



The British Association of Prosthetists and Orthotists Leadership Programme



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About the author



The British Association of Prosthetists and Orthotists (BAPO) commissioned Real Healthcare Solutions Ltd to develop and facilitate this leadership programme.

Richard Shorney has a unique and diverse background in healthcare and business. His skill set has been developed over the past 24 years in both clinical practice and having worked in the medical device and life sciences sectors.

Richard is the proud founder of Real Healthcare Solutions Ltd. The company was set up for the benefit of healthcare organisations; industry; and the clinician, and ultimately focused on improving outcomes for patients.

Richard achieved his MSc in wound healing and tissue repair through the University of Wales, Cardiff. He has published articles in several peer-reviewed journals.

Richard speaks passionately about leadership and global healthcare issues and has been fortunate to facilitate national healthcare leadership programmes, global advisory groups and the Department of Health and Social Care steering groups.

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- Peter Iliff, Chair of BAPO
- Dr Nicky Eddison, Vice-Chair of BAPO
- Dr Beverley Durrant, Co-Project Lead/Director and Consultant, Vectis Healthcare Solutions
- Sandra Sexton, Prosthetist/Orthotist and BAPO's Education and Practice Development Officer
- Christabelle Asoluka, Prosthetist/Orthotist and BAPO's Assistant Education and Practice Development Officer

Leadership in healthcare

Prosthetists and orthotists are one of the 14 Allied Health Professions recognised by NHS England¹. Allied health professionals (AHPs) are the third largest clinical workforce in the National Health Service (NHS). AHPs practice in most clinical pathways across all stages of the patient's pathway, working across organisational boundaries, and contributing to the transformation of healthcare². However, traditionally, strategic leadership positions for AHPs within the NHS have been relatively small in number. In recent years, the NHS has increasingly focused on the importance of AHPs in transforming healthcare³.

The performance of hospitals and the quality of care service users receive are all influenced by the quality of its leadership⁴. The NHS long-term plan sets out to strengthen and support good, compassionate, and diverse leadership at all levels⁵. Leadership is not the dominion of the most senior staff, there is an increasing recognition that all employees need to be leaders⁶. Thus, leaders come in many different forms and can operate at any level.

The most critical resource in any organisation is its people. The leadership staff receive is vital to their job satisfaction and in healthcare, it is decisive in influencing the quality of the care it delivers⁷. It is essential to every aspect of the organisation, it requires a leadership culture that promotes an enabling and psychologically safe environment, and the capacity, time, and skills for people to learn and experiment to be a true driver for change⁷. We are in the midst of a cultural shift towards a more psychosocial model of care approach which considers the wider determinants of health; leadership will be key to realising this goal⁷. Thus, the need for diverse leadership has been recommended⁸, with particular emphasis on the representation of the smaller allied health professions³.

BAPO's Leadership Programme design

The programme intends to support the next generation of leaders in prosthetics and orthotics.

The funding provided by NHS England has supported two cohorts to take part in the programme and has further supported the establishment of the BAPO leadership alumnus, developing links with other Allied Health Professions including podiatry and potentially speech and language therapy.

To be truly effective, leaders need to build a toolkit of knowledge, skills, and behaviours that will set them, their teams, and their organisations up for success.

BAPO aims to develop a programme that fulfils the delegates' leadership expectations, from both an operational and strategic perspective.

1. NHS.UK. NHS England Allied Health Professions. NHS.UK. <https://www.england.nhs.uk/ahp/role/>. Published 2021. Accessed December 17, 2023.
2. Health, Federation, England. A strategy to develop the capacity, impact and profile of allied health professionals in public health 2015-2018. 2015.
3. Eddison, Healy, Darke, et al. Exploration of the representation of the allied health professions in senior leadership positions in the UK National Health Service. *BMJ Lead. August 2023*;leader-2023-000737.
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BAPO Leadership Programme learning objectives

As a result of attending this leadership programme, participants will:

- Have a clear idea of what leadership means, to them and others.
- Appreciate their own leadership style, qualities, and strengths.
- Understand the need for flexibility in leadership and how to achieve it.
- Know how to define and communicate an inspiring vision.
- Understand how to use their leadership skills to influence, motivate, inspire, and challenge others
- Demonstrate an understanding of group dynamics and effective teamwork.
- Know how to network and influence those around them to achieve their vision.

Good leadership starts with self-awareness, effective leaders must develop an awareness of their strengths and weaknesses, their preferred leadership style, and approach, and their emotional triggers. They must also learn how to manage, mitigate, and maximise these for the benefit of their teams. Candidates receive insight into this area, with extended sessions provided by Professor Paul McGee.

