Learning from Excellence
Community Event

‘Creating a Positive Workplace Culture.’

Programme 15 November 2018
Welcome

By Adrian Plunkett, Consultant Paediatric Intensivist at Birmingham Children’s Hospital and Emma Plunkett, Consultant Anaesthetist at University Hospitals Birmingham NHS Foundation Trust.

Welcome to Birmingham! Welcome to those of you who have travelled from around the UK or overseas and also to those of you who live and work locally. We are really grateful that you have chosen to join us today.

Since Learning from Excellence (LfE) was first implemented at Birmingham Children’s Hospital in 2014, we have seen the idea grow, spread and evolve. Others have independently had similar ideas and we believe this reflects recognition of a need to change the way we approach discussing and learning from our work in healthcare, and also a wish to ensure staff feel appreciated for the excellent work they do on a daily basis.

For any of you new to the concept, LfE is a call to learn from what works in healthcare. At its heart is a positive reporting system. It was designed to help us to notice, capture and feedback examples of what works well in healthcare. The LfE philosophy proposes that looking at what works will enable us to improve the safety and quality of our work; and by showing recognition and appreciation to each other, we can help staff to feel valued and improve morale. It is a natural fit with Appreciative Inquiry (AI) – the study of what is working well.

LfE Community Event 2017

Last year’s event was about creating a community around the philosophy behind LfE. The fact that you are all here at a second event suggests that this is starting to happen. We were excited to hear about the LfE meeting in Scotland on 4 June and the recent Thames Valley Reporting Excellence (TREx) event on 15 October – please let us know about any others. We also know that, like the West Midlands Patient Safety Collaborative (WMPSC), other PSCs are interested in supporting their local regions.

We were very fortunate to have a wonderful team of speakers last year, all of whom are joining us again today, some to share further insights and others to contribute to the discussion and help us consider how we continue to grow and share our ideas. Last year Suzette Woodward shared her insights on Safety-II and working safely, Neil Spenceley talked about the importance of our behaviour, Andy Bradley spoke about shame and pride, Chris Turner educated us on the impact of incivility and we had a panel discussion with people who had introduced LfE systems where they work. Suzanne Quinney was on hand to guide us in AI.

You can find out more about everyone on pages four/five.

If you want to find out more about last year’s event – please look at the LfE Conference pages on the LfE website where you will find the programme, a video reflecting on the day and links to a blog by Suzette and copies of many of the posters.
The LfE event last year went very well - a slightly intimidating act to follow. For today we have put together a programme of sessions that we know we will learn from and enjoy, and we hope you will too. Although we have some new speakers, we haven’t changed the format; there will be a mix of short, thought-provoking talks with time for discussion and networking. As with last year’s event, we want today to be uplifting and positive and a reminder of things we can do to make a difference for ourselves and our work places.

Today’s event

The LfE event last year went very well - a slightly intimidating act to follow. For today we have put together a programme of sessions that we know we will learn from and enjoy, and we hope you will too. Although we have some new speakers, we haven’t changed the format; there will be a mix of short, thought-provoking talks with time for discussion and networking. As with last year’s event, we want today to be uplifting and positive and a reminder of things we can do to make a difference for ourselves and our work places.

The programme builds upon what we discussed last year, with the theme “Creating a Positive Workplace”. We are very well aware that this is increasingly challenging, our workloads feel higher than ever before and there seem to be fewer resources to manage this. It can be easy not to feel positive about our work. Despite this, every day at work we see examples of people going out of their way to help others, something we never cease to find inspiring. And whilst we don’t wish to pretend that the challenges don’t exist, we think there are things we can do which will enable us to flourish and thrive.

Today is as much about the delegates as the speakers. The speakers are all people who have experience in Learning from Excellence, Appreciative Inquiry, Safety-II and positive psychology, but we recognise that many of you will also have expertise and ideas in these areas. The aim of this meeting is to allow us to learn from one another, through sharing our experiences.

We have an inspiring collection of posters on display, examples of work in LfE and Appreciative Inquiry around the country. There is also a collection of LfE resources, along with three new cards which you can find on the tables, which you may like to use to practice some gratitude or in your positive reporting systems. If you are interested in getting more of these, please let us know. We will also make them available on the website.

