



## **Clinical Leadership and the new Curriculum Framework for the Non-Medical Workforce**

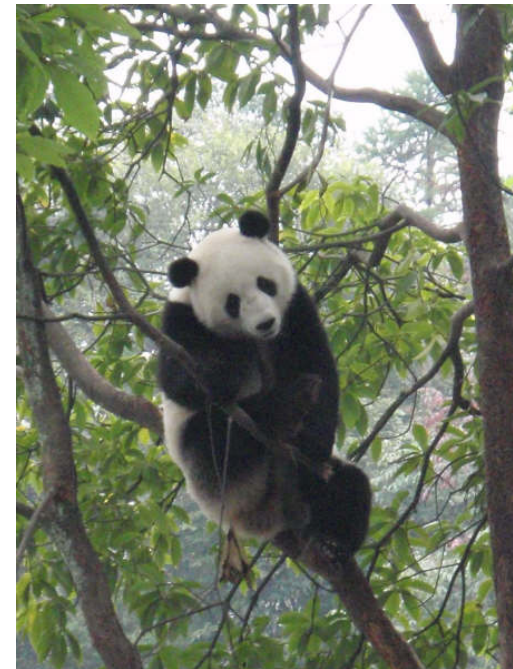
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Allied Health Sciences**



## The snappy version (Burnes)

Managers manage today  
Management is about delivering  
Managers are transactional

Leaders create tomorrow  
Leadership is about change  
Leaders are transformational



# National priority for Health and Social Care

- Clinical Leadership and Engagement
- Quality Innovation Productivity and Prevention

# Clinical Academic Careers

- Evidence to practice
- Joint appointments
- Research development opportunities



# Clinical academic training pathway

- MRes – free places
- PhD's
- Clinical Lectureships
- Senior Clinical Lectureships





