



**Chesterfield
Royal Hospital**
NHS Foundation Trust

Leading the Chesterfield Way



OUR LEADERSHIP FRAMEWORK

Welcome to Leading the Chesterfield Way

As part of our People Strategy and its key priorities, we've set out to improve how we support and develop leaders at all levels in the hospital, whether they're starting out in their leadership career, or they're a leader with many years' experience.

'Leading the Chesterfield Way' is a framework for all leaders – in both clinical and non-clinical roles. Based on the NHS Healthcare Leadership Model it sets out the behaviours and characteristics that the Trust expects from its leaders, as well as those that are not desirable.

With its nine key components and principles 'Leading the Chesterfield Way' describes what a 'Proud to Care' leader looks like and why each of the factors is important. It explains how leaders can effectively demonstrate these behaviours and develop them - to improve how they lead day-to-day. As well as providing a leadership structure, the framework is also designed to support individual development through appraisal, career progression and personal development plans.

We will work together to make sure that 'Leading the Chesterfield Way' shapes people development, compassionate care and quality improvement for years to come. Along with our hospital's CARE values, and 'We Can All Lead the Chesterfield Way' - which shares our framework more widely as something we can all adopt and role model - it is an integral part of making the hospital an even better place to work and as a result improving the high standards of care and service we give to our patients.

Zoe Lintin
Director of Workforce & Organisational Development

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As leaders we can all...
Inspire a shared sense of purpose



Where all of us take pride in what we do, strive to improve the care and services we provide; and understand how our roles contribute to the success of the organisation

What this means	Why this is important to the trust	Behaviours that show you are a leader that is Proud to Care	Behaviours that show what it is not	How you can develop this leadership behaviour
Understanding the services you deliver and respecting the people you work with	Creating a shared understanding and purpose for a diverse range of colleagues; and being clear about the role they have in delivering excellent care	I encourage colleagues to take pride in what they do and I ensure they see the wider meaning of what they do everyday	Turning a 'blind eye' to behaviours or an action which goes against our Proud to CARE values	Ask team members for feedback and what they need from you
Acting as a role model and behaving in a way which reflects our Proud to CARE values		I empower colleagues to improve services; I am visible and accessible to team members and I support their ideas and invite them to challenge the status quo	Using influence to create a clique or a personal agenda and allowing these behaviours to continue	Create opportunities to discuss what is important about what you and your team do every day and how this impacts patient care
Having the self-confidence and awareness to listen and learn from others		I behave consistently even when I am under pressure and make sure others do the same	Ignoring the views of others and not listening to concerns or ideas	Develop skills in how to improve services

As leaders we can all...
Lead with care



By all of us showing our colleagues compassion and care - through listening and offering them our empathy and understanding - we help to create a supportive work place

What this means	Why this is important to the trust	Behaviours that show you are a leader that is Proud to Care	Behaviours that show what it is not	How you can develop this leadership behaviour
<p>Providing a safe, caring, supportive environment which enables colleagues to perform effectively</p> <p>Building rapport and trust; listening with interest and understanding the work your team do</p> <p>Managing unsettling feelings and understanding what motivates team members</p>	<p>Being compassionate and caring for the wellbeing of team members results in a great service</p>	<p>I pay attention to the situations my team face and respond to issues with empathy taking thoughtful and appropriate action to help</p> <p>I understand what motivates individuals from my team and use this information to deliver an excellent service</p> <p>I support team members to raise and report concerns about patient care and patient safety and to use the channels available here at the trust</p>	<p>Avoiding responsibility and a showing a disregard for the wellbeing of your team</p> <p>Excusing / ignoring poor performance or behaviours</p> <p>Failing to understand the impact of your behaviour on others</p>	<p>Develop coaching and mentoring skills to support performance and team working</p> <p>Consider a 360 assessment to obtain feedback on your performance as a leader</p> <p>Be aware of your own level of resilience and physical / mental wellbeing and how this might impact others</p>

As leaders we can all...
Use and evaluate information to improve



When we're all alert to what is happening around us, we can use and evaluate the information we hear, receive or discover to take actions and decisions that improve both patient and staff experience

What this means	Why this is important to the trust	Behaviours that show you are a leader that is Proud to Care	Behaviours that show what it is not	How you can develop this leadership behaviour
<p>Being open to ideas and information from internal and external sources</p> <p>Making decisions and plans that are informed and evidence based</p> <p>Being proactive in gathering and using data from both patients and staff</p>	<p>Being alert to information and investigating what is happening is essential to continuously improving services</p>	<p>I encourage research and look externally for ideas and information - this includes using benchmarking data</p> <p>I establish methods for measuring performance and use this information to continuously improve systems, processes and pathways</p> <p>I develop plans based on analysis and I am keen to explore new concepts and ideas</p>	<p>Collecting data without using it or ignoring it</p> <p>Showing reluctance to look for better ways of working or only considering your own perspective as important</p> <p>Blocking or not listening to ideas about how services might be improved</p>	<p>Google for ideas! What's new and what is currently happening in your field and beyond</p> <p>Work with your team to identify and evaluate measures of performance</p> <p>Network with another team either here or at another organisation for ideas and for benchmarking</p>

