Health Service HR Corporate Leadership and Management Development Strategy
# TABLE OF CONTENTS

Executive Summary 3  
Introduction & Background Context 4  
Proposed Leadership & Management Development Pyramid 5  
Scope of Strategy 6  
Key Drivers 8  
How we define Leadership and Management Development in the health service 8  
Why develop a Leadership and Management Development Strategy? 9  
Target Audience 10  
Graphic Overview of the Approach 10  
Project Support Structures 11  
Stakeholder Buy In; Consultation 11  
The Leadership and Management Development Working Group 12  
Critical factors for success 13  

## Appendices

Appendix A: About the Pyramid 14  
Appendix B: Competency Framework for Health Service (HSE) National Directors 15  
References 16-17
EXECUTIVE SUMMARY

The Health Service Leadership and Management Development Strategy has been developed to provide a vision for our people management development and a plan to deliver it. This is crucial if we are to be successful in delivering on the Programme for Government which promises the most fundamental reform of our health services in the history of the state. The Future Health – A strategic framework for reform of the health service 2012 – 2015 details specific actions that are needed to deliver this change, the core of which is a single-tier health service supported by Universal Health Insurance (UHI). We need to invest in our people to ensure that they are equipped to implement the large-scale change required to deliver this reform, whilst at the same time managing the transition in structures and service delivery methods following the dissolution of the HSE. Our corporate resilience, doing more with less and making breakthrough changes for long-term success, relies on the strength, commitment and initiative of our people. Placing people at the centre of the drive to improved performance means investing in their development. This document provides the framework for how we plan to do this and it has been divided into three distinct phases which are outlined in the scoping part of the document on page 10.

In summary, it is planned initially to carry out a review of the OHM competency framework (see page 16), following which we plan to scope leadership and management development modules for Level 4; (ref page 5) (Grade VIII, General Manager and similar multidisciplinary grades in the first phase). The same approach will be adopted for the next phase Level 5; (Assistant national Director and Clinical Directors and similar multidisciplinary grades).

The Leadership and Management Development Strategy sets out the building blocks which will require significant input and support from the four regions. This will be a critical factor if the organization is to fully succeed with the Leadership and Management Development agenda across the wider span of managers.
INTRODUCTION & BACKGROUND CONTEXT

The Health Service (HSE) mission statement requires us to have ‘Capable people working together to deliver safe and efficient healthcare services every day’. The quality of care provided is dependent on a number of things but significantly on the organisation’s capacity to; attract, retain and develop quality staff; operate within restrictive resources (financial and human resource); and adapt to an ever changing environment.

Now, more than ever, managers at all levels of the organisation require development support to ensure that they are equipped with the appropriate tools to do their job effectively and with confidence. For the last number of years, very little, if any, financial support has been made available centrally to support the learning and development of mid - senior managers. However the following interventions are available for health service staff;

- the Succession Management Development Programme (SMDP) which is a pilot programme aimed at providing a small number of senior managers and similar multidisciplinary grades (at Levels 4 and 5) with an opportunity to ‘stretch and grow’ thereby building organisational ‘bench strength’ for National Director level posts. Due to its intensity, there is only capacity for 10 managers to participate on each programme;
- the development and roll out of the ‘First Time Managers Programme’ and other programmes such as ‘People Management; The Legal Framework’;
- SKILL FETAC Level 3, 4, 5 and 6 programmes;
- individual disciplines providing ad hoc discipline – related training and development;
- a limited amount of management and staff development programmes and skills based training delivered in each of the health service regions.
PROPOSED LEADERSHIP AND MANAGEMENT DEVELOPMENT PYRAMID

The pyramid outlines various disciplines using standard headings. It recognises that the complexities of each discipline are so varied; it is impossible to capture each specific role within the disciplines and therefore acts purely as a guide.

Level 6: “Leadership at the Peak” Tailored Executive Leadership Development Programme (ELD)
Director General & National Director Executive Level

Level 4 and 5: Leadership Succession Management Development Programme (LSD)
Heads of Function, Senior Managers: Assistant National Directors & Clinical Leads; Directors of Nursing & AND Nurse managers; Medical; Dental, Health & Social Care Professionals* Grade VIII & General Mgrs

Level 3: “Unlocking Leadership Potential” – Leadership Talent Management Development Programme (LTD)
Grade V, VI & VII Nurse Managers; Medical; Dental, Health & Social Care Professionals*

Level 2: First time managers & People Management Legal Framework; FETAC programmes (FTM & PMLF)
Grade IV & Nursing; Medical; Dental, Health & Social Care Professionals*

Level 1: Induction and local Foundation Management & Staff Development Modules FETAC programmes
Grade III & Non Management Levels*
health service competency frameworks will assist in identifying "core management development module(s)" which will be tailored for each level. For more information on the Levels please see Appendix A (page 14) and Indicative modules Appendix B (page 15).

In recent years there, no funding has been made available nationally to support mid – senior managerial levels (aside from the SMDP for a small number of identified 'high potential' managers) despite the challenges that this cohort of managers face and continue to face with the growing complexity of their working lives. It is the intention of this strategy document to address this significant managerial development gap.

**SCOPE OF STRATEGY**

The intention is to devise common health service management development modules, based on identified needs, which will be common and relevant to all managers within ‘Level 4’ initially and to expand that to Level 5 with time. The ultimate aim of the programme is to make development support available to all managers within a given level. There will be a focus on maximising the use of ICT and blended learning with much of the programme being available on www.hseland.ie so that managers can engage as and when they wish. Module design will be based on ‘real service need’, based on a ‘development needs analysis’ against the updated HSE competency frameworks (see appendix C: Existing competency framework for managers) and because of the modular design, will be flexible enough to be modified and updated as required. Research shows that this modular, bespoke design is one which is rapidly becoming the approach favoured by large organisations, including multinationals, where management time is a scarce commodity and off site development is increasingly difficult.

While this approach is lean in time and cost terms, specifically focussed to managers needs, and locally delivered, it will require financial resources to develop and deliver key competence driven modules to managers across the grades.

This documents sets out the strategic direction for Leadership and Management Development within the HSE over the short, medium and longer term. It is written against the backdrop of current challenges facing the HSE and aims to provide an overview of what is realistic and achievable given the limited resources available to support the strategy.
Short Term (see Appendix E p. 18; indicative implementation plan timeframe)

The short term priorities for 2013 – 2014 are to:

- Review and update the OHM competency models for senior managers at Level 4 (General Manager / Grade V111 and similar professional grades) and Level 5 (AND, Clinical Director and similar professional grades). This process will include internal, national and international benchmarking. Survey of representatives from grades / disciplines will take place to validate the models.
- Scope leadership and management development modules for Levels 4 and 5 in conjunction with subject matter experts as required.
- Design leadership and management development modules for Level 4 (short term) in collaboration with P&D, and HSE subject matter experts (based on a ‘development needs analysis’, the competencies identified in the process described above, and the scoping work). External leadership and management development providers may need to be bought in to support the project given current resources available.
- Benchmark the Level 4 competency/modules against National Framework of Qualifications FETAC / HETAC Level’s learning outcomes.
- Organise the delivery of Level 4 modules via www.HSEland where possible. ie; blended learning programmes; Leadership and Management Development hub; Corporate and Regional programmes (to be confirmed). Modules will be supported by the on-line 360 degree competency based diagnostic tool.
- A review will be carried out of www.HSELand.ie with the objective of up-dating and populating the existing HSE Leadership and Management Hub to provide development supports. The hub will:
  - offer a range of elearning / blended learning modules at various levels, starting with Level 4.
  - provide information on topics such as HSE internal coaching panel, executive external coaching panel, and the Master class series 2013 – 2014.
  - provide links to support materials e.g. Mentoring and Coaching, Action Learning Set (ALS) workshop materials, Development Facilitator Guidelines etc.
- Design, develop and implement a “Tailored" Executive Leadership Development Programme (ELDP) for the New Directorate team.
- Continue to roll out the pilot Succession Management Development Programme(s).

