

Action Learning Set Participant Selection

Purpose	To support selection of effective country delegations to undergo a year-long Action Learning programme by 27th March 2024.
Contents	<ul style="list-style-type: none">- The ask- Background to the WHO/NHSE Working for Health 2030 Building Health Workforce Leadership Programme- What is Action Learning?- Selection Criteria for Effective ALS Teams- Expectations from Participants
Audience	WHO Country Leads

The Ask

To select an initial country team of up to 10-12 delegates from Ministries of Health, Labour, Education, and Finance, as well as country stakeholders and WHO country office leads. Each country team will be required to participate in eight (8) three-hour Action Learning Sessions throughout the duration of the [WHO/NHSE Working for Health 2030 Building Health Workforce Leadership programme](#) (April 2024 to April 2025).

Please select delegates by latest 27th March 2024, and contact england.tcc@nhs.net with any queries.

Background

The *Working for Health 2030 (W4H2030) Building Health Workforce Leadership programme* is a collaboration between the NHSE Global Health Unit, WHO, and higher Salford University, UK. Since 2021, the programme has supported 15 countries and over 70 participants. It facilitates approaches to strengthen health workforce policy and planning practices in each of these countries, through reflexive learning, and the convening of communities of practice in areas such as strategic workforce planning, transformation, and leadership.

The W4H2030 programme is structured as follows:

1. Four (4) quarterly knowledge exchange seminars;
2. Eight (8) action learning sets (x8) for each country team;
3. A series of tailored technical and knowledge exchange workshops;
4. A moderated Community of Practice;
5. An evaluation of knowledge and learning.

What is Action Learning?

“I’ve just learned that alone you cannot do much, but in groups you can reap more!”

- Working for Health 2030 2023 participant.

Action Learning tackles problems through a process of first asking questions to clarify the exact nature of the problem, reflecting and identifying possible solutions, and only then taking action. Questions build group dialogue and cohesiveness, generate innovative and systems thinking, and enhance learning results.

In the context of the *WHO/NHSE Working for Health 2030 Building Health Workforce Leadership programme*, action learning supports critical reflection on personal performance and the formation of more effective working relationships across working silos within the HRH landscape. In previous years, country participants have credited the Action Learning sessions with supporting to resolve challenges including:

- Pass legislation for national registration bodies such as nursing and midwifery councils;
- Implement strategies to improve retention of healthcare professionals in rural areas;
- Consolidate and use data to support decision making for workforce planning;
- Increase numbers of entry level roles for healthcare professionals; and more.

The power of action learning is in the guiding participants to leverage their own agency to address within the health system complexity, empowering leaders to take action, and convening a support network of other passionate leaders.

Selection Criteria for Effective Action Learning Teams

The selection of country teams underpins the successes possible within the *WHO/NHSE Working for Health 2030 Building Health Workforce Leadership programme*. To support with country delegate selection, the team have recorded lessons over the past iterations of the programme and highlighted some key practices that create effective action learning teams. It is critical that teams are **selected by 27th March 2024 at the latest** for programme onboarding which commences in April. These include:

- Ability to participate directly and collectively in all action learning sessions. At a minimum, participants should be able to co-locate for the first session to build rapport;
- Mixing of professional cadres is key for creating high-performing groups. Bear in mind that medics or other clinical staff may have difficulty in attending all the scheduled sessions, and so participants should be drawn from a variety of disciplines and sectors. A range of professionals from across the spectrum of HRH-related activity tends to result in more effective teams;

- It is recommended that you identify around 10-12 potential participants on the basis that not all will be able to attend all the time; and,
- Where there are existing workforce initiatives or programmes of work ongoing, participants should be encouraged to integrate key elements of these into the action learning.

What is expected from the participants?

“[this programme] has empowered me in a tremendous way the manner in which I conduct meetings, because in the office we are assigned to lead or to chair meetings, the manner in which I conduct and follow and probe, now it is with direction and its objective. For every discussion I now have the skill of making sure that there is no point without an intervention”
– W4H2030 2023/24 participant

The participants for the *WHO/NHSE W4H2030 Building Health Workforce Leadership programme 2024/5* cohort will be encouraged to engage constructively with professionals from across national agencies within their own country contexts, and then to exchange knowledge with other countries across the WHO EURO and WHO AFRO regions who are experiencing similar workforce challenges. The participants will be supported throughout by a secretariat team within NHS England, who will facilitate the programme from the onboarding through to the end of the learning journey through the programme.

The time commitment over the course of the programme will include:

- 4x two-hour seminars that take place each quarter. These seminars are tailored to areas of interest for the delegates, and some will have the opportunity to participate as expert panellists;
- 8x three-hour Action Learning Sets over the course of the year-long programme;
- A one-hour onboarding event in April;
- Bespoke technical workshops at request; and,
- A three-day in-person end of programme event (to be confirmed).

Session times will be agreed with the delegates at the start of the programme by facilitators at Salford University. Participants will be required to attend a series of four (4) online quarterly seminars that are curated by the secretariat, and that respond to their specific areas of interest.,

A series of eight (8) action learning sessions will be delivered by the University of Salford, which are designed to address the ‘wicked problems’ and workforce challenges that have been identified by the participants. Participants will be awarded a certificate of attendance at the conclusion of the programme if the minimum threshold of attendance has been met.

Participants will be encouraged to share key lessons and the exchange of knowledge with other participants and country action learning teams.

Please direct all selection questions to the secretariat team at NHSE via the email england.tcc@nhs.net.