



East Midlands
Leadership &
Management
Programme



East Midlands Leadership and Management Programme

Learning to Lead from Day One

Prospectus

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Forward

This programme has been developed following feedback from doctors in training undertaking previous leadership and management courses and has been established locally after consultation with your colleagues.

We hope that by learning the principles and skills of leadership and management and through increasing your confidence, competence, collaboration, and decision making in this area, you will be able to apply this knowledge and capability to your practice during your years here as a trainee and beyond.

We recognise that not every doctor is a born leader or even wishes to become one. The programme has been designed to give you a set of skills that will suffice to help those who need the skill set but perhaps don't harbour an immediate ambition to develop these skills to a high level. For others, this course may ignite the appetite to develop leadership and management skills to a level that will help ensure future generations continue to receive the highest quality healthcare.

Finally, I would like to thank colleagues from NHS England Midlands and the team of senior educators and the Doctors in Training who have striven hard to turn this project from an idea into a programme that I hope you will find both enjoyable and stimulating.

Jonathan Corne
Postgraduate Dean
East Midlands
NHS England - Midlands



Introduction

The General Medical Council emphasises the importance of leadership and management development and enshrines generic leadership and management skills in all GMC approved training curricula. Doctors in training must show that they can lead and work effectively in teams, by demonstrating an understanding of why leadership and team working is important in their role as a clinician.

They must:

- Show awareness of their leadership responsibilities as a clinician and why effective clinical leadership is central to safe and effective care.
- Demonstrate an understanding of a range of leadership principles, approaches and techniques and apply them in practice; as well as appropriate leadership behaviour and an ability to adapt their leadership behaviour to improve engagement and outcomes.
- Appreciate their leadership style and its impact on others.
- Actively participate and contribute to the work and success of a team (appropriate followership).
- Think critically about decision making, reflecting on decision-making processes, and explaining those decisions to others in an honest and transparent way.
- Supervise, challenge, influence, appraise and mentor colleagues and peers to enhance performance and to support development.

- Critically appraise the performance of colleagues, peers and systems and escalate concerns.
- Promote and effect participation in multidisciplinary and interprofessional team working whilst appreciating the roles of all members of the multidisciplinary team; and promote a just, open, and transparent culture; a culture of learning and academic and professional critical enquiry.
- In doing so it recognises the importance of possessing these skills to enable doctors to navigate the changes of the future NHS.



Leadership is a process of influence whereby those subject to it are inspired, motivated or become willing to undertake the tasks necessary to achieve an agreed goal. Spurgeon and Klaber (2011)

Welcome to the East Midlands Leadership and Management Programme (EM LMP)

Mission

Empowering doctors to develop and practice confident patient-centred leadership and management, from the beginning of their career.

From the time you qualify you will be seen as a leader, even if you do not feel one yourself. The aim of this course is to empower you, whatever career stage you are at, to feel able to shape the future of your departments, specialities, and potentially the NHS as a whole. We want to give you the tools to be able to think about how things could be done better in your workplace, and then to implement those changes, whilst keeping the patient at the centre of any decisions made.

The course has been reorganised to encourage active learning and reflection. The programme is made up of online e-learning and face-to-face sessions.

Structure of the course

The course is structured into 3 phases designed to be completed over 3 years, however Doctors in Training can complete it quicker or slower than this, depending on their personal circumstances.

Phase 1 will cover the basic concepts of leadership and management. Doctors in Training will complete a series of e-learning modules on the Post Graduate Virtual Learning Environment (PGVLE) site. These modules will include reflections and activities that must be completed to be able to progress. After completing the e-learning, Doctors in Training will attend a full day face-to-face workshop, where they will apply the information learnt in the e-learning and discuss ideas for their Quality Improvement Projects (QIPs) in phase 2.

Phase 2 focuses on leadership in action through the implementation of a Quality Improvement Project (QIP). Doctors in Training will have an online e-learning module covering the basic principles of Quality Improvement (QI). They will

then undertake their QIP. This phase focuses on effecting change in the workplace, keeping the patient at the centre of this change. When performed to a high standard QIPs expose Doctors in Training to important learning experiences such as planning, negotiations, resolution of conflict, problem solving, and understanding structures within the NHS. Multi-disciplinary working and establishing peer groups across boundaries is very important.

The e-learning will cover the basics of QIP, however you are encouraged to engage with your local QI team who will be able to offer further support and more in-depth teaching.

