Developing Excellence in Leadership within Urgent Care
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Title: Developing Excellence in Leadership in Urgent Care

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For recipient's use
Why develop leadership potential?

Developing leadership is an integral part of the Government's Modernisation Agenda and the NHS Plan. Effective leadership is crucial for improving the quality of care for patients, for developing staff and for creating the vision to take the modernisation agenda forward.

Demand for emergency care in England continues to rise and currently more than 16 million people attend Emergency Departments, Minor Injury Units and Walk-in Centres each year.

The past few years have seen increased activity to improve the provision of emergency care. There have been a number of initiatives in this time, including:

- The Reforming Emergency Care document
- The appointment of Sir George Alberti, National Clinical Director for Emergency Access
- The appointment of Jonathan Asbridge, National Clinical Director for Patient Experience in Emergency Care
- See and Treat initiative
- Emergency Services collaborative.

However, the biggest principle driver for change has been the four-hour target. In order to achieve this target, emergency care providers have had to change the planning and delivery of services. Progress is evident, as the number of organisations achieving and sustaining the national target continues to rise. It is important to recognise that this is just the beginning of reforming emergency care. In the coming months and years, the challenge will be to sustain the recent progress, while developing new ways of working that truly put the patient at the centre of the process. We will be challenged to provide emergency care that addresses patient choice, sees an end to waiting and is available 24/7 regardless of the patient's age, clinical presentation or geographical location.

The challenge ahead
The coming years will continue to be challenging and will require sound effective leadership to ensure that the changes take place. Emergency nurses must play a pivotal role in the development of services, and rise to the challenge of new ways of working. They will be asked to develop partnerships with colleagues in primary care, social services, voluntary and independent sectors, and to work across traditional boundaries and professional barriers to truly integrate Emergency Services.
Emergency care will have to cross the boundaries of Primary Care and Secondary Care in order to provide a trouble-free and fair service for patients. Greater integration and perhaps partnership working will be essential if emergency care is truly going to be driven by the patient as a focus of change. Those working at a senior level within this environment will be expected to influence and lead this change. It is because of these factors, and in recognition of the unique and challenging environment of emergency care, that this Programme has been developed to address and support the leadership skills of this particular staff group.

**How does the Programme work?**

Each Strategic Health Authority is asked to nominate three to four participants to complete the Programme. Nominees should be those individuals who have demonstrated a commitment to developing services and who are willing to undertake the additional responsibility of acting as a catalyst for change on the completion of the Programme.

The development of Emergency Care Networks will be central to delivering the future of emergency care. A key challenge for these networks will be to break down traditional barriers and professional boundaries. Continuing change and role redesigns will demand efficient and effective leadership. The Department of Health’s Urgent Care Strategy builds on the achievements to date. The vision remains to design services around the patients’ needs and nurses will help shape this strategy. The aim of the Programme is to equip essential members of staff with the skills, knowledge, understanding and confidence to drive the changes necessary to sustain achievements and deliver what is expected.

**What do we want the Programme’s learning philosophy to be?**

The Programme is based on the principles of adult learning, which are as follows:

- Learning is a shared experience
- Each individual has a wealth of knowledge, expertise and skills
- Learning is a continuous process grounded in experience
- Each individual takes ownership and responsibility for their own learning needs and outcomes
- Each individual learns more readily when they actively participate
- The relationship between facilitator and each Programme participant will be one of adult to adult
- The role of the Programme is to further enhance the learning process.
The themes of the Programme
The Programme focuses on five main themes:

1. Effective relationship management
2. Responsible self-management
3. Patient/client focus
4. Political awareness
5. Networking

The aim of the Programme
The aim of the Programme is to equip staff working at a senior level in emergency care with the leadership skills to:

