

Collective Leadership could be the simple – but not easy – solution to help navigate the complexities of modern healthcare delivery. It is based upon the understanding everyone takes shared responsibility for the overall success of the organisation rather than only focusing on their own. Tayside has embraced the value of collective leadership development for all staff – “leadership of all, by all and for all” (West et al 2014)

Tayside is undertaking a two year journey to develop key, sustainable, multi-professional collective leadership networks and development programmes for NMAHP staff at career levels 5,6, 7 and 8 and are now introducing opportunities for staff at career levels 2,3 and 4.

This work values the correlations between the advancements in collective leadership behaviours (including devolved leadership responsibilities within teams, collaborative working and learning and a clear, shared, common vision) with improvements in patient outcomes and quality of compassionate care, service developments and outcomes, patient safety, team working, effectiveness and positive organisational cultures.

Collective Leadership of all, by all and for all in Tayside

Nicola Richardson AHP Practice Education & Teaching Lead

AHP Collective Leadership Network

The first phase in broadening collective leadership activity to all levels of the organisation was the development of the AHP Collective Leadership Network. This network replaced an existing quarterly session for AHP managers, extending membership to all senior and advanced practitioners and those in clinical team lead roles. This professional network has approx 80 members and has supported development of knowledge, skills and confidence, promoted joint and shared working and enhanced communication and understanding across the professions.

The network has been active since September 2017. The members help set the agenda and have been active participants in workshops, discussions, action learning sets, professional debate, sharing practice and have accessed expert speakers. The programme covers all four pillars of practice and has seen a wide range of topics such as:

- Modern approaches to technology enhanced care
- Clinical skills maintenance and development
- Clinical, care and professional governance
- Practice Development / Service improvement and research
- Leading quality services
- Safe, effective and person centred care and communication
- Workforce planning and transforming roles

Being part of the network is great for me. I now have a much better awareness of where our service fits in the bigger picture and have ideas to take forward with my team.

As an experienced manager I didn't know if this was for me or only my team leads and staff but I really value it now

These days are engaging, interesting and really practical. I always come away with lots of information and am buzzing to take new things forward. I've recommended it to my team leads too.

This network has helped me build relationships with other AHPs from my profession across Tayside and we're now trying to work together more.

This is all new to me and has opened my eyes

I'm increasing my confidence as a leader by learning from others

These networks have introduced me to bigger topics that I hadn't considered before

AHP LEAD Programme

(Leadership Education and Development)

The second phase of the project was to introduce a development programme for network members. Now in its 4th cohort, the programme has been completed by approx 10% of the total AHP workforce. Reaching this point supports the network to have a common language and shared vision and understanding as well as encouraging collective leadership in all AHP teams.

The programme duration is 6 months and consists:

- 4 Development days & 4 Values based reflective practice sessions
- Private study / reading
- Reflection on and in practice
- 16PF Psychometric assessment
- Present learning at a regional event

Structure (based upon the Senior AHP Framework)

- Day 1 – Developing and Maintaining safe and effective practice
- Day 2 – Leading and developing the performance of the team
- Day 3 – Promoting the patient, carer and staff experience
- Day 4 – Contributing to the organisations objectives

Outcomes of programme evaluation. Participants reported the following benefits of participation maintained at 1,3 and 6 months post completion:

Theme	Sub-theme
Role Clarity	Understanding my role
	Appreciating the importance of my role
	Understanding where my role fits in the wider organisation
Role Confidence	Confidence to be a leader
	Confidence to be courageous in my leadership
	Confidence to influence
Practical and Informative	Having the tools to do the job
	Specific examples of relevant learning
Support and relationships	Feeling valued
	Using values based reflective practice
	Building relationships and networks
Applying learning to practice	Improving staff experience
	Identifying and Implementing improvements
	Helping others feel part of the wider organisation

“Its made me more focussed on actually that IS my job, I need to start to lead on things rather than wait for someone else to come through the door and do it or be told from higher up to do it. I need to say 'OK lets get this done' ”

“It takes leadership at all levels for this to work”

“I felt quite distant from the wider organisation before, I didn't really know or hear what was going on, I don't feel that now and really want to maintain it. It feels much better”

“Looking back on then and where I am now, I have definitely developed as a person in my leadership role”

“I'm much more confident in my abilities to be the team lead, listening to people a little more and making time for people a little more”

NMAHP CLER Network

(Clinical, Leadership, Education and Research)



The third phase of the project aimed to offer development and support to career levels 5 & 6. An existing NMAHP development programme was replaced with the quarterly NMAHP CLER network. This network offers education, development and networking, focusing on one pillar of practice at each meeting. The network has over 60 active members who each fulfil a commitment to cascade at least one element of each programme to their team / practice. The word clouds are from early evaluation:

Benefits of the network for my team

Service developments
Be aware of Tayside policies
Enhance service delivery
Cascading knowledge
Person centred care
Evidence based practice
Be aware of national policies

Benefits of the network for me

Personal development in role
Leadership skills
Networking
Better knowledge of NHST
Enabling Patient journey
Better awareness of resources

Next Steps & Conclusion

Currently work is progressing to develop a network and development programme for NMAHP Health Care Support workers.

The provisional programme has network events and a four session development programme based around the four pillars of practice. An initial network session offered an interactive simulated experience with a patient, focused on the HCSW Code of Conduct. The full programme will aim to commence summer 2019.

By the end of this two year journey, NHS Tayside will have evidence of evaluated, sustainable models of Collective Leadership Development for NMAHPs at all levels of practice. This work runs alongside other specific leadership, clinical and practice development training on offer as a long term ongoing model of local support and networking for positive and inclusive leadership cultures .