



East Suffolk and
North Essex
NHS Foundation Trust

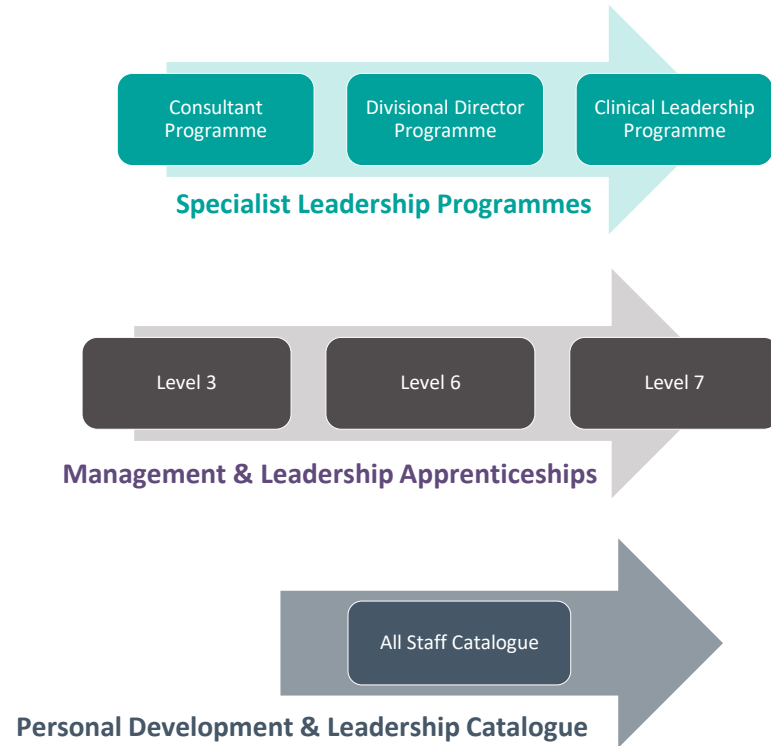
