

## Future Leaders Programme Curriculum Map; [The Healthcare Leadership Model](#)

	Inspiring Shared Purpose	Leading with care	Evaluating information	Connecting our service	Sharing the vision	Engaging the team	Holding to account	Developing capability	Influencing for results
	<ul style="list-style-type: none"> <li>Valuing a service ethos</li> <li>Curious about how to improve services and patient care</li> <li>Behaving in a way that reflects the principles and values of the NHS</li> </ul>	<ul style="list-style-type: none"> <li>Having the essential personal qualities for leaders in health and social care</li> <li>Understanding the unique qualities and needs of a team</li> <li>Providing a caring, safe environment to enable everyone to do their jobs effectively</li> </ul>	<ul style="list-style-type: none"> <li>Seeking out varied information</li> <li>using information to generate new ideas and make effective plans for improvement or change</li> <li>making evidence-based decisions that respect different perspectives and meet the needs of all service users</li> </ul>	Understanding how health and social care services fit together and how different people, teams or organisations interconnect and interact	Communicating a compelling and credible vision of the future in a way that makes it feel achievable and exciting	Involving individuals and demonstrating that their contributions and ideas are valued and important for delivering outcomes and continuous improvements to the service	<ul style="list-style-type: none"> <li>Agreeing clear performance goals and quality indicators</li> <li>Supporting individuals and teams to take responsibility for results</li> <li>Providing balanced feedback</li> </ul> Holding to account	<ul style="list-style-type: none"> <li>Building capability to enable people to meet future challenges</li> <li>Using a range of experiences as a vehicle for individual and organisational learning</li> <li>Acting as a role model for personal development</li> </ul>	<ul style="list-style-type: none"> <li>Deciding how to have a positive impact on other people</li> <li>Building relationships to recognise other people's passions and concerns</li> <li>Using interpersonal and organisational understanding to persuade and build collaboration</li> </ul>
Formal learning opportunities	<p><b>FLP</b></p> <p><b><u>NHS Leadership Academy</u></b> Edward Jenner Mary Seacole <i>additional cost</i> Rosalind Franklin <i>additional cost</i> Elizabeth Garrett Anderson <i>additional cost</i> (<a href="#">link</a>)</p> <p><b><u>Improvement Academy</u></b> Silver QI <i>additional cost</i> (<a href="#">link</a>)</p> <p><b><u>Sheffield MCA</u></b> LEAD: Introduction to QI <i>additional cost</i> (<a href="#">link</a>)</p>	<p><b>FLP</b> Myers Briggs I &amp; II</p> <p>Personal Wellbeing</p> <p>Effective meetings</p> <p>Know your why</p> <p>Tools for Leaders: 10 minute pause</p> <p><b><u>King's Fund</u></b> Emerging Clinical Leaders programme (<i>additional cost</i>) (<a href="#">link</a>)</p> <p><b><u>Improvement Academy</u></b> Silver Human Factors <i>Additional Cost</i> (<a href="#">link</a>)</p>	<p><b>FLP</b> Action Learning Sets</p> <p>Writing for publication</p> <p><b><u>Improvement Academy</u></b> Silver QI <i>additional cost</i> (<a href="#">link</a>)</p> <p>Measurement for Improvement workshops <i>additional cost</i> (<a href="#">link</a>)</p> <p><b><u>Sheffield MCA</u></b> LEAD: Introduction to QI <i>additional cost</i> (<a href="#">link</a>)</p> <p><b><u>HFMA</u></b> Introductory award in healthcare finance <i>additional cost</i> (<a href="#">link</a>)</p> <p><b><u>Sustainable Healthcare</u></b> Introduction to sustainable healthcare <i>additional cost</i> (<a href="#">link</a>)</p>	<p><b>FLP</b> Structure and Power Dynamics in Healthcare Systems</p> <p>Leadership in a VUCA environment</p> <p><b><u>NHS Leadership Academy</u></b> Edward Jenner Mary Seacole <i>additional cost</i> Rosalind Franklin <i>additional cost</i> Elizabeth Garrett Anderson <i>additional cost</i> (<a href="#">link</a>)</p> <p><b><u>King's Fund</u></b> Emerging Clinical Leaders programme (<i>additional cost</i>) (<a href="#">link</a>)</p>	<p><b>FLP</b> Presentation skills</p> <p><b><u>Improvement Academy</u></b> Achieving Behaviour Change <i>additional cost</i> (<a href="#">link</a>)</p>	<p><b>FLP</b> Action Learning Sets</p> <p>Imposter Syndrome</p> <p>Effective meetings</p> <p><b><u>Improvement Academy</u></b> Silver QI <i>additional cost</i> (<a href="#">link</a>)</p> <p>Achieving Behaviour Change <i>additional cost</i> (<a href="#">link</a>)</p>	<p><b>FLP</b> Action Learning Sets</p> <p>Building skills in Assertiveness and saying no</p> <p>Managing challenging conversations</p>	<p><b>FLP</b> Action Learning Sets</p> <p>Introduction to Coaching</p> <p>Tools for Leaders; 10 minute pause</p> <p><b><u>NHS Leadership Academy</u></b> (<a href="#">link</a>) Edward Jenner [also available via FutureLearn <a href="#">link</a>]</p> <p>Mary Seacole <i>additional cost</i></p> <p>Rosalind Franklin <i>additional cost</i></p> <p>Elizabeth Garrett Anderson <i>additional cost</i></p>	<p><b>FLP</b> Building skills in Assertiveness and saying no</p> <p>Effective meetings</p> <p>Manging challenging conversations</p> <p><b><u>Improvement Academy</u></b> Achieving Behaviour Change <i>additional cost</i> (<a href="#">link</a>)</p>

