

Healthskills

 **Medical Leadership Programme**





Medical Leadership Programme

Delivering the Service

The Medical Leadership Competency Framework was developed jointly in 2008 by the Academy of Medical Royal Colleges and the NHS Institute for Innovation and Improvement together with a wide range of stakeholders.¹

The framework outlines a range of competencies which are designed to enable Doctors to develop their leadership capabilities throughout their medical careers.

As a developmental tool the framework provides an invaluable guide to Doctors to plan a route to effective clinical leadership.

It also provides an opportunity for Doctors to become more influential and proactive in the design and application of medical services in their own health economies.

Whilst providing an invaluable guide to the requirements of effective leadership, the framework however, does not provide a means by which these competencies can be acquired.

Healthskills has developed a framework of *Leadership Clinics* by which these competencies can be provided. The clinics focus closely on the domains contained within the framework and are designed with a strong element of duality, required to address the complexity of delivering business based solutions in a clinical setting. Modules will be delivered jointly by Healthskills facilitators and clinicians from the Healthskills academy of specialists.

Programmes can be built from the various clinics to suit the needs of different organisations but a strong sense of continuity will underpin this with an Action Learning approach linking each clinic to the previous clinic.

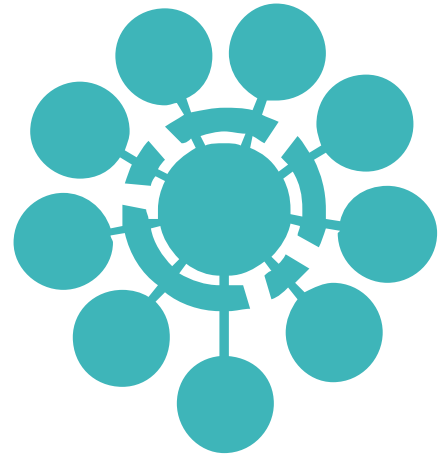
To find out more about the Leadership Clinics please contact:

Charles Marshall

Director, Healthskills

charles.marshall@healthskills.co.uk

Or visit our website at www.healthskills.co.uk



1. Medical Leadership Competency Framework – Enhancing Engagement in Medical Leadership
NHS Institute for Innovation and Improvement – May 2008

Medical Leadership Programme

Clinic 1: Introduction to the Medical Leadership Programme

**Medical Leadership Domain:
Personal Qualities; Setting Direction**

Competencies addressed through this clinic

- “Self awareness”
- “Self Management”
- “Self development”
- “Acting with integrity”
- “Identifying the context for change”

Doctors show leadership through self awareness: being aware of their own values, principles, assumptions and by being able to learn from experiences.

Competent doctors:

- Recognise and articulate their own values and principles, appreciating how these may differ from those of other individuals and groups
- Identify their own strengths, limitations and the impact of their behaviour
- Identify their own emotions and prejudices and understand how these can affect their judgment and behaviour
- Obtain, value and act on feedback from a variety of sources

Learning Objectives

By the end of this clinic, participants will have learned how to:

- Develop self awareness and value systems
- Recognise the characteristics of highly effective people
- Understand and assess emotional intelligence: self-awareness and self-management
- The link between beliefs, values, state and behaviour
- Behavioural choice and outcomes

They will also have developed

- An understanding of the medical leadership competency framework
- An overview of current issues in the NHS and applied to personal leadership role
- Explored issues of strategic leadership in an NHS context

What this clinic delivers

This is a one and a half day introductory module which sets the framework for the rest of the programme. It is designed to deliver on several levels

- A basis for the understanding and application of leadership within the modern NHS
- Current policy effecting change within NHS organisations
- Local strategies relating to those policies
- A focus for the role of the individual leader in that context
- Insight into personal qualities required to drive that change.



