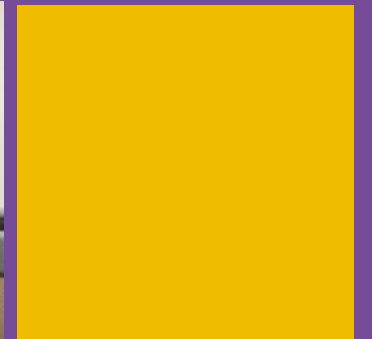


#weareNHFT

Engaged and resilient workforce through distributed leadership

Crishni Waring
Chair, Northamptonshire
Healthcare NHS Foundation Trust
(NHFT)



**MAKING A
DIFFERENCE
FOR YOU,
WITH YOU**

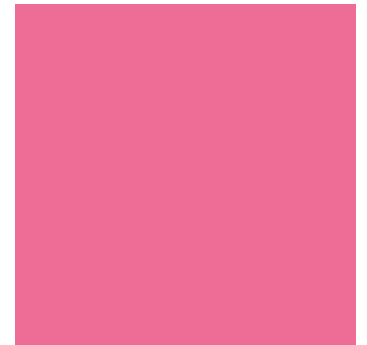
Our Trust

- A Foundation Trust since 2009
- In a Group - Leicestershire Partnership and Northamptonshire Healthcare Associate University Group since 2020
- Delivering 235 diverse community and mental health services for adults and children across Northamptonshire, from many different settings including:
 - Hospitals and clinics
 - GP practices
 - Schools
 - Community buildings and workplaces
 - Service users' homes
 - Partner sites including acute hospitals
- Delivering additional healthcare services in secure and prison settings within and outside the county of Northamptonshire
- 5500 staff
- Circa £350m income in 2024



Our ten-year journey

- Care Quality Commission (CQC) rating requires improvement including the well led domain in January 2015
- £(1.4)m Deficit 2015 – 16
- £7.9m cost improvement saving 2016/17
- £15.2m agency spend 2015/16
- Improved to consistently achieve break even position
- Moved to CQC rating of Outstanding in 2017/8 – maintained to date
- National NHS Staff Survey results improved
- Improved performance Workforce Race Equality results



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OUR FOCUS ON LEADERSHIP AND CULTURE

“The unique and essential role of leadership is to develop, maintain and improve the organisational culture”

– Edgar Schein

“Culture eats strategy for breakfast” – Peter Drucker

Why distributed leadership?

- We identified leadership as the central driver to developing our culture and improving our quality of care
- Learning from the Francis report public inquiry Mid Staffs NHS
- Distributed leadership = more leaders, doing the right thing
- Focus on process and culture rather than one leaders' charisma
- The NHS needs people to think of themselves as **leaders** not because they are personally exceptional, senior or inspirational to others, but because they can see what needs doing and can work with others to do it¹

¹ The Future of leadership and Management in the NHS - No more heroes 2011

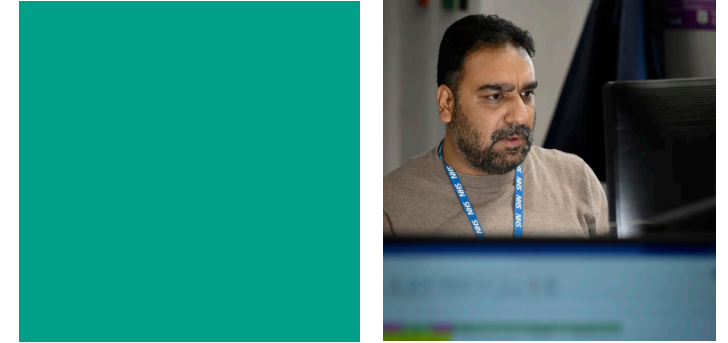


Our leadership strategy

- An approach that engaged all the leadership talent in the organisation – Trust Board supported
- Leadership Behaviours and development to guide the Distributed Leadership
- Coproduction with staff

Supporting initiatives

- Leadership conferences
- Leadership development driven by values
- Focuses on diversity and wellbeing
- Openness via staff engagement and Freedom to Speak Up
- Compassion Commitment
- Embedded in all business as usual processes



How we developed our leadership behaviours and compassion commitment

Shaped by our leaders

- Asked in Conferences to reflect on a time when they were well led. How did it make them feel? Its impact? Effect on performance?
- Focus groups and director interviews to further develop Leadership Behaviour levels (exceptional; desirable; expected; what it's not)
- Embedded behaviours into processes including appraisals; template meeting agendas
- Repeated with a focus on compassionate leadership 2022-23 to develop our Compassion Commitment: three pledges for compassionate leadership to our service users, carers and families; ourselves and each other; and to leading well.



