

# Leadership

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Developing people  
for health and  
healthcare

# What is leadership?



# What is leadership?

- Leadership is both a research area and a practical skill, regarding the ability of an individual or organization to "lead" or guide other individuals, teams, or entire organizations .
- Leadership can be defined as the capacity to influence people, by means of personal attributes and/or behaviours, to achieve a common goal.
- Leadership is a process by which an individual influences others to achieve a common goal

# What is leadership?

- ..to create the conditions for people to thrive individually and collectively and achieve significant goals
- Leaders change the way people think about what is possible

# NHS Leadership Academy 2015

- Inspiring shared purpose
- Leading with care
- Evaluating information
- Sharing the vision
- Engaging the team
- Developing capability
- Influencing for results



# Clinical leadership framework- 2011

- Delivering services to patients
- Setting Direction
- Improving Services
- Managing Services
- Working with Others
- Demonstrating Personal Qualities



# AoMRC

- Medical Leadership Curriculum
- Leadership is a key part of a doctors' professional work regardless of speciality and setting
- Leadership is not only about being seen as the leader; it is also about developing the personal qualities to work effectively with others
- learning to work within teams and developing followership skills is essential

# Trainee opportunities

- Clinical
  - Leading ward rounds (supervised)
  - Organising workload
  - Liaising with MDT
  - Supporting student
  - Supporting patients with decision making
  - Witnessing role models



# Trainee opportunities

- Non clinical
  - Reflection on own strengths and development needs
  - Representative roles
  - QI projects
  - Audit projects

# Curriculum

- GP
  - Leadership is a key factor of your professional work
  - Delivering leadership should be built on the concept of shared leadership
  - shared sense of responsibility for the success of the organisation
  - Act as an advocate for your patients

# Curriculum

- Anaesthesia
  - Team working and leadership
  - Prioritises and manages workload in most effective fashion
  - Responsible for organising the clinical team
  - Handover of care between shifts and teams
  - Ability to discuss problems within a team to senior colleagues

# Medical leadership night school

- NW
- Mersey
- Run by trainees for trainees
- Committee of trainees
- Funded by HEE
- Approx. 12 evening events each year
- Free attendance
- Cover wide variety of leadership topics

# Medical Leadership Short Courses

- Run in 14-15 and 15-16
- Aimed at ST1-3
- 1 or 2 day events
- 75 delegates at each
- Up to 225 trainees attended in total
- Variety of leadership topics covered
- NHS Staff college programme 4 cohorts delivered to 92 trainees- academic evaluation in progress

# Leadership Module

- Aimed at ST4 and above (GP ST3 completed CSA)
- Up to 300 places each year
- Starting Sept 2016
- HEE funded
- Not from SL budget allocation
- Edge Hill
- 20 credits
- Can be used towards PG cert

# Leadership Fellowship

- ST4 and above GPST last year of training
- 10 places each year
- Competitive selection process
- 2 year programme
- 8 hours week
- Masters programme
- Project work

# Leadership Fellowship

- Very expensive
- Great Opportunity
- Change of focus
- Project vs Masters
- Can lead to increased time needed for training



# Medical Leadership and Management Fellow

- 3 posts - form JDAT team
- 12/12 non clinical role
- Monitor trainee rotas pre monitoring visits
- Organise 3 events – dragons den women in medicine conference
- Management and monitoring of rotas
- Liaise with LEPs and trainees
- Personal development

# Trainee conferences

- Leadership night school ran conference last year
- JDAT team conference
- 7th June
- Leadership and management theme
- 150 places
- Free
- Poster presentations

# Annual conference

- This year was on 'The Resilient Leader'
- Usually spring time
- Educator conference
- 1 Day
- Lectures and workshops
- Trainee poster/presentation prize
- Compliments Educator Development events

# Educational Leadership

- What development have you had for these?
- What do you need?
- Have you considered what you want to achieve through this leadership?

# Legitimate/positional Power

- The power given to leaders to make decisions and impose standards
- DME/HoS/TPD are medical education leadership role and thereby holds a degree of positional power
- The power to review performance
- Potential use of this access to a wide body of trainees is the opportunity to attempt to influence the long-term professional behaviours of trainees

# Expert power

- Expert power is integral in the doctor patient relationship
- Doctors should not feel that they have power over their patient but rather that their position and knowledge leaves them well placed to influence their patients' behaviour for a positive outcome
- Professional power that all doctors inherently have in their relationships with patients and clinical leadership is exemplified by the use of this power to support the patient to help themselves and to accept their situation

# Trust power

- This is separate to legitimate power as is bestowed by the follower
- Leader can benefit greatly from gaining the trust of the wider team
- Not associated with a title or role
- Without is you ability to have long-term influence is limited

## Plan to 2016-17

- Budget is set each year
- Aligning the delivery of the two leadership schools
- Edge Hill course will start September 2016 (10 cohorts) and be assessed
- Fellowship will continue but format will be reviewed
- Short course feedback being reviewed
- Plan for repeat of these and NHS Staff College evaluation still in progress
- ASR/LEP reports will include questions on leadership training opportunities



# The future?????

- We will still need these skills in doctors
- Available budget unlikely to rise
- NW ahead of other areas
- NHS leadership academy/HEE may want degree of standardisation of opportunity
- Want to review what is currently available at LEP/Specialty level

# What should we prioritise

- Widen opportunities
- Embed into everyday training
- What about FY doctors?
- How do we gain maximal impact from fellowship programme?

# How can you help ?

- Selection to fellowship
- Identification of projects
- Supervision of projects
- Complete as much detail as possible on ASR/LEP
- Tell me your great ideas!!!!!!

# Questions ????



# Contact

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