



GIG
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Bwrdd Iechyd Prifysgol
Bae Abertawe
Swansea Bay University
Health Board

LEAD

HANDBOOK



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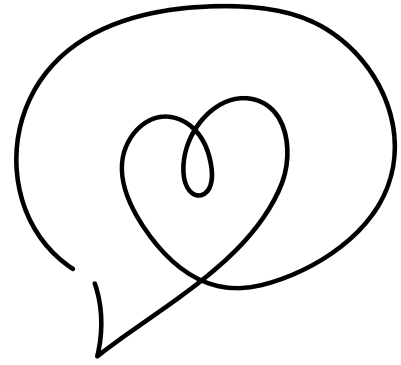
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About Me



Name:

Payroll/Employee Number:

Team/Department:

Service Group:



Introduction

Welcome to the LEAD Handbook. This handbook is designed to support your journey through the programme, providing a structured space for you to reflect on your experiences, track your progress, and document your learning.

The LEAD Programme aims to empower leaders by fostering key skills and values that are essential for effective leadership. By participating in this programme, you will have the opportunity to develop self-awareness, compassion and professionalism, while also enhancing your ability to adapt to changing needs, make informed decisions and create solutions. The programme promotes a culture of inclusivity, teamwork and continuous improvement, aligning with the core values of Swansea Bay University Health Board: Working Together, Caring for Each Other and Always Improving.



This handbook will serve as a valuable tool throughout the programme, helping you to:

- Reflect on daily activities and key learnings.
- Summarise weekly achievements and insights.
- Record reflections to specific events and workshops.
- Track your progress towards personal and professional goals.
- Access resources and sessions that support your development.
- Receive and document feedback from mentors, peers, and self-assessments.

We encourage you to use this handbook regularly and thoughtfully, as it will not only enhance your learning experience but also contribute to your growth as a leader. Remember, the journey of leadership is continuous and this handbook is here to help you every step of the way.

Let's embark on this journey together, striving to make a positive impact within our teams and the wider community.



Our People Strategy

The People Strategy aligns with our Health Board's ten-year vision to become a high-quality organisation. This vision places our patients and service users at the heart of everything we do. Through the LEAD programme, we'll explore creative and compassionate approaches to meet these strategic aims.

Our People Strategy consists of seven strategic aims:



Theme 01:
**Engaged, Motivated
and Healthy**

We want our people to feel valued,
fairly rewarded and supported



Theme 02:
**Attract
and Recruit**

We want to be recognised as an
employer of choice



Theme 03:
**Well
Planned**

We will aim to have the right number of
skilled people working on the right things



Theme 04:
Digitally Ready

We want to ensure our people
feel ready for our digital future



Theme 05:
**Excellent Learning
and Education**

We will support our people to develop
the skills and capabilities they need



Theme 06:
**Leaders That
Live Our Values**

We want all our people to role model
collective and compassionate leadership



Theme 07:
**Equality, Diversity
and Belonging**

We will strive to be diverse and inclusive,
ensuring all voices are heard

Click here or scan the QR
code
to access the People
Strategy



Our Values

Our values are the heart of our employee experience. They shape our culture, guide our decisions and influence how we interact with one another. By embodying these values, we create a positive and supportive work environment where everyone feels valued, respected and empowered. When our employees feel connected to our values, they are more engaged, motivated and committed to our shared goals.

<p>caring for each other</p>	<p>working together</p>	<p>always improving</p>
<p>in every human contact in all of our communities and each of our hospitals.</p>	<p>as patients, families, carers, staff and communities so that we always put patients first.</p>	<p>so that we are at our best for every patient and for each other.</p>
<p>We are friendly, helpful and attentive. We welcome others with a smile.</p> <p>We see people as individuals. We do the right thing for every person and treat everyone with dignity and respect.</p> <p>We are kind, compassionate, patient, and empathetic to the needs of others.</p>	<p>We communicate openly and honestly and explain things clearly.</p> <p>We take time to listen, understand and involve people. We value everyone's contribution and we work with our partners to join things up for people.</p> <p>We are open to, and act on, feedback. We speak up if we are concerned.</p>	<p>We keep people safe and provide an efficient and timely service.</p> <p>We are professional and responsible and hold ourselves and each other to account.</p> <p>We choose a positive attitude, seek out learning, and continually develop our skills and services.</p>
<p>We won't ignore people, be dismissive, rude, abrupt or leave anyone to suffer or feel neglected.</p>	<p>We won't let each other down, exclude or criticise people.</p>	<p>We won't accept second best or choose a negative attitude.</p>

Overarching aims

The aims of this programme are centred around the values of Swansea Bay UHB and underpinned by the four principles of Compassionate Leadership. Each aim is mapped to our People Strategy.

Each resource or session on this leadership programme is linked back to the three overarching aims.

1) Lead with Compassion and Inclusivity



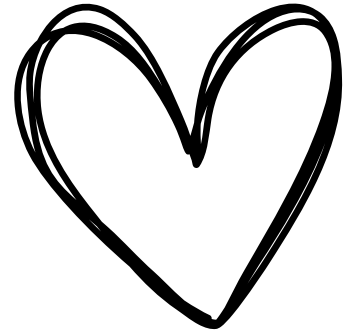
2) Drive Continuous Improvement through Collaboration



3) Empower and Inspire Teams



Leading with Compassion and Inclusivity



This aim is linked to the value of ***Caring for Each Other***.

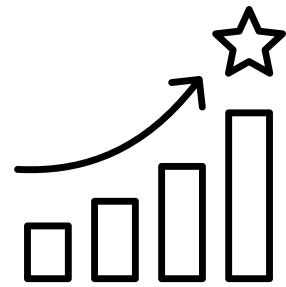
Develop self-awareness and lead with compassion, professionalism, and fairness, fostering inclusive team cultures that value diverse abilities, styles, and generations. This includes creating psychologically safe spaces where individuals feel respected, supported and their voices are heard.

How will we measure success?

- ✓ Improved staff engagement scores
- ✓ Evidence of inclusive leadership behaviours observed by line managers and peers
- ✓ Positive feedback on team culture
- ✓ A reduction in Management Concern being the top reason recorded by the Guardian Service
- ✓ Increase in perception of 'action' being taken and communicated as a result of staff speaking up/raising concerns



Driving Continuous Improvement through Collaboration



This aim is linked to the value of *Always Improving*

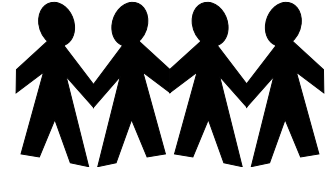
Learn to utilise quality improvement (QI) methodologies to foster a culture of continuous improvement through collaboration with teams and services to enhance patient safety and optimise clinical and operational outcomes within complex healthcare systems

How will we measure success?

- ✓ Demonstration of use of QI methodology through application in a project.
- ✓ Improvement in the aim of the project through use of appropriate measurement such as data over time and feedback.
- ✓ Evidence of collaboration with others.
- ✓ Evidence of leading a small improvement project.
- ✓ Evidence that your project aligns to SBUHB strategic vision and values.



Empower and Inspire Teams



This aim is linked to the value of ***Working Together***

Develop skills to build and maintain effective teams, fostering a collective approach to creating a clear vision. This includes developing skills in peer support and informal mentorship, enabling leaders to motivate and inspire others within a psychologically safe environment, promoting the values of Working Together and Caring for Each Other.

How will we measure success?

- ✓ Increased participation in peer support activities
- ✓ Evidence of effective team collaboration on projects, resulting in more efficient patient pathways and experience
- ✓ Improved team performance metrics
- ✓ Positive feedback from staff regarding leadership support and team dynamics



How the programme works

In this busy world, we know it's challenging to attend traditional workshops in order to learn new skills. This programme takes a blended approach meaning that learning is at your fingertips.

Each participant should undertake a self-assessment at the beginning of the programme. Participants will then be invited to **Day 1**, where they will have an opportunity to meet their colleagues and undertake a learning experience.

Between Days 1 and 2, participants must complete self-directed learning based on their development needs. Participants must use the reflective tools in this handbook to evaluate their learning.

On Day 2, participants will be introduced to Quality Improvement methodology and asked to think about their quality improvement project which will tackle a real-life problem in their team/department.

Between Days 2 and 3, participants consolidate their learning through the application of quality improvement methodology in their project. You will be supported by our team, your line manager and LEAD peers to do this. You can also access QI mentorship through twice-monthly drop-in sessions online.

On Day 3, participants will present their projects to their cohort and celebrate success.



Your Project

Being enrolled on the LEAD programme offers you a fantastic opportunity to network, learn about yourself and ultimately improve patient care.

