Supporting leaders to lead with care using the Healthcare Leadership Model

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HLM 360 Feedback Facilitator and Trainer
• We can use the HLM 360 diagnostic as a vehicle to consider and improve the ways in which we ‘lead with care’.

• Our leadership behaviours affect the climate and culture that we, our teams and our colleagues work in.

• How we behave affects the experiences of patients, service users and can have an impact on the mind-set of the people we work with.
McKinsey 7 S Framework
Healthcare Leadership Model

The Healthcare Leadership Model is made up of nine behavioural dimensions:

- Inspiring shared purpose
- Leading with care
- Evaluating information
- Connecting our service
- Sharing the vision
- Engaging the team
- Holding to account
- Developing capability
- Influencing for results
Why this is important…..

• Monitor, CQC and the NHS TDA working together to assess how well led organisations are.
• Well-led organisations are those with “leadership, management and governance that assures the delivery of high quality care for patients, support learning and innovation and promote an open and fair culture.”
• Staff are key to NHS reform
A compelling case for using the HLM as a vehicle to understand and develop our leadership behaviours…..

• “Research shows that teams with a positive supportive, humorous, appreciative atmosphere deliver better care (doctors in such teams will make more accurate diagnoses for example) and staff are significantly less stressed” (Michael West)
Connecting the HLM with the Quality of Care

“How can we, as leaders in this great health care system, act to create cultures that deliver really high quality compassionate care for patients?”
Michael West 2014 (King’s Fund)

- Do you communicate an inspiring vision of the work that your team does?
- How can we change high quality cultures to high involvement cultures where staff are contributing their ideas for new and improved ways of doing things, where they are involved in decisions, where they are involved in identifying what the problems are in their organisations in terms of delivering high quality care?
- Does your team have clear objectives?
- Do you work closely together to achieve those objectives and work as a team?
- Do you meet regularly to review your performance and how it can be improved?
- Do you create a sense of and express appreciation to people so that you create a culture within which people do appreciate each other’s contribution?
How the HLM 360 Can Help

- Developing personal qualities
- More effective leadership behaviours
- Productive, care-focused & engaged work climate
- Increasingly +ve experience of care for patients & staff
How the HLM 360 Can Help

**Developing personal qualities**
Self-Management
Self awareness, self-control, self-confidence, self-knowledge, determination, courage, resilience etc

**More effective leadership behaviours**
Leading Others:
Working as a role-model; Supporting team & colleagues; being open & alert; holding to account

**Productive, care-focused & engaged work climate**
Leading Others & Working Interdependently:
Making courageous challenges; caring for self & my team; fostering creative participation

**Increasingly +ve experience of care for patients & staff**
Working Interdependently:
Making connections, working collaboratively & strategically, developing new concepts, building capability, sustainability
Inspiring Shared Purpose

- Leading with care
- Evaluating Information
- Connecting our Service
- Sharing the Vision
- Engaging the Team
- Holding to Account
- Developing Capability
- Influencing for Results

PERSONAL QUALITIES
Inspiring Shared Purpose – at the heart of everything we do

- connects us with our commitment and contribution to our core NHS values

- Respect & Dignity
- Commitment to the quality of care
- Compassion
- Improving Lives
- Working together for patients
- Everyone Counts
Do I …….

• Create a shared purpose for diverse individuals doing different work?
• Do I inspire the people I work with to believe in shared values?
• Am I curious about how to improve services and patient care?
• Does my behaviour reflect the NHS values?
### Inspiring shared purpose

#### What is it?
- Valuing a service ethos
- Curious about how to improve services and patient care
- Behaving in a way that reflects the principles and values of the NHS

#### Why is it important?
Leaders create a shared purpose for diverse individuals doing different work, inspiring them to believe in shared values so that they deliver benefits for patients, their families and the community.

#### What is it not?
- Turning a blind eye
- Using values to push a personal or ‘tribal’ agenda
- Hiding behind values to avoid doing your best
- Self-righteousness
- Misplaced tenacity
- Shying away from doing what you know is right

### Essential

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<th>Proficient</th>
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<td>Holding to principles and values under pressure</td>
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#### Staying true to NHS principles and values
- Do I act as a role model for belief in and commitment to the service?
- Do I focus on how what I do contributes to and affects patient care or other service users?
- Do I enable colleagues to see the wider meaning in what they do?

#### Strong

<table>
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<th>Exemplary</th>
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<td>Making courageous challenges for the benefit of the service</td>
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#### Taking personal risks to stand up for the shared purpose
- Do I have the self-confidence to question the way things are done in my area of work?
- Do I have the resilience to keep challenging others in the face of opposition, or when I have suffered a setback?
- Do I support my team or colleagues when they challenge the way things are done?
The **leading with care** dimension is about us as leaders of teams working with others within and outside our organisation understanding that one of our fundamental roles is to provide a safe, caring environment which enables everyone to do their jobs effectively.

To ensure the highest quality of care by offering our best effort through working with others to make sure that we focus our energy on delivering a great service.
Do I .......

• Involve the team in shaping what happens today, in future plans?

• Recognise and appreciate everyone's unique perspective and experience?

• Ask for feedback?

• Stretch my team for excellence and innovation?
Small group discussions

What benefits would team leaders take from the HLM 360?

What impact could the HLM 360 have on your organisation?

What support is required to enable individuals to change and sustain the change?
The TVWLA Strategy

Train the Trainer Programme – supporting 20+ people to train as trainers

- LF 360 feedback facilitators → trainers
- New to the HLM → train as FF → train as trainers

Trainers facilitate minimum 1 training session per year

CPD – annual update (JCA + TVWLA + Faculty)

Funded HLM 360 for some local programmes

Mapping of HLM to all our programmes

TVWLA contribution to Local Delivery Partner HLM Group
Whole group discussion

What support would like from TVWLA?