

Developing your Voice to Lead

**Your Florence Nightingale
Foundation Scholarship**

Scholars Welcome Day

25th May 2023

Hashtag: #FNFScholar

Twitter: @FNightingaleF

House Keeping



In case of Fire



Bathrooms



Breaks



Lunch



Social Media



Photography



Participation



Mobile Phones

Hashtag: #FNFScholar

Twitter: @FNightingaleF

Scholar Welcome Day Agenda

Thursday 24th May 2023

1030 AM Coffee and Registration

11:00 AM Opening Address to our scholars:
Professor Greta Westwood CBE PhD RN
FNF CEO

11:20 AM Welcome Address:
Simon Gillespie - FNF Chair

11:35AM Scholar Insights:
Beverley Summerhayes, Stacey Hatton and
Angela Knight-Jackson

11:55AM FNF Scholarship Overview and Information :
Lucy Brown - Director of Nursing and
Midwifery Leadership Development

12:15 PM Lunch and Networking in Market Place

13:15 PM

Presentations from our partners and Associates:

The King's Fund – Deena Maggs

The Health Foundation - Stacey Lally

Sigma - Liz Westcott

Eden and Partners – Catherine Eden

Dark Swan – Al Humes

Bravest Path – Bethan Davies

Hart Ridge - Lucy Wiltshire

Windsor Leadership – Jonathan Storey

CHIME – Jane Dwelly

Eden Project – Pam Horton

London Business School - Dominic Stephen

Royal Academy of Dramatic Arts – Jonny Guy Lewis

15:00 PM

Breakout Rooms: Hopes and Goals,
Group Agreement and Q&A

16:15 PM

Closing Remarks

Opening Address



#HelloMyNameIs



**Professor Greta Westwood
CBE PhD RN**

FNF Chief Executive



“

When I am no longer even a memory, just a name, I hope my voice may perpetuate the great work of my life.

”

Florence Nightingale
(1820 – 1910)

FLORENCE NIGHTINGALE FOUNDATION



2022-2027 Strategy

**Improving Care & Saving Lives:
A Million Nurse and Midwife Leaders**



Our Mission

Dedicated to supporting and developing nurses and midwives to improve care and save lives across the world, maintaining Florence Nightingale's legacy.

Our Vision

Over the next five years, with our partners, we will continue to grow as a world-class charity, supporting 1,000,000 nurses and midwives to develop the personal and leadership skills they need to improve care, save lives, and promote well-being across the world.



Our Priorities for 2022-27

**FLORENCE
NIGHTINGALE
FOUNDATION**

Our strategy focusses on five specific priorities to achieve the greatest reach and transformational impact:



Supporting, developing and transforming compassionate leaders

To provide contemporary and relevant FNF leadership development opportunities for one million nurses and midwives in the UK and across the world.



Influencing policy

To be recognised as a provider of independent analysis on issues which impact on the ability of nurses and midwives to deliver high-quality care nationally and globally.



Promoting evidence-based practice

To support a learning culture of evidence-based practice across health and care systems.



Growing FNF Academy membership

To develop the membership offer to meet the needs of our UK and global members to increase reach to one million nurses and midwives.



Creating a financial, social, cultural and environmentally sustainable future

To ensure a sustainable future is at the heart of all that we do.

Today: The start of your Scholarship journey



Today: The start of your Scholarship journey



Today: The start of your Scholarship journey



Today: The start of your Scholarship journey

The improvement journey

Developing an organisational approach to improvement in health care is a journey that can take several years. Here are six key steps:

- 1 Assessing readiness**
How ready is your organisation for improvement, in terms of its learning climate, infrastructure, governance and leadership? Tools are available to help you assess your readiness and address any gaps.
- 2 Securing board support**
The board must be confident in and committed to the organisation's improvement strategy and to building the skills and infrastructure needed. A strong clinical voice at board level can help make improvement a priority.
- 3 Securing wider organisational buy-in and creating a vision**
Staff at all levels need the permission and time to engage in improvement. Consider building in stages, starting with enthusiasts then encouraging others to follow.
- 4 Developing improvement skills and infrastructure**
Teams will need the capability and resources to support improvement. Make sure you have the data and systems needed to measure impact and teams have the necessary skills to use them.
- 5 Aligning activity**
As the improvement programme grows, aligning activity with the organisation's overall strategy is key. Making sure that clinical, managerial and corporate teams are pulling in the same direction should help overcome barriers to improvement.
- 6 Sustaining an organisation-wide approach**
It takes time for an improvement programme to embed. Maintaining momentum takes as much effort and skill as getting started. The board must stay focused and supportive in the face of external pressures, despite the uneven pace of improvement.



Today: The start of your Scholarship journey

My year as a Florence Nightingale Foundation Digital Leadership Scholar

Posted on [August 7, 2022](#)



This week's blog is written Ellen Edwards (@EllenCEdwards), Senior Practice Educator – Clinical Support Desk, Welsh Ambulance Service.



As with many nursing development journeys it all started with an email. Having always been enthusiastic about learning and personal development, when the email arrived in my inbox, I was quite intrigued. FLORENCE NIGHTINGALE DIGITAL LEADERSHIP SCHOLARSHIP APPLICATION DEADLINE EXTENDED! Being relatively new to my band 7 role I had a keen interest in leadership, and to be completely honest I was petrified of what being a band 7 really meant, this looked like a really good opportunity. I discussed the scholarship with my, then manager and she thought it was a great idea, so off I went to put my application in, as the deadline was only a few days away.

I have been passionate about telephone triage and remote clinical decision making since I first started as a clinical advisor in 2017. The role that nurses and paramedics, play in supporting 999 callers to receive the right care, at the right time, by the right people was astonishing but misunderstood by the wider NHS. The application process was simple, explaining why I wanted to apply and what I thought the scholarship could bring to me was easy.

Why you should read this article:

- To understand the value of a tool to measure patients' perceptions of safety in acute settings
- To appreciate how the King's Patient Safety Measure can be appropriate for a diverse range of patients
- To assess the use of the KPSM as a real-time early warning tool

Development and validation of a measure to assess patients' perceptions of their safety in an acute hospital setting

Jacqueline Sinclair, David Foster, Trevor Murrells et al

Citation

Sinclair J, Foster D, Murrells T et al (2022) Development and validation of a measure to assess patients' perceptions of their safety in an acute hospital setting. *Nurse Researcher*. doi: 10.7748/nr.2022.e1792

Peer review

This article has been subject to external double-blind peer review and checked for plagiarism using automated software

Correspondence

Jacqueline.Sinclair@gstt.nhs.uk

Conflict of interest

None declared

Acknowledgements

Jane Sandall, a professor at King's College London, is a National Institute for Health Research (NIHR) senior investigator and is supported by the NIHR Collaboration South London (NIHR ARC South London) at King's College Hospital NHS Foundation Trust. The views expressed are those of the authors and not necessarily those of the NIHR or the Department of Health and Social Care

Abstract

Background Safety measurement tools have traditionally examined safety climate and culture from the perspective of healthcare professionals. A small number of studies have used tools to measure patients' perceptions of safety.

Aim To develop and check the validity of a questionnaire, the King's Patient Safety Measure (KPSM), that assesses how patients perceive their safety when receiving acute care.

Discussion A cross-sectional survey of 158 patients was undertaken that was constructed to establish the validity and reliability of a 13-item questionnaire. A general linear model statistically tested how patients perceived the safety of their care and whether those views were associated with covariates that included characteristics such as age, gender, ethnic identity, socio-economic factors, how long they stayed in hospital and the way they were admitted to hospital.

Conclusion The KPSM is a validated tool consisting of a single factor that is internally consistent.

Implications for practice The KPSM is appropriate for and potentially applicable to a diverse range of patients and could act as an early warning tool.

Author details

Jacqueline Sinclair, group director of nursing, integrated and specialist medicine, Guy's and St Thomas' NHS Foundation Trust, London, England; David Foster, visiting professor, King's College London, London, England; Trevor Murrells, visiting research fellow, King's College London, London, England; Jane Sandall, professor of social science and women's health, King's College London, London, England

Keywords

communication, data collection, mixed-methods, nurse-patient relations, patients, patient experience, patient feedback, patient perceptions, patient safety, patient satisfaction, research, research methods, service evaluation, service improvement, surveys

Introduction

Traditionally, safety improvements have focused on learning from error through incident reporting systems, with little involvement from patients (McEachan et al

2014). Patients' unique circumstances mean they are well-positioned to give feedback and can identify safety issues that staff may not notice (McEachan et al 2014, Lawton et al 2015, 2017, O'Hara et al 2018, NHS

2012 – My Scholarship



The King's Fund >



Welcome Address



#HelloMyNamels



Simon Gillespie OBE

Chair FNF Board of Trustees

IMPROVING CARE AND SAVING LIVES: FNF NEW STRATEGY



We have ambitious plans to grow our reach: supporting one million nurses and midwives around the world to forge their own leadership path and blaze a trail for better health and care.

All nurses and midwives on our scholarships and leadership programmes tell us repeatedly what difference it's made to their career, and to their teams and to those that they care for.

