

# Bulletin

2021/22 Q4 - Winter Edition

## Message from our Founder and Chair, Emma Challans

**Impact and Togetherness.** As we start to look back on 2021 and move forward in to 2022, there is much I am sure we can all relate to in terms of our experiences, moments of trepidation and excitement. 2021 has been a challenging year for many whilst at the same time, one of the most liberating. Often, we can focus on the negative and I invite you all to consider both and to recognise your achievements and the things you may choose to do differently if faced with again.

Our **Impact** as a Network over the last year has felt powerful, reflective, informative and most of all supportive. We have not shied away from holding difficult conversations, instead we have, leaned in to listen, understand and together help shape how do I/ we move from here. With our partners we have provided open and honest experiences of what it feels like to be on the receiving end of national directives, oversight and performance and the frequent demands asked of us, our teams and let's not forget our patients.

I have heard passion, strain, worry and relentless commitment to our patients and for that, I feel proud of each, and every member of Proud2bOps and the national health and care workforce and volunteers. I have said it before, it is remarkable what our operational teams have designed and delivered the last 2 years, and in a compassionate and caring way. Thank you.

I have many things that I can smile about from the past 12 months. One being the moment I visited the seaside, breathed in fresh air, sensed the smell of fish and chips, and participated in an ice cream, or two. Something so simple in life, that felt so good. My other moment is the session we held **Together** regarding Health Inequalities and we were joined by Dr Bola Owolabi. This session truly socialised the impact that Covid-19 is having on our communities

and patients and the national 'call to action'. The conversation was rich, and it also reminded me of the safe spaces we held the summer before relating to the impact of Covid-19 on our BAME workforce and our sharing of personal stories relating to reverse mentoring for diversity. Together we have tackled some difficult and uncomfortable conversations, that felt so right and important for us to have together, as a safe, supportive, and developmental network.

My curiosity leads me to hearing what your memories are from the past 12-18 months? Have you taken the time to reflect and consider what matters to you and to us?

I shall close and lead us all in to 2022 with this... I am not a person that makes new year resolutions, instead, I intend to keep doing the things I do well and to keep learning the things that I can do better by simply 'having a go'. Every day is a school day in my mind and once we stop learning, we reduce our impact for the greater good.

Please continue to be proud to be an operational leader and professional and please continue to engage, contribute and lead within Proud2bOps.

### Your Founder/Chair of Proud2bOps,



*Emma*  
**Emma Challans,**  
Chair Proud2bOps  
Executive Director of  
Culture and Improvement  
[@emmachallans](#)  
[@proud2bops](#)

Leading with our partners:



NHS England and NHS Improvement



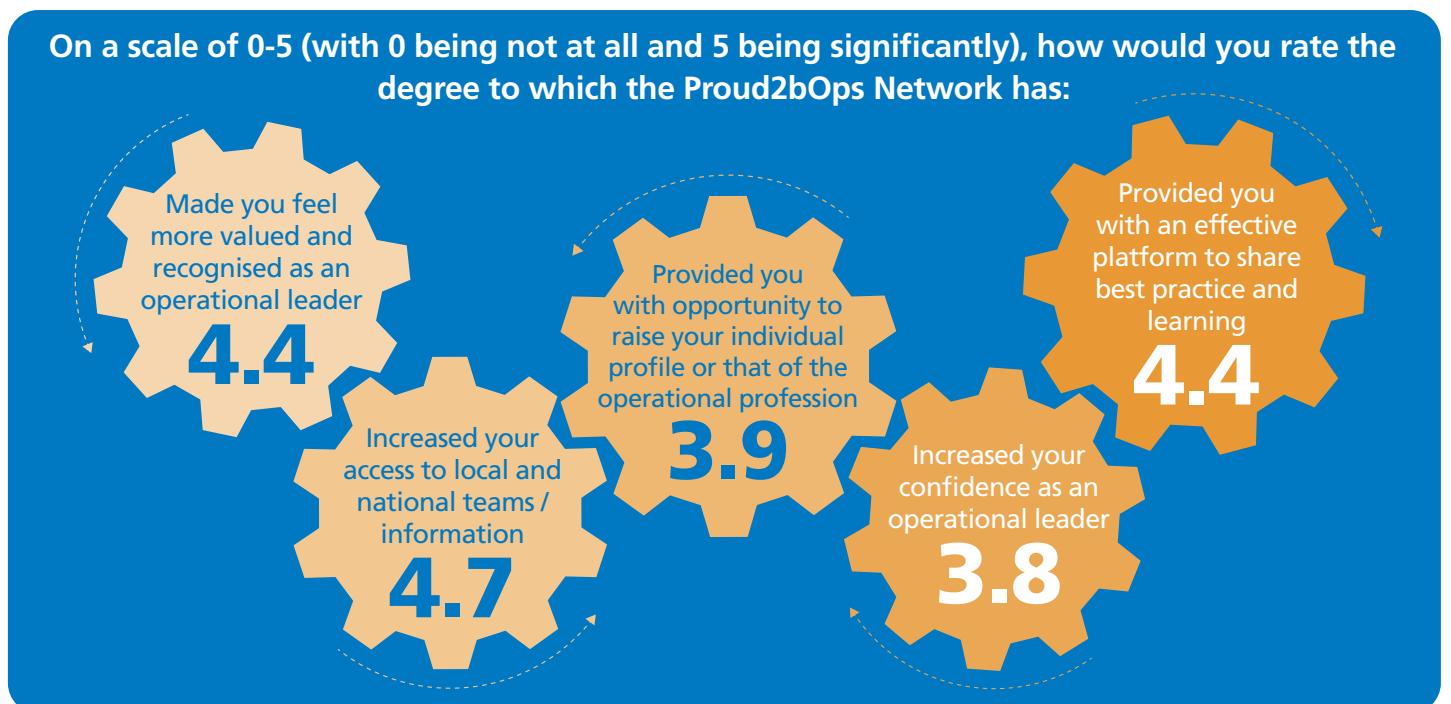
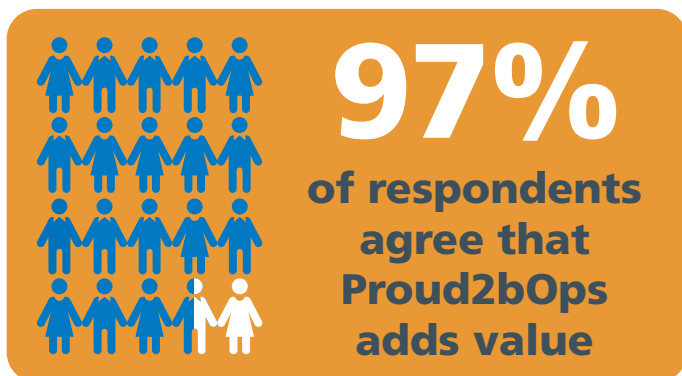
# Bulletin

2021/22 Q4 - Winter Edition

## Spotlight on...Key Headlines from our Independent Members Survey 2021

Thank you to the 230+ members who took the time to complete our independent members survey towards the end of last year. Your feedback is incredibly valuable to us and is helping us to shape our priorities for 22/23 and beyond. For those interested in seeing the full summary reports at a whole network or regional level, you can find these on our website here: <https://www.sfh-tr.nhs.uk/for-health-professionals/proud2bops/key-headlines-from-our-independent-members-survey-2021/>

Key headlines from our survey include:



# Bulletin

2021/22 Q4 - Winter Edition

On a scale of 0-5 (with 0 being not at all and 5 being significantly), how would you rate the degree to which the Proud2bOps Network has:

