



Leadership for Personalised Care: Core Framework

October 2020



Introduction

This framework sets out the leadership knowledge, skills, behaviours and mindset needed to ensure that personalised care becomes a reality in the NHS, as set out in the NHS Long Term Plan.

Personalised care is one of the key shifts set out in the NHS Long Term Plan (LTP). Personalised care means people having choice and control over the way their care is planned and delivered. It is based on 'what matters' to them and their individual strengths and needs. This means a shift in power and decision-making, to enable people to have a voice, to be heard and be connected to each other and their communities. It means a change in business as usual in the NHS, to enable the following things to happen:

- **Care and support planning and shared decision-making – ensuring person-centred conversations with people about their life and for care to be planned around that**
- **Personal health budgets and choice – to put people in control of their care**
- **Social Prescribing – connecting people to communities, and the necessity of investing in and working with communities to ensure they have the capacity to support each other**
- **Support for self-management – to help people better manage their health and wellbeing, through self-management education, health coaching and peer support**



Creating this kind of radical shift means leadership needs to evolve. We need leaders who can do more than lead organisations well – we need leaders who can work across boundaries and systems to drive improvements in the health of the whole population, reduce inequalities and ensure that personalised care takes root, particularly for those with long-term health conditions and those who need support from health and social care services the most. Crucially, we need leaders who see it as their business to build strong, healthier communities in which everyone is valued and can contribute as an equal citizen – personal and social support networks being vital to people's mental and physical health.



About the Framework

This framework aims to help those designing leadership programmes understand the particular requirements of leadership for personalised care. It also aims to help leaders in local places understand the qualities and behaviours they need to develop and encourage in themselves and others to achieve a system-wide shift toward personalised care.

This work has been co-produced and builds on the expertise of a group of leadership development specialists, including people with lived experience, who have been running the Leadership for Empowered and Healthy Communities programme since 2013. This was a radical and groundbreaking initiative involving the NHS Leadership Academy, the Association of Directors of Adult Social Services, the Local Government Association, Skills for Care, Think Local Act Personal and the Coalition for Collaborative Care. This new framework now brings in additional expertise from the leadership development team in the NHS Personalised Care Group and the systems leadership team at the NHS Leadership Academy.

The framework includes a foundation of systems leadership behaviours with qualities specific to leadership for personalised care underneath. There are four themes: being, relating and communicating, leading and visioning and delivering.



How to use this document

This framework aims to:

- **Inform the design and delivery of leadership development programmes**
- **Help leaders understand the qualities they need to develop in order to implement the personalised care ambitions in the NHS Long-Term Plan**
- **Support organisational development and culture change in teams and organisations**
- **Encourage cross-sector, collaborative, co-productive, place-based working**

The framework is available as a 360 assessment for you and your team to undertake. It also underpins the new national and regional Leadership for Personalised Care programmes.

To find out more, contact us at england.leadership@nhs.net



Leadership for Personalised Care – *Being*

SYSTEMS LEADERSHIP BEHAVIOURS

AUTHENTICITY:

Honest and genuine, true to self and own values, clarity about what they are there for, what they say they are aspiring to and why; sense of purpose

MINDSET:

Open-minded, curious, encourages learning and a lack of defensiveness in self and others insight and affiliation with others

RESILIENCE, COURAGE AND BRAVERY:

Boldness, bravery and courage to take calculated risks, reflects and learns from failure and success

LEADERSHIP FOR PERSONALISED CARE



Personal commitment and connection to personalised care

Remains positive, resilient and focussed on purpose in the face of challenge, uncertainty and setbacks

Sees people and communities as assets and health creators and not just 'patients' or 'service users' with needs who require services

Genuine commitment to co-production and partnership working – embodies the value 'nothing about us without us'

Flexible, demonstrates humility and openness to new ideas, willing to change direction and to share power

Empowers and enables people to speak out and participate, so that organisations and the local community are engaged

