



Wirral University
Teaching Hospital
NHS Foundation Trust



Setting our expectations and
standards for leadership practice

together
we will

...deliver the best quality and safest
care to the communities we serve

Foreword by Janelle Holmes, Chief Executive

It doesn't matter what role you have in the organisation, we can all be leaders. That's because leadership at every level is what makes an organisation great. Great leadership is vital in ensuring we provide the very best services for our patients and the community we serve. It also makes WUTH an attractive and great place to work.

As a Trust we want to make sure everyone has access to leadership development so we have created a Leadership Qualities Framework (LQF). We want to use this framework to support everyone in their personal and professional development journey. The framework sets out the leadership behaviours and competencies we expect from staff and you told us you valued.

This Framework will provide the basis for our extensive development opportunities, not only for staff in management roles, but for all staff to be able to broaden their personal leadership skills or who aspire to progress into a management role. We want to nurture our future leaders and ensure we grow and support leadership talent.

As outlined in the framework, WUTH staff are encouraged to lead in all roles, and this is our commitment in supporting staff to become great leaders.

We do hope that you will find the Leadership Qualities Framework a supportive and useful tool to develop and fulfil the leadership potential that is within us all.



WUTH Leadership Qualities Framework

Transformational

Transformational leaders encourage and inspire others to innovate and create change that will help grow and shape the future of the Trust.

Compassionate & Inclusive

WUTH leaders are person-centred, kind, are inclusive and value diversity. Prioritising the health and wellbeing of all, we speak up if we see something that isn't right and we aren't in a position to fix it ourselves.

Outcome Focus

Leaders at the Trust are outcome focused and effectively use data to drive informed decisions. They take accountability for outcomes and find solutions to address barriers or challenges as they arise.

Self Aware

As role models, WUTH leaders act with integrity and are aware of their impact on others. They continuously strive to develop themselves and others to maximise the impact on patient care and the services offered by the Trust.

Enabling People

Enabling others is at the heart of good leadership. Leaders who enable staff recognise that success comes from taking a collaborative approach across the Trust, as well as providing clear direction and harnessing the strengths of others.



Transformational

Transformational leaders encourage and inspire others to innovate and create change that will help grow and shape the future of the Trust. They exhibit the below qualities:

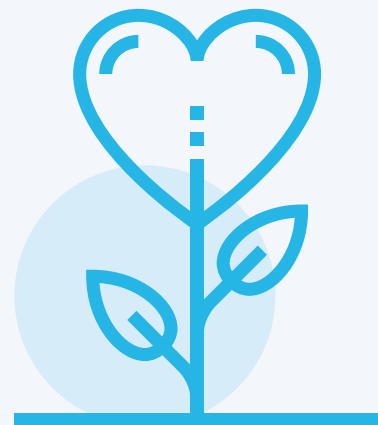
Leading Self

Challenge themselves and others to look for ways of doing things better and more effectively while maintaining or raising the quality of standards.

Approaches situations with a growth mind set, is open to new ideas and different ways of working.

Accepts learning from mistakes, supporting a learning culture and driving continual improvement in patient care

Embraces new and innovative approaches and ways of working.



Leading Teams

Takes a flexible approach to the implementation of improvement initiatives, creating an environment where staff can implement learning in a safe and supportive way.

Understands and uses performance data to monitor and improve the quality of team performance. Acts with courage to challenge, in order to make the 'right' decision, even if this is not a popular one.

Welcomes and listens to ideas that are innovative, that challenge the status quo or takes risks within acceptable parameters.

Uses research, networks and best practice to identify sound rationale for informed change opportunities.

Empowers and coaches people to identify improvement opportunities and provides the freedom for people to make decisions and act.

Clearly communicates the need for change, showing optimism, empathy and compassion to support staff in embracing new ways of working.

Leading Services

Enables and empowers people to embody the change they would like to see. Embeds sustainable improvements that bring evidenced benefits to patients, staff and others.

Encourages teams to use patient and service data to support innovation and shape change to achieve aims and improve quality.

Shares ideas and learning from outside the service area to inspire colleagues to look for ways to improve performance.

Commits resource to research and actively creates opportunities for research to respond to patient and service user feedback.

Proactively contributes to strategy and encourages involvement in developing and implementing changes to transform the way health care is delivered within Trust.

Collaborates with other services and provider organisations to support the ongoing development and transformation of the service.

Leading Organisation

Builds an environment of innovation and quality improvement, working across the organisation to implement long term sustainable improvement for the benefits of patient, staff, and healthcare services.

Uses data and metrics to evaluate and evidence performance and improvement and embed a culture of continual improvement and learning in the organisation.

Strives to create a learning culture and encourages everyone to look outside the organisation to seek ideas and inspiration.

Pro-actively creates opportunities for the organisation to engage in research that can contribute to the improvement of patient outcomes and / or experience.

Thinks strategically across the system, with an eye on the longer-term direction and future needs of the populations the Trust serves.

Recognises the shift towards technological solutions and seeks to explore options that maximise the use of digital technology when reviewing and improving processes, systems and practices.

“The role of a creative leader is not to have all the ideas; it’s to create a culture where everyone can have ideas and feel that they are valued.”

Ken Robinson

Outcome Focus

Leaders at the Trust are outcome focused and effectively use data to drive informed decisions. They take accountability for outcomes and find solutions to address barriers or challenges as they arise. They exhibit the below qualities:

Leading Self

Takes accountability for delivering against targets, working together in the wider interests of the Trust.

Responsible for their performance and contributing to the performance of the team.

Working and collaborating with a diverse range of professionals to provide seamless patient care.

Contributes to and supports wider organisation initiatives / essential activities, collaborating, innovating and sharing best practice across boundaries.

Recognises the extent of resources of the Trust and takes responsibility for efficiently using them.

Engages in regular reflection to understand what has been done well and what could be done differently to drive that high quality, inclusive decision-making.



Leading Teams

Develops a clear vision and goals with the team and engages the others to achieve service key performance indicators (KPIs) and priorities.

Report and actively manage incidents / risks for own area, taking responsibility to ensure they are sufficiently mitigated and escalated where appropriate.

Is curious about information and uses data and systems available to support business planning and efficiency.

Listens carefully to colleagues and partners to understand patients and staff experience. Thoughtfully uses data to put patient's needs at the forefront of learning and improvement. Works collaboratively with other teams to ensure our patients feel that services are organised around their needs

Manages the team resources effectively to ensure a high-quality service is delivered drawing upon systems such as E-Rosters for effective planning.

Considers the current skills of the team and proactively undertakes training needs analysis to ensure gaps in capability are addressed.

Ensures the team works within the resources available and provides a clear rationale when additional resources are required. Acts on staff experience data and feedback to help people feel equipped to provide the best possible care and/or service.

Leading Services

Able to translate vision and strategy into meaningful, achievable plans and priorities. Inspires staff using a clear, compelling vision of what the organisation is here to do.

Demonstrates accountability in resolving issues within area of responsibility and uses Trust governance routes effectively to provide assurance / escalate issues as required.

Proactively uses data to inform decision-making across the service. Monitors performance, identifies and mitigates risks and supports teams to do the same.

Uses engagement data and seeks regular feedback to understand people's experience, identifying themes and trends to help drive service improvement for staff and patients.

Takes a pro-active approach to performance management; ensuring regular supervision and appraisal arrangements are prioritised.

Undertakes workforce succession planning to ensure sufficient capability for current and future workforce needs.

Uses resources efficiently and sustainably, ensuring divisions have all they need, demonstrating mutual support and altruism across boundaries.

Leading Organisation

Places a focus on successful delivery; including organisation-wide initiatives, organisational plans and priorities, and maintaining essential activities.

Proactively oversees the divisional risk register, taking a data driven approach to identify themes and engages with other organisational leads to create Trust-wide solutions.

Implements plans to ensure talent at all levels is being identified and nurtured, and that succession plans are being developed for critical posts within the organisation.

Engages in strategic workforce planning to consider new ways of working alongside new or different roles / structures that minimise the impact of any current or anticipated skills gaps.

Is conscious of the Trust's limited financial envelope, and effectively plans and manages financial and physical resources across the wider organisation to facilitate the successful delivery of strategic outcomes.

"focus on the outcome not the obstacle." Unknown

Enabling People

Enabling others is at the heart of good leadership. Leaders who enable staff recognise that success comes from taking a collaborative approach across the Trust, as well as providing clear direction and harnessing the strengths of others. They exhibit the below qualities:

Leading Self

Takes a collaborative approach, within and beyond the organisation.

Recognises how their own role contributes to high quality patient care.

Is responsible for their own development and continuously seeks ways to develop and also to improve their own practice.

Forges good working relationships with colleagues, patients and others.

Actively engages in Trust communications and engagement activities in order to stay well informed and contribute to shaping Trust plans.

Leading Teams

Enables all team members to recognise how their contribution fits into the purpose of the team and wider organisation.

Builds strong relationships that enable honesty, trust and safety where staff are confident to challenge and be challenged.

Communicates and engages the team clearly and frequently, with a flexible approach to meet the differing needs of all team members.

Recognises their team members as capable and resourceful and takes a coaching approach to conversations to create autonomy and personal ownership.

Confidently holds challenging, stretching and supportive conversations with their teams.

Encourages curiosity within the team and encourages others to engage with patients and colleagues, including those from other teams, to canvass ideas and identify opportunities for improved ways of working.

Leading Services

Engages across services and departments, inspiring a shared purpose.

Builds effective mechanisms and working relationships across the organisation and wider system that support the delivery of organisational and divisional priorities.

Effectively communicates and engages with others. Holds challenging and supportive conversations across the service, holding to account as appropriate and leading with compassion.

Embeds a coaching approach across their service/department and encourages other leaders to use this approach. Recognises and nurtures talent, and encouraging knowledge and skill sharing across teams.

Encourages contribution and collaboration across teams, through the creation of a shared vision.

Leading Organisation

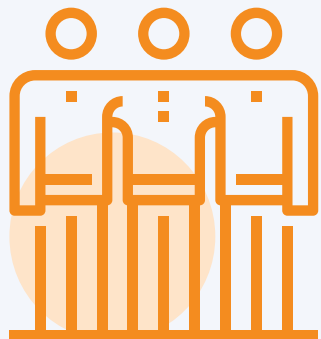
Communicates the strategic direction of the Trust in such a way that people are inspired and empowered to contribute and work collaboratively towards it.

Creates trusting and positive relationships across the organisation and wider system that motivate, inspire, influence and encourage others to deliver the Trust's vision and strategy.

Creates an exciting vision for the future of the organisation, inspiring and engaging staff, patients and others in shaping plans and creating the conditions where people feel valued and understand how they contribute.

Creates an environment of high performance, holding both challenging and supportive performance conversations. Recognises and nurtures talent with the organisation, using a coaching approach to develop self and others.

Builds and fosters healthy team working across the system, driving shared accountability and open communication.



“Leadership isn’t about being great, it’s about enabling others to be great.”

David McQueen

Self-Aware

As role models, WUTH leaders act with integrity and are aware of their impact on others. They continuously strive to develop themselves and others to maximise the impact on patient care and the services offered by the Trust. They exhibit the below qualities:

Self-awareness is a fundamental quality of a leadership and should be applied consistently regardless of role.

Is aware of own impact on others and can instinctively flex approach to build credibility with different audiences.

Leads by example; is an approachable and visible leader across the organisation, living the Trust values and behaviours and acting with integrity, courage, authenticity and humility at all times.

Adopts a growth mind-set by being open to new opportunities, and implementing new ideas and solutions that will drive divisional services forward

Listens carefully to others and facilitates the exploration of problems and challenges without blame or judgement.

Builds in time to reflect on their own style and impact as a leader, carves out time to develop and enhance on a personal level.

Behaves in ways that create a positive work environment so that everyone has the conditions to do the best job possible. Creates conditions of belonging by making people feel cared for, respected and supported.

Encourages feedback on their own impact as a leader, is able to take on board constructive feedback and takes advantage of a range of opportunities to enable continual learning and growth.



“Being self-aware is not the absence of mistakes, but the ability to learn and correct them.”

Daniel Chidac

Compassionate & Inclusive

WUTH leaders are person-centred, kind, are inclusive and value diversity. Prioritising the health and wellbeing of all, we speak up if we see something that isn't right and we aren't in a position to fix it ourselves. They exhibit the below qualities:

Leading Self

Speaks up when something is not right and where they are unable to fix the issue themselves.