Modelled best practice leadership values

4.5

Provided you with a space where you can go for inspiration and energy

4.6

Provided you with development opportunities you may not otherwise have access to

4.0

Felt like a safe and trusted space where you can share your thoughts, ideas and concerns with peers

4.5

Supported your own individual wellbeing

4.0

On a scale of 0-5 (with 0 being not at all and 5 being significantly), reflecting on your role as an operational leader over the past 12 months, how would you rate your current level of:

Motivation

4.3

Job Satisfaction

4.0

Commitment to remaining in an operational leadership role

4.8

Ambition to progress further in operational leadership

4.5

# Bulletin

2021/22 Q4 - Winter Edition

**Your feedback has helped us to identify some key areas for further development which we will be working on over the coming year and beyond to make Proud2bOps even better, including:**

➤ Continuing to **embed the network** and working on our **behind-the-scenes infrastructure** to make sure our interactions with you are as value adding and accessible as possible. This includes recording as many sessions as we are able to without diluting our 'safe space' ethos, and sharing these on our \*new\* Futures forum or our private YouTube channel. Summary write ups will also be available after every session for members who couldn't attend in person to get a feel of the conversation.

➤ Working to create as many **networking opportunities** as possible - many of you reflected that connection with other people in similar roles and the space to just talk to each was a key reason for being part of the Network. **We plan to support connection both during, and in between, our sessions** by creating forum spaces on Futures, and where possible on MS Teams to give you the opportunity to continue your conversations, learning and sharing outside of our sessions. We are also committed to holding regular face to face events as long as the rules allow - next one March 22!

➤ **Increasing the diversity of our membership** in both depth and breadth. This includes:

- Working with other partners across our systems to expand Proud2bOps to **include operational leaders from across Integrated Care** organisations. We will also work to create sessions that focus more broadly than the Acute care setting.
- Ensuring Proud2bOps membership is accessible and representative of the existing operational community and **actively supporting talent management of colleagues from minority groups**, in particular who we know are vastly under-represented in senior leadership positions.

If you would be interested in joining a special interest group focussed on our equality, diversity and inclusion agenda plus get in touch.

- **Piloting a 'Proud2bOps@xx' model** in a small number of organisations to design a blueprint for Trust-based networks which Proud2bOps members can host in their own organisations. Again, if you would like to host a pilot site please get in touch.

➤ **Turning conversations into action** by providing opportunities for members to contribute to national and regional programmes of work and directly influence policy and strategy decisions. **We will be working to clearly define our role in work programmes with our partners** including NHSEI, Improvement Directors Network, OD Academy and NHS Confederation to name a few. We are starting to collect case studies where the network has successfully made change by either being involved in programmes of work or connecting members together to learn from areas of best practice and will be building up a repository of these.

➤ **Supporting our members with their own professional development** by working in partnership with the NHS Leadership Academy and both national and regional Talent Boards to identify a more formal talent pool approach for members looking for career progression opportunities. We believe we have a ready made pool of exceptionally talented operational leaders in our membership, and our survey showed at least 100 of you are currently looking for your next step within your NHS operational career. We want to help facilitate these opportunities for you and support Trusts to reduce expensive agency fees by advertising through our Network.

We always welcome your feedback, so if you think we're missing something please contact us at the generic email address and we would always welcome a conversation.

# Bulletin

2021/22 Q4 - Winter Edition

## Not yet a member? Come and join #Proud2bOps!

Please email us at  
[sfh-tr.proud2bops@nhs.net](mailto:sfh-tr.proud2bops@nhs.net)

Include the following information:

**Name / Role / Tier of Membership / Organisation / Region / Email / Contact Number**

When you join you will automatically be added to our National members list along with your regional one too – so keep your eye out for details of upcoming sessions.

