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Key dates

- 3 October: closing date AHP E-mentoring programme
- 9 October: CCM Benchmarking workshop
- 31 October: Perspectives on Collaboration masterclass
- 3 December: Perspectives on Collaboration masterclass
- 19 December: NHS Awards submission deadline
- 5 February 2009: NT Leadership Challenge

Leadership Learning

We continue our 'Leadership Learning' section with examples of what we can learn from both the past and the present, together with a look into the future at how HR is changing.

Leadership Training: US Style - Dr David Gozzard, Medical Director, North Wales NHS Trust

For the last 5 years, The Health Foundation, a London-based charity has sponsored 3 NHS clinicians to go to Boston to study with the Institute for Healthcare Improvement. I was the lucky recipient of such an award for 2007-8 and returned in July from an amazing year. I intended to study leadership and patient involvement in the US healthcare system and see what lessons we could learn from our friends across the pond.



Having survived the first 7 weeks at Harvard (we were enrolled on its Clinical Effectiveness Summer School), September saw me sitting next to Mrs. Maureen Bisagnano, Chief Operating Officer for IHI and only 15 paces away from Sir Don Berwick himself. This inclusiveness, where all meetings were open to us to attend, where no conversations were private, and where all the offices had glass walls, was typical of IHI. The visibility of leadership, the proximity and access to the leaders of the organisation was a major feature of the IHI ethos. "Walking the Talk" was hardly necessary with such openness of the top management to their staff.

But leadership within the US health system(s) is very different. A meeting of leaders within the IMPACT group in October (IMPACT is about 200 hospitals that partner with IHI for early access to new ideas) showed me the importance of the link between leaders and front-line staff. Some improvement programs were not going as well as they should and the reason seemed to correlate with whether the executive leaders in the organisation were known to the front-line improvement teams. It seems obvious now, but executive attention to quality improvement can waver, particularly when an organisation is focussed on performance management. Strengthening this relationship brings benefits in the execution of improvement strategies.

A visit to a hospital in western Massachusetts gave me an opportunity to facilitate a board program on risk and governance. Whilst an increasing number of medical staff holding salaried positions in the US, there are still many physicians with honorary contracts and "admitting rights" to the hospital. Relating to this group of physicians is difficult because they may work in several competing organisations and a sense of corporacy is difficult to instil in these circumstances. The use of outcome measures around quality is a language all physicians understand and gives the board and their employees a common quality vocabulary. The "Boards on Board" initiative, developed by IHI, is part of the Welsh 1000 Lives Campaign. Getting the Board to drive quality is another lesson learned from my experiences in the US.

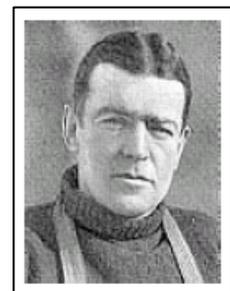
Three important words were a recurrent theme: "will, ideas and execution". We may have the will and be full of ideas but embedding them in the organisation in a sustainable way is an international problem. Leadership from the Board, the executive team and senior clinicians is essential if new initiatives are not to wither and die.

Well, that was a taster of my year in the US with IHI. Why not try it yourselves?

For more information: [Dr David Gozzard](#), Medical Director, North Wales NHS Trust.

Leadership Lessons from Sir Ernest Shackleton - the Great Antarctic Explorer - Ian Govier, Development Manager: Nursing Leadership, NLIAH

He has been called "the greatest leader that ever came on God's earth, bar none" yet he never led a group larger than 27; he failed to reach nearly every goal he ever set and, until recently, he had been little remembered since his death in 1922. For many, he is considered a model of effective leadership and, in particular, a master of guidance in a crisis situation. Indeed, Shackleton's extraordinary leadership skills contributed to his crew successfully braving the nearly two years they were stranded in the Antarctic, when the expedition ship, the *Endurance*, was trapped and crushed in the pack ice of the Weddell Sea.



As you read this article, take time to reflect on how you can apply some of Shackleton's attributes, as well as the leadership principles, to a work-related challenge, thus moving closer to achieving your goal.

