

East Midlands

Leadership &
Management
Programme

LMP



Health Education England

East Midlands Leadership & Management Programme

Learn to Lead



Faculty of
Medical Leadership
and Management

Prospectus

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Foreword

In the modern NHS we fully recognise the increasing demands for high quality safe patient care and wider professional responsibilities including leadership and management for healthcare professionals.

It is paramount that we equip our healthcare professionals within the NHS and provide appropriate feedback to develop excellence in these broader areas for the current and future workforce to deal with the ever changing demands of providing healthcare for the population.

The East Midlands Leadership and Management Programme has been designed to help healthcare professionals learn these core principles and develop their non-technical professional competencies seamlessly and synchronously alongside their clinical training.

I would like to thank Professor Sheona Macleod, Dr Adrian Brooke and Dr Dan

Kinnair for giving me the opportunity to design and deliver a programme that addresses these fundamental responsibilities across the region which will help develop the current and future leaders and managers of the NHS. In addition I would like to sincerely thank Mr Peter Lees and the Faculty of Medical Leadership and Management for their continued support, and involvement and Professor Judy McKimm for her valued contribution and dedication to the programme.

I hope you enjoy the programme and as a result utilise the skills and knowledge learnt to enhance your clinical practice and face the daily challenges of working within the modern NHS to provide quality services and safe care to our patients.

Sonia Panchal

East Midlands Leadership and Management Programme Lead
Leadership Clinical Fellow
Health Education East Midlands



Leadership & Management Programme – East Midlands



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, Deputy Postgraduate Dean Health Education East Midlands



Learn to Lead

How do you support the leadership development of over 2500 doctors in training and why should we want to'?

Health Education East Midlands has some interesting answers!

Firstly, as to the 'why'? There is a significant evidence base linking clinical outcome with leadership and teamwork. Also, it is increasingly being recognised that doctors in training are faced with leadership challenges in their everyday work and that they have a contribution to make to leadership on a broader scale as their inclusion in Care Quality Commission inspection teams attests. Thus, logic dictates that leadership development deserves a prominent place in training curricula.

But 'how'? Curricula are already busy and leadership is too complex to simply send people off on a course even if that were logistically possible. Furthermore, as careers progress, the complexity of the leadership skills required progresses and hence there needs to be a continual 'topping up' process.