Taking Intelligent Action to Help Yourself and Others

Northamptonshire Healthcare NHS Foundation Trust

HOW DISTRIBUTED LEADERSHIP SUPPORTS COMPASSION

Facilitated by Chris Oakes and Matt Asbrey

THE LEARNING

- Leadership has evolved over the past 200 years. Originally, research was based on the belief that it was something you were born with or a simple set of behaviours you could learn.
- Modern research now recognises the **complexity of relationships and interaction** between leaders, followers, the situation and the wider system - Distributed Leadership.
- Our Leadership Behaviours were introduced in 2017 and were co-produced by colleagues across NHFT to deliver distributed leadership. We believe that **each one of us is a leader**.
- To create distributed leadership, there are some key enabling elements:
 - **Being proactive and taking responsibility** - focusing on the things that you can control and growing your 'circle of influence'.
 - **Listening and seeking information** - 'diagnosing' before you prescribe solutions and using empathetic listening to fully understand.

THE REFLECTION

Take a moment to ask yourself:

- How can I role model our leadership behaviours in my team?
- How can I grow my 'circle of influence'?
- What prevents me from listening effectively to others and how can I change this?

THE DISCUSSION

Come together with your team and consider:

- How well do we demonstrate 'distributed leadership' in our team?
- What common challenges can we anticipate and be proactive to solve?
- How can we make more time to listen to each other?

Breakout content

- Team Meetings
- 'Real' Teams
- Closed Cultures
- Change
- The Bigger Picture
- Diverse Conversations
- **DISTRIBUTED LEADERSHIP**

Access more resources from Compassion Conference

Leadership Matters conferences

Signalling change and showcasing what it looks like

- Regular (often quarterly) conferences open to all colleagues
- Engaging, informative and inspirational
- Creating opportunities to engage, role model, build relationships



Admin
and Bank
workers

Authentic
inclusivity

Strategy
focuses

Women
leaders

Clinical
leadership

Your
health and
wellbeing

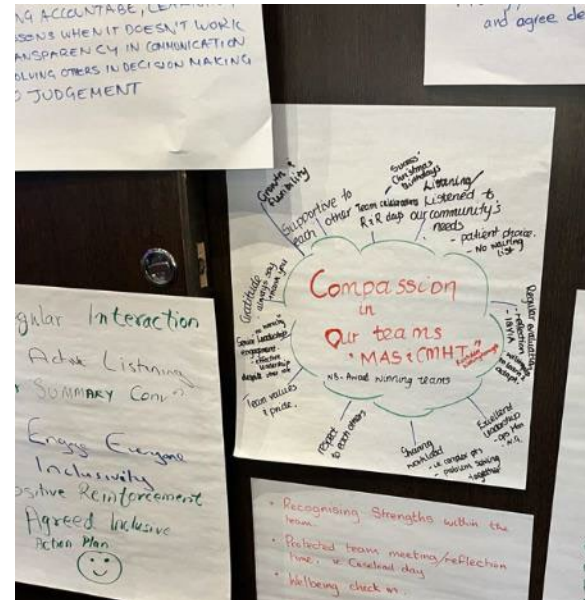
Compassionate leadership
conference series:

