

Leadership Development within Hywel Dda UHB

LEAP: A leadership
development case study

Session Outline

- Background to us and Hywel Dda UHB
- Our operating environment
- Leadership challenges and complexities
- LEAP – a case study of a leadership development need
- The realities and limitations of leadership development?
- Challenge of knowing your leadership identity
- Any questions

Be prepared...

We are going to ask for your thoughts
and ideas rather than talk at you during
this session, so...

Be curious
Ask questions
Critical thinking
Reflect



Hywel Dda UHB

Hywel Dda University Health Board exists to sustain and improve the health of the population it serves by providing high quality services to those that need them.



Hywel Dda UHB - Context

- Provides primary and secondary health care provision
- 389,000 population
- One quarter of Wales' land mass – rurality
- 4 acute hospital sites
- Numerous community sites

Hywel Dda - Staffing

- Hywel Dda employs around 12,000 staff
- Including medics and dentists, nurses, midwives, health visitors and therapists, and other staff groups including administrative and support roles
- Staff are based in hospitals, community, corporate offices and local hubs
- Approximately 1920 of these are in leadership roles within our team's remit

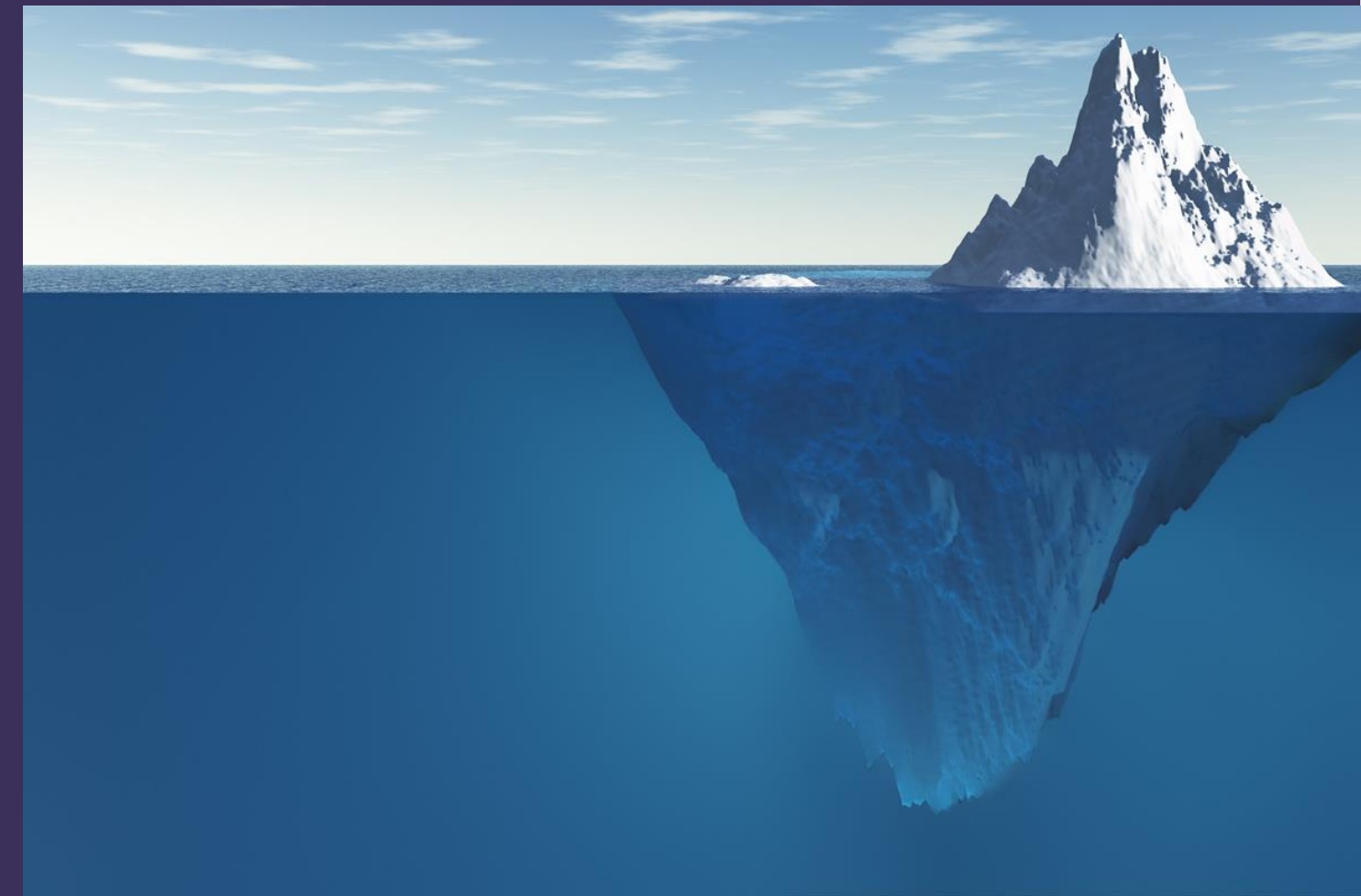
Our Workforce and OD function

- Based across 5 sites
- 300 staff
- Range of functions
- Organisational Development
- Leadership Development
- Culture

What do you think our culture could look and feel like?

Bear in mind we have...

- Lots of sites!
