

# 20/20

EMPOWER

INNOVATE

DELIVER

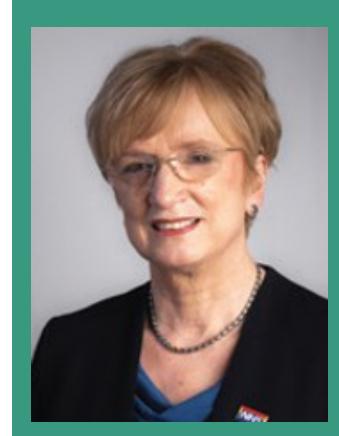
Developing the person, to improve the place,  
for the benefit of the whole population

## Introduction

### Welcome to the Frimley Academy and the 20/20 System

**Leadership Development Programme**, a fantastic opportunity to embark on a leadership journey alongside your cross-sector peers, partners, and residents from across the Frimley Health and Care Integrated Care System (ICS).

Since 2017, Frimley ICS has united NHS, local government, voluntary sector, and community organisations to serve our communities across North East Hampshire and Farnham, Surrey Heath, Bracknell Forest, Slough Borough, and the Royal Borough of Windsor and Maidenhead.



As an ICS partner, NHS Frimley has always believed that investing in our people, fostering strong relationships, and cultivating an inclusive, whole-system leadership culture, one that transcends professional, organisational, and sector boundaries, is key to tackling the complex challenges we share and to achieving sustainable improvements in public services and health outcomes.

### Frimley Academy: Investing in System Leadership

Since its launch in 2018, our Frimley Academy team has underpinned our 'system first' commitment by working collaboratively with partners to provide inclusive leadership and learning opportunities. This ongoing investment strengthens our collective capability for advanced system partnership working, delivering real impact for our people and our communities.

### 20/20 System Leadership Programme

As one of our flagship initiatives, 20/20 has gained national recognition for bringing together passionate leaders from across health and social care, local government, voluntary sectors, and communities. As a participant on the programme, you will gain a deeper understanding of the perspectives and challenges of the wider system, build stronger networks relationships for system working, and develop the skills, mindset and confidence to lead and collaborate more effectively through the creation of more compassionate and inclusive leadership cultures

### A Personal Reflection

As someone who regularly engages with the cohorts, I am continually inspired by their energy, capability, and the transformational impact they describe—both professionally and personally. If you are a leader, senior leader, or represent a group of leaders within health and care and are committed to enhancing your influence, collaborating with peers and communities, designing and delivering better population health outcomes, and tackling inequalities that no single person, sector, or organisation can solve alone then, I wholeheartedly commend 20/20 to you.

### Fiona Edwards

Chief Executive of NHS Frimley

## The way we lead – Frimley Leaders...

**Frimley Academy**  
Leadership, Culture and Improvement

### Are trustworthy and create trusted partnerships

We lead by:  
Creating trusted relationships, being trustworthy, engaging with people with authenticity and openness, value teams and partnerships, teaming and psychological safety, facing into difficult conversations with trust

### Value being human

We lead with:  
Authenticity, kindness, compassion – put people first, are courageous and vulnerable, are curious and are present with ourselves and others, help others to realise their gifts and achieve potential

### Focus on wellbeing for themselves and others

We lead by:  
Prioritising personal and collective resilience and wellbeing for all, create space for thought leadership, develop human connectedness, coach others and lead by example

### Inspire change through shared purpose

We lead by:  
Creating clarity of purpose and collective accountability, developing collective narrative and using the power of story telling to inspire change

### Focus on healthier communities

We lead with:  
Communities, community leaders and others to liberate community assets, build on Social capital and community connections to create healthier communities

### Are inclusive and embrace diversity

We lead by:  
Relentless focus on being inclusive, valuing diversity and promote equalities – embracing others, recognising and developing uniqueness

### Our Leadership Practices

Valuing all: personalising our leadership, liberating others, being visible, creating freedom to act, being agile and flexible, embracing change, using our personal influence, leading through uncertainty, leading by example

## The Programme

Over a 6-month period, empowered individuals are invited to attend energising residential and day events in venues across the local system and beyond. We run two cohorts per year – spring and summer.

Participants on the programme will be in receipt of an engaging and interactive suite of sessions, designed to create an environment of collaboration, trust and freedom where they can reflect. 20/20 provides opportunity outside of the work environment, away from processes and hierarchy, for individuals to consider the systems they work in, how their behaviours can impact change and how they can influence transformation.

Each event is designed to nurture the development of the participant. Both in terms of their leadership attributes and in consideration of a system level problem in which they can use their skills to impart influence.

The programme approach consists of workshops, coaching (1:1 and group), mentorship and presentations from influential speakers across a variety of relevant topics for our participants eg health, social care, community, alumni.



