



East Midlands Alliance

for Mental Health, Learning Disabilities and Autism



**East
Midlands
Alliance**

for Mental Health, Learning Disabilities and Autism

Developing Healthcare Leaders

Innovative leadership, engagement and
wellbeing for Clinical Support Worker line
managers



Case study: Developing Healthcare Leaders

A professional development and readiness for leadership programme for Clinical Support Worker (CSW) Managers has been successful in filling a gap in leadership development for the Band 5/6 workforce for mental health and community Trusts across the East Midlands.

The East Midlands Alliance for Mental Health and Learning Disabilities strengthens joint working and supports delivery of the NHS Long Term Plan, and is made up of six partner provider organisations across the East Midlands:

- Derbyshire Healthcare NHS Foundation Trust
- Leicestershire Partnership NHS Trust
- Lincolnshire Partnership NHS Foundation Trust
- Northamptonshire Healthcare NHS Foundation Trust
- Nottinghamshire Healthcare NHS Foundation Trust
- St Andrew's Healthcare

Further to the successful [CSW programme](#), Developing Healthcare Talent (commissioned in April 2022), a new programme has been launched for CSW managers which is fully aligned with the principles and practices of the CSW programme.

Talent for Care developed and is running the CSW line manager programme with the East Midlands Alliance. The Developing Healthcare Leaders programme aims to establish an effective and innovative management and leadership approach, around essential practices that include:

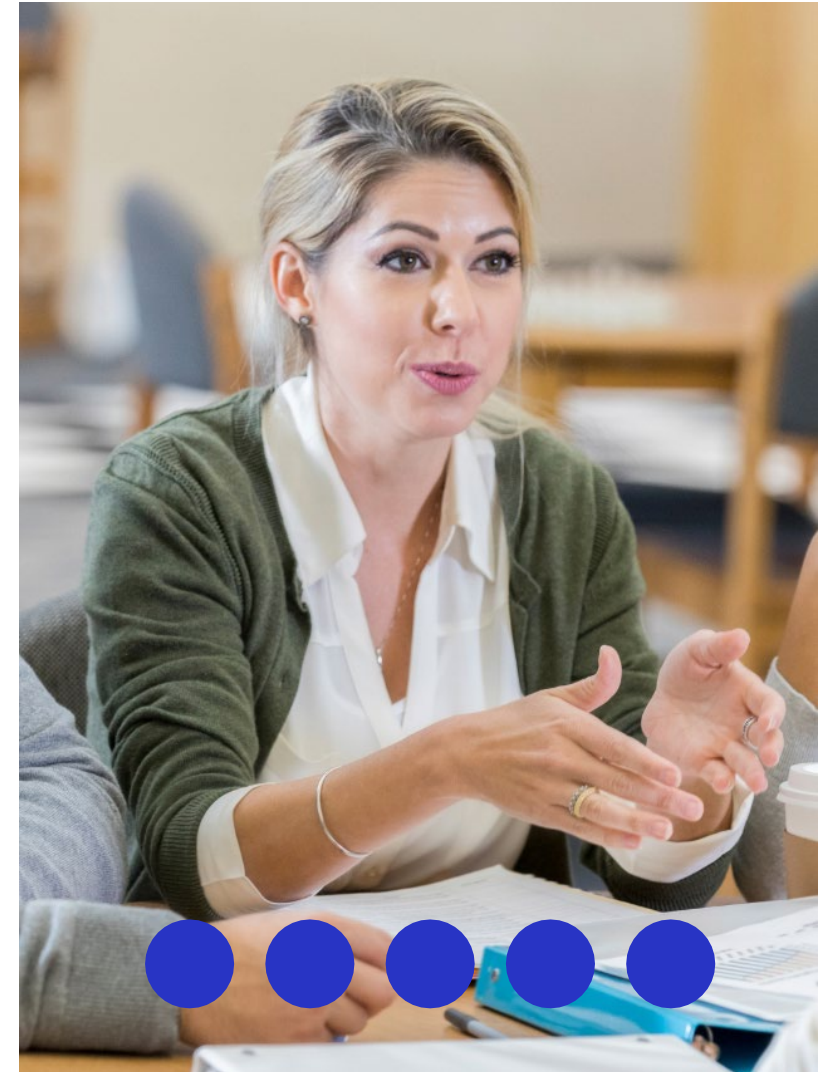


Developing Healthcare Leaders

Programme objectives

The desired outcomes, for all participants, include:

- Developing a new leadership mindset and practising robust leadership skills, essential to manage, inspire and retain Clinical Support Workers
- Becoming aware of key leadership qualities and attributes from authenticity, to knowledge, delegation, recognition and praise
- Creating time, for CSW managers, to think and to connect with each other, strengthening their desire to work together
- Becoming more outward looking and thinking bigger, as a CSW line manager and healthcare leader
- Feeling valued and inspired, restoring resilience, motivation and wellbeing
- Strengthening their sense of belonging in their organisations and the wider East Midlands Alliance
- Developing stronger relationships with their peers and sustainable, informal support networks across the Alliance



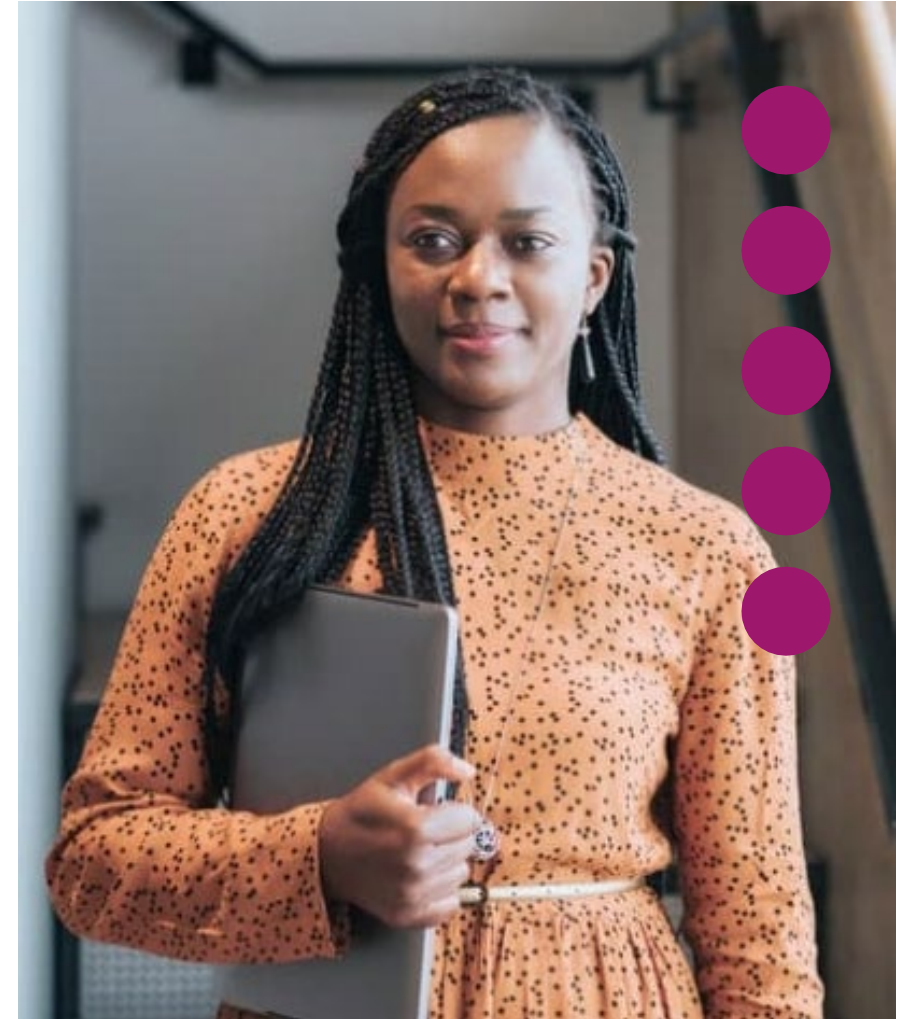
What has been happening?



All course content for the Developing Healthcare Leaders programme is delivered remotely to maximise participant engagement while minimising the impact on their work schedules, travel and personal lives.

In addition to the five developmental sessions and other activities (to support different learning styles), a big part of the programme centres around peer-to-peer discussions. This helps ensure people are engaged with the content and are able to build connections, share experiences and learn from each other.

The programme launched in February 2023, delivered by Talent for Care, and the first four cohorts included 50 managers of Community Support Workers (Band 5/6) from all across the East Midlands. The programme lasted for 18 to 22 weeks per cohort (February 2023 to February 2024) and was delivered virtually via Microsoft Teams. Six further cohorts have been commissioned for 2024/ 25.



Key programme features



Mixed cohorts up to 16 CSW line managers and future leaders, from all Alliance partners, going through the journey together, over a period of 4 to 5 months

One to one enrolment (30 min). Listening and understanding where they are in their career development and leadership journeys; providing more detail about the approach of programme

Initial enrolment session with the whole cohort (1.5 hr). Developing common ground, from early-on and creating a shared starting point for a successful leadership journey

Practice partners for each CSW manager, to share the leadership journey

5 interactive programme sessions on MS Teams (1.5 hour each, over the following 4 months). Frequency will be approximately every 3 weeks to be mindful of service requirements

Programme e-booklet including core leadership material, practices and recommended readings

Series of light practices, leadership assignments and awareness-raising activities in between each session, to be developed individually and/or with practice partners

Full CPD accreditation on successful completion of the programme

Full programme feedback and assessment through a well-tested, quantitative methodology based on anonymised participant feedback

What were the key outcomes?

The benefits to CSW managers, their teams and their communities are long lasting, well beyond participation in the programme, however the immediate key performance indicators and survey responses from participants revealed a very positive experience. Feedback was collected anonymously on completion of the programme. Participants' self-assessed abilities and practices, across 10 main dimensions. Most results suggested they improved or significantly improved across all the main areas, including:



RESILIENCE

91%

of participants improved or significantly improved their personal resilience



AWARENESS

100%

of participants improved or significantly improved one of the foundational skills in their management and leadership roles



COMMUNICATION

90%

of participants improved or significantly improved their communication skills at work which is essential in their leadership development

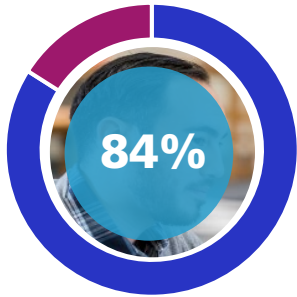


RELATIONSHIPS

91%

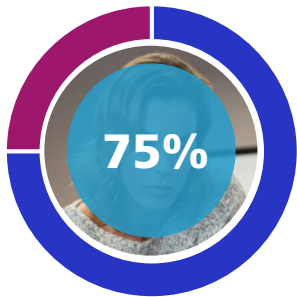
of participants improved or significantly improved their ability to develop positive relationships

What were the key outcomes?



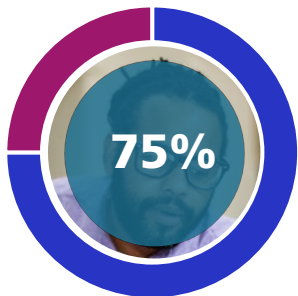
Participants rated the programme 4 or 5 out of 5

RATING



Participants would recommend the programme to colleagues

RECOMMENDATION



Participants improved or significantly improved their sense of belonging in their teams and organisations, as well as the sense of fulfilment in their jobs, and felt more valued by their organisation.

ENGAGEMENT AND RETENTION

Participant feedback

Some feedback provided directly from participants:

This programme has provided me with ability to become a better leader and understand the key elements of what makes a good leader.



The whole programme has impacted me for the better. I'm a better listener, I better understand my biases and other people's perspective.



It's provided me with time and space to reflect and focus on me as a leader.



I was surprised to reflect that I am implementing many of the skills discussed already.



The programme provided great insight and was useful to see how different professionals from different services shared similar but differing experiences.



It's been an amazing eye and mind opening experience.



Programme feedback

"This programme has helped to provide an excellent leadership development opportunity for our staff who manage or supervise Healthcare Support Workers (or equivalent) within Lincolnshire Partnership NHS Foundation Trust.

"With the support of the fabulous team at Talent for Care we have been able to support over 50 people through the programme since it started, and this number is growing. The programme has enabled these leaders to hold a mirror up to themselves, to reflect on their practice and to develop in their leadership behaviours and approach. Ultimately this benefits our patients, as if our people feel fulfilled, well led and supported then they are better equipped to care for others.

Louise Stuppel, Organisational Development and Leadership Manager
Lincolnshire Partnership NHS Foundation Trust





for Mental Health, Learning Disabilities and Autism

The East Midlands Alliance for Mental Health and Learning Disabilities was established in 2019 and brings together the six largest providers of mental health, learning disability and autism services in the region:

- Derbyshire Healthcare NHS Foundation Trust
- Leicestershire Partnership NHS Trust Lincolnshire
- Partnership NHS Foundation Trust
- Northamptonshire Healthcare NHS Foundation Trust
- Nottinghamshire Healthcare NHS Foundation Trust
- St Andrew's Healthcare

The aims of the Alliance are to establish a more formal collective arrangement to strengthen joint working and support delivery of the NHS Long Term Plan; share learning across the East Midlands; undertake the strategic oversight of the Provider Collaboratives; develop a stronger collective East Midlands voice for mental health, learning disability and autism; and improve quality and patient experience across the region.



eastmidlandsalliance.org.uk



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