

Recipient of the
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Partners in Care

The Leadership Approach - an exploration of what it means to be 'well led'

Partners in Care (PIC) is a non-statutory, multi-stakeholder partnership working to raise the standard and quality of adult social care across Bournemouth, Poole and Dorset. From their engagement with local care providers at Registered Manager Networks and through the Dorset Active Care Forum, PIC knew that the positive involvement of the owner/responsible person makes a huge difference to the manager and their staff team.

A lack of positive support and involvement can create a huge barrier to delivering a high quality service and leave the manager and staff feeling unsupported.

What we did

We developed a detailed project plan, and identified and approached managers, owners and directors from different care organisations in a variety of settings, including private, charitable and independent care providers. We secured participation from 19 organisations, and carried out in-depth interviews with 29 professionals on senior leadership within their service, any barriers and examples of best practice. PIC initiated a baseline survey of managers to assess the current level of senior leader support, and gain their views on this relationship.

From these insights, we worked with our reference group to develop solutions, which

in turn formed the basis of the critical success factors detailed in the Leadership Approach.

What we achieved

It was very evident that the participating organisations had a genuine willingness to share their learning and experiences with others. Their approach is based largely on the ethos of continuous improvement, and many of them expressed the view that they are always looking for ways to develop and enhance their services, for the benefit of the people who use it.

The collective knowledge and skills that organisations were willing to share, and the excellent role models they represent will be useful to others looking to improve their practice.

The project compiled a case study and [short film](#) illustrating good/best practice and tips on how to achieve this. This is encapsulated within the 'Leadership Approach' resource which has been developed to accompany the film and provide a practical tool for managers.

What we learnt

The responses received from the organisations interviewed identified critical success factors which appear to be crucial to effective leadership, and to overcoming barriers between the Registered Manager, and their Senior Manager Team.

The Leadership Approach

1. Realising the vision

- What is the vision?
- How do we measure the vision?
- How do we translate the vision?
- Leading by example
- Knowing your team.

2. Achieving quality

- Right recruitment
- Valuing and retaining your staff
- Developing the right training and effectively managing resources
- Honesty and autonomy
- Empowering your team to be creative
- Creating an open culture.

We found organisations which were working towards these core elements had benefitted from successful leadership within their organisation. This was clear across a wide range of care providers.

The key points identified throughout this project include: communication, the importance of valuing your staff and listening to them, networking with other leaders and sharing good practice. This in turn leads to an improved service for those receiving care, through greater consistency and motivation across the whole organisation.

For more information please visit:

www.picbdp.co.uk

Project leads: Kate Blake
blakek@bpc.ac.uk

Skills for Care recommends

Skills for Care produces a wide range of products and services related to leadership and recruitment and retention.

Finding and keeping workers

Finding and keeping workers supports health and social care providers of all sizes with their recruitment and retention challenges.

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Leadership programmes

Skills for Care has a number of development programmes designed to help you lead in a strategic and empowered way.

www.skillsforcare.org.uk/leadershipprogrammes

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Recruiting people for their values and behaviours ensures that you get the right people to work in your organisation, who know what it means to provide high quality care and support and are more likely to stay.

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Skills for Care
West Gate
6 Grace Street
Leeds
LS1 2RP
telephone 0113 245 1716
email info@skillsforcare.org.uk
web www.skillsforcare.org.uk

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