

NHS Greater Glasgow & Clyde	Paper No. 20/18
Meeting:	NHSGGC Board Meeting February 2020
Date of Meeting:	25th February 2020
Purpose of Paper:	For Approval
Classification:	Board Official
Sponsoring Director:	Director of Human Resources & Organisational Development

Paper Title:

NHS Greater Glasgow & Clyde (NHSGGC): A Great Place to Work – Our Leadership Approach

1. Recommendation

The Board is asked to:-

- Note this report regarding the development of our leaders to support NHSGGC – A great place to work and, in particular, the future development requirements for leadership capability.
- Approve the Collective Leadership Programme and the proposal to introduce Investors in People.

2. Purpose of Paper

2.1 This paper should be read in conjunction with the paper headed ‘A Great Place to Work – Employee Engagement and Experience’. (Paper No. 20/19)

2.2 The purpose of the report is to provide assurance to the Board about the importance, attention and resources that continue to be allocated to developing our leadership capacity and capability. Assurance also that the rationale is recognised that leadership is a direct enabler of NHSGGC being a great place to work, of improving patient care and of the Board’s wider performance. The report has been prepared in response to recent challenges found by NHSGGC, including the escalation to Level Four of the NHS Scotland Performance Framework and the publication of the Sturrock Report.

3. Key Issues to be considered

- In Section 1 the factors and reasons why the continuing development of our leadership capacity and capability are outlined. This issue has always been recognised in NHSGGC but more recent challenges have brought the issue into sharper focus.
- Section 2 sets out our current pathway for management and leadership development in NHSGGC and a range of activities that have already been underway, some proven over a number of years, to continually develop our leadership capacity and capability. These include both local and national initiatives.
- Sections 3, 4 and 5 detail plans for additional development provisions that aim to address the questions currently being asked about leadership in NHSGGC, the measures of success and the resources required.

Any Patient Safety /Patient Experience Issues

Effective leadership skills at all levels in NHSGGC and being a great place to work for our staff are key enablers of better patient safety, patient experience and care outcomes.

Any Financial Implications from this Paper

All planned leadership development activity would be contained within current budget arrangements.

Any Staffing Implications from this Paper

Opportunities to identify future leaders.

Any Equality Implications from this Paper

Positive approach to supporting leadership development through our Equality Forums.

Any Health Inequalities Implications from this Paper

Nil

Has a Risk Assessment been carried out for this issue? If yes, please detail the outcome.

The risk of neglecting our leadership and culture development being the root cause of a significant organisational failure in patient care or safety has been identified on the risk register and the activities set out in this report help mitigate future risk.

Highlight the Corporate Plan priorities to which your paper relates

Better Workplace

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Date: February 2020

1. Introduction and Background

1.1. Since the formation of NHS Greater Glasgow & Clyde (NHSGGC) there has been significant investment in organisational development and the management and leadership skills of managers and clinicians at all levels. This continues to evolve in our Board to ensure that our taught programmes, learning resources and support draw upon and apply the latest thinking to enable our people to lead in an ever-changing health and social care landscape, and to deliver better health, better care and better value for our population. To make this happen we must deliver against our culture framework and be a great place to work for our staff, including our leaders.

1.2. Effectively applying the culture framework that we've developed for NHSGGC to make us a great place to work is therefore completely reliant on us continuing to develop leadership capability at all levels. Managers and Clinical Leads with effective leadership skills ensure that the right **organisational messages** are resonating with all our staff and the **teams they lead will be fully engaged**. These organisational messages are then reflected in what actually happens in reality across our organisation so that **trust and integrity** is developed and maintained. Managers and clinicians with strong leadership skills also ensure that **employee voices** are sought out, valued and used to improve how we do things to **sustain results**.



1.3. Recent challenges including the escalation of the Board to Level 4 of the NHS Scotland Performance Framework and the publication of the Sturrock Report have brought our leadership capacity and capability more sharply into focus. The Sturrock Report (NHS Highland) has given us added opportunity to ask ourselves questions about our own practice within NHSGGC, to look at communication, engagement, development, perceptions of bullying and harassment, and then apply learning. There is also an opportunity to reflect on the external perception of our leadership approach. Questions have been asked about how well we are developing our leaders at all levels and the culture in which they are working in order that personal accountability be demonstrated more clearly.

1.4. The development of Project Lift, the national framework and support for leadership across NHS Scotland has prompted questions about how we best connect this with our local approaches to maximise the opportunities it brings for leadership in NHSGGC. Project Lift has been designed around four strands: Values Based Recruitment; Performance Appraisal; Talent Management; and Leadership Development.

