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

					which includes succession
					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	documented, and there is	Staff understand who does
			responsibility at all levels.	clarity of role, responsibility.	what, why across the
					organisations leadership
			An induction and	Staff understand who does	functions, with clarity of
			development programme is	what, why across the	accountability and
			in place for Board members and all health board	organisations leadership	responsibility at all levels.
			employees, reinforcing the	functions, with clarity of accountability and	An induction and
			shared purpose.	responsibility at all levels.	development programme is
			Sharea parposer	responsibility at all levels!	in place for Board members
				An induction and	and all health board
				development programme is	employees, reinforcing the
				in place for Board members	shared purpose.
				and all health board	
				employees, reinforcing the	The board/leadership team
				shared purpose.	are leading, rather than
				The board/leadership team	following agendas.
				are leading, rather than	The board is recognised
				following agendas.	within the organisation and
				3.3.	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.
					evidence of this.
					Leaders embody
					improvement and create an
					environment of trust where it
					is safe to speak freely.
Employee Experience	Staff and other internal	A framework for improving	Plans are in place to address	The health board regularly	Leaders and managers are
projec _xperionec	stakeholder strategies are	the employee experience	improvements across all six	survey employees across the	ambassadors for creating a
	developed and these include	(aligned to the employee	stages of the employee	full employee journey and	positive employee experience
	feedback mechanisms.	journey) with supporting	journey (attract, recruit, on-	collect their feedback	at every opportunity.
		governance arrangements	board, develop, retain and	regarding their experience.	
	What is important to	has been developed and	moving on).	This is triangulated with key	Employee experience is a
	employees is recognised as important and work to gather	agreed.	Some employee experience	workforce metrics and other organisational reporting.	central component of the health board culture.
	this information is being	Surveys and other available	improvement activities are	organisational reporting.	llealth board culture.
	planned.	feedback mechanisms are	underway.	Leaders and managers	The health baord have
	p.aicai	used to identify themes for	u	actively measure and	defined benchmarks within
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employee experience	Leaders and managers talk	improve employee	every section of our
improvement.	about the importance of	experience.	organisation to measure the
	employee experience		impact of our employee
Management Board receives		Actions have been put in	experience.
reports about the	We use and study the	place to improve what is	
management of internal	analytics available and use	important to employee	Every employee feels
stakeholder and staff	that data to make informed	experience, and staff feel like	important and purposeful in
engagement, and this	changes to our efforts in	they own this agenda.	their role.
includes feedback as well as	improving employee		
descriptions of what has	experience	The organisations	The organisations
been done.		characterises itself at being	characterises itself at being
	The organisations	good at internal	good at internal
What is important to	characterises itself at being	engagement, and informal	engagement, and informal
employees is known and	good at internal	feedback from new staff and	feedback from new staff and
understood.	engagement, and informal	leavers confirms this.	leavers confirms this.
	feedback from new staff and		
	leavers confirms this.	Managers naturally want to	Managers naturally want to
		share problems with staff to	share problems with staff to
	Managers naturally want to	best solve them.	best solve them.
	share problems with staff to		
	best solve them.	The health board leadership	The health board leadership
		team and independent	team and independent
	What is important to	members are effective	members are effective
	employees is known and	ambassadors for the	ambassadors for the
	understood.	organisation and staff.	organisation and staff.
	Actions have been put in	Feedback from various	Feedback from various
	place to improve what is	internal and external sources	internal and external sources
	important to staff	confirms that internal staff	confirms that internal staff
	experience.	engagement is working well	engagement is working well
		as an organisation.	at an organisation. External
			sources of assurance find
		Actions have been put in	that staff engagement is an
		place to improve what is	asset.
		important to staff	
		experience, and staff feel like	We can demonstrate that we
		they own this agenda.	are an employer of choice.
			Staff feel a sense of
			ownership and
			empowerment in relation to
			the staff engagement
			agenda.