

Leadership Development Strategy
2016- 2019

Excellence Every Time



At the heart of everything

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1. Introduction to the Leadership Development Strategy

Effective leadership is an essential component in ensuring that we deliver excellence every time when meeting the needs of our patients and service users, their families and carers, our partners and our workforce.

The quality of performance of our leaders, now and in the future, is a key enabler in the Trust's success in meeting the challenges facing both the wider NHS system and our own local challenges.

Generally speaking, in recent year the NHS has had a command and control culture, and a matching set of mechanisms and leadership styles has been seen to be prevalent. Whilst this does not apply specifically within Harrogate & District NHS Foundation Trust, emergent research and thinking has identified that if leaders impose a command and control culture then that demoralises staff and robs them (the staff) of authority to make decisions and poor patient care follows (Kings Fund 2012).

Therefore, in the immediately forthcoming period the NHS will need to accentuate different, or at least newly prioritised, leadership behaviours, focussing on staff involvement and engagement, acting within a framework of values and objectives and centred on meeting patient needs.

The HDFT Quality Charter identifies that a high level of staff engagement is positively associated with care quality and clinical outcomes. Additionally, within HDFT currently we have examples of good leadership - roles such as Clinical Leads and Professional Leadership for Nursing and Allied Health Professionals.

The NHS (and HDFT within that system) is facing a time of challenge and a requirement to change, as current models of care delivery are financially unsustainable.

Specific challenges the Trust is facing are:

- Clinical Transformation including collaborative working across Harrogate and Rural District 'V
- New Business development
- National workforce shortages, for example in Band 5 Registered Nurses and the need to review skills mix requirements and develop new roles.

The Leadership Development Strategy:

- is a 3 year strategy and describes what 'good looks like' in terms of leadership within the Trust. As the strategy is implemented over the 3 year period the organisational leadership state – leadership maturity – will evolve. This will be benchmarked against scoring on the National Staff Survey.
- sets out the aims and objectives for the development of leaders within Trust.
- sets out the development pathways for leaders at different levels within Trust.
- is an inclusive strategy aiming to reach leaders from Executive Board members through to frontline supervisors, i.e. all those with a responsibility for staff and resources creating a diverse and excellent body of leaders across the Trust.

- recognises that frontline supervisors have an impact on culture in supporting a committed, compassionate and productive workforce and that more senior managers have a key role in leading and managing this strategically
- has been developed using an inclusive and multi professional approach through a core Task & Finish Group and consultation with Directorates and key leaders across the Trust.
- is aligned with and supports the delivery of the Trusts' Strategic Objectives, Quality Charter and Clinical Transformation Programme.
- is underpinned by the Values of the Trust.

1.1 HDFT Mission, Vision and Strategic Objectives

The Trust has the following Mission and Vision statements:

Vision: Excellence Every Time

Mission: To be an exceptional provider of healthcare for the benefit of our communities, our staff and our partners

Objectives:

- To deliver high quality care
- To work with partners to deliver integrated care
- To ensure clinical and financial sustainability

1.2 HDFT Values

The Trust Values are:

- Respectful
- Responsible
- Passionate

In terms of behaviour and role modelling of the Trust values it is expected that those in leadership/management roles will be Organisational Shapers, leading and directing the Trust.

1.3 HDFT Quality Charter

The Quality Charter describes the context in which the Trust is providing care and the drivers of high quality care. The critical success factors for delivering Quality Care are identified as:

- A clear vision/ambition for quality – both at strategic and service level
- A capable and motivated workforce
- An organisational culture which promotes safety, openness and learning
- Sound quality governance arrangements

Effective leadership is a key enabler and essential for the promotion and sustained achievement of the above points.

2. Aim and Objectives of the Leadership Development Strategy

2.1 Aim of the Strategy

To develop exceptional leadership that enables the provision of exceptional healthcare every time.

Effective leadership leads to better patient safety, outcomes and experience and creates the environment that enables staff to do the right thing.

2.2 Objectives of the Strategy

2.2.1 To mandate the NHS Healthcare Leadership model as a coherent framework that describes 'what good looks like around here' in terms of leadership behaviours at HDFT.