## A Growing Leadership Movement: Impact and Ambition

20/20 (as in 20/20 vision) was established in January 2017, originally with one cohort per year of 32 participants. In response to growing demand, Frimley Academy has expanded its programmes, increasing cohort sizes for 20/20 and Wavelength, our digital transformation leadership initiative. More leaders than ever are accessing these opportunities, further strengthening system-wide collaboration. We also support four other 20/20 Programmes running across Mid and North Hampshire, Isle of Wight, Bedfordshire, Luton and Milton Keynes along with Cambridge and Peterborough.

The impact of the 20/20 Programme has been beyond anything we could have predicted. We started with an idea for a programme, and instead we have created a movement that is creating change, improving patient care through collaboration and localised improvements to the Frimley system. Whilst highlighting the wonderful work that is in action within our local communities and connecting participants to those who hold the keys to enabling and sustaining change within those communities.

Welcome to the 20/20 Programme of the Frimley Academy. I am delighted that you are part of this exciting opportunity to develop yourself as a leader to support the transformation of the local health and care system.

20/20 has become a key enabler for the Frimley Health and Care Integrated Care System to deliver its priorities. We will be building on the system's achievements as we equip you with the technical knowhow, confidence and courage to innovate.



**Karen Beech**  
Frimley Academy Lead

Leadership, Culture and Improvement are among the Frimley Integrated Care System ambitions and to that effect, we are investing more than ever in our people through our leadership development as we support our emerging and aspiring local leaders – that's people like you!

In order to act in the best interests of everyone in our system and the communities we serve, we have shifted our focus, from being centred around organisations to 'places' and 'communities'. Inter-organisational and inter-professional teams are crucial to bringing about successful change.

We would like you to emerge from the programme with big aspirations for yourself, the system and local populations. We hope to give you the confidence to stand up and challenge the status quo, unafraid to tackle the most daunting challenges. At the same time, we want you to appreciate that complex problems do not require linear solutions but a much more inclusive, collaborative and agile approach.

One of the key components of 20/20 is to translate leadership development into health and care improvement for our communities and that is why developing together as leaders across our local system is key.

I wish you the greatest success as you embark on this exciting leadership journey.



## The Cohort

Twice a year a cohort of 45 participants are selected across the Frimley System, spanning a diverse range of sectors and roles within their organisations. Our cohorts include practice managers, voluntary sector managers, community matrons, military representation, GPs, senior managers, local government managers, head teachers, community project leaders, allied health professionals, and social care team leaders, nurses, ambulance clinical operations manager, hospital and hospice consultants. We are always looking to expand our cohorts to be as inclusive as possible.

**Face to Face events**

**Action Learning Sets**  
Virtual  
ALS is 2 hours

**Coaching**

**Meeting Community Health Inequalities  
Wider Determinants**

**Leadership Exchange**

**Motivational Speakers**

## What we expect from you

- **Commitment** – you must attend all 7 days, the 2-hour Action Learning Sets and conduct a leadership exchange where you give a fellow participant an insight into your world, which is then reciprocated. This commitment is key to maximising the benefits of the programme and demonstrating best value to patients and taxpayers.
- **Participation** – the programme is experiential so we will be looking for high levels of engagement and input on the modules to maximise the learning for all.
- **Completing pre-work** – in advance of the modules there will be a small amount of pre-work (Ted Talks, relevant articles, questions for you to consider) which should take no more than 60 minutes per module. A post evaluation survey is quick and easy to complete.
- **Joining the movement** – there is an expectation that going forward you will play an active role in developing, delivering and promoting the work of the Frimley Academy and become a committed member of the Frimley Leaders Network that supports the Frimley ICS.



**Royal Holloway**  
**Egham**

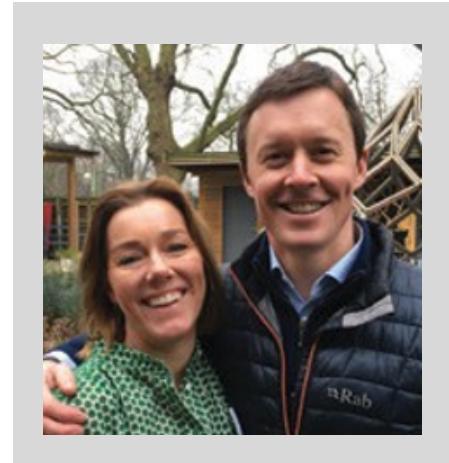


**Eton Dorney**  
**Windsor**

## Our Partners

CoCreate Consultancy – Tom James, Director

When we first launched 20/20, the programme had a very clear set of principles at its core – a compelling story for change, partnership working, community voice, adaptive leadership, courage to innovate and bias for action. These continue to be the lifeblood of 20/20, both setting the tone for the leadership we're seeking to build and the way in which the programme is evolving. The world of health and care is full of complex problems.



