

Leicestershire Partnership NHS Trust

Leicestershire Partnership NHS Trust (Mental Health & Community) Leading for Change Programme 2014-2017

Situation

Healthskills was commissioned to provide a trust-wide leadership programme and coaching to develop a cadre of leaders who could bring about change to the Trust's culture and performance – aimed at those leaders aspiring to director and assistant director/clinical director positions. Healthskills was initially commissioned to design and deliver a pilot programme for one cohort of 20 leaders in 2014. Healthskills won the subsequent tender extending to three more cohorts over three years 2015-17.

Context

At the launch of the programme, the Trust was facing a number of challenges:

- Staff managing rather than leading change
- Trust under-performance with CQC rating *Requires Improvement*
- Need to develop a shared accountability
- Need to build proactive engagement with commissioners
- Required to operate at an accelerated pace of change
- Need to drive high levels of quality and safety through rapid change
- Desire to create a collective approach to leadership and a culture of patient focused care.

These challenges required a coalition of leaders from across the organisation able to shape a new culture. The Healthskills programmes were designed to tackle the challenges and accomplish three aims:

- Develop self-awareness and enhance leader's impact
- Maximise engagement from teams locally and across boundaries
- Collectively transform the Trust and improve patient care.

Approach

The Healthskills design for the programme incorporated the following elements, based on the 70:20:10 model and delivered over an eight- to nine-month period for each cohort:

- Kouzes & Posner Leadership Challenge 360° Assessment
- One-day programme launch, orientation and 'Insights' session
- 2 x 1.5 hour coaching sessions
- 4 x half-day masterclasses linked to the 5 Kouzes & Posner Leadership Challenge domains:
 - Understanding and leading self – *Model the Way*
 - Leading others – *Enabling Others to Act*
 - Leading change – *Inspiring a Shared Vision*
 - Influencing Change – *Challenge the Process*
 - 3 x 0.5-day action learning sets
 - 1 x half-day patient engagement session (co-facilitated with in-house team)
 - 1 x half-day final Leadership and Learning conference – covered the fifth domain *Encourage the Heart*.
 - Participants were required to present their learning outcomes to the Executive Team in terms of how they had developed as a leader; how their teams had developed; what they had brought collectively to develop the Trust

All the facilitator team had previous experience in delivery of Healthskills Trust Leadership Programmes; One member of the team had been involved in facilitating NHS Leadership Academy national programmes; and two had held Chief Officer/Director posts in Provider Trusts/Commissioning Organisations.

Impact

A full evaluation of outcomes for each cohort was undertaken which scored overall for all elements 4 – Good/5 – Excellent. Analysis highlighted the following learning outcomes:

- Cross-site working and networking in multi-disciplinary cohorts provided a breadth of views and a rich learning experience that was carried back into the organisation
- Coaching sessions provided a safe space to focus on authentic personal leadership issues and had a major personal impact for participants
- One participant developed a model of 'Learning Into Action', which was approved and subsequently resourced by the Trust

- Many participants used action learning approaches with their teams back at work and continued to meet in their learning set groups
- Master classes generated insight, challenges to accepted practice and new learning.
- The programme identified and developed new talent for the organisation