2.2.2 To develop a culture:

- of clinical and professional leadership
- that values leadership development
- that demonstrates the characteristics of a well-led organisation
- that is inclusive and where diversity is embraced
- that enables leaders to provide an environment that supports teams to feel engaged, motivated and inspired in order to attain the highest possible standard of patient care
- supports the embedding of HDFT Values
- that nurtures a culture of openness and transparency and values kindness

3. The NHS Leadership Academy - Healthcare Leadership Model

The NHS Healthcare Leadership Model is the framework that HDFT has adopted to describe 'what good looks like around here'.

The nature and effect of a positive leadership style can be summed up as:

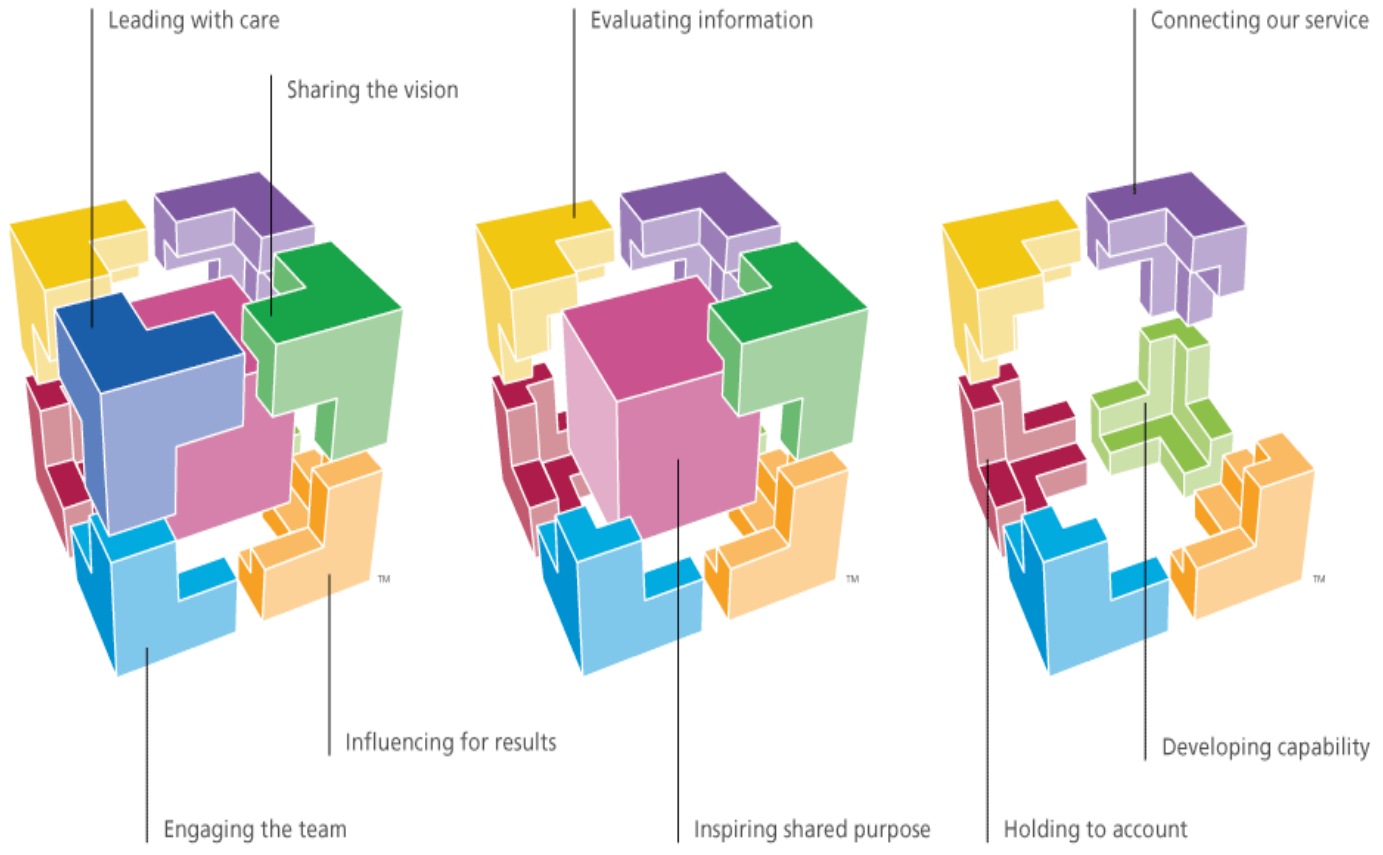
- Satisfied, loyal, productive and engaged employees
- High-quality, compassionate care
- Valued care services and patient satisfaction
- Successful healthcare organisations and a highly regarded service

The Healthcare Leadership Model describes the things a leader can be seen doing at work and is organised in a way that helps everyone to see how they can develop as a leader and is broken down into 9 behavioural dimensions.