We hope you have a fantastic day. We invite you to get involved either through discussions with your neighbours, visiting the poster presentations and information stands, or questions to our speakers and faculty. Share what you feel able to of your experiences and we welcome questions, challenges and different perspectives. If you are a fan of social media, or even if you just dabble occasionally, please join the conversation on Twitter, using the hashtag #LfEConference18 and tweet your videos and photos from the day.

This event wouldn’t be happening without the West Midlands Patient Safety Collaborative and the West Midlands Academic Health Science Network. We are hugely grateful for their support, and for the hard work of everyone in the team, especially Helen Hunt and Pete Jeffries. Pete has now left the PSC for a role at Shrewsbury and Telford NHS Trust. Much of the growth and development of LfE is due to his foresight and guidance and we will miss his wisdom, perspective and humour. Thank you Pete.

LfE and Safety-II

LfE fits with, although is not exactly the same as, the concept of Safety-II: the approach to safety proposed by Prof Hollnagel et al. The Safety-II approach proposes that to improve the safety of our systems, we need to understand how the whole system works and how we create safety. This is a complementary but different approach to Safety-I (our traditional approach to safety) where we identify and investigate error and harm (the absence of safety) in order to find solutions. We believe there is room for both these approaches and indeed a combination of the two can generate important insights and ideas for improvement.

Neil Spenceley is going to update us about latest thoughts around Safety-II this afternoon.

As ever there remain sceptics about the benefits of positive reporting systems (and Safety-II) and we recognise it is important to acknowledge other perspectives. Some think that we are suggesting that this work should replace our traditional approach to safety and are concerned that focusing on excellent practice might lead to error and harm being ignored. This isn’t the intention of LfE.

However, we do believe that it is possible to take a kind, non-judgemental and supportive approach to learning from adverse outcomes and events. Something we would like to consider in more depth at a future LfE event.
Speakers and facilitators – the LfE friends & family

Suzette Woodward
National Clinical Director, Sign up to Safety Campaign, NHS England
Suzette has worked for nearly 40 years in the NHS, starting as a Paediatric Intensive Care Nurse she has specialised in patient safety for the last two decades. Working in the Department of Health, National Patient Safety Agency and NHS Resolution she has also worked with the World Health Organisation and international patient safety groups.

"Learning from Excellence is a way we can shift from only seeking to learn from when things go wrong to learning from how we get it right. I also think it significantly helps us urgently address the blame culture and incivility and is a truly inspirational way to bring joy to the lives of the people who work in the NHS."

Alison Jones
Learning from Excellence Fellow
"For me, the importance of LfE lies in its ability to counter the prevailing negativity bias. Noticing and appreciating good practice helps us to understand the significance of our working conditions and the manner in which we carry out competent work. It is a great way to help the team feel valued and contributes to wellbeing and engagement at work. Don’t be pushed by your problems, be led by your dreams."

Adrian Plunkett
Consultant Paediatric Intensivist, Birmingham Children’s Hospital
Adrian is the Lead Consultant in the Paediatric Intensive Care Unit (PICU) at Birmingham Children’s Hospital. He describes himself as a rational optimist, and has a natural tendency to see the positive side of most situations. Adrian experienced two bouts of serious illness in 2010, and discovered that the vast majority of NHS care he received was good or excellent.

On returning to work, he realised that attempts to improve safety and quality in healthcare tend to miss opportunities to learn from excellence. In 2014, Adrian launched Learning from Excellence. It has slowly grown to a social movement across the NHS and beyond. Adrian’s team received a Health Foundation Innovation for Improvement grant in 2016, and Adrian is now supervising the first LfE fellowship.

Pete Jeffries
Associate Director for Governance at Shrewsbury and Telford NHS Trust
Pete has recently moved to a new role at Shrewsbury and Telford NHS Trust but was recently the Patient Safety Programme Manager at the West Midlands AHSN. Prior to that he worked at Birmingham Children’s Hospital NHS Trust as the Chief Medical Officer’s Senior Projects Manager.

Helen Hunt
Assistant Patient Safety Programme Manager, West Midlands Patient Safety Collaborative
Helen has worked in the NHS acute care setting for 18 years in various admin/management roles. She first became involved with LfE in 2016 when joining Pete Jeffries at the Patient Safety Collaborative. It was a new landscape for her and she is so glad she took the big leap. She believes LfE is the key for the success of healthcare and that Appreciative Inquiry is used daily all around her including parenting her children! It is a non-technical skill that is vital to the everyday functioning of healthcare.