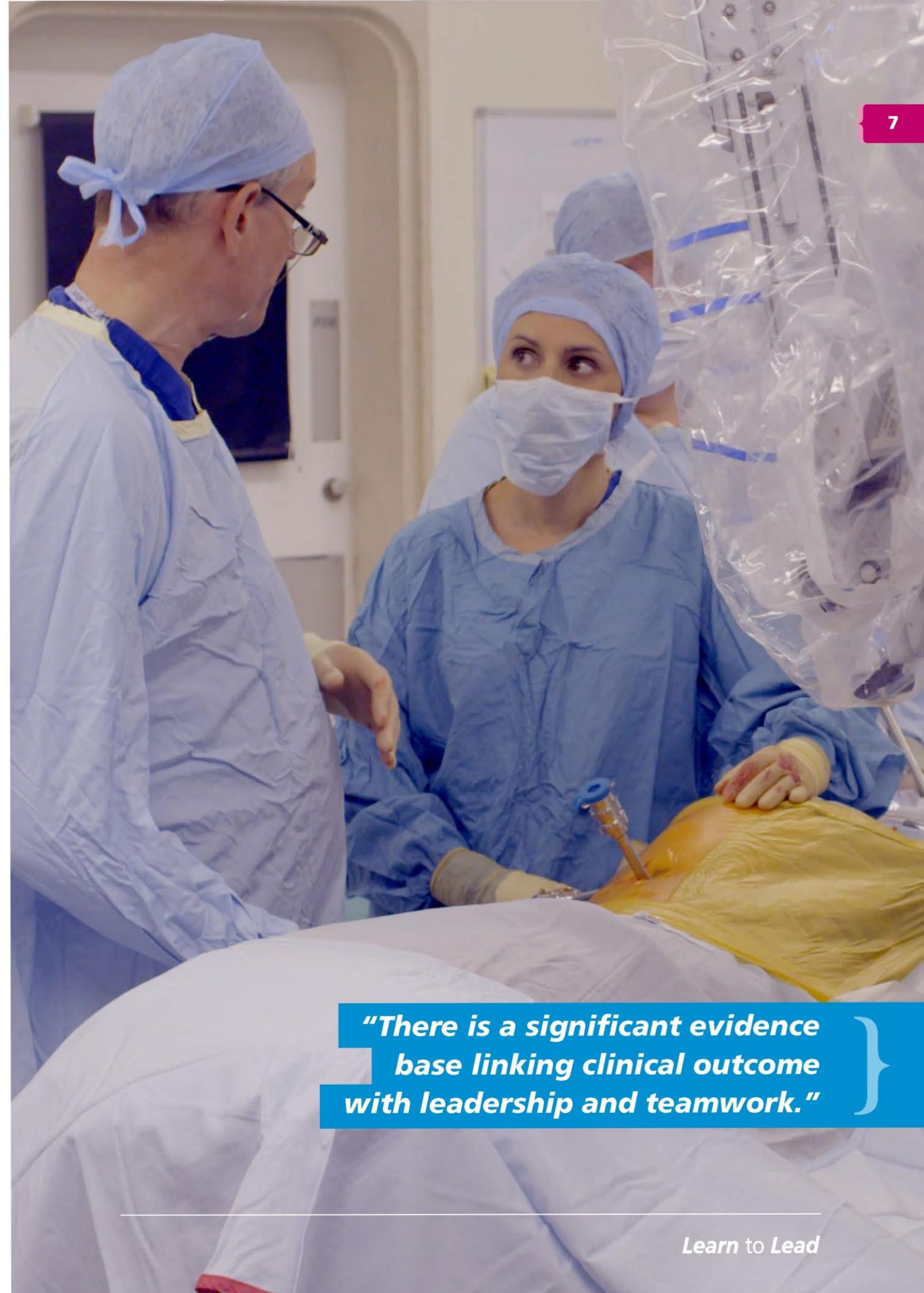
Finally, leadership is contextual which poses a major challenge to the traditional 'course' approach. It is far better that leadership skills are developed by learning from real experiences and where better to do that than within the organisations where doctors work. After all this is how so much clinical medicine is taught- why not teach the two together?

This complexity has not deterred the East Midlands. In this ambitious, carefully thought-through programme, firstly there is commitment at the highest levels to leadership development for doctors in training. Secondly, the initiative has been led by a doctor in training. Thirdly it has creatively tackled the logistical issues and the need for contextual learning in one fell swoop through an ambitious 'train the trainers' approach! Finally, it is the first programme of its kind to base the curriculum on the new UK Faculty of Medical Leadership and Management Standards for Medical Professionals.

Along with congratulations to those who have led this initiative with such foresight, there is one final, most crucial observation. If you consider the sheer scale and scope of the endeavour with the evidence base, we can anticipate significant benefits for many patients for many years to come.

Peter Lees

Chief Executive and Medical Director, Faculty of Medical Leadership AND Management



"There is a significant evidence base linking clinical outcome with leadership and teamwork."

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

By the end of the programme you will have the:

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

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

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

Frameworks & Standards

The basis for the EM LMP is a combination of the Medical Leadership Competency Framework and Healthcare leadership model, and the GMC Leadership and Management for all doctors and FMLM professional standards. This offers an integrated multi-professional function for effective collaboration and real life working. The EM LMP provides a tiered approach to development which enables you to take ownership of your learning and align with your development needs.