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Self-directed learning	<p><b>Horizons NHS</b> School for change agents (<a href="#">link</a>)</p> <p><b>NHS England</b> Improvement Fundamentals: QI Hikers (<a href="#">link</a>)</p> <p><b>NHS Improvement Hub</b> The Productive Leader (<a href="#">link</a>)</p> <p><b>Healthcare Leadership Academy</b> Basic Level One (<a href="#">link</a>)</p> <p><b>HEE Train the Healthcare Trainer</b> (<a href="#">FutureLearn link</a>)</p>	<p><b>King's Fund</b> An introduction to leading with kindness and compassion in health and social care (<a href="#">FutureLearn Link</a>)</p> <p><b>NHS Improvement Hub</b> The Productive Leader (<a href="#">link</a>)</p> <p><b>Improvement Academy</b> Bronze Human Factors (<a href="#">link</a>)</p> <p><b>South Yorkshire &amp; Bassetlaw ICS</b> Workforce wellbeing – compassion and inclusivity resource list (<a href="#">link</a>)</p> <p><b>Supporting our NHS people</b> How to guides (<a href="#">link</a>)</p>	<p><b>e-LfH</b> Healthcare Financial Management Association (HFMA): Short, Intermediate &amp; Advanced courses (<a href="#">link</a>)</p> <p><b>NHS England</b> Improvement Fundamentals: QI Hikers (<a href="#">link</a>)</p> <p><b>Improvement Academy</b> Bronze Quality Improvement (<a href="#">link</a>)</p> <p><b>London Leadership Academy</b> Mini leadership toolkit (<a href="#">link</a>)</p> <p><b>FMLM</b> Recommended reading list (<a href="#">link</a>)</p>	<p><b>e-LfH</b> Leadership for clinicians: Clinical Leader (<a href="#">link</a>)</p> <p>Healthcare Financial Management Association (HFMA): Short, Intermediate &amp; Advanced courses (<a href="#">link</a>)</p> <p>Population Health Digital Toolkit (<a href="#">link</a>)</p>	<p><b>Horizons NHS</b> School for change agents (<a href="#">link</a>)</p> <p><b>NHS Improvement Hub</b> The Productive Leader (<a href="#">link</a>)</p> <p><b>Healthcare Leadership Academy</b> Basic Level One (<a href="#">link</a>)</p>	<p><b>Horizons NHS</b> School for change agents (<a href="#">link</a>)</p> <p><b>e-LfH</b> Management and Leadership skills (<a href="#">link</a>)</p> <p><b>BMJ Learning</b> Leadership <i>possible additional cost</i> (<a href="#">link</a>)</p> <p><b>NHS England</b> Improvement Fundamentals: QI Hikers (<a href="#">link</a>)</p> <p><b>NHS Improvement Hub</b> The Productive Leader (<a href="#">link</a>)</p> <p><b>Improvement Academy</b> Bronze Quality Improvement (<a href="#">link</a>)</p> <p><b>FMLM</b> Leading as a junior doctor toolkit (<a href="#">link</a>)</p>	<p><b>FMLM</b> FMLM Navigator (<a href="#">link</a>)</p> <p>FMLM Leadership Development passport (<a href="#">link</a>)</p> <p><b>e-LfH</b> Management and Leadership skills (<a href="#">link</a>)</p> <p>Healthcare Financial Management Association (HFMA): Short, Intermediate &amp; Advanced courses (<a href="#">link</a>)</p> <p><b>BMJ Learning</b> Leadership <i>possible additional cost</i> (<a href="#">link</a>)</p> <p><b>NHS England</b> Improvement Fundamentals: QI Hikers (<a href="#">link</a>)</p> <p><b>NHS Improvement Hub</b> The Productive Leader (<a href="#">link</a>)</p>	<p><b>NHS Leadership Academy</b> Healthcare Leadership Model App and Self assessment tool (<a href="#">link</a>)</p> <p><b>King's Fund</b> An introduction to leading with kindness and compassion in health and social care (<a href="#">FutureLearn</a>)</p> <p>Emerging Clinical Leaders programme <i>(additional cost)</i> (<a href="#">link</a>)</p> <p><b>BMJ Learning</b> Leadership <i>possible additional cost</i> (<a href="#">link</a>)</p> <p><b>NHS England</b> Improvement Fundamentals: QI Hikers (<a href="#">link</a>)</p> <p><b>NHS Improvement Hub</b> The Productive Leader (<a href="#">link</a>)</p> <p><b>HEE Train the Healthcare Trainer</b> (<a href="#">FutureLearn link</a>)</p>	<p><b>Horizons NHS</b> School for change agents (<a href="#">link</a>)</p> <p><b>BMJ Learning</b> Leadership <i>possible additional cost</i> (<a href="#">link</a>)</p> <p><b>e-LfH</b> Project and Change Academy (CPM) (<a href="#">link</a>)</p>

