

Derby Teaching Hospitals NHS Foundation Trust

Senior leadership development at Derby Teaching Hospitals NHS Foundation Trust

A multi-professional Leadership Development programme for clinicians, managers, allied health professionals and administrators at a large teaching hospital

What was the issue?

Derby Teaching Hospitals NHS Foundation Trust is the largest employer in Derbyshire with over 8,000 staff. The trust was seeking a provider who could design and deliver a programme to support whole system leadership development, transformational change and the implementation of service line management from the Executive team down.

What did Healthskills do?

In collaboration with the Executive team and leadership advisors in the learning and development directorate, we designed a programme for a series of 7 leadership cohorts that reached over 200 senior leaders in a three-year period. Interventions consisted of:

- Leadership insight masterclasses
- Action learning sets
- A service improvement project focus
- One to one coaching
- Regular alignment and review sessions with the Executive team

What were the outcomes?

The client reported:

- A significant improvement in employee engagement at the senior leader level
- Greater involvement in high level project delivery and 'stepping up' to take on greater

responsibility

- Better talent management and an acceleration of succession planning of leaders into senior roles
- Freeing up time for the Executive Directors to operate more strategically

What our client said

We first started working with Healthskills in September 2012 when they were commissioned to deliver a Leadership Development Programme. This multi-disciplinary programme was aimed at our senior leaders – general manager, matron and clinical director level. Healthskills were initially commissioned to run 3 cohorts. Extra programmes were commissioned as the feedback and evaluation from our early cohorts, were very positive. Overall 7 cohorts were offered, covering almost 200 of our most senior leaders.

The impact on our organisational development of this shared understanding of the role of the leader and how best to occupy it has been profound and long lasting.

Healthskills' approach with us has been very collaborative, working with us to ensure the programme content meets the needs identified. They have been diligent in providing us with regular feedback from delegates and giving a balanced view. One result from this feedback process was work with the Executive Team and their deputies to help create a common language and understanding across our whole leadership community. Healthskills are also very receptive to feedback they get from us as an organisation, making adjustments to content and delivery where necessary.

We have since worked with them on an Aspiring Leaders programme for the Derbyshire health & social care community, which again has received good feedback. Their approach to development of individuals is very supportive and encouraging, offering a mix of delivery methods and drawing on a range of expertise and experience. This mix suits the different learning styles within the group and offers both group and individual learning.

Mark has also offered facilitation and coaching to senior team away days which has had added value given his extensive understanding of the organisation, warts and all, which he has gathered during the delivery of the leadership programme.

Sue James, Chief Executive, Derby Teaching Hospitals NHS FT

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