Medical Leadership Programme

Clinic 2: Teamwork (working on the inside)

Medical Leadership Domain: Working with Others

Competencies addressed through this clinic

- “Encouraging Contribution”
- “Working within Teams”

Doctors show leadership by working within teams: to deliver and improve services. Competent doctors:

- Have a clear sense of their role, responsibilities and purpose within the team
- Adopt a team approach, acknowledging and appreciating efforts, contributions and compromises
- Recognise the common purpose of the team and respect team decisions
- Are willing to lead a team, involving the right people at the right time

Learning Objectives

By the end of this clinic, participants will have learned how to:

- Understand the nature of successful teams.
- Identify the importance of different roles within their teams.
- Assess the current stage of development within their own team.
- Develop strategies to increase functionality within their teams.

What this clinic delivers

- Strategies for building effective teams
- What makes an effective team
- How different team roles complement overall effort
- Stages of team development
- Diagnosis of team dysfunction



Medical Leadership Programme

Clinic 3: Developing networks (working on the outside)

Medical Leadership Domain: Working with Others

Competencies addressed through this clinic

- “Developing networks”
- “Encouraging contributions”

Doctors show leadership by developing networks, working in partnership with colleagues, patients, carers, service users and their representatives within and across systems to improve services.

Competent doctors:

- Identify opportunities where working with others can bring added benefits
- Create opportunities to bring others together to achieve goals
- Promote the sharing of information and resources
- Actively seek the views of others

Learning objectives

By the end of this clinic, participants will have:

- Understood the role of networks in tomorrow's NHS
- Audited their own networks and sphere of influence
- Developed the ability to recognise and adapt influencing styles to meet current needs
- Developed a strategy of positive influencing behaviours which will increase their personal impact on networks and partnerships.

What this clinic delivers

- An understanding of the modern NHS
- The role of networks and partnerships in the modern NHS
- The opportunity to build and review your own personal network
- How to develop network relationships – understanding others
- Increasing flexibility by developing influence and impact on others
- Using positive Influencing Behaviour – handling conflict and achieving outcomes



Medical Leadership Programme

Clinic 4: Managing People

Medical Leadership Domain: Managing services

Competencies addressed through this clinic

- “Managing People”
- “Managing Performance”

Doctors show leadership by managing people, providing direction, reviewing performance and motivating others.

Competent doctors

- Provide guidance and direction for others using the skills of team members effectively
- Review performance of the team members to ensure that planned service outcomes are met
- Support team members to develop their roles and responsibilities
- Support others to provide good patient care and better services

Learning objectives

By the end of this workshop, participants will have learned how to:

- Understand what performance management is and what it isn't
- Understand how performance management fits in to an organisation
- To review a toolkit of techniques and skills that work together to help individuals, team and organisations to excel
- To demonstrate how to set team objectives and delegate to achieve them
- To build an organisational approach to measuring and managing performance

What this clinic delivers

- Performance Management in a healthcare context
- Case studies in managing performance
- Strategies for creating improved performance
- Strategies for managing under-performance
- Skills sets for managing performance
- Practical application of the processes for managing performance



Medical Leadership Programme

Clinic 5: Goal Deployment

Medical Leadership Domain: Managing services

Competencies addressed through this clinic

- “Managing resources”
- “Planning”

Doctors demonstrate effective leadership by focusing on the success of the organisation(s) in which they work and are able to demonstrate the drive and energy to lead people to implement high impact aspirational goals.

Competent doctors:

- Plan in order to contribute to achieve service goals
- Manage resources to ensure efficiency and safety of provision.

Learning Objectives

By the end of the clinic participants will have:

- Understood the principles of planning and business planning
- Understood how the internal and external environment shape service goals
- Have an appreciation of commercial planning models
- Understood the need to analyse the resource implications of planning
- Understood the jargon of financial management.

What this clinic delivers

- An understanding of the internal and external service environment and how it can be influenced
- The ability to create service improvement plans and then implement them based on the resources available



Medical Leadership Programme

Clinic 6: Leadership in Action

Medical Leadership Domain: Setting Direction

Competencies addressed through this clinic

- “Identifying the context for change”
- “Applying knowledge and evidence”
- “Making decisions”
- “Evaluating impact”

Doctors showing effective leadership contribute to the vision and aspirations of the organisation and act in a manner consistent with its values.

Competent doctors:

- Take into account the range of factors within a context for change
- Gather information and evidence to challenge systems and processes to identify opportunities for improvement
- Make informed decisions
- Measure and evaluate outcomes and take corrective action where necessary.

Learning Objectives

By the end of the clinic participants will have:

- Understood the need to challenge culture barriers
- Understood the requirement to collect facts in order to challenge process and to use informed information
- Understood a technique to facilitate learning and improve quality

What this clinic delivers

- An understanding as to how organisational culture can be fully understood and analysed
- The equipping of leaders to challenge the status quo and influence change when required.



Medical Leadership Programme

Clinic 7: The toolkit

Medical Leadership Domain: Improving Services

Competencies addressed through this clinic

- “Encouraging innovation”
- “Facilitating transformation”

Doctors show effective leadership by developing improvements to the service. The module enables doctors to scan the change horizon and to be constantly facilitating improvement and enabling their team to do the same.

Competent doctors:

- Create a climate of continuous improvement
- Actively contribute to the change process

Learning Objectives

By the end of the clinic participants will have:

- Understood the change process in detail
- Understood the concept of flow
- Understood the concept of value adding and LEAN terminology
- Understood the concept of redesign

What this clinic delivers

- This clinic concentrates on up-skilling doctors with the change toolkits that they will need to develop and lead the service.
- The application of theory to the realities of the service with a concentration on what constitutes value from a patients perspective



Medical Leadership Programme

Clinic 8: Leaders of Change

Medical Leadership Domain: Improving Services

Competencies addressed through this clinic

- “Encouraging innovation”
- “Facilitating transformation”
- “Critically evaluating”

Doctors demonstrate effective leadership by making a real difference to people’s health by delivering high quality services and leading service improvement.

Competent doctors:

- Think analytically, conceptually and identify where services can be improved
- Create a climate of continuous service improvement by encouraging innovation and affecting culture
- Actively contribute to change processes that lead and facilitate improvements.

Learning Objectives

By the end of the clinic participants will have:

- Participated in an active and dynamic leadership challenge
- Applied the learning back to the workplace
- Understood the need to balance tasks, team and individual needs
- Understood change and innovation
- Understood the impact of cultures and how they affect service change.

What this clinic delivers

- This clinic focuses on two key areas, firstly the components of leadership and how this relates to the changing NHS in the clinical setting.
- Secondly the creation of an improvement culture and the impact this can have on healthcare provision.

Clinical needs to be addressed

- The role of leadership in developing clinical services
- A leadership perspective on the development of service provision
- The role of leadership in developing service redesign
- The role played by improving cultures on service provision.

The Kouzes & Posner model of exemplary leadership, the art of creative thinking and change models of Cotter, Lewin and Kubler & Ross are extensively used.



Medical Leadership Programme

Clinic 9: Masterclass

Medical Leadership Domain: Improving Services

Competencies addressed through this clinic

- “Ensuring patient safety”
- “Critically evaluating”
- “Encouraging innovation”
- “Facilitating innovation”

The models and concepts utilised to improve services and challenge the status quo are sophisticated but powerful.

Doctors having been exposed to the both total quality management, reading and challenging organisational culture, encouraging innovation and deploying service improvements through LEAN application and the necessary toolkits are then invited to attend a Masterclass to bring the learning together using an organisational problem as the basis for the simulated “leadership in action” challenge.

Learning Objectives

By the end of the session participants will have:

- Assimilated their learning from previous clinics
- Taken part in a leadership challenge based on an organisational issue
- Used the toolkits and other models in a practical environment
- Evaluated their learning through peer conversation and review.

What this clinic delivers

The day will begin with an abstract of the issue. It will revolve around:

- Background information in relation to the performance environment
- Supporting information in relation to the culture issues
- The manifestation of the issue through the audit data being presented to the organisation

Participants will then work through the day in offering up practical strategies to challenge the issue and plan for improvement using prompts from the Healthskills facilitators who will manage the event. Issues will be brought to life using creative and innovative narratives and filmed simulations. The day ends with a participant dinner and guest speaker.

The learning is then consolidated on the morning of day 2.



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