1.5. This paper sets out our current provision for leadership development and details how we will continue to learn and evolve our approach and work to address these questions.

2. Activity Underway

2.1. Close working with colleagues in NHS Education Scotland (NES) to maximise the opportunities with Project Lift.

2.2. To respond to evolving leadership development needs and to support our senior leaders deliver our culture framework our focus has been on:

- Coaching and enquiry discussion skills
- Compassionate Leadership
- Dialogue
- Crucial Accountability
- Improving psychological safety
- Review and continuous improvement of our leadership programmes
- Leaders OD toolkit to support change

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Current Pathway for Management & Leadership Development in NHSGGC



2.3 NHSGGC Learning & Education (L&E) Programmes:

The Human Resources Learning & Education team and colleagues in Practice Development and Post Graduate Development provide a full suite of development programmes starting with online induction for all new employees and online Statutory & Mandatory training for all staff. The Statutory & Mandatory training compliance has seen a significant improvement in the last 18 months with over 80% compliance in all areas. A full online catalogue of management modules is available to all staff and this is supplemented with face to face training on Managing Attendance, PDPs, Managing Conduct, Dignity at Work, Difficult Conversations and Recruitment & Selection. For new and developing managers there is the Foundation Programme for New Managers and the Essential Skills for Managers programme.

2.4 NHSGGC Leadership Development

Leadership Development is overseen by the Human Resources Organisational Development (OD) Team and is a mixture of taught programmes, national provision, coaching and mentoring provision and frameworks/toolkits to support succession planning, career development, change management and team development. OD Advisors are aligned to each Directorate and they provide leadership and OD consultancy support to each Senior Management Team and their department managers and lead clinicians.

Within OD and in L&E we are constantly sharing knowledge and benchmarking with other NHS Boards and wider organisations to ensure latest thinking is being applied.

Our Fast-track Programme which focused on the identification and leadership development of aspiring Directors was recognised with an award at the UK Healthcare People Management Association Awards in 2018. Over 32 of our Senior Managers have taken part in the two cohorts of 18 months duration.

The NHSGGC Senior Management Team Development Programme was undertaken in 2019 and was put together with input from Prof. Michael West (Kings Fund) and drew on latest concepts on high performing senior management teams, systems thinking, relational leadership, crucial accountability, generative dialogue and structural dynamics.

Ready to Lead, our programme for frontline leaders, focuses on leading teams, emotional intelligence, leading change and improvement and personal effectiveness. In the last two years 210 Band 6/7 leaders have undertaken this programme.

Civility Saves Lives is a fast growing movement started by Dr Chris Turner, an emergency medicine consultant currently working in Coventry. It focuses on the clear evidence about rudeness between staff in healthcare settings not only significantly increasing the risk of clinical errors and negative effects on patient outcomes and experience, rudeness also has significant effects on performance of non-clinical staff as well. We have now started to run 'train the trainer' sessions on Civility Saves Lives with a view to a much wider rollout.

Joy in Work Framework from the Institute of Healthcare Improvement has been applied with nursing teams. It points to four steps that leaders can take using a framework of nine key components that enable a joyful, engaged workforce. The framework and questions were also used during the focus groups with staff when we were testing and asking for input for the culture framework.

2.5 NHS Scotland Leadership Development

Our staff also have opportunities to be supported and connect with National Leadership provision such as Project Lift and also programmes for leading on quality improvement such as the Scottish Improvement Leader Programme and the Scottish Coaching and Leading for Improvement Programme.

Project Lift is a new approach to recruit, retain, develop and manage talent within Health and Social Care in Scotland to ensure all leaders can be the very best they can be and reach their potential from entry roles through to boardrooms. Its focus is to embed a consistent and understood approach to leadership across Health and Social Care in Scotland, explicitly linked to the ethos of Compassionate and Collective Leadership, collaborative working and the underlying values and principles of the National Performance Framework and Health and Social Care in Scotland. Project Lift has four strands: Values Based Recruitment; Performance Appraisal; Talent Management; and Leadership Development. Over 242 of our staff in NHS GGC have completed the Project Lift Self-assessment Questionnaire and received their reports which they can then use to further inform their own development across the dimensions of:

- Professional Ability;
- Personal Ambition;
- Shared Values;
- Personal Values;
- Self-awareness;
- Leadership Ability;
- Organisational Ambition;
- Strategic Insight.

