

MAKING PEOPLE COUNT



NHS Future Finance Network Leaders Programme



**London
South Bank
University**

EST 1892

School of
Health and
Social Care

Overview



This 5-day (over 9 months) programme is aimed at Future Finance Leaders who are committed to generating value. Participants will be leaders who want to learn about leading across team and organisational boundaries to generate value. Participants are likely to be engaged with NHS Future Focused Finance as a value-maker or educator, in a delivery team or at the heart of the NHSFFF programme.

This highly participative programme helps you be effective in leading change in partnerships and systems. The context in which we find ourselves require finance leaders to be:

- Network leaders – Single organisational entities cannot adapt quickly, or secure the capacity required for complex needs. Population based models of organising are already the mode of operation in high performing health systems. Networks are known for their ability to generate creative solutions.
- Data savvy – as we move into and beyond the information age, using data as a key tool in generating value.

By the end of the programme, you will:

- Understand the variety of forms and functions that networks take.
- Appreciate differences between organisational and network leadership, and the different role for finance leaders in each.
- Understand the role of finance leaders in networks specifically in relation to generating value.
- Have devised strategies to develop their network.

- Able to lead as peers – Whilst hierarchies will remain for tame problems the increasing complexity of delivery and the interdependency of professional intelligence and capacity requires collective leadership models and respect for and an ability to work with wider professional groups (and citizens) as peers.

The programme takes the form of 5 x 1-day workshops with leaders applying the insights and some key network tools within their collaboratives/ networks between the workshops. The workshops draw from the latest thinking, theory and case examples from networks, peer leadership and innovation adoption and spread.

In addition there are 2x half-days for you to work as a peer group using an action learning and co-consulting model, and you also can access some dedicated one-to-one time with the programme delivery team. We will support you in taking the ideas and intelligence from the workshops directly into your own practice.

- Have developed key skills required to work effectively in networks, and as peers across professional boundaries.
- Understand how to measure and present the impact of network activities.
- Have reflected on how to sustain and renew their network.

1 day Workshops for understanding and skills

- Leading as Peers, Leading networks
- Generating shared purpose
- Innovation networks for future focused finance
- Learning and change across professional boundaries
- Engagement & participation
- Governance for value
- Generating and measuring Impact

Using toolkits for change

- Network Diagnostics
- Future Focused Finance Collaborative Toolkit

Skills into Practice

- Coaching
- Co-consulting
- Self directed action learning
- Application projects

How to Apply



This programme is open on a first come first served basis. Applicants must be able to commit to all the dates in London. As custodians of value you will understand how valuable it is to have this programme fully funded, and how important it is for everyone's learning that the group commits to the programme and each other. This programme is seen as a top priority by the Finance Leadership Council.

Applications are by email to futurefocusedfinance@nhs.net and will be on a first-come, first-served basis. Email to register your interest, and your current role.

Applications must be made by 9th September and you will be notified by 16th September if you are successful.



Programmes Timetable



19th October

Generating Shared Purpose in Networks and Collaborations

- The role of purpose
- Getting to shared purpose
- Generating sustainability
- Leading in networks and partnerships
- Leading as peers

Application work: Generating purpose (questionnaire)

23rd November

Evidence and Impact

- Nature of evidence and information
- What evidence counts?
- Flow accounting
- Measuring impact

Application work: Membership survey

December (TBC) 10.00 – 13.00

Action Learning Sets

5th January

Organising to Add Value

- Resourcing your network
- Governance
- Accountability
- Decision-making

2nd February

Engagement and Participation

- Coordinating behaviour in networks
- Communication strategies
- Working with stakeholders

Application work: the Maturity Matrix

April (TBC) 10.00 – 13.00

Action Learning Sets

4th May

Sense-making and Acting

- Reviewing your evidence
- Assessing impact
- Making judgements about where and how to act lead

Digital platforms

During the programme we will be working together to build up a resource centre for the programme and for other finance leaders. We will also be posting short learning blogs and video materials to share.

