



**National Leadership  
and Innovation Agency  
for Healthcare**

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Care   
to Lead

WORLD CLASS LEADERS *for*  
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## The 34<sup>th</sup> International Congress on Assessment Center Methods

### The National Health Service in Wales (UK)

**Christine Bamford**

Director, Leadership NLIAH

**Martin Lewis**

Associate Director, Leadership Development NHS South West (England)

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Population 3 million



Health Budget \$8bn



80,000 Employees



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# Highlights

## Ministerial Target 2006

**“... by 2008**

**One appointable Welsh Candidate  
on every CEO/Executive shortlist”**

## Target met by 2007

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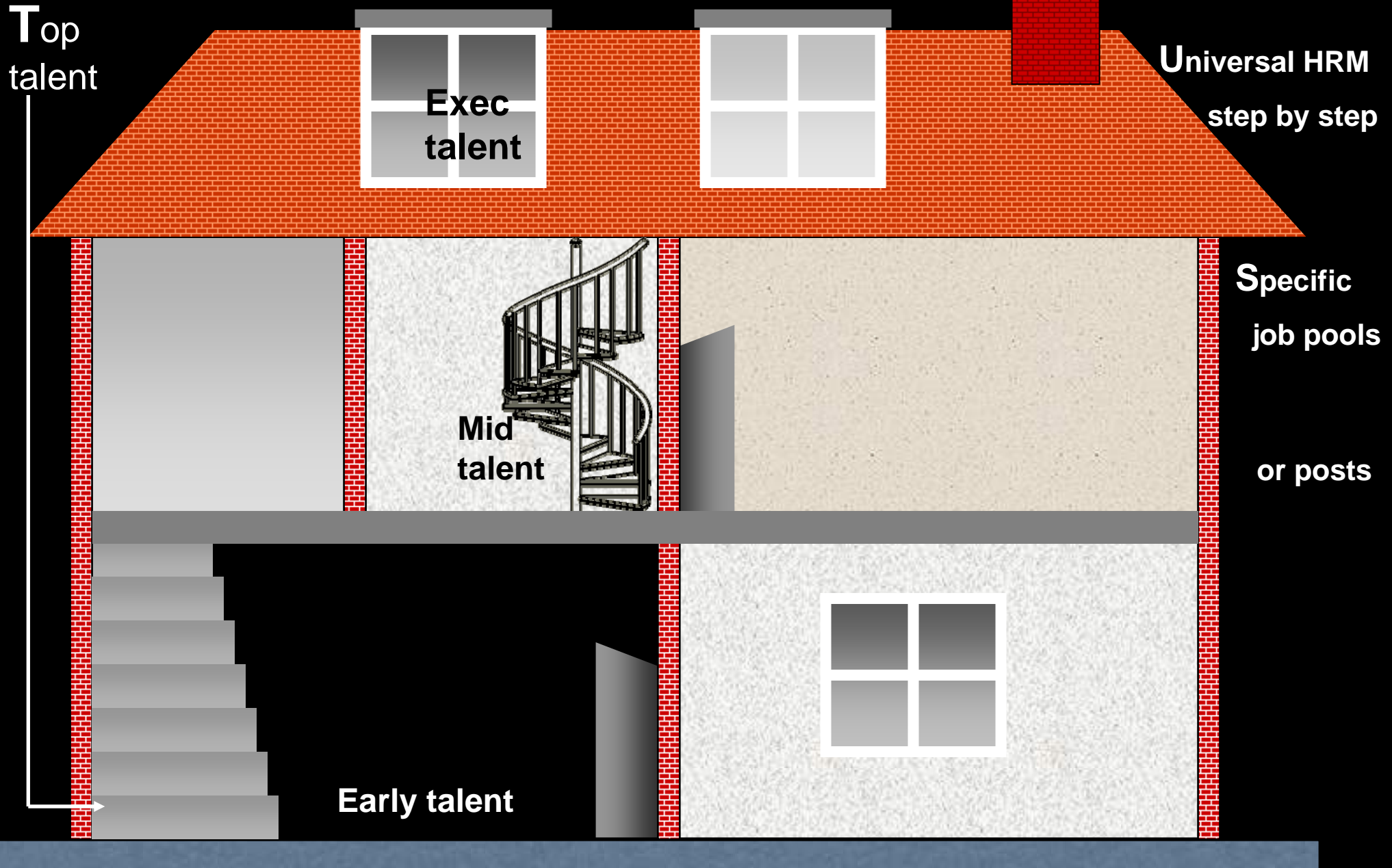


