

## Cwm Taf Morgannwg TI: Leadership and Culture Improvement Maturity Matrix

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

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

			<p>accountability and responsibility at all levels.</p> <p>An induction and development programme is in place for Board members and all health board employees, reinforcing the shared purpose.</p>	<p>documented, and there is clarity of role, responsibility.</p> <p>Staff understand who does what, why across the organisations leadership functions, with clarity of accountability and responsibility at all levels.</p> <p>An induction and development programme is in place for Board members and all health board employees, reinforcing the shared purpose.</p> <p>The board/leadership team are leading, rather than following agendas.</p>	<p>Staff understand who does what, why across the organisations leadership functions, with clarity of accountability and responsibility at all levels.</p> <p>An induction and development programme is in place for Board members and all health board employees, reinforcing the shared purpose.</p> <p>The board/leadership team are leading, rather than following agendas.</p> <p>The board is recognised within the organisation and by partners for joined up decision making and having clarity on purpose and direction.</p> <p>Staff know and understand the vision, values and strategy and their role in achieving them.</p> <p>Progress against delivering the strategy and local plans are monitored, reviewed and communicated to staff and stakeholders and there is evidence of this.</p> <p>Leaders embody improvement and create an environment of trust where it is safe to speak freely.</p>
<b>Employee Experience</b>	<p>Staff and other internal stakeholder strategies are developed and these include feedback mechanisms.</p> <p>What is important to employees is recognised as important and work to gather this information is being planned.</p>	<p>A framework for improving the employee experience (aligned to the employee journey) with supporting governance arrangements has been developed and agreed.</p> <p>Surveys and other available feedback mechanisms are used to identify themes for</p>	<p>Plans are in place to address improvements across all six stages of the employee journey (attract, recruit, on-board, develop, retain and moving on).</p> <p>Some employee experience improvement activities are underway.</p>	<p>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.</p> <p>Leaders and managers actively measure and</p>	<p>Leaders and managers are ambassadors for creating a positive employee experience at every opportunity.</p> <p>Employee experience is a central component of the health board culture.</p> <p>The health board have defined benchmarks within</p>

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