Neil Spenceley
Consultant Paediatric Intensivist and National Lead for Paediatric Patient Safety, Scotland
Neil is the Head of Paediatric Intensive Care in Glasgow and the Scottish Patient Safety Lead for Paediatrics. He is originally from The Highlands, trained in Edinburgh but soon defected West to start his somewhat bumpy career at Glasgow Children’s. After living in Tauranga, Sydney and Vancouver he bizarrely returned to Glasgow where weather is terrible but the people are positive and funny. His physiological interests include oxygen delivery, the microcirculation and the single ventricle but his psychological interests, and real passion, lie in workplace behaviours, culture and the glass being half full.

Suzanne Quinney
Appreciating People Co-Director
Suzanne is an Organisational Development Practitioner, specialising in a strength based approach to change. She offers seminars and masterclasses on Appreciative Inquiry and Positive Psychology, and organisational learning. Co-Author of highly recommended training resources and articles on Appreciative Inquiry, she speaks at national events and international conferences.

She has collaborated with the West Midlands Patient Safety Collaborative in training 20 cohorts of NHS staff and six groups of staff from Care Homes.

Emma Plunkett
Consultant Anaesthetist, Queen Elizabeth Hospital Birmingham & Birmingham Women’s Hospital
Emma has supported the idea of LfE since Adrian Plunkett first mentioned it. She used it when she worked at BCH and then introduced it at UHB when she moved there shortly afterwards. She has found it helps her to notice the good things that happen at work and enables her to stay positive. She found the Taste of AI and AI Practitioner courses inspiring and feels they have changed how she works. She tries to use LfE and AI in her daily work as much as possible. She’s very lucky to be part of the LfE team and to work with the WMPSC to grow and spread LfE & AI.

Alyson Walker
Consultant Paediatric Anaesthetist, Glasgow
Alyson became interested in Learning from Excellence as part of a hospital ‘Culture & Behaviour’ group. She implemented LfE in theatres as a test site for the Royal Hospital for Children. Alyson is proud that LfE has become such a part of theatre culture, recently overhearing a colleague share that
they had been “excellenced”. Alyson is passionate about staff morale, and the impact this has on the standard of patient care. Being involved in LfE & AI has given her a richer experience at work.

**Laura Beard**
**Specialty Registrar in Anaesthesia**
Laura was introduced to LfE and Appreciative Inquiry whilst working at the Queen Elizabeth Hospital with Emma Plunkett. She has an interest in governance and how AI and LfE can be used to gain valuable information from incident reports and debrief sessions.

Personally, AI has sparked a new enthusiasm and appreciation at home and in work.

**Gemma Crossingham**
**Consultant Anaesthetist**
Gemma is a Consultant Anaesthetist in Plymouth with special interests in Obstetrics, Quality Improvement, Safety Culture and Learning from Excellence. Outside of work, Gemma enjoys skiing, surfing, stand up paddle board and playing tennis.

Over the last 10 years of investigating incidents he has come to believe in people rather than processes. He is a passionate believer in evidence based improvements, trusting in professionalism and that making the workplace better for staff makes it better for patients.

**Chris Turner**
**Consultant in Emergency Medicine, Coventry. Founder of Civility Saves Lives**
Chris is a Consultant in Emergency Medicine, working in a tertiary trauma centre in the West Midlands. He feels passionately about the importance of civility in medicine and has been working hard to increase awareness of its impact.

"LfE is about capturing the precious opportunities to learn what went right, and make sure we’re repeating it as much of the time as possible. It’s about acknowledging, appreciating, sharing, spreading and being better. It’s my favourite part of my job."

**Laura Beard**
**Specialty Registrar in Anaesthesia**
Laura was introduced to LfE and Appreciative Inquiry whilst working at the Queen Elizabeth Hospital with Emma Plunkett. She has an interest in governance and how AI and LfE can be used to gain valuable information from incident reports and debrief sessions.

Personally, AI has sparked a new enthusiasm and appreciation at home and in work.

**Gemma Crossingham**
**Consultant Anaesthetist**
Gemma is a Consultant Anaesthetist in Plymouth with special interests in Obstetrics, Quality Improvement, Safety Culture and Learning from Excellence. Outside of work, Gemma enjoys skiing, surfing, stand up paddle board and playing tennis.