What 20/20 consistently provides is critical time and space to bring people together to build relationships, learn about the system and to find new and improved ways of working collaboratively to improve outcomes for local populations.

The CoCreate team genuinely love being a part of the 20/20 movement and we continue to be inspired by the people who apply. From our side it's critical that we keep 20/20 fresh – pushing the boundaries, bringing in new voices, responding to the changing operating environment and role modelling the leadership required.

## An opportunity for change...

Participants have been empowered to lead Change Challenge Projects across the Frimley System on:

- Collaboratively develop integrated and preventative pathways between BHFT and Frimley Health that places the needs of our patients first.
- Redesigning reablement offer to service a broader range of patients. Key tasks = resource & capability audit, restructure, stakeholder engagement and implementation plan. Anticipating positive outcomes for service users and more efficient use of financial resources.
- To improve communications with patients/families/carers to get individuals through the door and identify reasonable adjustments required to foster inclusivity.
- PCN's fully immersed in their communities, utilising Asset Based Community Development approaches (with support) to enhance the health and wellbeing of their populations.

## Quotes from 20/20 Alumni

### Social Care

“An absolutely fabulous course, the networking opportunities are great. You will learn so much and get to meet so many people across the system. It will **broaden your thinking and understanding of leadership and how you can influence the system. It has definitely changed my views on partnership working**, it will also give you the confidence to challenge and make changes to ensure good outcomes for people in our care and support.”

**Cathy Kindlimann, Surrey County Council.**



### Police

“I was offered the opportunity for a place on the Frimley Academy. I was excited by the possibility of leadership understanding and learning from a different perspective from policing. The course has exceeded my expectations. The presentation of system leadership is excellent. **Shared learning from a Healthcare perspective adds a different dimension to leadership.** The course is engaging, and the cohort are such a lovely group of people. I would recommend anyone given the opportunity, to jump at this course.”

**Karen McManus, Former Superintendent, Hampshire Constabulary**

## Local Authority

"I had the benefit of being part of cohort 5 of the 20/20 programme and wanted to share 2 reflections.

Firstly, **the value of the opportunity to build stronger, system wide relationships cannot be overstated.** I met a number of people on this programme who not only want to contribute to change but are ready to design the future Health and Social Care offer. Definitely my kind of people! Secondly, the format of 20/20 resonates with the merit of continued workforce development.



I have always considered it to be a privilege to serve our community as part of the Health and Social Care solution. Within our teams, we ensure suitability of the future offer through enabling our people to grow. **The content of 20/20 reminds us of this and encourages us to refocus our efforts for our teams and for those we seek to serve."**

***Marc Gadsby, Former Executive Director for People, Slough Borough Council***

## Education

"It really has been an amazing experience and a real opportunity to reflect on leadership, with protected thinking time 20/20 **challenges you to "dig deeper" in self-reflection about challenges you/ your school may face.** Thinking outside the box."

***Karyn Hing, Headteacher***



Every aspect of the 20/20 provided stimulating discussions and leadership development. Being invited to work with leaders beyond the education sector allowed a much wider viewpoint of system leadership. Networking and the workshops were always varied and helped develop my thinking around system leadership. I would wholeheartedly recommend this programme."

***Stuart Maginnis, Principal***

## Health

**"It's the best training I've ever had in the NHS."**

"20/20 is a course like no other, it challenges you to think beyond the confines of your role, **understand the importance of connections and see how your role/team are interlinked to so many others in the system**. It gives you the tools to approach complex problems and to move away from feeling you need to fix or solve them but instead to see them, explore them and understand them and so support those most involved to find the answers."



**20/20 has given me a greater sense of community within the system, to understand the brilliant network we are part of and to work in a way that truly ensures collaboration between health and social care services."**

"An opportunity to meet inspirational colleagues and share their passion for delivering brilliant care to the community. **Allowed me to recognise myself as a leader** and know I can be part of the continued development within the area."

## Voluntary Sector

"All over England, millions of vulnerable people and families rely every day on voluntary organisations delivering huge amounts of care on behalf of the NHS or local councils.

**Simply put, as a country we can't achieve truly integrated health and care without the voluntary sector. We as charity workers need to build relationships and working partnerships across the NHS and local authority systems. Frimley 20/20 Programme is the quickest and most effective way to do exactly that.**



As a bonus you learn some cutting edge system leadership thinking and team management. Grab this amazing opportunity with both hands and enrol onto the 20/20 Programme."

***Ramesh Kukar, Former CEO of Slough CVS***



## Examples of partners involved in previous cohorts



MAKING A DIFFERENCE LOCALLY



## Delivering in partnership with CoCreate



## 20/20 System Leadership Programme

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