Doctors in Training are expected to evidence their QIP at the end of this phase, focusing on what they learnt from the process. This should be in the form of a reflective piece of writing which should be discussed with your ES and uploaded to your training portfolio. We also suggest that you present your project locally or submit as a poster to an appropriate conference.

Phase 3 involves a face-to-face workshop where Doctors in Training will be able to discuss their experiences of leadership and management so far, alongside discussing their learning points from their QIP. Doctors in Training will be taught some advanced concepts of leadership and management, and discuss the next steps in their leadership journey.

The content covered in the 3 phases is shown in Figure 1.

Leadership conversations toolkit

This is a tool developed by the National NHS Leadership Academy. It should be utilised by the trainee and their educational supervisor, to supplement the EM LMP. It should be used to set leadership goals using the reflective log.

It can be found at:

https://www.leadershipacademy.nhs.uk/wp-content/uploads/dlm_uploads/2019/11/Leadership-Conversations-v1.1.pdf

Phase 1	E-learning module 1: Introduction to leadership and management		E-learning module 2: NHS Structure	
	<ul style="list-style-type: none"> What is leadership and management? <ul style="list-style-type: none"> Creating direction Sharing vision Styles of leadership NHS principles and values 		<ul style="list-style-type: none"> Organisational layout of the NHS Linking primary/secondary/social care NHS finance NHS culture and politics <ul style="list-style-type: none"> Collaborating with outside teams Understanding stakeholders Change theory 	
	E-learning module 3: Teams		E-learning module 4: Leading with care	
Phase 2	<ul style="list-style-type: none"> Introducing teams <ul style="list-style-type: none"> Understanding teamwork, building trust, and kickstarting teams Team roles and hierarchy Power and influence Working together <ul style="list-style-type: none"> Civility Saves Lives Unconscious bias Tribalism in medicine 		<ul style="list-style-type: none"> Compassionate leadership Constructive conversations <ul style="list-style-type: none"> What they are, why they are difficult, and how to have them Duty of candour Dealing with complaints and the coroner 	
	E-learning module 5: Supporting people		Face to face workshop 1: Teams and leadership	
<ul style="list-style-type: none"> Emotional intelligence and compassionate leadership Stress, resilience, and burnout 		<ul style="list-style-type: none"> Looking more in depth at team working Understanding individual leadership styles and putting these into action Discussing ideas for the phase 2 projects 		
Trainee led Quality Improvement Project (QIP)				
Phase 2	E-learning: QIPs	QI teams	Evidencing	
	Covering the basic principles of QIP and how to start them	Engagement with local QI teams is expected so trainees have the local support needed to undertake their project	Trainees are expected to evidence their learning from their QIP. This should be in the form of a reflective piece of writing which should be discussed with your ES and uploaded to your training portfolio	
This content should be supplemented by the 'Leadership conversations' toolkit. In primary care your existing training days will cover aspects of this at the most appropriate points during your 3 training years				
Phase 3	Face to face workshop 2: Reflection on leadership experiences so far and looking to the future			
	<ul style="list-style-type: none"> Reflecting on leadership experiences so far <ul style="list-style-type: none"> Experiences during the QIP Changes made at work in response to what you have learnt on the course Preparing for your first substantive post Future Leadership development opportunities 			

Figure 1. Content of the EM LMP

NHS Leadership Academy's Healthcare Leadership Model

This is an evidence-based research model which is designed for all healthcare professionals across the healthcare system. The course is mapped to cover the nine leadership dimensions, shown in Figure 2.

Doctors in Training will need to complete the NHS Leadership Academy's self-assessment tool and reflect on their answers. This is available at <https://www.leadershipacademy.nhs.uk/wp-content/uploads/2012/11/NHSLeadership-Framework-LeadershipFrameworkSelfAssessmentTool.pdf>

Develop skills you will utilise in everyday practice:

- Build networks with colleagues across the East Midlands and the wider healthcare context.
- Appreciate the effectiveness of innovation and valuing difference in the workplace.