The introductory session also includes a taught session delivered by David Wylie, former Associate Director at NHS Education for Scotland. David delivers a session highlighting the value of culture and behaviour in determining leadership outcomes. Data is also used to illustrate the need for all Allied Health Professions to focus on collective gaps within specific professions, which can inhibit opportunities for growth and influence within systems.

To support the development of self-awareness each cohort on the BAPO Leadership programme will be invited to undertake profiling and personal assessment. This will take the form of a SpotlightPROFILE®.

SpotlightPROFILE® is a personality profiling tool, designed with performance in mind. It has been applied within organisations and teams from a wide range of fields, from elite sport to the financial sector and now in the healthcare arena.

The core principles of SpotlightPROFILE® are:

- People change when there's something to be won or lost (and there's increasingly something to be won or lost in our daily interactions).
- Modern personality theory shows that we change across contexts, and with volitional effort, it's important to recognise and understand this shift.
- To connect and thrive in the modern workplace, it's important to be able to FLEX our behavioural style and COPE in a variety of ways, depending upon the mindset that we need.
- It's, therefore, less about "where you are" (on the profile) and much more about "where you can get to".
- Our weaknesses are often our strengths overplayed; anything to excess becomes toxic.

The BAPO Leadership Programme illustrates to participants that essential leadership knowledge includes a combination of finance, strategy, planning, and team dynamics. By learning together, the programme aims to instil an awareness within participants that the best leaders expand their thinking beyond what's visible to capitalise on the hidden drivers of organisational success: inclusion, agility, flexibility, employee wellbeing, and engagement.

The BAPO Leadership Programme comprises a mix of theoretical and practical skills, all contributing to the development of each cohort's leadership toolkit.

Leaders are role models, and the example they set has a huge impact on the organisational culture. It is therefore critical that they first appreciate and then demonstrate the appropriate behaviours that build trust and promote a positive working environment and do so authentically and consistently.

Underpinning all of this is excellence in communication: influencing, persuading, negotiating, collaborating, networking, engaging, and inspiring people to bring their best selves to work every day.

Cohort selection criteria and application process

Set selection criteria are utilised to ensure equal opportunity is embedded in the selection for places on the programme.

For cohort one there were 18 places available to all BAPO members that fulfilled the selection criteria. BAPO especially welcomed applications from prosthetists and members working in Scotland, Wales, and Northern Ireland as well as England.

The application process involves submitting a C.V. and completing a 250-word expression of interest titled *“How this BAPO leadership programme will assist my professional development”*.

The Implementation of Cohort One and Two

Cohort One:

BAPO received 31 applications for the programme in year one.

Programme outline for Cohort One

The opening event:

Venue – Royal College of Podiatry (RCOPod) offices, London
 Date – 22nd November 2022
 Full day’s agenda
 A full report of the event

Three follow-up evening seminars:

Held virtually (on the Microsoft Teams platform)
 Date – between December 2022 – February 2023

Project follow-up session:

Venue – The British Association of Dietetics Association (BDA) offices, Birmingham
 Date – 24th March 2023

Project Timeline

This timeline gives an overview of the elements covered in the BAPO Leadership Programme for Cohort One

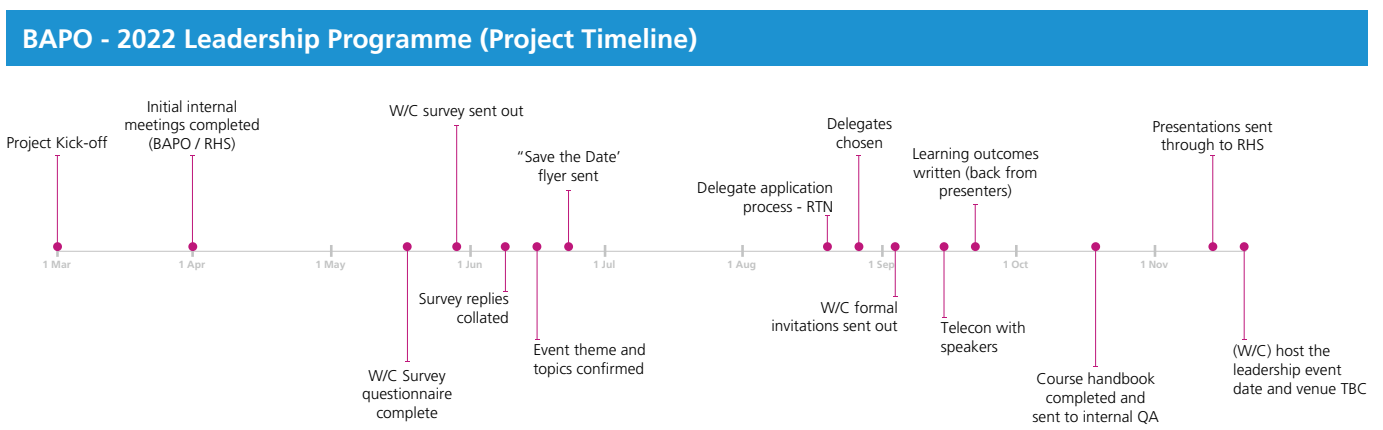


Figure 1: Project time line

The success of the programme

Cohort One’s evaluation of the programme indicated participants deemed the programme to be a success. The success of the programme was assessed not only on content but how the cohort felt in being able to apply their knowledge into practice.