- Lots of staff doing lots of differing roles!
- Lots of 'history'/'baggage'!
- A cross section of ages/personalities/genders employed!



Hywel Dda – VUCA Environment

- VUCA (Volatile, Uncertain, Complex and Ambiguous) – originates from the Military arena and describes the ever-changing operating environment
- This acronym accurately describe the environment that HDUHB continues to operate in!
- What do you think could be the current VUCA environmental factors affecting HDUHB...?

Hywel Dda – Scrutiny

Political

including financial scrutiny due to extreme current financial challenges

Community

We are responsible for and accountable to our communities of Pembrokeshire, Ceredigion and Carmarthenshire

Press

NHS in Wales is a public funded, devolved responsibility, with over half of Welsh Government budget spent on it

Performance

Audit Wales and Health Inspectorate Wales meet at least twice a year to discuss how each health board is performing

Governance

Via the Welsh NHS confederation (provides a guide governance, conflicts of interest, improving board effectiveness, and stakeholder and partnerships)



Leadership and the LEAP Development Programme

Based on what you know about HDUHB so far and what you hear and read in the news about the 'state of the NHS in Wales'.....

What do you think could be the challenges and complexities for leaders working in HDUHB?



The story of LEAP

- Leadership development sporadic
- For the chosen few
- Lack of consistency across the HB
- Leaders ill equipped to lead people
- Leaders leaving/staff leaving
- Impact on service, staff and patients

