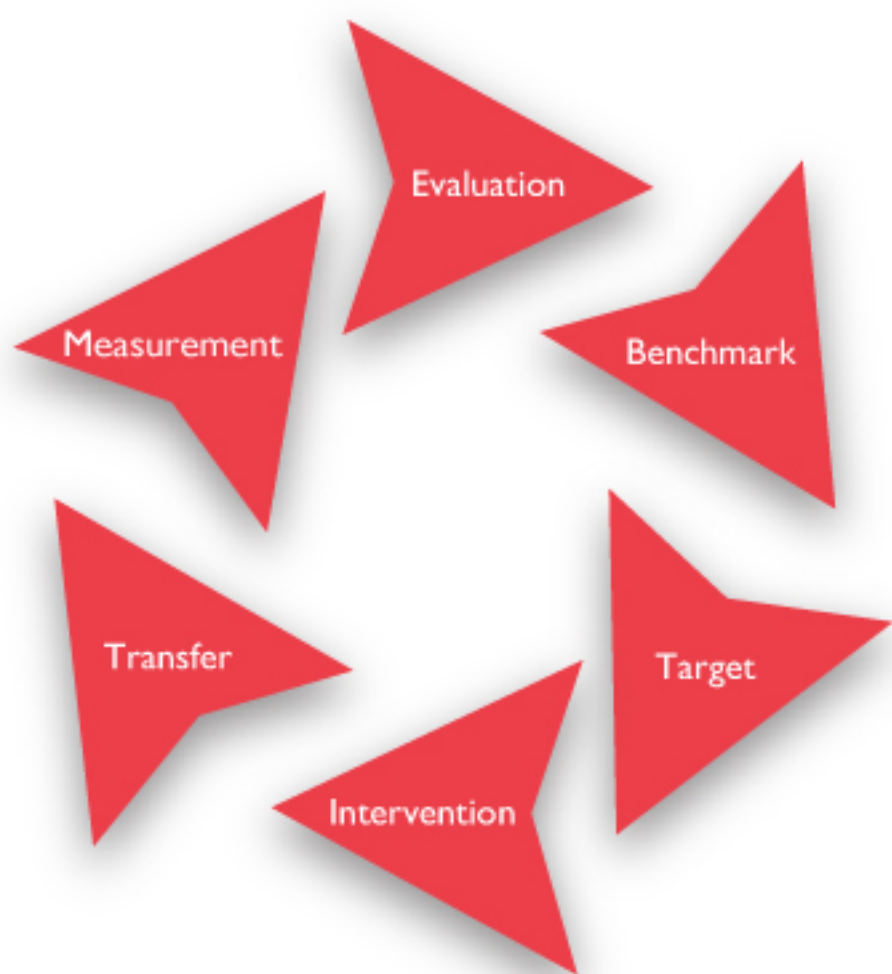


Case Study

Introduction

BTEC Leadership Development Programme

The senior management team within Clinical Services at University Hospital Coventry and Warwickshire identified management skills shortages within the division. As a result, senior staff were overworked and pressurised because they felt unable to delegate appropriately. Management capacity needed to be improved and a performance culture developed within the team.



GPSVision Performance Improvement Cycle © 2003

"Our unique support process embeds learning into organisations and provides data on the return on investment"
Patrick Taggart Director GPSVision Ltd

Objectives

- A need to develop managerial skills of the middle tier in eight key operational areas
- An accredited qualification at level 4 was required to reward managers and raise the management academic standing in the Trust
- A mixture of academic and practical skills development was required
- Communication, support and networking was required between senior and middle managers and across departments
- Managers needed to help their teams to embrace and manage change to improve patient care

Results

Process

- The senior management team attended a two day workshop to develop the programme and determine the level of support required to ensure the delegates could apply their new knowledge and skills into the workplace
- A skills audit was carried out by the line manager and delegate at the beginning of the programme and again at the end of the programme. This has allowed us to assess the level of personal improvement by individual and the group
- The programme was launched with a lunchtime induction session with presentations of rationale and content by the senior management team and GPSVision
- Portfolios of learning were required and each delegate was required to show some examples of how the learning had been embedded in their working practices
- Eight workshops were run across an 8 month period and complimented by two action learning events and two study days
- Key to the programme was the concept of delivering a work based project that would improve systems or patient services
- Presentations were given to the senior management team to demonstrate outcomes from the project, benefits to the Division, the Trust and patients
- Each delegate was offered a named mentor within the senior management team
- The programme included time for delegates to discuss each module with their appointed mentor before and after each study day

➤ Post programme questionnaires were completed again by the delegates and their line managers. Ratings across 6 of the 8 areas increased significantly. Two areas improved slightly and were re-visited

➤ Delegate's confidence levels jumped significantly and staff feedback on their manager's new style has been universally positive

➤ Senior managers now delegate more and feel their succession plans are more concrete

➤ 19 delegates obtained the qualification of leading change in the NHS and are now looking for their next challenge

➤ One delegate has already been promoted and admitted that she would not have applied for the post without the experience of the programme. It costs an average of £5500 to fill a manager's post at this level, thus saving the Trust more than 5 times the cost of developing this individual

➤ Two projects alone made savings of £44,000, almost twice the cost of the fee for the programme

➤ Managers embrace change more positively and can thus sell the process more effectively to their teams

➤ Turnover in the 19 departments reduced by 1.3% thus reducing recruitment costs and increasing the quality of patient care

➤ A graduation ceremony was held to celebrate success and excellence

What has helped you apply your learning from the programme?

“Actually setting some time aside to reflect and to make time to plan means that projects etc. can be better thought out.

What impact has the programme had upon your patients or customers?

“The programme has caused me to consider the wider environment and how the impact of any changes made locally effects those who rely on us to provide a service that meets their needs”