We currently welcome interest from members of the following tiers:

**Tier One:**

Deputy Chief Operating Officer, Director of Operations (level reporting into the COO)

**Tier Two:**

Divisional General Manager, Care Group Manager (level reporting into DCOO/COO)

## Partnerships Updates

### Co-creating a national Operational Development Programme with NHSEI

In response to rising demand from colleagues for more ‘technical’ training around operational management (which is not provided by existing leadership courses), NHS England and NHS Improvement has been working in partnership with members of Proud2bops to design and develop a Operational Development Programme. The programme will be online and delivered by a series of ‘Massive Open Online Courses’ (MOOCs) for developing and prospective Operational Managers.

The programme team reflects the partnership working between NHSEI & Proud2bOps and includes:



**Robert Smith**  
Programme Lead



**Georgina Hamill**  
Project Manager



**Rachel Gray**  
Lead for MOOC Build



**Vicky Malia**  
Proud2bOps lead  
[@vickynhs](https://twitter.com/vickynhs)  
[@proud2bops](https://twitter.com/proud2bops)



**Poppy Pellegrini**  
Proud2bOps:  
GMTS placement

# Bulletin

2021/22 Q4 - Winter Edition

**The MOOCs are interactive learning resources and will be a combination of tailored content and signposting to existing best practice or established resources. A key feature of MOOCs is the focus on sharing knowledge and collaboration between participants and faculty members within a structured programme of learning. It is hoped that the provision of this training will reduce variation in knowledge base across the country, allow for the development of a 'kite-mark' or exemplary standard and support Operational Managers to tackle issues they are currently facing within their services.**

The initial engagement process with Proud2bops members identified demand for training in the following areas: service improvement, managing people, managing money, managing data & information, managing operational business and leadership development. The intention is to develop each subject area as a standalone MOOC, allowing a degree of flexibility for participants to prioritise their learning.

We are currently in the process of finalising design teams for the first two MOOCs which are likely to be focussed on the managing operational business and managing information and data modules (titles are just place holders for now and will be much more inviting!). These design teams will consist of Proud2bops members, NHSEI colleagues and subject matter experts, who together are responsible for: defining the learning objectives, identifying existing good practice and subject experts, designing / creating teaching materials, and designing / creating assessment and evaluation materials.

If you are interested in being involved with the design teamwork, please get in touch at [sfh-tr.proud2bops@nhs.net](mailto:sfh-tr.proud2bops@nhs.net) to be invited into the group. This is also an excellent development opportunity for members of your team who might be interested in supporting us to grow our operational leaders of the future, so please do nominate others as appropriate.

If you have any questions about the overall programme or would like further information, please contact: [england.mixedmethods@nhs.net](mailto:england.mixedmethods@nhs.net)

**Interested in being part of our operational movement?**

**Want to join as a member or as a contributor to a session?**

Contact us at:



[sfh-tr.proud2bops@nhs.net](mailto:sfh-tr.proud2bops@nhs.net)



[@Proud2bOps](https://twitter.com/Proud2bOps)



# Bulletin

2021/22 Q4 - Winter Edition

## 'Hot' Sessions in partnership with NHS Confederation are proving a success

**Proud2bOps 'HOT' sessions are designed so that the operational leadership community have the opportunity to respond to recent developments that occur across the health sector in real time. Members are given the chance to discuss the hot topic at hand, listen to peers thoughts and opinions, and to flag issues that need to be considered.**

These sessions are held in partnership with NHS Confederation so that our members and operational leaders are given a voice that can be heard at the highest level.

During Q3 we held 3 Hot Sessions that focused on topics such as the shift in Planning Guidance issued by NHS England and improvement in late September, the impact of the Mandatory Vaccination Programme and a temperature check looking at the issues the ops community were facing over the festive period and into the New Year with the ever-growing Covid pressures.

These sessions have been immensely powerful and effective and with this in mind we plan to continue

to run HOT sessions into 2022. If there is a subject that you would like to flag with us to discuss at a national or regional level please contact [sfh-tr.proud2bops@nhs.net](mailto:sfh-tr.proud2bops@nhs.net).