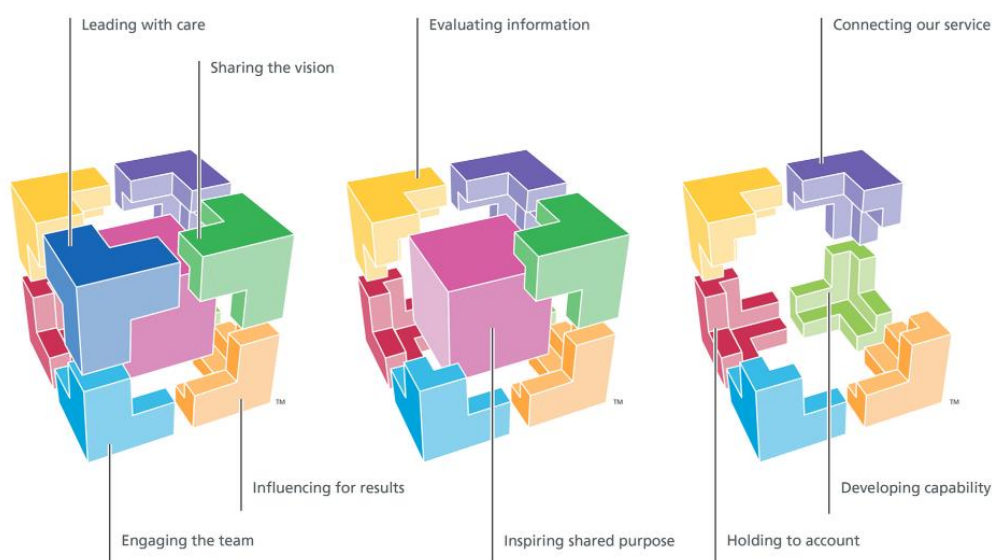


Figure 2. The nine dimensions of the Healthcare Leadership model. (NHS Leadership Academy 2012).

Programme outcomes

By the end of the programme you will:

Understand the importance of personal values and behaviours as a leader:

- Recognise your personal abilities, attributes, and areas for development as a leader and follower.
- Develop the confidence to lead by example, recognise and celebrate good practice, and challenge poor performance.
- Have a greater understanding of your leadership style.
- Be able to implement compassionate leadership and hold constructive conversations.

Knowledge and understanding of leadership and management core principles:

- Have a greater confidence in your knowledge, authority and power to make effective changes in service provision and improving the quality of life for your patients.
- Appreciate the structure of the NHS and the interactions between different healthcare sectors.
- Understand how political influence affects healthcare, and how to negotiate with different groups.
- Have greater confidence when it comes to leading and understanding teams and how teams work together, including team dynamics, functions, and performance.

The ultimate aim is to enable Doctors in Training to develop and practice confident, patient-centred leadership and management, from the beginning of their career.

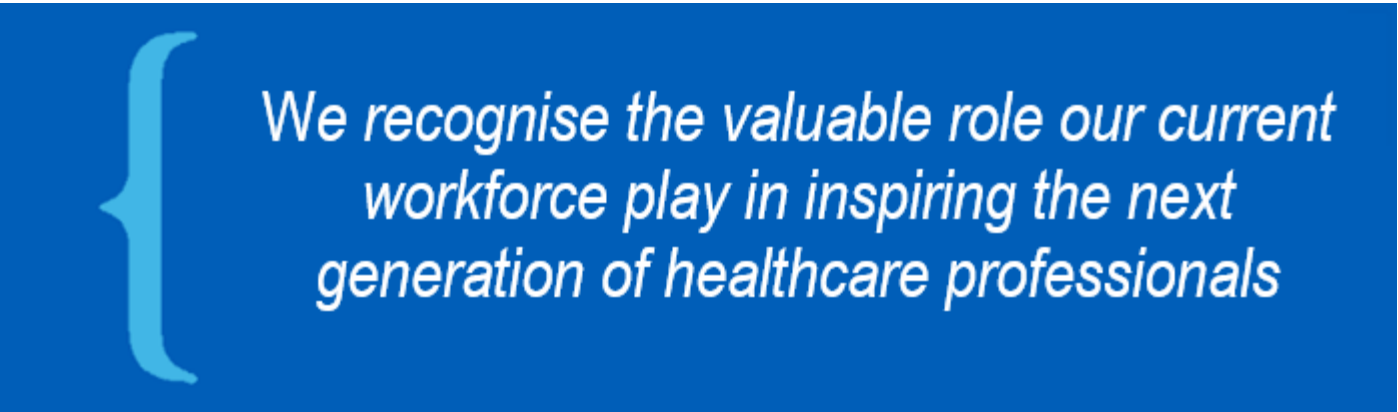
Opportunities beyond the course

Equipped with the experiences you have had on the course and in your workplace, we would hope you will then start to seek out opportunities beyond the course to further develop your abilities. This is covered in more detail in phase 3. One avenue may be applying for local and national leadership fellowships. Local and national leadership academy courses are available to all NHS employees and can be accessed by Doctors in Training. Further development is likely to involve access to a specialist mentor for you to gain further experience in health, economic, social and

political challenges at a senior level. The 'Leadership conversations' toolkit is also an excellent resource for additional learning and experiences.

