building Resilient Leaders and Teams

Work-based Learning Programme



Information Sheet

Applications Open: 01/12/2016

Applications Close: 07/01/2017

Introduction

The '*Building Resilient Leaders and Teams (BRLT)*' Work-Based Learning programme was developed by a Task & Finish Group of healthcare representatives from across Norfolk and Suffolk, working alongside UoS and the Norfolk & Suffolk Workforce Partnership on behalf of Health Education England. The initiative was developed in response to a request from the Norfolk and Suffolk Directors of Nursing Group in November 2015.

Pam Chappell (Director of Nursing, Therapies and Governance at Suffolk Community Healthcare) is the Executive Lead for the initiative.

The objectives as described by the Directors of Nursing are to:

- provide an interactive programme which includes Action Learning Sets, opportunities to 'let go' in a safe environment, opportunities to build self-resilience and to support the development of resilience in others;
- ensure future sustainability through networking and peer support opportunities; and
- ensure effective return on investment through impact evaluation and recommendations for future investment.

UoS was selected as the educational partner for the BRLT programme to work with the Task & Finish Group to

- co-design the BRLT programme with the group members
- deliver and facilitate the BRLT programme
- develop support resources/materials and
- manage the evaluation of the programme.

UoS have successfully run the first cohort with 16 teams participating across Norfolk and Suffolk. The feedback received from this cohort is overwhelmingly positive therefore further funding has been made available via the STP CPD contract fund for an additional cohort to commence in early 2017.

Selecting a Team to participate

The Teams selected to participate could be those currently experiencing challenges e.g. in response to organisational changes impacting on the team, changes of leadership, contrasting personalities etc. It is anticipated that these Teams will gain the most benefit from this programme.

Who can apply?

- Funding is available for **any clinical team** working within any health and social care sector, including but not exclusive to; NHS organisations, CCG's, Primary care, Private Voluntary and independent organisations, County Councils.
- Funding is only available to those based within the Norfolk, Suffolk and North East Essex localities.

- If you have any concerns regarding eligibility please contact Laura Mallett, Strategic development lead, Health Education England. laura.mallett@hee.nhs.uk or 01603 257254.

Application endorsement

All applications must be endorsed by a relevant director or manager as per below.

NHS organisations, CCG, CIC's	Director of Nursing
County Councils	Relevant Director or Workforce lead
Primary Care	Practice Manager, CEPN (Suffolk and GYW) or CCG education lead.
Private, voluntary and independent Organisations	Manager or Clinical lead

General information

<p>Who is the programme aimed at?</p>	<p>The Building Resilient Leaders and Teams (BRLT) programme is designed to enhance the resilience of individuals that provide care to service users/patients. The majority of the programme is delivered away from the workplace as learning days for a cohort of Team Leaders from across the health and care system. One learning day is delivered in the workplace with the Team Leader and their Team Members.</p> <ul style="list-style-type: none"> • Action Learning Sets are embedded into the learning day programme to enable the Team Leaders to talk about the challenges they are facing day to day and the impact on personal/team resilience in a confidential, supportive yet questioning, environment. • A Work-Based Learning day enables the Team Leaders to work with their own team, alongside an experienced facilitator from UOS, to enhance their team's resilience in the workplace whilst delivering care/a service. <p>The whole programme is underpinned with</p> <ul style="list-style-type: none"> • learning about the theoretical aspects of resilience and how it can be enhanced • an ongoing evaluation to ensure that BRLT delivers the intended outcomes.
<p>What are the elements of the course?</p>	<p>There are four learning days for the Team Leaders. Day 3, the Work-Based Learning day, includes Team Members as well as Team Leaders.</p> <p>Day 1 – introduction to resilience and Action Learning Set 1.</p> <p>Day 2 – further work on resilience, Action Learning Set 2 and planning for the specifics of Day 3 (WBL Day).</p> <p>Pre-call – Team Leader and Facilitator talk to prepare for Day 3.</p> <p>Day 3 – in the workplace – Facilitator and Team Leader work together to observe, feedback, support and enhance the resilience of the team.</p> <p>Day 4 – developing a Community of Practice, consolidation of learning, Action Learning Set 3 and programme review.</p>
<p>How many teams can participate?</p>	<p>There will be two cohorts running in parallel, one in Suffolk and one in Norfolk. Each cohort can accept between 10-12 Team Leaders/Teams.</p>
<p>How much work will the Team Leader need to do to participate in the course? <i>(continued)</i></p>	<p>The Team Leader will be</p> <ul style="list-style-type: none"> • asked to undertake pre-reading about resilience – this will be issued by UOS within the pre-course Resource Pack. • required to consider Service and Outcome Data to explore indicators relating to resilience – it is intended that this data should be readily available to the Team Leader e.g. staff turnover, sickness rates. • asked to ready themselves for confidentially sharing a current issue they are facing, related to resilience, with other Team Leaders in their cohort as one of

	<p>the three Action Learning Sets during the programme.</p> <ul style="list-style-type: none"> • enabled to create a Personal Action Plan to specifically target areas for improvement as identified throughout the programme. • enabled to work with their Team Members to create a Team Action Plan to help improve overall team resilience.
What are the dates for the first cohort?	The dates are currently being scheduled and will be made available as soon as possible (aiming to start March 2017).
Will there be further cohorts?	If the programme evaluates positively and shows that the intended outcomes to improve resilience have been delivered, then it is hoped that further cohorts of the programme will be run.
Is it only open to Teams that work in one location i.e. are not mobile workers?	<p>No, all types of Teams will be considered. The purpose of the Work-Based Learning day is to enable the wider Team to understand about resilience at work and to enhance their collective resilience to make the Team work more effectively together. However, it is recognised that not all teams work side by side day in and day out, Directors of Nursing are welcome to nominate teams that geographically disperse during their shift/day.</p> <p>The specific design of the WBL day will be agreed between the Team Leader and the UOS Facilitator as appropriate for the situation. In a small number of cases the Team day may need to be delivered away from practice using case studies and scenarios rather than in a direct care situation.</p>
What is the cost to the employer?	The cohorts will be fully-funded from central funds held by NSWP/UoS.

Who do I contact to find out more information or to ask further questions?

Rachel Heathershaw
 Director of Workforce Engagement.
 University of Suffolk.
r.heathershaw@UoS.ac.uk,
 01473 338436

Laura Mallett
 Strategic Development Manager
 Health Education England
laura.mallett@hee.nhs.uk
 01603 257254

**Expression Of Interest / Application Form
'Building Resilient Leaders and Teams'**

Team Leader

Surname		Forename(s)	
Correspondence Address		Work email	
		Work landline	
		Work mobile	

Employment

Employer			
Job Role		Band/grade	
Department			

Team

Name of Team / Department	
Location	
Type of service/care provided	
Please provide further information about the Team	e.g. balance between clinical : non-clinical/grades/professions etc.; total numbers; when the team was first formed etc.

Endorsement – Statement written by a suitable representative. Please see the table above for further details.

Please describe in the section below the reasons why this Team has been nominated for the ‘Building Resilient Leaders and Teams’ programme and how you hope this educational programme will benefit this particular Team.

I confirm that this Nomination has been endorsed by the relevant person within this organisation	Yes [<input type="checkbox"/>] No [<input type="checkbox"/>]
---	---

Name of Author		Date:	
Role of Author			

Please return the completed Expression of Interest/Application Form to r.heathershaw2@uos.ac.uk
by 5pm 7th January 2017