When recruiting his expedition team it is said that Shackleton posted the following notice:

Men wanted for hazardous journey. Small wages. Bitter cold. Long months of complete darkness. Constant danger. Safe return doubtful. Honour and recognition in case of success.

Shackleton's recruitment notice was brutally honest about the discomforts and dangers ahead. When the *Endurance* crew members encountered all of the above-mentioned conditions, they accepted them as best they could, for they had been forewarned.

When the *Endurance* became locked in pack ice, Shackleton instructed the men to pursue every possible means of extricating the ship from the icy jaws of the Weddell Sea, including using ice picks and saws. While these labours were ultimately futile, it was useful to have the men experience this firsthand, so they would neither question their predicament of having to "winter in the pack" nor become bitter with "what ifs". Although faced with the harsh realities of the Antarctic environment, Shackleton remained focused on the ultimate goal of saving the lives of every crew member.

Shackleton's calm and confidence in dire circumstances were heartening to his crew; he sustained morale and created a unified team by keeping everyone busy and equal. While his men called Shackleton "The Boss", he did not differentiate himself from them. When the crew moved off the debilitated ship to a camp on the ice, Shackleton ensured that neither he nor his officers received preferential treatment. Furthermore, in an attempt to help his crew overcome the trauma of abandoning the *Endurance*, Shackleton literally served his men - rising early in the morning, he made hot milk and hand-delivered it to every tent in the camp.

During the brutal, seven-day lifeboat journey to Elephant Island, Shackleton literally stood tall, boosting the morale of his suffering men by standing at the tiller, hour after hour. Later, during the 800 mile sail to South Georgia Island, Shackleton constantly monitored the health of his five companions and in the face of changing circumstances and constant danger, remained positive and decisive. He finally led the mission that resulted in the successful rescue of all 27 men. Further information: [Ian Govier](#).

Further reading:

Morrell, M. & Capparell, S. (2002) *Shackleton's Way: Leadership Lessons from the Great Antarctic Explorer*. London : Penguin Books.

Human Resources is Changing - Ruth Tyrrell, Head of HR Skills Development, NLIAH

If you look at the HR departments of most large organisations these days, you will see a very different structure and approach than you would have 5 years ago. Due to the influence of Dave Ulrich's research and publications, and through the alignment of HR practices with 'Lean Thinking', the emphasis for HR is increasingly on 'added value' and managing the essential,

but non-value adding work differently. Within HR the phrase which used to sum up this change involves moving from 'transactional HR' to 'transformational HR'. The general translation of Ulrich's theory advocates a number of changes to HR, both structurally (the use of shared services and centres of excellence allowing for increased efficiency and enabling HR to concentrate on the 'transformational' work) and developmentally (the need for both people management and business competencies within HR). The NLIAH HR Skills Development programme has been supporting the evolution of this model through working directly with WAG and HR Directors and the first 18 months have seen great progress.

HR Measurement - Working with ValuENTis, 7 Trusts joined together as an NHS Wales consortium to review their HR measures to identify HR 'added value' to the organisation.

Employee engagement toolkit - there is increasing evidence of a links between employee engagement and organisational effectiveness, and to support this area of HR added value, NLIAH has been developing a practical toolkit for use within organisations to improve aspects of employee engagement. The toolkit will be launched in January 2009.

HR Business Partner Workshops - 5 organisations have already taken advantage of the half-day organisation based workshops, facilitated by NLIAH, which introduce the concept of the business partner model, and then support the implementation of both the model, and the development of HRBP competencies.

HR Business Partner Learning Network

Using the CIPD Business Partner competency definitions and the latest Ulrich model, NLIAH will establish a HRBP network, providing 2-3 learning events a year supported with an online community for business partners within the NLIAH Care to Lead Channel.

CIPD Certificate in Managing People

The shift from transactional to transformational HR has implications for line managers, who will be required to undertake the people management aspects of HR. To support this, in partnership with CIPD, the first pilot programme of the CIPD Certificate in Managing People began on 17 September 2008; this will be rolled out following evaluation.

For more information on any aspect of the HR Skills Programme, or to discuss any other aspects of HR development that could be incorporated into the programme please contact [Ruth Tyrrell](mailto:Ruth.Tyrrell@nhs.uk) (01978 727873).

