

East Midlands

Leadership &  
Management  
Programme

LMP



Health Education East Midlands

# East Midlands Leadership & Management Programme

## *Learn to Lead*

## Foreword

The General Medical Council emphasises the importance of leadership and management development and recommends that all doctors in training have generic leadership and management skills as part of their professional development during specialist training. In doing so it recognises the importance of possessing these skills to enable doctors in training to navigate the changes proposed by the Shape of Training Review and Five Year Forward View across the NHS.

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 through increased confidence and competence, collaboration and decision making 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 the 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 of healthcare.

Finally, I would like to thank Dr Sonia Panchal, colleagues from Health Education East Midlands and the team of senior educators who have striven so hard to turn this project from an idea into a programme that I hope you will find both enjoyable and stimulating.



**Adrian Brooke** Secondary Care Dean,  
Acting Postgraduate Dean  
Health Education England



# Welcome to the East Midlands Leadership & Management Programme

## Mission

The East Midlands Leadership and Management Programme integrates postgraduate healthcare professionals in training with a local faculty of leadership educators from a diverse multi professional background to enable them to learn to lead to deliver high quality care for patients in the 21st Century NHS.

We want to capture the imagination of people in the healthcare environment to feel empowered to shape the future of the NHS. The East Midlands Leadership and Management Programme (EM LMP) facilitates your continual development as a leader, gaining the personal and professional skills required to deliver such vision.

Translation of education into clinical practice is paramount. We have tailored the programme to reflect real life working to enable you to utilise the knowledge, skills and behaviours learnt, into your daily clinical environment to focus on how to make effective change and improvement to provide high quality healthcare.

We place a lot of importance on multidisciplinary working and the need to establish peer groups across these boundaries. You will learn leadership and management competence with an array of multi-professional specialists working towards a vision of safe and effective patient care within the healthcare system.

## Programme Outcomes Healthcare

By the end of the programme you will have the:

### Skills to utilise in everyday practice

- A range of practical tools, skills and methodologies to use in your everyday practice
- Build networks with colleagues across the East Midlands and the wider healthcare context
- An appreciation of the effectiveness of innovation and valuing difference in the workplace

### Knowledge and Understanding of Leadership and Management Core Principles

- Greater confidence in your knowledge, authority and power to make effective change in service provision and improve quality of patient care
- Understanding of the NHS system locally and in the wider context
- Knowledge of the political influence on healthcare
- An understanding of the local health economy
- Developed deeper understanding of team dynamics, function and performance

### Understanding of the importance of personal Values and Behaviours

- Recognition of their personal abilities, attributes and areas for development as a leader and follower
- Developed commitment and confidence to lead by example, recognise and celebrate good practice and challenge poor performance

## Leadership Model 2012

NHS Leadership Academy's Healthcare Leadership Model is an evidence-based research model based on a review of current literature and research on leadership models and behaviours, which is designed for all healthcare professionals across the healthcare system. The EM LMP support the development of multi-professional learning and development