As such, each participant is required to consider a small improvement idea that could have a positive impact in their work area. No idea is too small! Specifically, this project should demonstrate your understanding of the journey of improvement and the steps to take before you make a change

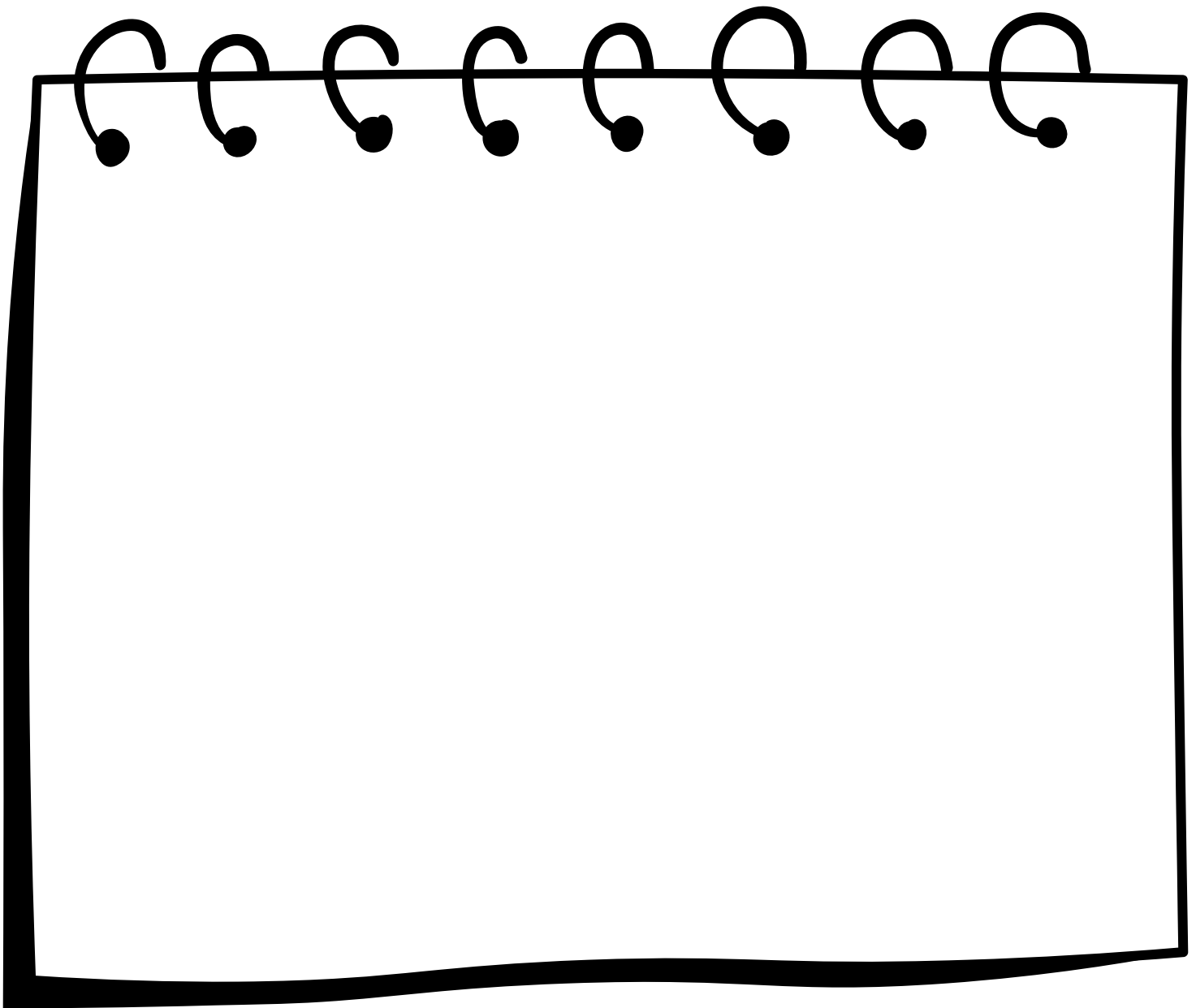
On Day 2 of the programme, you'll be given more detail about the requirements for the project. You may wish to think about these coaching questions before then:

- What does the 360 feedback tell you about your leadership style?
- What is a problem/challenge within your team or service?
- Other questions
- What could you measure to show your change has resulted in an improvement? E.g. staff/patient survey, system data (e.g. WPAS)

Stage of Journey	Suggested Questions	Suggested Evidence/Tools
<p><u>Measurement</u> <i>Essential throughout the improvement journey</i></p>	<ul style="list-style-type: none"> • How do we know there is a problem? • How will we know that a change is an improvement? (Model for Improvement) 	<ul style="list-style-type: none"> • Baseline Data • Category data that can be plotted into Pareto Charts • Data over time that can plotted into Run Charts
<p><u>Identifying a Problem</u></p>	<ul style="list-style-type: none"> • What is the problem? • What impact is this problem having on patients/ staff outcomes? 	<ul style="list-style-type: none"> • Staff or Patient Survey results. • Research • Data e.g. existing measures
<p><u>Creating Conditions</u></p>	<ul style="list-style-type: none"> • What is within your control? • Can I work in co-production with patients and families? • Who needs to be involved (in the team and supporting teams and organisations)? Who holds influence over this change/ improvement? • How can I keep people engaged in the project? 	<ul style="list-style-type: none"> • Involving Others Toolkit • Circles of Control • Stakeholder Mapping • Power vs Interest Matrix • Stakeholder Communication template • Self-assessment or 360 assessments.
<p><u>Understanding Your System</u></p>	<ul style="list-style-type: none"> • What is currently happening in the system? • What could be the cause of the problems I have identified? 	<ul style="list-style-type: none"> • Process Mapping • Fishbone Diagram • 5 Whys • Pareto chart
<p><u>Your Aim</u></p>	<ul style="list-style-type: none"> • What are we trying to accomplish? • (Model for Improvement) 	<ul style="list-style-type: none"> • SMART Aim
<p><u>Change Theories</u></p>	<ul style="list-style-type: none"> • What change can we make that will result in an improvement? (Model for Improvement) 	<ul style="list-style-type: none"> • Brainstorm ideas with others • Driver Diagrams • PDSA Cycles

Your personal goals

You may have some personal goals that you wish to achieve.
You can use the space below to type or write them down.

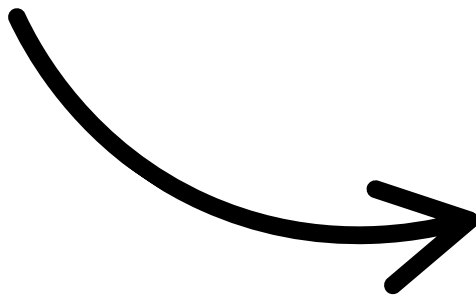


Self-Assessment

At the beginning of your programme, you must complete the **compassionate leadership self-assessment tool** which is hosted on the Gwella platform.

If you haven't already, you'll need to create an account on the Gwella Platform. You can click on the links below or scan the relevant QR codes below.

You can access the platform by [clicking here](#) or scanning this QR code



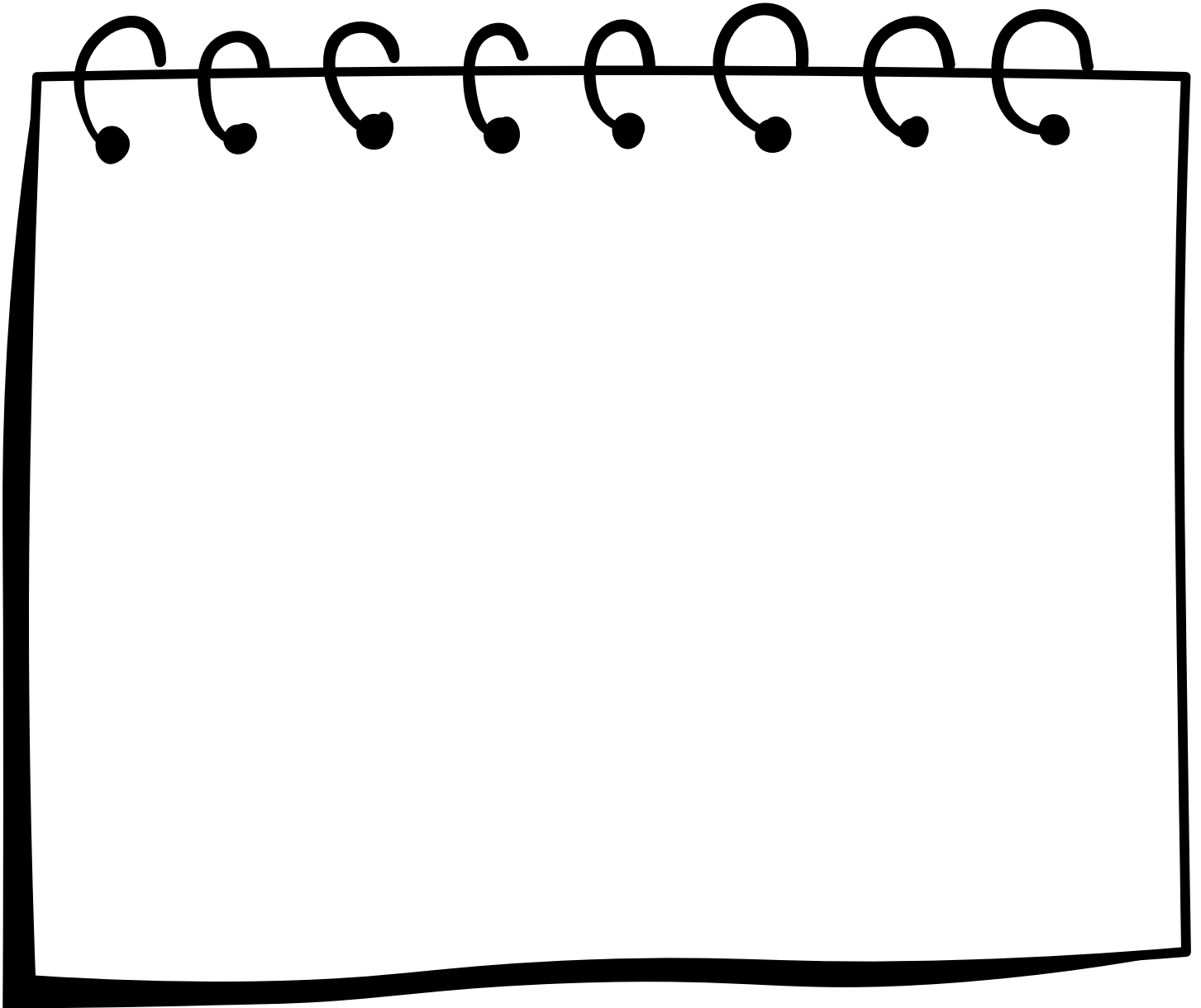
To access the guidance documents, you can [click here](#) or scan this QR code.



