

project lift

Transforming Care. Starting with you.

What does it mean to lead in Scotland's Health & Social Care services today?

The public sector in Scotland is a hugely rewarding environment in which to work. However, today's Health and Social Care leaders face unprecedented challenges of sustainability, expectation, quality and workforce, at the same time as being asked to deliver transformational change, notably to achieve:

- health and social care integration that is meaningful to service users;
- a shift in the balance of care away from hospitals towards community services and prevention of illness;
- the aspirations of the National Clinical Strategy and Realistic Medicine;
- coherent national, regional and local planning of services to achieve the best outcomes; and
- public health reform.

To meet these challenges, today's leaders are being asked to deliver a different type of leadership, particularly leadership that:

- places people - colleagues, patients and service users - at the heart of everything we do;
- is based in humility, curiosity, compassion, accountability, and a desire to serve Scotland;
- demonstrates vision, self-leadership, creativity and innovation;
- is empowering, motivating and inspiring, positively influencing pathways of thought and action for all; and
- is collaborative and strategic in consideration of all future possibilities.

What is project lift?

project lift is a collaboration between the Scottish Government, NHS Education for Scotland, the Golden Jubilee Foundation and NHS National Services Scotland. It is a single team and digital platform supporting the development of leadership capability and capacity to transform health and care. It is creating formal and informal partnerships with local health and care systems in Scotland, and connecting with a variety of public, private, charitable and academic organisations to allow the broadest range of opportunity and thinking for our people and our services.

Our Goals

To establish a system-wide approach to identifying, supporting, enhancing and growing leadership talent at all levels in order to transform NHS Scotland and its services and improve the experience of our people. Specifically, we aim to:

- articulate, promote and develop key leadership attributes within NHS Scotland, demonstrating the importance of values and insight as well as ability and ambition;
- create the skills, behaviours, and culture to realise the ambitions of the Health & Social Care Delivery Plan;
- support a talent pipeline of our highest potential people and visible succession planning to our most senior roles within NHS Scotland; and
- make NHS Scotland an exemplar employer of proud, fulfilled and engaged staff.

project lift is committed to:

- achieving excellence in public sector leadership and learning;
- building inter-disciplinary, inter-professional, and cross-sector collaboration;
- learning from the best national and international examples of leadership practice;
- supporting high-potential and high-performing individuals throughout their careers;
- giving coherence and flexibility for individuals as they develop their careers;
- providing a digital, human and spatial resource for people to refresh and learn; and
- creating psychological safety for innovation, new thinking, and personal growth.

How will project lift do this?

project lift is co-ordinating and overseeing 4 key elements of activity:

1. **Values Based Recruitment** – embedding a consistent recruitment approach that places NHS Scotland values at the foundation of senior appointments to our services, guaranteeing that your progression to formal leadership roles will be underpinned by your commitment to these values.
2. **Talent Management** – career-long support for current leaders and those with potential to deliver, including tailored personal and professional development, mentoring and network support, and opportunities for stretch projects.
3. **Leadership Development** – multi-professional development offers and links with existing and forming leadership communities for those with the values, ability, ambition and insight of leaders in the modern health and care system.
4. **Performance management and appraisal** – updated performance management systems and approach at senior and executive level, aligned with the values based approach, talent management and leadership development - allowing transformational leadership attributes to be recognised and valued.

Who is project lift for?

project lift is looking for all potential leaders, from whatever background, at whatever grade, in whatever role. The leadership development and talent management streams will include a self-assessment platform, tailored feedback and signposting, and career conversations guided by the following personal attributes:

- **Ability** – we are looking for those who can demonstrate exemplary teamwork, positivity, respect for others, and the ability to inspire those around them.
- **Ambition** – we will ask individuals about their motivations, their responses to difficulties, their approach to the unknown, and their views of our collective future.
- **Insight** – we will ask peers to share their perspectives of the individual, and will explore these views with them.
- **Values** – we want to know how an individual feels about their present, past and future, and what they believe to be their leadership purpose and potential.

For anyone in the NHS who is genuinely willing to develop them self and those around them, and who is passionate about improving outcomes for the people of Scotland, project lift will commit to helping them live their potential.