

# Multidisciplinary Leadership Development Programme

This programme has been designed and developed as a recognised need to enhance the performance of managers and leaders at all levels of the health service. The programme is designed based on international best practice. Its relevance to the target audience and current health care climate has been further enhanced by engagement and evaluation of a pilot programme for Multidisciplinary Leaders. There is currently no other national leadership programme available in the HSE.

The programme has been developed based on the HSE National Director Competencies. These competencies also underpin the HSE Future Leaders Succession Management Programme, the Future Nurse Leaders Programme and the pilot Health and Social Care Professional Multidisciplinary Leadership Programme. Strong principles of adult learning underpin the programme with a focus on self directed, experiential learning and reflection. The programme is not intended to replicate or reinvent existing academic programmes, rather to have a practical and needs based approach to supporting and developing managers in their current and future roles.

## Programme Sponsorship

The National Director of HR and Assistant National Director for HR Leadership, Education and Talent Development sponsors the programme. This Leadership Development Programme forms part of the People Strategy 2015 – 2018 which has been approved by the Leadership Team of the HSE. The programme is designed to enhance the performance in the system for managers in current and possible future roles recognising the need for strong leadership at all levels in all disciplines.

## Programme Format

The programme comprises four two day modules and a final day for presentation of projects. The modules are designed around the core competency areas:

- Leadership and Managing Self
- Leadership and Managing the Service
- Leadership and Managing Strategy

The programme will involve significant work outside of attending the modules with inter modular activities including developing participant led seminars, strategic leadership project work, individual coaching and action learning sets. Learning methodologies also include reflective log, pre and post programme 360 degree assessment, Emotional Intelligence EQ-I assessments and development of a post programme personal leadership development plan. There will be a strong focus on team development, dynamics and integration across service delivery units.

For participants, the programme is designed to be challenging and specifically intended to stretch participants outside of their comfort zone to promote new learning and competency development.

## Programme Outcomes

The following are the outcomes set for the programme overall and for the participants

### Overall programme Outcomes

- Increased leadership capacity, competence and confidence in managers demonstrated by taking up their leadership role fully
- Increased impact of Multidisciplinary Leaders and Managers in the system with real benefits to services and service users
- Enhanced leadership competence as measured against the HSE National Director competency Framework – leadership and managing the service, leadership and managing self and leadership and managing strategy
- Increased integrated multidisciplinary focus
- The programme will be part of a HSE Longitudinal evaluation to identify service impact and will inform future leadership programmes and overall system development.



## Participant Outcomes

1. Increased focus and resilience to lead effectively in the rapidly changing complex environment
2. Enhanced and developed personal leadership style and skills to effectively lead and manage the service including enhanced competencies in areas such as team working, influencing, project and change management
3. A strong service user/patient engagement focus brought to all aspects of leading and managing
4. A strong focus on quality and patient safety through effective risk management and governance
5. Enhanced strategic awareness, understanding of organisational dynamics and culture deployed to achieve results
6. Effective use of data and analysis to inform judgements and decisions which achieve best outcomes for service users
7. Enhanced openness to and support for learning, growth and continuous development and improvement on a service and individual level.

## Continuing development after this programme

By the end of the programme participants will have developed a personal leadership development plan with key performance indicators which should be integrated into performance management discussions with their line managers.