The model provides:

- Clear expectations of leaders and managers
- Effective means of identifying strengths and areas for improvement in existing leaders and managers

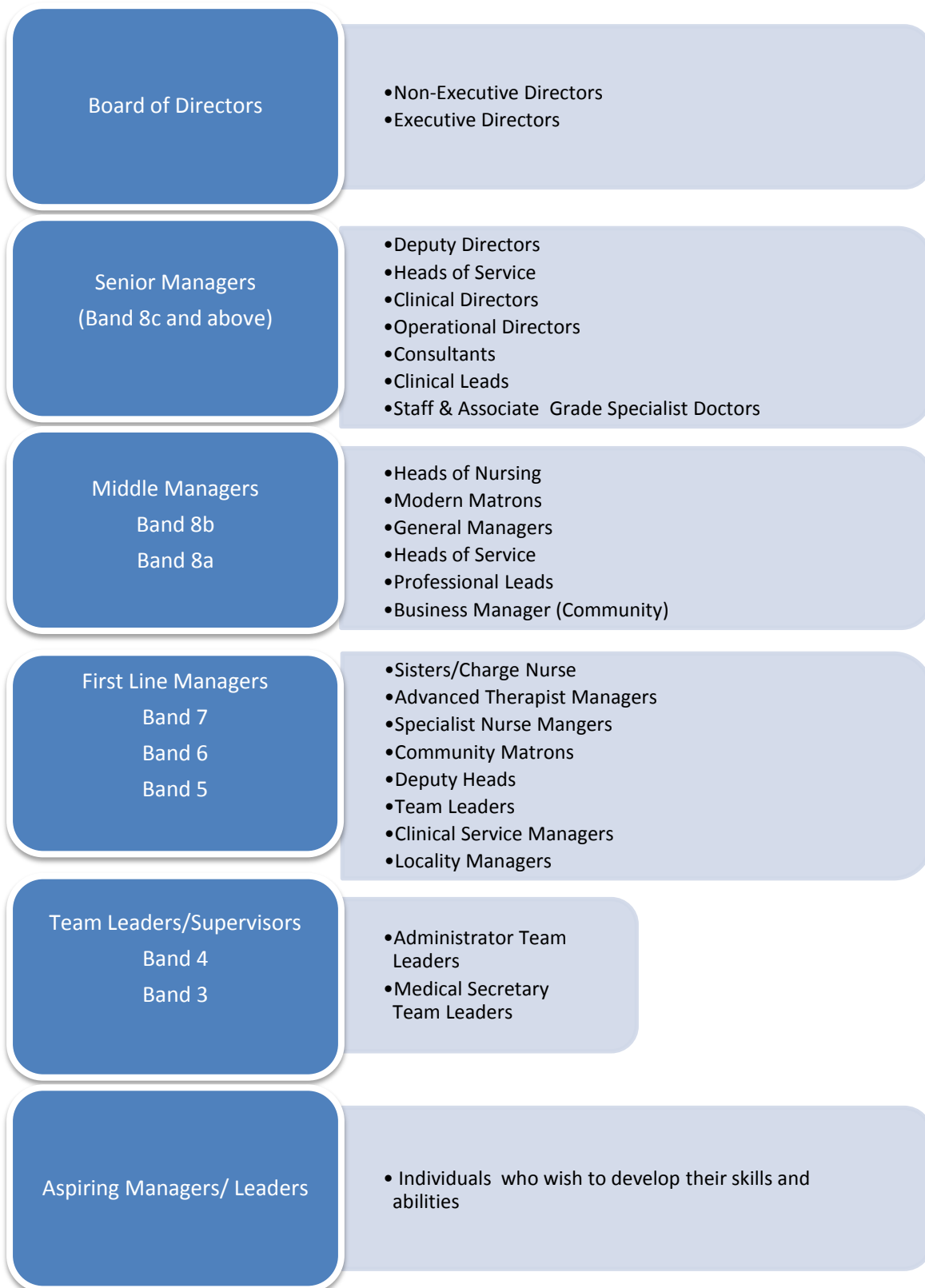
Healthcare Leadership Model



4. HDFT Leadership Population

The table below shows our leadership roles broken down into relative groups. Please note that the list of roles shown in each category is indicative and not a complete list of roles at each level.

