Cwm Taf Morgannwg TI: Leadership and Culture Improvement Maturity Matrix

Progress Levels ➡ Key Elements ⬇	BASIC LEVEL Principle accepted and commitment to action	EARLY PROGRESS Early progress in development	RESULTS Initial achievements achieved	MATURITY Results consistently achieved	EXEMPLAR Others learning from our consistent achievements
Leadership capacity, capability and development	The heath board recognises the need for sufficient leadership capacity and capability, and recognises that work is required to get sufficient capacity and or capability The health board recognises that effective leadership is vital for the delivery of safe and effective care. There is a commitment to develop leadership (to include clinical leadership) capacity and capability and what is required to develop this. Leadership is often individual rather than collective.	The health board has a developing leadership development programme to develop capacity and capability, and move towards a clinically led organisation. The health board is clear where the leadership gaps (in staffing) are and are working to fill these gaps. Leaders understand the challenges to quality and sustainability, and can identify the actions needed to address them. Leaders are visible and approachable	The health board has sufficient leadership capacity and capability to deliver high quality care. The health board is a clinically led organisation. The health board does not have any significant leadership gaps (in staffing). Leaders can clearly evidence the actions to address challenges in relation to quality and sustainability. There is evidence of collective leadership. Leaders understand the unique qualities and needs of their team(s). Leaders are visible and approachable	The health board has sufficient leadership capacity and capability to deliver high quality care. The health board is clinically led with significant clinical leadership talent and succession planning. The health board does not have any leadership gaps (in staffing). Leaders can clearly evidence the actions to address challenges in relation to quality and sustainability. Collective leadership is strong. There are clear priorities for ensuring sustainable, compassionate, inclusive and effective leadership. Leaders understand the unique qualities and needs of their team(s). Leaders are visible and approachable through formal and informal mechanisms. There are clear priorities for ensuring sustainable, compassionate, inclusive and effective leadership, and there is a leadership strategy or development programme, which includes succession planning. The health board has a clear approach managing to and developing talent within the health board.	The health board has the necessary leadership capacity and capability to deliver high quality care. The health board is clinically led with significant clinical leadership talent and succession planning. Clear governance for management and leadership results in decisions being made at the right level at the right time to drive improvement and change. The health board does not have any leadership gaps (in staffing). Leaders can clearly evidence the actions to address challenges in relation to quality and sustainability. Collective leadership evidenced in all that is done. There are clear priorities for ensuring sustainable, compassionate, inclusive and effective leadership. Leaders understand the unique qualities and needs of their team(s). Leaders are visible and approachable through formal and informal mechanisms. There are clear priorities for ensuring sustainable, compassionate, inclusive and effective leadership, and there is a leadership strategy or development programme,

					which includes succession planning. The health board effectively develops talent within the organisation.
Values and Behaviours	Values and behaviours within the organisation is inconsistent. The need for organisational values co-produced with staff and stakeholders is recognised but not necessarily in place. Staff safety and wellbeing is recognised as important.	Defined values and behaviours within the organisation are emerging. Organisational values are in place, with input from staff and stakeholders in developing and agreeing the values. Staff safety and wellbeing is prioritised.	Co-produced organisational values and behaviours are defined. These are understood by staff and starting to be embedded into systems and processes. Staff feel positive and proud to work for the organisation. There is a strong emphasis on the safety and wellbeing of staff.	Staff behaviour reflects the known organisational values, these are clearly linked to the Integrated Healthcare Strategy and Operating model. Staff feel able to speak up at all levels. There is a strong emphasis on the safety and wellbeing of staff, with numerous mechanisms for staff wellbeing opportunities. Staff feel positive and proud to work for the organisation. The organisational culture supports openness and honestly at all levels within the organisation.	Employees across the organisation are empowered to live by our values and behaviours. This is clearly evidenced. Ways of working needed for the future are adopted across the organisation. Staff behaviour reflects the organisational values. Staff are proud to be advocates of the organisational values. The organisational culture supports openness and honestly at all levels within the organisation. Organisational learning is an organisational priority and embedded across the organisation.
Inspiring shared purpose (vision)	The roles of all board members and the health board leadership team are documented, however, there may not be complete clarity in all areas. No clear vision for the future or there are competing visions. The need for a clear vision is recognised.	The roles of all board members and the health board leadership team are documented, and there is clarity of role, responsibility. A clear vision for the organisation has been developed with staff and stakeholders and is documented and communicated to staff and stakeholders. An induction and development programme is in place for Board members and all health board employees reinforcing the shared purpose.	There is a clear vision that is stretching but achievable. The vision for the organisation is embedded and owned by staff and stakeholders, with a supporting long term strategy and action plans. The roles of all board members and the health board leadership team are documented, and there is clarity of role, responsibility. Staff understand who does what, why across the organisations leadership functions, with clarity of	A clear vision for the organisation is documented and communicated to staff and stakeholders, with supporting long term strategy and action plans. Staff know and understand the vision, values and strategy and their role in achieving them. Leaders tell a consistent story, with healthy challenge as needed to create the right environment for change. The roles of all board members and the health board leadership team are	A clear vision for the organisation is documented and communicated to staff and stakeholders, with supporting long term strategy and action plans. The vision is embedded in everything people do, it flows from the top to the bottom and is aligned to patient outcomes. The roles of all board members and the health board leadership team are documented, and there is clarity of role, responsibility.

