Leadership
for Outcomes

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2 The Lodge, Rectory Farm,
East Farndon Road,
Marston Trussell,
Leicestershire LE16 9TU

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"Leadership is the art of mobilising others to want to struggle for shared aspiration"
Jim Kouzes and Barry Posner, The Leadership Challenge, Third Ed

Our tried and tested approach

Healthskills has been involved in developing leaders since 1993. We promote a cadre of leadership that develops individuals for the future, and also has an immediate and positive impact on current challenges in health economies; leadership that designs and implements innovative plans to transform services responding to the current, challenging landscape.

Together with our clients, we design programmes based on the following principles:

- We 'begin with the end in mind' and agree a set of tangible success outcomes directly related to service or efficiency improvements at the beginning of the programme

- Many of our programmes are action learning based – using real time organisational challenges as vehicles for personal and group learning

- Flexible design enables participants to make choices about their preferred learning pathway

- High quality input from experienced individuals who have 'walked the talk', they understand your business and have led transformational change themselves

- Innovative and engaging design that accelerates learning

Strategic Leadership

We work with Boards who are addressing specific challenges such as aspiring to FT status, start up (e.g. social enterprise), organisational integration, and world class commissioning, and Boards who are aware that the growing importance of governance and transparency means they need

to 'up their game' to respond to the external environment and deliver better performance.

Our approach focuses on Board behaviours (Sonnenfeld) using the NHS Healthy Boards and Bob Garratt's Learning Board frameworks.

> "It's not rules and regulations. It's the way that people work together"
>
> **Jeffrey Sonnenfeld**
> 'What makes Great Boards Great' Harvard Business Review Sept 2002

We would expect to work through a diagnostic process that includes 360° or self assessment, interviews and observation of the Board.

Feedback to the Board will then lead into a co-design session for an ongoing programme of development.

Operational and System Leadership

Our programmes are designed for leaders who are delivering clinical or organisational change. Recent examples include:

- Service users, clinicians and managers from a newly set up provider organisation and host PCT seeking to improve pathways of care

- Clinicians and managers from an acute trust seeking improvements in their services

- Front line leaders from a GP led local network delivering improvements to patient care and costs along a COPD pathway

We have aligned the Kouzes and Posner model of exemplary leadership with the NHS Leadership Qualities Framework. We believe the five practices underpin the LQF qualities:

- Inspiring a shared vision
- Modelling the way
- Challenging the process
- Enabling others to act
- Encouraging the heart

Programmes are usually designed along a 6 month timeline and encompass action learning, coaching and 'taught' input.

Programmes can be delivered to a range of system leaders – the starting point is the local issue to be resolved and participants identified who can reach an eventual outcome.

Elements of a Typical Programme

One Day Launch Event

360° Process

360° Feedback, Personal Coaching and Development Planning

Leadership Development Workshops:
- Leading Through Change
- Action Learning Sets
- Leading Service Improvement
- Leading Partnerships & Engagement

Development Coaching

Masterclass Finale

Clinical Leadership

Clinicians are welcomed onto any of our programmes to discover more about their own leadership potential and how to work in partnership with others to deliver a shared purpose. Some people may require programmes that tackle specific clinical leadership issues; for example:

- Mobilising a GP community to launch clinical commissioning
- Driving efficiencies in clinical services
- Tailored support for female GP leaders

We design pragmatic programmes that recognise the time constraints of clinicians, and tackle real local change. We have a number of clinicians in our team who have successfully led similar changes and who support delivery of these programmes.

For an initial discussion and to tell us more about your needs, please contact Charles Marshall, Healthskills Director on 0800 652 3322.

About Healthskills

Healthskills works in partnership with our clients offering organisational, leadership, board and team development. Established in 1993 we have built up a considerable reputation for quality of delivery, value for money and an outcomes focused approach.

We work exclusively across the spectrum of health and care sectors working with front-line delivery teams, service users, professional and clinical leaders, senior teams and boards.

Healthskills has gathered an exceptional pool of talent and expertise able to provide end to end practical and innovative support to the full range of health and care organisations.

Leading our team are our 4 Directors; Mark Greenfield, Ann Hepworth, Charles Marshall and Anne Tofts, bringing exceptional direct experience and knowledge of the health and care system which includes operational management within the NHS as well as roles at regional level and within the Department of Health.

What do our clients say?

"Healthskills contribution to the development of our Board has been truly excellent, helping us to really knit together and work effectively as a team. I cannot thank you enough."

Harry Holden
Chairman, Ashton Leigh and Wigan Community Healthcare

"The leadership course has broadened my knowledge and skills about how to be an effective transformational leader in the NHS. Lessons learned are embedded into my leadership role on a daily basis."

Kate Gray
Clinical Leader
Health Visitors, North East Locality