Faculty of Leadership Educators

Sessions are delivered by a locally recruited faculty. All of our faculty have worked or are working in the NHS in the Midlands and are committed to providing relevant and expert leadership and management training to our Doctors in Training.



We recognise the valuable role our current workforce play in inspiring the next generation of healthcare professionals

Frequently Asked Questions

Who is the programme for?

It is available for all postgraduate medical, dental, and public health specialists in training within the East Midlands from post foundation to CCT.

Does each speciality have different leadership and management training?

No – it is a generic programme and is applicable to all postgraduate medical professionals.

Who is facilitating the programme?

A locally recruited faculty of educators.

Where will the face-to-face sessions be delivered?

The face-to-face sessions will be held across the East Midlands Deanery region.

How much studying will I need to do in my own time?

Study leave will be allocated for the online e-learning and the face-to-face workshops. The QIP will need to be done at your workplace and study leave is not allocated for this. Doctors in Training will be expected to do some work in their own time, such as using the 'Leadership conversations' toolkit to determine their leadership goals. This programme provides an overview of leadership and management, but there are many other resources available that interested Doctors in Training may want to access.

Are the sessions meant to be taken in order?

You are able to do the e-learning modules in whatever order you would like, however we recommend doing it as designed so you cover the basics of leadership and management at the start. You are unable to do the face-to-face session until the e-learning is completed. You

must finish one phase before moving to the next, and the phases must be done in order.

How do I book into the programme?

There will be an online sign up that Doctors in Training will be made aware of via email.

I don't work within the East Midlands. Can I book onto the LMP?

No sorry, this is for East Midlands Doctors in Training only.

I am not a trainee, but I work within the East Midlands, can I book onto the programme?

The EM LMP is for doctors in training, however a small number of spaces have been reserved for other non-training grades such as SAS and Locally Employed Doctors (LEDs). Consultants are not permitted to book onto the programme.

How will I be assessed?

This programme is not pass or fail, it's about developing your leadership and management skills. However, you must complete all 3 phases to complete the programme and gain a certificate of completion. To achieve this you must also complete the self-assessment tool on the PGVLE, keep a reflective log of activities completed, and demonstrate appropriate learning from your QIP. These activities, and what you have learnt, should be discussed with your Educational Supervisor, who will document the discussions in your training portfolio. There are also mandatory evaluations within the PGVLE modules that need to be completed before attending face-to-face sessions.

Is it mandatory to do the EM LMP to CCT?

No. The responsibility for determining whether a trainee has done sufficient leadership training in a particular year will be made by their Educational Supervisor at the ESR meeting. As with any

competency, that decision will be based on what training and experience they have done in that year. A full set of attendance certificates can clearly be used as evidence, however it is recommended that Doctors in Training write a reflective entry in their portfolio on what they have learnt and how it will affect their practice moving forward.

As adult learners Doctors in Training should be trusted to do this, otherwise this would be a probity issue. The 'Leadership conversations' toolkit provides the Educational Supervisor a reference guide to the leadership competencies required by the time of CCT. Most of this evidence should be reflecting on leadership experiences the trainee has had, backed up by attendance at the formal teaching sessions.

Support

We are focused on creating an environment where you can reach your full potential. Support

will be available throughout the EM LMP through the faculty that facilitate the course. However, your Educational Supervisor will always remain a first point of contact.

Feedback

You can make real changes to improve the programme by providing feedback. We endeavour to continuously improve the programme to reflect your objectives and goals.

Faculty recruitment and opportunities

We recognise the valuable role our current workforce plays in inspiring the next generation of healthcare professionals. If you are an experienced Educator and would like to become a member of our Faculty, please email the LMP team on: leadership.em@hee.nhs.uk

Course Developers

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With thanks to Toby Delahooke for developing the original programme.



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