Medium Term

- In the medium term, and dependant on resource availability, work will progress on the design and hosting of the Level 4 & 5 leadership development programme with a modular approach (LSD).
- Introduce a "Unlocking Leadership Potential" – Leadership Talent Management Programmes (LTD) for high performing level 3 managers.

Long Term

- The Leadership and management modules will be continually evaluated and up-dated to ensure that they are aligned with service needs and strategic objectives. A focus will be on building a ‘learning organisation’ which will help in the development of successors to senior management levels.
- We will work towards getting accreditation of module(s).
- To ensure consistency and value for money, we will continue to prioritise work with our internal stakeholders so that we can maximise the savings available through an approach of ‘developing centrally, delivering locally’.

Health Service Leadership and Management Development Strategy
KEY DRIVERS

The quality of the health service in Ireland is dependent on the quality of its staff. The calibre of its people directly influences the quality of the service experienced by the service user. There are a number of external and internal drivers for the development of a Health Service Leadership and Management Development Strategy.

**Figure 1: Key Drivers**

**EXTERNAL**
- Economic downturn;
- Public perception in light of public spend;
- Reform programme;
- Government’s Legislative Programme; i.e.
  - The HSE Governance Bill to provide for the HSE Board and to provide for replacement governance structures;
- Croke Park Agreement

**INTERNAL**
- Moratorium on recruitment of staff;
- Early Retirement scheme(s) Dec 2010 and Feb 2012 – brain drain;
- Consistent changing structures;
- Redeployment

Leadership and Management Development Strategy

It is widely acknowledged that there has been an unprecedented amount of “knowledge capital” lost to the organisation in the past few years through the exit and retirement schemes, together with the moratorium on staff recruitment. This is likely to continue. These losses have contributed to a significant skills gap and placed a “stress” on the system to maintain effective service delivery. The implementation of an effective Leadership and Management Development strategy that complements and is integrated into the overall health service plan is essential to address management continuity.

This document sets out what we mean by leadership and management development for the Health Services. Drawing on recent published research from the NHS, consultation with key stakeholders and following an extensive literature review on the topic it is fair to say that the definitions of leadership are many and contested, and cause heated debates around its nature, styles, and impact. According to a recently published report from the King’s Fund Commission on Leadership and Management in the NHS (p. 12) “one of the most cited definitions is from John Kotter who delineates between management processes that are concerned with planning, budgeting, organising, staffing, controlling and problem solving and leadership processes that involve establishing direction, aligning people, motivating and inspiring (Kotter 1996).” Furthermore, the Commission defines leadership as the art of motivating a group of people to achieve a common goal. This demands a mix of analytic and personal skills in order to set out a clear vision of the future and defining a strategy to get there.
WHY DEVELOP A LEADERSHIP & MANAGEMENT DEVELOPMENT STRATEGY – WHAT ARE THE BENEFITS?

Specifically, a Leadership and Management Development Strategy will:

**At an organisational level:**
- Support the strategic priorities of the organisation in light of changes in the political, economic and social climate. Management Development will be aligned with organisation objectives, based on identified development needs. It is intended that the Strategy will be updated as and when necessary to ensure that it continues to meet service need.
- Ensure that development is continuous and transformational “system-wide”; the strategy will ensure consistency in implementation across the health services and will ensure that its available to all managers, pitched at their level.
- Ensure a focused approach to training and development; providing managers with the “tools” required to deliver on strategic objectives and KPI’s.
- Support the implementation of the Performance Management System (PMS).
- Support the requirement for greater management responsibility & accountability.

**At a Line Manager level:**
- Support the performance management process by ensuring that training and development programmes are aligned with the requirements of a job, at a given level. Line Managers will have the benefit of having an additional resource should they have a specific development needs as identified in the performance management process.
- Ensure that learning and development is flexible enough to be matched with individual needs e.g. people can identify what level of the programme they need to engage with and can work through them as they chose.
- Ensure a structured approach to competency based learning and education.

