

AGENDA ITEM

4.5

PEOPLE & CULTURE COMMITTEE
UPDATE - LEADERSHIP AND MANAGEMENT PROGRAMME

Date of meeting	09/12/2022
FOI Status	Open/Public
If closed please indicate reason	Not Applicable - Public Report
Prepared by	Nick Carter, Senior Learning and Organisational Development Manager
Presented by	Nick Carter, Senior Learning and Organisational Development Manager
Approving Executive Sponsor	Executive Director for People
Report purpose	FOR NOTING

Engagement (internal/external) undertaken to date (including receipt/consideration at Committee/group)

Committee/Group/Individuals	Date	Outcome
(Insert Name)	(DD/MM/YYYY)	Choose an item.

ACRONYMS

LMS	Learning Management System
HEIW	Health Education Improvement Wales

1. SITUATION/BACKGROUND

- 1.1 The purpose of this paper is to provide an update as to the progress and ambition of our Leadership and Management Programmes, Ignite, Aspire and Inspire adopted across Cwm Taf Morgannwg University Health Board (CTMUHB).
- 1.2 Our three immersive leadership and management programmes equip leaders and managers at all levels with the fundamental core skills required to lead effectively with compassion.

2. SPECIFIC MATTERS FOR CONSIDERATION BY THIS MEETING (ASSESSMENT)

- 2.1 **Benefits and Outcomes.** Our initial paper, presented to the People and Culture Committee in April 2021, outlined the rational and ambition of the programme. That was to create an organisation that is well led, through leadership that is purposeful, compassionate and inclusive meeting the organisational challenges of the future.

Our continued development of the programme seeks to meet the Targeted Intervention objectives of:

- Developing a health board with sufficient leadership capacity and capability to deliver high quality care.
- Collective leadership is strong. There are clear priorities for ensuring sustainable, compassionate, inclusive and effective leadership.
- Leaders understanding the unique qualities and needs of their team(s).
- 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.

- 2.2 **Design and Development.** The programmes launched in March 2022 working with our partners, Q5. Some design and development work continues as we work to complete the final Inspire modules and consider enhancements to the programme based on participant feedback.
- 2.3 **Participation and Engagement.** To date, of the 1,650 leader and manager community at CTMUHB, 661 have registered to participate on one of the three programmes. The majority of participants, (over 50%) are registered for the Ignite programme, with a third of participants aligning to Aspire and circa 10% to the Inspire



programme. This split is replicated across the previous Integrated Locality Groups (ILG's) in a similar way. Progression and completion are an area of focus for coming months, as 199 participants are actively progressing through the programme.

- 2.4 Our communication and engagement approach continues to evolve our recent roadshows resulted in a number of additional registrations and increased interest in the programme. User traffic to the leadership programme 'atourbest' SharePoint and Facebook site increased 30% during this time. There has been a positive start to leader participation with the focus on progression and completion of participants through their programme.
- 2.5 **Evaluation and Monitoring.** An initial programme evaluation report was published in September 2022, with the aim of further evaluation reports being published every quarter. The report provides quantitative and qualitative data, from registrations and completions to participant's feedback. Evaluation supports an iterative development process that continues to evolve following participation feedback and experience to ensure learning is best embedded into practice. Please see attached copy.
- 2.6 **Programme Accreditation.** Working with our academic partners at the University of South Wales, participants will be able to accredit their learning with the Institute of Leadership and Management (ILM). The level of accreditation will be appropriately aligned to each of the three programmes and participants will be required to complete additional assessments to gain accreditation. It is anticipated participants can access this opportunity from January 2023.
- 2.7 **Future Programme Development.** Following feedback, observation and consultation, the following programme amendments will be made to increase engagement and enhance the participant experience.
- 2.7.1 **Compassionate Leadership.** Whilst compassionate leadership is interwoven throughout the programme, a review will be carried out to examine where more explicit reference can be made to provide leaders deeper insights, knowledge and principles to improve their leadership approach. Through a collaborative approach, a dedicated compassionate leadership module and associated resources will be developed which will complement the programme.
- 2.7.2 **Health Education and Improvement Wales (HEIW) Partnerships.** To enable best use of our learning management system (LMS) licences and improve access to resources for our

staff, we are strengthening our partnerships with HEIW, increasing access to a wealth of leadership and management resources hosted via their digital leadership portal 'Gwella'.

2.7.3 Leadership Community. The establishment of a leadership community will be to share best practice experiences and explore and analyse leadership in an organisational context. Bringing together resources and encouraging colleagues from across CTMUHB into opportunities for greater collaboration. The Leadership Community will harbour aims to empower and encourage staff to share expertise, learning experiences and constructively use the space to develop new ideas/innovative ways to enhance leadership capability. To complement this an annual leadership summit is being scoped and potentially held in spring 2023.

2.7.4 Embedding Learning. Following feedback and to embed learning we are revising part of the programme to encourage reflective practice and carry learning back to the workplace. A series of leadership masterclasses will also be made available to augment the learning experienced during the programme, this will include keynote speakers such as a representative from Civility Saves Lives, Professor Michael West on compassionate leadership and a number of key stakeholders. In time, our ambition is to create a leadership community of practice to bring together leadership learning from across CTMUHB.

3. KEY RISKS/MATTERS FOR ESCALATION TO BOARD/COMMITTEE

3.1 The volatility/intensity of patient care requirements combined with resource constraints prevents sufficient participant engagement, reducing development impact and feed through into service improvement.

4. IMPACT ASSESSMENT

Quality/Safety/Patient Experience implications	There are no specific quality and safety implications related to the activity outlined in this report.
Related Health and Care standard(s)	Governance, Leadership and Accountability
	If more than one Healthcare Standard applies please list below:

Equality Impact Assessment (EIA) completed - Please note EIAs are required for <u>all</u> new, changed or withdrawn policies and services	No (Include further detail below) If yes, please provide a hyperlink to the location of the completed EIA or who it would be available from in the box below. If no, please provide reasons why an EIA was not considered to be required in the box below.
Legal implications / impact	There are no specific legal implications related to the activity outlined in this report.
Resource (Capital/Revenue £/Workforce) implications / Impact	There is no direct impact on resources as a result of the activity outlined in this report.
Link to Strategic Goals	Inspiring People

5. RECOMMENDATION

- 5.1 The Committee is asked to **NOTE** the programme revisions that are available from October 2022.