Over the last 10 years of investigating incidents he has come to believe in people rather than processes. He is a passionate believer in evidence based improvements, trusting in professionalism and that making the workplace better for staff makes it better for patients.

**Chris Turner**
**Consultant in Emergency Medicine, Coventry. Founder of Civility Saves Lives**
Chris is a Consultant in Emergency Medicine, working in a tertiary trauma centre in the West Midlands. He feels passionately about the importance of civility in medicine and has been working hard to increase awareness of its impact.

"LfE is about capturing the precious opportunities to learn what went right, and make sure we’re repeating it as much of the time as possible. It’s about acknowledging, appreciating, sharing, spreading and being better. It’s my favourite part of my job."

**Jen Gilroy-Cheetham**
**Patient**
Jen has had a challenging few years with regards to her health and just wants to feel safe within the health system. In her lived experience journey, Jen feels that highlighting what’s worked well to help her to feel safe is valuable and may help others in the future.

**Tom Evens**
**Consultant in Emergency Medicine**
Tom is a Consultant in Emergency Medicine and Prehospital Care, and a Medical Advisor to the London Ambulance Service (LAS). He initiated the Learning from Experience project at the LAS which was about reinforcing a debrief and case discussion culture which included Excellence Reporting. For Tom, the biggest impact of Learning from Excellence is on narrative. It allows staff to regain control of the narrative about their work, and so transform their sense of agency.

**David Sinton**
**Consultant in Paediatric Emergency Medicine**
From Northern Ireland, David is a Consultant in Paediatric Emergency Medicine at the Leicester Royal Infirmary. David worked alongside Adrian Plunkett as a trainee and witness first-hand the impact of LfE on frontline staff. Since then, David has founded #GREATix, a tool to provide instant positive feedback, utilising it as a way to improve staff morale and ultimately patient care.

**Cath Stretton**
**Speciality Registrar in Anaesthesia**
“LfE is about capturing the precious opportunities to learn what went right, and make sure we’re repeating it as much of the time as possible. It’s about acknowledging, appreciating, sharing, spreading and being better. It’s my favourite part of my job.”

**Pro Mukherjee**
**Consultant in Emergency Medicine**
Pro is a Consultant in Emergency Medicine at University Hospital Kerry working to deliver compassionate emergency care. He believes that “There are different kinds of learning. The ones we are usually most aware of involve learning from mistakes and errors - a kind of learning for survival. There is however another kind of learning too - a mode of learning that allows us to grow and thrive -the learning that comes from excellence. I am deeply grateful to be a part of this event that to me so vividly demonstrates - There is Another Way.”

**Mike Martin**
**Author and Art of Brilliance trainer**
Mike is an ‘Art of Brilliance’ customer turned trainer and author.

Mike delivers keynotes, workshops, programmes and coaching in schools, colleges and public and private sector organisations for Art of Brilliance. Mike is particularly passionate about working with schools and organisations who want to embed brilliance into their culture.
A tour of www.learningfromexcellence.com

**LfE conference:** This page has information about the annual events including how to get tickets, submit abstracts and resources from the 2017 event, such as pdfs of posters presented. We’ll update this with the information from the 2018 event over the next few weeks.

**Forum:** Discussion topics include those related to setting up and using LfE systems, the PRAISe project and Safety-II.

**Register for the LfE Community of Practice here:** Use this link to join the LfE mailing list (we promise not to inundate you with emails!) and get access to the forum.

**Blog:** Thoughts from the LfE team and friends. Mostly about positive reporting and related topics. Please get in touch if you would like to write one.

**Publications & Events:** Publications relating to LfE and AI and events which the LfE team are presenting at.

**Resources, Evidence & Forms:** Resources for introducing LfE systems including the Start up Guide; implementation checklist and LfE Top Tips. Entrance and Exit interview forms to download or complete online and a Reflection on Excellence form.

---

**OUR PHILOSOPHY**

Safety in healthcare has traditionally focused on avoiding harm by learning from error. This approach may miss opportunities to learn from excellent practice. Excellence in healthcare is highly prevalent, but there is no formal system to capture it. We tend to regard excellence as something to gratefully accept, rather than something to study and understand. Our preoccupation with avoiding error and harm in healthcare has resulted in the rise of rules and rigidity, which in turn has cultivated a culture of fear and stifled innovation. It is time to redress the balance. We believe that studying excellence in healthcare can create new opportunities for learning and improving resilience and staff morale.

We have been capturing and studying peer – reported excellence in healthcare since 2004. This site is a source of open – access resources and ideas to promote this initiative and share experiences.

Additional information and resources are now available on the resources page. For our latest messages please visit our blog page.

Stay in touch by joining our community:

If you would like to join our mailing list and gain access to our forums please register with our community.

UPDATE (Aug 2018):

All tickets for the November 2018 conference are sold out, but we have started a waiting list. Please email mail@learningfromexcellence.com if you wish to be added to the waiting list.

Awards:

- Resilient Health Care Network (RCHN) 2018: Second prize
Since last year’s LfE event, the LfE community of practice has continued to evolve. At BCH, we completed the PRAISe project (Positive Reporting and Appreciative Inquiry in Sepsis) – a quality improvement project to test the LfE interventions in a clinical setting. This project was funded as an Innovation for Improvement project by the Health Foundation. The insights from this project are written in the final report - available on the Health Foundation website. We have also created a toolkit (LfEIQI toolkit) to help others deliver the same methodology in other settings. This toolkit is available on the LfE website.

The website has undergone a few other changes, including a complete revision of the mailing list (as a response to the new GDPR rules). There are now over 500 new subscribers and registered users of the website. We introduced a “forum and community” page on the website in the last year, but this has not seen a great deal of traffic. We will review the functionality of this page of the website over the next few weeks. Please let us know if you have any suggestions to improve this (or any other) part of the site.

After the PRAISe project finished, Alison Jones became the first LfE fellow - thanks to sponsorship from the Patient Safety Collaborative. Alison’s roles in this post include: development of the LfEIQI toolkit, fostering the community of practice through delivering training and support in LfE methodology (including AI), and writing research / improvement grants to help create an evidence base to support the initiative.

We are frequently asked to deliver talks and workshops about LfE in various settings. In the last year, we have spoken to thousands of delegates at conferences around the world. We have created a collaborative group of speakers in order to meet this demand. The collaboration includes many of the organising team for this year’s conference. This group has also become a thought incubator for development of ideas around this initiative and the wider concepts of safety and workplace culture. This was recognised formally when we won second prize in the Resilient Healthcare award earlier this year.

In April 2018, the West Midlands PSC hosted an LfE and AI day for those involved specifically in the NHS Improvement Maternal and Neonatal Health Safety Collaborative. It served as an introduction to LfE and AI for those wishing to find out more and a knowledge safari with lots of discussion with local people putting LfE and AI into practice.

We created a charity (as a fund within the BCH charity) for the purpose of sustaining LfE activities in the future. These activities include this conference - which we intend to hold as an annual event. This year has been funded again by the PSC, but we will be reliant on tickets sales and other LfE charity contributions to sustain the conference in the future.

Over the course of the year, Maartje Kletter and Celia Taylor have been working on an impact study about LfE and AI. Their work involved three subprojects; a literature review, a survey of the LfE / AI community and four case studies. Thank you to all of those who gave their time to respond and / or be interviewed. We look forward to sharing the results with you.