- Engage in honest and open communication
- Develop effective relationships that will enable them to function effectively as part of a multi-disciplinary/multi-professional team
- Manage relationships effectively during potential or actual disputes
- Recognise personal behaviours and the impact of these behaviours on others
- Understand strategic agendas and set directions accordingly
- Negotiate and influence others regardless of professional background or hierarchical position
- Facilitate change through empowerment of teams and individuals
- Create a vision and lead others towards that vision
- Create a culture where personal and departmental risk-taking is encouraged and staff are developed to their maximum potential
- Be self-aware and evaluate personal performance through reflection and feedback
- Create a culture that recognises leadership potential in all staff and uses this to improve patient care
- Understand each other's roles and responsibilities
- Address succession planning
- Provide political and corporate awareness for all their staff
- Develop practical skills in report-writing and writing for publication
- Undertake effective performance management
- Provide feedback to others that ensures staff development and learning
- Develop formal and informal networks in order to share views, experiences and areas of good practice.
How the Programme works
The Programme uses various tools, workshops and masterclasses to develop effective leadership that can lead to an improved patient experience in emergency care.

All programme participants will attend five core elements. These elements will address leadership imperatives that are relevant to all professional groups and will focus on:

- Relationship management
- Decision-making
- Influencing skills
- Change management.

What are the five core elements?

1. 360° Leadership Effective Analysis (LEA) Tool
   The Centre for the Development of Healthcare Policy and Practice (CDHPP), Leeds University will provide this part of the Programme.

   The 360° LEA Tool is a neutral, descriptive model of observers and self-perceptions of leadership behaviour. The model measures 22 behaviours across six functions of leadership, namely:

   - Creating a vision
   - Developing followers
   - Implementing the vision
   - Following through
   - Achieving results
   - Team playing.

   The tool can be administered as a paper questionnaire or online, and the unique design ensures objective, anonymous results that are reliable and valid.
Personal Development Planning
There is an illustrated feedback booklet, which allows participants to focus and prioritise their development efforts within the context of their role and employing organisation.

Coaching
Participants also receive a development resource guide and one-to-one coaching with a licensed facilitator.

Workshops
The 360° LEA feedback process is undertaken in a two-day workshop, providing a safe, non-threatening environment, focused entirely on development. Participants will be able to compare their profiles with best-practice research (sample size >1000) undertaken by the CDHPP, which identifies the key behaviours of effective leadership in healthcare in the UK. Following the feedback, workshop participants will come together once more to finalise action plans and consider practical strategies for developing specific behaviours and continuing to share their developmental journey with colleagues.

Leadership Profile
Participants take part in the development of a “Leadership Profile” for their professional group. The results of this exercise will be seen in the strategic development of these leadership roles in the future.
2. Terema Team Resource Management

Aviation is an unforgiving environment where any mistake can have tragic consequences. Professionals from aviation, medicine and human resources have designed a programme to provide improvements in safety and team effectiveness. The transfer of learning from aviation to healthcare stresses the practical use of skills and abilities to enhance the individual and collective responsibility for safety.

Programme Credibility
The supplier has been successful in delivering this training in aviation and high-profile NHS Trusts, and is approved by the Royal Colleges for Continuing Professional Development (CPD) credits.

Programme Structure
The Terema package will form the foundation of the wider Programme and comprises three elements.

“Sharing the Experience” – Two-day Workshop
During this workshop, participants will explore the language and shared understanding of individual and team performance. The focus is patient safety. Participants are challenged to make changes to their behaviour and work practice on return to work.

The topics covered will be:

- Situation awareness
- Risk management
- Effective communication
- Personality (using the Myers Briggs Type Indicator®)
- Choosing behaviour
- Feedback
- Leadership and motivation.
“Situational Control and Error Management” – One-day Workshop
This one-day workshop will require participants to identify a project within their own workplace, which will use the knowledge, skills and understanding gained in the programme.

Presentation of Work-based Projects – One-day Workshop
Participants will present their completed project to their colleagues. This will be an opportunity for sharing good practice and participants will gain presentation and writing skills. Participants will be encouraged to have their work published in relevant nursing journals.

3. Olivier Mythodrama “Developing Authentic Leaders”
One-Day Workshop
A one-day programme of “Inspirational Leadership” that takes participants through the journey of Shakespeare's Henry V. Participants choose the challenges they wish to explore, typically drawn from the following:

Act One – Assessing the Past and Visioning the Future
- Building consent: uniting disparate people around a common goal
- Distinguishing mission and vision: what do we want to do and why do we want to do it?
- How to sell the vision: authentic performance in presentations

Act Two – Identifying Internal Resources and Managing External Disagreeers
- Interactive sessions to identify own leadership style
- Political intelligence: identifying and managing “Naysayer” critics and traitors

Act Three – Overcoming First Blocks of Success
- Techniques to motivate demoralised troops
- Influencing skills to overcome complacency

Act Four – Crisis Management
- Holding authority wisely: “power distance”
- Emotional intelligence: managing fear and doubt in self and others
- Inspiring the troops to keep struggling against the odds

Act Five – Turning the Battlefield into a Garden
- Building relationships
- Sowing seeds for sustainable growth, development and success.
4. “The Westminster Experience” – 24 hours in Whitehall can seriously damage your organisation’s health and future prospects

**One-day Workshop**
The Westminster Experience underlines this fact of life by putting participants in the shoes of the Secretary of State for Health and the officials surrounding her.

“Events unfold around you which will change your viewpoint forever. Decisions and public statements you must make on key issues will leave you better equipped to deal with the everyday problems arising in your own organisation. This bespoke action learning programme provides insight and understandings that only the most successful people in Government can acquire in the course of their career.”
– Baroness Cumberlege

Participants are encouraged to experiment and discover how they deal with conflicting pressures and people. Within a safe environment, performances are audited and improved, with the benefit of one-to-one coaching from a past Minister who held public office for five years.

Outcomes include:
- A deeper understanding of the relationship between politician and civil servants
- An increased knowledge of how political thinking translates into policy and implementation
- A demystification of the political cycle
- An increased understanding of how to influence the political agenda on a national and regional level
- An understanding of how to navigate through political minefields.

**Advantages:** People working at a senior level in the NHS may have little first-hand experience of how the Government actually works. Therefore, it can be difficult to recognise the competing issues and interests that are constantly vying for the Minister’s attention. However, there is scope to steal a march if you know how to “close the loop” by aligning all the different parts of the system. The suspicions and pitfalls that otherwise bedevil the NHS can then be used to advantage.
Developing Contacts: Sales experience teaches executives the value of good networks. However, the prospects surrounding Parliament require different handling. “The Westminster Experience” does not simply provide a way of introduction to people in Government whose organisations may need influence; it is a way of learning how to (and how not to) deal with live issues that may unfold in the glare of a hostile press.

Personal and Career Development: “The Westminster Experience” helps people think strategically while exhibiting skills in crisis management. The exercise also helps differentiate the role of top management by highlighting the unique contribution that senior individuals can make.

New Skills and Knowledge: The challenges of Whitehall and Westminster are arcane. Michael Foot is reputed to have told officials “Don’t give me the facts, they only cloud the issue.” “The Westminster Experience” throws light on such everyday realities. As well as political skills, participants will learn to appreciate how important timing and the language used can be to Ministers and civil servants.

Fun: Like Government, which affects everyone’s life, the Westminster Experience has a serious purpose, but is also intended to be a memorable and enjoyable event.

5. Discovery Interview Training
Discovery interviews are used to improve care through better understanding the patient’s and carer’s experience and by gaining insight into their needs. These interviews have been used extensively by the coronary heart disease and critical care collaborative, which produced a Toolkit for Learning from Patient and Carer Experience. More recently, they have been used by other national modernisation programmes such as “Action on ENT” and Orthopaedics.