Is person-centred and kind, adapting their style to meet the needs of others.

Embraces the diversity and inclusion principles to ensure they actively seek out and consider different views and perspectives to inform better decision-making.

Takes a key role in creating a compassionate and inclusive working environment where colleagues feel valued, supported and listened to.

Demonstrates self-compassion, learning to understand themselves and the impact that their responses to people and situations can have.

Actively listens and seeks input from others to ensure the best possible service is provided.

Treats colleagues, patients and visitors with civility and respect at all times.

Understands and supports colleagues when they are finding things difficult.



Leading Teams

Challenges behaviours that are not in line with WUTH Values and creates a team environment in which people feel safe to raise issues or concerns.

Demonstrates kindness and compassion, taking time to listen and seek to really understand the challenges team members may face and supporting them to identify solutions.

Acts as an advocate of the inclusion agenda and promotes fairness and equality across the team, challenging unethical practices.

Understands the importance of health and wellbeing in the workplace. Takes proactive steps to enhance and maintain the wellbeing of the team, utilising Trust support and policy to embed health and wellbeing conversations into everyday practice.

Promotes the value of giving and receiving respectful feedback for self and team members. Encourages constructive reflection and ownership of feedback.

Leading Services

Encourages a Just and Learning Culture, creating an environment in which staff feel safe to speak up or own their mistakes.

Takes the opportunity to reflect, learn and improve quality of care when things don't go as expected.

Demonstrates empathy and compassion, seeks to build a shared understanding of the challenges and pressures the team and service may face. Takes action to help the situation whilst balancing the needs of individuals and the organisation.

Challenges unethical practice; promoting trust, kindness, equality, respect and fairness across the service. Empowers individuals to actively participate in activities that progress the inclusion agenda.

Leads and drives the wellbeing agenda, leading local initiatives that address specific wellbeing needs of their staff and creates a culture of wellbeing and inclusivity within teams.

Creates and implements mechanisms to ensure patients and staff have a voice and ensure this feedback is listened to and acted upon for the benefit of the service.

Creates an environment where teams feel empowered to create connections and form networks across and outside their service area in order to support patient and service user needs.

Leading Organisation

Leads an open and transparent culture where individuals know and are comfortable to raise issues and escalate risks. Ensures that learning is celebrated and shared across the organisation for the benefit of all Trust services, in line with our Just and Learning Culture.

Creates the conditions where compassion, empathy and kindness to all are prioritised, encouraged and celebrated amongst teams and across the organisation, as well as personally role-modelling this approach.

Recognises bias in themselves and others, and challenges behaviours that do not advocate under-represented groups.

Understands the challenges and pressures staff may face, empowering teams to take action to create wellbeing cultures. Embeds a culture where staff wellbeing is a genuine priority.

Actively develops an environment where patients and staff are encouraged to have a voice, and that this feedback is listened to, heard, and acted upon.

Identifies and develops connections and networks within the organisation and the wider system, with the aim of reducing health inequalities and improving patient and staff experience.

“Compassionate leadership of teams involves leaders encouraging team members to listen to each other with fascination, to understand each other's challenges, to empathise and support each other.” Prof Michael West

Leadership Qualities Framework – Personal Reflection

“Your leadership depends on you. You can only be a great leader when you can lead yourself well first.”

Richard Norris

Take some time to reflect on your own qualities as a leader. Think about what your strengths are and how and when they show up in your leadership, as well as the areas you feel you could develop further.

Use the scale to identify how often the qualities show up for you or how much you recognise this in yourself. Place an X on the line

Quality	Never	Rarely	Some of the time	Most of the time	All of the time
Transformational					
Outcome focused					
Self-Aware					
Compassionate & Inclusive					
Enabling People					



**Wirral University
Teaching Hospital**
NHS Foundation Trust

**Wirral University Teaching Hospital
NHS Foundation Trust**

Arrowe Park Hospital, Arrowe Park Road,
Birkenhead, Wirral CH49 5PE

Telephone: 0151 678 5111

www.wuth.nhs.uk

  @wuthnhs

together
we will