Venue

All workshops take place at London South Bank University

lsbu.ac.uk/contact-us/maps-and-travel



Who We Are: Programme Team



Becky Malby,
Professor of Health
Systems Innovation

Becky is a Professor in Health Systems Innovation at London South Bank University, where she is establishing a Health Systems Innovation Lab. She is recognised for her work in systems innovation, organisational change and leadership development, and in leading networks. Her experience is an unusual combination of leader, manager, researcher, change agent and entrepreneur. She is known to be an energetic and enthusiastic leader of change and a forward thinker. Becky has a track record in organisational and leadership development in the public sector, working primarily with the NHS and with local authorities in the UK and Europe, but also internationally on coproduction, clinical leadership and systems leadership.

Becky is an advisor to the Kings Fund/Health Foundation Readiness for Change Programme, and a nominator for the Ashoka network.

Most recently Becky was the Director of the Centre for Innovation in Health

Management at the University of Leeds where she also took a leadership role in the Leeds Institute for Quality Healthcare. Whilst in Leeds Becky was a founding member of the Leaders for Leeds Network. She has recently been an advisor to the Cabinet Office on the Choice Agenda, a Board Member of the European Health Management Association, and a critical friend of the New Economics Foundation Coproduction Network. She established the only PGCert in Coproducing Health in the UK.

Prior to CIHM, Becky was Director of Complex Systems Associates; Head of Corporate Development at the Nuffield Institute at Leeds; and a Fellow at the Kings Fund. She started her career in clinical work, moving into managerial, research and organisational change posts in the NHS, at Trust through to Regional levels. Becky has published on service coproduction, service user voice, effective leadership development, clinical leadership, and change in complex systems, and has an MA in Public Administration.

Becky is a Visiting Associate at Stellenbosch University School of Public Leadership, and a Director of the Social Enterprise inLucid.

Becky blogs at
www.beckymalby.wordpress.com



**Andrew Constable,
MA (Cantab)
Chartered MCIPD
Associate –
Leading Networks**



Andrew focuses on the provision of leadership development and change management consultancy. He does this through working with Boards and other senior teams, Executive Coaching, facilitating learning sets and developing groups of professionals and managers, particularly in the health and university sectors. Andrew worked on the first pilot of the Network Leadership programme with the Health Foundation and is the Lead faculty on the current NHS IQ Network Leader Programme.

Particular areas of expertise are leadership and strategy, managing change, managing people, personal development and mentoring. Andrew acts as Executive Coach to a number of senior individuals in a range of organisations.

Andrew has contributed chapters to the Financial Times Handbook of Management (1995) and the Gower Handbook of Management Skills (1998) and has written many published articles. He was a regular contributor to The Guardian's weekly column, If I were boss, and has also spoken

frequently at high-profile, international conferences. He has also been Course Director of an MBA programme.

He has carried out development work in Western Europe, the United States, Canada, Central/Eastern Europe and Asia. He is licensed to administer and interpret a range of psychometric and 360 degree feedback instruments, including the NHS Leadership Framework 360, MBTI, OPQ, FIRO-B and EBW (Emotions and Behaviours at Work).





Martin Fischer
Associate Fellow –
Systems Change



Martin's work includes leadership development and organisational development. He works with organisations, health economies and nationally.

National work includes facilitating the Medicine and Management Inquiry, taking Presidents of the Royal Colleges to Boston on a study tour to understand quality in systems and work on the dynamic between doctors and patients. In London he ran the Next Generation CEOs Programme for NHS London and co-directed the first Darzi programme.

His current work includes the Leeds Institute for Quality Healthcare (including the Local Authority and voluntary sector), work with Leeds Teaching Hospitals A&E, CCGs and General Practice. He is supporting the development of the new provider alliance (Health, LA and Vol sector) for services for over 65s in Croydon. He recently produced the OD strategy for integration of services across East London (including the 3 Local authorities). He is supporting clinical leadership at Imperial AHSC as well as work on coproduction in paediatrics both there and in Islington. At Guys and St Thomas' he contributes to programmes developing clinical leaders and in Camden he has helped the GPs

think through how to develop innovation across all the Practices.