*A Vision for innovative  
practice*

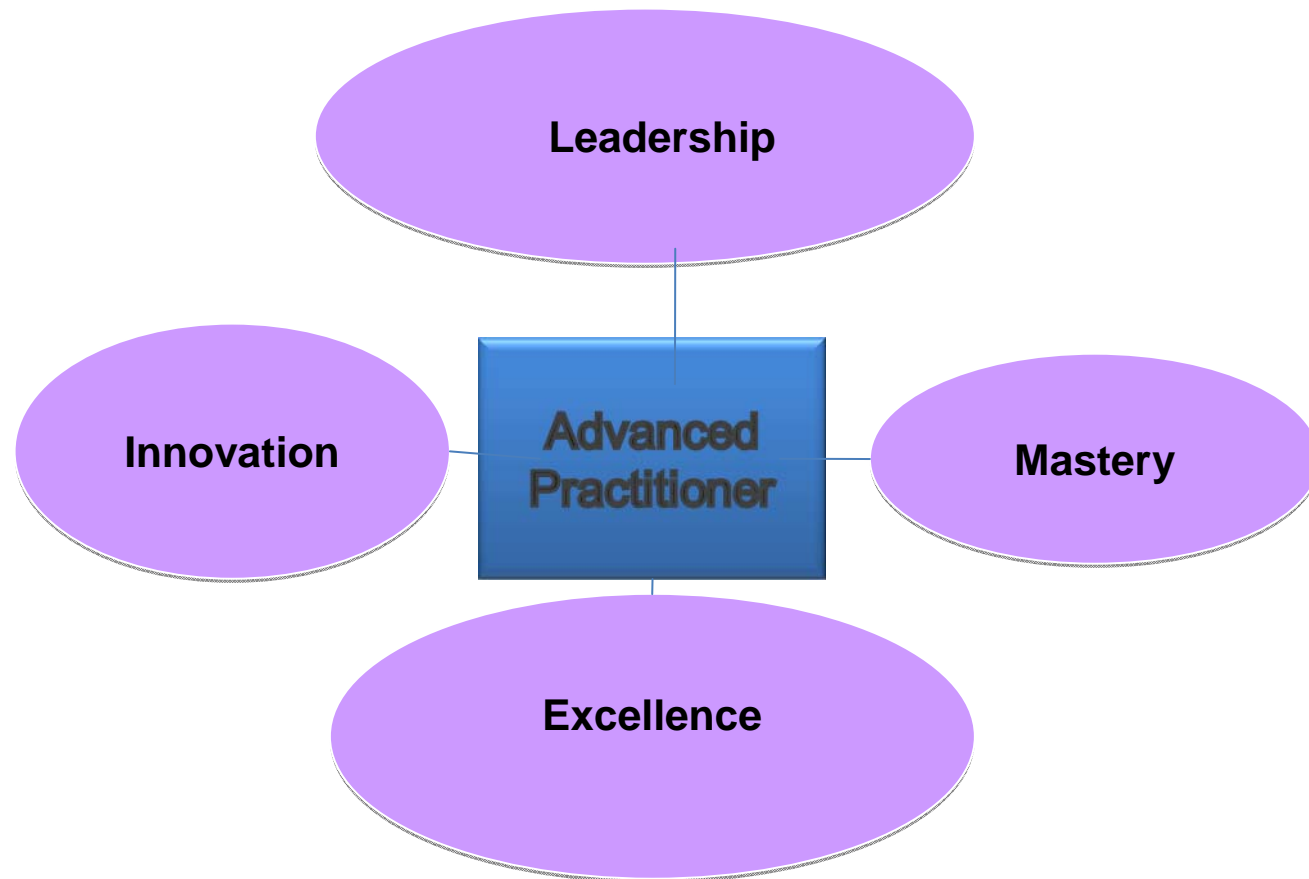


# Tipping the Balance

- Be proactive
- Be prepared to change
- Don't be precious









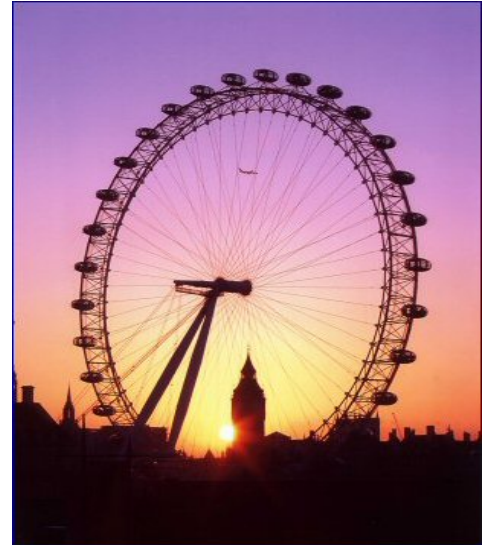


# Mastery

- Higher Level clinical/technical/research skills
- Breadth and depth of knowledge
- Experience
- Vision
- Innovate through reflection in practice
- Deals with Complexity
- Creative Reasoning

# Excellence

- Quality at heart of practice-QIPP
- Actively integrates theory and practice
- Demonstrates EBP
- Active CPPD
- Striving to better established standards
- Focus on ethical and moral dimensions



# Innovation

- Sophisticated Learning skills
- Develops new skills in response to emerging knowledge and techniques
- Advances professional practice
- Works across professional boundaries using creative reasoning and problem solving
- Development of others
- Instigates and manages change within a complex environment



# Leadership

- Has power to act
- Has authority
- Has influence
- Promotes a learning culture
- Demonstrates leadership and innovation in work contexts that are unpredictable and that require solving problems involving many interacting factors





# The NHS Leadership Framework

- *An overarching framework describing leadership capabilities, competences and behaviours in the NHS*
- *Designed and developed by NLC-National Leadership Council-Clinical Leadership and NHS Institute for Innovation and Improvement*

# Key Drivers

- Frontline clinicians will be at the heart of driving change forward.
- Fostering leadership talent and overcoming barriers to realising individual leadership potential.

## Clinical Leadership Competency Framework-central to education curricular



- The competences are being progressively embedded into professional, education and regulatory standards and will apply across the United Kingdom in the public and private sector.





# Demonstrating Personal Qualities



Clinicians showing effective leadership need to draw upon their values, strengths and abilities to deliver high standards of care.

# Working with Others

Clinicians show leadership by **working with others in teams** and networks to deliver and improve services.



# Managing Services

- Clinicians showing effective leadership are focussed on the success of the organisation in which they work



# Managing Performance



Clinicians show leadership by managing performance holding themselves and others accountable for service outcomes.



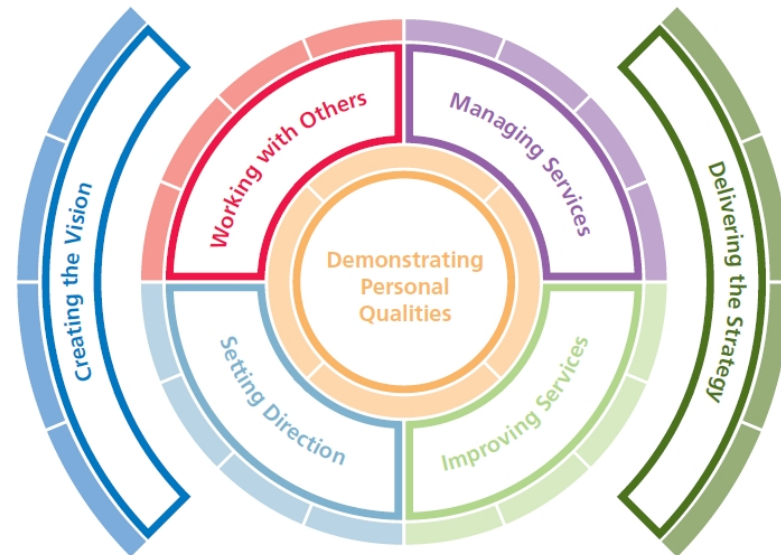
# Setting the Direction



Clinicians showing effective leadership contribute through the strategy and aspirations of the organisation and act in the manner consistent with its values.

## Core Dimensions of The Clinical Leadership Framework

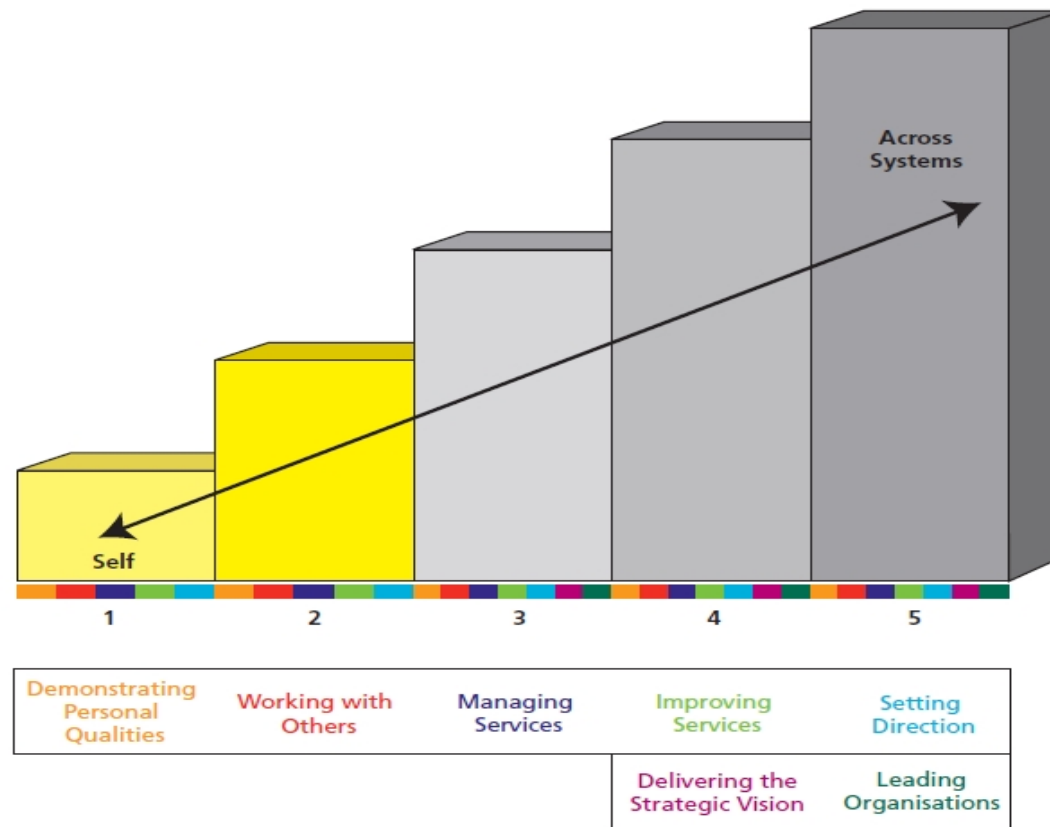
- It is comprised of 7 core dimensions:
  - Demonstrating Personal Qualities
  - Working with Others
  - Managing Services
  - Improving Services
  - Setting Direction
  - Creating the Vision
  - Delivering the Strategy.