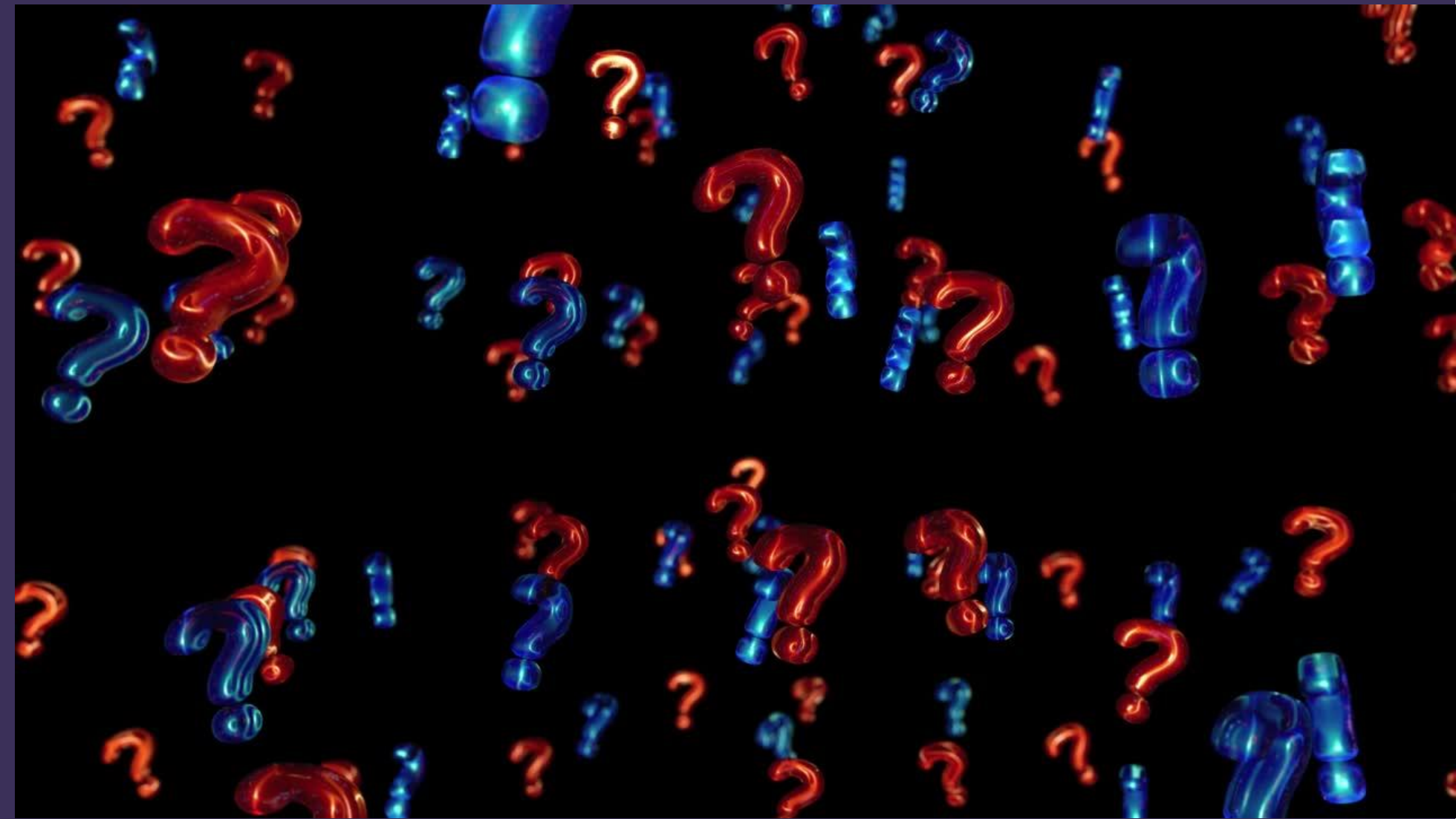


LEAP

- It's background and need
- What it started like
- What we did to develop it
- What it looks like now
- What works well and impact so far
- But the need to continually improve it....



Why do you think is it crucial for leadership development initiatives such as LEAP to be agile and responsive to changes in the healthcare landscape?