- Attending
- Understanding
- Empathy
- Helping

Keep
everyone
safe



Personal
development



Innovation
and
creativity

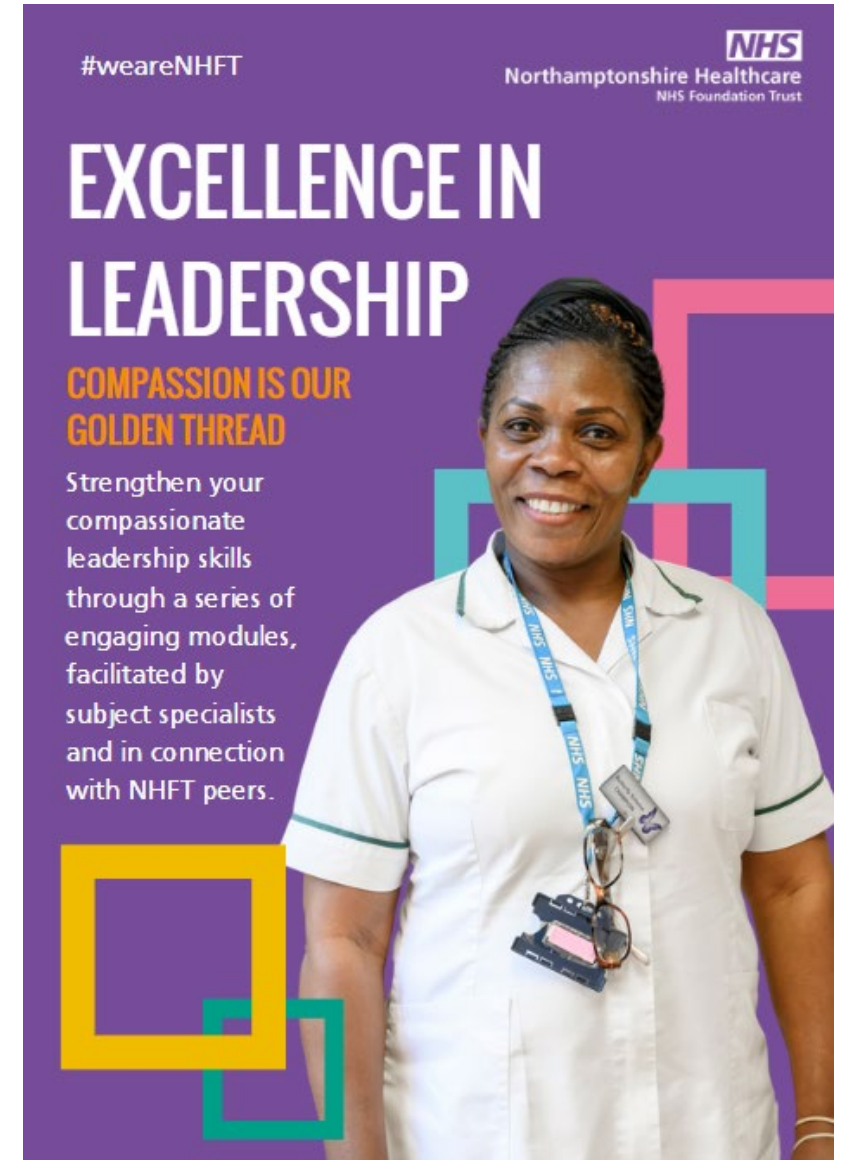
Developing our leaders

Excellence in leadership programme

- Launched in 2024 evolving our previous leadership programme into a cohort model. For aspiring leaders/ those with line management responsibilities
- Applies evidence-based theories, encourages diverse perspectives, and harnesses participants' knowledge.
- We create a reflective, goal-driven space for sharing, growth, and meaningful feedback.
- Based on Michael West's Compassionate Leadership model
- Influenced by the NHS People Promise pillars
- NHFT Leadership Behaviours, Trust strategy; values embedded throughout.

Modules:

- **Understanding self & others**
- **The inclusive leader**
- **Enhancing team relationships in your team**
- **The inspirational leader**



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Northamptonshire Healthcare
NHS Foundation Trust

EXCELLENCE IN LEADERSHIP

COMPASSION IS OUR GOLDEN THREAD

Strengthen your compassionate leadership skills through a series of engaging modules, facilitated by subject specialists and in connection with NHFT peers.

Embedding our leadership and cultural focuses into processes

Supporting initiatives

- Peer-nominated annual **Quality Awards** since 2015
- Rounds and annual winners for maximum **recognition**
- Well-supported and growing list of **Staff Networks** – provided with dedicated protected time – to promote and support **equality, diversity and inclusion**
- **Wellbeing Festivals** to promote **physical and mental wellbeing**



Our Outcomes: Headlines

- Improving National NHS Staff Survey results, including NHFT's best ever response rate in 2023/24.
- Many improvements in our Workforce Race Equality Standards (WRES) including diverse senior representation and increasing staff belief in opportunities for career progression – however there is more to do.

Response rate
59.97% 

Care of patients/ services users is my organisation's top priority **84%**

Recommendation as a place to work **71%**

Recommendation as a place for care **72%**

WORKFORCE DIVERSITY

363 of 3583 staff in March 2018 - 10.1% of total

804 of 4644 staff in 2023 - 17.3% of total

Total number and percentage proportion of substantive ethnic and cultural minority (ECM) colleagues has increased.

LIKELIHOOD OF NON-ECM COLLEAGUES APPOINTED IN COMPARISON TO ECM 

1.27 times more likely in 2023. An overall improvement from 1.72 in 2018

Based on Workforce Race Equality Standards data 2018-2023





SENIOR MANAGERS

8 of 201 senior staff in March 2018 - 4% of total

52 of 367 senior staff in 2023 - 14.2% of total

Total number and percentage proportion of colleagues from an ECM background at band 8a and above has increased.


30%  **3** in 10 in 2023 - with voting rights 

increase in ECM colleagues on the Executive Board

STAFF BELIEF IN EQUAL OPPORTUNITIES FOR CAREER PROGRESSION

51%
an increase of 8 percentage points since 2020

LIKELIHOOD OF ECM COLLEAGUE ACCESS TO NON-MANDATORY TRAINING OR CONTINUOUS PROFESSIONAL DEVELOPMENT

1 i.e. an equal likelihood between ECM and non ECM colleagues, maintained since 2018 

Our Impacts: return on investment in our leadership strategy and culture

- Leadership Strategy is central to all we do and is developing and continues to enhance our quality culture
- Positive financial performance; good and improved agency control; good performance against Cost Improvement Programme
- Consistent financial breakeven
- CQC Outstanding maintained since 2019
- Improved staff survey results – now performing at the top of upper quartile
- Improved Workforce Race Equality results
- External Awards recognition

