

Coaching

Information about coaching and the support that NHS Elect can provide.



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Introduction

NHS Elect is a members’ network of over 60 organisations. We are part of the NHS and have been providing a range of high-quality support and training since 2002.

About the Coaching Faculty

The coaching faculty at NHS Elect was established in 2010. Since then, the team has expanded and developed a broad range of coaching interventions. The coaching team has extensive senior management experience, with insights that range from board level appointments to senior clinical and operational management know-how.

All of the coaching team at NHS Elect are registered with the Association for Coaching and work to a recognised ‘global code of ethics’. Our coaches have all completed an intensive training programme prior to coaching, are required to complete the ILM Level 7 Executive Coaching & Mentoring qualification as well as regular, ongoing continuing professional development (CPD) and coaching supervision. These professional standards ensure that NHS Elect continues to offer the best support to our clients.

Areas of Work

Examples of the services provided by the coaching faculty at NHS Elect, largely fall into these key areas:

- 1:1 coaching
- Team coaching
- Supporting individuals and organisations to navigate or facilitate other non-coaching interventions, such as mentoring
- Coaching skills training
- Facilitation skills training
- Mentoring skills training

NHS Elect provides coaching services to clinicians, executives, managers and a wide range of people working in and supporting the NHS.

There are also a range of articles, videos, animations and information about coaching in the members area of our website.

NHS Elect



Courses and seminars



1:1 and team Support



Specialist Consultancy



On-site Training



Shared Resources

Benefits of Coaching

Coaching has many potential benefits, all of which can help individuals move forward or create positive change for them and their organisation. Interventions can be focussed on a range of topics, which might include:

- | | |
|-----------------------------------|--|
| ✓ Prioritisation | ✓ Effectiveness on specific projects/tasks |
| ✓ Presentation, | ✓ Greater self-confidence |
| ✓ Improving self-awareness | ✓ Increased job satisfaction |
| ✓ Career decisions | ✓ Engagement and well-being at work |
| ✓ Understanding motivation | ✓ Stress reduction and greater personal resilience |
| ✓ Improved personal effectiveness | |
| ✓ Personal development | |
| ✓ Relational conflict | |

How We Work

A typical example

A coaching intervention for an individual, might include;

- An introductory conversation with the coach assigned
- Up to 4 action focussed coaching sessions with a trained coach (more sessions available if appropriate)
- Coaching sessions are typically 1-2 hours long.
- Coaching sessions can also be provided using MS Teams or another online platform, where necessary
- Coaching sessions can take place at an appropriate location on, or off site as agreed with the coach
- The client must be prepared to commit to the coaching sessions and to travel, if and where necessary
- Each client's coaching needs are different, so a bespoke programme is always agreed with the coach assigned, to best suit their needs
- The coach can use a number of coaching tools and techniques to help develop insight, awareness and ultimately help their client work through problems, decisions or situations they wish to navigate their way through

How We Work

The Coaching Contract

All coaching conversations are treated as **confidential**.

Most of our coaching clients either self-refer or they are introduced to us by a local sponsor or line manager. In some circumstances - with client consent - feedback can be agreed and given to a sponsoring/referring manager if requested, although it is more usual for the client to take responsibility for their coaching and any subsequent communications.

Prior to the commencement of coaching, an introductory call between the client and a senior member of the faculty at NHS Elect is organised. This conversation sets out to clarify the coaching process, explain what it involves and how it works in practice, whilst answering any questions that the client might have. Assuming coaching is agreed to be the right approach at this stage, next steps are agreed and this will include the assignment of a coach.

All clients are asked to 'contract' with *their* coach. This will require a commitment to the coaching process, punctual attendance at agreed meetings, a set of objectives for the coaching experience and an agreement to give feedback to the coach.

How to Access Coaching

Coaching support can form part of the standard membership offer for all NHS Elect member organisations. NHS Elect can also provide coaching support for those working in other parts of the service, or for those in organisations that work in support of the NHS.

Please note - to access 1:1 coaching and team coaching at NHS Elect member sites, you will need the support of the NHS Elect account manager at your organisation (as this is a managed resource). Our team will be able to let you have information about who that is, if required.

To discuss how coaching might help you, your team and your organisation, please contact Darren Leech at **darren@nhselect.org.uk**

“You have played an instrumental role in my career progression and I am eternally indebted to you”

Dr. Omowunmi Akindolie
Consultant in Ambulatory Paediatrics,
King’s College Hospital NHS Foundation
Trust

“It is really useful to get a chance to reflect and talk things through – coaching has helped me to develop as a clinical leader.”

