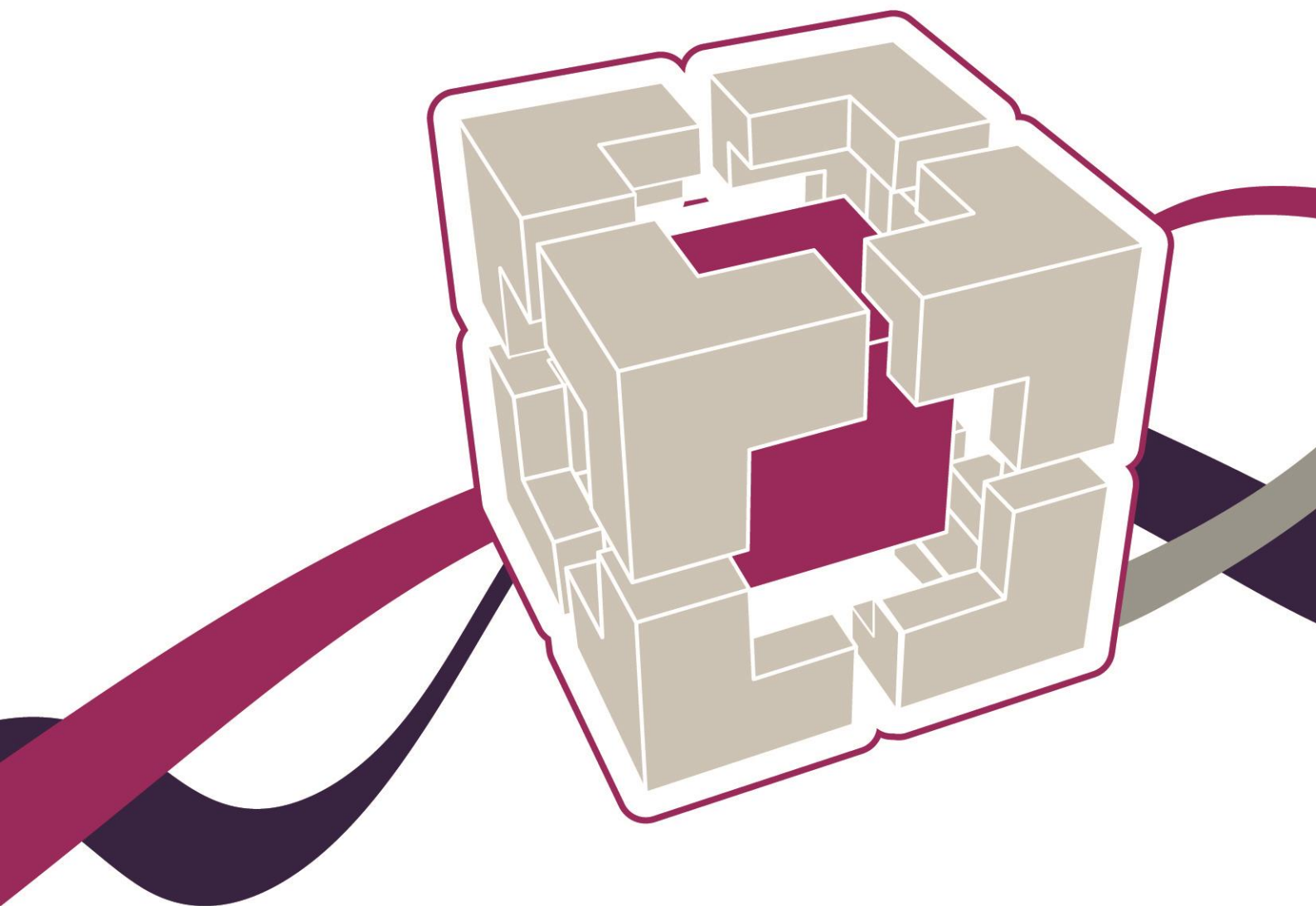


The Healthcare Leadership Model Appraisal Hub

Self-Assessment User Guide



Self-Assessment User Guide

Contents

- 03 Introduction
- 04 Accessing the Healthcare Leadership Model Appraisal Hub
- 08 Creating a Self-Assessment Questionnaire
- 10 Completing a Self-Assessment Questionnaire
- 12 Processing your Self-Assessment Report
- 14 Convert to 360
- 15 Understanding your Self-Assessment Report
- 16 Overview of report structure
- 17 Help and support

The Healthcare Leadership Model Appraisal Hub is an online, user friendly system for measuring and providing leaders in healthcare with feedback on their individual behaviour and performance

Introduction

What is the Healthcare Leadership Model Appraisal Hub?

