

**MEETING: Trust Board 19 July 2006**

**TITLE: Leadership development strategy**

**SUMMARY:**

The Trust Board recently reviewed proposals for introducing a leadership development strategy at The Whittington Hospital. This paper sets out further details of these proposals building on the discussions and debate to enable to Board to agree the way forward.

**ACTION: To agree proposals**

**REPORT FROM: Margaret Boltwood, Director of Human Resources & Corporate Affairs**

**SPONSORED BY: David Sloman, Chief Executive**



## **Introduction**

Early this year, the Trust Board reviewed proposals for introducing a leadership development strategy at The Whittington Hospital. This paper sets out further details of these proposals building on the discussions and debate by the Board. It will therefore include some sections from the earlier document to ensure that a complete contextual picture is painted, to enable informed decision making by the Board.

It is also true to say that since the earlier discussions, The Whittington Board itself has progressed along the journey of development in pursuit of not only better leadership but also its aspiration to become a foundation trust. This demonstrates just how rapidly the environment within which we all operate is changing. This is one of the key reasons why a leadership development strategy is so important. We need ensure that all the key players in the Trust are able to make their full contribution to enhancing our services for our local population.

This will contribute to the Trust ensuring it is the hospital of choice for local people.

## **Aims of the leadership strategy**

The aims of the Whittington Hospital's leadership strategy will be to:

- contribute to the delivery of excellent healthcare in line with the Whittington's strategic direction, targets & priorities
- develop a shared understanding of leadership and management behaviours and language
- offer appropriate opportunities to identify and develop leadership and management competencies and qualities to meet organisational & personal needs.

## **Outline of leadership development strategy**

An Executive directors away day in November 2005 confirmed their commitment to the importance of a leadership development strategy and that the development of the strategy should be based on three stages of development:

1. Directors/leaders to manage in a more transformational way to enable individuals and the organisation to develop
2. Enhance the Trust's reputation for leadership excellence
3. Enhance the Board's performance, enabling the Trust to achieve its aspiration to become an excellent Foundation Trust.

Based on these three stages, the Executive Team identified activities required for their achievement. These are encapsulated in the transformation chart attached as appendix 1. The key elements of the leadership development strategy are detailed below.

- Trust's vision and mission statement to be the bedrock
- Leadership development should be aimed at the Trust Board, Hospital Management Board and the next 100 leaders in the Trust. *More details below.*
- The NHS Leadership Qualities Framework (LQF) should be the basis of the leadership framework, with a few adaptations to meet the Trust's needs. *More details below.*
- All participants should go through the LQF 360 ° appraisal framework as diagnostic work in preparation for leadership development. *More details below.*
- A leadership programme will be developed, designed and delivered to meet the needs identified through the diagnostic phases.

The progress to date on achieving these plans is shown in Appendix 1. However, it is vital now that the Trust Board endorses this approach and is fully committed to its implementation, to ensure it fits with the Trust Board's approach.

In addition to the work progressing on this specific plan, Board members will be fully aware that a local programme has also been commissioned to enable tailored development of a programme for the Trust Board in preparation for its future changing role.

### **Identifying leaders for the strategy**

This programme will be aimed at the following leaders:

- Trust Board and Hospital Management Board
- Additional 50 leaders to include staff who report to a director or divisional manager and clinical leads
- Followed by 50 potential leaders to be identified by directors/divisional managers utilising the work developed by the London Leadership Office.

This ensures the programme includes clinicians, specialist staff as well as managers, which is important to develop the organisation in holistic way.

## **The NHS leadership Qualities framework (LQF)**

It is proposed that 360° appraisal of leaders be used as a part of the Trust's leadership development strategy. The aim of this is to not only enhance their own personal awareness of leadership strengths and development needs but also to increase their awareness of the importance of leadership delivery and its overall potential impact upon the performance of the organisation.

The NHS Leadership Qualities Framework is used as the basis of a 360° feedback development tool. The LQF sets the standard for outstanding leadership within the service, benchmarking against fifteen leadership qualities. *See Appendix 2.* The outcomes will also be used to inform the leadership programme across the Trust. The Chairman and Executive Directors have started on a rolling basis to undertake this process and will be completed over the next few months.

## **Local leadership development programme**

It is proposed that through a tendering process that a programme is developed in collaboration with an experienced academic institution which has a track record of delivering similar tailor-made programmes for the NHS. Examples of this are the Warwick Business School currently delivering an Improvement Programme for Clinical Systems for the SHA and University of Birmingham currently delivering a leadership programme for UCLH.

The methodology for the delivery of such a programme will be a mixture of:

### *Element 1*

*Workshops to:*

- *set the overall organisational context linked with future scanning*
- *engender continual service improvement approach and skills*

### *Element 2*

*Action learning sets to provide opportunities to reinforce learning and changed behaviours and performance*

### *Element 3*

*Workshops to address specific skill requirements identified from Elements 1 and 2*

### *Element 4*

*Job shadowing to allow structured feedback.*

As part of the tendering for the programme, deliverables will be identified as expected outcomes from the programme. The Programme would be reviewed at each stage and adjustments made as required to ensure that it is delivering its objectives. Evaluation and learning about the effectiveness of the programme will be integrated into its delivery. The cost of this programme (excluding participants time etc) by an external provider is estimated as £150k. However, the Trust will utilise the tendering process to maximise value for money. As this is a key priority for the Trust, it is planned that this would be funded across this financial year and 2007/08, by utilising current funded budgets.

### **Recommendations**

**It is recommended that the Trust Board agree:**

- **The continued development of the Whittington's leadership development strategy as proposed above.**
- **A detailed delivery plan is reported to the Trust Board in September 2006.**
- **Progress on implementation is reported thereafter to the Trust Board on a six monthly basis.**



**Adapted Whittington Hospital Leadership Qualities Framework (LQF)**

**Leadership dimensions**

**Setting direction**

- seizing the future
- intellectual flexibility
- broad scanning
- political astuteness
- drive for results
- entrepreneurial skills

**Delivering service**

- leading change through people
- holding to account
- empowering others
- effective & strategic influencing
- collaborative working

**Additional dimensions**

- cultural transformation
- commercial focus
- corporate citizenship

*NB Adapted from the NHS LQF & the SHA CEO Competency SW London Framework*