

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.

Jonathan Corne

Postgraduate Dean
East Midlands
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 (EM LMP)

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 of 4 half-day virtual sessions. Ideally they should be done in your first year, however sessions 3 and 4 could be accessed in the second year of training to allow flexibility.

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. The focus in this section is how to effect change in your workplace and place the patient at the centre of this. You are expected to undertake your own multi-professional Quality Improvement Project (QIP) at this point. When performed to a high standard it exposes a trainee to important learning experiences such as planning, negotiation, resolution of conflict, problem solving

and understanding structures within the NHS. Multidisciplinary working and establishing peer groups across these boundaries is also very important. The Year 1 content prepares you to undertake your QIP.

In all workplaces there are now extensive QI departments that run courses on QI theory and support delivery. We expect each trainee to contact their QI department to see what is available locally and ask for this support in delivering their QIP. On page 4 of this brochure, we have suggested what content should be covered during this year. It may not be possible for each organisation to deliver all this, especially with Covid constraints and therefore slide packs containing generic content has been made available on the [HEE learning hub](#), under Year 2. The '[Leadership conversations](#)' toolkit (see below) also provides online resources covering this content. Therefore it is likely that at least part of your learning in Year 2 will be self-directed and your responsibility to cover this content.

The **third year** virtual session 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.

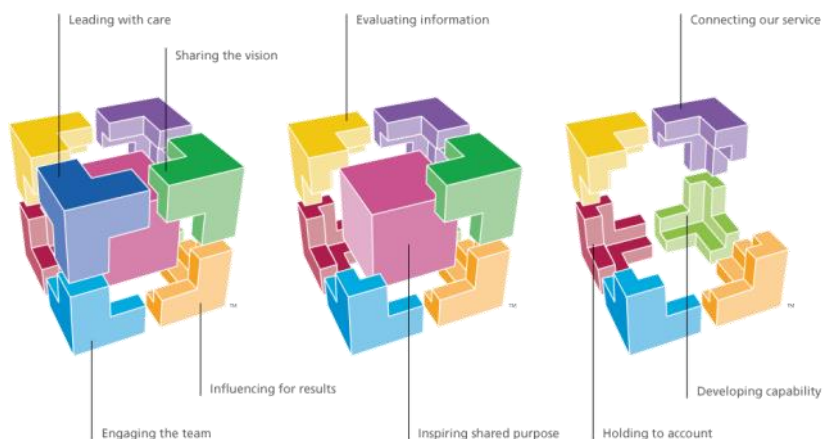
Year 1 and 3 content will delivered in webinar / workshop format with extensive interactivity via MS teams.

'Leadership conversations' toolkit

This is a tool developed by the National NHS Leadership Academy. It should be utilised 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 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.



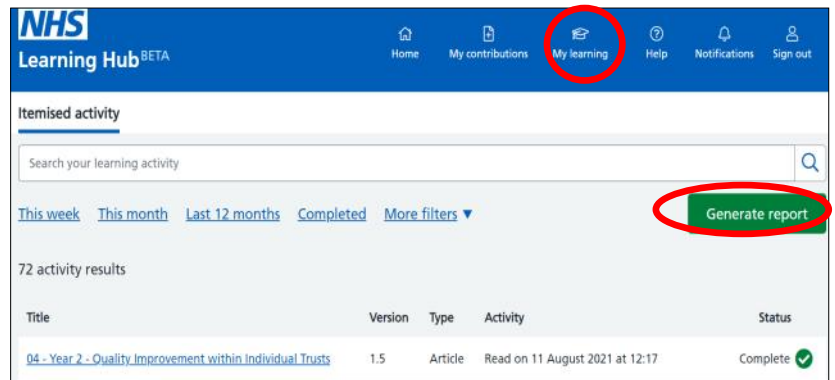
Learning to Lead from Day One

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.

Year 1	HEE based	Session 1: Introduction and understanding yourself <ul style="list-style-type: none"> Understand the 'Leadership conversations' toolkit and how it will support your learning Emotional intelligence: What it is, its importance and how to develop it Unconscious bias / judgement 	Session 2: Leadership and teamwork <ul style="list-style-type: none"> What is leadership and management Team working, hierarchy and power Our individual team roles – understanding our differences
		Session 3: Constructive communication <ul style="list-style-type: none"> Constructive communication linked to emotional intelligence Difficulties in some conversations Tools to support courageous conversations 	Session 4: Resilience and change <ul style="list-style-type: none"> Building Resilience <ul style="list-style-type: none"> What is stress and its effects Support structures for you and others Power and hierarchy Introduction to change management
Year 2	Work-place based	Trainee led multi-professional Quality Improvement Project (QIP)	
		Managing and Leading Change <ul style="list-style-type: none"> Managing and leading change Change strategies and models Linear and complex change Service improvements Service planning and pathway design 	Making the Patient your first priority <ul style="list-style-type: none"> Handling complaints / SUIs Systematic approach to complaints, errors and safety Role of coroner
		How to lead Quality Improvement Initiatives <ul style="list-style-type: none"> Patient safety Health / quality improvement (QI) Methodologies QI in practice 'More than just audit' 	Demystifying NHS Finance <ul style="list-style-type: none"> Understanding finance Commissioning Outcome measures / best value healthcare Business cases
<p>The content above can be provided by your work place QI department (contact them directly to see what is available) and supplemented by self directed learning from Year 2 slide packs on HEE Learning hub and online resources in 'Leadership conversations' toolkit. In primary care your existing training days will cover aspects of this at the most appropriate point in the course of your 3 training years.</p>			
Year 3	HEE based	Session: Reflection leadership experiences so far and what next...? <ul style="list-style-type: none"> Group dynamics Reflecting on leadership experiences so far <ul style="list-style-type: none"> Daring to disagree Sustainable and disruptive innovation Preparing for your first substantive post / dealing with difficult colleagues Future Leadership development opportunities 	

Online access to all EM LMP content on [HEE Learning Hub](#)

- New resource for educational online content. That all NHS employees can register and access for free.
- Slide packs of all the virtual sessions and additional Year 2 content available.
- