

# Buried Treasure -

## SAS doctors (Specialty and Associate Specialist doctors) in leadership

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### Setting the Scene:

There are many reports highlighting the need to grow leaders in the NHS including the Long Term Plan and the Workforce Race Equality Standard. These note the lack of representation of certain clinical staff groups, ethnic minority clinicians and females amongst other issues.

### "The Treasure"



SAS doctors make up 20 % of the medical workforce.

They are predominantly from ethnic minorities, International Medical Graduates and a large proportion are female.

Many are experienced clinicians.

Addressing their leadership training would help fill the NHS leadership gaps.

### Why "Buried" ?



In a survey of 100 SAS doctors in East Midlands only a quarter were in leadership positions of which the majority were only at Team or Department level.

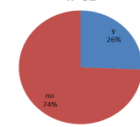
75% wanted to develop in leadership. They reported multiple barriers to engaging with leadership including job planning and lack of opportunities.

Support to develop leadership was Trust /locality dependant and ranged from non existent to fully supported.

Support from Trust to develop Leadership



SAS in leadership roles n=82



### How to find the Treasure.....

#### The Map



Appraisals

Job Planning

Salary Threshold 2

We need to use what we have differently.....

Appraisal – educational supervisor approach for new to grade

Appraiser training +toolkit development re SAS needs with leadership focus

Improved evidence- design and use of standardised tools for SAS eg LEADER from RCPCH,

Use of leadership frameworks eg FMLM trainees passport, mapping to GMC Generic Professional Capabilities

Salary Threshold 2 – year 12/13 post foundation training – expectation of SAS to demonstrate leadership of consultant standard.

Job planning leads- integration of job plan, PDP and thresholds with intentional leadership focus

#### The Compass



SAS Tutors

Associate Deans

Directors of Medical Education

Human Resources

Clinical directors

Raise awareness of the positive impact structured leadership development for SAS would have for services, Trusts and the NHS as a whole.

Advertise opportunities to SAS (not just consultant body) eg Trust appraisal lead, clinical director etc

Challenge Clinical Directors, Medical Directors +Directors of Medical Education re creating a positive culture in their institution towards SAS

#### Transport



SAS Development fund

NHS Leadership Academy

leadership accreditation

SAS Funding –structured leadership Courses

Development of mentors / educational supervisors for SAS below Threshold 1.

Senior mentors – proactive and intentional talent pool

Use clinical fellowships / secondments to enable opportunities

SAS access to Trainee leadership courses

