

6th Annual North West



Health Education England

Medical Leadership Conference

The Resilient Leader

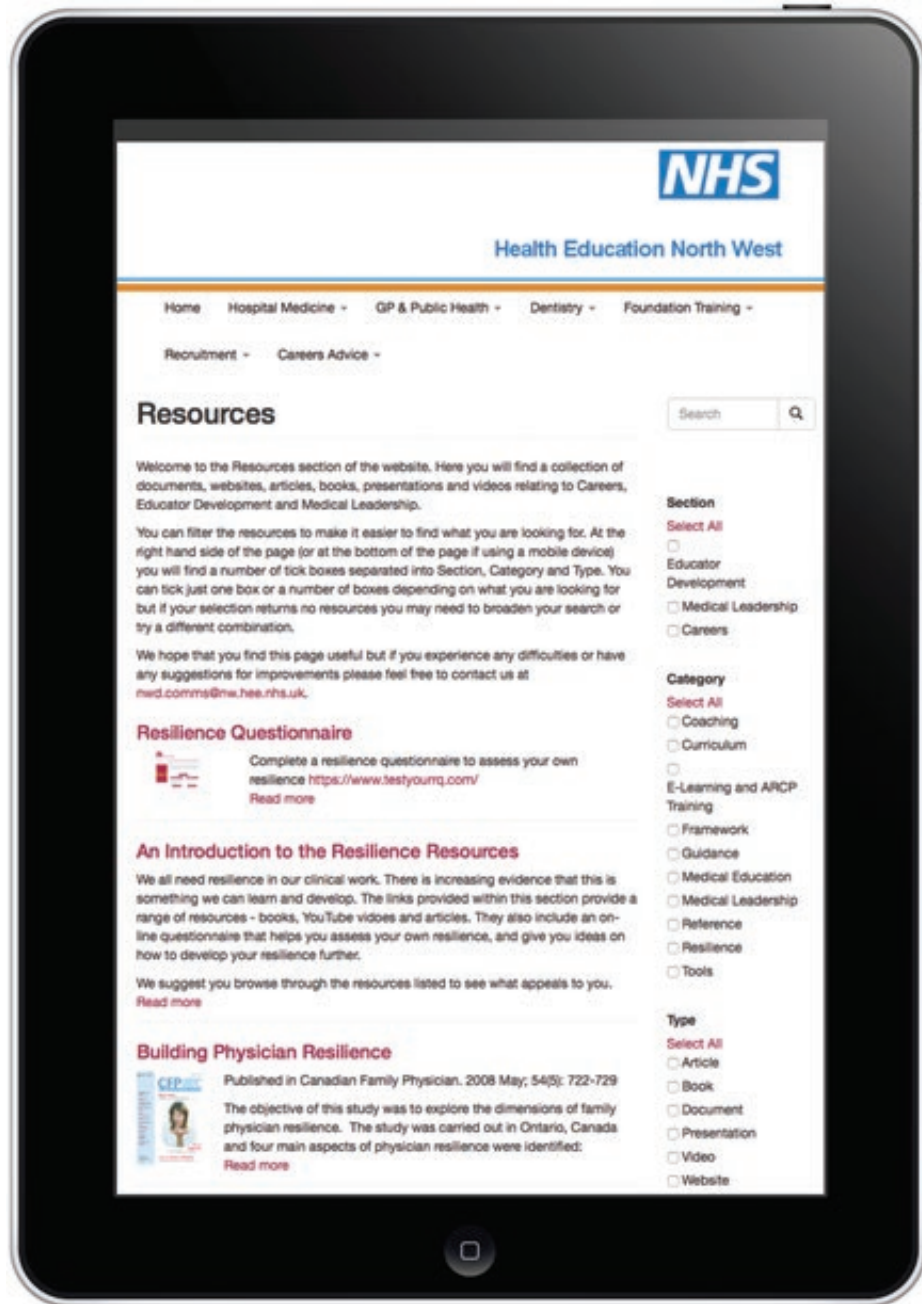
Friday 4th March 2016
Macron Stadium, Bolton



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www.nwpgmd.nhs.uk/resources

Welcome to Health Education England 6th Annual North West Medical Leadership Conference

We are delighted that you have joined us to hear the current thinking on Resilience from our key speakers who are experts in their field. We have a full programme for you and we hope you have an interesting and thought provoking day. In addition to the programmed activities there is plenty of time to network and chat with fellow delegates as informal learning is a key component of the day.