- The Healthcare Leadership Model Appraisal Hub is an **online**, user friendly system for **measuring** and providing leaders in healthcare with **feedback** on their individual **behaviour** and **performance**.
- The hub enables you to complete a **questionnaire** based on the **Healthcare Leadership Model** that evaluates your **self-perception** of your leadership behaviour in the workplace.
- The results are presented in a **report** downloaded from the hub which gives you an indication of your current **performance** and **behaviour**. The report provides a **platform** from which a deeper understanding of your areas of **strengths** and **limitations** can be built, to better inform your **development plans**.
- The information within the report is treated as **confidential** to you. However, you may wish to share the report with others, for example members of your **team**, a **coach** or someone else who can help you interpret the results – but that is completely your **own** choice.

Why am I being asked to complete this questionnaire?

- The questionnaire provides you with the opportunity to rate **your leadership behaviours** within your work place. This will help you to **develop** and make **sustainable improvements** to your performance at work. The questionnaire can be used to provide a starting point for **discussion** and **increased awareness** at an **individual**, **team** or **organisational** level.

I would like feedback on my leadership behaviour from others too, how can I get this?

- If, after completing the Self-Assessment, you would like to gain feedback from others on your leadership performance and behaviour, you can **convert** your Self-Assessment into a **360 Degree Questionnaire** and **invite** other people to **rate** you. Please see the **360 Assessment User Guide** for further information.

What should I do if I have any technical difficulties?

- Please contact the helpdesk on **+44 (0)1242 282 979** or email us: 360support@jcaglobal.com

Step 1.

Accessing the Healthcare Leadership Model Appraisal Hub

- In order to create and begin a Self-Assessment, you will need to access the **Healthcare Leadership Model Appraisal Hub** via the following link:
<https://modelappraisalhub.leadershipacademy.nhs.uk/Account/Login>
- The link will take you to the **home page** of the Healthcare Leadership Model Appraisal Hub where you will be required to enter your **username** and **password**.
- If you **do not** have a username and password you will need to create an account by clicking on the following link:
<https://nhsx.uk/register>
- You will then receive an **email** containing your specified password and 10 digit username.
- Create an account using the **form** pictured below:

✕ Sign In Register Search Help

Register with NHSx

First name

Last name

Email

Password

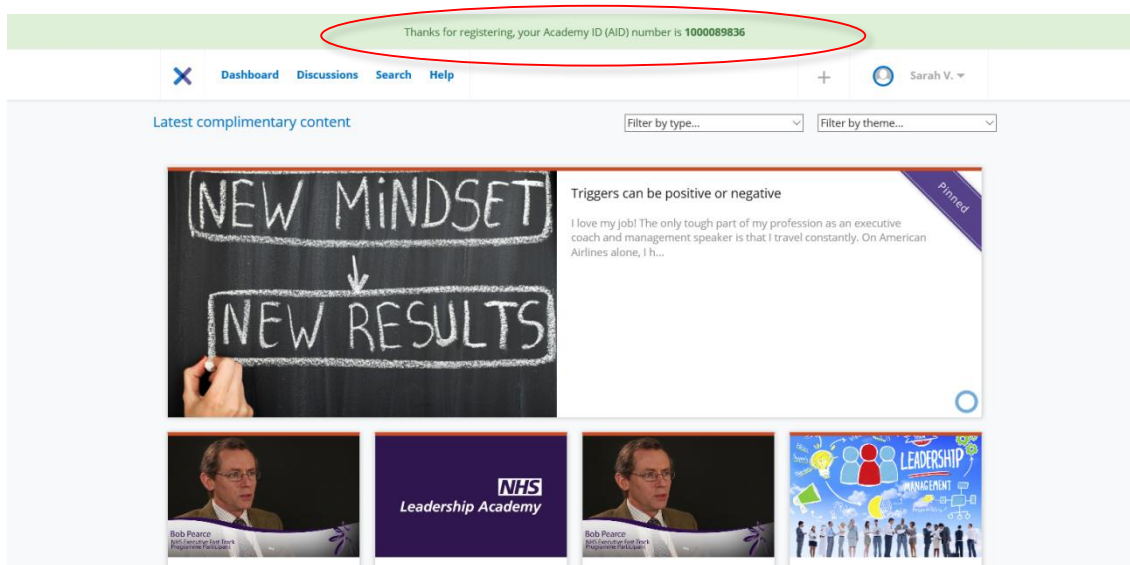
Do you want to keep in touch? Check this box so we can send you the latest news, content and offers.

CREATE ACCOUNT

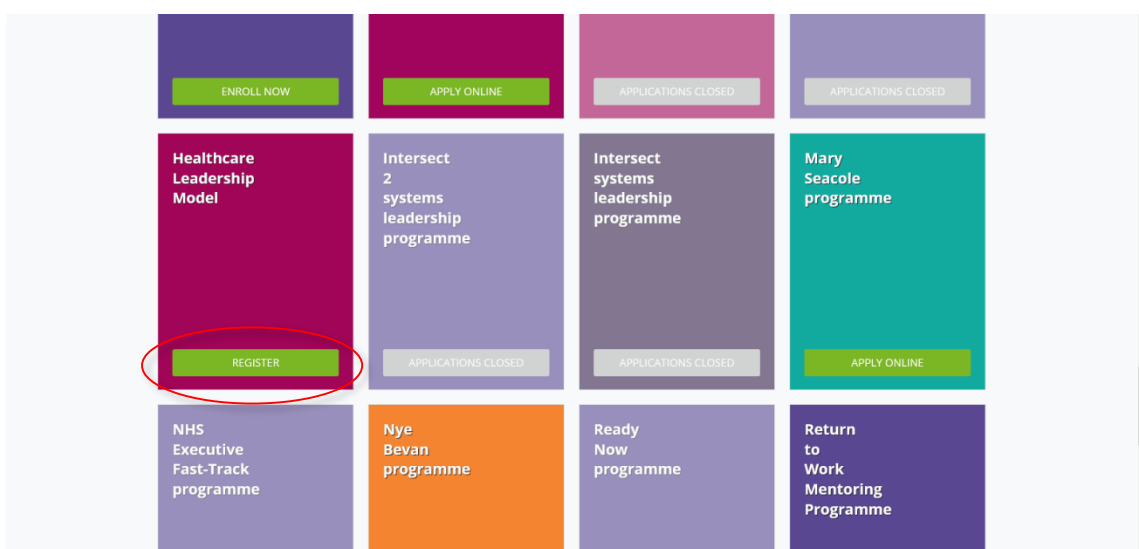
© NHS Leadership Academy, 2016. All rights reserved.
Help Changelog Feedback

*Note: if this page **does not** appear then you may be **already** logged into an NHSx account, in which case carry on from the instructions on the page 6.*

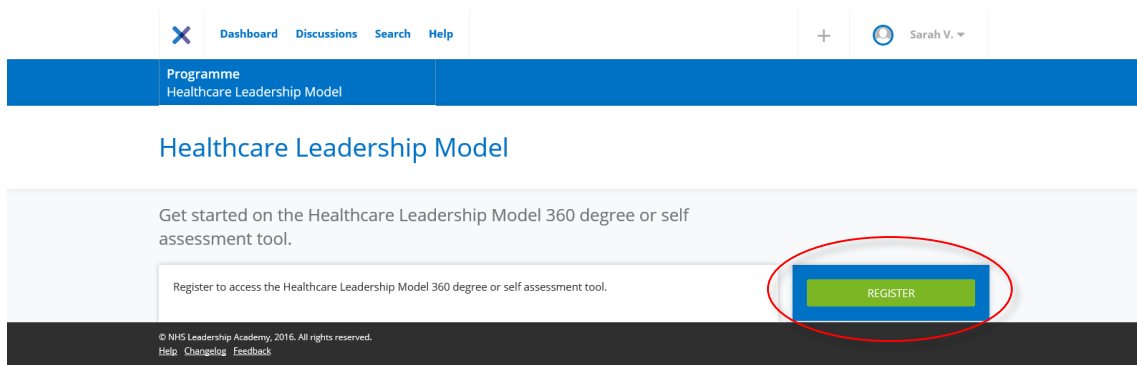
- You will receive an **email** to the address you specified when you created an account, containing your **10-digit number username**.
 - Your 10 digit username is also specified at the top of the page once you have clicked **Create Account** (see below)
- ✓ *Note: The screen shown below **may not** have the same 'Complimentary content' as this is updated regularly.*



- If you were already registered and logged in, click **Dashboard** at the top of the page and you will be taken to the screen shown above. If you have just created an account, you will already be at this page.
- You will see '**Healthcare Leadership Model**' under '**All Programmes**'. Click **Register** on this programme to sign up.