As leaders we can all...
**Work together
 to connect services**



Every day we all have the opportunity to link up with different colleagues, leaders and partners, building relationships that can help everyone to deliver effective and efficient healthcare

As leaders we can all...
Share the Vision



When we communicate in a clear and compelling way it helps colleagues to see how their work matters and why their responsibilities are as important as everyone else's. These conversations enable all of us to understand the Trust's ambitions and future vision - and how we all play a part in its success

What this means	Why this is important to the trust	Behaviours that show you are a leader that is Proud to Care	Behaviours that show what it is not	How you can develop this leadership behaviour
Understanding how health and social care services fit together Building effective partnerships with other teams / parts of the system to enable collaborative working Understanding how financial and operational pressures as well as other challenges influence how services are delivered	Working together with leaders from different teams and the wider system is important to delivering effective and efficient healthcare	I am able to work effectively with leaders that may have a different approach to mine I am connected to my stakeholders so that I understand their needs and motivations I act flexibly in order to overcome obstacles and challenges; and proactively share good practice and learning	Believing only your view is the right one and being rigid in your approach Thinking about only your part of the trust / professional group Reluctance to collaborate with other leaders and cross professional / team boundaries	Understand the formal structure of your area and how it fits with other teams and the wider system Research your stakeholders and understand their needs, motivations and expectations Shadow leaders from other areas to share and discuss ideas

What this means	Why this is important to the trust	Behaviours that show you are a leader that is Proud to Care	Behaviours that show what it is not	How you can develop this leadership behaviour
Giving colleagues a clear sense of purpose and direction Ensuring every colleague understands the value they add to the services we deliver Fostering responsibility and commitment	Communicating in a clear honest and compelling way helps colleagues to see how their work matters and to understand the future vision	I communicate a vision which is realistic and feels achievable I display confidence, integrity and I invite comment as well as questions I break things down and clearly explain the reasons for plans or decisions to make sure colleagues at different levels understand the key messages I am communicating	Saying one thing and doing something else Being inconsistent; avoiding difficult messages or questions by passing the responsibility to someone else Talking about the vision and our Proud to CARE values but not working to achieve them	Ask for feedback on your communication skills Speak to your team about future plans and how they fit in Check that colleagues have understood the messages you have communicated

As leaders we can all...
Engage with our team



As part of #TeamCRH we must respect each other, value diversity and make sure that every member of staff feels that their contribution to delivering excellent care and services is appreciated and valued

As leaders we can all...
Hold ourselves to account



By being clear about what's expected at work, giving honest feedback and acting quickly to support others who are struggling to meet expectations we can all show fairness and contribute to better standards

What this means	Why this is important to the trust	Behaviours that show you are a leader that is Proud to Care	Behaviours that show what it is not	How you can develop this leadership behaviour
<p>Promoting team work and a feeling that 'we are Proud to CARE'</p> <p>Behaviours such as mutual respect, compassionate care and attention to detail are practiced by the team everyday</p> <p>Valuing individual diversity so that it makes a positive difference to the care delivered and the experiences of staff</p>	<p>Involving colleagues and demonstrating their contribution is valued as important to delivering excellent care and improving services</p>	<p>I ensure my team members are treated with respect and I address behaviours which are inappropriate</p> <p>I encourage my team to identify improvements and to come forward with ideas; and in return I listen and provide feedback</p> <p>I support my team to identify 'stretch' opportunities and I look for ways to foster cooperation and unite the team in working towards shared goals</p>	<p>Springing actions on colleagues without discussion; having 'favourites'; encouraging a clique or a 'them and us' culture</p> <p>Failing to recognise the positives and value of diversity</p> <p>Talking down to colleagues in public and allowing a 'blame culture' to develop</p>	<p>Ask for feedback to identify what you are doing well and what could be improved</p> <p>Consider a 360 assessment</p> <p>Use coaching techniques on yourself and replay events to increase your self awareness</p>