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# Getting our house in order



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## Talent Management & Leadership Development ...fitting it all together



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# Key Players: Developing Succession



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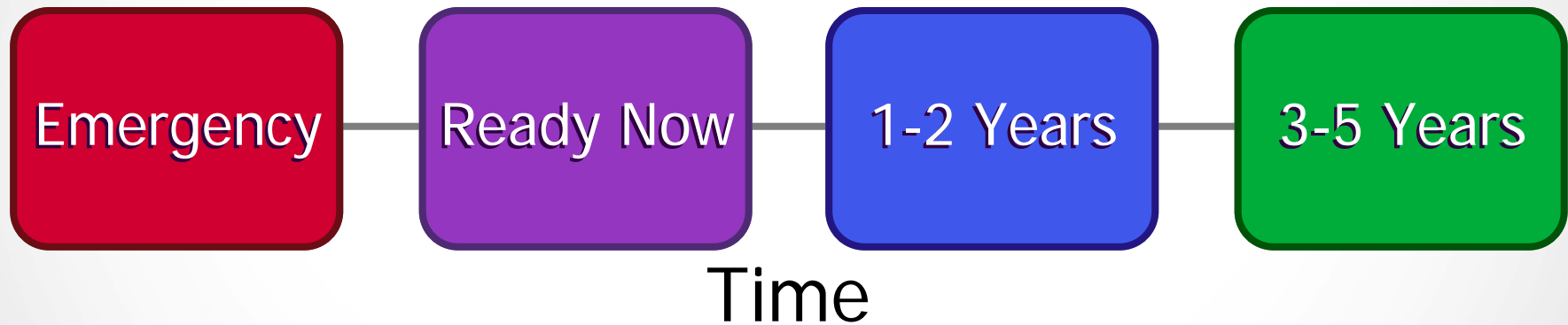
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# Care to Lead Portfolio



# Highlights Development Talent Model



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An Innovative approach  
to Development Centers  
based on...



Ref. [www.nbc.com](http://www.nbc.com)

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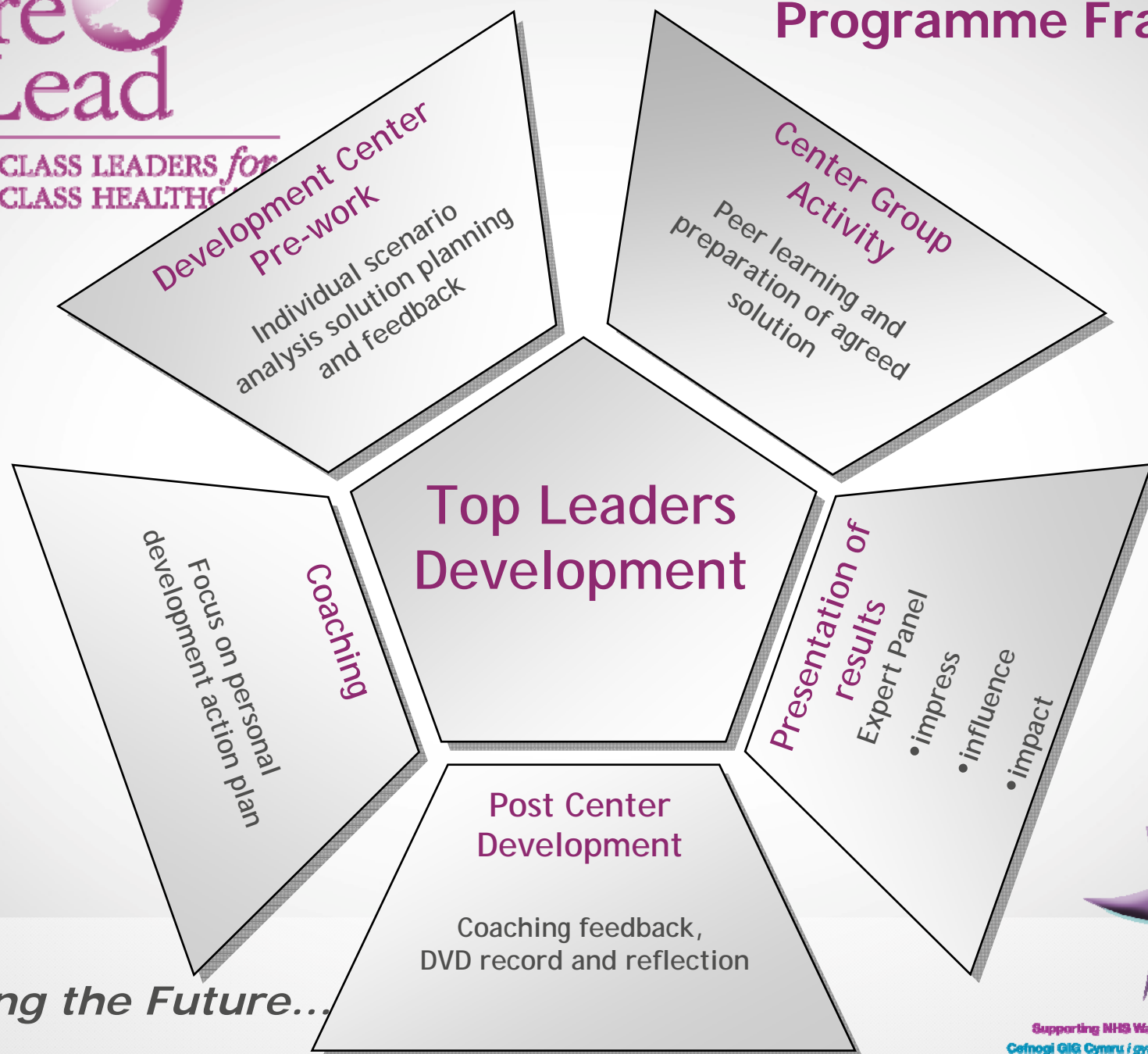
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## NHS Wales – Care to Lead Programme Framework