Medical Leadership Competency Framework (MLCF) 2010¹

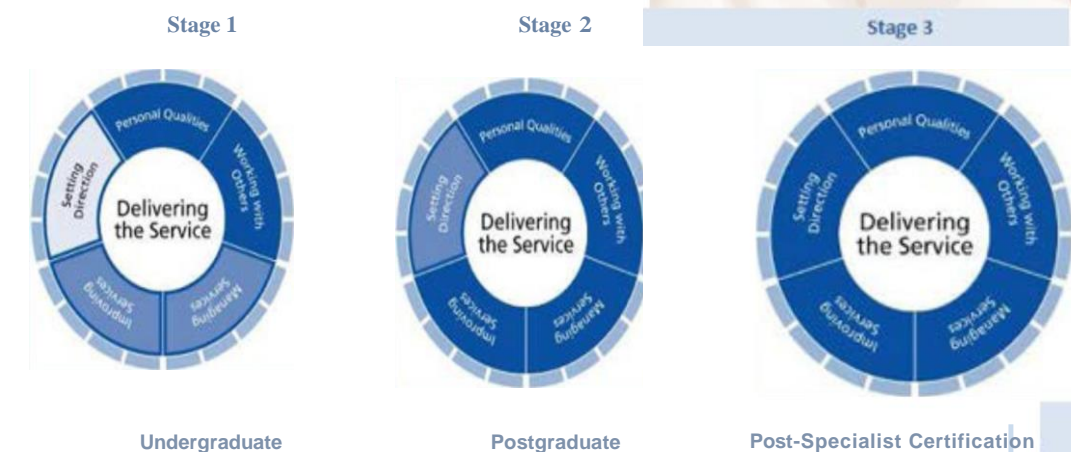


Image: Copyright NHS Institute for Innovation and Improvement 2006- 2010.

The MLCF details the knowledge, skills, attitudes and behaviours for medical leadership. The EMLMP focuses on these behaviours to enable personal development.

1. <http://www.leadershipacademy.nhs.uk/wp-content/uploads/2012/11/NHSLeadership-Leadership-Framework-Medical-Leadership-Competency-Framework-3rd-ed.pdf>

Healthcare Leadership Model 2012²

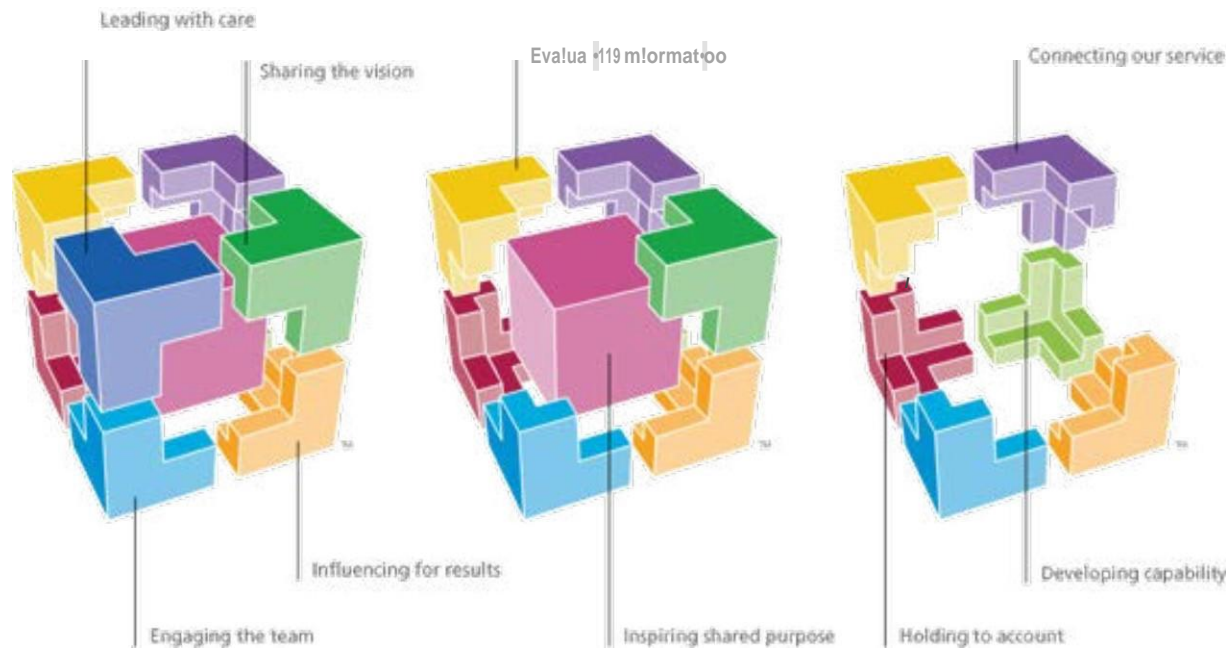


Image Copyright NHS Leadership Academy 2013

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.

GMC Leadership and Management for all doctors 2012³

This guidance document sets out the duties and principles that apply to all doctors as well as the extra responsibilities that may only apply to some doctors (for example, doctors with management or leadership responsibilities at a personal, team, organisation or policy level).

FMLM Professional Standards 2015⁴

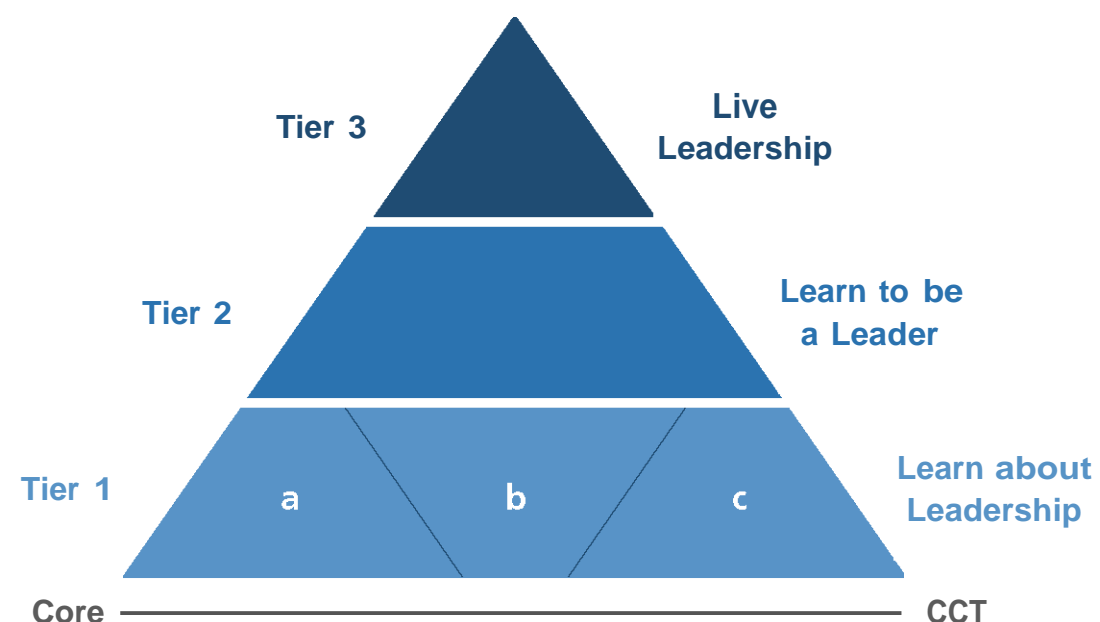
The standards are derived and build upon the above document in addition to research on medical leadership, management and engagement. They are based on a set of core values and behaviours designed to work across all levels: Self; Team Player, Team Leader and Corporate Responsibility. This represents an essential step towards professionalising medical leadership and management.

2 http://www.leadershipacademy.nhs.uk/wp-content/uploads/dlm_upload/12014/1/O/NHSLeadership-LeadershipModel-colour.pdf

3 http://www.gmc-uk.org/Leadership_and_management_for_all_doctors_FINAL.pdf_47234529.pdf

4 <https://www.fmlm.ac.uk/professional-development/accreditation-and-standards/the-leadership-and-management-standards-for>

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The EM LMP has three tiers to reflect development opportunities from core level to CCT.

Tier 1: Learn about Leadership

This tier 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

Tier 2: Learn to be a Leader

This tier enables the practical application of knowledge, skills and behaviours to your clinical practice. For example through representative roles and leading in quality improvement initiatives.*

Tier 3: Live Leadership

This tier enables you to embody the role of the leader by working closely with chief executives, medical directors, CCG members, leading on wider organisational projects. Opportunities for local and national fellowship may be sought.