Why Penguins?

We chose penguins this year for our conference image based on this short article that has some leadership resilience lessons for us all!

See <http://michaelhyatt.com/how-penguin-leadership-will-change-your-team-culture.html>

The story is based upon 46 penguins at the San Francisco Zoo who had become institutionalised and de-motivated. Their existence was very unchallenging and they lost a key skill that all penguins should have – swimming!

This all changed when 6 new penguins arrived from Ohio and started to role model resilient leadership behaviours and swam laps all day long despite the 46 original residents not joining in.

Over time, the 6 Ohio penguins changed the habits of the other 46 penguins to abandon their leisurely lifestyle and join them in the pool and without forcing them to change their behaviour.

The key learning points in the article are:

- Be willing to try new ideas – this can shake up how things have been done in the past and lead to change
- Changing others' behaviour is more about showing than telling – people are less open to advice and suggestions than you think!
- Don't give up! Leadership is influence. Spend time sharing your vision, building relationships and keep swimming your laps in your pool – others will soon rise to the challenge and join in.

To find out more about how you continue your learning please turn to the back pages of this brochure for links to Resilience resources

We hope you enjoy the day

Programme

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| 09:00 | Registration |
| 09:20 | Welcome & Introduction Professor Jacky Hayden CBE, Dean of Postgraduate Medical Studies Health Education England (North West) |
| 09:30 | Opening Address Brigadier Kevin Beaton NHS Staff College |
| 10:00 | From Rainy Brain to Sunny Brain: What Does it mean for Resilience? Professor Elaine Fox, Professor of Cognitive & Affective Psychology University of Oxford |
| 11:00 | Resilience Resources Dr Rebecca Baron, Associate Postgraduate Dean – GP Health Education England (North West) |
| 11:20 | Tea & Coffee, Poster Viewing & Networking |

Delegates make their way to workshop rooms

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|--------------|---------------------------|
| 11:50 | Workshop Session 1 |
| 12:50 | Lunch |

Delegates make their way to workshop rooms

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| 13:45 | Workshop Session 2 |
| 14:45 | Tea & Coffee, Poster Viewing & Networking |
| 15:15 | Human Factors in High Reliability Organisations Ben Tipney, Human Factors Training Consultant Atrainability |
| 16:15 | Closing Remarks Professor Jacky Hayden CBE, Dean of Postgraduate Medical Studies Health Education England (North West) |

Speakers

Professor Jacky Hayden CBE

Jacky is Dean of Postgraduate Medical Studies at Health Education England, working across the North West, having led the integration of the two former deaneries.

Her clinical background is in General Practice and she was the first General Practitioner in England to be appointed to the position of postgraduate dean. She was awarded the CBE in 2013 for her services to medical education.



Jacky's particular area of interest is in the quality management of medical training and she has led the development of medical education metrics nationally. She was Chair of the Committee of English Deans from 2008-12, was an inaugural member of Medical Education England and vice-chair of COPMED. In addition she has been a partner and lead visitor for PMETB, and is currently an associate for the GMC and lead visitor for Quality Assurance.

She has also taken an active role in the Royal College of General Practitioners, serving for twenty-seven years on the Council and contributing to the development of standards for general practice. Her work was recognised in 2013 when she was presented with the RCGP Foundation Council Award. She is a member of the Council of the Academy of Medical Educators and has recently been elected as Chair of the North Region of the Faculty of Medical Leadership and Management. She was awarded an honorary doctorate of science (medicine) of St George's Hospital Medical School University of London in 2013 and was one of the HSJ's top fifty inspirational women in health.