Hear directly from some of these nurses and midwives in our new short [video](#)

Scholar Insights



#HelloMyNameIs



Beverley Summerhayes

**Chief Nurse Senior Fellow at East and North
Hertfordshire NHS Trust**

FNF Emerging Scholar 2022/2023



My Florence Nightingale Scholarship Journey



Bev Summerhayes Chief Nurse Senior Fellow

Project Outcomes

- Set up a Trust wide task and finish group
- Pre arrival agency literature reviewed
- Extended WIFI resources
- Salary upgrade from band 3 to band 4
- Trust onboarding document updated
- Trust induction extended
- Post OSCE accommodation challenges explored
- NHS pastoral care quality award documents submitted
- Chief Nurse Junior Fellow in post
- New to the Trust buddy system implemented
- Opportunity to share concerns and IEN/M feedback improved



April 2022



May 2023





Fabulous Mentors



Digital Scholar Insights



#HelloMyNames



Stacey Hatton

**Chief Information Officer, University
Hospitals of Derby and Burton**

FNF Digital Scholar 2022/23

A long, straight road stretches into the distance through a hazy, mountainous landscape. The road is flanked by dark, rocky terrain and leads towards a range of misty mountains under a pale sky. The overall mood is serene and contemplative.

Stacey Hatton – My FNF Journey

Prepare yourself for the most transformative year of your life!



My FNF Journey

Pre-Application



Breaking traditions
- The First FNF Baby??



Zoom Webinar Tue 24 May 14:10

'About Me' Profile

Registered Nurse for 24 years

Senior Nurse for Quality Improvement

Great passion for Nursing, Professional Identity and Leadership

I have a keen interest in psychological safety, human factors, safety science, behaviour, and culture.

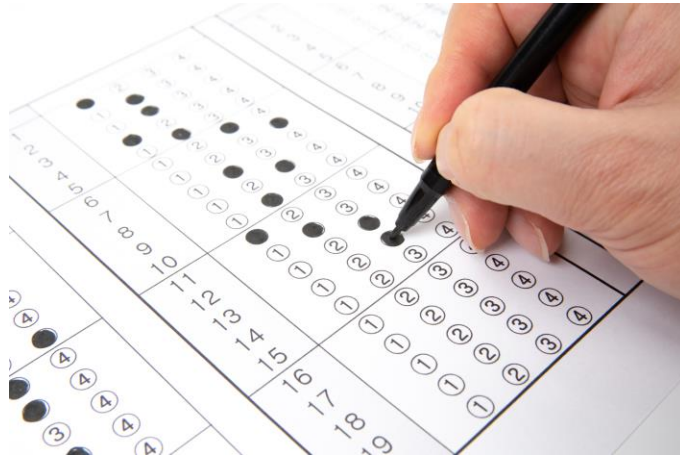
Self-confessed geek. Apple Fan Girl. Vinyl Junkie. Book lover.



FNF Programme Highlights



Pinch me moments



Special Thanks to...

- First and foremost my family
 - My mentors
 - Sarah Hanbridge
 - Prof. Natasha Philips
 - Helen Balsdon
 - The whole FNF team
 - Jane Dwelly from CHIME
 - FNF peers

Scholar Insights



#HelloMyNameIs



**Angela Knight Jackson
MBE**

**Deputy Director of Nursing Professional
Development**

FNF Senior Scholar

A landscape photograph featuring a long, straight asphalt road that recedes into the distance. The road is flanked by low, rolling hills and sparse vegetation. In the background, several prominent, conical mountains rise against a hazy, overcast sky. The overall tone is muted and atmospheric.

You can do anything you set
your mind to.

Benjamin Franklin

Your Scholarship Journey

Hashtag: #FNFScholar

Twitter: @FNightingaleF

Introduction to your scholarship



#HelloMyNameIs



Lucy Brown

**Director of Nursing and Midwifery
Leadership Development, FNF**

Bespoke Personal Leadership Opportunities

- Individual assessments and feedback sessions
- Individually matched mentor
- Personal budget to ensure your scholarship meets your specific leadership development needs - £3,000
- Plan your scholarship year as soon as possible and purchase your bespoke development interventions



UNLEASH YOUR
POTENTIAL

Leadership Scholarship Programme

The King's Fund >

2-Day Residential Face to face in central London

with unique cohort of peer scholars designed to:

- Facilitate scholars to build a learning community and a robust network of peer support throughout their scholarship and beyond,
- Facilitate discussions on **current leadership challenges** and opportunities and other contemporary topics,

RADA BUSINESS

3-day RADA 'Communication Skills in Leadership'
programme delivered by RADA Business **face to face**
event in central London

**** Please find all details including dates, times, venues and allocations on your dedicated LMS page****

Leadership Scholarship Programme



The core programme for Digital Nurse/Midwife Leadership Scholars also includes a **bespoke 3-day CHIME digital leadership residential programme in Cannington Court Somerset** as part of the CNO Sponsored Scholarship.

All other Leaderships Scholars may undertake this as an optional extra.

**** Please find all details including dates, times, venues and allocations on your dedicated LMS page****

Introduction to the Learning Management System (LMS)

SCHOLARSHIPS

A list of all of content and benefits for our scholars.

FNF Scholars

FNF SCHOLARS

PROTECTED: FNF SCHOLARSHIP PROGRAMME 2023/24

CONTINUE STUDY

UK Global

UK GLOBAL

PROTECTED: UK GLOBAL SCHOLARSHIP PROGRAMME 2023/24

CONTINUE STUDY

Global Leadership

GLOBAL LEADERSHIP

PROTECTED: GLOBAL LEADERSHIP SCHOLARSHIP 2023/24

CONTINUE STUDY



Your Mentor

Meet a minimum of 3 times throughout the scholarship year, maintain on going communication

Their role

- Discuss personal development plan
- Broker introductions within their networks
- Discuss and approve your bespoke element
- Provide support on your final report and writing for publication

Your role

- Arrange meetings
- Manage the agenda
- Take follow up actions
- Provide interim and final report



Funding your Leadership Development

- All costs for core modules are covered within the programme, including lunch refreshments, materials and where an overnight stay is scheduled, dinner and accommodation also.
- Please submit your travel and accommodation expenses by completing the expense claim form provided and submitting with receipts/booking confirmations to academy@florence-nightingale-foundation.org.uk



UNLEASH YOUR
POTENTIAL

Claiming Expenses

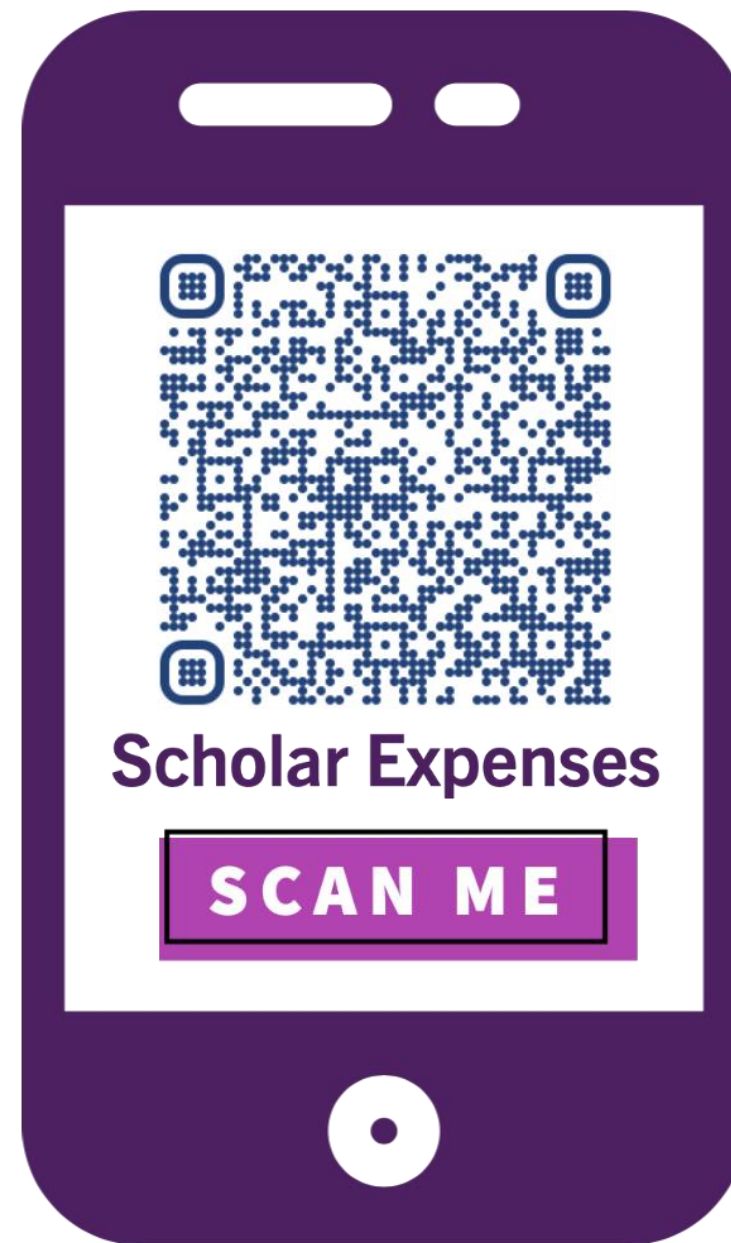
For expenses

- Complete expense claim form
- Attach photo or scanned copies of your receipts and invoices
- Update and submit to the Academy inbox within three months of purchase
- Once authorised, reimbursement from your scholarship fund will be made within 14 working days of submission via BACS transfer.
- Please make sure that you supply your bank account details on the expense claim form.