The Scottish Improvement Leader Programme (ScIL) is for developing the practical improvement science and leadership skills to identify, lead and implement improvement in healthcare. Over 56 NHS GGC clinicians have undertaken this national programme and are now using these skills to lead improvement in their own areas.

The Scottish Coaching & Leading for Improvement Programme (SCLIP) is designed for managers who have a role in sponsoring and leading change and improvement programmes. It gives them the skills to coach, lead and support those with the technical improvement skills to identify and maximise the opportunities for improvement and benefit delivery for patient care and for service effectiveness and efficiency. The second cohort of 30 managers and lead clinicians are currently undertaking this programme in NHS GGC.

3.0 Collective Leadership Programme – Reflections on Leadership Capacity & Capability in NHSGGC

3.1 It is clear that we need to reflect and listen to what other stakeholders are telling us and in particular our listening from the experience of staff, our ability to lead and deliver challenging targets and to ensure our leaders model and reinforce the right values, behaviours and culture for our staff to flourish.

3.2 Our future development to support our future priorities will now be encompassed under our Collective Leadership Programme.

3.3 Succession Planning will be further developed and embedded in each Directorate following the development of the supporting framework in 2019. The first priorities in this area will be to ensure that succession plans are in place at Senior Management Team level in each Directorate and that areas of high risk (in terms of potential skills shortage) are identified and this is addressed with targeted development.

3.4 There will be enhanced OD support for Leadership Development focusing on identifying and developing emerging talent from various levels in each Directorate. They will be supported to undertake a more thorough needs analysis for their development and will be supported to access a suite of local programmes and to connect with national provisions. The aim is again to generate more depth to succession planning and career development in each area.

3.5 There will be a renewed focus on Clinical Leadership with key stakeholders like NES and the Royal Colleges engaged. The first priority will be a modular programme run flexibly across the year specifically for current and aspiring Lead Clinicians and Clinical Directors. As well as supporting the managerial aspects of these roles there will be modules with a focus on leadership skills and on organisational knowledge (including working effectively with organisation structures and governance). All clinical leads will also be encouraged and invited (if not already involved) to take part in our 90Minute Leadership programme of breakfast sessions which run regularly across the year.

3.6 The NHSGGC Senior Management Development Programme will be evaluated and assessed for further cascade to senior teams.

3.7 The Ready to Lead programme has been further reviewed and two additional modules will now be added for 2020: Coaching Conversations and Leading with brain in mind.

3.8 We will further extend the reach of Civility Saves Lives and Joy in Work beyond the current clinical groups to all relevant teams.

3.9 In 2020 there will be a further cycle of the national Non-executive and Board Development Survey and development review. The evaluation of the last cycle and the planning for 2020 is currently underway.

NHSGGC - A Great Place To Work



4.0 Measures of Success

4.1 Improving leadership capability is difficult to quantify directly. iMatter responses to questions specifically about team and organisation leadership provide useful indication and year on year upward trends in these questions may be observed. It is helpful that iMatter component reports will in future be available to all teams who do not achieve the 60% response rate.

4.2 The rationale for improving leadership capacity and capability is to enable improved organisational performance whilst making NHSGGC a great place to work. Improvements in our measures of NHSGGC performance and culture could therefore point to improved leadership as an important factor.

4.3 Other proxy measures where shifts may be observed will be similar to those for staff experience and engagement:

- Improvements to succession and career development planning
- PDP levels and quality improvement

- Reduction in Grievance and Dignity at Work cases
- Improved attendance at work levels
- External measures and assurance from other agencies e.g. Investors in People will include elements aligned to leadership.

4.4 Consideration of further pulse surveys and of real time apps to gauge employee experience may also include leadership components and will be investigated.

5. Resources Required to Deliver Our Collective Leadership Programme

5.1 Engagement of managers and lead clinicians at every level to commit time and focus to their development and to the development of their staff and colleagues. In the past this commitment has been variable. Finding time for development in the mix of day to day pressures is an understandable challenge.

5.2 The OD and L&E teams will continue to maximise their efforts and resources to support the above.

5.3 The development of current and future leadership development initiatives are expected to be delivered within existing budgets.

6. Timescales

The Collective Leadership Programme will be over a 2 year period. The introduction of Investors in People will be by May 2020.

Succession Planning Cascade – September 2020

Senior Management Development Programme – review and cascade – December 2020

Definite dates for Boardwide initiatives will be finalised through the Corporate Management Team and Staff Governance Committee based on expert advice.

7. Conclusion

Following agreement on this approach at the NHS Board, a detailed Implementation Plan will be developed, with progress being recorded through the CMT and the Staff Governance Committee.