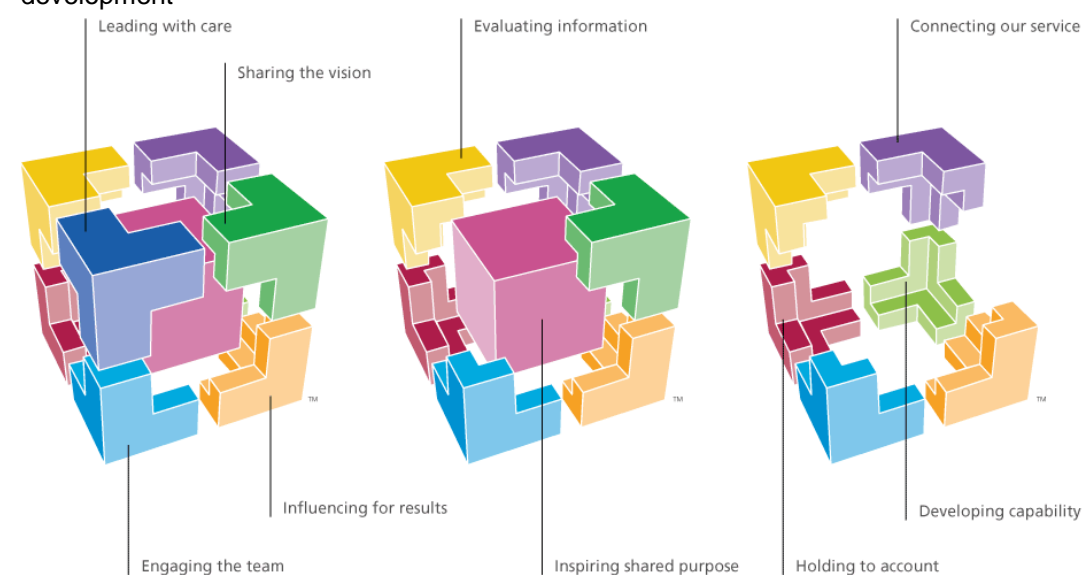


Image Copyright NHS Leadership Academy 2012

*The standards are based on a set of core values and behaviours designed to work across all levels: Self; Team Player, Team Leader and Corporate Responsibility.*

## Learn about leadership and to be a leader

This programme delivers the generic competence in leadership and management in accordance with the GMC's Leadership and Management for Doctors 2012. This will provide you with the necessary competence to fulfil CCT requirements at your final ARCP. With the practical and interactive nature of these sessions you will rapidly be able to adapt and apply the knowledge obtained to improve your clinical practice and personal development.

Level		AM	PM
A	Day 1	<b>1 Leadership and Management Essentials</b> <ul style="list-style-type: none"> <li>What is leadership and management?</li> <li>Understanding yourself as a leader (MBTI)</li> <li>Developing your personality preferences</li> </ul>	<b>2 Leadership and Team Working</b> <ul style="list-style-type: none"> <li>Leading and working in teams</li> <li>Team roles</li> <li>Teams and trust</li> <li>Team communication</li> </ul>
	Day 2	<b>3 Getting the Best for Patients: Understanding the NHS</b> <ul style="list-style-type: none"> <li>Understanding the NHS – brief history, structures and complex systems</li> <li>Understanding organisations</li> </ul>	<b>4 How to lead Quality Improvement Initiatives</b> <ul style="list-style-type: none"> <li>Patient safety</li> <li>Health/quality improvement (QI):</li> <li>Methodologies</li> <li>QI in practice “More than just audit”</li> </ul>
B	Day 3	<b>5 Managing Challenging Conversations</b> <ul style="list-style-type: none"> <li>Managing conflict</li> <li>Negotiation skills</li> <li>Influencing skills</li> <li>Building resilience</li> </ul>	<b>6 Making the Patient your first priority</b> <ul style="list-style-type: none"> <li>Handling complaints/SUIs</li> <li>Systematic approach to complaints, errors and safety</li> <li>Emotional intelligence</li> </ul>
	Day 4	<b>7 Managing and Leading Change</b> <ul style="list-style-type: none"> <li>Managing and leading change</li> <li>Change strategies and models</li> <li>Linear and complex change</li> </ul>	<b>8 Introduction to Service Improvement</b> <ul style="list-style-type: none"> <li>Service improvements</li> <li>Service planning and pathway design</li> </ul>
C	Day 5	<b>9 Demystifying NHS Finance</b> <ul style="list-style-type: none"> <li>Understanding finance</li> <li>Commissioning</li> <li>Outcome measures</li> <li>Best value healthcare</li> <li>Business Case</li> </ul>	<b>10 Being a Leader</b> <ul style="list-style-type: none"> <li>Becoming and being a leader</li> <li>Preparing as consultant</li> <li>The fallible leader</li> <li>Role of coroner</li> </ul>
	Day 6	<b>11 Putting Theory into Practice</b> <ul style="list-style-type: none"> <li>Policy and strategy analysis</li> <li>Understanding power, politics, authority and control</li> </ul>	<b>12 Where does the Power Lie?</b> <ul style="list-style-type: none"> <li>Leading teams</li> <li>Group dynamics</li> <li>Sustainable and disruptive innovation</li> </ul>

Level	Stage of Training	Generic Competencies
A	Core (CT1-CT2, GPST1)	Personal Qualities and Team Working
B	Specialist (ST3-5, GPST2)	Service Improvement
C	Specialist (ST6-8, GPST3)	Being a Leader

The three levels map to your level of training to support your growth and development over the training programme. However, you may wish to fast track through Levels A-C, if you have a shorter training programme such as General Practice.

### 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. One avenue maybe applying for local and national leadership fellowships. Local and National leadership academy courses are available to all NHS employees and can be accessed by trainees. 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.

We also offer online resources and annual events, aimed at broadening your knowledge as you network and share your learning with other healthcare professional across the region.