**FLORENCE
NIGHTINGALE
FOUNDATION
ACADEMY**

Scholarship Expenses Claim Form



Hashtag: #FNFScholar

Twitter: @FNightingaleF

**FLORENCE
NIGHTINGALE
FOUNDATION
ACADEMY**

Our Sponsors



Join #TeamFNF

Scholarships – Florence Nightingale Foundation
(floreance-nightingale-foundation.org.uk)



**Professor
Greta Westwood CBE**
FNF CEO



**Professor
Gemma Stacey**
FNF Deputy CEO



Lucy Brown
FNF Director of Nursing
and Midwifery Leadership



Debbie Preston
FNF Head of Nursing
and Midwifery



Gabrielle Lawal
FNF Scholarship and
Leadership Manager



Stephanie Williams
FNF Academy
Coordinator



@FNightingaleF



Academy@floreance-nightingale-foundation.org.uk



<https://floreance-nightingale-foundation.org.uk/>



#HelloMyNames



Jane Lennon

**Communications and Marketing
Manager**

How your story can help us tell ours!

FNF is undertaking research to understand how our scholarships impact scholars lives both personally and professionally

We invite you to take part as part of your scholarship journey to capture your experiences



What does this involve?

Taking part involves being interviewed by our friendly researcher (Louisa) at three points during your scholarship, at the beginning, half-way and again at the end.

Interviews are 1 to 1 confidential Teams meetings and will last approximately 30 mins

Louisa@florence-nightingale-foundation.org.uk



Self-efficacy and authentic leadership Questionnaire





Lunch & Learn

**Visit the
Market Place**

Partners and Associates Welcome

A group of hands holding colorful gears, symbolizing teamwork and collaboration. The gears are in various colors including teal, red, yellow, orange, and green. The hands are reaching in from different directions, suggesting a collective effort.

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Twitter: @FNightingaleF



#HelloMyNameIs



Deena Maggs

Joint Interim Director of
Communications

Leadership and Organisational Development at The King's Fund

Deena Maggs
Interim Director of Communications

Why the King's Fund?

- Focus on experiential learning
- Support individuals, teams, organisations and systems
- Combine research and real-time insights with practical support for leaders
- Become part of a learning community



Personal impact and influence

- From September 2023:
 - Cohort three (in person):** 5-7 September 2023 and 16-17 October 2023
 - Cohort four (online):** 30 October-1 November 2023 and 4-5 December 2023
- 2 modules – 3+2 days
- Increase your self-awareness and understand your personal impact and influence.
- Develop the flexibility to adapt your behaviour in challenging situations, rather than reacting out of habit
- Develop your personal vision and action plan



Emerging clinical leaders

- 2023 is now full but 2024 to be confirmed shortly
- Online delivery
- Mix of clinical backgrounds – nurse, doctors, allied health professionals
- Develop a compassionate leadership culture
- Focus on your development/you as a leader/you in the health system



The Circles programme: leadership development for women

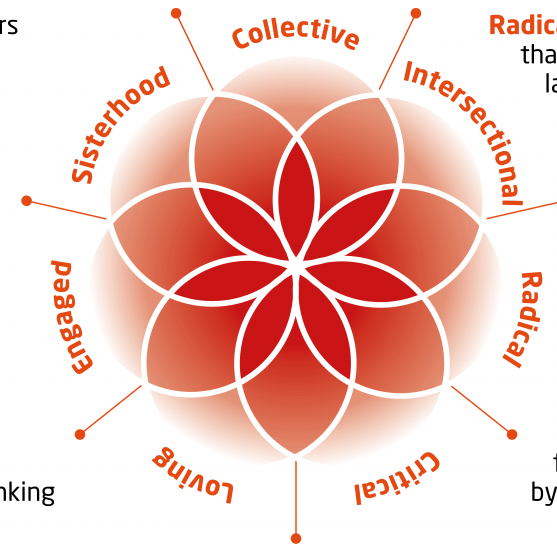
- A refreshed programme – Applications will open in September 2023 for 2024.
- Senior women leaders
- Four modules, three days each
- Supported by additional coaching and action learning sets
- Work on how to increase your contribution to corporate goals

Circles programme

Collective - a community of leaders where leadership is shared and distributed that can come from anywhere.

Intersectional - a community of inclusion representative of the health and care system in the fullest sense of its diversity, one that platforms difference and is attentive to minoritised voices and perspectives.

Critical - a community of learning that brings equity and justice to the foreground and re-distributes opportunity in order to stretch thinking and being.



Radical - a community in development that builds networks of support that last a lifetime.

Loving - a community of care, mutual support and solidarity.

Engaged - a community of activism that is socially engaged and speaks to the challenges facing women in the 21st Century.

Sisterhood - a community of women taking determined action for each other in a movement made by and for all women.

Top manager programme

- Starting February 2024
- Hybrid learning, mix of in-person and online
- Longest running programme
- Five modules (over 5 months)
- Experiential programme working at depth – Learning at depth about self, group dynamics, and how to work effectively across systems.
- Issues of power, authority, conflict, role, difference, change are examined in depth.



Contact us:
<https://www.kingsfund.org.uk/courses>
@TheKingsFund
leadership@kingsfund.org.uk

Deena Maggs
Interim Director of Communications
@deenamaggs

www.kingsfund.org.uk

The Health Foundation



#HelloMyNames



Stacey Lally

Deputy Director, Q



#HelloMyNames



Tarnia Mason

Community & Collaborative
Change Manager, Q



Florence Nightingale Foundation 2023 Scholar Welcome Day

Stacey Lally, Deputy Director, Q

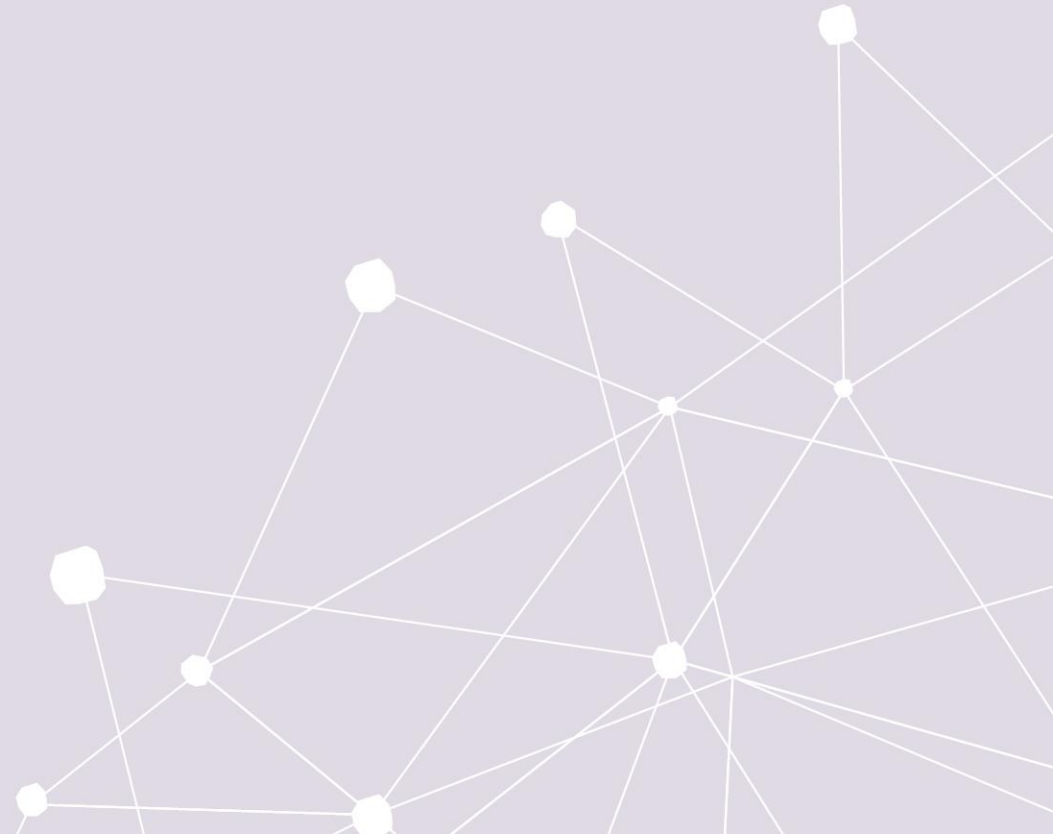
Tarnia Mason, Community and Collaborative Change Manager, Q



Q is led by the Health Foundation
and supported by partners across
the UK and Ireland



Your views on networks



What is Q?