NLIAH Work Programme 2008/09



NHS Awards 2009

Following the very successful event last May, the Minister for Health and Social Services Mrs Edwina Hart, AM MBE, has approved a second NHS Awards ceremony. Once again, the Awards will:

- recognise achievement
- provide learning material to support development programmes
- stimulate and encourage an evaluative approach to implement better ideas in service delivery

By the end of September, NLIAH will publish the storyboard template and guidance; Friday 19 December 2008 is the deadline for submitted storyboards and the ceremony will take place on 22 June 2009 at Cardiff County Hall.

Last year, we set a very high standard with over 250 storyboards from almost every organisation in NHS Wales. We look forward to receiving more inspiring material to celebrate and share with colleagues in Wales and beyond. Further information: [Alan Willson](#).



On 5 February 2009, NLIAH, in conjunction with the Nursing Times (NT), hosts the NT Leadership Challenge. The event will be held at County Hall, Cwmbran, and will be open to teams across primary and secondary care.

Teams are provided with a health care scenario, and issues/complications will be introduced throughout the day, based on real life situations. Each team working within a health community will be assessed on the basis of its response. The Minister for Health and Social Services, Mrs Edwina Hart, AM MBE, will make a presentation to the winning team. Further information: [Stuart Silcox](#).

Modernisation Assessment

NHS Wales organisations have now received the second Modernisation Assessment Summary Report and the document is also available on the [NLIAH website](#). The report concludes that health bodies have made considerable progress to deliver higher standards of patient care and better value for money, but significant opportunities for making further improvements remain. Further information: [Stuart Silcox](#).

Delivering Emergency Care Services (DECS)

The DECS team has supported health and social care communities to complete their Baseline Self Assessments and those communities who have completed their self assessment have started the gap analysis of their baseline data. This analysis will be used to inform their action plans which are to be submitted by the end of October. In November, WAG will host a seminar facilitating sharing of good practice, inspiring communities to develop quality improvement solutions to deliver the most appropriate unscheduled care services for their population. Further information: [Mark Thomas](#).

Guide to Good Practice, Unscheduled and Emergency Care Services

NLIAH is pleased to announce the publication of the Guide to Good Practice, Unscheduled and Emergency Care Services. In line with the DECS strategy,

NLIAH established a team to undertake 3 reviews across local health and social care communities and produced common themes, indicating areas for improvement. The knowledge gained from the reviews in Wales has been used to produce this guidance but the lessons are universally applicable across the UK. Further details: [Fiona Hallaran](#).

Releasing Time To Care

The first Welsh 'Releasing Time To Care' pilot has been running on 3 wards at the Royal Glamorgan hospital. Phase one has recently finished and the initial results show that nurses now spend one sixth more of their time with patients than previously (up from 42% to 49%). For a typical ward with 30 wte staff, this equates to 80 more hours per week spent caring for patients.

The second pilot at Withybush hospital is progressing and further pilots and whole hospital roll-outs are being planned at other Trusts throughout Wales. Contact your NLIAH representative or programme lead [Chris Matthews](#) for more information.

skills4change greenbelt

Due to phenomenal demand, we have substantially increased the number of organisation-specific skills4change greenbelt courses being run in 2008/09. There are available places on the regional course in Mid and West Wales:



- project scoping clinic 8 Oct (half day)
- workshop one 4-7 Nov
- workshop two 15-16 Jan
- certification event 5 May

Contact your NLIAH representative or programme lead [Chris Matthews](#) for more information or [Gareth Morgan](#) to request places.

Chronic Conditions Management Benchmarking Workshop

NLIAH has agreed to host a workshop organised by the NHS Benchmarking Network focusing on Chronic Condition Management (CCM). This event will take place on 9 October at the QED Centre, Trefforest, for up to 35 candidates. The sessions will include presentations from speakers who have delivered good practice solutions to CCM, as well as broad discussion on how good practice performance is taken forward. The workshop will be free of charge and available to existing NHS Benchmarking Network members, as well as interested individuals from NHS Wales. For further details please contact [Sian Bolton](#).