### Faculty of leadership Educators

Sessions are delivered by a locally recruited faculty. All of our faculty have worked in the NHS in the East Midlands and are committed to providing relevant and expert leadership and management training to our Trainees. In addition, delegates may find opportunities for networking through contact with local faculty at our sessions which may prove to be invaluable in the future



## Support

We are focused on creating an environment where you can reach your full potential. Support will be available throughout the EM LMP. Your primary point of guidance will be your Educational Supervisor alongside the Faculty of Leadership Educators.

### Feedback

You have the power to make real changes to your professional experiences by providing feedback and we will endeavour to continuously improve our 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](mailto:leadership.em@hee.nhs.uk)

### Contact us

Email: [leadership.em@hee.nhs.uk](mailto:leadership.em@hee.nhs.uk)

Address Health Education England  
1 Westbridge Place  
Leicester  
Leicestershire  
LE3 5DR

Phone: Landline 0116 478 8654  
Mobile 07747766547

*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?

The EM LMP is available to all postgraduate medical, dental and public health specialists in training within the East Midlands from core level to CCT. Foundation doctors are not permitted on the LMP.

## Does each specialty have different leadership and management training?

No. The EM LMP is a generic programme and is applicable to all healthcare professionals.

## Who is facilitating the programme?

A locally recruited faculty of expert educators facilitate the sessions for Tier 1.

## Where will the programme be delivered?

Each session will be held at the following Trust Education Centres across the region.

- Derby Hospital NHS Foundation Trust
- University Hospitals of Leicester NHS Trust
- Northampton General Hospital NHS Trust
- Kettering General Hospital NHS Foundation Trust
- Kingsmill Hospital (Sherwood Forest Hospitals NHS Foundation Trust)
- Nottingham University Hospitals NHS Trust

## Is any of the content delivered online?

No, however the course slides are available to download from the VLE. Access can be obtained by emailing the Moodle Team for a login at Moodle.em@hee.nhs.uk

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

There is a small amount of pre-course reading and online research to do prior to each session, details of which will be emailed to you prior to the course date. After the session, you will be required to complete an online course evaluation.

## Which Tier 1 component do I start with?

The table below provides a guide for reference. You may fast track through if you wish by starting at the session relevant to your grade or you can complete all sessions. Please note that you are required to demonstrate that you have fulfilled all GMC requirements at your final ARCP therefore this should be taken into consideration when selecting your start point. If in doubt, we always recommend that you consult your Educational Supervisor about the best place to start before undertaking the course.

EM LMP Tier 1	Grade
Tier 1A	CT1-CT2, GPST1, DCT1-DCT2
Tier 1B	ST3-ST5, GPST2
Tier 1C	ST6-CCT, GPST3

## Are the sessions meant to be taken in any particular order?

Yes. Although each session is based on a standalone topic the programme builds on earlier learning and therefore (if possible) we suggest that you follow the programme consecutively based on where you begin. However, we do recognise that this is not always practical or flexible, so trainees are at liberty to book onto any session in an order that suits their personal and professional commitments.

## Can I book onto any session at any location within the East Midlands region?

Yes, trainees can attend any session at any of the Education Centres in the East Midlands.

## There are two sessions each day, morning and afternoon. Do I have to stay for the whole day or can I just do one session?

The LMP is very flexible! You can attend morning or afternoon or both sessions, whatever fits in with your needs. However, please remember that if you are staying for both sessions, they must be booked individually on Intrepid: Course Manager.

## How do I book onto the Programme?

LMP sessions can be booked via our online booking system: Intrepid Course Manager at <http://secure.intrepidonline.co.uk/Course Manager/EMD>. Please use the same link to register if you are new to Intrepid.

## I am not a Trainee but I work within the East Midlands, can I book onto the Programme?

The EM LMP is primarily for doctors in training within the East Midlands, However, a small number of spaces have been reserved on each session for other non-training grades such as: SAS and Trust Grade Doctors. Consultants are not permitted to book onto the Programme.

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

Unfortunately, the LMP is only for doctors who work in the East Midlands.

## How will I be assessed?

Delegates will be requested to complete a short online course evaluation via their Intrepid Course Manager account. The evaluation forms part of the learning experience and delegates will only be provided with a certificate once this has been completed. The evaluation is only open for completion for a period of one month after it has been opened.