At last year’s conference, we presented the two aims of the community of practice: 1. to foster the community so we can learn from one another; and 2. to develop an evidence base to support this initiative. We have made progress towards these aims, and intend to keep our minds on these aims with our activities for the foreseeable future.
<table>
<thead>
<tr>
<th>Name of poster</th>
<th>Author</th>
</tr>
</thead>
<tbody>
<tr>
<td>Using excellence reporting to improve peri-operative fasting times in paediatric anaesthesia.</td>
<td>Bianca Tingle, Amanda Mohabir, Katayani Bennur &amp; Neena Seth</td>
</tr>
<tr>
<td>Appreciative inquiry into why trainees rate placement highly</td>
<td>Bianca Tiesman &amp; Camilla Kingdom</td>
</tr>
<tr>
<td>Communication tools in the workplace</td>
<td>Yohinie Rajendran &amp; Michael Hoy</td>
</tr>
<tr>
<td>The Introduction of Excellence Reporting in Maternity at Oxford University Hospitals Women's Centre</td>
<td>A Smith, L Green, M Whitfield, J Reidy, R Black, N Manley, E Hughes</td>
</tr>
<tr>
<td>The impact on staff of a learning from excellence programme in the paediatric department of North Middlesex Hospital</td>
<td>Claire Strauss, Jessica Salkind and Victoria Jones</td>
</tr>
<tr>
<td>Critically Careful Forum, an opportunity to promote multidisciplinary learning in the paediatric emergency department.</td>
<td>Catherine Nunn, David Sinton &amp; Gareth Lewis</td>
</tr>
<tr>
<td>Sometimes it is about the numbers - Positive Reporting @ Imperial_EM</td>
<td>Tom Evens &amp; Alison Sanders</td>
</tr>
<tr>
<td>Talking about work - Learning from Experience at the London Ambulance Service</td>
<td>April Wrangles, Jo Nevett &amp; Tom Evens</td>
</tr>
<tr>
<td>The Excellence Reporting Project [The ER Project]</td>
<td>R van Dreumel, H van der Ven, J Nützinger, F Konings, D Meesen, M Zwartzenburg, K Caminada, R Hessels and A van Driel</td>
</tr>
<tr>
<td>Learning from Excellence: Initiating Greatix in ICU at Glasgow Royal Infirmary</td>
<td>Cheryl Gillis, Kathryn Puxty &amp; the GRI ICU Greatix team</td>
</tr>
<tr>
<td>The Learning from Excellence Patient Experience</td>
<td>David Viira, Gemma Crossingham, Frances Hannon &amp; Claire Underdown</td>
</tr>
<tr>
<td>The Joy of Excellence</td>
<td>James Chapman &amp; Constantinos Kanaris</td>
</tr>
<tr>
<td>2, 4, 6, 8, HOW do we Appreciate?</td>
<td>Rachel Clare &amp; Hannah Bartlett-Syree</td>
</tr>
<tr>
<td>Maslow, process mapping and a positive workplace culture</td>
<td>Tom Rose</td>
</tr>
<tr>
<td>Using filmmaking to remind our staff what motivates them at work</td>
<td>Alyson Walker</td>
</tr>
<tr>
<td>Development of a thematic ‘Learning from Excellence’ dictionary to ensure reviewer reliability and support wider organisational learning</td>
<td>Frances Hannon, David Viira &amp; Gemma Crossingham</td>
</tr>
<tr>
<td>What makes a good day in theatre?</td>
<td>Laura Beard, Tom Faulkner &amp; Emma Plunkett</td>
</tr>
<tr>
<td>Positivity, Civility and Safety in Our Workplace: The Impact of a Multidisciplinary Meeting on Staff Morale</td>
<td>Sarah Smith &amp; Alyson Walker</td>
</tr>
<tr>
<td>The impact of LfE on organizational performance in hospitals: an exploratory study</td>
<td>Maartje Kletter, Helen Hunt, Emma Plunkett, Adrian Plunkett &amp; Celia Taylor</td>
</tr>
<tr>
<td>When positive reporting is negative</td>
<td>Mohamed Amer &amp; Nicky Calthorpe</td>
</tr>
<tr>
<td>Right Cause Analysis - Integrating AI into LfE learning inquiries</td>
<td>D Hodgkiss, S Abrar, R Tipper, A Thompson, A Aziz, A Anderson, R Barnard, J Romano, S Price, M Umbers, C Rawlings</td>
</tr>
<tr>
<td>Positive reporting and Appreciative Inquiry in Sepsis (PRAISE). Using Learning from Excellence to improve antibiotic use in Paediatric Intensive Care</td>
<td>Adrian Plunkett &amp; Alison Jones</td>
</tr>
<tr>
<td>Where did it all go so right? Learning from Excellence uncovers the conditions that lead to success in antibiotic stewardship</td>
<td>Alison Jones, Katie Price, Lauren Dowd, Rhiann Isaac and Adrian Plunkett</td>
</tr>
<tr>
<td>Does positive reporting affect the multidisciplinary approach to antibiotic stewardship?</td>
<td>R Isaac, A Cope, A Chan, S Fox, A Jones, K Price &amp; A Plunkett</td>
</tr>
<tr>
<td>Examples of reporting forms</td>
<td>Laura Beard &amp; LfE teams around the country</td>
</tr>
</tbody>
</table>
For more than 180 years, Town Hall has been a hub of civic and cultural life in Birmingham. From classical to comedy to rock to pop, it’s now one of the city’s most versatile venues having featured artists such as David Bowie, Led Zeppelin, Tony Iommi, Caitlin Moran and more. Famous classical premieres include Mendelssohn’s Elijah and Elgar’s The Dream of Gerontius, The Apostles, The Kingdom and The Music Makers.