Divisional Clinical Director
York & Scarborough Teaching Hospitals
NHS Foundation Trust

“Comfortably the most helpful 90 minutes of my time to date in the NHS”

Service Manager
Oxfordshire

Contact Details

If you have general enquiries about coaching, or would like further details on any of the above please contact:

Darren Leech (Head of the Coaching Faculty at NHS Elect)

or any of our coaching team:
Eilis Parker, Simon Griffiths, Deborah Thompson, Lisa Godfrey, Linda Keenan, Sue Kong, Nicola Chandler or Nicki McNaney

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Our Coaching Team



Darren Leech

Darren is an experienced director and executive coach. He is head of the coaching faculty at NHS Elect and has an impressive executive and non-executive track record in the pharmacy, health and education sectors. Darren retains an academic research interest and has regularly published work on leadership and coaching. He particularly enjoys working with senior clinicians and provides 1:1 and team-based coaching support to those wanting to improve themselves, how they work with others and manage their career.



Eilis Parker

Coming from a background as a Chartered Physiotherapist and a number of professional and general management posts, Eilis joined NHS Elect in 2004, qualifying as a coach in 2013, and was the founding member of the coaching faculty. Working as part of the OD Team with special interests in resilience, team working and helping members improve their coaching skills, Eilis finds great reward in coaching individuals and teams; equipping them with tools and knowledge, and providing challenge, to help them to develop themselves to become more effective in what they do.

Our Coaching Team (continued)



Simon Griffiths

Simon is a Director with NHS Elect and a qualified coach and mentor. He is a NHS general manager by background having worked for 20 years at Board level in NHS provider and commissioning organisations in London and Derbyshire. He has also been a non-executive chair in the voluntary and educational sectors. In addition to being part of the NHS Elect coaching faculty, Simon works as a quality improvement coach supporting NHS sites and systems across the range of NHS Elect's clinical improvement networks.



Deborah Thompson

Deborah Thompson MSC, Dip HE, RGN is a Director at NHS Elect Director covering Urgent Care Delivery Networks. This involves leading the design and delivery of two large-scale improvement programmes across the UK; The Ambulatory Emergency Care Network and Acute Frailty Network. In addition, she also designs bespoke programme support and expertise to frontline teams to improve emergency care. Deborah has 38 years' experience as a clinician and manager in NHS acute services.



Linda Keenan

Linda has considerable organisation and leadership development experience gained in the health, charity, and housing sectors. Prior to joining NHS Elect, Linda ran her own organisation development consultancy for 12 years, working predominantly in the charity sector with organizations such as Medecins Sans Frontieres and the British Heart Foundation. Linda has an MSc in Organisation Development and is an accredited advanced action learning facilitator (ILM).



Lisa Godfrey

Lisa has 31 years' experience in the NHS and is an experienced leader of transformational change and improvement. Prior to joining NHS Elect in 2013, Lisa held a variety of executive director roles in acute Trusts and the charitable sector; including the Directorships for Strategy and Service Transformation, and Campaign Director for Patient Experience. A nurse by background, Lisa has led a number of significant projects including service reconfiguration, major capital builds and cultural change programmes. Lisa uses service improvement and programme management approaches with social movement techniques.



Sue Kong

Sue has 27 years of NHS strategic and operational NHS experience in London and East Midlands. Sue is passionate about developing young people and diversity in the NHS and has created Train the Trainer programmes for Customer Care for NHS services. Sue has personally trained over 3,000 staff in the NHS in 'Improving the Patient Experience' in customer service and emotional listening skills. Sue has an MBA (distinction) specialising in marketing and is a CIM Chartered Marketer. Sue is an editorial board member for the Journal of Patient Experience (SAGE) and has presented at Warwick Business School, the Institute of Directors and the 2020 Arab Health Congress.



Nicola Chandler

Nicola is a director at NHS Elect, an experienced QI practitioner and senior improvement coach. She has supported multi-disciplinary teams to deliver national initiatives such as 18 weeks and Enhanced Recovery and also those participating in the Ambulatory Emergency Care collaboratives.

Since joining the NHS in 1993, Nicola has worked in several senior operational management roles in the community, acute and commissioning sectors. Her role at NHS Elect is primarily in the service improvement and change management space and Nicola is an experienced facilitator, also responsible for delivering workshops on Human Factors and Ergonomics in Healthcare.



Nicki McNaney

Nicki began her career as a nurse and has held national improvement leadership roles in both England and Scotland. Nicki enjoys working with individuals to achieve their personal and professional goals. She has an MSc in Management and has completed The King's Fund Athena leadership development programme for executive women, the IHI Summer School programme and Human Systems Dynamics certification. She is a Fellow of the Institute of Leadership and Management and is a Chartered Manager and Chartered Fellow of the Chartered Management Institute.