- Q is a community of thousands of people across the UK and Ireland, collaborating to improve the safety and quality of health and care.
- We share our knowledge and support each other to tackle challenges. Together, we make faster progress to change health and care for the better.
- The community thrives on its diverse range of skills, knowledge and perspectives. We inspire and support each other every day to deliver improvements to health and care. We develop our methods and share insights as we do so.
- With a community spanning health, care and lived experience, we find new and inclusive ways for everyone to progress.
- Membership of Q is free, and there's no minimum time commitment. You can participate in ways that fit with your life and improvement priorities.

Together, to improve health and care



Q member resources and opportunities

- Access to journals and learning resources
- Events and workshops
- Special Interest Groups (SIGs)
- Randomised Coffee Trials
- Q Lab Network
- Q Exchange, Q's collaborative funding programme
- Q Visits
- Insight from across the community
- Monthly newsletter with information from across the community and beyond.



How Q creates change

What Q does

Inputs and activities

- To be successful, we need to:
- Attract thousands of people from across the UK and Ireland committed to improving health and care
- Enable members to lead and participate: our digital platform supports community-led activity and thriving smaller networks
- Inspire and engage the community and leaders through our events, participatory funding, Q lab network, actionable insights, and powerful stories of improvement
- Share and amplify learning with system leaders and others that responds to changing system context and priorities
- Retain a long-term focus: co-designed and co-delivered with members and partners, with guaranteed long-term funding
- Complement the work of improvement initiatives elsewhere

Mechanisms of change

A large community that activates people's expertise, experience and energy: a place to participate with purpose that meets changing individual, organisational and system needs:



Our impact

Outcomes for members

- Stronger relationships and collaborations
- More energy and inspiration to share and apply learning
- Greater confidence and sense of agency to lead change
- Better skills to put things into practice
- Increased knowledge of what works and how to apply it in their context

As members influence the work of their teams, organisations and networks, the positive effect is multiplied

Outcomes for the system

- Increased visibility and credibility of improvement
- Enhanced improvement capabilities at every level of the system
- More compassionate and empowering leadership
- Better spread and implementation of ideas, evidence and successful interventions
- A more joined-up system where a broader range of staff, patients and care recipients contribute fully

This boosts capacity for organisations and the system to do more effective and sustainable improvement work

Better health and care for people across the UK and Ireland

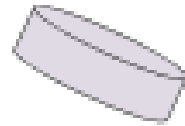
- Higher quality care that is safer, more effective, more caring, better led, sustainably-resourced and more equitable
- To boost collaboration and improvement that's shaped and owned by those who deliver and receive care, we focus around three themes:
 - Bringing improvement and digital together for sustainable change
 - Reducing waits in a way that supports broader transformation goals
 - Enabling integrated improvement across sectors

**“Improvement in healthcare is
20% technical and 80% human”**

Marjorie Godfrey, MS, RM,
The Dartmouth Institute

Technical

100%

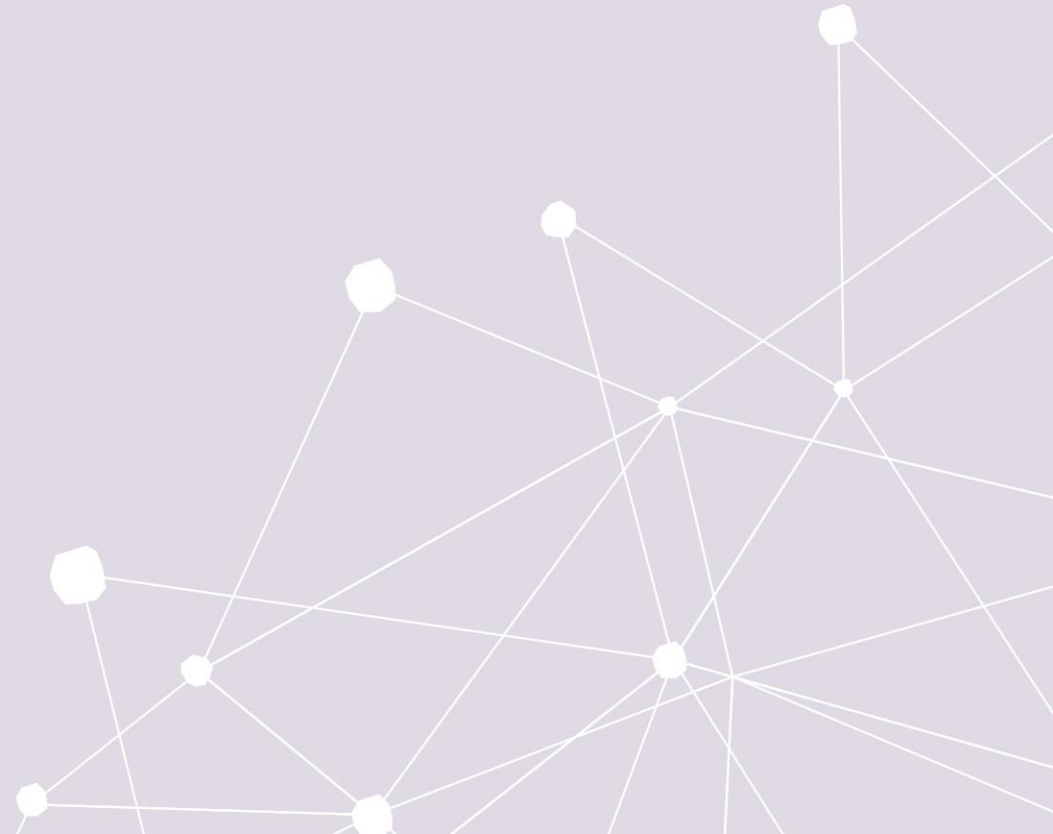


100%

Human

Find out more

q.health.org.uk



Thank you

Supported by



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E q@health.org.uk

[@theQCommunity](https://twitter.com/theQCommunity)
q.health.org.uk



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Dr Liz Westcott

Sigma Europe Region Coordinator,
President Phi Mu Chapter

We Are Sigma

Sigma Theta Tau International
Introduction to Sigma and
Phi Mu Chapter (England):
Nursing excellence in education,
practice and research

<http://phimu.nursingsociety.org/home>





OUR VISION

Connected, empowered
nurse leaders transforming
global healthcare

OUR MISSION

Developing nurse leaders
anywhere to improve
healthcare everywhere

SIGMA AT A GLANCE



Adams



Belford



Copeland



Lingeman



Miller



Wright

FOUNDED
1922

135,000+
MEMBERS

560+
CHAPTERS

100+
COUNTRIES



Benefits of membership

- Collaboration: locally, nationally, internationally
 - Best practice; bids, publications
- UN, other nursing organisations
- Professional development opportunities (within Chapter)
- Continuous Professional development (Sigma centre)
- Special interest groups
- Mentorship and coaching
- Leadership and volunteer opportunities
- Sigma journals and books
- Research/scholarship grants
- Sigma conferences
- Personal and Chapter recognition awards

Passionate about *advancing leadership, practice & research in Nursing?*

Join global Nursing organisation Sigma

Six great reasons to become a **Sigma** member..

Access to an international network of nursing experts, mentors and coaches.

*Sharing **expertise and knowledge** in nursing specialisms.*

Local, national and international opportunities to share your work & learn from others



Leadership and scholarship opportunities

*Research & practice development **Awards***

*Local and national nursing scholarship **events and resources** (including journals)*

Membership costs less than two coffees a month



Phi Mu Chapter



Membership contact >
Phimuchapterengland@gmail.com

What's on offer in Phi Mu Chapter

- Annual free conference
- Quarterly newsletters
- Project grants
- Action Learning Sets
- 2-3 monthly virtual events with inspiring speakers
- Buddy system

Phi Mu Committees

- Communications and Marketing
- Finance
- Governance
- Leadership Succession
- Membership Involvement / Awards and Recognition
- Research
- All meetings are held virtually

Welcome to the Sigma Europe family





11 European Chapters

- ▶ Rho Chi at-Large, The Netherlands Chapter
- ▶ Upsilon Xi at-Large, Wales Chapter
- ▶ Tau Omega, Sweden Chapter
- ▶ Phi Mu, England Chapter
- ▶ Phi Xi, Portugal Chapter
- ▶ Chi Delta, Armenia Chapter
- ▶ Omega Epsilon at -Large, Ireland Chapter
- ▶ Omegan Lambda, Israel Chapter
- ▶ Omega Xi, Scotland Chapter
- ▶ Alpha Alpha Beta, Italy Chapter
- ▶ Alpha Alpha Gamma, Croatia Chapter
- ▶ Alpha Beta Nu, Finland

Follow US on

- ▶ Twitter: @RegionSigma @lwestcott1
- ▶ @PhiMu Chapter
- ▶ Facebook: Sigma European Region
- ▶ YouTube channel:
Sigma European Region
- ▶ LinkedIn account:
<https://www.linkedin.com/company/sigma-european-region/>
- ▶ Read our quarterly newsletter

How to join Phi Mu Chapter?

