

**A FRAMEWORK FOR MENTAL HEALTH SERVICES IN SCOTLAND
SECTION 1. PROCESS ELEMENTS**

EFFECTIVE LEADERSHIP AND MANAGEMENT¹

| Service Element | Description of Needs | Ways in Which Services May Respond |
|---|---|---|
| <p>Clear vision and inspirational leadership</p> | <p>Leaders should have vision to identify the direction in which the service should develop. They should ensure that staff want to move forward, do so with enthusiasm and are able to use their skills to good effect by being effective communicators.</p> <p>The management structure must be capable of integrating clinical work, components of the service and functions of individual members of staff. Systems of communication are required to promote collaboration and effective supervision, especially when the service is dispersed geographically.</p> <p>The role of the management function must be clear to staff, as must the local management structure. If a non-clinician is manager he/she must have professional advice - if a clinician, a business manager has to be identified.</p> <p>The ability to manage change is the most important characteristic of successful leadership. This requires a leader who:</p> <ul style="list-style-type: none"> - is aware of what could be done rather than what is being done; - challenges assumptions about the current reality; - communicates a compelling vision of where he/she wants the organisation to go; - is able to create a coalition of backers and supporters; - can build a team that will make the changes happen; - will persist and persevere; and - will share the credit and recognition. | <ul style="list-style-type: none"> • A written strategic plan agreed in continuing dialogue with the commissioning group. • Accessible and intelligible service information. • Identification of a manager for business planning. • Good involvement and communications with people who receive services and those who care for them. • A focus on sound management practices, effective processes, systems and use of resources; covering referral routes, intake and review, discharge, assessment of outcome and control of risk. • Effective action to: <ul style="list-style-type: none"> - maintain healthy team functioning; - use the skills available effectively to allow cross-fertilisation; - balance inter-professional tensions; and - resolve problems of managerial/clinical leadership positively. • Staff have to be informed about the management process, and the monitoring of the achievement of the team and service targets. • Planning should be informed by staff views and staff should be kept in touch to maintain their involvement and commitment. |

¹ Inter-professional Working for Health and Social Care: 1997 Ed: Ovretveit, Mathias and Thompson, MacMillan, London