Brigadier Kevin Beaton

From a degree in Politics and History Kevin went to Sandhurst and then into the Army as Logistics Officer. Later in life he decided to become a Doctor in the Army and qualified as a General Practitioner. As his career progressed he began moving towards command and leadership positions. He has served on operations in the Balkans, Sierra Leone, Afghanistan and Iraq. On operations he has commanded a Medical Squadron, a Medical Regiment and a Medical Group which included a Field Hospital. He also commanded the Military Medical Unit in Birmingham and he currently commands 2nd Medical Brigade. He spent much of last year in West Africa as the Military Medical lead for the UK response to the Ebola Crisis. His leadership training has included 9 months on the Army's



Intermediate Command and Staff Course and a year on the joint Advanced Command and Staff Course at the Joint Services Command and Staff College. He is the only British military doctor to be selected as a Directing Staff at a Military Staff College.

His talk is entitled 'The need for an NHS Staff College – a military medical perspective.' He will reflect upon why and how the military medical services deal with trauma in places like Iraq and Afghanistan through to the medical response required by the Ebola crisis in West Africa. He will offer a military perspective on why he believes that the NHS needs a Staff College.

Professor Elaine Fox

Elaine is a psychologist and neuroscientist who has researched widely on the science of emotions. She has always been fascinated by why some people are very resilient and can deal with whatever life throws at them, while others are fragile and at risk of developing anxiety and depression. She grew up in Dublin and has worked at St James Hospital Dublin, University College Dublin, Victoria University of Wellington in New Zealand and the University of Essex where she was head of the Department of Psychology & Centre for Brain Science from 2007- 2010, before moving to the University of Oxford in 2013.



Elaine is currently a Research Professor in the Department of Experimental Psychology, University of Oxford and Director of the Oxford Centre for Emotions & Affective Neuroscience (OCEAN), where she leads a program of research combining cognitive psychology, neuroimaging, and genetics. She has recently been awarded an ERC Advanced Investigator Award to support her research in the development of emotional vulnerability and resilience. Her work has been discussed in Nature, Science, New Scientist, The Economist, and the New York Times. A Fellow of the Association of Psychological Science (APS), she lives near Oxford in England.

Elaine has published widely on the scientific aspects of fear, anxiety, optimism, and optimal mental health and her work, which has appeared in many leading scientific journals, has been summarized for the non-specialist in RAINY BRAIN, SUNNY BRAIN: The New Science of Optimism and Pessimism.

Her scientific discoveries on optimism, happiness and optimal mental health have been discussed widely across the national media, and led to her appearance in an ABC documentary presented by Michael J. Fox (no relation) entitled The Adventures of an Incurable Optimist in 2010 and in a 2013 BBC Horizon documentary called The Truth about Personality in which she attempts to shift the presenter Michael Mosley's brain from pessimism to optimism.

Dr Rebecca Baron

Rebecca is an Associate Dean for General Practice at Health Education England, working across the North West. She has a particular interest in leadership, resilience, revalidation and research. She has been running a Masters accredited leadership course for GPs since 1997. She has been involved in the planning and delivery of a programme to incorporate leadership development into postgraduate medical training. She does regular presentations and workshops on resilience and leadership. Publications have included evidence of the effectiveness of leadership training including the development of resilience. She has been a GP in Stockport since 1988.



Ben Tipney

Ben has been with Atrainability since 2013 and is a former international athlete and highly successful professional coach and trainer. He represented the Great Britain rowing team at a number of world championship events, and coached the South African rowing team to World Championship Medals. He has been involved in coaching and training for over 10 years – having coached and mentored at a number of prestigious organisations in the UK and abroad, taking his first directorial role at the age of 26.



Ben now develops personal and professional performance programs, utilising his experience as an athlete and coach in high level sport, as well as his professional qualifications and experience, including a degree in Leadership. He has a deep understanding of the human factors elements that are necessary for success in sport, and how those can translate to optimal performance in a safety critical working environment.

One of Ben's specialisations is improving personal management, in particular raising awareness of what is happening in our system when we are under pressure, and developing innovative strategies to manage this.