- Check out websites: Chapter and Sigma
<http://phimu.nursingsociety.org/home>
- Complete an application form and a with short CV
 - Student
 - Post graduate member
 - Nurse leaderSend email to Phimuchapterengland@gmail.com or westcottej@brookes.ac.uk to ask for an application form
- Governance committee
- Welcome and invitation to get involved



#HelloMyNameIs



Catherine Eden

Managing Director



FLORENCE NIGHTINGALE FOUNDATION

Eden & Partners
UNLOCKING POLITICS AND POTENTIAL

Catherine Eden

@EdenPolitics

www.edenandpartners.co.uk



Three different days of *Thinking Politically and Influencing Effectively*

1. Organisation, locally and system-wide
2. Westminster, Whitehall and devolved administrations
3. Out and About in Westminster

Thinking Politically and Influencing Effectively: *within your organisation, locally and across your system*

Politics is all about 'getting things done'

The day includes.....

- Understanding the *health and care jigsaw* – the system in which you work
- The people to know, their pressures and drivers, and building relationships
- Hearing from systems partners in local government and the voluntary sector – what do they look to NHS leaders for?
- Influencing and political astuteness skills, to put into practice within and outside your organisation, locally and across your health and care system
- Practical group thinking sessions to hone your influencing skills and techniques using wicked problems that you face in your roles and testing them with our team

Date: Friday 29 September 2023

Cost: £390

Mode: Virtual on Zoom

Thinking Politically and Influencing Effectively: *in Westminster, Whitehall and devolved administrations*

“Complaining about a problem without posing a solution is called whining”

The day includes.....

- Where health policy and legislation come from and how you can better influence it
- Understanding the Westminster/Whitehall/arms-length body dynamic with a former Minister and senior civil servant
- Working effectively with local MPs/MSPs/MS'/MLAs and Peers: influencing practice through a case study and getting politicians on side with local developments
- The dos and don'ts of working with politicians
- Influencing and political astuteness skills

Date: Friday 13 October 2023

Cost: £390

Mode: Virtual on Zoom

Thinking Politically and Influencing Effectively: *visit to Houses of Parliament*

Purpose:

familiarise – observe - inform - enthuse - empower - inspire

What we will observe:

Select
Committee
sessions

House of
Commons
chamber

House of
Lords
chamber

Westminster
Hall debates

Dates: Tuesday 21 November; Wednesday 17 January; Tuesday 27 February

Time: 10am - 4.30pm

Cost: £95

Numbers: 15 people per session

Dark Swan



#HelloMyNameIs



Al Humes

Co founder, Dark Swan



DARKSWAN

CHALLENGE BASED LEARNING

We teach people how to adapt, be more resilient
and perform better as a team

Radical immersions | interactive workshops | situational coaching

Al Humes, co-founder Dark Swan



A photograph of two men in tactical gear. The man on the left is wearing a dark tactical vest with a circular patch on the chest. The man on the right is wearing a white helmet with a headlamp and a vest with a "SEARCH & RESCUE" patch. They are both smiling and looking at each other. The background is dark and textured.

Past students


Organisations we've worked with



A photograph showing two individuals in a field. The person in the foreground is wearing a white helmet with a headlamp and a blue jacket with 'INTERNATIONAL RESPONSE TEAM SEARCH & RESCUE' printed on the back. The person in the background is wearing an orange helmet and a red jacket. The scene is outdoors with a rocky or gravelly ground.

Humanitarian disaster response mission

INTERNATIONAL RESPONSE TEAM
SEARCH & RESCUE

A group of people wearing orange helmets and headlamps, gathered around a person lying on a stretcher in a dark environment, likely a rescue or training exercise. The scene is dimly lit, with the primary light source being the headlamps on the participants' helmets. The text "Leadership & Teamship" is overlaid in the center of the image.

Leadership & Teamship

Plan and run the mission





Behaviours and mindset

A photograph of two women in winter attire. The woman on the left is wearing a dark purple puffer jacket and a grey knit beanie. The woman on the right is wearing a dark grey jacket over a red top, a tan knit beanie, and glasses. They are both looking at a document held by the woman on the left. The background is a blurred outdoor setting with a building and a vehicle.

Peer to peer



Purpose, People and Performance

A group of four people are gathered around a table in what appears to be a meeting or workshop. A man with a beard and a grey hoodie is pointing at a document. A woman with long blonde hair in a grey hoodie is leaning over the table, looking at a document. A woman with dark hair is on the left, resting her chin on her hand. A woman with brown hair is on the right, also looking at the documents. The table is cluttered with papers, a yellow thermos, a clear water bottle, and a black travel mug. The background shows a blurred room with a whiteboard and a fire extinguisher.

Dark Swan Guides

Transferable learning

 **DARKSWAN**
CHALLENGE BASED LEARNING



Shared learning

A group of people are gathered around a campfire at night. The scene is illuminated by the warm glow of the fire and strings of white lights hanging overhead. The people are dressed in winter clothing, suggesting a cold environment. The atmosphere is cozy and communal. The text "Strengthening bonds" is overlaid in the center of the image.

Strengthening bonds



DARKSWAN

CHALLENGE BASED LEARNING

Thank you

WWW.DARKSWAN.UK

Bravest Path



#HelloMyNameIs



Bethan Davies

Co-founder, The Bravest Path




THE BRAVEST PATH

Florence Nightingale Foundation Scholars

Building courageous, compassionate
and connected leaders



Courageous.
Compassionate.
Connected.



Leader noun | lead · er

Anyone who takes responsibility for finding the potential in people and processes and has the courage to develop that potential.

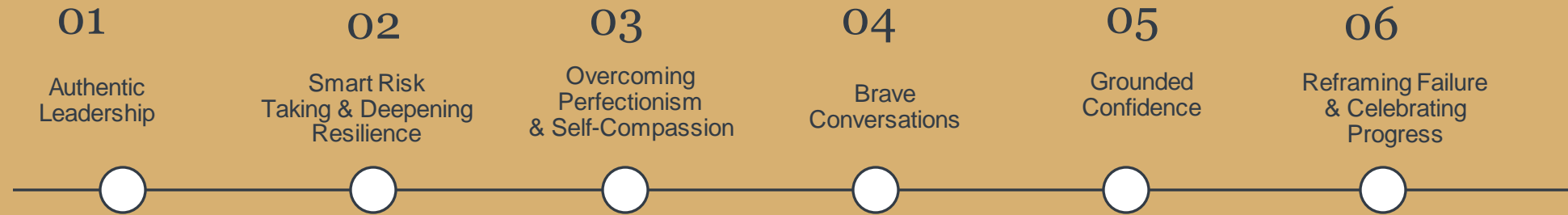
Leadership is not about title or the corner office. It's about the willingness to step up, put yourself out there, and lean into courage. The world is desperate for braver leaders. It's time for all of us to step up.

Brené Brown

Braver than Before



GROUP WORKSHOPS (2.5 HR)



GROUP COACHING (90 MINS)



PEER AND SELF LED

Integrity buddy monthly meets to review courage challenges / overcome blockers
Self-leadership courage challenges / blogging stories / seeking feedback / involving stakeholders

- 6 month fully virtual programme
- 15 hours development modules, 6.5 hours group coaching, and an expectation of 6 hours peer and self-led learning, approx. 6 hours per month.
- Starting October '23 - March 2024

Braver than Before™ Overview

01 Authentic Leadership

Understanding yourself and your values and how that impacts how you lead and where you want to go.

- > What do you stand for as a leader and in life?
- > Aspirational vs. lived values
- > 4 skillsets of Courage

02 Smart Risk Taking & Deepening Resilience

Understanding vulnerability and the impact of shame on how we live and lead bravely. Deepening self awareness, learning strategies for change and greater emotional resilience.

- > Dispelling the myths surrounding the concepts of risk, uncertainty & emotional exposure
- > Shame: Recognising the “not good enough” concerns of risk taking and the fears that hold us back
- > Learning how to pick ourselves up again when things don’t go to plan

03 Overcoming Perfectionism & Self-Compassion

Letting go of what others might think, practicing healthy striving and enhancing self acceptance.

- > Unhooking from Praise & Criticism
- > Identify practices to act differently without compromising standards

04 Brave Conversations

Separating facts from story, using the brave conversations framework to give daring feedback & ask for what you need. Skilling up for tough conversations with empathy and accountability.

- > Learn a simple structure that enables powerful, objective and meaningful conversations
- > Feel empowered to ask for what you need or want, with less fear around hearing “no”
- > Develop and practice skills to give and receive clear and kind feedback

05 Grounded Confidence

Developing self worth and grounded confidence to step into the arena and show up courageously.

- > Letting go of what others may think
- > Inner Critic to Inner Mentor
- > Stepping into your power
- > Offloading Hurt: Recognising how we react when triggered

06 Reframing Failure & Celebrating Progress

Noticing and reframing the stories you tell about yourself and others so you can navigate challenges and celebrate success.

- > Developing curiosity through reality checking our stories
- > Strengths based feedback and learning journey



“

For the first time in 3 years I asked for feedback, and had 2 brave conversations that I'd needed to have for nearly 6 months. This programme was the trigger for me to have the courage to do it.”

”



THE BRAVEST PATH

Are you ready to be brave?