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Based on observed behaviors and a coaching model

Multi-observer – multi-activity

Benchmarking and developmental

## What is the Care to Lead Development Center?

Develops self-awareness

Highly effective learning

**Gateway to enhanced development**

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# Leadership Competencies & Behaviors

## Setting the Direction

Seizing the future  
Intellectual flexibility  
Broad scanning  
Political astuteness  
Drive for results  
Financial leadership

## Delivering the Service

Leading Change  
through people  
Holding to account  
Empowering others  
Effective and  
strategic influencing  
Collaborative working

## Personal Qualities

Self belief  
Self awareness  
Self management  
Personal integrity  
Drive for improvement  
Peer learning

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# Leadership Competencies & Behaviors

Case File

Group Work

Expert Panel

Setting the  
Direction

Delivering the  
Service

Personal  
Qualities

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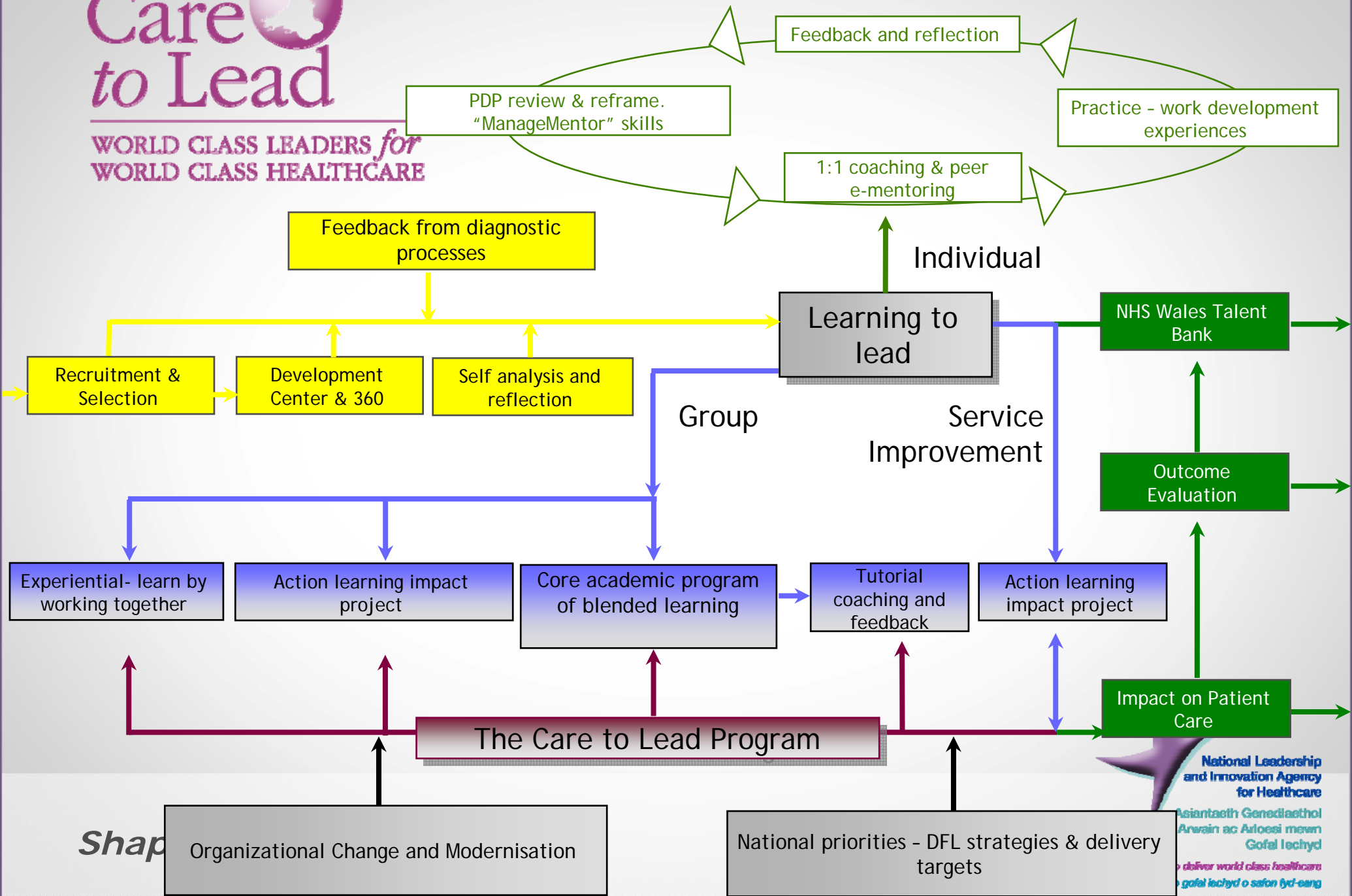
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# Innovation... a comprehensive approach