Leadership Development at ESNEFT

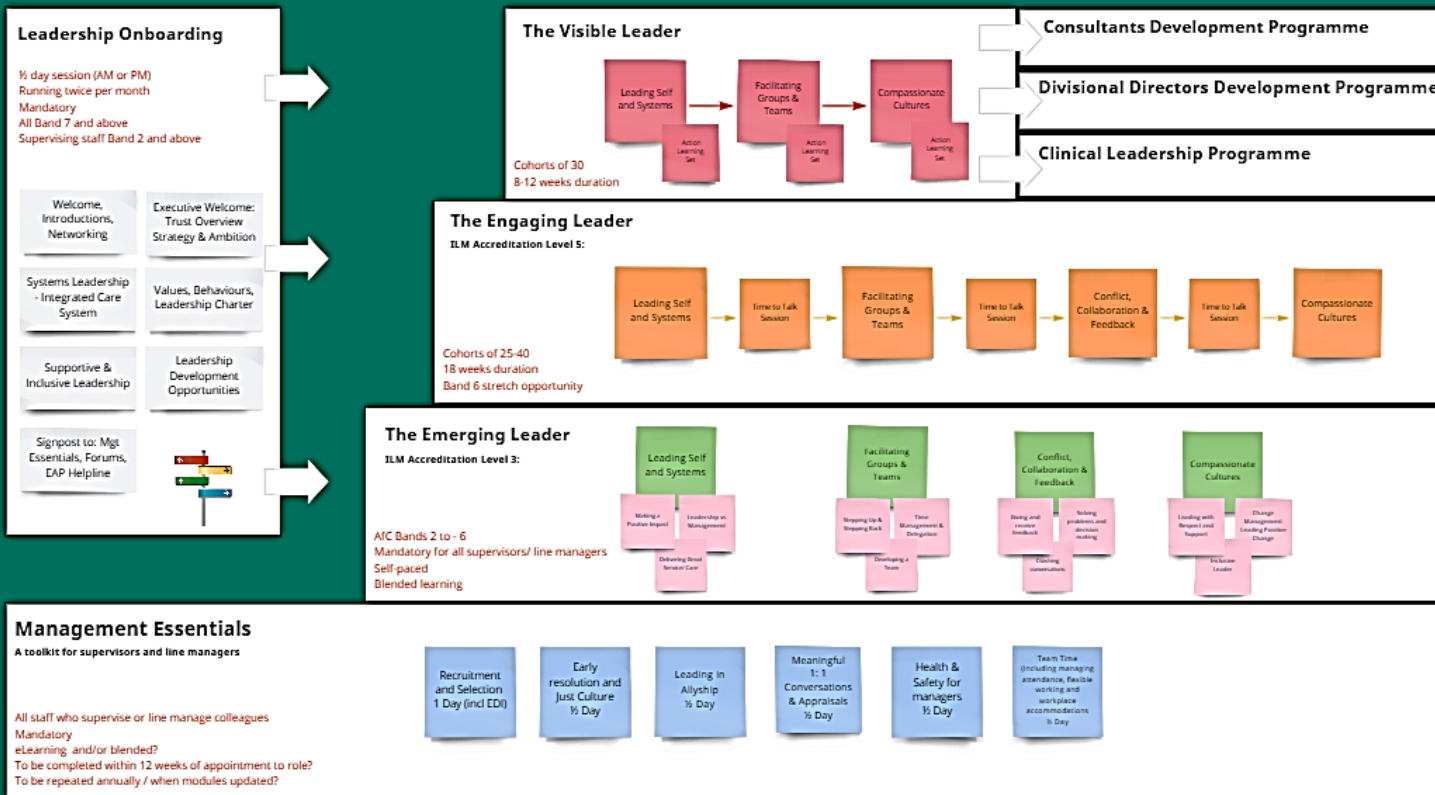
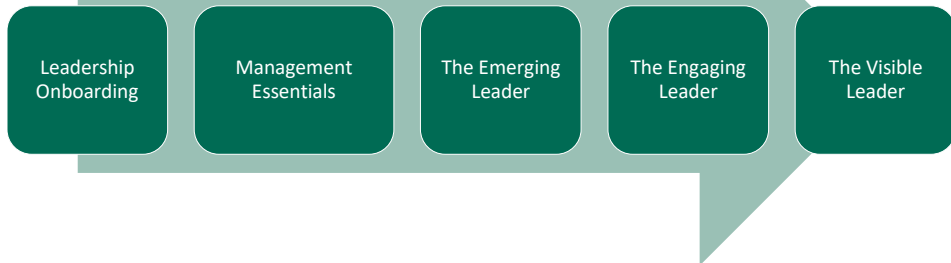