He facilitated and designed the innovative Connected Care for Children project in West London that is transforming the relationships between citizens, GPs and Paediatricians with a significant improvement in outcomes. This builds on national work over the last 2 years on General Practices and their lists co-evolving a new model of services. For the past few years he has run programmes for mixed groups of clinicians and managers at Kings and is working with the top 150 leaders St George's to introduce key system's thinking concepts into the organisation.

Martin spent 16 years at the Kings Fund. There he worked with health systems around the world, though his experience is primarily with the NHS and Local Authorities. Working with all elements of the NHS system, his particular expertise is leadership development (for both clinicians and managers) and organisational development. He has enormous expertise and experience in developing senior leaders having designed and facilitated programmes for well over 100 NHS chief executives (including the Experienced CEO programme for the Modernisation Agency/Institute, CEO study tours

abroad) and hundreds of NHS directors. His Organisational development work focuses on real issues in real time. He has worked with many organisations to develop strong leadership throughout the organisation. Equally he works on service redesign with diverse teams from many organisations that have to achieve a common purpose (e.g. services for older people in a particular city). He has worked successfully with just about every type of stakeholder in the NHS and Local Authorities – from the Select Committee through to Boards and exec teams to development programmes for Practice managers. This included an innovative locality based political leadership programme with elected members and non-execs.

About London South Bank University



London South Bank University has been transforming lives, businesses and communities for more than 120 years. Our goal is to deliver:

- Student success
- Real world impact
- Access to opportunity

We are one of the top three modern universities in London for research. Over 70% of our research is considered world leading and internationally excellent. Our research is relevant and actively used in industry with 73% of our work having global impact.

150 British SMEs and major companies have commercial partnerships with LSBU. Nearly 1,000 employers use LSBU to train their staff

We are challenge-focused and solution-driven, using cross-disciplinary teams to deliver maximum impact for our partners through consultancy, research, training and education. We work with private and public providers, drawing on our

expertise in the following areas in Health and Social Care Delivery:

- Workforce innovation, education and development
- Innovation in health and social care delivery
- Service user engagement and experience

Contact

Prof Rebecca Malby

School of Health and Social Care/
Research, Enterprise & Innovation
London South Bank University
Tel: 07973777309
Email: r.malby@lsbu.ac.uk
www.lsbu.ac.uk/hwi

Ms Anam Farooq

Programme Administrator
School of Health and Social Care
London South Bank University
Tel: 02078158043
Email: farooqa7@lsbu.ac.uk

About Future-Focused Finance



In February 2014, the six heads of the finance profession in the NHS came together to form the Finance Leadership Council and to initiate Future-Focused Finance.

Future-Focused Finance is about 'Making People Count' by ensuring that everyone connected with NHS finance has access to the relevant skills, methods and opportunities to influence decision making in support of the provision of high-quality patient services. It offers a vision for NHS finance to aspire to over the next five years. That includes everyone who works in finance, in every role at every level, those we work with to deliver services and the patients and communities that use and support those services.

To deliver the transformation required to bring about the vision, work is being undertaken around three strategic themes: Securing Excellence, Knowing the Business and Fulfilling Our Potential. Each strategic theme supports two action areas which have their own programme of projects. The six action areas are led by a senior responsible officer drawn from the service.

In March 2015, working with our partners in HFMA and the FSD network, we established a Foundation, to secure the aims and objectives of FFF into the longer-term.

Further details about Future-Focused Finance, the Finance Leadership Council and the Foundation can be found at www.futurefocusedfinance.nhs.uk.

Contact

David Ellcock

Programme Director
Future-Focused Finance
Tel: 07734 263314
Email: david.ellcock@nhs.net

Camilla Godfrey

Programme Co-ordinator
Future-Focused Finance
Tel: 07825 577450
Email: camilla.godfrey@hfma.org.uk