- Staff will exhibit a range of leadership behaviours across these 7 dimensions dependent on their context.

## 5 Levels of Leadership

- Intersecting these dimensions are 5 levels of leadership. These are broadly progressive and are designed to illustrate the stages of development as a leader.



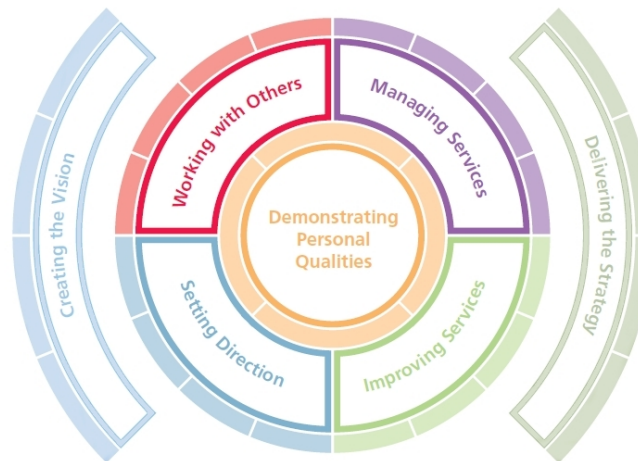
# Using the Leadership Framework

- **Dimension 1 – 5 Demonstrating Personal Qualities, Working with Others, Managing Services, Improving Services, and Setting Direction** are applicable to all staff and are based on the concept of shared leadership which is not restricted to those who hold designated leadership roles, and where there is a shared sense of responsibility for the success of the organisation and its services. Acts of leadership can come from anyone in an organisation, as appropriate at different times, and are focused on the achievement of the group rather than the individual.
- **Dimension 6 and 7 Creating the Vision and Delivering the Strategy** relate to leaders who take on positional leadership roles within the formal structure of their organisation. Positional leaders are appointed to those roles on the basis of their past experience and their future potential to be part of the formal accountability structure within an organisation. The roles themselves have a set of expectations around them regardless of the individuals who occupy them.



# Using the Leadership Framework

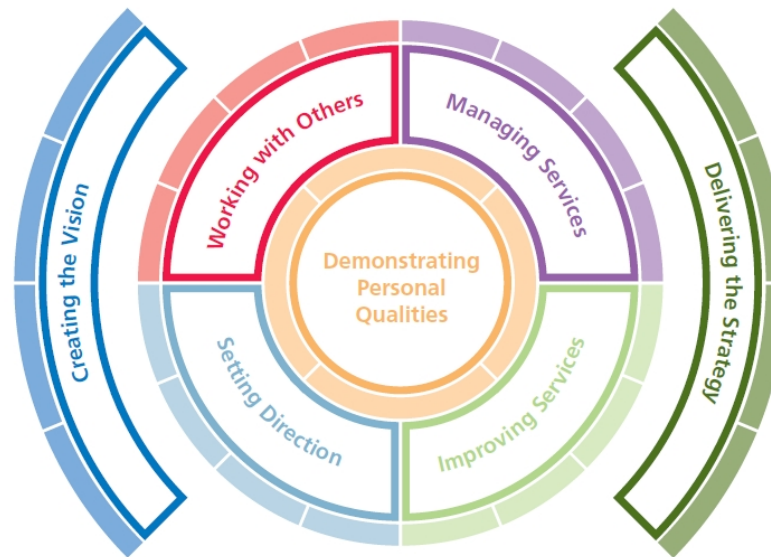
- Levels 1 and 3 Leadership are the foundation levels and describe the leadership capabilities, competences and behaviours for practitioners and all staff.



The 5 core dimensions for these levels are: Demonstrating Personal Qualities, Working with Others, Managing Services, Improving Services, and Setting Direction.

## Using the Leadership Framework

- Levels 4 and 5 Leadership describes the key characteristics, attitudes and behaviours to which all leaders should aspire and directly links to the Leadership Qualities Framework (LQF).



**Thank you for Listening.**  
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