The Pathway



East Suffolk and
North Essex
NHS Foundation Trust





Leadership Onboarding

- Internally developed and facilitated
- Guest speakers from Senior Leadership Team (in rotation)
- Sets the scene for our long-term cultural ambitions with a key focus on employee experience

Leadership Onboarding

½ day session (AM or PM)
Running twice per month
Mandatory
All Band 7 and above
Supervising staff Band 2 and above

Welcome,
Introductions,
Networking

Executive Welcome:
Trust Overview
Strategy & Ambition

Systems Leadership
- Integrated Care
System

Values, Behaviours,
Leadership Charter

Supportive &
Inclusive Leadership

Leadership
Development
Opportunities

Signpost to: Mgt
Essentials, Forums,
EAP Helpline



East Suffolk and
North Essex
NHS Foundation Trust

A toolkit for ALL supervisors and line managers

Mix of internally
developed/ facilitated
and NHS Elect

Recruitment
and Selection
1 Day (incl EDI)

Early
resolution and
Just Culture
½ Day

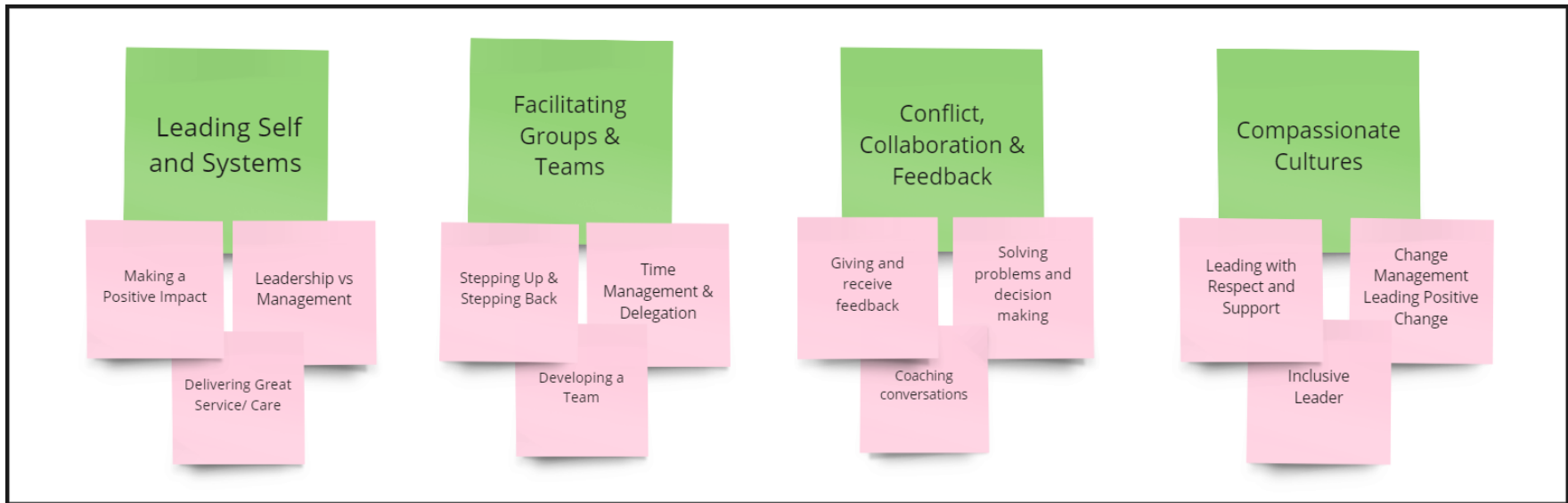
Leading in
Allyship
½ Day

Meaningful
1:1
Conversations
& Appraisals
½ Day

Health &
Safety for
managers
½ Day

Team Time
(Including managing
attendance, flexible
working and
workplace
accommodations
½ Day

The Emerging Leader



Emerging Leader

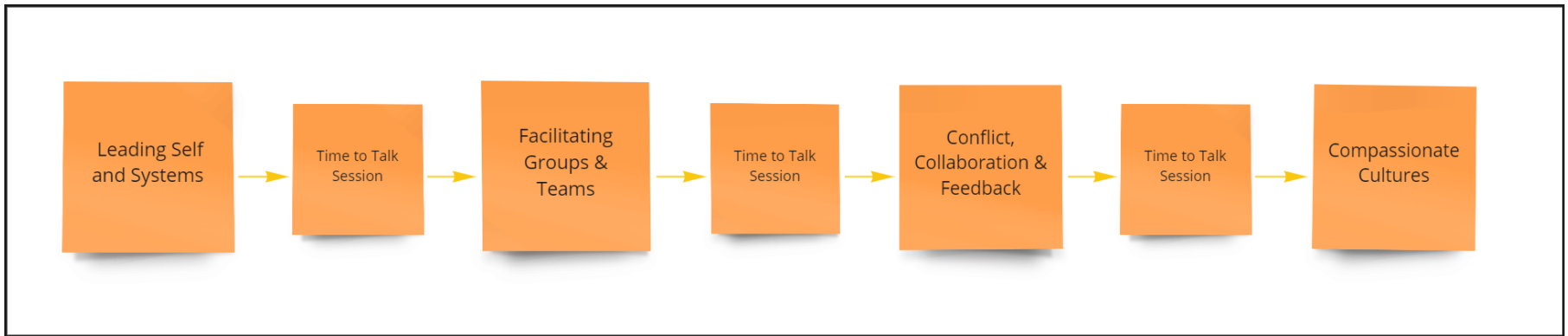
Internally developed/ facilitated

Mandatory for all supervisors/ line managers Bands 2 to - 6
Self-paced Blended learning