## Will I get a certificate?

Yes, on completion of the online course evaluation via Intrepid Course Manager. Once the evaluation is completed, the course certificate will be available to download from your Intrepid Course Manager account. We do not post out certificates.



## Acknowledgements and thanks

Adeel Asim	Fabida Noushad	Marilyn Horner	Sonia Swart
Adrian Blundell	Falicia Lim	Mangesh Marudkar	Stephen Bateman
Adrian Brooke	Fiona Moore	Mashlah Amin	Stephen Fowle
Adrian Willis	Fu-Meng Khaw	Merin Thomas	Steve Geelan
Ahmed Navid	Gail Collins	Kerry Gulliver	Sue Ackerman
Akeeban Maheswaran	Ganesh Subramanian	Kevin Harris	Sue Carr
Akeem Ali	Gang Xu	Kevin Hill	Sue Cullis
Alex O'Neill-Kerr	Gary Freeman	Kirsten Armit	Sue Elcock
Amanda Grindall	George Woolnough	Kristine Coomar	Sue James Sue Noyes
Andrew Chilton	Gerald Ncube	Mahmood Kausar	Sunday Ikhenya
Andrew Dickenson	Gerard O'Reilly	Michael Cusack	Suha Deen
Andrew Furlong	Gerry Van Schalkwyk	Mohammed Al-Uzri	Suneil Kapadia
Andrew Haynes	Giles Cox	Mohammed Saqib Anwar	Syed Hussain
Andrew Houghton	Gillian Doody	Moira Durbridge	Susan Ward
Andrew Jeffery	Girish Kunigiri	Narmatha Kangeyan	Tabbs Abbas
Andy Norris	Girish Purohit	Neil Nixon	Tara George
Andy Swinburn	Gordon French	Neill Hepburn	Tim Davies
Annette Magore	Harsh Jhingan	Nick Woodier	Tim Jennings
Angus McGregor	Hayley Gosling	Nicki Hill	Timothy Millward
Ann Boyle	Helen Askarian	Nicola Baker	Tom Heinink
Anne Marlow	Helen Mancini	Nigel Scarborough	Tracy Allen
Asif Malik	Helen Mead	Nigel Sturrock	Tracy Pilcher
Asrar Rashid	Iain Dods	Noel Cudden	Trish Knight
Avinash Hiremath	Iain Little	Noel O'Kelly	Vasudevan Krishnan
Azhar Zafar	Iain McBride	Ola Junaid	Vishnu Gopal
Bina Kotecha	Ivo Elliot	Orlando Hampton	Will Carroll
Bridget Langham	Jane Fiolka	Paul O'Neill	
Bronwen Curtis	Jane Johnson	Paula Ward	
Bryan Timmins	Jane Lewington	Peter Boylan	
Callum Ryan	Jane Povey	Peter Lees	
Carmen Soto	Jaskarn Rai	Phill Rayner	
Caroline Ahrens	Jaspreet Phull Jatan	Phillip Mitchell	
Carolyn Cleveland	Parmar	Phillip Monk	
Catherine Eden	Jay Banerjee	Prit Chahal	
Catherine	Jayne Storey	Rachel Sunley	
John Ceri Jones	Jex Cawthorne	Rahamatulla Latheef	
Charlie Cooper	Jill Guild	Raheel Aziz	
Chris Packham	Jo Jones	Rakesh Panchal	
Chris Trzcinski	Joanna Fawcus	Rakesh Patel	
Christopher Taylor	John Sykes	Richard Martin	
Clare Dieppe	Jon Greiff	Rick Meredith	
Craig Trembirth	Jonathan Barratt	Robin Cordell	
Damian Roland	Jonathan Corne	Sabine Schaefer	
Dan Bronnert	Jonathan Mills	Sam Adcock	
Dan Kinnair	Jonathon Lloyd	Sami Tamimi	
Daniel Hendriksen	Joy Banerjee	Samuel Seidu	
Dave Thornton	Judith Douglas	Sanjay Agrawal	
David Morgan-Jones	Judith Reeder	Sanjay Gadhia	
David Poll	Judith West	Satheesh Kumar	
David Selwyn	Judy McKimm	Sheona MacLeod	
David Worley	Judy Oliver	Simpson Renicks	
Deborah Watson	Julie Hankin	Somia El-Sheikh	
Di Roffe	Kaanthan Jawahar		
Diana Jolliffe	Kamran Hussain		
	Katy Whitfield		



*Developing people  
for health and healthcare*