Leadership for Personalised Care – *Relating and Communicating*

SYSTEMS LEADERSHIP BEHAVIOURS

RELATIONSHIPS AND ADVOCACY:

Engages and builds relationships at all levels and across organisations, enables citizens to take charge of their own health, with the right support

COLLABORATION AND CO-CREATION:

Involves communities, embraces diversity and works across differences and agencies to establish what collectively needs to be achieved for quality, cost-effective service provision

TRUST:

Builds trust to promote empathy, care and open communication (e.g. around why decisions are made)

LEADERSHIP FOR PERSONALISED CARE



Builds networks and connects people and organisations to each other in the system; able to build relationships and energy for change

Collaborative and inclusive; engages genuinely with a wide range of people, champions equality and maintains a link to the front line – staff, people who use services and local communities

Warm and empathetic with a high degree of emotional intelligence; politically aware

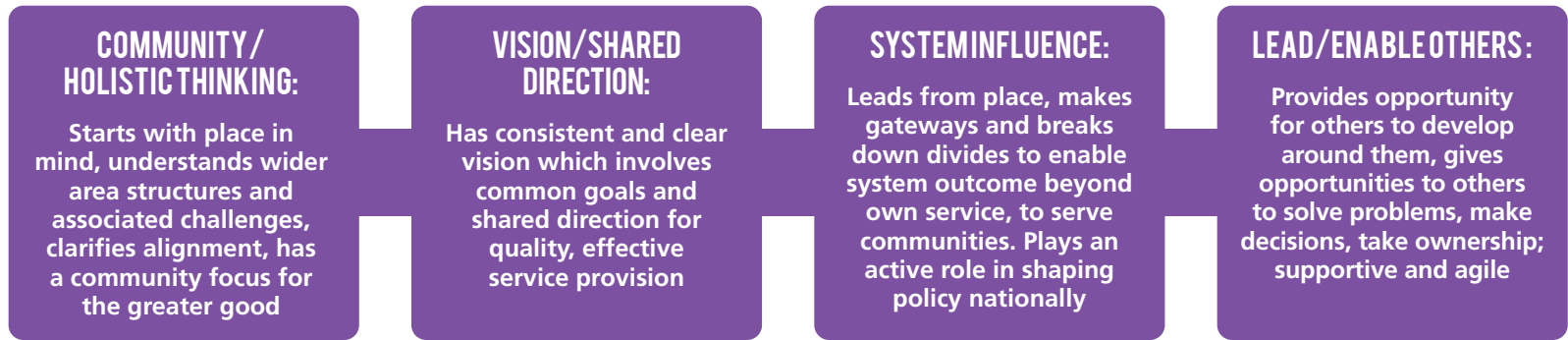
Listens, hears and acts on what others have to say, and is transparent about decision-making

Sees the big picture and joins the dots between personalised care and other requirements of the NHS Long-Term Plan