- ❖ **Braver than Before**® - Oct '23 - March 2024
- ❖ £925 per person - please register interest today

To apply and for further questions please contact:



Email: bethan@thebravestpath.com

Tel: (0) 44 7921 407448



Hart Ridge



#HelloMyNameIs



Lucy Wiltshire

Managing Director

Introductions

Established since 2017, we offer bespoke leadership and organisational development solutions for teams, senior leaders and high potential aspiring leaders.

We work predominantly with the NHS and public sector organisations and design solutions to meet the needs of individuals and teams within their own context.

We support people to develop the self-awareness, skills and behaviours required to enable them to lead effectively within constant changing and complex landscapes.

We have an extended team of talented associates and are supported by Pam, our Business Manager.

As a team we have many years experience working both in and with the NHS.

Amy
Hart
DIRECTOR



Lucy
Wiltshire
DIRECTOR



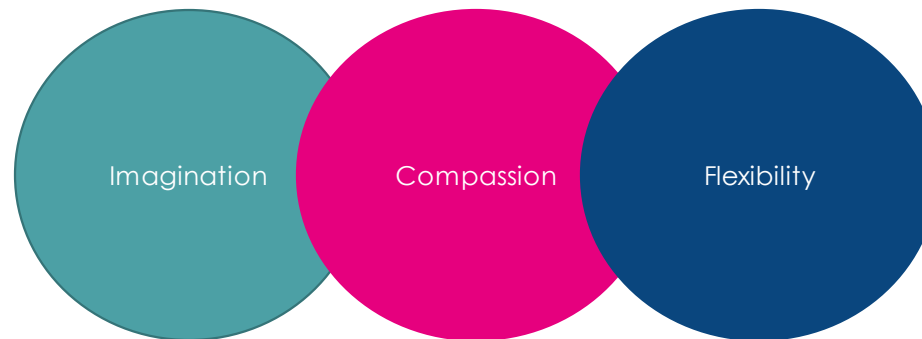
Pam
Hibbins
BUSINESS
MGR



Our Mission is to.....

“Develop individuals and teams to build sustainable change and compassionate cultures”

Our values:



Biography's



Amy Hart has occupied roles at Board level and is a qualified HR practitioner with more than twenty-five years in development

Areas of expertise:

- Leadership development (at any level)
- Executive coaching
- Action learning
- Team development
- Team dynamics
- Conflict management and resolution

Professional Memberships:

- Fellow-Chartered Institute of Personnel and Development

Qualifications and accreditations:

- Masters in People & Organisational Development
- Executive coach
- Qualified MBTI (1&2) practitioner
- Certified 360 feedback facilitator
- NLP Practitioner
- Belbin qualified
- Franklin Covey 7 Habits certified practitioner

Associations:

- Faculty 2022/23 – NHS England Nye Bevan
- Faculty – Florence Nightingale Foundation
- Faculty – HMRC Leadership Development



Lucy Wiltshire is a qualified HR practitioner by background with twenty six years' experience working within the NHS.

Areas of expertise:

- Leadership development (at any level)
- Executive coaching
- Culture Change
- Staff Engagement
- Action learning
- Team development and dynamics

Professional Memberships:

- Fellow-Chartered Institute of Personnel and Development

Qualifications and accreditations:

- Qualified and practicing Coach
- Qualified MBTI practitioner
- Certified 360 feedback facilitator
- Accredited AffinaOD Team coach
- Certified mentor
- Postgraduate certificate personnel management
- MSc professional management

Associations:

- Faculty 2022/23 – NHS England Nye Bevan
- Faculty – Florence Nightingale Foundation

Developing nursing and midwifery leaders

Working in partnership with Florence Nightingale Foundation (FNF) since 2019....

We have delivered 39 different national & regional programmes for FNF:

- **Senior Leadership** Programmes
- **Aspiring Leadership** Programmes
- **Emerging Leadership** Programmes
- **Mental health** nursing programme
- **Childrens nurse** development programme
- **IPC nurse** programme
- **Director of midwifery** programme
- **Nursing associate** programme
- **Shared decision making** council programme
- **1:1 executive coaching**



We are proud to have developed over **1000** nurses & midwives in partnership With FNF over 4 years

Our virtual offers

Title	Personal branding	Action learning	1:1 leadership coaching
Aim:	<p>To understand the impact of colour & personal presence To explore how colour can enhance your image and personal confidence This course is a bit like a spa for the mind!</p>	<p>Peer problem solving through a structured and confidential space to think about workplace problems, issues and challenges and identify options and ways forward.</p>	<p>To unlock individual's potential to maximise their own performance – to learn rather than be taught.</p>
Benefit:	<p>Command the room with increased confidence and appearance. Reflect your personality professionally and understand the impact style and colour can have in different contexts</p>	<p>Through questioning, reflection and acting, set members gain both a deeper understanding of the issues they face and what they might do, as well as some personal insights into how they think, feel, work, lead and behave.</p>	<p>Overcome leadership challenges and build confidence through enabling individuals to identify and act on their own solutions</p>
Cost:	<p>£600 per participant</p>	<p>£1,000 per participant (based on 6 participants per set)</p>	<p>£1,200 (for 3 sessions)</p>
Delivery & participant numbers	<p>½ day From September 23 <i>Max number 10</i></p>	<p>4 X ½ day sets From September 23 <i>Max number 6 per set</i></p>	<p>3 X 90 min sessions From July 23 <i>Individual</i></p>

Next steps



If you are interested in any of our offers, register your interest by 30th June 2023 by emailing:



hartridgeconsultants@gmail.com

Windsor Leadership



#HelloMyNameIs



Jonathan Story

Chief Executive



WINDSOR LEADERSHIP

AND

**FLORENCE
NIGHTINGALE
FOUNDATION**





TWO VENUES

St George's House, Windsor Castle

Cumberland Lodge, Windsor Great Park

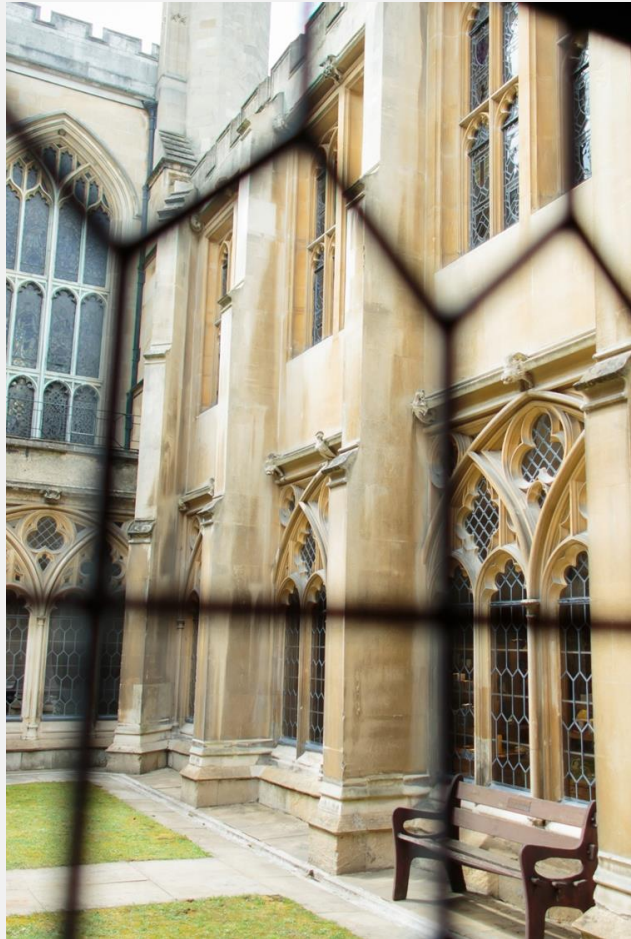
TWO PROGRAMME OPTIONS

Bespoke – designed for Florence Nightingale scholars

Open – providing sector diversity and learning



Windsor Leadership



Programme Structure

Two parts over 6 months

- Contracting
- Syndicates
- Speakers
- Reflection
- Plenary
- Action Plan



Windsor Leadership

Themes – self development

Empowerment

Wellbeing

Confidence

Courage

Imposter syndrome

Resilience

Values

Self Care



Windsor Leadership

Themes – leadership development

Accountability

Responsibility

Empowering others

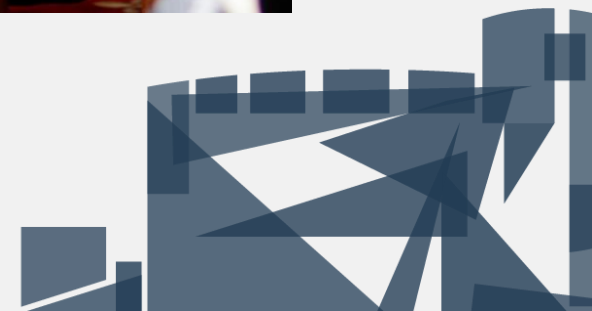
Culture

Being Heard

Managing up

Leading change

Risk



Windsor Leadership



Bespoke

- Common Themes
- Learn from like-minded leaders
- Sector-diverse speakers

Open

- Sector diversity throughout
- Commonality of challenges
- External networking

Levels

- Incl Women In Leadership



Windsor Leadership

.....explore who I am as a leader, learn from others and mostly allow me to identify just what is possible from within me
TH, Deputy Chief Nurse