**At an individual level:**
- Ensure that training and development is aligned to the needs of the individual and the job at a given level in the organisation.
- Enhance managers confidence, resilience and ability to adapt to change; the programme will help equip managers with improved skills in enabling them to continue to deliver a quality service in a constantly changing environment.
- Facilitate professional/personal development planning; individuals will be encouraged to take ownership of their own learning and development.

“Happy employees are 40% more productive”

World Health Organisation
**TARGET AUDIENCE**

**Short term:** the focus of phase 1 of this strategy is to provide supports for Level 4 i.e. Grade VIII, General Manager; Assistant Directors of Nursing; Nurse Managers; Medical; Dental; Clinical Leads and Health and Social Care Professionals; and Level 5 i.e. Heads of Functions, Senior Managers; Assistant National Directors; Clinical Leads; Directors of Nursing; Nurse Managers; Medical; Dental and Health and Social Care Professionals.

A graphic overview of the approach is presented below.

**Figure 2: Overview of proposed Approach**

**Effective leaders are alike in one crucial way: they all have a high degree of emotional intelligence**

HBR D Goleman 2002

**“What managers want” Learning how to be creative and decisive in the strategic guidance of the organisation”**

Journal Health Care Management 2010

**Many of the learning approaches used by organisations are outdated legacies… in today’s environment we need to ask our managers what they need… the skills of continuous collaborative and connective learning are paramount.”**

Dr John McGuirk CIPD 2012

**“A flexible approach to leadership and management development that was customizable based on the needs of individual executives”**

Journal of HealthCare Management 55:May/June 2010
PROJECT SUPPORT STRUCTURES

1 Stakeholder Buy – In; Consultation

To ensure buy-in from key stakeholders, it is no coincidence that it is a proven principle that ‘people tend to support what they create’. This clearly underlines the importance of using a consultative process to develop an effective Leadership and Management Development Strategy. Consultation throughout the development stage will be key to its success and will also help ensure buy-in. The intention is to devise modular training programmes which will be supported by blended learning; the modules will be ‘HSE proofed’ / validated by key stakeholders via consultation workshops to ensure that they are ‘fit for purpose’.

This is a key step and integral to the success of the project; by adopting the following Bryson’s 8 Step Strategic Planning Process for Public and Non-Profit Health Services framework – outlined below;

Step 1: development of an initial agreement concerning the strategic planning – this document sets out the proposed approach for Leadership and Management Development at Grade VIII to General Manager Grade and above and similar multidisciplinary grades.

Step 2: identification and clarification of mandates – once it has been agreed within the HSE HR Corporate family it will be circulated for approved to the wider organisation key stakeholders.

Step 3: Development and clarification of mission and values – Entire programme will be developed around and cognisant of the HSE mission and values.

Step 4: External environment assessment – the programme will be “Core Modular” in format to allow flexibility across each of the levels and for continued monitoring, update and development of module content in line with changing organisational objectives.

Step 5: Internal environment assessment – the programme is designed against a revised OMH competency framework for Senior Managers and its content will be verified by a group of wider organisation key stakeholders.

Step 6: Strategic issue identification – the identified need and requests for “Real time” management development for Level 4 and above and similar multidisciplinary grades, particularly in the context of current organisation challenges and structural changes.

Step 7: Description of the organisation in the future – flexible, dynamic, innovative, patient centred service improvement orientated. We will be providing leading edge management development interventions to ensure that we have appropriately skilled managers in key positions throughout the organisation.

Step 8: Description of the health service function in the future – world class.
THE LEADERSHIP AND MANAGEMENT DEVELOPMENT WORKING GROUP

A Working Group from HSE HR Corporate Succession Management Team, including representatives from the regional Performance and Development areas and other Professional and Medical group representation as appropriate, will support and advise the Programme.