Shap

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# An example of our Leadership Development

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**"...the feedback we got back at the end of the process was very constructive..."**

*Abigail Harris  
Chief Executive, Vale of Glamorgan LHB*

Feedback from the latest Top Leaders Development Centre 

### Care to Lead

Participants from the 2007 Programme offer their personal views on the experience and learning outcomes that they will now take forward back at base. [Login to view](#) 

### New Content

We've just added exclusive interviews with key speakers who attended the recent 2008 NHS Wales Conference. [Login to view](#) 



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You have access to the following materials

<b>Care to Lead Streams</b>	16 items	<a href="#">View</a>
<b>Core Academic Programme</b>	6 items	<a href="#">View</a>
<b>Patient Impact Project (PIP)</b>	11 items	<a href="#">View</a>
<b>Career Management Tools</b>	12 items	<a href="#">View</a>
<b>Learning Laboratory</b>	10 items	<a href="#">View</a>
<b>e-Mentor</b>	11 items	<a href="#">View</a>

## Exclusive Audio

A new series of audio interviews will be available in March 08 - recorded at the national NHS Wales Conference in Cardiff. Topics such as Critical Care, new technology and the wider Trust transformation agenda offer compelling listening for anyone in NHS Wales.

## Featured Item



Professor Pat Oakley discusses the Corporate Manslaughter Bill now going through Parliament and its implications for NHS Executives.

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### e-Mentor

#### Learning support redefined

Welcome to the Channel's e-Learning support section.

Our team of professional Coaches have a wide range of specialist expertise across numerous management disciplines and are available to work with you in your progression through Care to Lead.



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#### e-Mentoring Engagement

The way you access e-Mentoring will vary depending on your individual development requirements. This short video demonstrates some typical ways in which Care to Lead participants can benefit from this fast, convenient and highly effective learning support.

#### e-Mentor in action

View Care to Lead participants' experiences in e-Mentoring.



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#### e-Mentoring for Leaders



Hear the views of experts in this introductory video on the clear benefits of accessing mentoring online.

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#### Mentoring Resources

Select a resource to download and study offline.