Additional success measures that BAPO will be measuring for future cohorts will include how many participants go on to fill leadership positions within and outside of their current working environment.

Two papers have been written by Dr Nicky Eddison and Richard Shorney regarding the programme and both have been published in the BAPOConnect quarterly magazine^{9,10}.

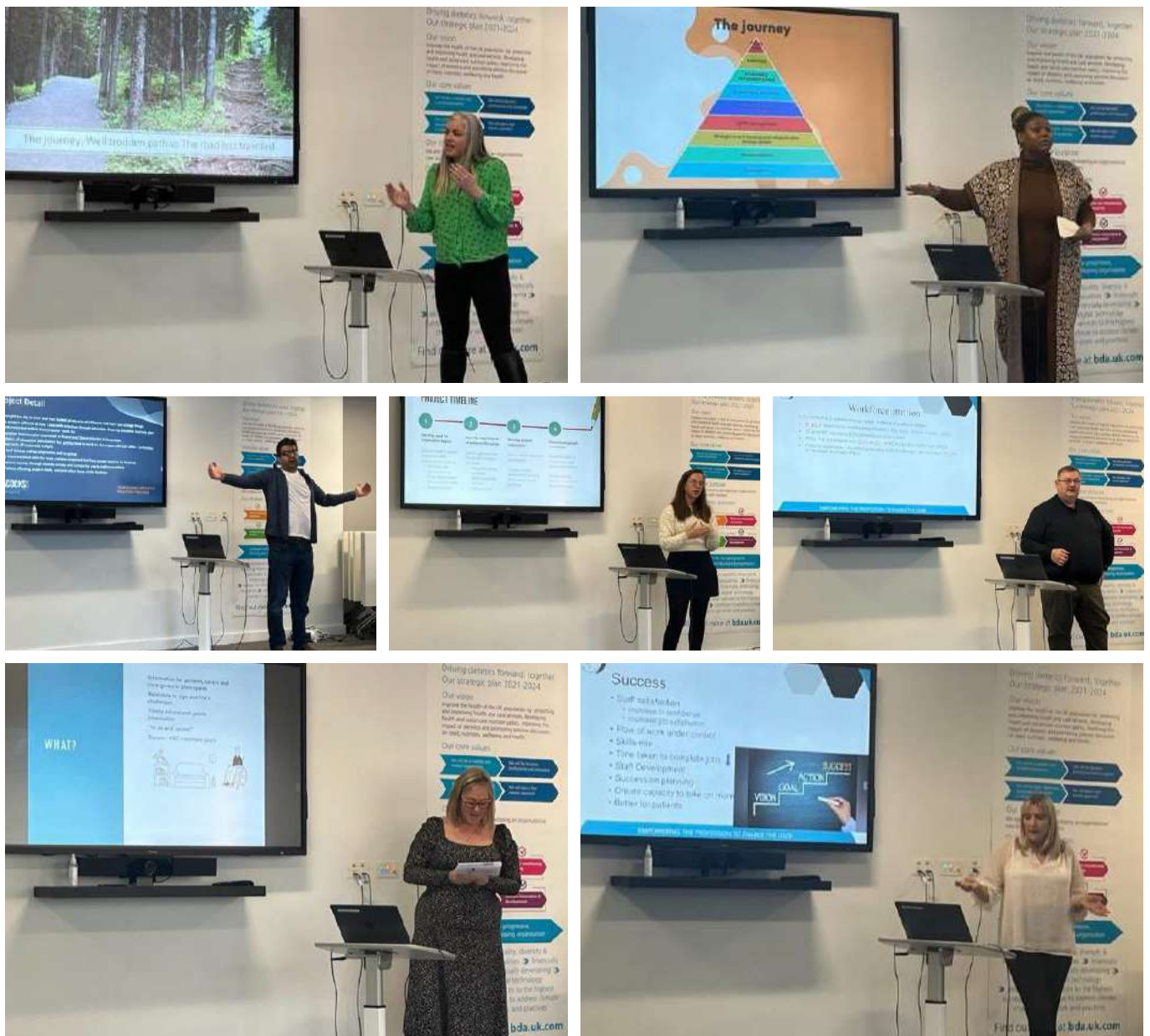


Figure 2: Cohort one presenting their projects

9. Eddison N; Shorney R. Developing leaders within the Allied Health Professions. Br Assoc Prosthetists Orthotists BAPOConnect Issue 3. 2022:24-5.
 10. Shorney R. Implementing a bespoke BAPO leadership programme. Br Assoc Prosthetists Orthotists BAPOConnect Issue 2. 2023:30-1.

Cohort Two:

There were 18 places available to all BAPO members that fulfilled the selection criteria, which remained the same criteria used for Cohort One.

This time BAPO received 34 applications for the 18 places, which showed an increase of almost 10% compared to Cohort one.

Programme outline for Cohort Two

Implementation

The programme for Cohort Two consisted of:

An opening event:

Venue – BDA offices, Birmingham

Date – 17th November 2023

The agenda was adapted to allow for further focus on exploring self-awareness and insight into emotional triggers.

Three follow-up evening seminars:

To be held virtually (on the Microsoft Teams platform)

Date – between December 2023 – February 2024

Project follow-up session:

Venue and date – to be confirmed for March 2024 where candidates' projects will be presented to their cohort and members of the first cohort will be invited to attend, as well as senior members of the BAPO Executive team.

Project Timeline

The timeline for Cohort Two will include the same milestones as Cohort One, including a revision of all elements of the programme, so candidates can fully explore all themes.

Leadership should never be viewed as a 'one-off event' instead it should be seen as a 'journey of learning'. To this end, the programme will be iterative, through a continued evaluation of its success.

In addition, Sarah Evans from Salford University will be supporting BAPO (as part of her doctoral studies) in developing the onward measures of the programme, especially with a focus on systems leadership.

Alumnus

Following the completion of the first programme, BAPO has worked with Real Healthcare Solutions Ltd to develop a programme for its alumni. The purpose is to remain connected to the alumni and to provide ongoing support for their leadership journey.

Members of the first cohort have been invited to two evening sessions to explore leadership themes and experience with leaders from outside of the prosthetic and orthotic profession.

1. On the 7th September 2023, a session took place which included Q&A with former Chief Constable for Cumbria, Stuart Hyde QPM.
2. On the 30th November 2023, a session took place which included a Q&A with Joanne Casey, Professional Development Lead at RCOpod who has co-designed their Podiatry Leadership programme and initiated its own Alumnus.

This is a key part of the programme designed to ensure a strong legacy for the BAPO Leadership programme. It is envisaged that further cooperation with RCPod and the Royal College of Speech and Language Therapy (RCSLT) will provide additional opportunities for sharing best practices and insight into how leadership can be developed across the Allied Health Professions.

Feedback from Cohort One participants

"The course has widened my understanding of leadership and how my leadership style is vital in creating the right culture within my team. I now feel more confident in my role as a leader."

Will Butterill

"The BAPO leadership course was extremely worthwhile and informative. As someone who has been in the profession a number of years and as someone working in a leadership role. I found that the course reinforced some principles I had already gained but also taught me lots of new things. I believe we can always learn something from these types of courses and from others on the course. I made a lot of contacts whilst being part of the course and hope to build on this in the coming months and years. It is of benefit to anyone wherever they are on their career journey. You will always gain something from it."

Gail Morrison

"The BAPO leadership course has benefitted me by helping to inspire me about what leadership is truly about. The course felt empowering, and I found the psychological aspects really interesting, it enabled me to reflect on myself and my journey."

Listening to my peers' presentations made me hopeful for the future of P&O. Many of the presentations were concerned with how we help the profession to thrive and progress and this confirmed to me that strengthening the P&O community is a vital part of this process."

I believe the leadership course will have a part to play in this community building. I would like to take this opportunity to thank BAPO for this course and the insights it has given me."

Gemma Cassidy



Figure 3: Cohort one following completion of BAPO's Leadership Programme

References

1. NHS.UK. NHS England Allied Health Professions. NHS.UK. <https://www.england.nhs.uk/ahp/role/>. Published 2021. Accessed December 17, 2023.
2. Health, Federation, England. A strategy to develop the capacity, impact and profile of allied health professionals in public health 2015-2018. 2015.
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9. Eddison N; Shorney R. Developing leaders within the Allied Health Professions. *Br Assoc Prosthetists Orthotists BAPOConnect Issue 3*. 2022:24-5.
10. Shorney R. Implementing a bespoke BAPO leadership programme. *Br Assoc Prosthetists Orthotists BAPOConnect Issue 2*. 2023:30-1.