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Informal learning opportunities	<b>FLP</b> Bimonthly meetings  <b>NE Leadership Academy</b> Lunch & Learn, see <a href="#">Events</a>  <b>Horizons NHS</b> #caring4nhspeople ( <a href="#">link</a> )  <b>King's Fund</b> Annual conference ( <a href="#">link</a> )	<b>FLP</b> Bimonthly meetings  <b>NE Leadership Academy</b> Lunch & Learn, see <a href="#">Events</a>  <b>NHS Leadership Academy</b> Bitesize ( <a href="#">link</a> )  Support for leaders ( <a href="#">link</a> )  <b>Horizons NHS</b> #caring4nhspeople ( <a href="#">link</a> )  <b>East Midlands Leadership &amp; Management Programme (LMP)</b> ( <a href="#">NHS learning hub link</a> )	<b>FLP</b> Journal club (monthly)  <b>FMLM Trainee Steering Group</b> See <a href="#">events</a> @FMLM_TSG_  Bitesize Book Club (on Twitter) ( <a href="#">link</a> )  <b>BMJ Leader</b> Journal and blog ( <a href="#">link</a> )  <b>King's Fund</b> Annual conference ( <a href="#">link</a> )  <b>Leadership Online</b> Leadership and management resource directory, focused toward NHS and public sector ( <a href="#">link</a> )	<b>Future Leaders Conference</b> Annually in February/March ( <a href="#">link</a> )  <b>King's Fund</b> Annual conference ( <a href="#">link</a> )  <b>FMLM Annual Conference</b>	<b>Future Leaders Conference</b> Annually in February/March ( <a href="#">link</a> )	<b>FLP</b> Bimonthly meetings  <b>NE Leadership Academy</b> Lunch & Learn, see <a href="#">Events</a>  <b>Horizons NHS</b> #caring4nhspeople ( <a href="#">link</a> )  <b>FMLM Trainee Steering Group</b> See <a href="#">events</a> @FMLM_TSG_  Bitesize Book Club (on Twitter) ( <a href="#">link</a> )		<b>FLP</b> Bimonthly meetings  <b>Future Leaders Conference</b> Annually in February/March ( <a href="#">link</a> )  <b>NE Leadership Academy</b> Lunch & Learn, see <a href="#">Events</a>  <b>NHS Leadership Academy</b> Bitesize ( <a href="#">link</a> )  Support for leaders ( <a href="#">link</a> )
	Project work							
	Shadowing/Observation							
	Coaching							
	Leadership 360°							
	PG Certificate qualification (or equivalent)							

We would suggest fellows review the NHS leadership self-assessment tool at the beginning of the year to help facilitate the formulation of the PDP and target areas for learning