

## Wrightington, Wigan and Leigh NHS Foundation Trust

Wrightington, Wigan and Leigh NHS Foundation Trust is a major acute Trust serving the people of Wigan and Leigh. Innovative and forward thinking, the Trust is dedicated to providing the best possible healthcare for the local population in the Wigan Borough and surrounding areas. The Trust aims to continuously provide safe quality care to all patients. Over £200 million is spent each year on a diverse range of reputable general and specialist acute services.

For the 2009 Healthcare Commission Performance Ratings, the Trust achieved a positive assessment and received "Good" ratings for both Effective Use of Resources and Quality of Services.

The Trust has three hospital sites, a state-of-the-art outpatients' centre and offices located at Bryan House and Buckingham Row in Wigan town centre.

### Background

The broad aims of the Trust's Talent Management Strategy are:

- To support Foundation Trust status and achievement of the Organisational Capabilities identified within the DRIVE strategy
- Support the attainment of Trust corporate objectives
- Reduction in recruitment costs (by appointing more leadership positions from within)
- Improve retention
- Improve employee engagement
- To be the employer of choice, locally and regionally and so improving our brand and image.

The Trust wanted to identify, develop and support employees who demonstrate leadership potential through a range of development opportunities, commencing with a **Development Centre** process. The challenge was to provide a Development Centre that would measure potential and be appropriate (and therefore fair) across **many functions** and **several grades (Bands 7 to 9)** without incurring heavy design costs. It was also important to keep costs down, logistics and resourcing efficient and to transfer learning into the organisation so that the Trust could become self sufficient in running the event.

### Testimonial

*"It was really realistic and stretching – I enjoyed the challenge."*

*"The feedback was really helpful – I have some great insight into myself."*

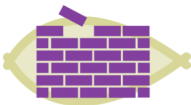
*"It made me feel so much better about myself."*

### Development Centre Participants




### Solutions

The first success was in designing assessment exercises that were described as "totally realistic and accurately reflecting the leadership challenges within the NHS". The Centre has already successfully met the needs of several bands and functions. The detailed behavioural profiles and one-to-one feedback have helped the Participants assess their own strengths and areas for development. The Trust is developing an ongoing understanding of its leadership potential, therefore enabling the identification of talent within the organisation. The Centres are fully booked and senior managers are learning and developing from being assessors. The Trust would consider selling the design to other Trusts, thereby saving costs.

## Competencies and Career Frameworks

	<p><b>Competency framework</b></p>	<p>Learning Partners used its database of behaviours to build a structure of <u>assessable</u> behavioural descriptions at three levels of capability to add to existing Leadership Organisational Capabilities belonging to Wrightington, Wigan and Leigh NHS Foundation Trust (WWL).</p> <p>These provide the added benefit of being available to the Trust for all assessment &amp; development activities.</p>
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## Learning Events

	<p><b>Development centre</b></p>		<p><b>Development reports</b></p>		<p><b>Assessing skills</b></p>
<p>After carrying out a fact finding exercise asking, “What are the leadership behaviours that differentiate successful leaders in the Trust?” and “What are the critical situations facing the Trust’s leaders?” Learning Partners produced a small group of exercises based around a realistic ‘Storyline’ that enables participants from many professional groups to take part on an equal footing, and replicated these organisational challenges.</p> <p>Learning Partners trained WWL assessors and (with a partner organisation MaST) provided assessor/ role players who worked alongside WWL managers to achieve a good balance between external benchmarking and NHS knowledge.</p> <p>Learning Partners designed a comprehensive <b>Development Report</b> built up from detailed behavioural observations. The structure helped the assessors to work efficiently. The assessors’ observations are assembled overnight into a detailed summary enabling them during day 2 to discuss each participant thoroughly and produce an insightful analysis of trends in behaviour and the ability to show what to ‘keep doing’ ‘do more of’ or ‘start doing’. Assessors feed back directly to participants later on day 2. This activity has the benefit of improving the assessors’ observation and feedback skills, which they can use day to day in managing their own staff.</p>					