→ Press **'Register'** again to confirm that you would like to access the Healthcare Leadership Model



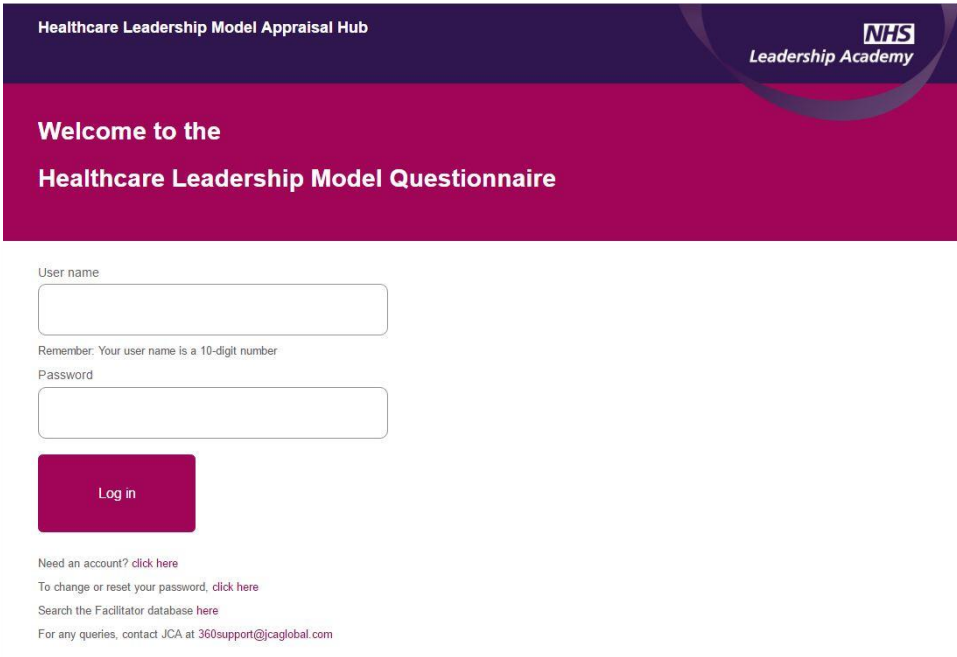
→ Fill out the **form** that will appear on screen (shown below)

The screenshot shows the 'Personal information' registration form. The form title is 'Personal information'. Below the title, there is a paragraph: 'This data is used to identify you to the NHS Leadership Academy and allow us to contact you in reference to the Healthcare Leadership Model Appraisal Hub. Please see the "Terms of service" box below for further information on how this data is used.' The form contains four input fields: 'Salutation *', 'Forename *' (with the text 'Test' inside), 'Middle names', and 'Surname *' (with the text 'User' inside). To the right of the form, there is a blue box with the text: 'This application has not been submitted. You need to submit it before being considered for this programme.' Below this box is a button labeled 'Back to dashboard'.

→ At the bottom of this form, you will see the button below. Please read and accept the Terms of Service, and then select **Register and continue to Healthcare Leadership Model Appraisal Hub**

The screenshot shows the 'Terms of Service' section of the registration form. It contains the text: 'Please read the Healthcare Leadership Model terms and conditions, available at this link... You may wish to download and save a copy for your own records.' Below this text is a text area containing the text: 'such time that the questionnaire system is terminated.' Below the text area is a checkbox labeled 'I agree to the terms of service' which is checked. Below the checkbox is the text: 'Please agree to the terms of service'. At the bottom of the form, there are two buttons: 'SAVE FOR LATER' and 'REGISTER AND CONTINUE TO HEALTHCARE LEADERSHIP MODEL APPRAISAL HUB'. The 'REGISTER AND CONTINUE TO HEALTHCARE LEADERSHIP MODEL APPRAISAL HUB' button is circled in red. At the bottom of the page, there is a footer with the text: '© NHS Leadership Academy, 2016. All rights reserved. Help Changelog Feedback'.