Qualifications/achievements

- BA (Hons), Leadership in Sport – Reading University
- BPS Accredited Certificate in Cognitive Behavioural Coaching (CBC)
- Represented Great Britain Rowing Team 2001 – 2005

Workshops

A Supporting your trainees' leadership potential

Dr Deborah Kirkham, National Medical Director's Clinical Fellow, FMLM

The aims of this workshop are to provide delegates with:

- a greater awareness of leadership opportunities (from ward/clinic-based all the way to national);
- an opportunity to reflect on how they identify those with leadership potential, and why this may be too narrow;
- a chance to consider and hear about the advantages of trainees have leadership opportunities and how their own concerns may prevent them from promoting opportunities;
- time to consider how supporting others can affect their own resilience.

B The Emotionally Resilient Leader: a practical approach to improving your personal and team effectiveness

Charlotte Moen & Trish Prescott, Senior Lecturers, Professional Postgraduate Education Department, Edge Hill University

This workshop will provide a range of strategies to enable medical leaders to increase their emotional resilience. Increased levels of resilience self-awareness will facilitate understanding of their impact on teams/others. Medical leaders 'must be resilient and consistently demonstrate the energy, drive and motivation to lead and work with others... and to remain enthusiastic and optimistic in the face of setbacks' (FMLM, 2015:4). In order to be emotionally resilient, leaders require; self-awareness, self-management, moral courage, integrity, clear purpose, confidence and adaptability because without these critical qualities/skills, effective positive relationships with others cannot be established.

C Resilience training for Doctors: skills to enhancing wellbeing and manage stress

Ms Jennifer Gilchrist, ENT Clinical Research Fellow
Ms Nicole Ferguson, Head of Staff Engagement
Prof B Nirmal Kumar, DME & TPD for ENT
Wrightington, Wigan & Leigh NHS Foundation Trust

Medical school curricula traditionally focus on developing the knowledge basis, clinical and communication skills of medical students and there is little or no training regarding recognising and managing internal and external stress. Research shows that assisting staff in acquiring the tools and techniques to develop resilience leads to enhanced wellbeing, reduced stress and reduced burnout. To address this, our Trust initiated resilience training with great success at both junior and senior levels. Work-based pressures and stressors are not unique to one trust so widespread teaching of these coping mechanisms would improve working lives as a whole, whilst providing the leadership skills to support those who need help.

This workshop aims to:

- explore the perceptions of pressure that junior colleagues experience, and the impact this may have on both performance and wellbeing;
- identify and demonstrate those 'good' habits that can be developed early in a person's career to improve resilience at a later stage;
- identify the role that senior medical supervisors have in influencing the resilience of their juniors, and develop the skills for all attendees.

D Riding the Storm: Building Resilience in You and Your Team

Paulette Liptrot, Scheme Director, CETAD
Jan Metcalfe, Director of Work Based Learning, CETAD
Lancaster University

More than ever Medical Leaders need to be resilient in order to sustain their psychological well-being whilst dealing with the challenges of today's NHS. Even the most successful leaders experience stress and setbacks with the challenges of the current climate. However, some are able to deal more effectively with difficulties and 'bounce back'. We will be exploring why?

During the one hour practical session will be looking at the latest evidence around the link between positive psychology and resilience, together with a prescription to build personal resilience. The workshop will be a mixture of theoretical input and group discussion around what makes a resilient leader.

E The Resilient Trainee: A Leaders Priority

Dr Hannah Baird, Miss Shazia Hafiz, Dr Kate Bowman,
North West Medical Leadership School Committee
Members

How to engage and mentor your trainees to develop resilience; this interactive workshop will aim to provide senior leaders with an approach on how to best tackle scenarios whilst aiding the development of resilience within the trainee. The content of the workshop will be based on frontline feedback from trainees from the NWMLS and what they expect and need from their seniors. As this will be trainee driven provide an honest and accurate approach for the seniors on how best to develop resilience within their trainees.