The Engaging Leader



East Suffolk and
North Essex
NHS Foundation Trust

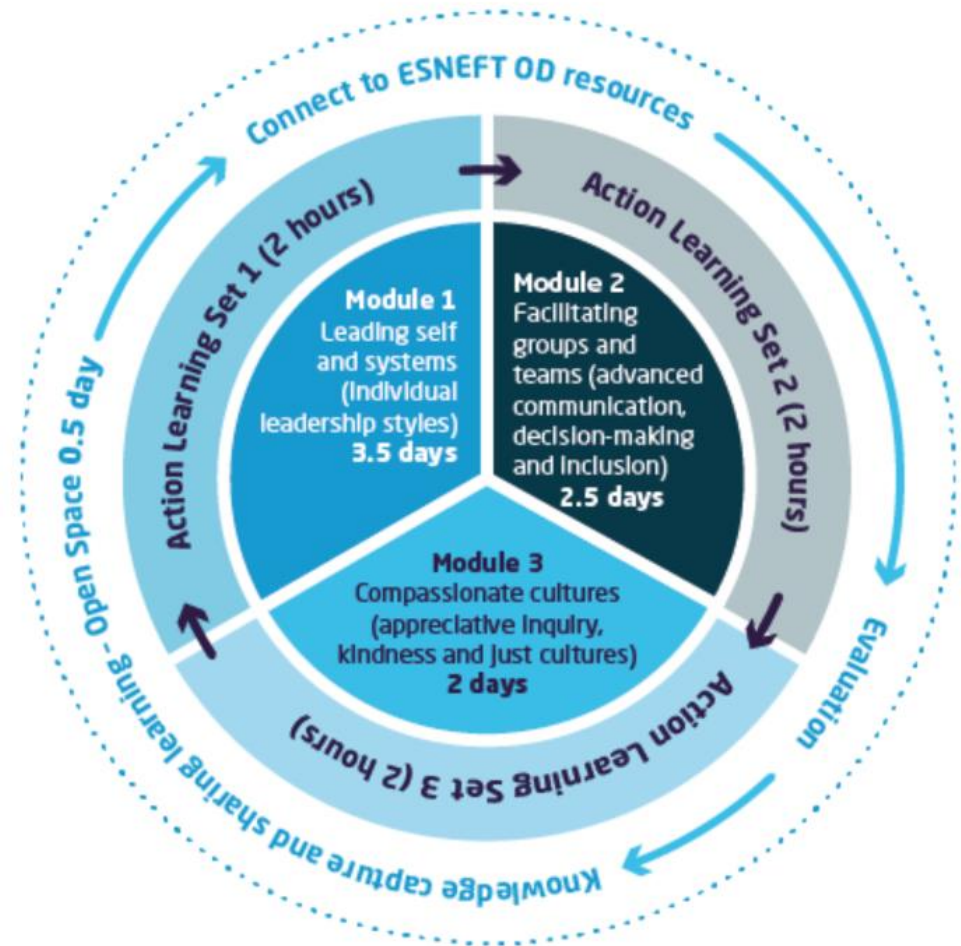


Bands 7- 8a

Designed by NHS and co-delivered with ESNEFT facilitators from HR & OD

The Visible Leader

- Launching 8th June 2022
- 24 participants per programme
- Exec touchpoints throughout
- Keynote speakers
- Bands 8b and above
- Developed & facilitated by The Kings Fund
- Sustainable Train the Trainer model