- Once you submit the form, you will automatically be taken to the Appraisal hub, (pictured below), where you can then log in with the 10 digit username and password you created a moment ago.



The screenshot shows the login page for the Healthcare Leadership Model Appraisal Hub. The page has a dark blue header with the text "Healthcare Leadership Model Appraisal Hub" on the left and the NHS Leadership Academy logo on the right. Below the header is a maroon banner with the text "Welcome to the Healthcare Leadership Model Questionnaire". The main content area is white and contains a login form with the following elements:

- A "User name" label above a text input field.
- A "Remember: Your user name is a 10-digit number" note below the username field.
- A "Password" label above a text input field.
- A maroon "Log in" button.
- Four links at the bottom: "Need an account? [click here](#)", "To change or reset your password, [click here](#)", "Search the Facilitator database [here](#)", and "For any queries, contact JCA at 360support@jcaglobal.com".

- ✓ *Note: Throughout this process, please read **all** the provided information and follow **all** instructions carefully.*

Step 2.

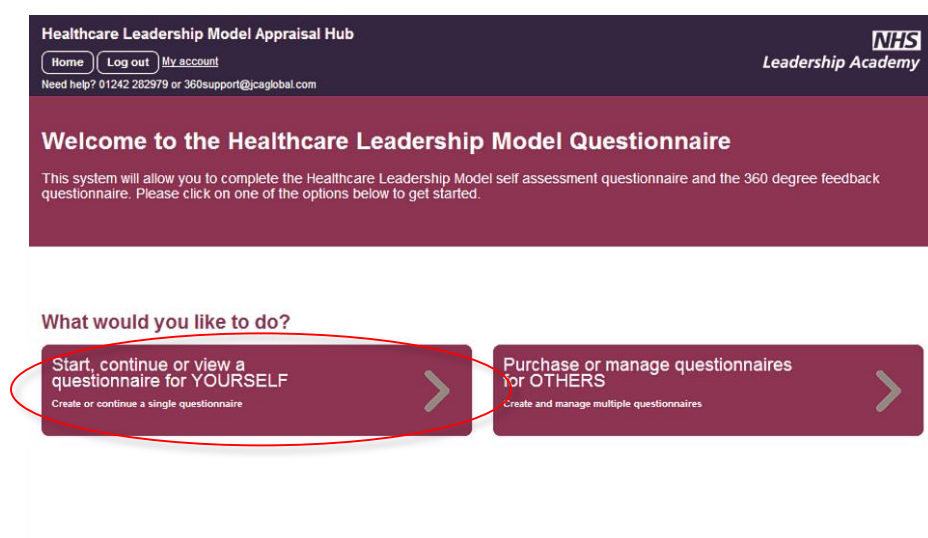
Creating a Self-Assessment Questionnaire

- If you are logging into the appraisal hub for the first time, or you have recently changed your details, you will be asked to confirm your details by pressing '**Continue**' (see below)



A screenshot of a login confirmation form. It contains four text input fields stacked vertically, each with a label above it: 'Organisation' (containing 'JCA Global'), 'Region' (containing 'South West'), 'LDP' (containing 'South West'), and 'Pay Band' (containing 'NA'). Below these fields is a grey button labeled 'Continue', which is circled in red.

- Once you have successfully gained access to the hub you will have the option to start a questionnaire for **yourself** or purchase **multiple** questionnaires for **others**:



A screenshot of the 'Healthcare Leadership Model Appraisal Hub' dashboard. The header includes 'Home', 'Log out', and 'My account' links, along with the NHS Leadership Academy logo and contact information. The main content area is titled 'Welcome to the Healthcare Leadership Model Questionnaire' and provides instructions. Below this, under the heading 'What would you like to do?', there are two buttons: 'Start, continue or view a questionnaire for YOURSELF' (circled in red) and 'Purchase or manage questionnaires for OTHERS'. Both buttons include a right-pointing arrow and a sub-label: 'Create or continue a single questionnaire' and 'Create and manage multiple questionnaires' respectively.

→ Click on the left button and then **Create a New Questionnaire**.

Healthcare Leadership Model Appraisal Hub

Home Log out My account

Need help? 01242 282979 or 360support@jcaglobal.com or visit the [support page](#)

NHS Leadership Academy

Your questionnaires

Here you can create and manage your questionnaires, and those which other people have asked you to take part in

You have not created any questionnaires yet.

Create a new questionnaire

Back to start

→ Select **Self Questionnaire** from the drop down menu. Then click **Create** to create a free Self-Assessment Questionnaire:

Healthcare Leadership Model Appraisal Hub

Home Log out My account

Need help? 01242 282979 or 360support@jcaglobal.com or visit the [support page](#)

Create questionnaire

Enter the details of your new questionnaire

Questionnaire Type

Self Questionnaire

Cancel Create

→ When you are ready to start, click **Start my Questionnaire**.

Healthcare Leadership Model Appraisal Hub

Home Log out My account

Need help? 01242 282979 or 360support@jcaglobal.com or visit the [support page](#)

NHS Leadership Academy

This is your questionnaire created on 9 Apr 2015

You have not started your questionnaire

Start my questionnaire

Your reports will become available to print once you have completed your questionnaire.

Back to menu

Step 3.

Completing a Self-Assessment Questionnaire

- You can begin to complete your created Questionnaire immediately. You will be asked **81 questions** based on the **nine dimensions** of the Healthcare Leadership Model.
- The questionnaire should take approximately **20 to 30 minutes** to complete. However, if you are unable to complete the questionnaire in one sitting, you can log out and log in at a later date to **continue** from the point at which you left.
- Throughout the questionnaire, you will be asked to **rate the importance** of each dimension to **your** job role, followed by a series of **leadership performance** questions based on **frequency of behaviour**.
- Please note that there are no better or worse answers, and frequency of behaviour and rate of importance will vary **depending** on the requirements or limitations **your specific job role**. Try to provide your most **natural** responses to the questions.

Sarah Vallance

Please answer these questions about yourself

The questionnaire is saved after you answer each question, so you can close your browser at anytime and return later to finish this questionnaire

Question 1 of 81

Inspiring shared purpose

What is it?

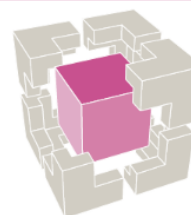
- Valuing a service ethos
- Curious about how to improve services and patient care
- Behaving in a way that reflects the principles and values of the NHS

Why is it important?

Leaders create a shared purpose for diverse individuals doing different work, inspiring them to believe in shared values so that they deliver benefits for patients, their families and the community

What is it not?

- Turning a blind eye
- Using values to push a personal or 'tribal' agenda
- Hiding behind values to avoid doing your best
- Self-righteousness
- Misplaced tenacity
- Shying away from doing what you know is right



How important is the dimension of *inspiring shared purpose* to your job role?

Low Importance High Importance

Next

Back to menu

To answer each question, simply **click** on the button that you think **most closely** describes your behaviour.

- The possible answers are the **same** for every question, all that will change as you go are the **statements**.

Sarah Vallance

Please answer these questions about yourself

The questionnaire is saved after you answer each question, so you can close your browser at anytime and return later to finish this questionnaire

Question 2 of 81

Sarah Vallance acts as a role model for belief in and commitment to the service

<p>Rarely less than 30% of the time</p>	<p>Sometimes 30% of the time</p>	<p>Frequently 60% of the time</p>	<p>Usually 80% of the time</p>	<p>Nearly always 95% of the time</p>
--	---	--	---	---

Previous

Back to menu

- Once you have answered all the questions, you will receive a message screen informing you that the questionnaire is **complete**. Click the **Next** button to return to the main menu to process your report.

Healthcare Leadership Model Appraisal Hub

Home Log out My account

Need help? 01242 262979 or 360support@jcaglobal.com

NHS Leadership Academy

Questionnaire Complete

Thank you – you have successfully submitted your questionnaire.

What happens next?

Please click below to return to the menu and process your report.

Next

Step 4.

Processing your Self-Assessment Report

- Once you have completed your questionnaire, your **Self-Assessment Report** will be processed and available to you within a few minutes.
- In order to access your report, return to the **Your Questionnaires** page (by clicking the **left** button on the **home** screen) where you will see a list of any questionnaires you have created and their current **status**.
- Providing you have completed your Questionnaire, to process your Self-Assessment Report, click the **View** button alongside the report you wish to generate.

Healthcare Leadership Model Appraisal Hub **NHS**
Leadership Academy

[Home](#) [Log out](#) [My account](#)
Need help? 01242 282979 or 360support@jcaglobal.com

Your questionnaires

Here you can create and manage your questionnaires, and those which other people have asked you to take part in

[Create a new questionnaire](#)

Questionnaires you have created recently

Date Created	Type	Finish Date	Status	Options
30/04/2014 11:24:55	Self	28/05/2014 11:24:55	Ready	View Convert to 360

- Once you have clicked the **View** button, you will see the page below. Click **Process report** to generate your report.

This is your questionnaire created on 9 Apr 2015

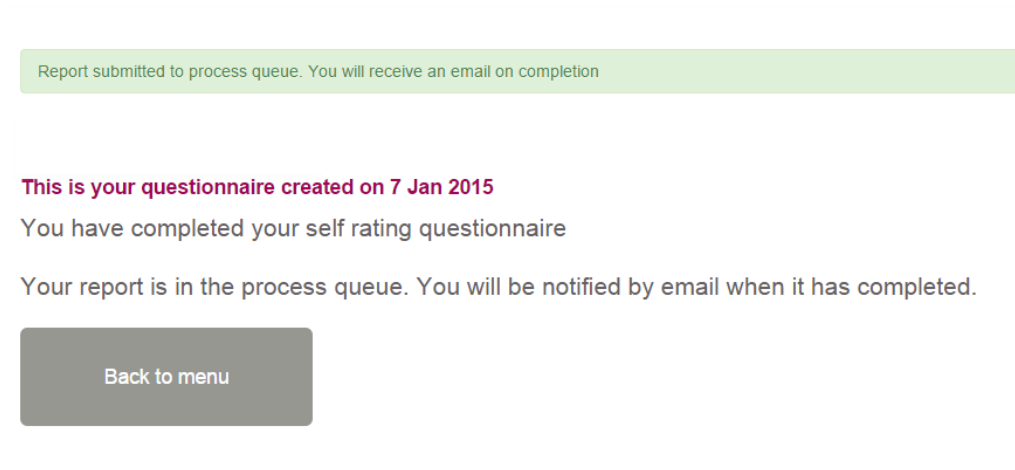
You have completed your self rating questionnaire

Your report is ready for process

[Process report](#)

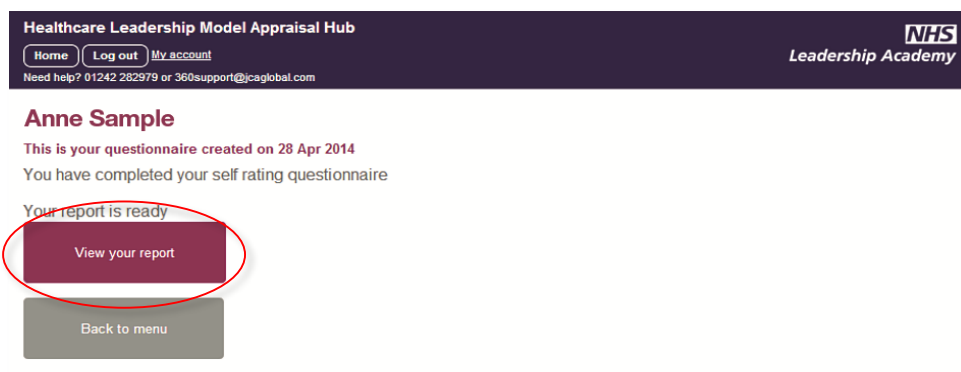
[Back to menu](#)

→ You will be notified with the screen below that your report is being **processed**.



→ If your report was in the process queue, once you receive the email notification in your inbox simply **click** the link within the email to access your report.

→ Even if you do not receive an email, your report will be ready to view on-screen in approximately 15 minutes. Simply go back to your self-assessment page, click **View**, and then click the **View your report** button to see your report.



→ If you have logged out of the Healthcare Leadership Model Appraisal Hub since then, you will be required to log back in to view your report.

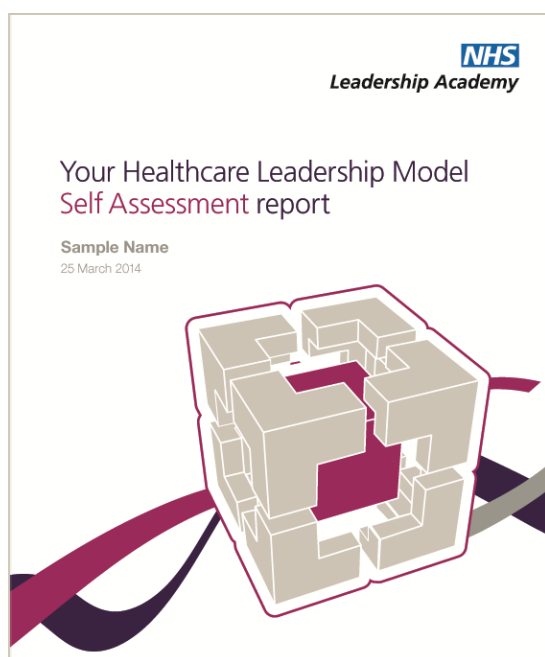
Convert to 360

- The **Convert to 360** option next to your self assessment allows you to **convert** a Self-Assessment to a 360 and **invite peers** and **colleagues** to provide **feedback** on your performance.
- The self assessment is free of charge, and the 360 degree assessment costs £40+VAT
- This can provide you with an illuminating **360 degree picture** of your performance and a **comparison** between your own self-perception and the way others perceive you in the workplace.
- The system will remember your self-assessment ratings so you will **not** need to input these again.
- When completing the 360 assessment you may wish to view our **360 Assessment User Guide** which can be found on the **Hub Support Page**.

Step 5.

Understanding your Self-Assessment Report

- The information within the report is personal and confidential to you. You may wish to share the report with others, for example a member of your team, a coach or someone else who can help you interpret the results, but that is completely your own choice.



The Self-Assessment report is divided into the following sections:

- The Healthcare Leadership Model
- About this report
- Your performance and importance ratings
- Your performance versus importance summary
- Your Self-Assessment overview
- Your item analysis
- Appendix



Overview of Report Structure

1. The Healthcare Leadership Model

- This section of the report **describes** the Healthcare Leadership Model upon which the Self-Assessment is based and explains **why** and **how** it is useful to you as a leader.
- This section also covers **personal qualities** and how being **aware** of your **strengths** and **limitations** will have a **direct effect** on how you behave and interact with others.

2. About this report

- Here you will gain an **overview** of the report itself, how to use it and your next steps.

3. Your performance and importance ratings

- This section of the report displays in a **visual format** your performance and importance **self-ratings** for each of the nine dimensions of the Healthcare Leadership Model.

4. Your performance versus importance summary

- In this section you are presented with a **diagram** that displays a **summary** of your self-ratings by comparing low to high **performance** against low to high **importance**. This can demonstrate turn improve how you **prioritise** your development focus.
- Self-ratings that align with **low performance** on dimensions that are of **high importance** will be shown in the **risk** area (marked in **red**). You may want to prioritise your development actions **here**.
- Self-ratings that align in **similar** positions against performance and importance will be shown in the **balanced** area (marked in **amber**).
- Self-ratings that align with **high performance** on dimensions that are of **low importance** will be shown in the **opportunity** area (marked in **green**).

5. Your Self-Assessment overview

- Here you are presented with a diagram that displays your **average** self-rating on the nine leadership dimensions of the Healthcare Leadership Model.

6. Your item analysis

- This section of the report shows you **how** you answered the questions during the Self-Assessment. Your answers for each of the nine dimensions are presented in order of rating from 1 to 5, **1** representing **rarely** and **5** representing **nearly always**.

7. Appendix

- Here you are presented with the opportunity to begin mapping out a **personal development plan** based upon your **reflections** of what you have learned about yourself from reading your report.

Help and Support

If you would like further help and support, please don't hesitate to contact the helpdesk on +44 (0)1242 282 979 or by emailing 360support@jcaglobal.com.

Alternatively, you can view **Frequently Asked Questions** by following this link: <http://modelfaq.jcaglobal.com>

Delivered by



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