It is also important to recognise that as well as formal leadership roles, there are those who are not in formalised leadership roles are also 'leaders' in the organisation, and we have many in our Trust. These individuals are roles models, who naturally attract 'followers' even though the job is not typically associated with leadership responsibilities.



5. Leadership Capability Maturity

The National Staff Survey includes questions that link directly to management/leadership behaviours.

As a benchmark scoring against these questions should be reviewed annually to establish any change in leadership performance against these measures – as leadership development and self-awareness of performance against the Healthcare Leadership Model increases an improvement in these scores should follow. Follow the link to access the HDFT National Staff Survey results:

<http://www.nhsstaffsurveys.com/Search/>

6. HDFT Pathways for Leadership Development

6.1 Current Provision

Over the past twelve months, in response to the perceived needs of the organisation, a number of leadership development initiatives have been undertaken, which have aimed to raise the profile and importance of leadership development and capitalise on the opportunities provided by the emergence of a range of nationally sponsored leadership development programmes.

These include:

- Leadership Development Programme for Matrons and Senior Clinical Staff
- HELM Consultants Leadership Programme
- Participation in the NHS Leadership Academy Programmes
- Leadership Group x 2 and Leadership Forum x 1
- Establishment of mentor scheme for newly recruited/qualified consultants
- Development and launch of Pathway to Management – Induction Programme
- 2 cohorts of Virginia Mason Service Improvement Programme
- Clinical Leads Development Programme
- Shadow Board Programme

6.2 Future Provision

The Leadership Development Strategy focusses on five key areas:

6.2.1 Leadership Behavioural Framework

Providing clearly defined leadership behaviours by promoting a leadership culture where the Healthcare Leadership Model is embraced as ‘what good looks like around here’ in terms of leadership behaviours by:

- The development and implementation of a communication plan.
- encouraging optional participation in the self-assessment process through:
 - 1:1s
 - appraisal and personal development/maximising potential processes.
 - linking to the Appraisal Toolkit and Workforce Development section of Intranet.
 - inclusion in the Leadership Development Pathways.
- including 360 degree feedback as part of the pathway for senior managers and above.
- Growing our community of 360 degree facilitators to enable more widespread use of 360 feedback to support individuals and teams and ultimately inclusion on core programmes at all levels.

6.2.2 Leadership Development Pathways

The Leadership Development Pathways provide individuals with the means to address areas for improvement through performance management, coaching and appropriate development activities

A programme of activity is under development to provide a pathway for each level of leader – draft pathways are shown in Appendix B.

The aim of each pathway is to support the development of leaders against the objectives set out in 2.2 – for example, self-assessment against the Healthcare Leadership Model/360 feedback against the Healthcare Leadership Model is include as an intervention as this will encourage the development of self-awareness and greater insight.

Each pathway to include as standard item:

- Pathway to Management – Management Induction
- Access to self-assessment – Healthcare Leadership Model
- Access to OLM eLearning packages relevant to Leadership Development

In addition, tailored to each tier of management will be:

- A core programme - building on the success of current leadership development initiatives. This may include HDFT delivery and also collaborating with local partners, e.g. NHS Trusts, Health Education England or The Royal College of Nursing.
- Action Learning Sets – to support maintaining momentum during and after undertaking a development programme, and to enhance the learning experience and support the transfer of learning into the workplace
- An Accredited Programmes* or Apprenticeships such as Institute of Leadership & Management (ILM) or Higher Education Institute Programmes accessed via Continuing Professional Development funding or National NHS Leadership Academy development programmes (subject to funding)*.
- Role specific development programmes eg Manager as Coach, Quality of Care Gold Standard Workshop Leader, Clinical Leads Development Programme.

6.2.3 Leadership Group and Leadership Forum

Embedding a culture of valuing Leaders by delivering a structured programme of Leadership Group and Leadership Forum events to support and promote multi-professional networking and learning at all levels.

6.2.4 Coaching & Mentoring

Developing and embedding a coaching and mentoring networks, underpinned by HDFT participating in the Yorkshire & Humber Leadership Academy Coaching Strategy. Coaching and mentoring interventions will directly contribute to the development of an

organisation culture that enables leaders to support teams to be motivated to deliver excellent healthcare, every time.

6.2.5 Learning Through Doing

‘For the things we have to learn, before we can do them, we learn by doing them’ – Aristotle.