This programme has helped me to develop skills and personal insight to minimise threats and maximise my positive individuality helping me to flourish as an individual and a leader
IJ, Associate Dir' of Nursing



Windsor Leadership



Pricing and Availability

Bespoke

- Emerging Strategic Scholars
 - 15-17th Nov '23 and 29-30 Apr '24
- Established Leaders Scholars
 - 13-15th Dec '23 and 9-10th May '24

Open Programmes

- For Established, Senior and Global
- Incl Live-on-Line and Women in Leadership





WINDSOR LEADERSHIP





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Jane Dwelley

Vice President International



Welcome to
**Digital Health
Leadership**
with





**Global network
of digital health leaders**

**Professional
education programmes**

**Accreditation
of experience and skills**

Digital Health Leadership Academy for Nurses and Midwives

NHS

Health Education England

NHS
England



- Residential four-day programme
- Built in partnership with nurse and midwife system leaders
- Bespoke curriculum developed for digital nurses and midwives
- Taught by an expert faculty of peers and thought leaders
- Value for money
- Time efficient
- Builds professional networks
- Leads to CHIME's accreditation

Learning objectives

Define digital health skills unique to nursing and midwifery

Update nursing and midwifery practice with digital health approaches and technologies

Understand the context of digital health transformation

Communicating change and setting vision

Life balance

**FLORENCE
NIGHTINGALE
FOUNDATION**



June 2021



November 2021



June 2022



Cannington Court
Somerset
27-30 June



Jubilee Centre
University of Nottingham
11-14 July



Møller Institute
Cambridge University
12-15 September

Leading organisations and culture

1

Welcome to the revolution
Shaping transformational strategy
Leading digital change
Patient centred innovation
Achieving organisational value in digital health

Leading people

2

High performing teams
Collaboration
Leadership communication

Leading self

3

The prepared leader
Life balance

Gain professional recognition for your digital health leadership



CHIME Certified Digital Health Professional certification is for people in the early part of their career and tests understanding and governance around digital health. A specific version for nurses and midwives is also available



CHIME Certified Digital Health Leader is aimed at people who have progressed to leadership positions in a healthcare organisation



CHIME Certified Digital Health Executive is for people working in executive roles, such as CCIO and CNIO, and is equivalent to CHCIO



- Complimentary entry to Forum (worth \$2400)
- All education, food and entertainment included
- Pre-forum programme of events

Testimonials

Feel I've learned so much and ready to move forwards.

The week has been fantastic from the beautiful venue, the wonderful food, the Cannington staff, to the superb content and networking opportunities,

I can't imagine a better week for my development as an aspiring CNIO. Thank you.

A truly exceptional course - the variety and breath of content was fantastic and the running of the event was seamless.

Wonderful faculty and great participants.

Fantastic week. Best programme I have done. Great relationship building!

Inspiring and informative are used but aren't enough to describe this course. I leave energised, focused and feeling supported.

Thank you.

Just inspirational and life changing. Thank you.



Our results

To date 30 attendees have taken the certified digital health accreditation



Two attendees won places on the NHS Digital Academy MSc

Five attendees have published papers, articles and presented at UK and international conferences on digital health leadership

Five attendees are contributing chapters to a book on digital health nurse leadership (Elsevier 2024)

Two attendees have launched a digital health podcast



£2150



Cannington Court
Somerset
27-30 June

£2500



Jubilee Centre
University of Nottingham
11-14 July

£2750



Møller Institute
Cambridge University
12-15 September



LEARN MORE

Digital Health Leadership Academy for Nurses and Midwives Open Registration

The CHIME digital health leadership academy for nurses and midwives is a unique four-day educational and networking event for digital nurse and midwife leaders.

11 Jul 2023 - 14 Jul 2023 ·
Jubilee Hotel and Conference Centre

chimeinternational.org/more-events/digital-health-leadership-academy-open



12 Jun 2023 - 14 Jun 2023

Radical Health Festival

Radical Health Festival Helsinki (RHFH) is a new pan-European and cooperative conference, driven by an ambition to transform healthcare, deliver value, improve clinical and financial outcomes, and make health systems sustainable. Join us in Helsinki and be part of the radical revolution.



27 Jun 2023 - 30 Jun 2023 ·
Cannington Court

FNF Scholars Digital Health Leadership Academy for Nurses and Midwives

The CHIME digital health leadership academy for nurses and midwives is a unique four-day educational and networking event for digital nurse and midwife leaders.



12 Sep 2023 - 15 Sep 2023 ·
Møller Institute

CHIME CIO Summit

CHIME - the College of Healthcare Information Management Executives is holding a CIO Summit at the Møller Institute Cambridge. This three-night residential brings the very best of CHIME's established professional digital health education

Eden Project



#HelloMyNameIs



Pam Horton

Eden Leadership Manager



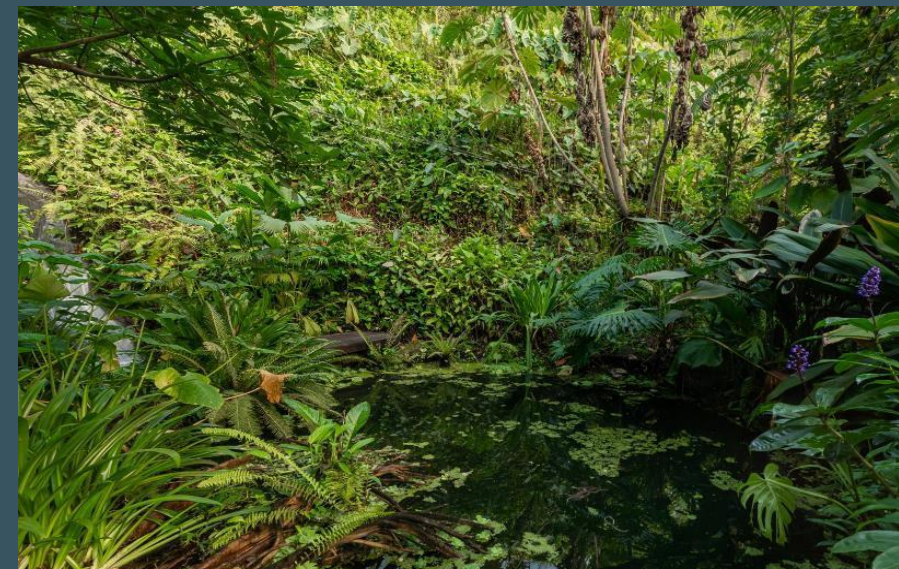
Welcome







Rainforest Biome



Mediterranean



Outdoor Gardens



‘The future remains ours to make’

Sir Tim Smit

Many of the world’s life support systems are collapsing. And as they do so our civilisation faces a series of increasingly difficult challenges. Rather than waiting for others to act, as many seem to be doing, we realise that each of us possesses power and agency and that our businesses are crucial to creating a healthy, prosperous future where we live in harmony with the rest of nature.

HotHouse creates transformational learning experiences that gift people, the time and space to navigate this complexity together and emerge better equipped to chart a course for the future. The programmes have the natural world at their core, encouraging participants to build richer relationships with nature and each other for common good.

Nature Definition

(Oxford English Dictionary)

Noun

The phenomena of the physical world collectively, including plants, animals, the landscape and other features and products of the Earth, as opposed to humans or human creations.



What are the ingredients?

- Develop powerful *Creative Leadership programmes carefully designed to enhance individual and group development.
- Immersion in a blend of the iconic Eden Project site and wild Cornish landscapes.
- Multi-disciplinary facilitation teams with experience in diverse fields.
- Understand the local context and needs to design custom programmes that hit the mark.
- Nature-based: Learning *in, from and for* nature by fostering meaningful relationships *with* the natural world.
- The learning is made relevant to the real world.
- Craft beautiful experiences, sustained by hearty, seasonal food, which are remembered by the participants.

**Creative Leadership means developing the skills, attitudes, and intelligences to navigate and thrive in the vast, complex, and interconnected challenges of the 21st century.*



Regenerative Leadership

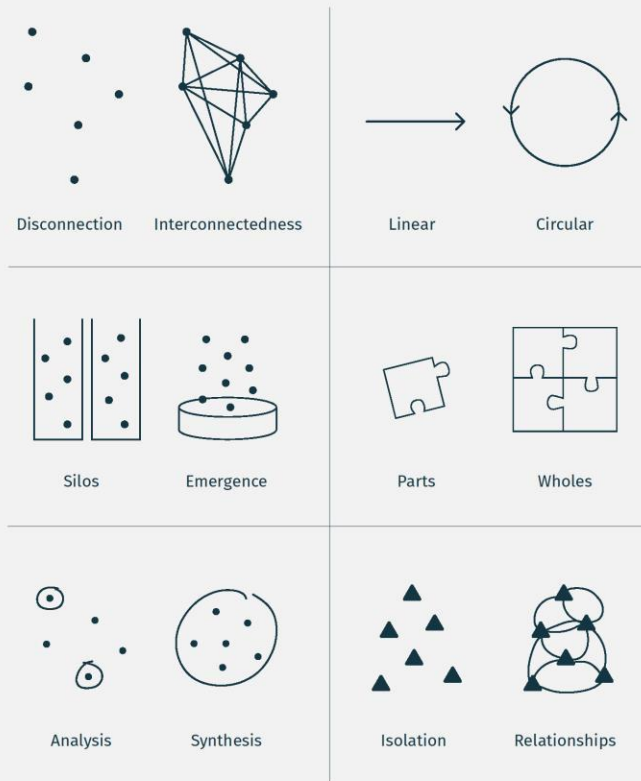
A shift from a reductive/mechanistic way of leading into a systemic/living-systems way of leading.