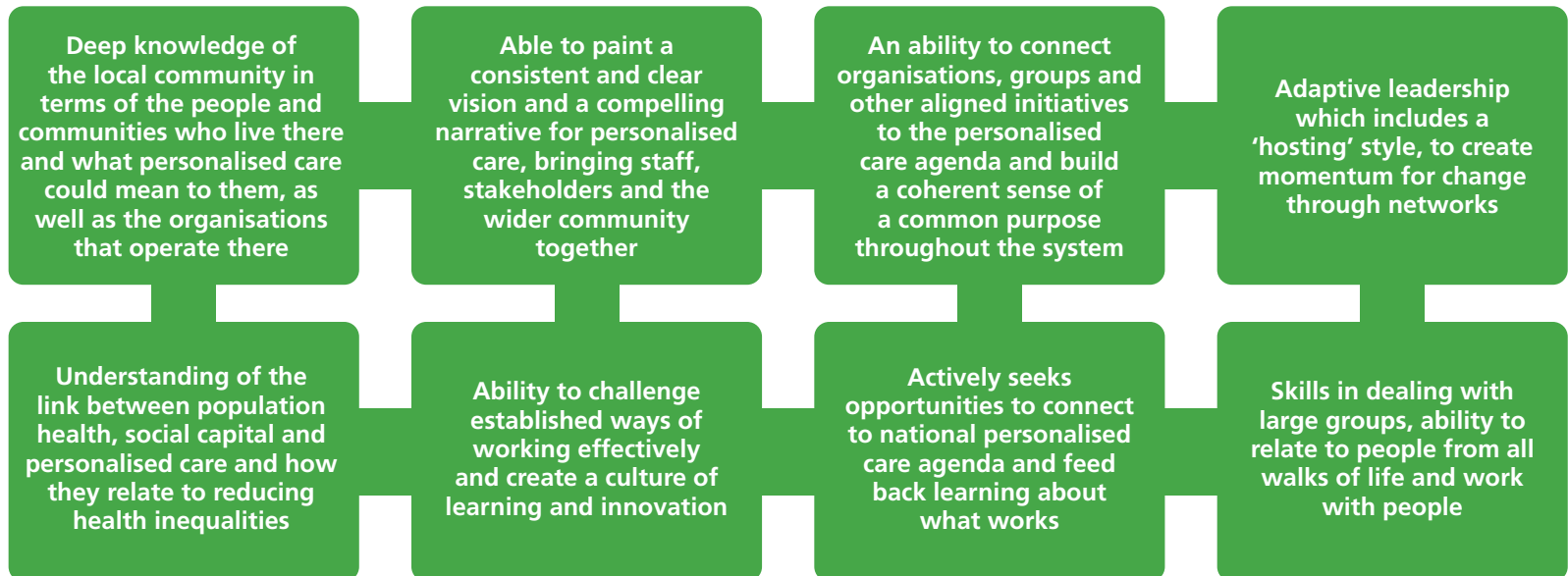
Self-aware and committed to creating a culture of reflective practice and learning, and improvement

Leadership for Personalised Care – *Leading and Visioning*

SYSTEMS LEADERSHIP BEHAVIOURS



LEADERSHIP FOR PERSONALISED CARE



Leadership for Personalised Care – *Delivering*

SYSTEMS LEADERSHIP BEHAVIOURS

OWNERSHIP AND ACCOUNTABILITY:

Holds self and others (across the system) to account for quality, effective service provision, recognises how to work with shared accountability for the benefit of the population

DELIVERY:

Has clear structure and steps for delivery, knows where to invest energies and takes action, making best use of available resources

DOING THINGS DIFFERENTLY:

Doing things differently to facilitate delivery. Trying new ideas and enabling self and others to explore creative approaches.

LEADERSHIP FOR PERSONALISED CARE



Knowledge of personalised care – the requirements in the LTP, the six 'components', the evidence base and what needs to be achieved at all levels of the system

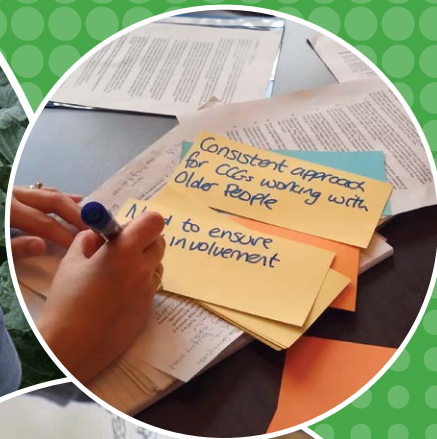
Understanding of how to achieve change in complex adaptive systems; networks theory, social movements, spread/adoption of innovation

Understanding of the psychology behind behaviour change, motivation and knowledge transfer through networks

Creates the conditions for others to lead and take ownership of personalised care, co-production and community-building

Actively seeks opportunities to build coproduction into every level of the system, creating spaces to build a shared understanding of what matters most to people and using that understanding to drive service development and delivery

Removes organisational obstacles to change, galvanising people to work collaboratively to innovate and find solutions



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