

Identify, assess, and develop future leaders at Ramsay Health Care

Ramsay Health Care is a leading provider of independent healthcare. With around 4,500 employees across independent hospitals, NHS treatment centres, and other specialist units, it is imperative that those with managerial and clinical responsibilities display and develop the skills, behaviours and competencies which will take the business forward.

Working with Head Light and deploying Talent 360® gave Ramsay Health Care:

- An understanding the precise characteristics, behaviours and skills needed to take the business forward
- A framework based on the Ramsay Health Care values
- The key areas for development flagged and highlighted
- A mechanism to gather feedback on and revalidate licensed doctors as required by the GMC
- An ownership of the project and self-sufficiency supported by experience and expertise of Head Light
- The ability to pilot online 360 using a pay-as-you-go model

The challenge

Annette Cairns, Organisational Development Manager, sets the scene. *“Our CEO, Jill Watts, is keen to build on the strengths and capabilities of our senior management teams across the business as a whole, as well as within the specific health care units in which we operate. We want to look at the precise characteristics, behaviours and skills we need for our leaders and managers to be successful in taking our business forward. In effect, whilst we want to consider what ‘good’ and ‘great’ is, specifically we want to discover how this translates for our business and make sure we are developing and recruiting in line with this.”*

“At the start of the project we began talking about benchmarking our people against one of the many recognised management models as we wanted to know how they compared to others. Our initial research suggested that there are numerous well-established management competency models which are used across various sectors, all of which offered a solid framework, but all of which are generic. We interviewed a number of 360 degree feedback suppliers to help us with this project, many of which included these generic models.”

The solution

Annette continues, *“Head Light offered something quite different right from the start and stood out from the competition. Even at our initial meeting, they challenged our thinking and helped us explore what it was we really wanted from a 360 programme rather than them focusing on the sale of a specific process. They encouraged us to look at developing a competency framework based on our own Ramsay values and so, after much thought and consideration, we decided that comparing our people to a generic management model wasn’t going to be the most useful approach for us. What we wanted to be able to do was to look at our people and understand their skills, behaviours and thinking – and how this supports how we choose to operate as a company, now and in the future.”*



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Getting started

Being able to work with Annette at Ramsay Health Care from the outset made great sense to the team at Head Light. Ian Lee-Emery, CEO and Founder of Head Light comments: *“The Senior Management team at Ramsay Health Care drove the identification of what competencies were required and they themselves identified what they wanted to see in their managers. We found that, as with other organisations we work with, this was a valuable starting point as it allowed for a strategic, long-term view of what knowledge, skills and behaviours are needed by their managers going forward.”*

Through a number of workshops, three competency areas were identified – Personal Qualities; Engaging with others; and Results – and within each area between four and six competencies were mapped. The result was a framework which summarised what is required of managers.

Credibility through a pilot study

Understanding and buy-in is always a critical stage of the introduction and deployment of any new programme and Annette approached this by implementing a pilot study. As this was a pilot, Annette chose to use Head Light’s ‘pay-as-you-go’ 360 service which is managed by the Head Light team. This meant that limited time and resource was needed for the initial phase. Annette explains, *“The pilot took four people from each of our four regions – two General Managers and two Matrons – together with corporate managers and all the members of the Leadership Team which includes the Executive Group. They worked through the 360 degree process, asking their peers, direct reports and line managers to rate them in relation to the new competencies identified. Our matron role is, in effect, the manager of our clinical services and it was important to confirm that the competency model and the mapped out internal process we had developed worked equally well with both the business and clinical management competencies.”*

Beyond the pilot

Annette continues, *“The pilot was a success. It showed us that the competencies we had identified worked within our new Ramsay 360 degree questionnaire, and highlighted the key areas for development of those taking part. With this success and the demonstrable support of the Senior Management team and the CEO, we looked to roll out the online Talent 360® system and to manage it ourselves, adapting questionnaires and the process as needed. We cascaded it across the business with all General Managers within the hospitals, units and centres invited to undertake a 360 degree review and have the resulting report, fed back to them by their Regional Director.”*

“To get the most from these feedback sessions we wanted to make sure that the Regional Directors felt comfortable with the role of facilitator in this conversation and worked with them individually to update their own skills in this area. The 360 conversations work well, and are used alongside the PDR. We aim to extend this and roll out to all the senior management team members within all our hospitals and units – and not just the General Managers – and indeed we can see that it could form the foundation for many of our talent discussions.”

“We have found that by introducing the 360 degree feedback questionnaire across the entire General Management team has meant that our people not only obtain an introduction to competencies, but also gain an insight into what we as an organisation are looking for which, in turn, informs and brings focus to their training and development plans. Furthermore, it has given the Leadership Team a valuable set of information and a framework of what we as a business would like to develop in our management levels.”



“This is a really good tool for our business and one that will provoke interesting discussions.”

Revalidating doctors – an initiative from the General Medical Council

The General Medical Council (GMC) has introduced a new way to regulate licensed doctors with the aim to give further confidence to patients that their doctors are up-to-date and fit to practise. Licensed doctors will have to ‘revalidate’ – usually every five years – by having regular appraisals which are based on the GMC’s core guidance for doctors. As part of this appraisal a 360 can be undertaken. Ramsay Health Care has already taken the initiative and developed a 360 questionnaire for use with each of their 180 doctors. Each doctor has invited 10 clinicians and 10 non-clinicians to rate them based on the competencies outlined by the GMC and those sought by Ramsay Health Care.

“Developing a bespoke 360 questionnaire for our doctors was straightforward to do using the Talent 360® system: it’s very flexible and easily adaptable, allowing us to create questions and rating scales which fit our business and the way in which we work. We were able to take the GMC questionnaire, amend it and then add in further questions.”

Next steps

Annette continues *“Our people are very positive about how easy the system is to use, to find their way around and to complete the questionnaires.”*

“The initial training in the customisation of the system by Head Light - as well as the on-going support - has been thorough. I received 1-to-1 training at the outset and then additional refresher training as I began to use the system more. I’m confident that as we look to extend our use of Head Light’s Talent® platform beyond the 360, the team will be supporting us every step of the way. It’s comforting to know that we will be able to easily access the modules within the Talent® portfolio as our talent management needs develop.”

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