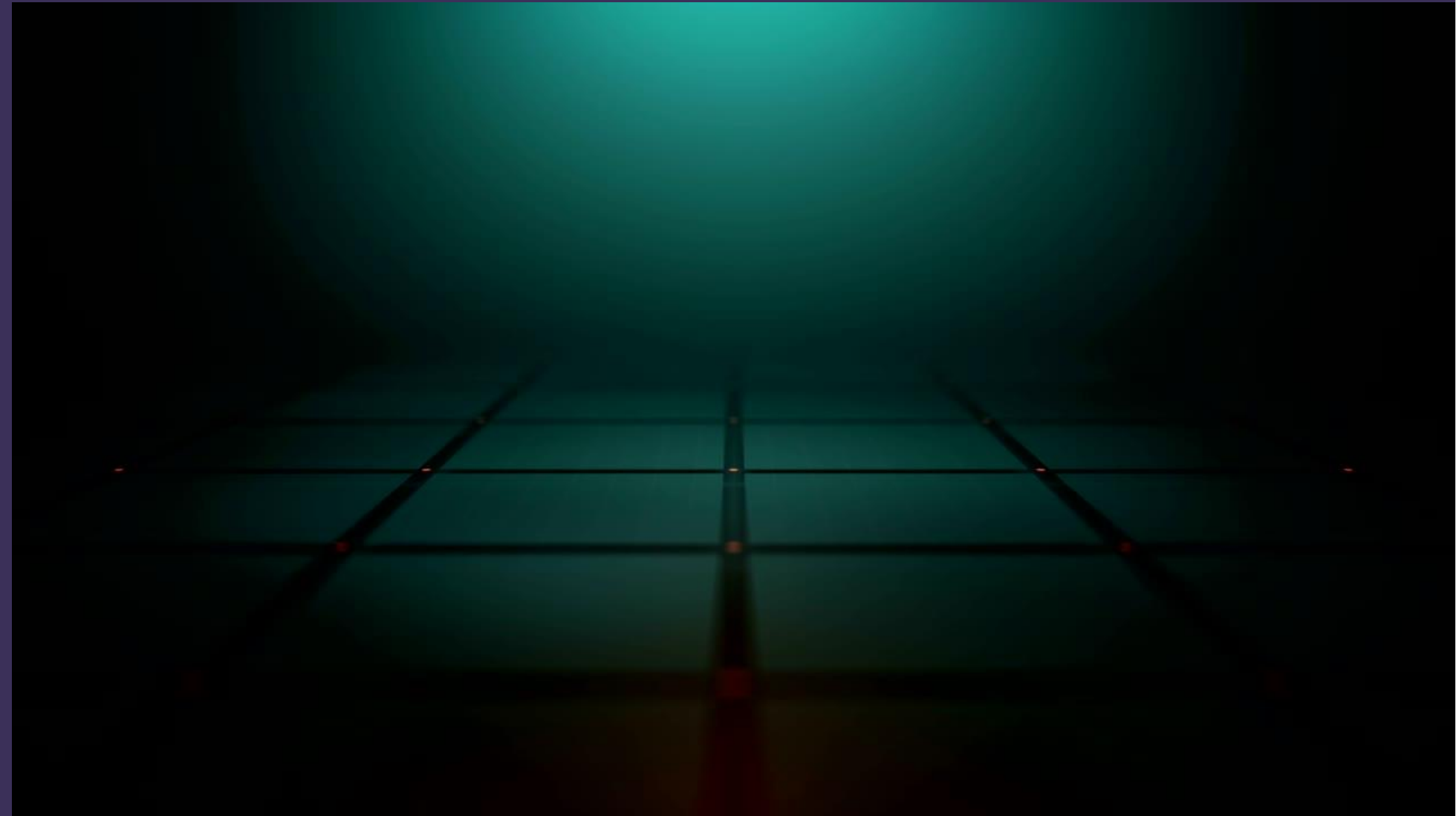
The reality of Leadership Development

In small groups, given what you have heard so far...

- What do you think could be the leadership development challenges within the HDUHB context?
- What do you think could be the limitations of leadership development within HDUHB?

(Think internal and external!)

Is innovation and collaboration the way forward...??



Question for you on Innovation...

Join at menti.com | use code 3629 3652

[CIPD Level 7](#)

- Based on what you know about HDUHB, what innovative approaches do you think could be employed within leadership development?
- Tell us your thoughts...



Question for you on Collaboration...

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- In what ways do you think increased collaboration between HDUHB and external stakeholders could enhance leadership development initiatives?
- Tell us your thoughts....



**Final
thought...
Your
leadership
identity**

We challenge leaders to understand their leadership identity..

The four questions every HDUHB leader needs to ask themselves:

1. Who am I?
2. What do I value?
3. Why do I lead?
4. How do I want to lead others?

Your Leadership Identity?

Now think about these four questions for you in your role, you ARE a leader within your HR/People/Workforce/OD/L&D functional area....

1. Who am I?
2. What do I value?
3. Why do I lead?
4. How do I want to lead others?



Any questions?

Diolch/ Thank you



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