* NB – Tier 2 is due to commence in September 2017. You need to have completed all sessions relevant to your grade in Tier 1 to be considered for it. Contact leadership.em@hee.nhs.uk for further advice.

Tier 1 Learn about Leadership

Tier 1 is designed to be challenging and represents "Learn about Leadership". A series of sessions tailored to cover the fundamentals of leadership and management will be delivered by the faculty of leadership educators.

You will work alongside experts in different specialties from different organisations, and receives high level of training to develop your portfolio and prepare you for your future career.

| Tier 1 | | AM | PM |
|--------|-------|---|--|
| 1A | Day 1 | 1 Leadership and Management Essentials <ul style="list-style-type: none">• Leadership, management and followership• Understanding yourself• Personality preferences | 2 Leadership and Team Working <ul style="list-style-type: none">• Leading and working in teams• Roles, trust and communication |
| | Day 2 | 3 Getting the Best for Patients: Understanding the NHS <ul style="list-style-type: none">• History and structures• Complex systems | 4 How to lead Quality Improvement Initiatives <ul style="list-style-type: none">• Health/quality improvement (QI): Methodologies QI in practice 'more than audit' |
| 1B | Day 3 | 5 Managing Challenging Conversations <ul style="list-style-type: none">• Managing conflict• Negotiation skills• Influencing skills | 6 Making the Patient Your First Priority <ul style="list-style-type: none">• Handling complaints• Patient safety |
| | Day 4 | 7 Managing and Leading Change <ul style="list-style-type: none">• Managing and leading change• Change strategies and models• Linear and complex change | 8 Introduction to Service Improvement <ul style="list-style-type: none">• Service improvements• Service planning and pathway design |
| 1C | Day 5 | 9 Demystifying NHS Finance <ul style="list-style-type: none">• Understanding finance• Commissioning• Best value healthcare• Business case | 10 Being a Leader <ul style="list-style-type: none">• Becoming and being a leader• Preparing as consultant• The fallible leader |
| | Day 6 | 11&12 Putting Theory into Practice- Where does the Power Lie? <ul style="list-style-type: none">• Policy and strategy analysis• Understanding power, politics, authority and control• Leading teams• Group dynamics• Sustainable and disruptive innovation | |

The programme covers a wide range of professional development topics such as networking, managing challenging conversations and starting up quality improvement initiatives. 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.

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.

The three components of Tier 1 map to your level of training to support your growth and development over the training programme. However, you may wish to fast track through Tiers 1A-1C, particularly if you have a shorter training programme.

Suggested tier based on level of training:

| Tier | Level of Training | Generic Competencies |
|------|---------------------------|-------------------------------------|
| 1A | Core (CT1-CT2, GPST1) | Personal Qualities and Team Working |
| 1B | Specialist (ST3-5, GPST2) | Service Improvement |
| 1C | Specialist (ST6-8, GPST3) | Being a Leader |

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.

Tier 2
learn to be a leader

Provides in-depth training in leadership and management development and the opportunity to hone your skills through practical application.

Tier 3
live leadership

An opportunity for leadership and management independence through combined learning and increased specialisation for those intending to undertake leadership roles with trust/organisation placement as a professional. This will include access to a specialist mentor for you to gain further experience in health, economic, social and political challenges at a senior level

Faculty of leadership Educators

Sessions are delivered by a locally recruited faculty of expert clinical facilitators from all specialties. All of our faculty work 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 and 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

***We recognise the valuable role
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Contact us

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18 Frequently Asked Questions

Q 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.

Q Does each specialty have different leadership and management training?

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

Q Who is facilitating the programme?

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

Q 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

Q 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

Q 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.

Q 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 |

Q 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.

Q 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.

Q 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.

Q 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.

Q 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.

Q 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.

Q 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.

Q 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.

For further information please contact the LMP Team at leadership.em@hee.nhs.uk
The information in this prospectus is current at the time of going to press and is subject to alterations.



*Developing people
for health and healthcare*