Capacity Support Plans

NLIAH Representatives have been working with health communities and organisations to agree Capacity Support Plans for 2008-2009. Draft plans have now been completed and issued to Chief Executives for agreement and sign-off. These plans will run from 1 August to 31 July 2009 and are linked to the respective Chief Executive reports on progress against the Design 4 Improvement action plans and Annual Operating Framework targets. Further information: [Stuart Silcox](#).

Learning@NHS Wales

Developed by WAG and NHS Wales, Learning@NHSWales is a new virtual learning environment available to all health and social services staff. It offers a range of learning packages across skills development areas including HR core skills, positive behavioural support and the confidentiality e-learning toolkit. Learning@NHSWales is supported by a Learning Framework and both will be launched formally during Autumn 2008. Further information: [Paul Schanzer](#).

CIPD People Management Awards 2008

NLIAH were one of only three public sector organisations to be shortlisted for the last 16 finalists out of 150 public and private sector organisations from across the UK at the CIPD People Management Awards. Although we did not win our category we were proud to be recognised for our work on Talent Management at this UK-wide awards ceremony. Further information: [Paul Schanzer](#).

AHP E-mentoring programme

NLIAH is pleased to announce the launch of the first e-Mentoring Programme for Leaders in the Allied Health Professions and Healthcare Sciences on 3 December 2008. We are recruiting up to 12 individuals in senior roles in the Allied Health Professions and Healthcare Sciences, who are seeking to enhance their career and to resolve real work-based challenges, via a mentoring relationship with a senior professional from the healthcare sector. If you would like to know more or to be involved in this programme as a mentor or a mentee please contact [Glynis Hudson](#). The closing date for applications is 3 October 2008.



Gateway to NHS Wales: 2008 intake



Gateway to NHS Wales 2008 took off with a flying start during the first week of September when the 12 Management Trainees attended the all Wales National Induction at the Wales Millennium Centre.

The event was designed to introduce trainees from each of the programme's professional streams to NHS Wales and provided the opportunity for them to meet each other, programme providers and the NLIAH programme team. The trainees heard presentations and took part in workshops run by key senior managers and policy makers in NHS Wales, including Jan Williams (NLIAH), Bob Hudson (WAG), Steve Elliot (WAG), Hazel Robinson (WAG), and Jackie Barker (IHC).

The event is the first opportunity for trainees to begin to develop key networks with fellow trainees, the 2006 trainees and senior managers within NHS Wales. The National Induction proved to be a great success and good starting point for trainees before joining their respective employing organisation. Further information: [Karan Harry](#).

Gateway to NHS Wales: 2006 intake

The eight successful General Management, Human Resources and Health Informatics management trainees celebrate the completion of the Gateway to NHS Wales 2006 after completing their final placements and have now taken up their substantive posts within their employing organisations. They will conclude the programme after finishing their academic studies in June 2009. The Finance trainees have begun their final year of the programme to achieve their CIPFA qualifications. Further information: [Karan Harry](#).



1000 Lives Campaign

Booking is now closed for Learning Session 2 on 30 September-1 October but we are running a reserve list - please contact [Kelly King](#) if you would like to add your name. We are expecting to see 460 people over the course of 2 days. Delegates will receive an impact report which shows the excellent work becoming embedded across Wales. It will be available on the Campaign website following the completion of Learning Session 2.

For further information on the campaign please visit the 1000 Lives website at www.1000livescampaign.wales.nhs.uk. Further information: [Alan Willson](#) or [Chris Hancock](#).



Perspectives on Collaboration Masterclasses

With collaboration at the heart of the WAG policy agenda, NLIAH is pleased to announce it is running a series of Masterclasses jointly with Social Services Improvement Agency (SSIA) on Perspectives on Collaboration:

- 31 October (North Wales) - The Determinants of Effective Collaborative Working: Key Speaker: Professor Bob Hudson
- 3 December (Cardiff) - Successful Collaborative Leadership: Key Speakers: Professor John Bryson and Professor Stephen Cropper
- February 2009 - Engaging Citizens in Effective Collaboration
- April 2009 - Evaluating Complex Collaboration Initiatives

All the speakers have national and international recognition in their field. More information is available in the flyers is available on the [NLIAH website](#) but please note that nominations must come through your Chief Executive. Further information: [Wayne Jepson](#).

NHS Wales Volunteering Network

NLIAH is pleased to announce that it has recently become a member of the NHS Wales Volunteering Network Steering Group. The network brings together NHS Trust volunteer managers, appropriate NHS Trust staff, WCVA, WAG, staff representatives, volunteer representatives, and Patient and Public volunteer links. Membership is open to every NHS Trust in Wales. Working in partnership, the network aims to increase the numbers of

volunteers in NHS Trusts in Wales. For more details about the network, please contact the Network Chairman, [Paul Jones](#), at ABM NHS Trust.

Joint NLIAH & PSMW Bursary Programme 2008/09

NLIAH and PSMW are pleased to announce that Judith Paget, Chief Executive of Powys LHB, is the successful recipient of the first PSMW/NLIAH 2008/09 bursary to the Harvard JFK School of Government. Judith will be attending the 'Leadership for the 21st Century: Chaos, Conflict and Courage' programme which addresses the personal challenges and risks involved in exercising leadership for the purpose you care about most.



Mr Kamal Asaad, Consultant Gynaecologist/Director for Integrated Care Services Division and Postgraduate Organiser for Cwm Taf NHS Trust, was the successful applicant for the Innovations in Governance programme at the Harvard JFK School of Government to take place at the end of October. This programme will look at how we can think in new ways organisationally, institutionally and across sectors about the complex problems facing our societies today.

Further information and copies of the Leadership Bursary Programme Brochure can be found on the [Joint PSMW/NLIAH Work Programme](#) webpage. Further information: [Siân Harrop-Griffiths](#).

Citizen Engagement

Introductory Workshops

NLIAH is currently designing two introductory workshops to be held in early October, aimed at raising general awareness about the benefits of, and approaches to ongoing citizen engagement - one in north Wales and one in south Wales. Further details will follow from [Sian Harrop-Griffiths](#)

Workshops on Patients Priorities

Initial discussions have taken place with the Welsh Assembly Government on the benefits of staging workshops which will help to determine the priorities of service users. The outcomes of the workshops could then inform the healthcare standards and patient surveys and questionnaires across NHS Wales. This work is currently under development with a view to the workshops will being held early in 2009. Further information: [Barbara Bowness](#).

Public Engagement Training

NLIAH is working with Participation Cymru, the arm of the Welsh Association of Voluntary Organisations that works to improve engagement with the public, to support NHS organizations in their engagement activities. It has recently been agreed that a bespoke programme will be provided for the Carmarthenshire Chronic Conditions Management pilot.

For details of the forthcoming training programme provided by Participation Cymru, open to individuals from any organization, please visit <http://www.participationcymru.org.uk/events>.



Credit Rated Units for Certificate in Role Redesign

A suite of units have been created to offer credits for the knowledge and skills required for good practice in Role Redesign. The units have been designed to meet the standards for Role

Redesign set out in the [Standards and Guidance for Role Redesign in the NHS in Wales](#) (2007). Workforce Development is tendering for a company to run cohorts of learners to test these units and they will become accredited and under way with learners by January. Further information: [Mike Cole](#).

Credit for Patients Evaluation

The aim of the project was to create small, credit based learning opportunities for patients and carers so they can cope with long term conditions. In doing so, the education and training they receive from health professionals in Wales was formalized in line with the Credit and Qualifications Framework for Wales (CQFW).

The evaluation found that for many people the learning undertaken relates to lifestyle changes that are important for their survival and longevity. It is hoped that the motivation provided by this achievement will encourage learners to access community education and lifelong learning opportunities. In addition, the assessment helped NHS staff to be clear about the level of understanding and skill the patient or carer had acquired and this, it was felt, had the potential to impact upon rates of re-referral. Further information: [Mike Cole](#).

NLIAH Resources

- [Book online](#) for NLIAH events.
- Visit the Learning Laboratory [Online Catalogue](#) for the latest management, leadership and improvement texts.

Board Meetings Diary

- NLIAH Stakeholder Advisory Board meeting - 9 October 2008
- WDU Stakeholder Board meeting - 19 November 2008
- The [NLIAH Stakeholder Board papers](#) and the [Workforce Development Stakeholder Board papers](#) are available to view on the NLIAH website