One-and-a-half-day Workshop
Participants will be trained in the discovery interview process. The three main components are:
- Setting up the discovery interview process
- Undertaking discovery interviews
- Using stories to improve care.

Discovery interview training will allow the participant to use them as part of their local service improvement and quality strategy.
Further tools and interventions
The five core elements of the Programme are supported further by:

Action Learning Sets
These work by bringing together participants from local Strategic Health Authority areas or Emergency Care Networks to act on the problems and issues facing them and to learn from that process. Groups will require seven to eight participants meeting for one day every six weeks in facilitated Action Learning Sets.

Leading an Empowered Organisation (LEO)
LEO is an intensive three-day programme designed for Health Professionals. Learning from this programme includes:
- Relationship Management: improving interpersonal relationships and awareness of unhealthy behaviours
- Risk-taking: challenge current levels of authority in relation to finance, personnel and quality
- Decentralised Working: the skills required to negotiate responsibility, accountability and authority.

This element will be for participants who have not had the opportunity to go on a LEO programme before.

Shadowing
Participants will be encouraged to shadow a wide range of people in leadership positions according to their personal development needs. Examples include Department of Health staff, Chief Executives, or even private sector and industry employees.

Masterclasses
Masterclasses will be arranged to address the needs identified by the 360° assessments. It is hoped that participants will utilise these opportunities to further enhance their development.
How the Programme fits together
The Programme comprises vital components and it is essential that participants take part in all of them. These are:

Workshops: Groups of between 15 to 50 participants will meet for 11 pre-set workshops throughout the 12-month programme. The five main core providers will lead these days, and the dates and venues will be set in advance for each group (See page 14). Three of these workshops will take place in London, over two consecutive days. Participants will be encouraged to use the same accommodation in London to promote collaborative working and sharing of good practice as well as the peer support needed for this Programme.

Action Learning Sets: Consists of seven to eight individuals. A suitably qualified facilitator taken from their own geographical areas will organise sets at a local venue. Participants will meet for a whole day approximately eight times during the Programme. Dates for these action-learning sets will be negotiated by the set and will not form part of the workshop schedule.

How much time will it take to participate?
Successful completion of the Programme requires up to two and a half days per month, flexibly distributed throughout the Programme. This should include time needed to cover all the key components and some of the other activities organised throughout the 12-month Programme including:

- Masterclasses
- Shadowing opportunities
- Writing up project work
- One-to-one coaching sessions.

At present, academic credits are not awarded to this Programme, but this is being actively pursued.
Nomination and application process

Eligibility
Strategic Health Authority Lead Nurses will nominate all participants. Individuals keen to attend this Programme should discuss their application with their line manager or Director of Nursing in order to be considered.

Up to 100 places are available to:
- Senior Nurses, Modern Matrons and Nurse Consultants from all emergency care settings
- Emergency Care Practitioners/Advanced Practitioners from the ambulance service
- People at senior level working within the clinical environment in nursing and non-nursing roles

Nominations
Strategic Health Authorities Lead Nurses are asked to nominate three to four individuals who they feel have a genuine desire to improve their skills and knowledge in the following areas:

- Leadership skills and capability
- Delivering patient-centred services
- Improving the patient experience
- Working effectively in partnership with colleagues from across all professional boundaries
- Implementing quality improvements to locally identified services
- Increasing their political awareness
- Contributing to organisational objectives by undertaking a work-based project.

Each nominee’s application should be accompanied by the following:

- A copy of their curriculum vitae
- A letter of support from their line manager
- A personal statement of 200 words outlining the benefits this Programme will make to their personal development and that of the organisation they work in
- Contact details
- Dates of workshop attendance/group number for each stage of the Programme, in order of preference, using the format shown on the following page.
To facilitate the development of local support networks, whenever possible, participants will attend workshops with members of their local group. However, in view of the varying numbers of participants per workshop it will, on occasion, be necessary to split groups.

