NHS
Health Education England

The need for leadership training, for all, stems from the work of NHSI (1) and the GMC (2) which resulted in the HEE 'Leadership Development for Doctors in Postgraduate Medical Training' strategy document in 2017. This document stressed leadership inclusivity and recommended a 70:20:10 model of delivery: with 70% of learning workplace delivered, 20% through coaching conversations, and 10% through formal teaching.

To facilitate workplace delivery of leadership learning to doctors in training here in the South West this workplace leadership document has been produced to assist educational supervisors in the workplace guide doctors in training to relevant leadership learning opportunities. This document is not intended as an exhaustive nor a restrictive list. The framework used is based on the nine domains of the Healthcare Leadership Model (3).

It is recommended that doctors in training complete reflective learning in order to critically understand their on going learning needs as they progress up their own leadership learning ladder.

References:

1. NHS Improvement (2016) Developing People – Improving Care: https://improvement.nhs.uk/resources/developing-people-improving-care/

2. General Medical Council (2015) Generic Professional Capabilities: http://www.gmc-uk.org/education/postgraduate/GPC.asp

3. NHS Leadership Academy (2013) Healthcare Leadership Model: https://www.leadershipacademy.nhs.uk/resources/healthcare-leadership-model/

4. NHS Leadership Academy (2010) Medical Leadership Competency Framework: https://www.leadershipacademy.nhs.uk/wp-content/uploads/2012/11/NHSLeadership-Leadership-Framework-Medical-Leadership-Competency-Framework-3rd-ed.pdf

Useful links:

NHS constitution:
https://www.gov.uk/government/publications/the-nhs-constitution-for-england

HEE across the South West Education Team including all Leadership course bookings link: https://SEVEducation.SW@hee.nhs.uk

South West leadership academy, including course link to leadership training events:
https://www.southwestleadership.nhs.uk/

NHS Leadership Academy – leadership 360 tool:
https://www.leadershipacademy.nhs.uk/resources/healthcare-leadership-model/supporting-tools-resources/healthcare-leadership-model-360-degree-feedback-tool/

Coachnet – register to access leadership coaching:
https://coaching.southwestleadership.nhs.uk/

Kings Fund, contains several useful leadership documents:
https://www.kingsfund.org.uk/

Healthcare Leadership Academy:
https://thehealthcareleadership.academy/

Faculty of medical leadership and management:
https://www.fmlm.ac.uk/

Future focused finance, NHS funding explained:
http://www.futurefocusedfinance.nhs.uk/

Plan-do-check-act cycle explained:
http://www.hse.gov.uk/managing/plan-do-check-act.htm

Leadership e-learning resource:
https://www.e-lfh.org.uk/

We are keen to continually develop and improve our trainees leadership training so would welcome any feedback or suggestions. Please contact the leadership team: Alexander.Websdale@hee.nhs.uk

Workplace Leadership Development for Doctors

NHS Health Education England

Inspiring shared purpose

Understanding the wider NHS structures

- Kings Fund: How does the NHS in England work? Team-working and leadership
  - Simulation training in leadership
  - Role model observation
  - Feedback on leadership ability
  - Reflective practice in leadership role

How to raise concerns:

- https://www.gmc-uk.org/DC5900_Whistleblowing_guidance.pdf_57107304.pdf
- https://www.gmc-uk.org/guidance/ethical_guidance/raising_concerns.asp

Leading with care

Understanding self and others

- Critically reviewing MSF / TAB
- Myers-Briggs personality type indicator
- Healthcare Leadership 360
- Resilience training
- Wellbeing activities
- Professionalism
- Conflict management

Reflective learning

Rota management

Influencing for results

Awareness of leadership styles Team leadership skills

- Negotiating and influencing
- Conflict resolution

Involved in change management projects

Human factors training

Media skills training

Connecting our service

Shadow management team member

- trainee manager 'buddy' during placement

Attend and contribute to MDT meeting

- shadow members of MDT

Engage in multi-agency meetings

- STP / ACO exposure
- Commissioning group work

Understanding of wider NHS structures and funding

- understand resource management
- minimise waste
- understand budget information / commissioning
- Writing a business case

Sharing the vision

Reflect on others perception of leadership through MSF / TAB feedback

Demonstration of team leadership skills

- Clinical and non-clinical event supervisor feedback
- Chairing meetings
- Acting as trainee representative on local / regional / national committees

Contributing to service development meetings

Teaching programme coordination / organising conference

Evaluating information

Clinical informatics / digital technology

- Design / procurement Audit
- Completion / presentation / Trust Audit lead QIP
- Guideline development / implementation Service improvement work

Cost improvement project

Involved in risk assessment /reviewing risk register Time management

Holding to account

Feedback skills

Understands performance management process Demonstrates reflective practice -

- https://www.gmc-uk.org/guidance/ethical_guidance/27233.asp

Attendance and contribution to clinical governance Demonstrates able to learn from events

- Understands complaint process
- Participates in investigations / safety panels
- Understands RCA process

Contributes to M+M audits

Understands and manages risk

- https://improvement.nhs.uk/resources/serious-incident-framework/

Engaging the team

Communication skills

Feedback skills

Presentation skills

Human factors training

Team leadership skills

- encouraging the contribution of others
- leading team debrief

Active participation in MDT meetings

Equality and Diversity training

Involvement in staff appraisal

Developing capability

MBTI / Healthcare Leadership 360 Reflective practice on leadership domains Near peer 'buddy' involvement Experience in mentoring / coaching Feedback / communication skills training Observed teaching in leadership domain areas

Based on nine domains of Healthcare Leadership Model https://www.leadershipacademy.nhs.uk/resources/healthcare-leadership-model/