My Feedback

My Self-Assessment

What are my strengths and areas I'd like to develop.

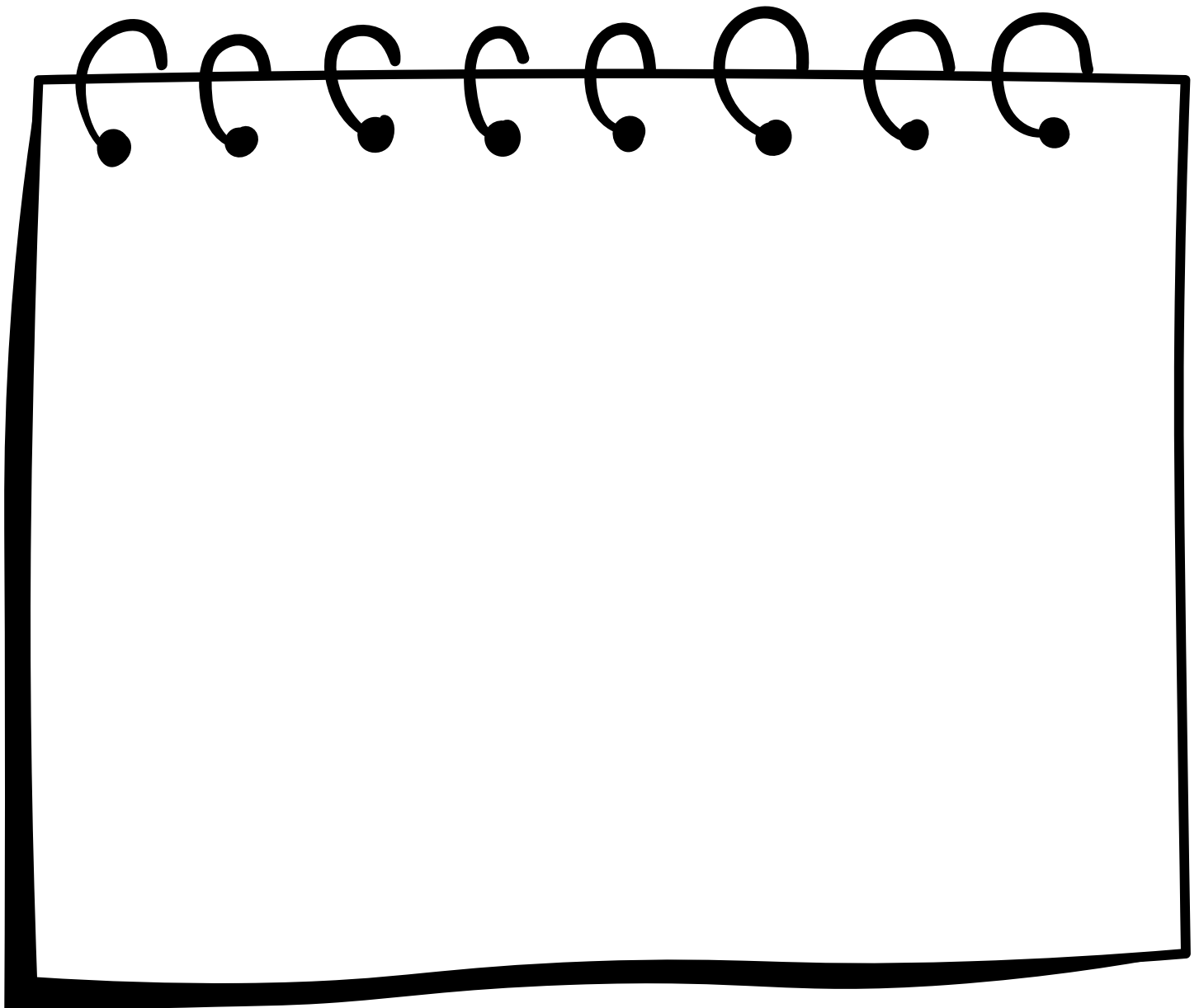
A large, hand-drawn spiral notebook graphic. The notebook has a black outline and a spiral binding on the left side. The page is blank and intended for writing a self-assessment.

My Feedback

NHS Wales Staff Survey Results

What are your improvement areas from the NHS Wales Staff Survey Results in your work area?

What are your initial reactions?

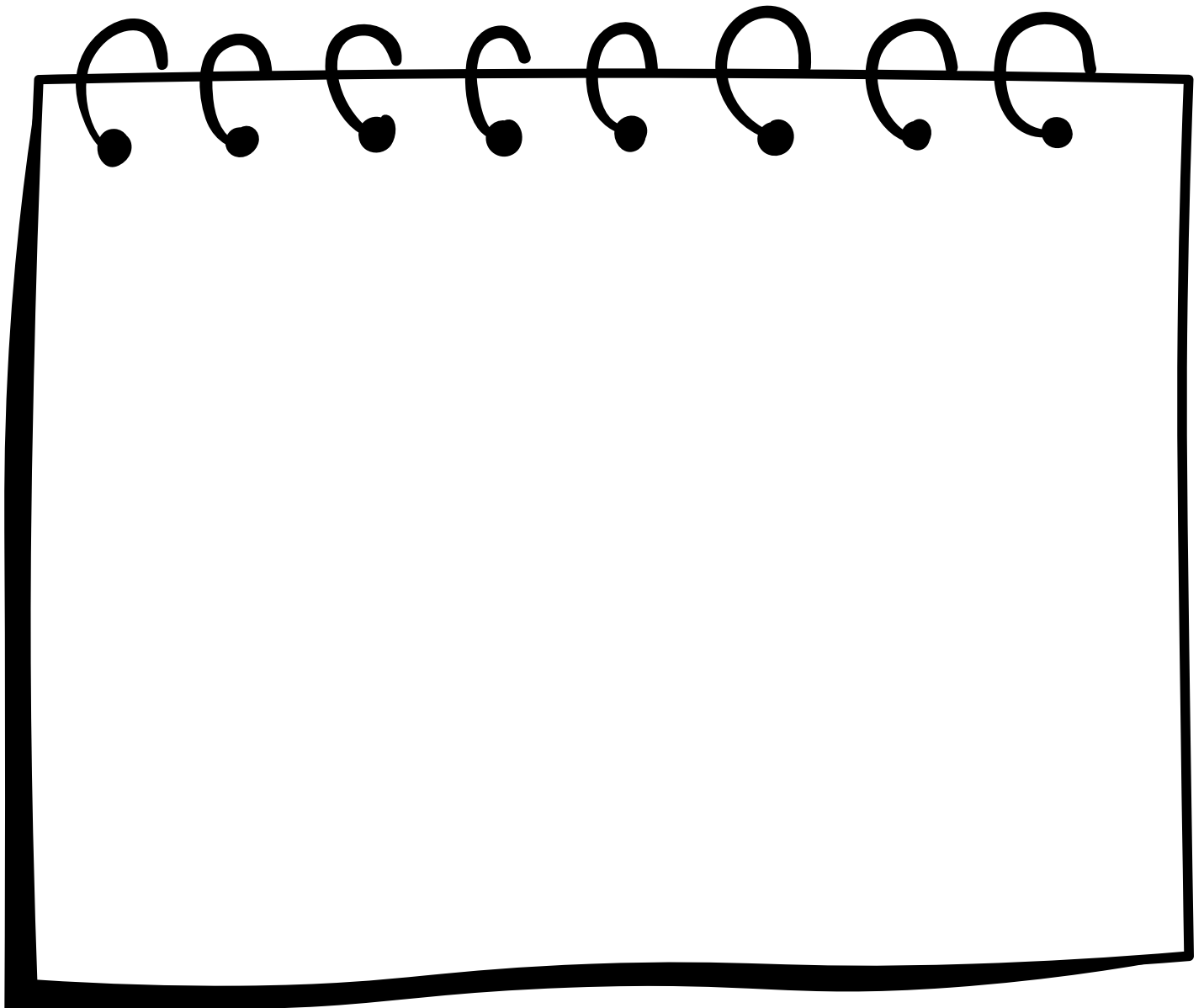


My Feedback

My 360 Feedback

Using the 360 feedback (instructions on page 17). Be bold and reach out to your 'home' team for feedback. Their insights, shared anonymously can spark brilliant ideas and propel your project forward.

- What do my team value and rate me highly for?
- According to their feedback, what could I focus on in future?
- What practical steps could I take in my LEAD project to focus on those areas?



Learning for Everyone

The learning experiences on this programme are designed to be accessible and flexible. This means you can learn at a time and pace that suits you. **All we ask is that you complete a reflection for each one that you undertake.**

All of the sessions and resources are housed on the LEAD Sharepoint pages, which you can access by [clicking here](#), searching 'LEAD' on Sharepoint, or scanning the QR code below.

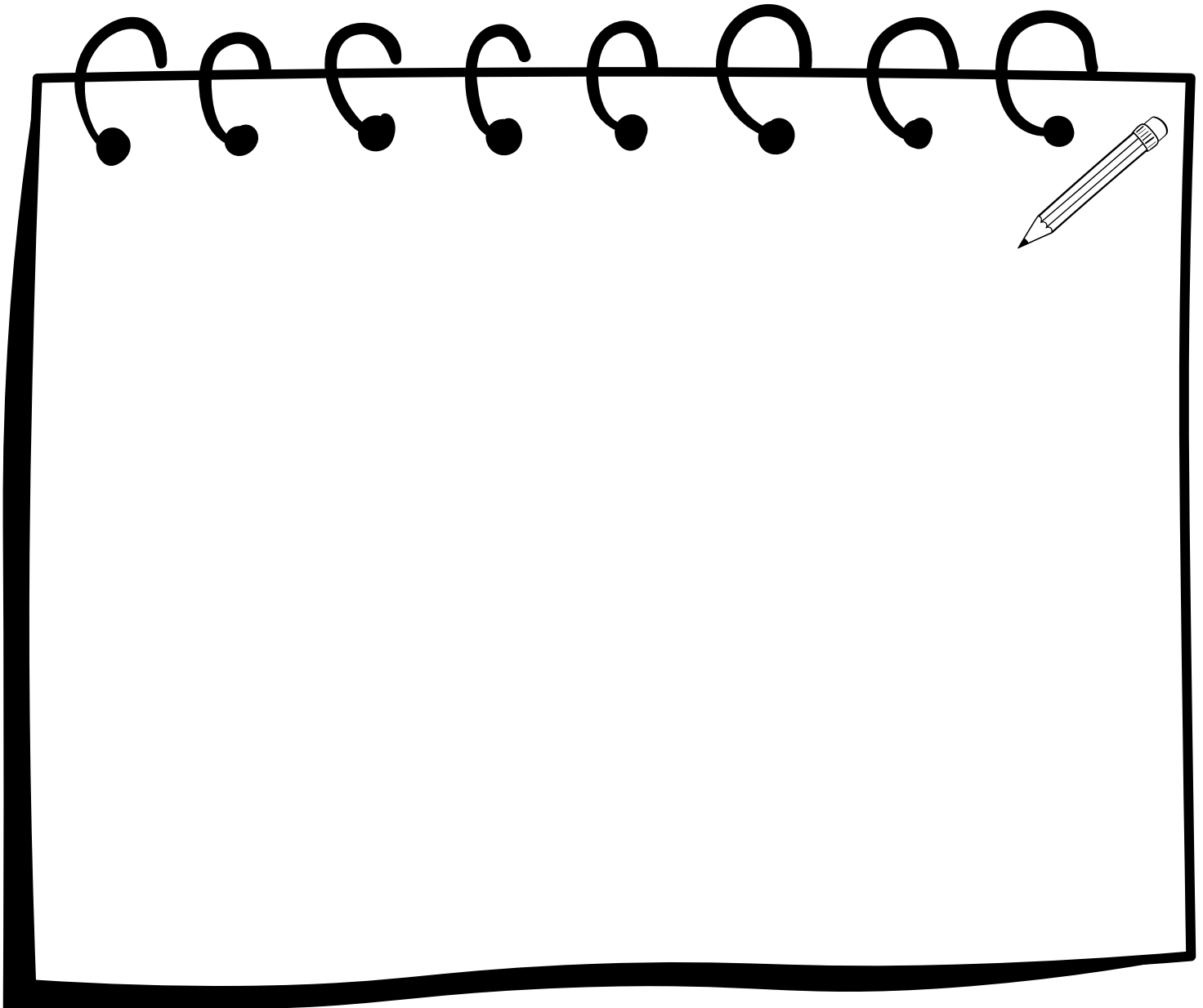
SCAN ME



Reflection Tool

For each learning experience, you must complete a reflection. You can do this in the space below, or you can scan the QR code or [click here](#) to complete this digitally.

Remember to use the prompts on the next page.



Reflection Prompts

1. Reaction

- How did you feel about the session?
 - What aspects of the session did you find most engaging or enjoyable?
 - Were there any parts of the session that you found challenging or less interesting?

2. Learning

- What key takeaway did you gain?
 - What new knowledge or skills did you acquire during the session?
 - How has this session changed your understanding of the topic?

3. Behaviour

- How will you apply this in your work?
 - What specific actions or changes will you make based on what you learned?
 - How do you plan to integrate these new skills or knowledge into your daily tasks?

4. Results

- What impact do you expect this to have?
 - How do you anticipate this learning will improve your performance or outcomes?
 - What measurable changes or benefits do you expect to see as a result of applying what you learned?

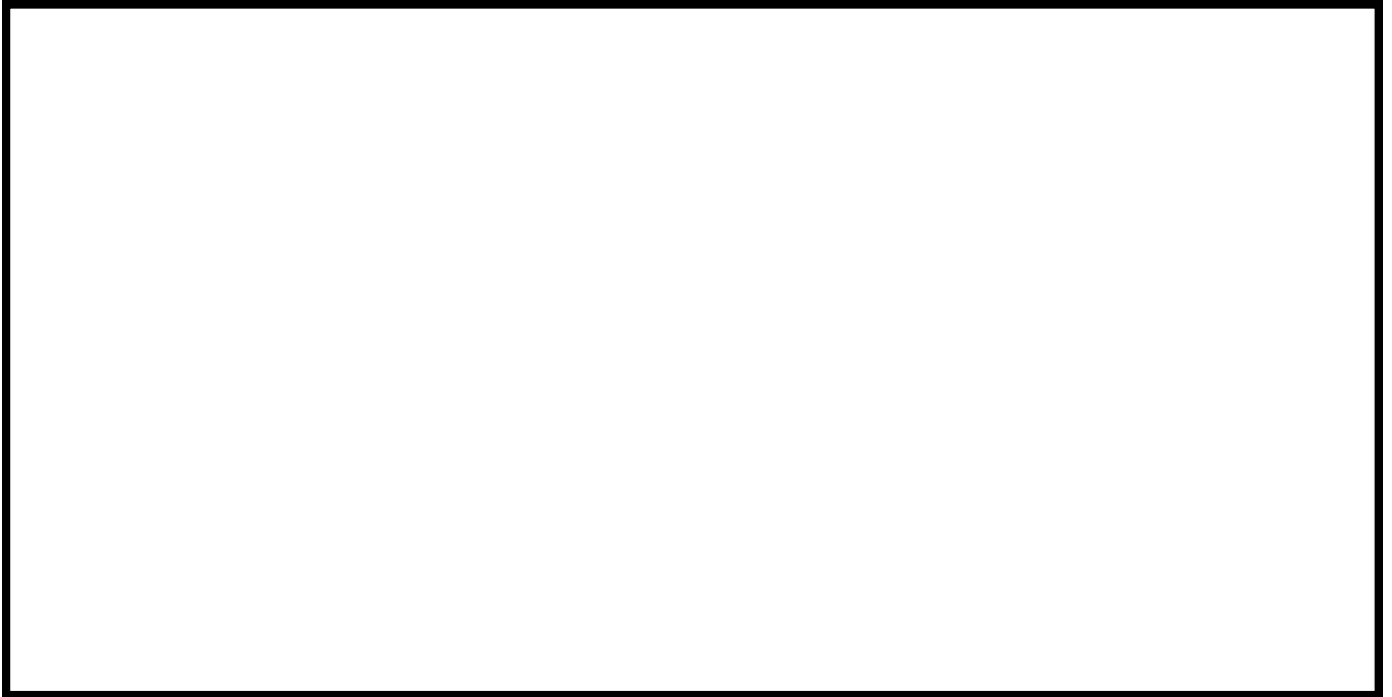


LEAD

**MY PROGRAMME
JOURNAL**

Day One Reflections

Congratulations, you've just completed Day 1 of your LEAD journey. Make a note of your top take-aways below:



What areas of leadership might you explore further in the learning library?



What are your initial thoughts about your change project?

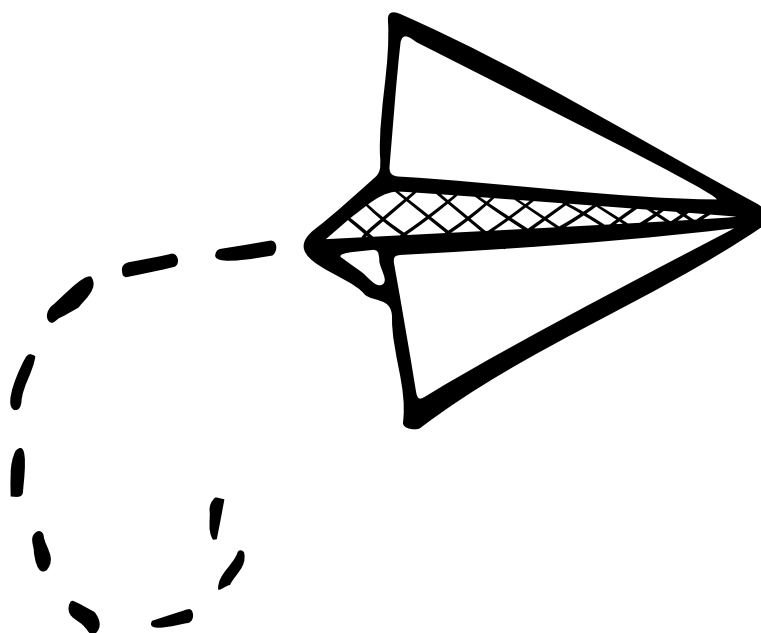
A large, empty rectangular box with a thick black border, intended for the user to write their initial thoughts about their change project.

My Research Diary

This is a space to capture your research for your project.

When you are looking for your evidence there are many routes to follow. Online you could explore what Gwella has to offer in addition to Academi Wales. Podcasts and TED talks can add depth to your learning. The health board libraries are a brilliant resource. They can conduct literature searches for you in addition to ordering books in for you. They also provide a quiet space where you can work and think, many of them have wellbeing sections as well. More information is available by [clicking here](#) or searching 'library' on Sharepoint.

Use the pages below to reflect on your learning experiences, you may wish to use the reflection tool on page 21 These will help you to research for the project you'll present on Day 3.



My Research Diary

Which resource did you explore?

What are your top takeaways from this resource?

How might these ideas benefit you and/or your team in practice?

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My Research Diary

Which resource did you explore?

What are your top takeaways from this resource?

How might these ideas benefit you and/or your team in practice?

Day Two Reflections

What are your top takeaways from Day 2?



Here's a reminder of the coaching questions you'll need for your project:

- What does the 360 / self-assessment feedback tell you about your leadership style?*
- What is a problem / challenge within your team or service?*
- What could you measure to show your change has resulted in an improvement? E.g. staff/patient survey, system data (e.g. WPAS)*

What is the SMART aim for your project?

What is achievable in two months?

Develop change ideas and planned/completed a PDSA

What is achievable in one month?

Collected baseline data and understood the problem and system

What is achievable in one week?

Identified your stakeholders, established project team

Planning my Project

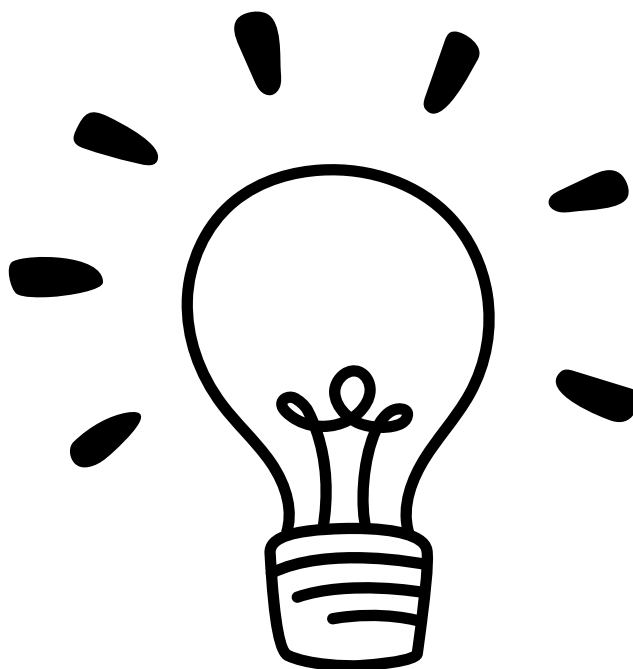
This is your space to use over the coming weeks to enable you to capture the background evidence of the work you have put into your project. Your project enables you to collect ideas, stories, theories and learning in order to experiment with them.

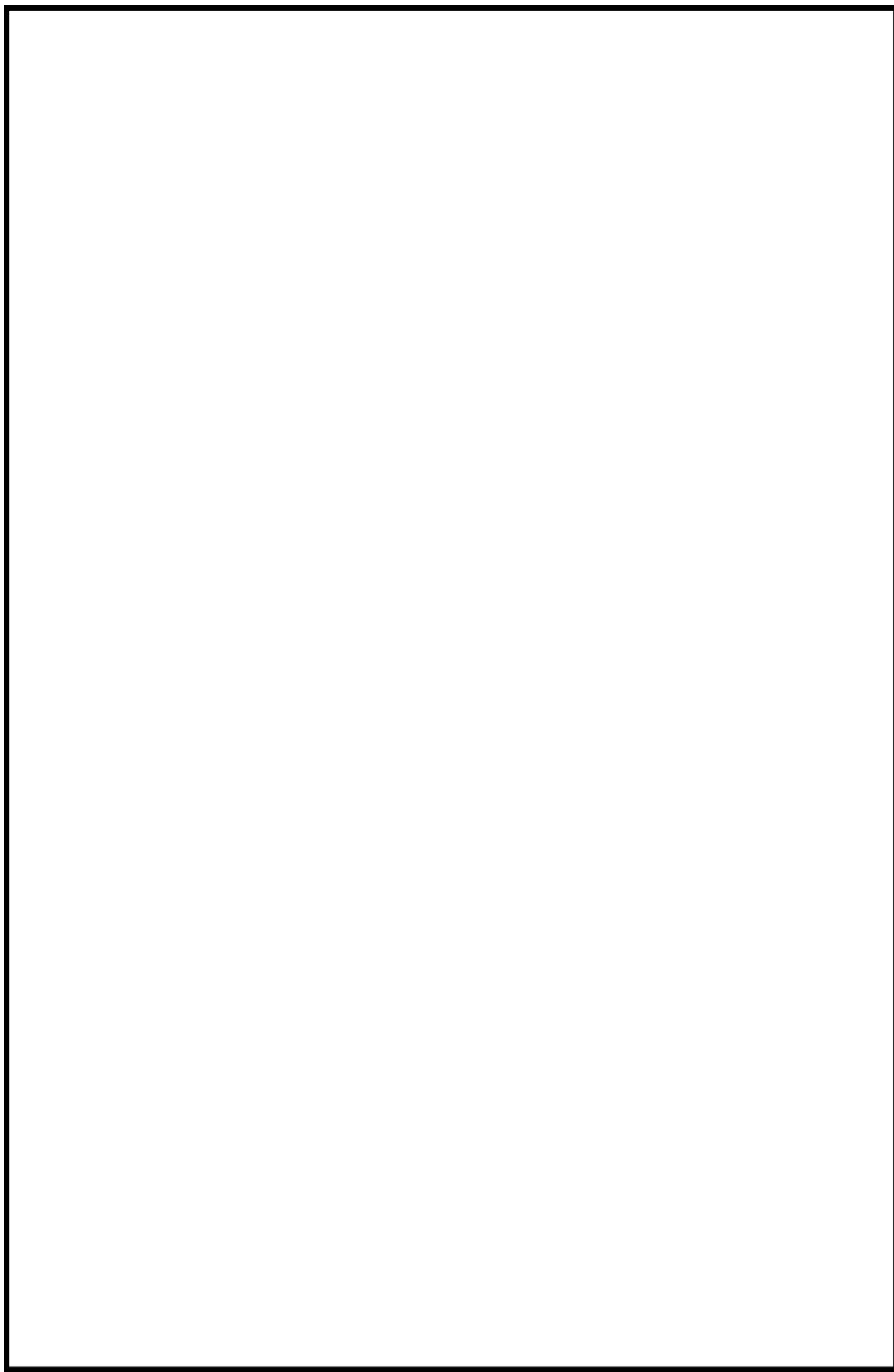
You can use this space for notes, thoughts, ideas, learning points, summaries of meetings.


Between Day 2 and 3 you will need to meet with your manager and also your project buddy.

Allow time for this to take place. Celebrate the little wins, recognise the challenges.

You can use this first page to map out what you need to do next. Mind Map, Scribble, Diagram, doodle.







*You don't have to
see the whole
staircase, just take
the **first step.***

Martin Luther King Jr



Week 1

Thinking of your project, what has gone well this week?

A large, empty rectangular box with a black border, intended for the user to write their response to the question above.

What is the one thing you could do differently to move it forward?

A large, empty rectangular box with a black border, intended for the user to write their response to the question above.

What will I experiment with next week to move it forward?

A large, empty rectangular box with a black border, intended for the user to write their response to the question above.

Week 2

Thinking of your project, what has gone well this week?

A large, empty rectangular box with a black border, intended for the user to write their response to the question above.

What is the one thing you could do differently to move it forward?

A large, empty rectangular box with a black border, intended for the user to write their response to the question above.

What will I experiment with next week to move it forward?

A large, empty rectangular box with a black border, intended for the user to write their response to the question above.

Week 3

Thinking of your project, what has gone well this week?


A large, empty rectangular box with a black border, intended for the user to write their response to the question above.

What is the one thing you could do differently to move it forward?

A large, empty rectangular box with a black border, intended for the user to write their response to the question above.

What will I experiment with next week to move it forward?

A large, empty rectangular box with a black border, intended for the user to write their response to the question above.



*Success is not final;
failure is not fatal; it
is the courage to
continue that
counts.*

Winston Churchill



Week 4

Thinking of your project, what has gone well this week?

A large, empty rectangular box with a black border, intended for the user to write their response to the question above.

What is the one thing you could do differently to move it forward?

A large, empty rectangular box with a black border, intended for the user to write their response to the question above.

What will I experiment with next week to move it forward?

A large, empty rectangular box with a black border, intended for the user to write their response to the question above.

Mid-Point Check

What have you achieved so far? This is your 'Tah-Dah!' list



A large empty rectangular box with a black border, intended for writing achievements. In the top right corner of the box, there is a hand-drawn, five-pointed star with a slightly irregular, sketchy appearance.

What have been the biggest challenges?



A large empty rectangular box with a black border, intended for writing about the biggest challenges.


What could you do differently?



A large empty rectangular box with a black border, intended for writing about what could be done differently.

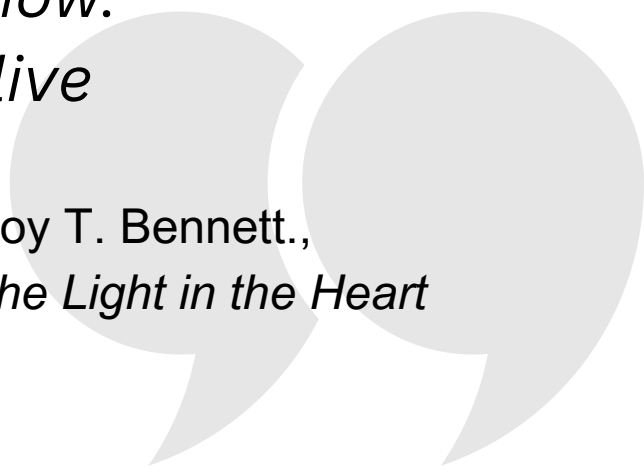
A space for notes and to regroup. What next?

A large, empty rectangular box with a thick black border, occupying most of the page below the text. It is intended for taking notes and regrouping.



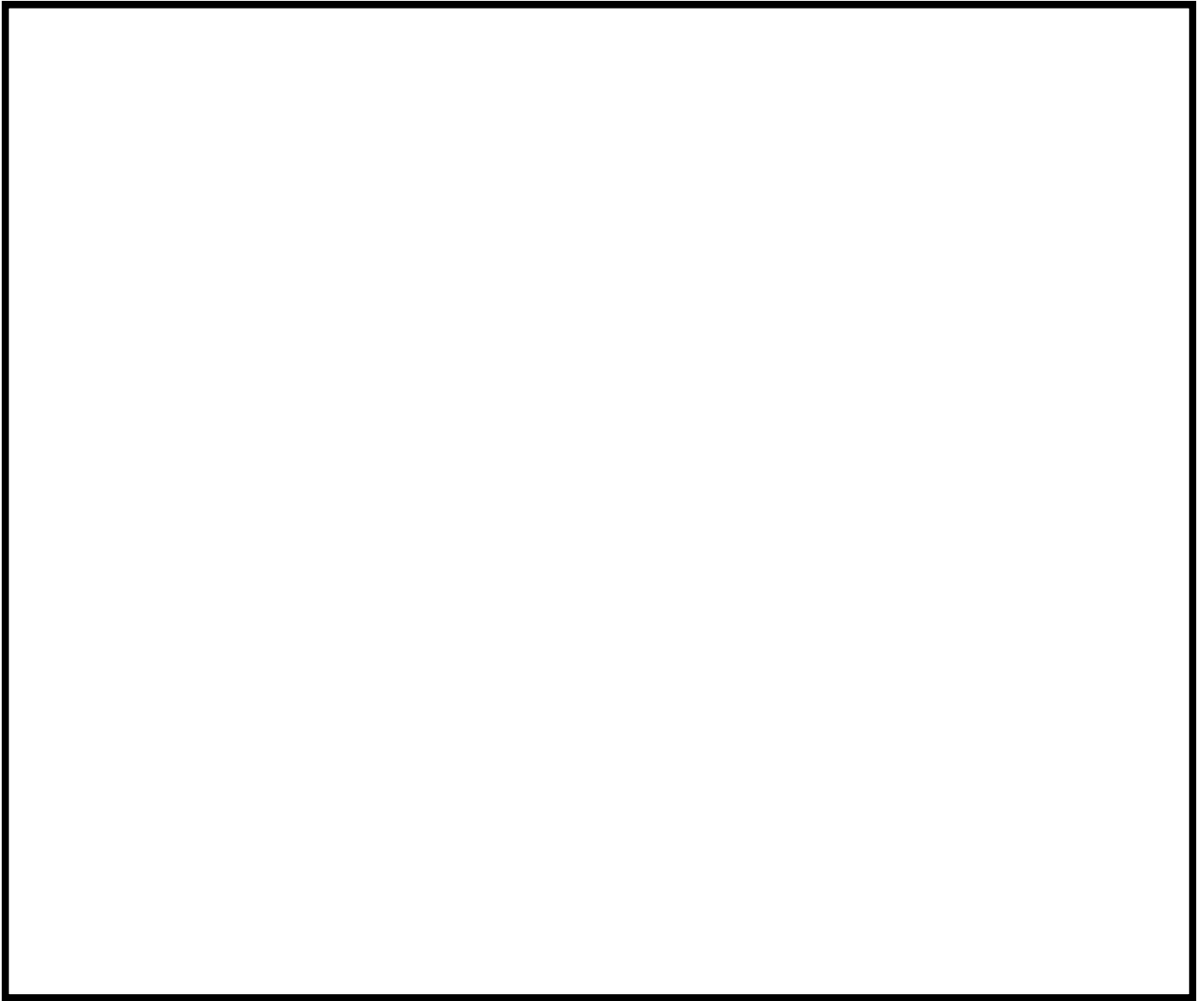
*Don't just learn, experience.
Don't just read, absorb.
Don't just change, transform.
Don't just relate, advocate.
Don't just promise, prove.
Don't just criticize, encourage.
Don't just think, ponder.
Don't just take, give.
Don't just see, feel.
Don't just dream, do.
Don't just hear, listen.
Don't just talk, act.
Don't just tell, show.
Don't just exist, live*

Roy T. Bennett.,
The Light in the Heart



Week 5

What have you overcome this week to move forward?

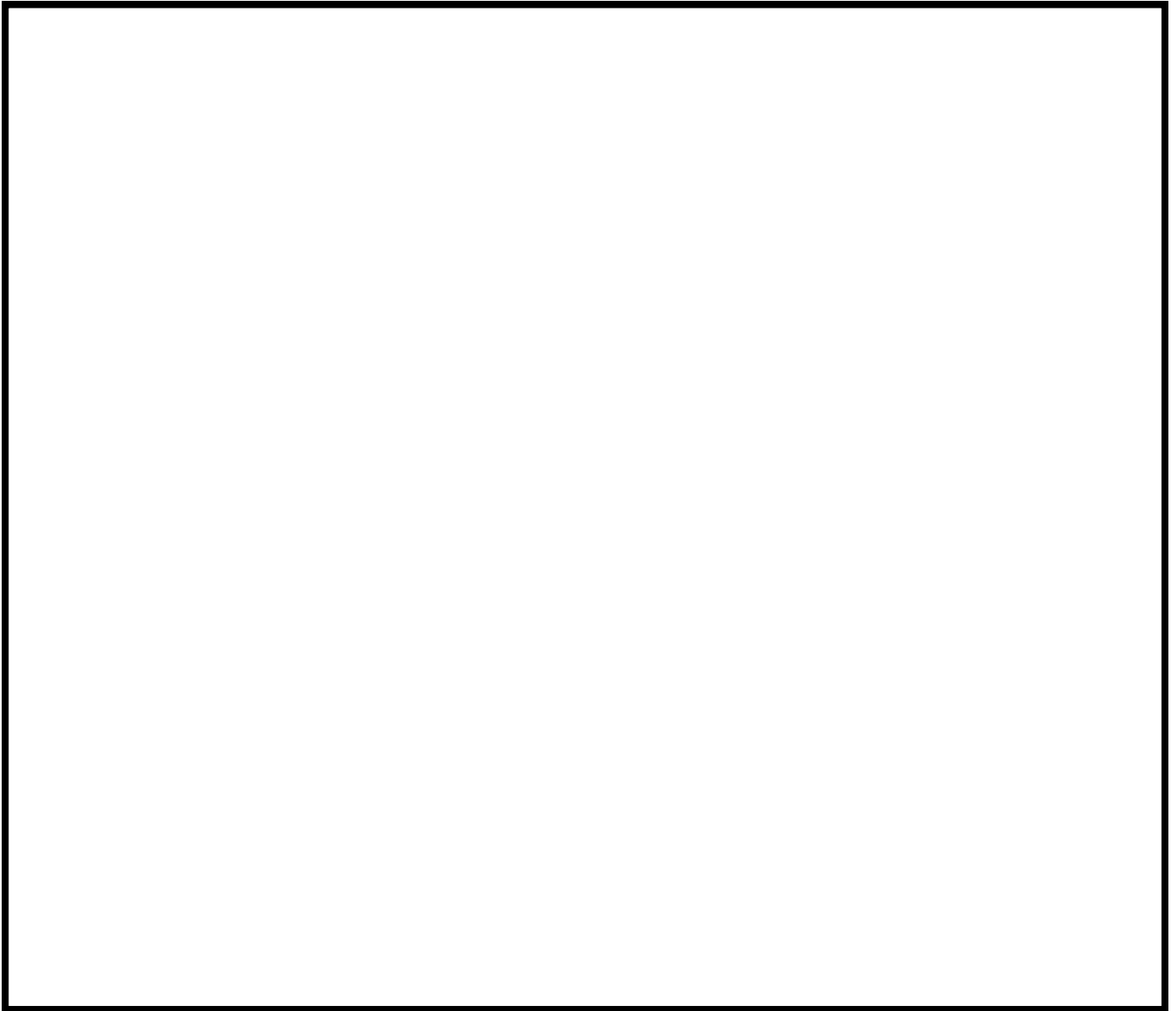
A large, empty rectangular box with a black border, intended for the user to write their response to the question above.

What are the next steps?

A large, empty rectangular box with a black border, intended for the user to write their response to the question above.

Week 6

What are your key learnings for this week?

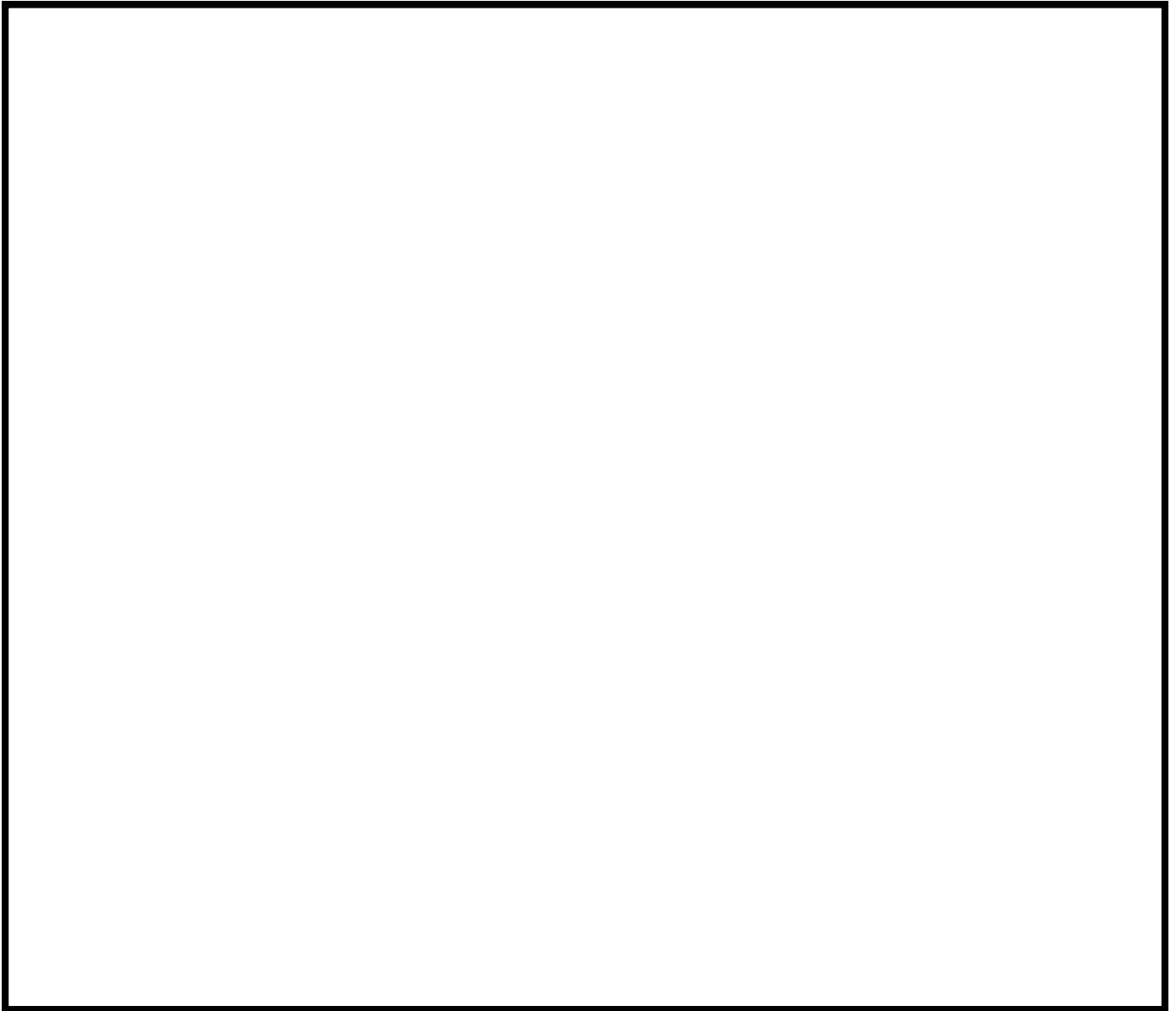
A large, empty rectangular box with a black border, intended for the user to write their key learnings for the week.

What is left for you to work on next week for your project?

A large, empty rectangular box with a black border, intended for the user to write what is left to work on for the next week.


Week 7

Thinking of your project, what has gone well this week?

A large, empty rectangular box with a black border, intended for the user to write their response to the question above.

What is the one thing you could do differently to move it forward?

A large, empty rectangular box with a black border, intended for the user to write their response to the question above.