Nominations should be submitted by **22 September 2005** to:

**Natalie Davies**, Leadership Programme Administrator  
Emergency Care Project Team  
Department of Health  
11th floor, New Kings Beam House  
22 Upper Ground  
London SE1 9BW

**Telephone:** 020 7633 4049  
**Email:** natalie.davies@dh.gsi.gov.uk

Once received, an invitation letter will be sent to nominees, with an information pack about the Programme, registration procedures, dates of workshops and travel guidelines.

**Programme Cost**

There will be no cost to participants. Individual Strategic Health Authorities have agreed to sponsor participants with matched funding provided by the Department of Health. All accommodation and travel expenses will be met by the participants’ own organisations/trusts.
Programme Dates for Individual Workshops

**Part 1:** 360° Leadership Effective Analysis (LEA)

<table>
<thead>
<tr>
<th>Workshops</th>
<th>Group 1</th>
<th>Group 2</th>
<th>Group 3</th>
<th>Group 4</th>
<th>Group 5</th>
<th>Group 6</th>
<th>Group 7</th>
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<tbody>
<tr>
<td>2 Days</td>
<td>Dec 1/2</td>
<td>Dec 5/6</td>
<td>Dec 7/8</td>
<td>Dec 12/13</td>
<td>Dec 14/15</td>
<td>Dec 8/9</td>
<td>Dec 15/16</td>
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<tr>
<td>2 Days</td>
<td>Feb 1/2</td>
<td>Feb 6/7</td>
<td>Feb 8/9</td>
<td>Feb 13/14</td>
<td>Feb 15/16</td>
<td>Feb 9/10</td>
<td>Feb 16/17</td>
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(All 100 participants attend 31 October 2005. All other dates, 15 participants per workshop)

**Part 2:** Terema Team Resource Management

<table>
<thead>
<tr>
<th>Workshops</th>
<th>Group 1</th>
<th>Group 2</th>
<th>Group 3</th>
<th>Group 4</th>
<th>Group 5</th>
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</thead>
<tbody>
<tr>
<td>2 Days</td>
<td>Jan 10/11</td>
<td>Jan 12/13</td>
<td>Jan 16/17</td>
<td>Jan 18/19</td>
<td>Jan 23/24</td>
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<tr>
<td>1 Day</td>
<td>Mar 2</td>
<td>Mar 3</td>
<td>Mar 6</td>
<td>Mar 7</td>
<td>Mar 8</td>
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<tr>
<td>1 Day</td>
<td>Apr 20</td>
<td>Apr 21</td>
<td>Apr 24</td>
<td>Apr 25</td>
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(20 participants per workshop)

**Part 3:** Olivier Mythodrama

<table>
<thead>
<tr>
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<th>Group 1</th>
<th>Group 2</th>
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</thead>
<tbody>
<tr>
<td>Dates</td>
<td>Jul 4, ’06</td>
<td>Jul 11, ’06</td>
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(50 participants per workshop)

**Part 4:** “The Westminster Experience”

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<th>Workshops</th>
<th>Group 1</th>
<th>Group 2</th>
<th>Group 3</th>
<th>Group 4</th>
<th>Group 5</th>
<th>Group 6</th>
<th>Group 7</th>
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</thead>
<tbody>
<tr>
<td>1 Day</td>
<td>Feb 7</td>
<td>Apr 27</td>
<td>May 10</td>
<td>May 11</td>
<td>May 18</td>
<td>Jun 7</td>
<td>Jun 8</td>
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(14 participants per workshop)

**Part 5:** Discovery Interview Training
The dates for the workshops are still to be finalised.

If you have any questions or need additional information, please contact:

**Sally-Ann Marciano,** Leadership Programme Manager,
Department of Health, New Kings Beam House, 22 Upper Ground, London SE1 9BW.

**Telephone:** 020 7633 4045. **Mobile:** 07786 515114. **Email:** sally-ann.marciano@dh.gsi.gov.uk