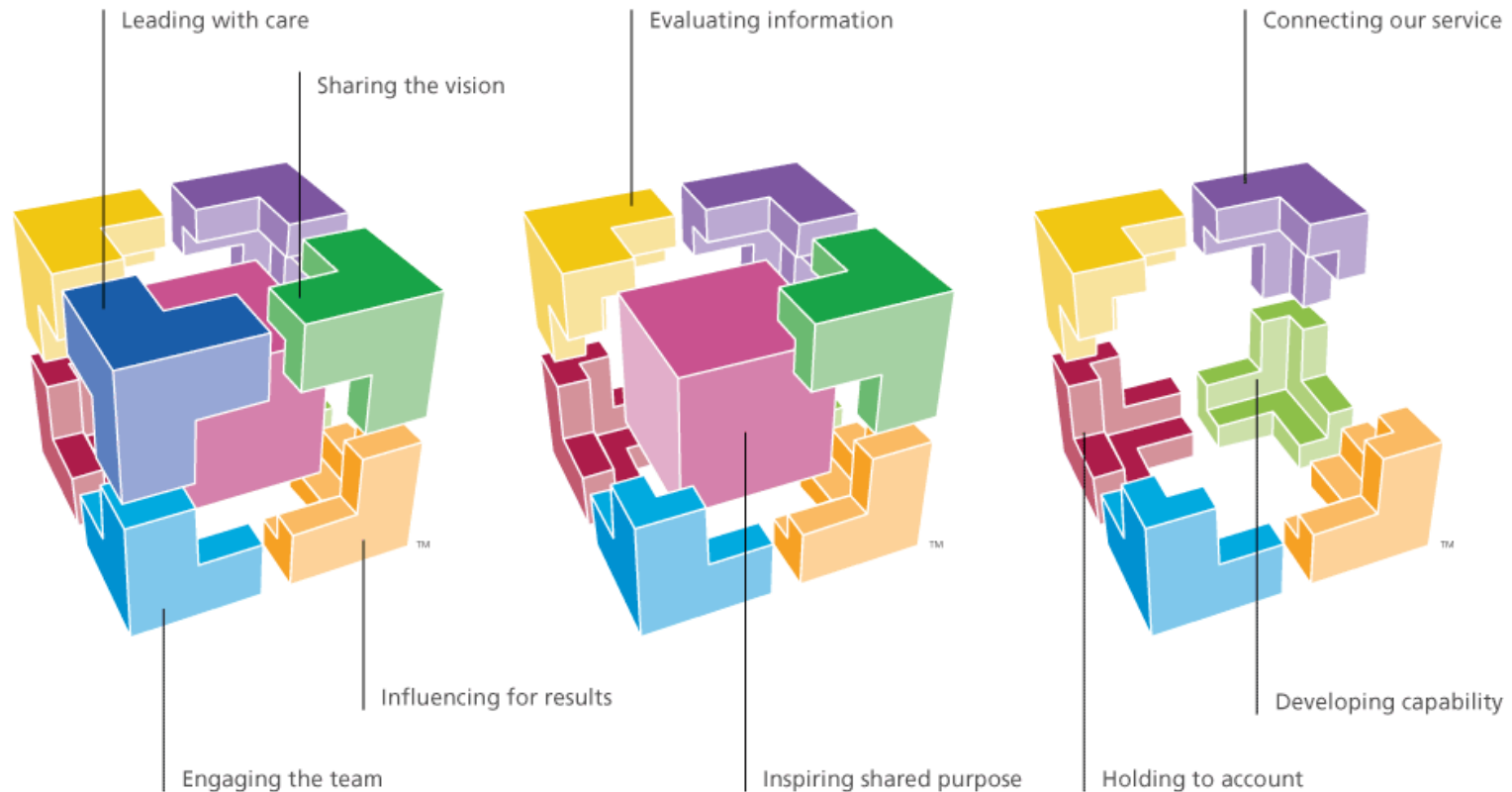


Mapped to NHSLA Healthcare Leadership Model

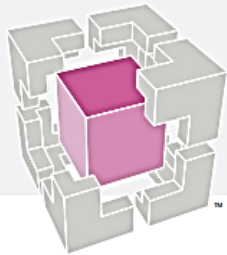


East Suffolk and
North Essex
NHS Foundation Trust

9 Dimensions



Levels of Leadership within a Dimension



Inspiring shared purpose

What is it?

- Valuing a service ethos
- Curious about how to improve services and patient care
- Behaving in a way that reflects the principles and values of the NHS

Why is it important?

Leaders create a shared purpose for diverse individuals doing different work, inspiring them to believe in shared values so that they deliver benefits for patients, their families and the community

What is it not?

- Turning a blind eye
- Using values to push a personal or 'tribal' agenda
- Hiding behind values to avoid doing your best
- Self-righteousness
- Misplaced tenacity
- Shying away from doing what you know is right

Essential

Staying true to NHS principles and values

Do I act as a role model for belief in and commitment to the service?

Do I focus on how what I do contributes to and affects patient care or other service users?

Do I enable colleagues to see the wider meaning in what they do?

Strong

Taking personal risks to stand up for the shared purpose

Do I have the self-confidence to question the way things are done in my area of work?

Do I have the resilience to keep challenging others in the face of opposition, or when I have suffered a setback?

Do I support my team or colleagues when they challenge the way things are done?

All Team Members

Proficient

Holding to principles and values under pressure

Do I behave consistently and make sure that others do so even when we are under pressure?

Do I inspire others in tough times by helping them to focus on the value of their contribution?

Do I actively promote values of service in line with NHS principles?

Exemplary

Making courageous challenges for the benefit of the service

Do I have the courage to challenge beyond my remit even when it may involve considerable personal risk?

Do I take the initiative and responsibility to put things right outside my remit if I see others fearing to act?

