

# Healthcare Leadership Model research

Hello, my name is Sarah, I work at JCA Global. JCA has partnered with the NHS leadership academy to develop the Healthcare Leadership Model appraisal hub, it's questionnaires, and reports. At various points through this online course, you will hear myself and my colleague, Claire, narrating to help you get the most from your learning experience. For those of you without sound or video capability, we will provide you with a transcript for each narrated session.

We will begin by looking at the research that was undertaken to develop the Healthcare Leadership Model.

The Healthcare Leadership Model is an evidence-based well researched model and was developed by undertaking the following five steps.

First, colleagues at the Open University were commissioned to undertake a broad literature review to understand what existing research has already said about leadership, as well as start to identify what might be different for leadership in healthcare.

This included current literature and research on leadership models and behaviours, and learning from the private sector as well as international sources.

Professor Michael West's research into links between staff engagement and patient safety was particularly influential, as was Gary Yukl's [*pronounced You-kull*] research on effective leadership behaviours.

From this, a draft Leadership Model was developed drawing on the key themes of the literature review. The development team then tested this against further sources in the primary, face-to-face, research and drafting stages.

Next, working with colleagues at Hay Group, two sets of interviews were undertaken to identify sample leadership behaviours at different levels of intensity and sophistication.



Strategic interviews focused on people who have extensive experience of working with leaders in the NHS. They were able to tell us about what good leadership looks like, so that this could be compared to the themes which were identified in the literature review.

More focused Behavioural Event Interviews were also carried out with a variety of both clinical staff and those from wider care settings. People with an evidenced track record of exemplary leadership, and the results that prove it, were chosen.

They were able to share more detailed examples of how they lead - the behaviours that deliver results in better staff engagement and patient care.

To ensure there was a representative sample for the interviews, a wide range of staff were drawn from a variety of roles - from chief executive to first line supervisor - and from different functions and backgrounds right across the NHS.

Once both the literature review and the interviews were complete, the development team then worked to refine the leadership model.

Drawing on the themes of the literature review and the data from both sets of interviews, additional information was also analysed. This included relevant data with health system competency models in the Hay Group competency database, as well as analysis of NHS leaders' assessment data, such as that from CCG assessment centres.

In particular, evidence from the interviews was used to produce the leadership behaviour descriptions you see in the final model.

Once the model had been developed further, a number of focus groups were held to check that the new Model would be relevant and user-friendly.

As with the interviews, focus groups involved a cross-section of staff from different levels and contexts across the health service. They also included additional stakeholders such as private health providers, colleagues working in education, as well as those outside of England.

Overall their reaction was very positive and the groups generated some really useful comments and ideas.

For example, the idea of using a 'cube' graphic was actually suggested by a few of the focus groups, as they wanted something that showed that leadership is multi-dimensional, and isn't flat.

The feedback from the focus groups allowed us to further refine language as well as the overall structure of the model. Once the feedback from the focus groups was analysed, an updated version of the draft model was produced.

Finally, the draft Model went through a plain English review with relevant final amendments made to the wording.

Designers then worked to produce the final graphics and design of the document, and in November 2013 'Version 1' of the Healthcare Leadership Model was published.

The intention is to make ongoing updates to the Model, to make sure it remains as relevant to staff in two or five years' time, as it is to them today. The process of updating the Model is likely to follow a condensed version of what we have described [here](#). We will also be interested in using the database of information built from users of the 360 degree feedback tool to help with further research.

Now press Escape to return to the course.

### Help and support

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Alternatively, you can view **Frequently Asked Questions** by following this link: