



Capability & Culture Leadership Development Framework

12th February 2024

Purpose of the Capability and Culture Leadership Development Framework

The Capability and Culture Leadership Development Framework provides leadership development opportunities that support the development of leadership capability at each stage of development as a leader over the course of an individual's career with the HSE/health service, thereby contributing to the promotion of a positive workplace culture and an engaged workforce.

Strategic Alignment

Evidence suggests that the development of better leaders, leads to more engaged staff, which leads to safer and more compassionate care for patients and service users. Developing leadership in healthcare has always been important and never has that been more evident than throughout the Covid-19 pandemic and the cyber-attack. As work progresses on the development of the Health Regions, effective, impactful and agile leadership in healthcare is even more critical.

The Capability and Culture Leadership Development Framework is strategically aligned with the reform agenda:

Sláintecare 2017 & HSE Health Regions Implementation Plan 2023

- To improve governance, performance and accountability across the Health Service.
- Clinical and non-clinical leadership is central to the delivery of changes required by our health and social care system.

HSE Corporate Plan 2021 – 2024

- Seeks to support leadership capability and recognises that to embed a culture of quality and safety improvement requires effective leadership and governance.

Health Services People Strategy 2019 – 2024

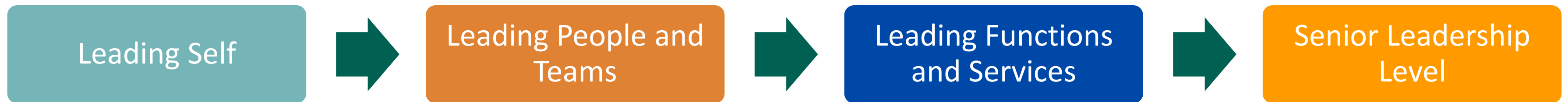
- Prioritises developing Leadership and Culture.

HSE Resourcing Strategy 2023

- Seeks to attract, develop, retain and engage the workforce that will deliver safer, better health and social care services for the people of Ireland, now and into the future.

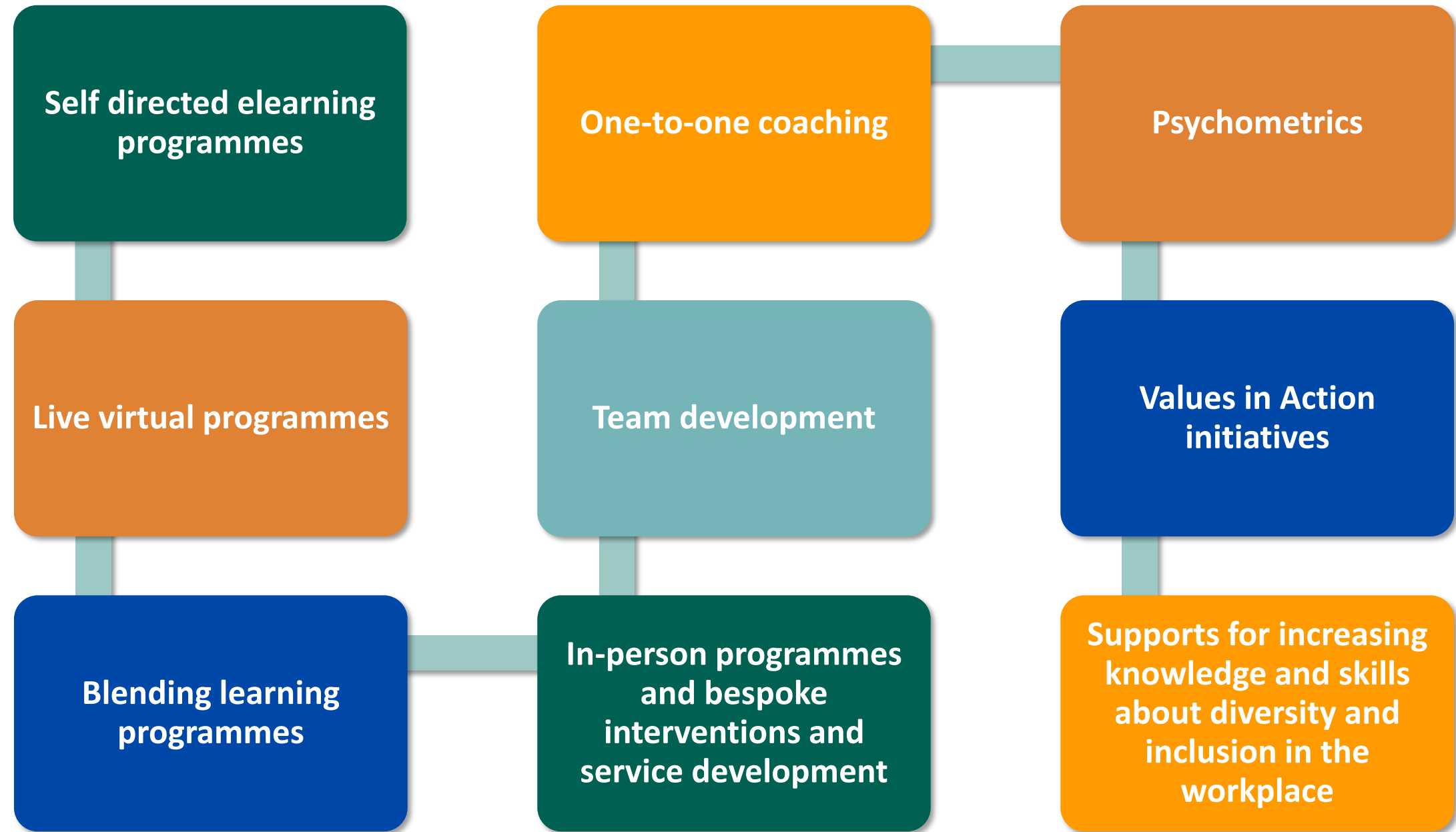
Utilising the Capability and Culture Leadership Development Framework

The Capability and Culture Leadership Development Framework enables staff to understand the leadership development opportunities that are available at different stages in their leadership development journey over the course of their career in the HSE/health service, supporting their development and retention within the service. Opportunities are available to support:



By availing of the programmes, supports and development opportunities within the Leadership Development Framework, leaders and managers will develop understanding and skills to support them in engaging effectively with their teams and creating a positive workplace culture where individuals can flourish and build their career.

The Capability and Culture Leadership Development Framework provides accessible leadership learning and development opportunities designed to support staff to develop leadership capabilities in a busy healthcare environment. It does this through providing a range of leadership development initiatives utilising a variety of modes of delivery including:



Capability and Culture Leadership Development Framework

Leadership Development Journey	Health Service Leadership Academy	Leadership, Learning & Talent Management Programmes	HSeLanD	Engagement & Culture	Diversity, Equality and Inclusion	National Coaching Service	Dignity at Work
Leading Self	- N/A	<ul style="list-style-type: none"> - Gradlink Programme - National Healthcare Communications Programme - Corporate Induction - Clerical Administrative Development Programme - Minute Taking - Managing Your Time Effectively - Presentation Skills - Skill Programme - Masterclass Courtroom Skills - Mid-career Planning 	<ul style="list-style-type: none"> - I-Start Hub - Mandatory Training - Digital Skills - Performance Achievement Webinars and Hub - Clinical Skills - Health and Safety - Compliance 	<ul style="list-style-type: none"> - Values in Action - Cultures guidance and resources - Psychometrics 	<ul style="list-style-type: none"> - Employee Networks - Diversity, Equality & Inclusion Hub - Diversity, Equality & Inclusion e-learning programme 	- One-to-one Coaching	<ul style="list-style-type: none"> - Dignity at Work e-Learning module - Support Contact Person
Leading People & Teams	<ul style="list-style-type: none"> - MSc in Leadership in Healthcare - Professional Diploma in Management in Healthcare 	<ul style="list-style-type: none"> - People Management the Legal Framework - First Time Managers - Managing Attendance - Coaching Skills for Managers - Managing Teams Effectively - Effective Feedback - Effective Meetings - Facilitation Skills - Managing Conflict Effectively - Leading Multi-cultural Teams - Learning Talks Podcast - Team Coaching/Interventions - National Healthcare Communications Programme 	<ul style="list-style-type: none"> - Performance Achievement Webinars and Hub - Leadership Development Resources and Hubs - Change and Innovation hub - Discovery Zone 	<ul style="list-style-type: none"> - Team Development Interventions - Interdisciplinary and interagency working - Culture development processes and supports - Psychometrics - Staff Survey - Values in Action 	<ul style="list-style-type: none"> - Diversity, Equality & Inclusion Training - Manager support through Diversity, Equality & Inclusion enquiries function 	- One-to-one Coaching	<ul style="list-style-type: none"> - Dignity at Work e-Learning module - Nominated Person - Train the Dignity at Work Trainer - Live Webinar – Dignity at Work - Dignity at Work for Line Managers

Capability and Culture Leadership Development Framework

Leadership Development Journey	Health Service Leadership Academy	Leadership, Learning & Talent Management Programmes	HSeLanD	Engagement & Culture	Diversity, Equality and Inclusion	National Coaching Service	Dignity at Work
Leading Functions & Services	<ul style="list-style-type: none"> - MSc in Leadership in Healthcare 	<ul style="list-style-type: none"> - Leaders in Management - Learning Talks Podcast - Team Coaching/Interventions - National Healthcare Communications Programme 	<ul style="list-style-type: none"> - Performance Achievement Webinars and Hub - Leadership Development Resources and Hubs - Change and Innovation hub - Discovery Zone 	<ul style="list-style-type: none"> - Organisational Development Interventions - Bespoke service development and planning interventions - Culture development processes and supports - Staff Survey - Values in Action 	<ul style="list-style-type: none"> - Equality Impact Assessment (EQIA) - Manager support through Diversity, Equality & Inclusion Enquiries function - Interventions 	<ul style="list-style-type: none"> - One-to-one Coaching 	<ul style="list-style-type: none"> - Dignity at Work e-Learning module - Dignity at Work for Line Managers
Senior Leadership Level	<ul style="list-style-type: none"> - Professional Diploma in Strategic Transformational Leadership in Healthcare - High Potential programme 	<ul style="list-style-type: none"> - Customised and tailored initiatives - Learning Talks Podcast 	<ul style="list-style-type: none"> - Leadership Development Resources and Hubs - Change and Innovation Hub - Discovery Zone 	<ul style="list-style-type: none"> - Organisational Development Interventions - Bespoke service development and planning interventions - Culture development processes and supports - Staff Survey - Values in Action 	<ul style="list-style-type: none"> - Bespoke Diversity, Equality and Inclusion training 	<ul style="list-style-type: none"> - One-to-one Coaching 	<ul style="list-style-type: none"> - Dignity at Work e-Learning module