The Emerging Leader

The Engaging Leader

The Visible Leader



Link to Apprenticeships

- We acknowledge that these are completely different vehicles for learning – completed over different timeframes i.e. 18 weeks vs 18 months
- Once Leadership Apprenticeships move to internal delivery, with ESNEFT as an Employer-Provider there will be scope to embed some of these modules into the apprenticeships, to enable use of the Levy, rather than CPD budgets
- Approximate timeframes are:
 - Level 3 - 12-24 months
 - Level 6/7 - 24 -36 months



Short-term

Mid-long term

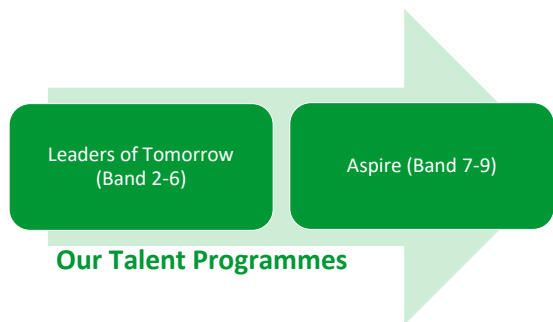
Coaching	Delivered internally & in partnership with Harrington Associates (who designed the programme)
Mentoring	Delivered by Blend (Train the Trainer Model) Upskill internal trainers
Leadership Circles	Continue this Covid19 Initiative to continue and then signpost to Schwartz Round (Wellbeing)
Leadership Networks	Networks already running for General Managers, Matrons, and Assistant GMs

Develop org-wide coaching pool
Expand to link with ICS initiatives

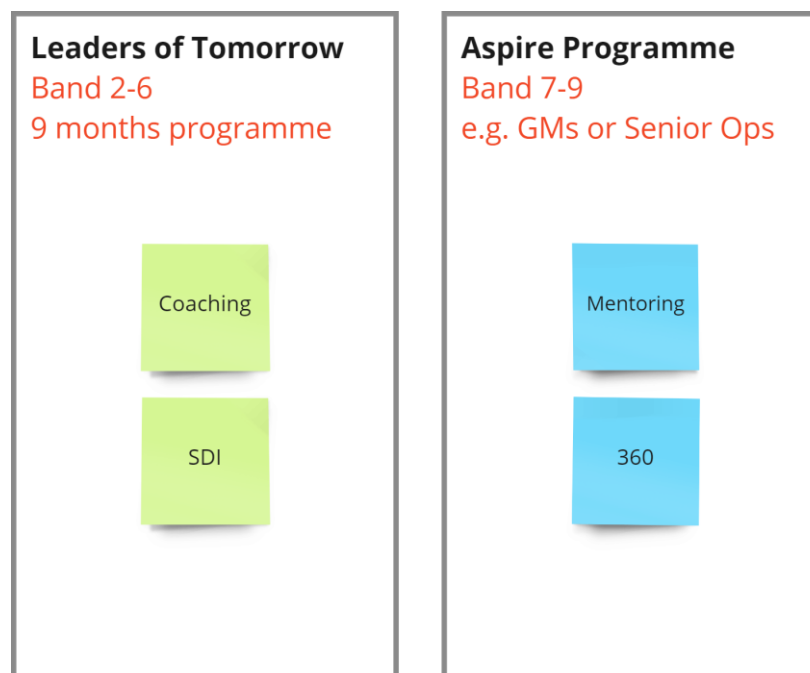
Develop org-wide coaching pools
Expand to link with ICS initiatives

Continue to signpost Schwartz rounds and support with facilitators/ panel members

Continue to expand networks and grow/ support internal social media/ online networks



To be developed in line with NHSEI Talent Management Toolkit and ESNEFT Talent Management Strategy







Personal Development & Leadership Catalogue

Key

Emerging Leader
modules also
offered stand-
alone to all staff

Stand alone
module only

Making a Positive Impact	Leadership vs Management	Stepping Up & Stepping Back	Giving and receive feedback	Solving problems and decision making	Change Management Leading Positive Change
Delivering Great Service/ Care	Developing a Team	Time Management & Delegation	Coaching conversations	Leading with Respect and Support	Inclusive Leader
Talent Management and Succession Planning	Presenting with Impact	Delivering Great Service/ Care - incl. Communication skills	Project Management	Courageous Conversations	Equality, diversity and inclusion - including Equality Impact Assessment

Intranet Learning Hub

Learning and Development hub (in new SharePoint Intranet) will display a catalogue of all learning items, categorised as shown in the example below.

Accessing Learning

Pathways and stand-alone modules could be categorised as Personal Development & Leadership



Key

Other SME SharePoint Comms Sites

L&OD Comms Site

Faculty of Education Hub Site

