National Leadership and Innovation Agency for Healthcare

Asiantaeth Genedlaethol Arwain ac Arloesi mewn Gofal Iechyd

Supporting NHS Wales to deliver world class healthcare

Cefnogi GIG Cymru i gyflwyno gofal iechyd o safon fyd-eang
The 34th International Congress on Assessment Center Methods
The National Health Service in Wales (UK)

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Shaping the Future...
Population 3 million

Health Budget $8bn

80,000 Employees
“... by 2008
One appointable Welsh Candidate on every CEO/Executive shortlist”

Target met by 2007

Shaping the Future...
Getting our house in order

Top talent

Universal HRM step by step

Specific job pools or posts

Exec talent

Mid talent

Early talent

Universal HRM

Step by step

Specific job pools or posts

Top talent
Talent Management & Leadership Development

...fitting it all together

Care to Lead
WORLD CLASS LEADERS for WORLD CLASS HEALTHCARE

Shaping the Future...
Key Players:

Developing Succession

Development Centers

Care to Lead Learning Channel & Talent Bank

Employers / Line Managers

Individuals

Shaping the Future...
Care to Lead
Portfolio

- Top Leaders
- Aspiring Leaders
- Mid/Senior Managers
- Graduates
Highlights
Development Talent Model

Time

Emergency  Ready Now  1-2 Years  3-5 Years

Shaping the Future...
Care to Lead
WORLD CLASS LEADERS for
WORLD CLASS HEALTHCARE

An Innovative approach
to Development Centers
based on…

Shaping the Future…

Ref. www.nbc.com
Top Leaders Development

Development Center
- Pre-work
  - Individual scenario analysis solution planning and feedback

Center Group Activity
- Peer learning and preparation of agreed solution

Post Center Development
- Coaching feedback, DVD record and reflection

Presentation of results
- Expert Panel
  - Impress
  - Influence
  - Impact

Coaching

Focus on personal development action plan

Shaping the Future...
What is the Care to Lead Development Center?

Based on observed behaviors and a coaching model

Multi-observer – multi-activity

Benchmarking and developmental

Develops self-awareness

Highly effective learning

Gateway to enhanced development
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

Shaping the Future...
Leadership Competencies & Behaviors

- Case File
  - Setting the Direction
- Group Work
  - Delivering the Service
- Expert Panel
  - Personal Qualities

Shaping the Future...
Innovation... a comprehensive approach

The Care to Lead Program

Organizational Change and Modernisation

National priorities - DFL strategies & delivery targets

Recruitment & Selection

Development Center & 360

Self analysis and reflection

Experiential - learn by working together

Action learning impact project

Core academic program of blended learning

Feedback from diagnostic processes

PDP review & reframe. “ManageMentor” skills

1:1 coaching & peer e-mentoring

Feedback and reflection

Practice - work development experiences

NHS Wales Talent Bank

Outcome Evaluation

Impact on Patient Care

Service Improvement

Group

Learning to lead

Individual

Tutorial coaching and feedback

Action learning impact project

National priorities - DFL strategies & delivery targets

Organizational Change and Modernisation

Shaping the Future...
An example of our Leadership Development
Care to Lead Channel
The Vision of Online Learning in NHS Wales

“...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
You have access to the following materials:

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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.

Subscribe to our Podcast
Click on the RSS symbol below to add our feed to iTunes. You'll automatically receive new audio episodes with all the latest news from NLIAH.
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.

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.

View

e-Mentor in action
View Care to Lead participants’ experiences in e-Mentoring.

View View View

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Evaluation
The results are very positive with 95% of survey respondents feeling that the Program had increased their personal effectiveness as a leader.
In 2007...

7 CEO vacancies
8 Director vacancies

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

Talent Bank - Return on Investment
Target Hit!

Shaping the Future...
Projected recruitment costs $2.8m

Development investment $650,000

Shaping the Future...
• 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
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.
Impact on Patient Care Clinical Teams:

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

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

Sue Bale
Clinical Leader, Gwent Healthcare NHS Trust

Shaping the Future...
Personal & Professional Impact on Executive Teams:

“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”

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

Abigail Harris  
Chief Executive, Vale of Glamorgan 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”
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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