Each member of the Working Group will be charged with contributing to the development and implementation stages as they relate to their area of speciality and expertise. This approach will ensure that work is integrated across the relevant areas, will avoid ‘re-invention of wheels’ and ensure maximum value for money and resources.
CRITICAL SUCCESS FACTORS

Some critical success factors include:

- **Organisation wide buy-in;** system wide buy-in is crucial for the success of this Strategy. It is important that the following key stakeholders support the strategy: Director General, National Directors, Director of HR, AND’s HR, clinical professionals, Heads of Performance & Development Units regionally.

- **Finance & Resources;** this is a resource intensive project, particularly when it comes to the design of the development modules. We will maximise internal support to progress this work on the first instance. Thereafter, and assuming that financial support will be available, we will need to look externally for this expertise. If resources are not available to support the development of the modules the strategy, as scoped, will come to a stand still.

- **Scope:** Another critical success factor will be the extent to which the programmes designed actually meet service need. We aim to ensure that the modules are HSE proofed and ‘fit for purpose’ by holding consultation workshops as part of the design phase.

- **Accreditation** of all modules is a consideration in the long term.

- **Diagnostic tools** e.g. Emotional Intelligence (EQ) tools. We will explore the feasibility of introducing EQ tools to the management development programme since many of the competency areas required to succeed at senior management level are dependent on EQ. It would be our intention to ensure that we have enough staff trained to administer and feedback on the tools to ensure cost effectiveness.

- **Regional Support:** Key to supporting the roll out of modules within the regions will be buy in from P&D Units; both in the design and delivery of the modules but also in relation to ‘Training the Trainer’ to ensure that there is sufficient capacity to roll them out locally. It is acknowledged that P&D units currently roll out various management development programmes locally so we aim to capture the best from what is currently available from across the regions to build a national standard. Engagement from P&D will be important in helping make this happen.

- **Process for Accreditation:** It is hoped to ensure that, in designing the modules, we will build them so that they meet accreditation standards. The feasibility of this will depend on the support that will be available to actually work on the design and development of the modules.

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*“Outstanding leaders love to grow people”*  
P.Senge (1990)

*Growing great individuals and developing effective cultures are long run activities: outstanding leaders understand this…*  
P.Senge (1990)
APPENDIX A: ABOUT THE PYRAMID

The development supports currently available / intended to be introduced for each level are detailed below.

Level 6: Tailored Executive Leadership Development Programme (ELD)
Audience: Director General and National Director Executive Level

Level 5 & 4: Leadership Succession Management Development Programme (LSD): supported by Action Learning Set (ALS); Special Assignments; Shadowing; Coaching; Mentoring, Development Facilitation, Master Classes
Audience: Heads of Function, Senior Managers: Assistant National Directors & Clinical Leads; Directors of Nursing; ADON & Nursing; Medical; Dental, Health & Social Care Professionals Grade VIII & General Managers
*Note: At the moment people identified as having high potential at Grade Level 8 and above, and similar multidisciplinary grades are invited to apply for the SMDP.

Audience: Grade V, VI & VII Nursing; Nursing Managers; Medical; Dental, Health & Social Care Professionals

Level 2: First Time Managers (FTM) and People Management Legal Framework (PMLF) and FETAC programmes
Audience: Grade IV & Nursing; Medical; Dental, Health & Social Care Professionals

Level 1: Induction and local Foundation Management and Staff Development and FETAC Programme
Audience: Grade III & Non Management Levels
APPENDIX B: COMPETENCY FRAMEWORK FOR HEALTH SERVICE (HSE) NATIONAL DIRECTORS

Competency Framework for Health Service Executive (HSE)
National Directors  PAS Ireland 2010

- Patient Focus
- Delivering Results & Solutions
- Leadership & Management Performance
- Analysis & Judgment

- Understanding the Health Service
- Strategic Orientation & Future Focus
- Managing Change

- Focus & Resilience
- Corporate Collegiality & Effective Team Working
- Communication & Influencing Skills
- Personal Growth & Openness to Learning

Self

Strategy

Service

Health Service Leadership and Management Development Strategy
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