

	<b>1.COMPASSIONATE LEADERSHIP:</b> <i>The capacity and capability to deliver high-quality, sustainable care in an intentionally inclusive &amp; safe culture and climate.</i>	<b>2.WORKING IN PARTNERSHIP:</b> <i>The people who use our services and our external partners are engaged and involved to support high-quality sustainable services.</i>	<b>3.OPERATIONAL AND RESOURCE MANAGEMENT</b> <i>Clear responsibilities, roles, and systems of accountability to support good governance and management.</i>	<b>4.TACKLING INEQUALITIES:</b> <i>Diversity, Equity, and Inclusion are promoted within and beyond the organisation. All staff particularly those with protected characteristics under the Equality Act 2010 feel and are treated equitably.</i>	<b>5.LEADING IN A VOLATILE, UNCERTAIN, COMPLEX AND AMBIGUOUS (VUCA) ENVIRONMENT:</b> <i>A clear vision and credible strategy to deliver high quality, sustainable care and to develop robust plans to deliver.</i>	<b>6.DELIVERING LARGE SCALE CHANGE:</b> <i>Robust systems and processes for learning, continuous improvement, and innovation to thrive.</i>
<b>KNOW</b>  <i>What knowledge do leaders need?</i>	Organisational CARES Values, Emotional Intelligence, knowledge and understanding of the impact of own behaviour on others.	Local, regional & national systems (e.g., The Cheshire & Mersey Integrated Care System), their vision and objectives and the ability to translate these.	Processes, systems, and environment required to manage performance, identify, and mitigate risk.	That structural inequality (particularly racism) exists and how own racial and social identity informs our own leadership as well as leadership expectations of others.	The organisational Vision, Values Stream, Operating Model, Clinical Strategy, Perfect Care Goals and how to translate to give clarity to create an agile workforce.	National and regional context and the contribution of own service to the long-term goals.
<b>BE</b>  <i>What behaviours do leaders need to demonstrate?</i>	Empathic to understand the challenges experienced by others and take action to resolve issues by working side by side in a restorative, just and learning way.	Politically astute to be aware of how they are perceived and to use own influence to achieve a common goal.	Focus on the collective performance of others and team, rather than self.	Culturally intelligent, intentionally curious, and purposeful around equality to proactively challenge norms and systemic inequalities.	Accepting and comfortable with ambiguity and understand that some things are unknown and out of own sphere of control.	Motivational and inspirational to empower others through shared vision and collective leadership.
<b>DO</b>  <i>What actions do leaders need to take?</i>	Create a supportive and psychologically safe culture that enables people to speak up and thrive as well as forming trusting relationships.	Build and maintain system wide relationships based on collaboration and shared purpose.	Take ownership of responsibilities, clearly articulate expectations and hold others and self to account.	Create an intentionally inclusive culture, taking personal action to ensure that diversity of experience, knowledge, skill, and thought are represented, heard, and implemented.	Acknowledge complexity, provide clarity where possible and role model fallibility.	Articulate a shared vision and provide clear direction/expectations in a way that encourages and engages others.
<b>Mersey Care Strategic Priorities &amp; Perfect Care Goals</b>	<ul style="list-style-type: none"> <li>Restorative Just and Learning Culture</li> <li>Zero acceptance of racism, discriminatory and disrespectful behaviours.</li> <li>Zero Restrictive Practice Mersey Care People &amp; Culture Plan</li> </ul>	<ul style="list-style-type: none"> <li>Zero Restrictive Practice</li> <li>Zero Suicide</li> <li>Anti Racism PCG, Restorative Just and Learning Culture</li> </ul>	<ul style="list-style-type: none"> <li>Mersey Care People &amp; Culture Plan</li> <li>Zero acceptance of racism, discriminatory and disrespectful behaviours</li> </ul>	<ul style="list-style-type: none"> <li>Mersey Care People &amp; Culture Plan</li> <li>Zero acceptance of racism, discriminatory and disrespectful behaviours</li> <li>Restorative Just and Learning Culture</li> </ul>	<ul style="list-style-type: none"> <li>Operational Plan 2024/2025</li> <li>Mersey Care People &amp; Culture Plan</li> <li>Perfect Care Goals 2020/2025</li> </ul>	<ul style="list-style-type: none"> <li>Perfect Care</li> <li>Zero harm from medication</li> <li>Anti Racism PCG Restorative Just and Learning Culture</li> </ul>