Recognised as one of the most impressive examples of Roman Revival civic architecture, the style of Town Hall is based upon the Roman Temple of Castor and Pollux.

It was designed by Joseph Aloyisus Hansom, who is better known as the creator of the famous ‘Hansom cab’. Naively agreeing to underwrite the cost of the project resulted in the bankruptcy and financial ruin of the 27-year-old.

Built in a period when Birmingham rallied at the forefront of the protests for national democratic reform, Town Hall provided citizens with a forum for political debate as well as an important symbol of their, and the town’s, purpose and aspirations. It was the meeting place for local government until the Council House opened in the 1870s, Town Hall continued as a forum for debate and speech-making through the 20th century. Since its opening, practically every prime minister and politician of note has spoken there; with notable speakers including Joseph Chamberlain, William Gladstone, David Lloyd George, Neville Chamberlain, Clement Atlee, Neil Kinnock and Margaret Thatcher.

Until its temporary closure in 1996, Town Hall was an internationally recognised venue for music, in particular the Triennial Music Festivals (between 1834 and 1912). Home to the CBSO between 1926 and 1991, the Hall has showcased many premieres and reverberated to every type of music from Elgar to the Rolling Stones, Mendelssohn to The Beatles and Count Basie to Black Sabbath.

It has also hosted a wide variety of events including wrestling matches, Charles Dickens’ reading of A Christmas Carol, graduation ceremonies and craft fairs! Closed in 1996 on health and safety grounds and concerns over structural stability, Town Hall has undergone numerous alterations and changes to reflect the needs of users and performers of the time; the 21st-century redevelopment was the next stage in that process.

One of the most striking elements of the Town Hall is the Organ. At 70 foot high, the organ case is as tall as two double-decker buses stood end on end. The largest metal pipe is 35 foot and 3 inches long, equivalent to the height of an average house.

Like the original ownership of the Town Hall itself, the organ was originally commissioned and owned by the General Hospital of Birmingham, with the instrument being handed over to the City of Birmingham in March 1890.

A splendid example of Georgian organ building, it is widely acknowledged as a landmark instrument in terms of its engineering and mechanics.
<table>
<thead>
<tr>
<th>Time</th>
<th>Session Title</th>
<th>Presenter(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>09:00</td>
<td>Welcome &amp; introductions – Adrian Plunkett, Emma Plunkett &amp; Pete Jeffries</td>
<td></td>
</tr>
<tr>
<td>09:30</td>
<td>Session 1: What are we aiming for? A leader’s perspective – Sarah-Jane Marsh</td>
<td></td>
</tr>
<tr>
<td>09:45</td>
<td>Joy in work – Suzette Woodward</td>
<td></td>
</tr>
<tr>
<td>10:30</td>
<td>COFFEE + poster viewing</td>
<td></td>
</tr>
<tr>
<td>11:00</td>
<td>Session 2: Learning from Excellence in LfE</td>
<td>Alison Jones, David Sinton, Tom Evens, Cath Stretton</td>
</tr>
<tr>
<td>12:00</td>
<td>Session 3: The importance of connections</td>
<td>Gemma Crossingham &amp; Jen Gilroy-Cheetham</td>
</tr>
<tr>
<td>12:25</td>
<td>Connecting &amp; Compassion - Pro Mukherjee</td>
<td></td>
</tr>
<tr>
<td>12:45</td>
<td>LUNCH + poster viewing</td>
<td></td>
</tr>
<tr>
<td>13:40</td>
<td>LfE &amp; Safety-II – Neil Spenceley</td>
<td></td>
</tr>
<tr>
<td>13:55</td>
<td>Session 4: Putting positivity into practice</td>
<td>Mike Martin</td>
</tr>
<tr>
<td>14:45</td>
<td>COFFEE + poster viewing</td>
<td></td>
</tr>
<tr>
<td>15:15</td>
<td>Session 5: How do we create a positive workplace?</td>
<td>An appreciative inquiry conversation with the LfE team</td>
</tr>
<tr>
<td>16:00</td>
<td>Session 6: How do we know this works? Exploring the evidence - Adrian Plunkett</td>
<td></td>
</tr>
<tr>
<td>16:30</td>
<td>Close of meeting</td>
<td></td>
</tr>
</tbody>
</table>