

Herefordshire & Worcestershire Locality Stakeholder Board
Notes from Sub- group presentation 23rd September 2009

The Development of a Leadership & Management Strategy and Approaches to Implementation

Jackie Barringer

Senior Consultant

Organisation Development Services Ltd

Outcomes in contract

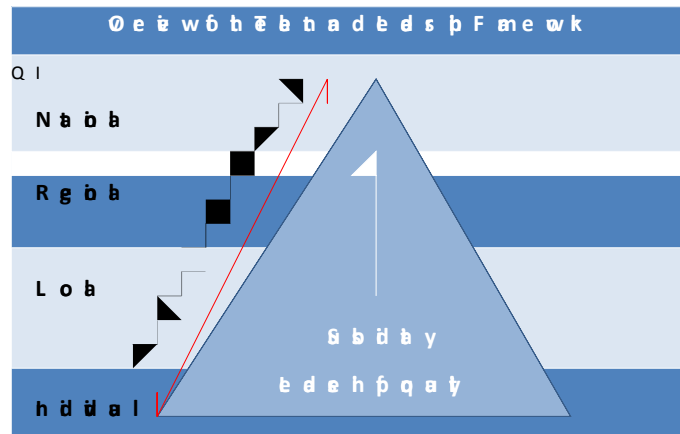
- Incorporates talent management on behalf of the six healthcare partners represented in the Herefordshire and Worcestershire Locality Board.
- Providing a framework which all participating organisations will be able to adapt/utilise for their respective organisations whilst maintaining the agreed philosophy.
- Provide high level support to each organisation to embed the strategy into every level of the organisation
- Ensure that the strategy embeds a culture of talent management and succession planning at every level of the organisation
- Encourages innovative approaches to leadership and management development that involves a blended learning approach
- Ensure the strategy links into the regional and national approaches for Leadership and Management development
- Evaluate the effectiveness of current links and strategic alliances to local Higher Education Institutions, and other providers of education and training

Produce a final report detailing the Strategy and how it has been implemented across the Healthcare Locality

Context

- National focus, quality, need to invest in leadership and workforce development
- Quality, Innovation, Productivity and Prevention (QIPP) framework
- Regional vision
- Local strategic partnerships – health and social care
- Wider economy working
- Creating a different culture of workforce development

Vision for Talent, Leadership and Management Development Improvement at the heart -QIPP



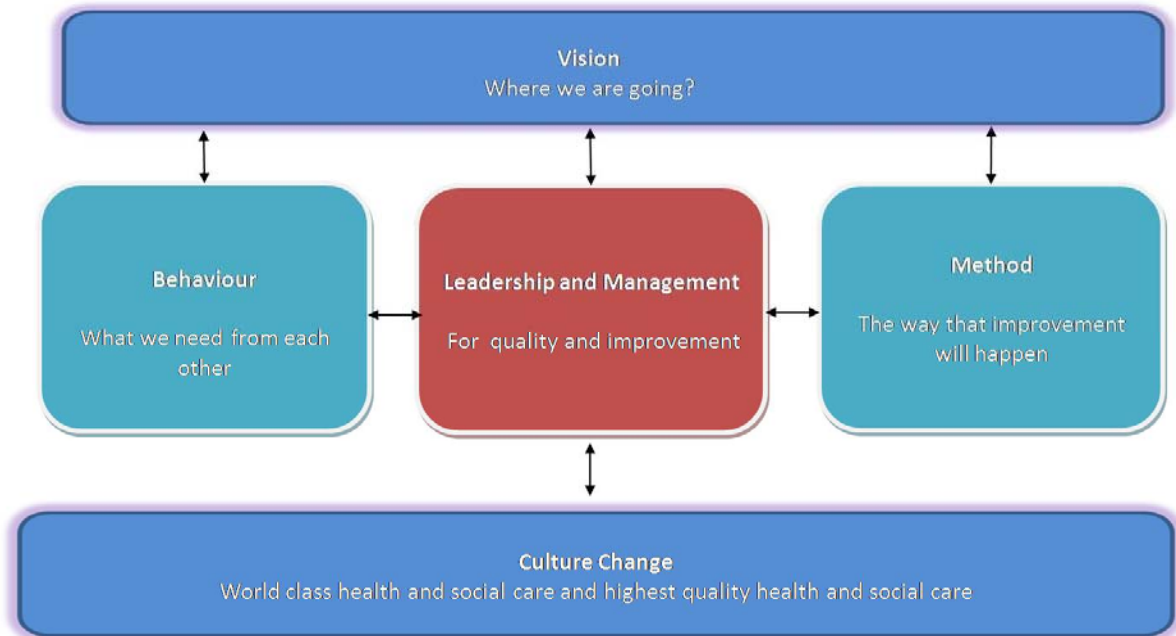
What Does a Strategy Need to Do?

- **Address your business needs to:-**
 - Improve performance against targets/ patient outcomes/ safety etc
 - Show how through effective leadership there are year on year improvements
 - Improve behaviours/ linking to culture changes required
 - Shared understanding of what leadership/ management is and isn't
 - Promote recruitment & retention
 - Support a range of development which is able to articulate a clear pathway for development
 - Ensure staff feel valued
 - Be innovative/ look at new ways to support the changes

Leaders and Managers Who Can.....

- Lead improvements in care delivery/ deliver the business
- Focus on quality, innovation, productivity, prevention
- Shape future services and lead efficiencies
- Build relationships and be collaborative

- Face outwards and inwards
- Lead, support and change behaviours culture
- Nurture, motivate and develop talent



Phase one – recommendations

- Look at outcomes required / business outputs required
- Stakeholder / partner involvement – clinical / non clinical Diagnostic – interviews (telephone, face to face, focus groups, open space conference- all geared at understanding what is required to improve and deliver the business)
- Involve approximately 80 people could be involved
- Specific questions to determine requirements to inform the strategy and the road map – linking to regional strategy, blended approach of opportunities for all levels of staff
- Inform the November budgetary business cases

Phase two

- Writing and developing a strategy that will support whole system, organisational and individual development and change
- Focus on improvement, leading service improvements and quality
- Innovative, blended approach of variety of developments to support development utilising a career framework / escalator of development
- Consultation of the strategy and Launch



Objectives/ Driving business/performance improvement/ culture change

Strategy



Strategy is about defining the criteria by which you select what path you wish to move forward on.

Phase three – high level support to embed strategy

- Scope with organisations what would be useful for them
- Lead consultant to support looking at how to embed
- Important aspect
- To determine further the requirements

Phase four

- Final report, sharing learning, evaluation and celebration
- Need to determine your requirements for this phase
- Reporting outcomes so far

- Evaluation and Celebration
- Needs to be determined

Important factors

- Review process
- Ensuring communication is optimum
- Flexibility to ensure we are meeting requirements
- Reporting mechanisms in place
- Cost effective- efficiencies / productive
- Added value and meeting your needs

What's been done to date?

- Further Understanding of your needs
- Scoping of requirements
- Looking at recommendations from Jane Hulley, National and SHA strategy
- Meeting with 3 members of the sub-group
- Putting together schedules
- Project plan
- Requested business plans, strategies, workforce plans etc

What do we need from you?

- Your partnership
- support and information / support as requested
- Your opinions
- Feedback and honesty
- timely information so we can meet milestones
- To support the process to ensure outcome achieved

Adding Value and Experience

- Locality board experience
- Working with a range of staff, partners, communities and economies

- Evidence base and rigour
- Tools & products
- Consultants and team experience
- Credibility