F The Resilient Project

**Dr Rebecca Lennon & Miss Pippa Cullingham, HEE (NW)
Medical Leadership Fellows**

Careful planning and implementation are considered the backbone of a successful project. However challenges arise that were not, or could not be, anticipated. This workshop will explore two particular techniques for encouraging and developing resilience as a leader; managing optimism and bricolage.

Managing optimism is a key aspect of leadership. Enthusiasm at the start of a project can mean that aspects fundamental to success are overlooked. Estimates on timescales, resources or ease of implementation are often intuitive; gauged from within a team rather than taking an 'outside view'.

Bricolage is a skill that can be useful in a fast changing, rapidly evolving environment such as the one faced in the NHS. In contrast to a structured and systematic approach to leadership, it can be implemented in uncertain situations where ambiguity and lack of optimal resources exist. The use of bricolage can aid adaptation when projects appear to be dwindling. It relies on experimenting, reframing and improvisation.

The intended outcomes would be realistic target setting, the need to anticipate problems, that you can sometimes just be 'good enough' and how to recognise and manage the anxiety associated with failure.

G NHS Staff College: an experiential model of leadership development

**Brigadier Greville Bibby, Director of Faculty
Professor John Earis, Principal
NHS Staff College**

NHS Staff College programmes are designed to develop leadership skills and ability across the NHS. They are multi-disciplinary, experiential, and personally challenging.

The group approach to learning is a strong feature of the course and by using personal and group experiences personal learning is challenging and potent. Learning involves the use of well-constructed exercises that are then analysed and feedback is provocative and delivered by individual reflection, peer review

and facilitator supported. The experience within the groups and the faculty is combined to provide forward looking development. The use of filmed experience as a feedback medium is also part of the varied techniques used by the faculty as is the generation of honest personal feedback conversations.

NHS Staff College is all about helping individuals on their leadership journey. It is about helping to raise their awareness of self and others and how to work effectively in a team. It enables individuals to understand the importance of moral courage in the moment of decisions, emphasised attributes such as humility, caring, resilience and managing emotions. The course also allows individuals to face difficult and challenging habits and norms without placing critical value or being judgemental. Dealing with personal and organisational current reality is difficult enough and progressing forward requires better conversations.

This workshop will:

- Explore the characteristics of a good NHS leader;
- Explore why many leadership programmes employed by the NHS have not had the impact expected;
- Provide a short exercise to illustrate the NHS Staff College Methodology.

H Balancing our inherent human fallibilities with our professional responsibilities

**Ben Tipney, Human Factors Training Consultant,
Atrainability**

This workshop will look at how we prioritise patient safety at the same time as looking after ourselves and our colleagues.

Building your Resilience¹

This is based on a study of resilient doctors who identified four themes as priorities in maintaining their resilience.

Enter at least one thing in each section you do well and one or more things you could do to help develop resilience:

| | |
|--|--|
| Attitudes and perspectives – valuing what you do, maintaining interest in the job, developing self-awareness and accepting your own limitations. | Balance and prioritisation – setting limits, work life balance and looking after and valuing yourself, taking effective approaches to your continuing development. |
| Organisation of your work environment – good management, good staff and teams, effective systems at work. | Supportive relations – positive personal relations, effective professional relationships and good communication. |
| What can we do as leaders to develop resilience in our workforce? | |

Leadership Resilience and beyond

We all need resilience in our clinical work. There is increasing evidence that this is something we can learn and develop. We have created a new resource section on our website www.nwpgmd.nhs.uk/resources and the links provided within this section provide a range of resources – books, YouTube videos and articles.

They also include an online questionnaire that helps you assess your own resilience, and give you ideas on how to develop your resilience further.

We suggest you browse through the resources listed to see what appeals to you.

If you have seen Rebecca Baron or Shirley Remington speaking about resilience they will probably have mentioned some of the ones listed.

The resource section includes Leadership, Educator development and Careers resources so bookmark this page for future reference.

We will add new resources as we find them and we welcome recommendations from you. Please send through to: nwd.comms@nw.hee.nhs.uk

1. Jenson P et al Building physician reliance (2008) Canadian Family Physician



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