



East Midlands Leadership  
& Management Programme  
*Learning to Lead  
from Day One*

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# Foreword

The General Medical Council emphasises the importance of leadership and management development and enshrines generic leadership and management skills in all of the GMC approved training curricula so that all doctors are able to gain these capabilities as part of their professional development during specialist training. In doing so it recognises the importance of possessing these skills to enable doctors to navigate the changes proposed by the Shape of Training Review, the NHS Forward View and other changes signalled in the NHS long term plan.

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 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 colleagues from Health Education East Midlands and the team of senior educators and the trainees who have striven hard to turn this project from an idea into a programme that I hope you will find both enjoyable and stimulating.

## **Adrian Brooke**

Acting Postgraduate Dean  
Secondary Care Dean,  
Health Education England



*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.*

# Welcome to the East Midlands Leadership and management programme

## Mission

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

From the time you qualify, in the eyes of others, you will be seen as a leader (even though you may not feel it yourself). We want to capture **your** imagination and talents, at whatever level of **your** career, to feel empowered to shape the future of **your** departments, specialties and potentially the NHS as a whole. We want **you** to be constantly looking around you in your daily work and thinking how could things be done better.

A major reorganisation of the course has taken place to try and bring it closer to your workplace. This should allow you to learn through relevant practical experience to the mutual benefit of you, your employers and most importantly **your patients**.

## Structure of course

The **first year** of the course will equip you with the basic concepts of leadership and management. It is made up to two whole day teaching days. Ideally both should be done in your first year, however the second day could be accessed in the second year of training to allow some flexibility in your busy training schedules.

The **second year** will be based in your workplace. For primary care trainees this part of the course content will be delivered through your existing training days spread over the three years of your specialty training. For all trainees the focus in this section is how to effect change in your workplace and place the patient at the centre of this. Performing your own multi-professional Quality Improvement Project (QIP) will be at the heart of this part of the course. When performed to a high stand-

ard they expose a trainee to important learning experiences in management and leadership such as planning, negotiation, resolution of conflict, problem solving and even understanding structures within the NHS. In the past, support to help you deliver these QIPs (which is part of all curriculums) has often been poor. However by delivering the second year in the workplace, we can utilise their extensive QI infrastructure and experience. The theory content will be designed and delivered in a lecture / workshop format by a local faculty from the organisation. The content and QIP support will be primary care specific for their trainees. The importance of multidisciplinary working and establishing peer groups across these boundaries will be also stressed.

The **third year** will focus on reflecting on what has been learnt so far from your practical experiences, introducing some advance concepts in management and leadership and how to develop this further as your training and career progresses.

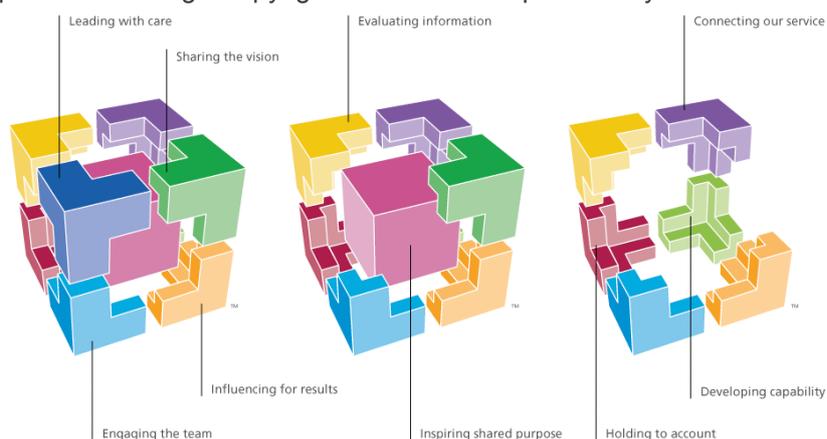
Year 1 and 3 content will delivered in lecture / workshop format with a high degree of interactivity.

