

Leading Culture Change

DEVELOPMENT PROGRAMME



DEVELOPED BY

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OUTLINE

The TODAY Framework for culture change makes time the currency of care, putting patient time at the centre of decision making. The framework focuses local activity on the things that will have the biggest impact in that specific area, be that leadership, targeted service improvement or a discrete project.

TODAY aims to embed a culture of continuous improvement enabling all involved to make a positive impact on patient and staff experience. Everyone in health and social care makes a difference, this framework makes it easier for people to quantify that difference through a multitude of small coordinated changes.

The taught elements of the programme equips participants with the personal leadership skills needed to create, engage in, and sustain change, creating environments that heal not harm those within them.

To date, the TODAY framework has been taught by the Health Service 360 team in over 50 healthcare organisations in the UK and overseas, been presented at multiple national NHS events, and participants have won awards and published papers on their work.



Proposed Approach

The TODAY Framework will support in developing integrated and partnership approaches to leading culture change across healthcare. It is suggested that specific support draws on an initial set of diagnostic events, using the TODAY framework to identify where people are currently and what good looks like for them.

From here, further support for care leaders will be designed around specific need. It is likely to involve a combination of TODAY I CAN facilitation, leadership development and larger TODAY workshops. Outlines for individual programmes have been forwarded separately.

01

1 day TODAY workshops

Discovery workshops using the TODAY framework, exploring baseline for each area, introducing TODAY and valuing time as a driver for discharge - hosted by Prof Brian Dolan OBE and Prof Lynda Holt. Cost per workshop £5000.

02

TODAY I CAN - 180 Day Programme

For key leaders - enabling people to work through what will make the difference in a facilitated, collaborative environment creating a cohort of people leading discharge work through a series of actions designed to value time.

The programme consists of two days initial module followed by monthly action learning workshops. These are usually 3hrs and can be conducted online or F:F
Cost per person £2750.

03

I CARE Braver Leaders Programme

For clinical and operational leaders - eg those between band 7-8a. The programme includes three taught modules, action learning sets and some psychometrics to aid collaborative working. This 6 month programme is £3150 per person and the ideal cohort size is between 20 - 25.

**WHEN LEADERS GET BRAVER,
EVERYTHING CHANGES**



Professor Brian Dolan OBE

Director, The Braver Group, Professor Coventry University and Honorary Adjunct Professor of Innovation in Healthcare, Bond University, Queensland

As the originator of #EndPjparalysis and The Last 1000 Days, Brian's work has sparked culture shifts and patient flow improvements in hospitals across the globe, including mobility challenges and Global Deconditioning Summits.

With over 40 years in healthcare, he focuses on system redesign, culture change and patient flow, translating big ideas into practical, everyday leadership strategies that health professionals can actually use.

Brian was awarded an OBE in 2019 by HM the Queen 'For Services to Nursing and to Emergency Care' and voted one of the 20 most influential people in the history of the NHS in 2018.

Brian@braverleaders.co.uk



Professor Lynda Holt

CEO, The Braver Group and Honorary Professor of Social Leadership, University of Salford

Lynda is a cultural force in leadership. She has led through crisis, conflict, and complexity for over 30 years, as an emergency care clinician and in the boardrooms of national systems. She brings operational credibility, emotional fluency, and the kind of challenge that clears the air and enables movement.

Where things are messy, emotional or misaligned, Lynda works with you to clear the noise, make brave decisions, and create cultures people want to belong to.

Lynda@braverleaders.co.uk

The Braver Group offers a range of leadership, cultural development, and coaching services in healthcare, education and social impact organisations. We work at the intersection of leadership, culture, and humanity, helping your people to lead with courage, compassion, and clarity, and helping you grow cultures that heal and not harm.

Our founders, Professor Lynda Holt and Professor Brian Dolan OBE, bring decades of experience in leadership, healthcare and education, and have influenced working lives of thousands of leaders. With a small, beautifully curated team of coaches and facilitators, the Braver Group is on a mission to reshape the future of leadership.

Your future depends on the leaders you grow.



The Braver Group Ltd

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