[Mentor training](#)

[Mentor Guide/Handbook](#)



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# Evaluation

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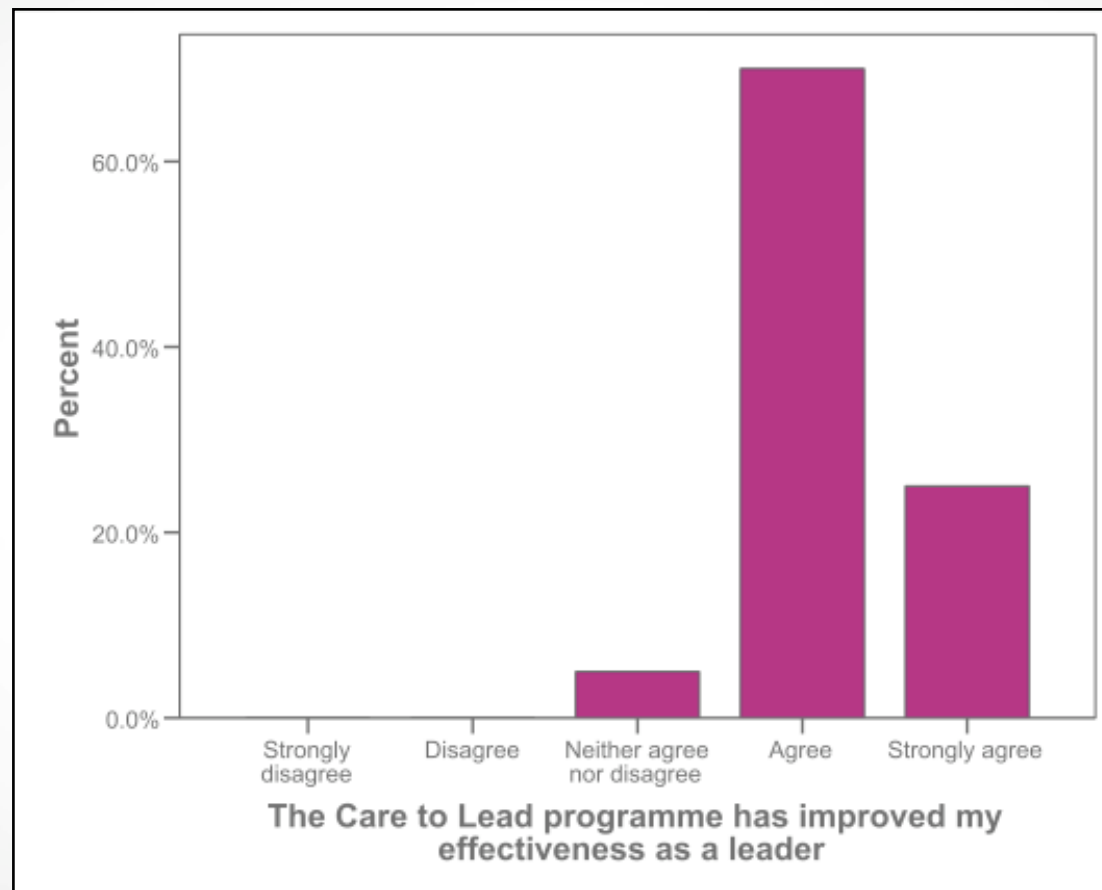
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# Talent Bank - Increase in Leadership Effectiveness

Independent Evaluation by Real World Group



The results are very positive with 95% of survey respondents feeling that the Program had increased their personal effectiveness as a leader.



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## Talent Bank - Return on Investment Target Hit!

In 2007...

7 CEO vacancies

8 Director vacancies

...all but one filled  
by Care to Lead  
participants

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## Investment vs Recruitment \$2 million savings

Projected recruitment costs

\$2.8m

Development investment

\$650,000

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## Investment Costs per Participant

- Initial development investment \$650,000
- 140 participants have completed Care to Lead Talent Bank
- 38 Top Leaders attended the 'Apprentice Style' development center
- Average cost per participant circa \$4,600