## “Learning to lead” spiral toolkit

This is tool that is being developed by the National NHS Leadership Academy. At present it is word document but will be converted into a website that can be accessed by the trainee and their educational supervisor. It supports the need for practical experience in leadership and management during training and seeks to put theory into practice. The toolkit will complement the other elements of leadership or management training programme. It is designed not just to be a point reference but to come together as a portfolio of work over the course of a speciality training programme.

## NHS Leadership Academy’s Healthcare Leadership Model

An evidence-based research model which is designed for all healthcare professionals across the healthcare system. The course is mapped to this. Image Copyright NHS Leadership Academy 2012.



## Learning to Lead from Day One

This programme delivers the generic competence in leadership and management in accordance with the GMC's Leadership and Management for Doctors 2012 and fulfil CCT requirements at your final ARCP.

			AM	PM
Year 1	HEE based	Day 1	<b>Introduction</b> <ul style="list-style-type: none"> <li>• What is leadership and management?</li> <li>• Understanding yourself as a leader</li> <li>• Developing your personality preferences</li> </ul>	<b>Learning to lead” spiral toolkit”</b> <ul style="list-style-type: none"> <li>• Introduction on how it is to be used throughout the course</li> <li>• Emphasis on gaining and reflecting on practical experience.</li> </ul>
		Day 2	<b>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>	<b>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>
Year 2	Workplace based		<b>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> <li>• Service improvements</li> <li>• Service planning and pathway design</li> </ul> <b>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>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> <li>• Role of coroner</li> </ul> <b>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>	
Year 3	HEE based	Day 3	<b>What has been learnt so far</b> <ul style="list-style-type: none"> <li>• Reflecting on experiences of being a leader so far.</li> <li>• What skills you still need and how to get them.</li> <li>• Preparing to be a consultant</li> </ul>	<b>Where does the Power Lie?</b> <ul style="list-style-type: none"> <li>• The fallible leader</li> <li>• Policy and strategy analysis</li> <li>• Understanding power, politics, authority and control</li> <li>• Group dynamics</li> <li>• Sustainable and disruptive innovation</li> </ul>

\*In primary care, this content will be adapted to make more relevant to their trainees and be delivered in the current training days at the most appropriate point in the course of their 3 training years.

## Programme Outcomes

By the end of the programme you will have the:

### Understanding of the importance of personal values and behaviours

- Recognition of your 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

### Skills that you will be utilising in everyday practice

- Range of practical tools, skills and methodologies.
- 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

## 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



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

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

No. It is a generic programme and is applicable to all healthcare professionals. Year 2 content is tailored to where you are working. For Primary care trainees the year 2 content is adapted and delivered in their training days over the course of the 3 training years.

## Who is facilitating the programme?

A locally recruited faculty of educators.

## Where will the HEE based programme be delivered?

At these 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
- Nottingham University Hospitals NHS Trust

## Is any of the content delivered online?

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. The "learning to Lead" spiral toolkit will be eventually be online resource.

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

A small amount of pre-course reading will be made available prior to each session. After the session, you have to complete an online course evaluation.

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

Yes. The programme builds on earlier learning. Therefore you should follow the programme consecutively.

## 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?

You should book for both sessions and stay the whole day. Only in exceptional circumstances, with agreement of the course administrator, is splitting the day allowed.

## How do I book onto the Programme?

Via our online booking system: Intrepid Course Manager at <http://secure.intrepidonline.co.uk/Course Manager/> EMD. You can also 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 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?

No

## How will I be assessed?

Filling in the online course evaluation via their Intrepid Course Manager account is mandatory. The evaluation forms part of the learning experience and delegates can only download from intrepid a certificate of attendance , once this has been completed. The evaluation is only open for a period of one month after the session.

# 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 have the power to make real changes to improving the programme by providing feedback. We will endeavour to continuously improve it 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)