

C8 Truly Committed to Quality: Developing the Leadership Map with rewards and incentives for improving performance

Leader/s
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Objective and rationale:

The Leadership Map developed at the Paris ISQUA conference has now been developed into a management improvement tool. This tool is freely available to participants worldwide to assess their own performance in comparison with others providing a simple benchmarking tool. The Workshop provides an opportunity for recent development of the work to be shared and further developed encouraged by the addition of a new element 'rewarding results'

Outline for Workshop content:

In 2002 the NHS in Wales with support from the Audit Commission and the Health and Social Care Quality Centre developed a maturity matrix identifying the key components of a competency framework for leaders to build a performance management culture. The NHS Wales framework uses a balanced scorecard to give a rounded view of health service performance but this in itself requires new ways of thinking and working. The 2002 workshop allowed participants to develop the maturity matrix approach covering a baseline, firm foundations and mature levels of working tailored to their own requirements and performance frameworks. Although a flexible tool that any health system can apply its use of statements rather than indicators makes comparison between different cultures and health system much easier and thereby allows greater sharing of approaches and success. The five components which developed in the workshop were

- Knowledge Based Leadership
- The Relational Aspects of Leadership
- Effective Communication
- Personal Attributes
- Public Service Ethics

The workshop planned for 2003 incorporates a new element 'rewarding results' and participants will be involved in an interactive debate on how rewards and incentives can be utilised in different cultures to improve performance.

The 2002 format of interactive seminar constructing maturity matrix statement tool indicating key element of topic, baseline, firm foundations and maturity was well received by the 60 plus participants and this years approach will have the same presenters now supported by some innovative recording technology which allows immediate feedback and updating of the instrument for participants to take away and use.

Leadership:

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The maturity matrix approach is more fully described in '**Benchmarking for best value in the NHS**' John Bullivant, FT Healthcare, 1998 (ISBN 1 860673 53 8) and '**Benchmarking for continuous improvement in the public sector**', John R N Bullivant, Longman 1994 (ISBN 0 582 24434 X)