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 **Leadership for Population Health (for Executive and Non-Executive Leaders)**

**Population Health Leadership Development Programme (for Senior Leaders)**

**Who is the programme for?**

The programme for 25/26 will be structured around two cohorts, Executive and Non-Executive leaders and senior leaders.

As an **Executive or Non-Executive leader,** you will be in an established leadership position with significant responsibilities across health and care. This will include those with Board level responsibilities, for example, Executive Directors, Non-Executive Directors, very senior managerial leaders, very senior clinical leaders in acute, mental health, community and/or primary care settings and very senior place-based leaders, both clinical and non-clinical.

As a **senior leader**, you will be passionate about this agenda and have an eagerness to learn more and spread your wings in this leadership space. You may be leading a team or function, clinically or managerially or may be responsible for policy and strategy development. Our hope would be that half of the senior leader cohort will be drawn from primary care where you will either be a Primary Care Network Clinical Director or a Primary Care Network Manager. Whatever your senior leader role, you will have opportunities to bring significant influence across your area of work.

If you are unsure if the programme is for you, get in contact and we will be happy to discuss with you. Please direct any initial enquiries to katie.gilligan@lscft.nhs.uk or see the Expression of Interest template for contact details for the facilitators.

***Please note that places are limited and commitment to attending the full programme is required.***

If the programme is oversubscribed, then we will base the selection on the information contained in your Expression of Interest.

**What will you learn and what will you get out of it?**

“*We are very clear as a system that we want to improve the health of our population through the tackling of health inequalities and inequity. There are people in neighbourhoods in Lancashire who are dying 17 years earlier than people who were living 3 or 4 miles down the road.*

*Our work is absolutely about building a social movement and working with our communities. So, we're going to be continuing to engage and participate with our communities in changing the conversation and the expectation around population health across Lancashire and South Cumbria. We want to make sure that we go on this journey of improving our health and tackling health inequalities together.*”

**Dr Andy Knox, Medical Director**

**Lancashire and South Cumbria Integrated Care Board**

The aim of the programme is to support a range of health and care professionals predominately drawn from NHS partners within our Integrated Care System, to build a shared understanding of social determinants of health and health inequalities, to develop their own population health and leadership skills and support them in initiating a health inequalities and/or prevention improvement project within their sphere of practice.

During this programme you will have the opportunity to learn more about health inequalities, social determinants of health, improvement approaches and lived experience, tailored to each cohort of Executive and Non-Executive leaders and senior leaders. Overall, it will provide an opportunity for you to:

* Understand and further explore the concept of the social determinants of health, population health and current policy drivers within the health and care system. This will include having the opportunity to learn from a broad range of local, national and international leaders.
* Understand and develop your leadership role and skills and learn how to use this effectively in a complex system using your unique assets and experiences. This will include deep personal and professional reflection to better understand your own values and how you work and respond in teams and how the programme can help you attain your best self to optimise best outcomes.
* Understand your role, your service, the people who use it and/or your local communities through the lens of the social determinants of health.
* Understand the opportunities for applying your learning for effective delivery of work that impacts on health inequalities, health outcomes and demand on services. This will include insight for delivery of the primary care LES, addressing inequities in service access and outcomes and inequalities driving demand in urgent care.
* Learn about the current local and national policy context.
* Identify local, regional and national opportunities for improving population health via integrated working and authentic community participation.
* Have space to reflect on the challenges that face your communities and on how what you have learned could inform your practice both personally and professionally.
* For Senior Leader cohorts, to receive support via an Action Learning Set comprised of peers from the programme and other supported activities to develop your ideas, practice and project ideas.
* Form a network of peers and colleagues at system and place to work with during and after the programme.
* Develop and showcase your population health work.

**Course Content**

The programme will be comprised of 10 modules. For the Senior Leaders cohort there will be project focussed Action Learning Sets and other supporting aspects. For the Executive cohort there will be buddy arrangements into primary care and the community, voluntary, faith and social enterprise sector. The 10 modules will be refined and tailored to each cohort of Executive and Non-Executive leaders and senior leaders and will adapt as required based on our learning from the previous cohorts. Topics covered will include:

* Why do health inequalities matter?
* Who am I as a leader?
* The power of improvement – systematic and scaled approached
* The compassionate leader
* Dancing with complexity and kindness
* Power, stigma, racism and me
* Primary care and public health – power, partnership and potential
* Community power and the power of communities
* The integrated leader and the art of collaboration
* Looking back, looking forward, and looking beyond (celebration and reflection)

**What does participation involve?**

To participate in the programme, you must be willing to:

* Have a commitment to genuine new learning professionally, with an openness to “unlearn”, challenging existing knowledge, thoughts and beliefs around health inequalities, social determinants, population health and health equity.
* Have a commitment to genuine new learning personally, with a willingness to explore your own core values and purpose and to enhance your leadership skills and behaviours in this space.
* Be present.
* Be prepared to protect the time for all aspects of the programme. This includes the dedicated sessions, time for the project and Action Learning Set and other key aspects that will support your development and expand your networks. Attendance throughout the programme is required with day one being essential because of foundational it is to the rest of the programme.
* Secure agreement for your participation in the programme from your organisation, line manager, Chair or Chief Executive as appropriate to your role.
* Commit to attend all 10 module training days from September 2025 to July 2026.
* Commit to generate ideas and share learning across your team and/organisation of what you want to achieve.
* Commit to leading a piece of work within your team and/or organisation to improve equity and reduce health inequalities.
* Commit to develop a case study (with support) to showcase your work via best practice sessions.
* Commit to take part in the general and overall programme evaluation to inform future cohorts.

**The dates of the modules for 2025/26 will be:**

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| **Senior Leaders Programme** | **OR** | **Senior Leaders Programme** |
| Tuesday 9th September 2025 | Thursday 11th September 2025 |
| Tuesday 7th October 2025 | Thursday 9th October 2025 |
| Tuesday 11th November 2025 | Thursday 13th November 2025 |
| Tuesday 9th December 2025 | Thursday 11th December 2025 |
| Tuesday 10th February 2026 | Thursday 12th February 2026 |
| Tuesday 10th March 2026 | Thursday 12th March 2026  |
| Tuesday 7th April 2026 | Thursday 9th April 2026 |
| Tuesday 12th May 2026  | Thursday 14th May 2026 |
| Tuesday 9th June 2026 | Thursday 11th June 2026 |
| Friday 17th July 2026 |

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| **Executive and Non-Executive Leaders Programme** |
| Friday 12th September 2025 |
| Friday 10th October 2025 |
| Friday 14th November 2025 |
| Friday 12th December 2025 |
| Friday 13th February 2026 |
| Friday 13th March 2026 |
| Friday 10th April 2026 |
| Friday 15th May 2026 |
| Friday 12th June 2026 |
| Friday 17th July 2026 |

**What are the benefits of participation?**

The benefits of participation include:

* Having time to explore and nurture who you are and how you will develop your leadership skills in this space.
* An opportunity for personal and professional development in the area of population health and health equity meeting a range of learning outcomes.
* An opportunity to develop and/or expand a new peer network of colleagues with a shared interest in taking practical action to address health inequalities.
* New practical insights into how to address issues relating to population health, health inequalities and health equity in your community or service.
* Enhancing your skills for delivering more targeted approaches for tackling health inequalities including opportunities for impacting unwarranted variation in primary care, addressing inequalities in service access and outcomes and tackling inequalities in urgent care
* An opportunity for you to develop and test your population health /service improvement ideas.
* Support in promoting your work across the system e.g. showcasing at our regular monthly population best practice events.
* Significant contribution to your annual Continuing Professional Development.

**Where will the programme be held?**

The programme will be held at the Health Innovation Campus at Lancaster University.

Registration starts at 9am for a 9.30am start and the day finishes no later than 5pm.

**What is the cost of the programme?**

There is no cost to participate in the leadership development programme apart from your time and presence. We want you to receive a place on this programme as a gift. As with any gift, we hope you receive it with gratitude and use it well to develop the skills you need to become an even greater gift yourself to the communities you serve.

**How to apply for a place on the leadership development programme**

If you are interested in applying to take part in the programme, please complete the attached Expression of Interest (EOI) form that is signed by yourself and your line manager, Chair or Chief Executive as appropriate.

**Deadline for submitting your expression of interest is 5pm on Friday 30th May.**

**Submissions should be sent to** katie.gilligan@lscft.nhs.uk

We will aim to contact you **by cop Friday 27th June 2025** to let you know whether your application for a place on the programme has been successful and to provide joining instructions.

Please follow this link to read an article about the Academy’s first leadership development programme [Developing primary care leadership for population health and equity: how to begin | The King's Fund](https://www.kingsfund.org.uk/publications/primary-care-leadership-population-health-and-equity)

Please follow this link to read an article about the [Academy in Healthcare Leader magazine How systems are leading on health equity - Healthcare Leader](https://healthcareleadernews.com/editors-pick/how-systems-are-leading-on-health-equity/?utm_content=bufferfe2e8&utm_medium=organic%2520social&utm_source=facebook&utm_campaign=hclsocial&fbclid=IwAR0nAeMXgjvbJF60mZCK5Ohz7eatyfRYqCRdndLugtJPK56tlMLIqEoN7y8)

Please follow this link to view a video featuring interviews with [graduates from last year's leadership development programme.](https://www.youtube.com/watch?v=Teuvx_Ycrh0)