Proud2bops members are welcome to contact their NHS Confederation regional lead at any time to discuss any topics or issues that are of interest. All the NHS Confederation regional leads contact details can be found in the table below:

NHS Confederation Regional Partner	
West Midlands	<b>Denise Vittorino</b> <a href="mailto:denise.vittorino@nhsconfed.org">denise.vittorino@nhsconfed.org</a>
North West	<b>Helen Hunter</b> <a href="mailto:helen.hunter@nhsconfed.org">helen.hunter@nhsconfed.org</a>
South West	<b>Lee Balch</b> <a href="mailto:Lee.Balch@nhsconfed.org">Lee.Balch@nhsconfed.org</a>
London	<b>Fiona Claridge</b> <a href="mailto:fiona.claridge@nhsconfed.org">fiona.claridge@nhsconfed.org</a>
East Midlands / East of England	<b>Kelley Ireland</b> <a href="mailto:kelley.ireland@nhsconfed.org">kelley.ireland@nhsconfed.org</a>
NE & Yorkshire	<b>Victoria Binks</b> <a href="mailto:Victoria.Binks@nhsconfed.org">Victoria.Binks@nhsconfed.org</a>
South East	<b>Helen Wolstenholme</b> <a href="mailto:helen.wolstenholme@nhsconfed.org">helen.wolstenholme@nhsconfed.org</a>

## NHS Futures - Sharing Platform



**After listening to feedback from our members, we are delighted to announce that we are launching a Proud2bOps workspace on NHS Futures.**

The aim of the Proud2bOps Futures Workspace is to operate as a sharing platform so that members can share ideas and resources with each other outside of our meetings, as well as watch back recordings of previous Proud2bOps sessions and have access to our key updates and session information.

### How to access the Proud2bOps Workspace:

If you are already signed up to NHS Futures you can access the workspace here: <https://future.nhs.uk/NationalProud2bOpsNetwork/grouphome>

If you are not yet signed up to NHS Futures the please email [sfh-tr.proud2bops@nhs.net](mailto:sfh-tr.proud2bops@nhs.net) and we can invite you to join the Proud2bOps Workspace.

# Bulletin

2021/22 Q4 - Winter Edition

## Coming up in Q4...

Please join us in our upcoming **NATIONAL** sessions: If you are already a member you should have received diary invites to these sessions. If you haven't, please get in touch, and if you're not yet a member please do sign up to join us. Regional sessions will be communicated at a local level so keep an eye out for what's happening in your region too.

### Proud2bOps: Mindset Masterclass: Session 1

How to break down silos and develop a collaborative team that thinks beyond its own objectives (powered by an Outward Mindset™)

Date: Thursday, 17 February 2022 Time: 15:00 -16:30 Location: Virtual Event

### Proud2bOps: Messenger Review - All Members

Date: Wednesday, 2 March 2022

Time: 08:30-09:30

Location: Virtual Event

### Proud2bOps: Mindset Masterclass: Session 2

How to create psychological safety, accountability and a feedback culture in your team (Powered by an Outward Mindset™)

Date: Wednesday 16 March 2022

Time: 14:00 - 15:30

Location: Virtual Event

### Proud2bOps Spotlight on: Workforce and Personal and Professional Development Event

Date: Friday, 11 March 2022 Time: 09:30 - 15:30

Location: Birmingham Conference & Events Centre, Hill Street, Birmingham, B5 4EW

To find out more about this face to face event contact: [sfh-tr.proud2bops@nhs.net](mailto:sfh-tr.proud2bops@nhs.net)

**Look out for more invites arriving in diaries over the coming weeks as we continue to shape our Q4 and 2022 / 2023 offers.**

## Contact us

Interested to be part of our operational movement as a member or as a contributor to a session? Contact us at [sfh-tr.proud2bops@nhs.net](mailto:sfh-tr.proud2bops@nhs.net)



**Vicky Malia**  
Operational Development and Network Manager: Proud2bOps  
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