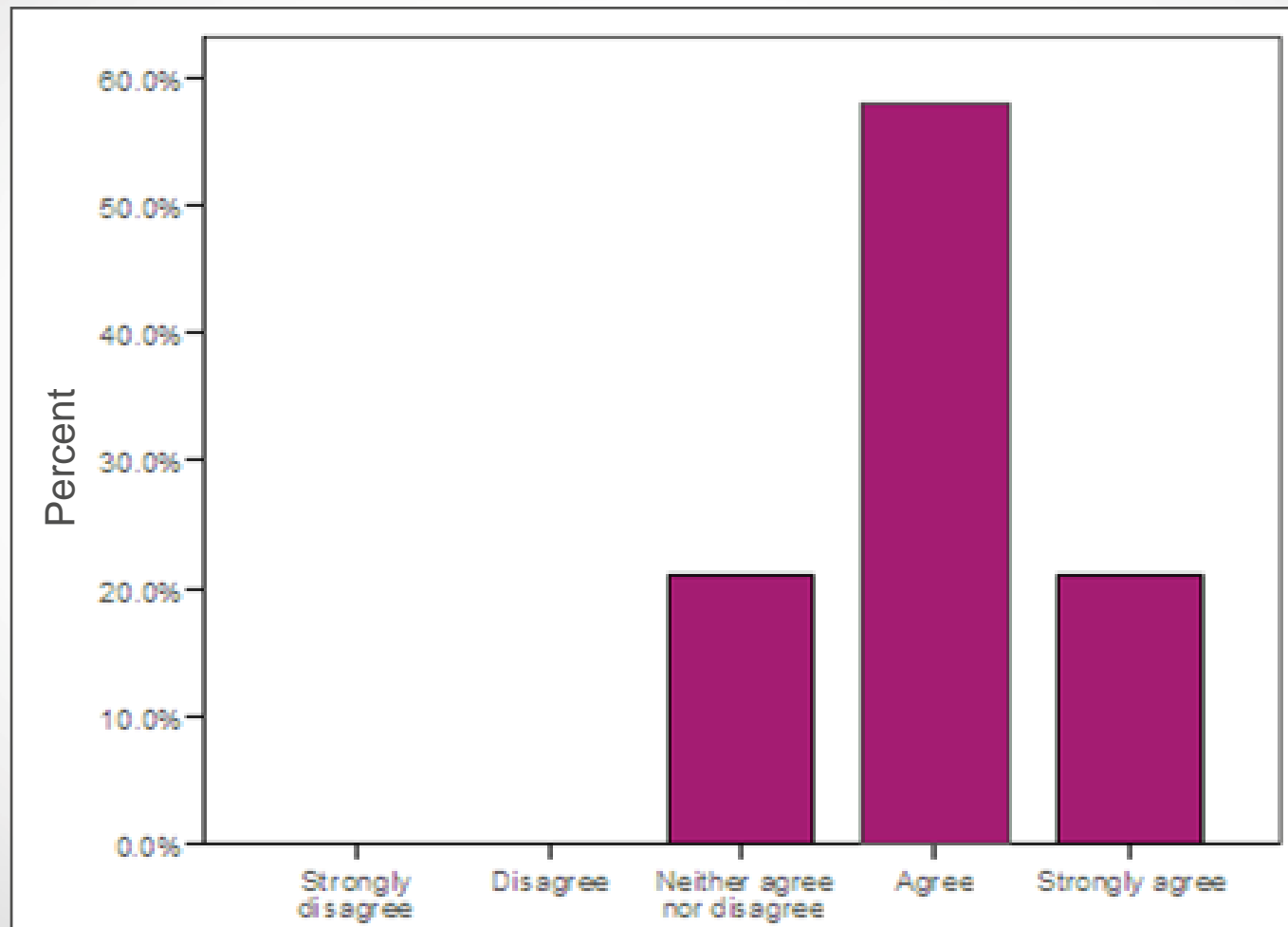
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# Talent Bank Impact on Patient Care

Independent Evaluation by Real World Group



The program has had a positive impact on the patients that we serve



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Participant comments:

“The mentoring relationship prompted me to action ... focused my mind ...identified change”  
- impact on patient services

Access to specialist advice championed by Royal College of Nursing

Cascaded mentoring to teams within own organization

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## Impact on Patient Care Clinical Teams:



“This program provided access to mentors outside of our own profession and organization which I found extremely beneficial”



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Andrew Goodall  
Chief Executive,  
Bridgend & Neath Port Talbot  
Local Health Boards

“This program influenced  
my personal  
and professional behavior”

“Gave me insight into how I  
am perceived by others and  
how I can finesse my  
leadership style”



Abigail Harris  
Chief Executive,  
Vale of Glamorgan  
Local Health Board

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## Personal & Professional Impact on Executive Teams:



Dr Gwyn Roberts  
GP & Chair  
Wrexham Local Health Board

“Understanding teams and how organizations work has impacted on governance in my role of Chair and on my work as a GP”

“I think it will affect patients because it’s given us the drive to think into the future. We’ve talked about patient groups (e.g. mental health and strokes) and how we would drive these forward. There are more intangible things like public engagement, how we can do that best; getting out into communities early - not telling them about change but inviting them to contribute”

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# Assessment Center Model

Case Study

Presentation  
to Panel

Panel  
Interview

Assessment  
Center Matrix

Job description and  
personal specification  
modelled on LQF

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Q & A

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