| | | | accountability and responsibility at all levels.

An induction and development programme is in place for Board members and all health board employees, reinforcing the shared purpose. | documented, and there is clarity of role, responsibility.

Staff understand who does what, why across the organisations leadership functions, with clarity of accountability and responsibility at all levels.

An induction and development programme is in place for Board members and all health board employees, reinforcing the shared purpose.

The board/leadership team are leading, rather than following agendas. | Staff understand who does what, why across the organisations leadership functions, with clarity of accountability and responsibility at all levels.

An induction and development programme is in place for Board members and all health board employees, reinforcing the shared purpose.

The board/leadership team are leading, rather than following agendas.

The board is recognised within the organisation and by partners for joined up decision making and having clarity on purpose and direction.

Staff know and understand the vision, values and strategy and their role in achieving them.

Progress against delivering the strategy and local plans are monitored, reviewed and communicated to staff and stakeholders and there is evidence of this.

Leaders embody improvement and create an environment of trust where it is safe to speak freely. |
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| **Employee Experience** | Staff and other internal stakeholder strategies are developed and these include feedback mechanisms.

What is important to employees is recognised as important and work to gather this information is being planned. | A framework for improving the employee experience (aligned to the employee journey) with supporting governance arrangements has been developed and agreed.

Surveys and other available feedback mechanisms are used to identify themes for | Plans are in place to address improvements across all six stages of the employee journey (attract, recruit, on-board, develop, retain and moving on).

Some employee experience improvement activities are underway. | The health board regularly survey employees across the full employee journey and collect their feedback regarding their experience. This is triangulated with key workforce metrics and other organisational reporting.

Leaders and managers actively measure and | Leaders and managers are ambassadors for creating a positive employee experience at every opportunity.

Employee experience is a central component of the health board culture.

The health baord have defined benchmarks within |

		employee experience improvement. Management Board receives reports about the management of internal stakeholder and staff engagement, and this includes feedback as well as descriptions of what has been done. What is important to employees is known and understood.	Leaders and managers talk about the importance of employee experience We use and study the analytics available and use that data to make informed changes to our efforts in improving employee experience The organisations characterises itself at being good at internal engagement, and informal feedback from new staff and leavers confirms this. Managers naturally want to share problems with staff to best solve them. What is important to employees is known and understood. Actions have been put in place to improve what is important to staff experience.	improve employee experience. Actions have been put in place to improve what is important to employee experience, and staff feel like they own this agenda. The organisations characterises itself at being good at internal engagement, and informal feedback from new staff and leavers confirms this. Managers naturally want to share problems with staff to best solve them. The health board leadership team and independent members are effective ambassadors for the organisation and staff. Feedback from various internal and external sources confirms that internal staff engagement is working well as an organisation. Actions have been put in place to improve what is important to staff experience, and staff feel like they own this agenda.	every section of our organisation to measure the impact of our employee experience. Every employee feels important and purposeful in their role. The organisations characterises itself at being good at internal engagement, and informal feedback from new staff and leavers confirms this. Managers naturally want to share problems with staff to best solve them. The health board leadership team and independent members are effective ambassadors for the organisation and staff. Feedback from various internal and external sources confirms that internal staff engagement is working well at an organisation. External sources of assurance find that staff engagement is an asset. We can demonstrate that we are an employer of choice. Staff feel a sense of ownership and empowerment in relation to the staff engagement agenda.