To support the consolidation and embedding of learning, where possible, those attending a leadership programme on each of the pathways will:

- be required to undertake a service/quality improvement project within their own work area, or
- be linked into a project in a different area – for example an element of a CTB project, becoming a champion regarding the Quality Charter or undertaking a service improvement project in an area outside of their own work area.

To enable this, a databank of potential projects and learners will be maintained and individuals matched with appropriate projects. It is anticipated that this approach will have both organisational and individual benefits – eg a leader in the acute setting undertaking a project in a community setting.

As a Trust we ensure that opportunities are available across all staff groups and roles and encourage the growth and development of a diverse workforce at every level.

*Agreement on prioritisation of individuals wishing to undertake non-funded programmes, e.g. a Masters’ programme will be made via the Study Leave Application Process and reviewed by the Workforce & Organisational Development Steering Group.

7. Conclusion

The Dalton Review (2014) stated that ‘leadership is key to change’. Investing in developing our leaders and managers is essential to the future survival and development of the Trust.

Leadership is a fundamental part of the Trust in enabling it to be a well-led organisation and the effectiveness of those in leadership roles affects the performance and work of every team and staff member within it. This correlates directly to how well they are able to deliver safe, effective and compassionate care to our patients, service users and their carers. The aim of this strategy is to develop leaders that create the environment that enables our workforce to deliver excellent healthcare every time, and to do the right thing.

The wider NHS, including HDFT are undergoing unprecedented challenges in terms of the requirement to balance financial constraints against increasing demands on services, the regulatory environment and above all the desire to deliver excellence in terms of patient safety and care.

This has implications for leadership in terms of providing the strategy, staff engagement and motivation, inspiration and implementation planning.

In the next one to three years the Leadership Development Strategy will have succeeded if we:

- Have professionalised leadership with a single, recognised, consistent approach to leadership across the Trust.
- Have a diverse leadership population who are able to lead health services to fit the context and environment.
- Have leaders who for whom quality of care is of paramount importance, every time.
- Have leaders who support innovation, improvement and partnership working as part of an integrated workforce serving our community.

Appendix A Leadership Development Pathways (draft – definite programmes/apprenticeships to be confirmed)

Pathway to Management – Induction Programme (newly recruited/existing)

- Corporate Induction Programme
- Pathway to Management:
 - HR Module
 - Finance Module
 - Governance & Risk Management Module
 - Healthcare Leadership Framework – Self Assessment
 - Action Learning Sets and Peer Group Networking

Aspiring Leader/Team Leader Pathway (up to Band 4)

- Pathway to Management – Induction Programme
- On the Journey – access to optional to OLM eLearning packages and short courses
- Self-assessment – Healthcare Leadership Model
- Accredited Programmes
 - ILM Level 2/3 Certificate in Leadership & Management
 - Edward Jenner – NHS Leadership Academy Leadership Foundations Award

1st Line Manager Pathway (Bands 5-7)

- Pathway to Management – Induction Programme
- On the Journey – access to optional to OLM eLearning packages and short courses
- Self-assessment – Healthcare Leadership Model
- Core Programme – RCN Clinical Leadership Programme
- Accredited Programmes/Apprenticeship
 - ILM Level 5 Certificate in Leadership & Management
 - HEHY Accelerate Programme
 - NHS Leadership Academy Mary Seacole Programme

Middle Manager Pathway (Band 8a -8b)

- Pathway to Management – Management Induction
- On the Journey – access to optional to OLM eLearning packages and short courses
- Self-assessment – Healthcare Leadership Model
- Core Programme – Leadership Skills
- Accredited Programme/Apprenticeship
 - HEYH Accelerate Programme (8a)
 - NHS Leadership Academy Elizabeth Garrett Anderson Programme

Senior Manager Pathway (8c and above)

- Pathway to Management – Management Induction
- On the Journey – access to optional to OLM eLearning packages and short courses
- Healthcare Leadership Model – 360 degree Feedback

- HDFT Core Programme – Strategic Leadership
- Accredited Programme/Apprenticeship
 - Shadow Board Programme
 - Intersect Systems Leadership Programme
 - NHS Leadership Academy Nye Bevan Programme

Executive & Non-Executive Director Pathway

- Pathway to Management – Management Induction
- On the Journey – access to optional to OLM eLearning packages and short courses
- Healthcare Leadership Model – 360 Degree Feedback
- NED 360 Degree Feedback
- Aspiring CEO Programme
- Board Development Programme