



NHS FOUNDATION TRUST  
DEVELOPMENT  
PROGRAMMES

1.

Organisation: Cheshire and Wirral Partnership NHS Foundation Trust

## Resilience Plus Programme

Description of work:

CWP is an organisation which is in the throes of change and development. However not all staff have experienced change to the extent it will be felt in the future and not all staff will welcome the degree of change likely to arrive in the near future.

The Resilience Plus programme is aimed at supporting staff, individually and in teams, to develop qualities to enable them to embrace change positively and enable the organisation to achieve its key goals increasingly efficiently and increasingly effectively.

The programme enables participants to develop strategies and plans to help them perform under pressure, and to support others around them. This leads to better performance, wellbeing and, in many instances, an improved work life balance. They will learn to approach challenge, stress & pressure with a positive 'can do' attitude.

We create a practical understanding of:

- The importance of Mental Toughness, how to assess it and apply it in the workplace
- The nature of challenge and the sources of stress and pressure – and the consequences for your performance and wellbeing
- Assessing your individual strengths and development needs in dealing with stressors, pressure and challenges
- Introduction to Tools and techniques designed to help people to deal effectively with stressors, pressures and challenges – and the opportunity to practice them. These help people to perform to the best of their abilities irrespective of the circumstances in which they find themselves
- How to create and sustain effective plans to perform to the best of your ability and to manage stress

The programme has been structured in the following way

Phase one (2010) Train the train Workshops for CWP Champions within the specific regional areas the pilot programme was launched. And Train the Trainer programmes for CWP facilitators (this is with intention internal staff can deliver or co-deliver on future resilience plus programmes)

Phase Two (2012) – Resilience Plus programmes rolled out to grades 6 & 7 within selected regions and disciplines. In total 20 workshops planned with a maximum of 16 delegates per workshop

Phase Three (2012+) Roll out to all staff within Cheshire and Wirral Partnership NHS Foundation Trust. This may be staged by grading/regional location. Opening workshops offered via Learning and Development teaming

A continual process of monitoring and evaluation is being carried out assessing the impact of the programme including:

Pre course self-assessment questionnaire

- MTQ48 – The mental Toughness Questionnaire (psychometric)
- Course Feedback form – self assessment completed on finishing the course
- Post course evaluation – completed 2 months after attendance at the workshop
- Extent to which the individuals/teams meet selected KPIs, senior management assessment on a simple scale
- Attendance
- Senior manager assessment

2.

Organisation: Cheshire and Wirral Partnership NHS Foundation Trust

## Developing a coaching culture in Chester & Wirral Partnership NHS Foundation Trust.

Description of work:

The high level goals of the programme included:

- Enabling the organisation to continue its journey towards being a learning organisation which is highly responsive and entrepreneurial in its behaviour
- To continue to develop performance and productivity
- To create a culture where managers and staff use their skills and knowledge to develop the skills knowledge and behaviour of staff at all levels at times and in places which suit the organisation and the individuals.

To support development of leadership behaviours at all levels in the organisation. In particular, engagement with individuals and with teams.

This initial programme has piloted across 2 or 3 service lines & the Executive/Associate Directors

The First Phase involved developing a clear strategy & plan for implementation

Setting clear objectives with goals and targets at the organisational level so that we know how to assess its impact.

Setting model goals and targets at the individual level so that we can focus the attention of managers and coaches as well as managing the expectations of coaches.

A Communication plan – both internal and external

Second Phase - Delivery



Delivery of training for coaches (ILM Level Certificate in Coaching and Mentoring in Management)

Implementation of processes for documenting who is carrying out coaching, who is being coached and what tools/techniques are being used.

Pre and post course assessment for attendees using psychometric measures MTQ48 and ILM72 and self- assessment questionnaires.

#### Third Phase - Evaluation

To assess the programme and to gather qualitative and quantitative data. This will include the opportunity to meet and interview staff and people in HR and managerial roles. This enables some of the following questions to be addressed:

- To what extent has coaching delivered what was planned?
- To what extent is coaching effective in developing staff behaviour, performance and wellbeing.
- What aspects of coaching have been most effective?

We are currently in the final stages of Phase 2 at the moment with four cohorts (including a senior Executive cohort) having attended the ILM level 5 in Coaching and Mentoring and are currently coaching their nominated coachees.

Ultimately the goal is to produce to produce a full report to the Directors which includes guidance as to the way forward.