*The pessimist
complains about the
wind.*

*The optimist expects
it to change.*

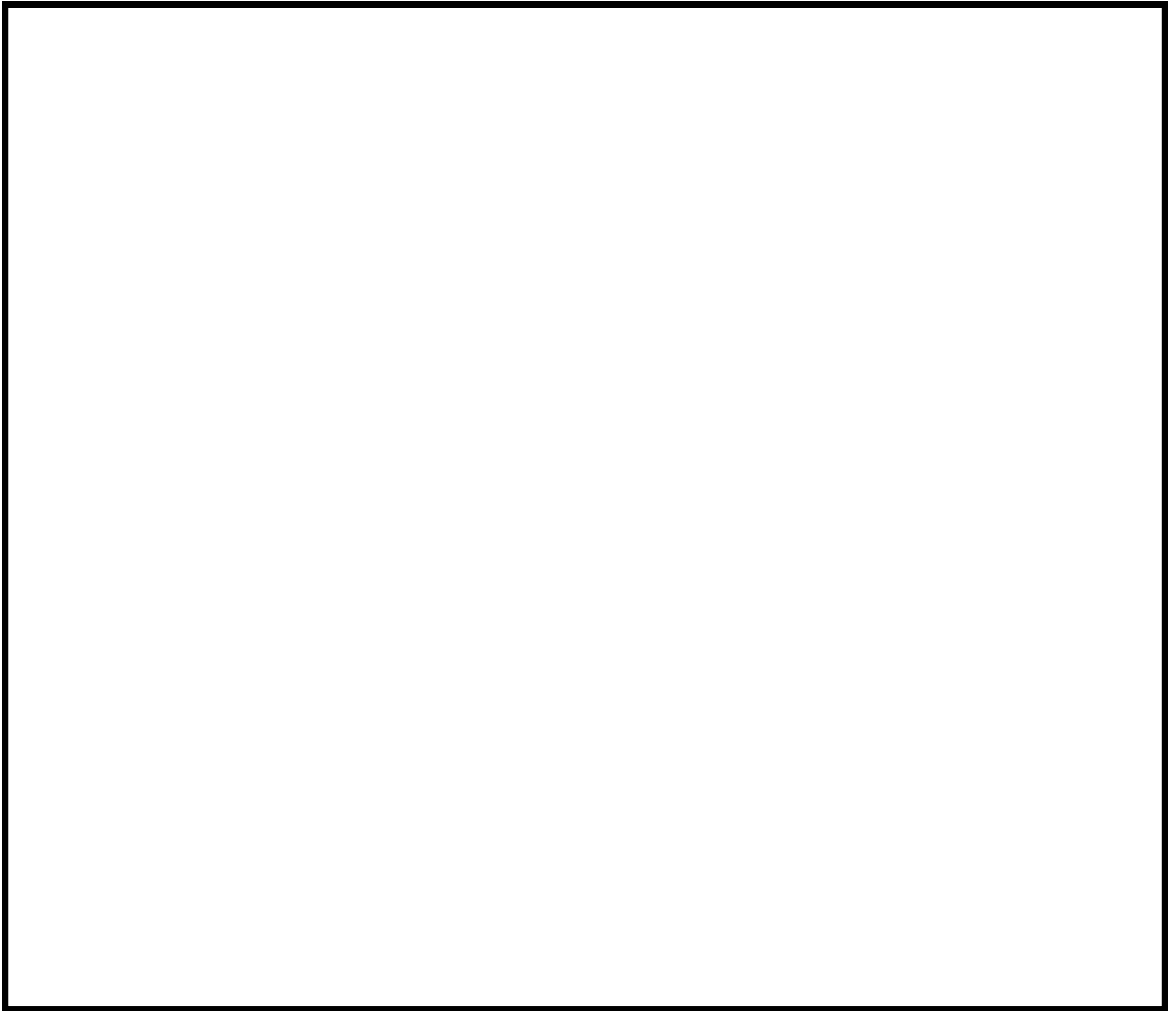
*The leader adjusts
the sails.*

John C. Maxwell



Week 8

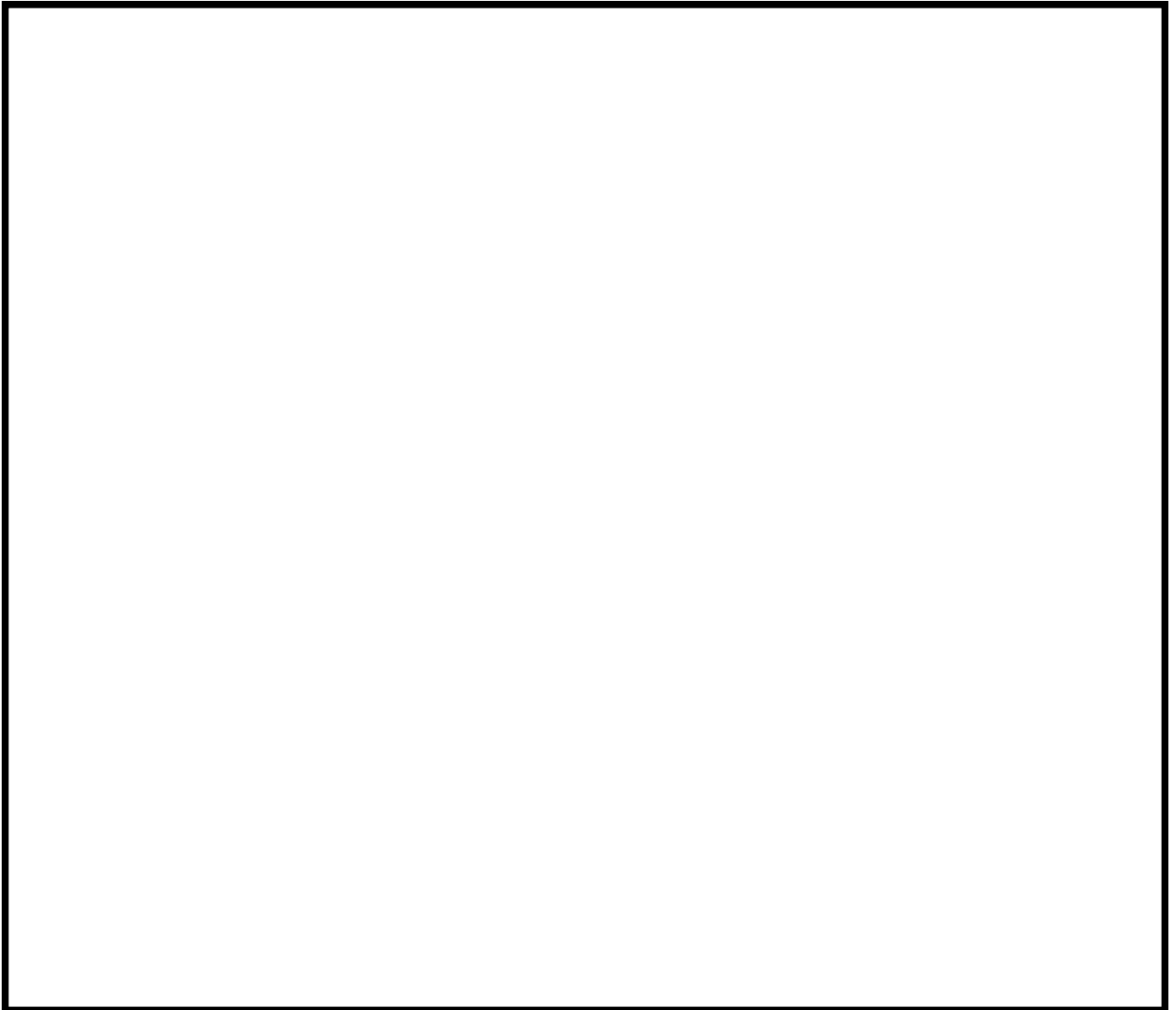
It's the final week, what's left to do?

A large, empty rectangular box with a black border, intended for writing a response to the question above.

What have been the challenges?

A large, empty rectangular box with a black border, intended for writing a response to the question above.

What's the best way for me to present this?



What do I need to consider ahead of the meeting with my Manager?



My Project

Frequently Asked Questions

What if the project doesn't go well?

If the project doesn't go as planned, it's crucial to understand why. Reflect on the situation, identify barriers, and learn from the experience. Even if the project hasn't resulted in an improvement, it has allowed you to understand what doesn't work and given you learning.

Use this model:

- Situation: Describe what happened and the unintended outcome.
- Cause: Identify what prevented success or acted as a barrier.
- Solution: Explain how you fixed it or what you learned for future improvement.

What if I don't do a project?

The project is a vital part of the programme and of your journey as a LEADer. Your project, whether successful or not, could positively influence service delivery and patient care, and help others in your cohort.

Have you got any examples of a small QI project?

- Adding signature to handover sheet to improve management of patients
- Visual checklist for stock of a medication trolley to reduce wasting time
- Educational materials to improve a standard
- Improve staff wellbeing by planning and recording breaks

Your Project

Frequently Asked Questions

I don't have time for a project!

We understand the pressures on your time. Aim to recognise a small change you can make with your team's support. This could be something like improving meeting efficiency or managing your team differently based on feedback. The key is to test your learning through manageable actions.

Will I be marked?

You will receive feedback from facilitators and answer supportive questions about your project. **There is no pass or fail**; the focus is on sharing learning, knowledge, and supporting your peers by engaging with their work.

How should I present my work?

You can present the results of your project any way you like! The standard format is a 6-8 minute structured presentation and short Q&A, but if that doesn't work for you then that's fine. We don't mind how you present it, we want you to be creative and do what works for you. You will need to demonstrate evidence to support your answers.

I'm still stuck, have you got any more guidance?

Of course, please see the planning guide on the next page.

Day Three Reflections

Congratulations! You've completed Day 3 and the LEAD programme. You should be extremely proud of yourself. Take this time to celebrate and reflect on what you've learned.

Now that you've completed the programme, you should re-take the self-assessment (as noted on page 19) and then think about the following questions:

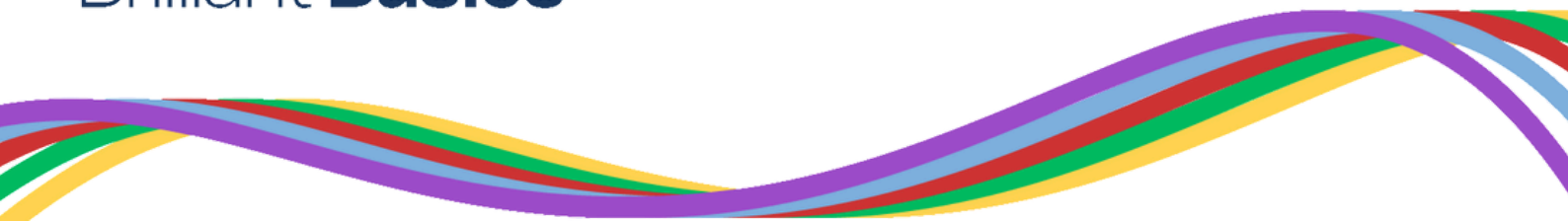
Have there been any changes? If so, what are they and why do you think that happened?

What have you learnt about yourself?

What will you do differently going forward?

Further Support

Hanfodion Hwylus Brilliant Basics



Did you know that in Swansea Bay, you have access to a fantastic range of resources that will support you in your leadership and management journey?

The Brilliant Basics platform provides you with accessible, bite-size learning opportunities and reference points.

You can access it by clicking [here](#), scanning the QR code or searching 'Brilliant Basics' on Sharepoint.



Further Support

- Explore the [Occupational Health & Staff Wellbeing Team](#) resources by clicking on the link, searching 'Wellbeing' on Sharepoint or scanning the QR code.



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- For information on Speaking Up Safely, visit the [Raising Concerns](#) hub by clicking on the link, searching 'Raising Concerns' on Sharepoint or scanning the QR code.



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- Contact your [Trade Union](#) by clicking on the link, searching 'Trade Union' on Sharepoint or by scanning the QR code.



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- Get in touch with the [Operational Workforce Team](#) by clicking on the link, searching 'HR Hub' on Sharepoint or scanning the QR code.



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- Explore the Quality Improvement Hub. Here you will find a range of resources and information about drop-in sessions where you can access QI coaching online. You can click on the link, search 'Quality Improvement Hub' on Sharepoint or scan the QR code





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