



MID CHESHIRE HOSPITALS NHS FOUNDATION TRUST

DEVELOPING LEADERSHIP TALENT

AT MID CHESHIRE HOSPITALS NHS FOUNDATION TRUST

SUMMARY

An established two-tier in-house Leadership & Management Development programme at **Mid Cheshire Hospitals NHS Foundation Trust** supports the development of internal leadership talent as part of their Talent Management Strategy.

'Becoming an MCHFT Manager' programme is aimed at staff in Bands 5-6 and staff in bands 7 & 8a are eligible for the 'Managers Moving on' Programme.

Participants come from across clinical and non-clinical roles, and both programmes are held over a year with one day a month taught sessions including input from Trust experts such as Executive Directors and Heads of Departments.

Both levels of the course are ILM endorsed at level 5 and give academic credits at Manchester Metropolitan University towards a unit of a Masters qualification.

The staff survey results in 2007/08 showed that Leadership was a key area of focus for the Trust and more recently the Trust was keen to develop its Talent strategy and pipeline for future leaders of the organisation.

KEY OUTCOMES

The programme has now been running for 4 years and the successful outcomes indicate the value of this initiative to the 125 participants and the organisation. An evaluation of three cohorts of the programme 2009, 2010, and 2011 showed that 48% of those who had completed the programmes (16 participants on each

level of the programme each year) had gone on to either be promoted internally or had been seconded into more senior roles. Those attending also reported increased confidence in their managerial role, increased self-belief, better networks and an engagement and ownership of the wider work of the Trust and NHS.

Key Outcomes:

- Increased Talent Management and Succession planning – 48% of attendees now undertaking more senior roles
- Increased engagement particularly between the attendees and Senior Managers who deliver sessions on the programme

- Increase in managerial and leadership skills.
- Increased awareness of the impact of their behaviours and styles on others, leading to a more flexible leadership style.





GOOD PRACTICE CASE STUDY

Benefits identified by programme participants

- Better networks across the organisation meaning work can be progressed faster as can utilise others expertise
- Increased confidence as a leader – People are more likely to want to be a follower of this type of leader
- Better understanding of their impact on others – increased emotional intelligence – leading to less conflict and more harmonious team working.
- Increased level of communication skills – using coaching questions to help staff think for themselves rather than telling them all the time. Increase in flexibility of response/style to help when working with people who are different.
- Leaders that empower their staff to think for themselves – therefore the leader does not become overloaded with everyone else's decisions and work load
- Better understanding of the wider Trust agenda and Vision – leading to more engaged staff who are able to facilitate change as they understand the background to why the decisions are being made as they are.
- More visibility of Trust Executive and senior managers as they deliver on the programme.
- More chance of gaining promotion to more senior roles or to be seconded into other roles as have shown they are willing and motivated to lead and to learn.

BACKGROUND

The Trust was originally established as an NHS trust in April 1991 and became a Foundation Trust in April 2008. It is a small Acute Trust and it employs approximately 3,300 members of staff and has around 540 hospital beds.

Mid Cheshire Hospitals NHS Foundation Trust is the organisation which manages Leighton Hospital, Crewe; the Victoria Infirmary, Northwich, and Elmhurst Intermediate Care Centre, Winsford. A range of services, including A&E, maternity, outpatients, therapies and children's health are provided for people predominantly from the Crewe, Nantwich, Congleton, Middlewich and Northwich areas, although patients from other areas are also cared for.

KEY AIMS

- To increase Leadership and Management capabilities and capacity across the organisation.
- To improve the quality of management within the Trust in order to ensure the highest possible quality outcomes for patients, staff and service users.
- To develop an internal talent pipeline which creates a talent pool for key roles in the future
- To improve staff engagement
- To offer managers the opportunity to gain externally accredited qualifications as they develop their skills

KEY STAGES OF SET-UP

A large group of the Trust's most senior staff were asked at an away day on leadership in 2008 by the Director of Workforce and OD what they thought a Leadership and Management Development programme should cover. A programme was then devised and speakers invited to facilitate on their area of expertise. This approach ensured senior commitment to the programme and a sense of ownership in its delivery.

The now Head of OD and Learning went on to secure accreditation for the programmes from the Institute of Leadership and Management (ILM) and Manchester Metropolitan University (The courses give academic credits towards a Masters programme).

The programme has now run each year since September 2008.





GOOD PRACTICE CASE STUDY

HOW IT WORKS

Each division in the Trust is allocated a number of places on each level of the programme and are asked in May to interview their staff who are showing potential for those places. This talent identification is an important aspect of the selection process.

Once names are confirmed, staff attend one day per month for a taught session led by senior managers. The programmes run from September to July with the end of year 'review of learning' presentation in September. Staff are expected to attend 95% of the taught sessions.

Topics covered range from implementing HR policies and managing budgets to Leadership and Self-awareness. Participants also attend action learning sets, complete a range of psychometrics and give a review presentation to all of the Trust's Senior Leaders at the end of the programme.

The participants are also involved in action learning sets to support their learning and problem solving. Attendees also work shadow people in their action learning sets and have access to an internal coach during the programme as well as keeping a reflective journal. Staff on the 'Managers Moving On' Programme also complete a small improvement project.

RESOURCES

Costs have been kept to a minimum as the venue and speakers were all in-house.

Some funding for books and resources was needed. and was provided by the Trust.

KEY CHALLENGES

1. Releasing staff to attend all sessions during times of high activity at the Trust – a degree of flexibility is needed with staff sometimes attending the elements of the programme they have missed via other Open sessions run at the Trust.
2. Securing senior staff to speak as part of the programme was initially time consuming but is now embedded as an expectation and a way of Executives and senior managers meeting with the Trust's middle managers.

KEY LEARNING

That a programme was tailored by us to meet our needs and utilised our own key staff has proved invaluable. We are able to focus on real time issues for the Trust and the content reflects the Trusts culture and values.

The theoretical input is balanced with its local application. The question "So how that works here..." makes for stimulating debate and real actions and changes resulting from the sessions.

We do not believe that an externally run or academic course could have given us the same return on investment in terms of application to the participants day to day work and the opportunities to network and engage with the Trusts most senior leaders.

SUSTAINABILITY

As a significant number of managers have now been through the programme and have developed their skills and confidence to manage both staff and services. The programme contributes to workforce planning within the Trusts Divisions and aligns with our Talent strategy.

Staff complete Action Logs after each programme session, detailing what they have learnt, what they are going to do differently and what questions they might still have on that topic area. The Action learning Sets also offer peer support for their learning journey.

Participants report that the applicability of the course content to their everyday work has made the programme extremely beneficial and supports the translation of learning into practice.

NEXT STEPS

The programmes are now in their fourth year and continue to be adapted to the needs of the organisation.

In 2013 a programme for staff in Bands in 3-4 is being considered and in November 2012, a new two year Clinical Leaders Development Programme for aspiring Medical Leaders will also begin.

SUPPORTING MATERIAL

Mid Cheshire Hospitals Management Development Programmes booklet

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