What this means	Why this is important to the trust	Behaviours that show you are a leader that is Proud to Care	Behaviours that show what it is not	How you can develop this leadership behaviour
<p>Encouraging everyone to look for ways for services to be even better</p> <p>Giving another member the freedom and motivation to self-manage within the demands of their job</p> <p>Acting quickly to manage poor performance and behaviours that conflict with our Proud to CARE values</p>	<p>Creating clarity about what is expected and providing honest and fair feedback results in improving standards of care</p>	<p>I look for opportunities to celebrate and recognise staff that go the extra mile</p> <p>I support team members to take responsibility for actions and results; and I set high standards for myself and meet my commitments</p> <p>I set clear expectations for performance and encourage team members to 'stretch' themselves within a climate which is mutually supportive and expects high standards</p>	<p>Taking all the credit for work done by your team or team member</p> <p>Tolerating poor performance or mediocrity; giving unbalanced or no feedback</p> <p>Setting unclear objectives or making erratic or unfair demands</p>	<p>Ensure you have regular catch ups with both your team and individual members</p> <p>Use SMART* as a criterion for setting objectives which are linked to the trust's vision and goals</p> <p>Talk through and practice a difficult conversation with a more experienced leader</p> <p>*Specific; Measurable; Agreed, Realistic, Time-bound</p>

As leaders we can all...
Develop our capability



Everyone has potential and when we all role model and encourage personal development we will develop the skills and knowledge of our workforce to improve services for the future

As leaders we can all...
Influence what happens



We can all be an ambassador for the Trust, by sharing good news and good practice, contributing to debates, having a say and leading improvement – all ways of influencing what happens to our services in the future

What this means	Why this is important to the trust	Behaviours that show you are a leader that is Proud to Care	Behaviours that show what it is not	How you can develop this leadership behaviour
<p>Adopting an 'inclusive' approach to identifying potential and recognising that everyone has something to offer</p> <p>Leading by example and role modelling personal development</p> <p>Using information to develop workforce plans that will meet future demand; help to address workforce challenges and support succession planning</p>	<p>Developing the skills and knowledge of our workforce is essential to continuously improving our services and ensuring we meet the healthcare needs of the communities we serve now and in the future</p>	<p>I support team members to take responsibility for their development and discuss their career aspirations</p> <p>I appreciate the strengths and talents of my team members and support both formal training and learning through experience e.g. job shadowing</p> <p>I value the diversity of my team and make sure that the talents of staff that differ from me in background, race, gender or other characteristics are not overlooked</p>	<p>Developing only the 'best' people (or favourites)</p> <p>Not carrying out regular catch ups, team meetings or annual appraisals</p> <p>Not being open to learning from experience and less formal methods of learning such as secondments and job shadowing</p>	<p>Look into how you might develop your coaching and mentoring skills</p> <p>Regularly ask team members about their development and their learning at catch ups</p> <p>Show that you value the development of skills and experience by investing in your personal development</p>

What this means	Why this is important to the trust	Behaviours that show you are a leader that is Proud to Care	Behaviours that show what it is not	How you can develop this leadership behaviour
<p>Showing respect for others by contributing calmly and professionally to debates which may counter your own views</p> <p>Acting as an ambassador for the trust, building credibility and sharing practice / expertise at a local or national scale</p> <p>Being self-aware and proactive in thinking about how you can have a positive impact upon others</p>	<p>Working across team and organisational boundaries and using networks is key to influencing decisions about the delivery of services now and in the future</p>	<p>I build support for an idea or initiative through my networks and I understand the reach of my influence (so I don't waste my energy on things I have no influence on)</p> <p>I build relationships and use my interpersonal skills to develop effective partnerships</p> <p>I am respectful, I listen and I use formal as well as informal channels to reach out to different groups or individuals - adapting my communication style to meet the needs of different stakeholders</p>	<p>Being rude, sarcastic or dismissive about viewpoints that might be different from yours or 'pushing' your own point of view on to others</p> <p>Using jargon and failing to express yourself clearly so that stakeholders understand the message being given</p> <p>Acting in a superior or 'insular' manner; not valuing the insights or views of other individuals or teams</p>	<p>Network using social media or local forums to see where there might be opportunities</p> <p>Ask for feedback from colleagues that you trust and may challenge you about how you come across in different settings where they have been present</p> <p>Consider shadowing a more experienced leader or a leader you respect to develop these skills</p>

Our hospital's values



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The principles set out in Leading the Chesterfield Way work in partnership with our Proud to CARE values, which support our vision of providing patients with the best possible care and a great place for staff to work.

It's not only our leaders that play a part in achieving this vision. We can all live up to the values we promise to our patients and each other.

We will always:



Show **COMPASSION** -

Treating our patients and colleagues with consideration, kindness and respect



Aim for high **ACHIEVEMENT** -

Providing excellent care, safe services, high standards and a positive experience every time



Foster **RELATIONSHIPS** -

Being socially responsible, working openly and honestly with our patients, staff, partners and communities to improve what we do



Create the right **ENVIRONMENT** -

Providing the tools and equipment that support a modern, eco-friendly, clean and safe environment.