Sustainability = The ability to sustain, prolong, support, carry on.

Regenerate = to become formed again (a global, natural functioning system).

Regenerative = able to regenerate, to regrow or be renewed or healed, especially after being damaged or lost.

Systems thinking



Systems thinking is a way of making sense of the complexity of the world by looking at it in terms of wholes and relationships rather than by splitting it down into its parts.

Quite simply the best leadership deep dive I have ever done.



An inspiring journey like no other. This course doesn't tell you how to be a better leader, what it does goes deeper and beyond that.

This was something else! I feel leaving full of purpose, clarity and confidence about the future. Eden is a truly special place and this Leadership Retreat is an incredible experience.

I've explored more about myself this week than I ever have been able to. That's amazing personally but also professionally.

Life changing would be an understatement. Eden definitely feels like the Eighth wonder of the world!

A journey of reflection and connectivity has made me stronger and more resilient. This truly is a powerful space to discover the leader I am.



*100% of delegates would recommend the programme to their colleagues.
Source: Delegate evaluations.*

Thank you

phorton@edenproject.com





#HelloMyNameIs



Dominic Stephen

Director, Bid Management &
Business Development

FLORENCE
NIGHTINGALE
FOUNDATION

London
Business
School

Introduction to London Business School

May 2023

Leadership

Reach the next level in your career with our range of courses for experienced, transitioning and first-time leaders. Develop deep insights, skills and leadership styles to influence and inspire others, and drive performance in your organisation.

Digital Transformation

Rapid change, technological disruption, unexpected competition. Explore how you can turn threats into opportunity. Unlock innovation and reshape your organisation's future.

Sustainability

Secure sustainable success. Build the strategy to transition to responsible business and transform your competitive advantage.



Finance

Master the latest financial techniques, tools and strategies with our range of short courses designed for finance and non-finance professionals. Led by our renowned faculty in London, a global finance hub, we give you the insight and edge to navigate today's fast-changing landscape.

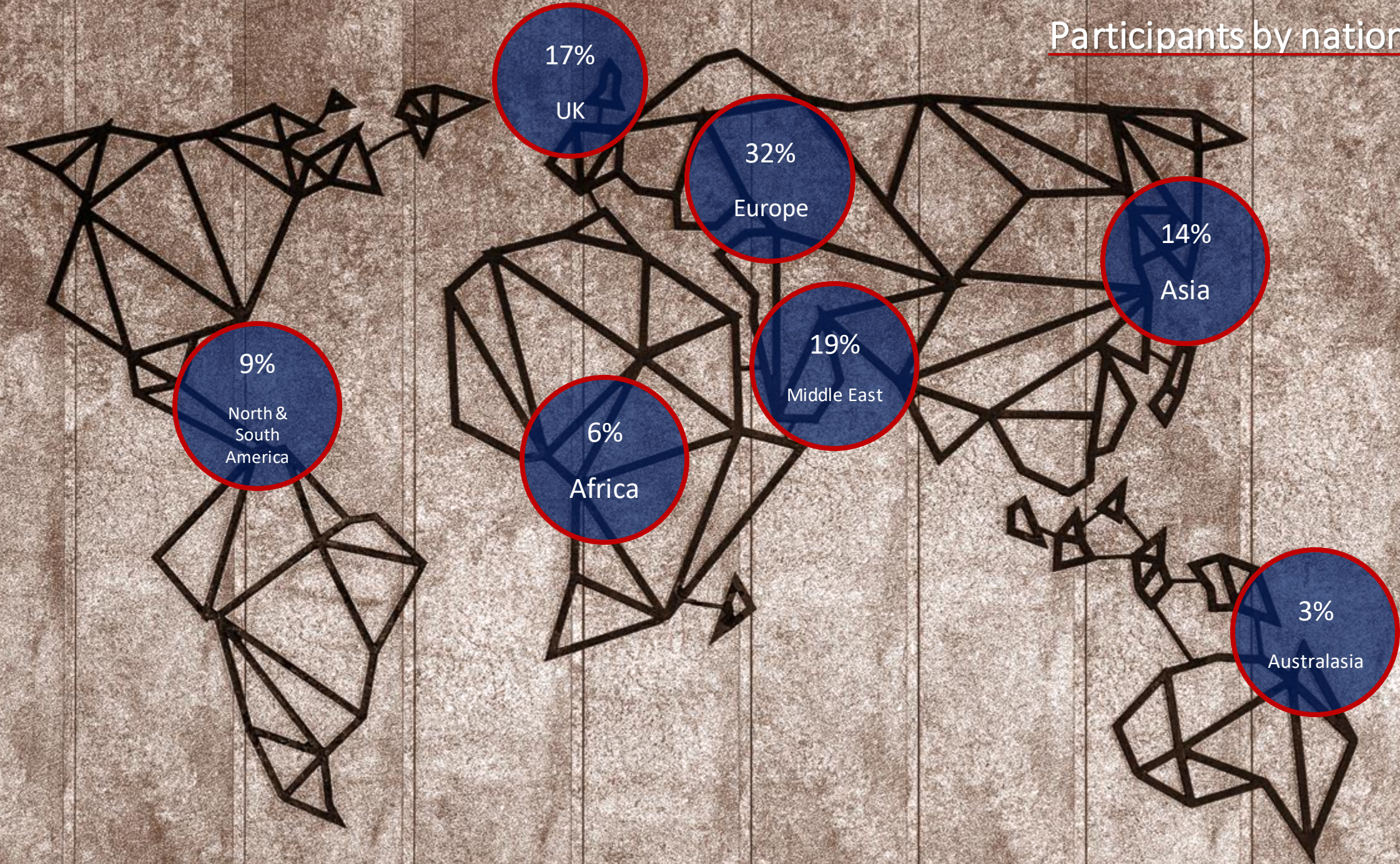
Data Science

Unlock the infinite power of data to transform your organisation. Bring your own data challenge and translate this into actionable insights.

Strategy

Our suite of world-class strategy courses give you the tools and capabilities to create competitive advantage and deliver growth in the fast-changing global business environment. Take on your strategic challenges and drive success for your organisation.

Participants by nationality



London
Business
School

Highlight Open Programmes



Senior Executive Programme

- Our flagship programme, running continuously since 1966
- For senior leaders with 15-20 years of management experience
- Participants across corporate and not-for-profit sectors, from around the world
- 2 modules of 2 weeks each at our London campus – spread over 3-6 months
- Covers Leadership, Strategy, Change and Impact
- Scholarships for female leaders – 1 x full and 2 x 50%

“ Elevate your impact

Our Senior Executive Programme experience

is designed to be demanding, immersive and deeply impactful – because the key to transforming organisations are leaders who are willing to transform themselves.



Women in Leadership

- For outstanding female leaders with 10+ years of management experience
- 5 x day programme on campus, including 360 assessments, individual and group coaching and sponsor programme
- Equips you with the mindset, network and leadership skills to step in to top level roles – maximise your personal and professional impact
- Provides a safe space for open dialogue and experimentation
- 1 x full Scholarship available

Becoming Exceptional

- For mid-senior leaders with 5+ years of management experience
- Based on 'Exceptional', a new book by Dan Cable, Professor of Organisational Behaviour
- An immersive and highly practical personal journey of discovery. It will help you understand your power to unlock the best of yourself and the individuals you work with, to power collective success
- Includes 1:1 and group coaching
- 7 weeks – live, online

“ ***'Becoming Exceptional'*** will show you how to live and lead exceptionally.



Building Resilience & Agility



It is a course that touches reality, the past and the future and links them.

- For mid-senior leaders with 5+ years of management experience
- Discover why building resilience and agility: strategic, operational and behavioural, is critical to revitalise and refine your organisation for uncertain times
- Build the resilience and agility to prepare for tomorrow's challenges.
- 3 Modules, 6 weeks, Online – 4-5 hours per week

London Business School

London Business School

Regent's Park
London
NW1 4SA

www.london.edu/execed

Email: clientsolutions@london.edu

Telephone: +44 (0)20 7000 7117

A Graduate School of the University of London



london.edu





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Johnny Guy Lewis

Tutor, RADA Business



Break Time

Time to reflect

Breakout Rooms



- Hopes and Goals
- Group Agreement
- Q&A

- Senior – Professor Greta Westwood CBE (303)
- Established Strategic – Lucy Brown (Main Hall)
- Emerging Strategic Group One – Becky Thomas (201)
- Emerging Strategic Group Two – Peter Roxburgh (204)

Closing Remarks



#HelloMyNameIs



**Professor Greta Westwood
CBE PhD RN**

FNF Chief Executive



BUILD YOUR
NETWORK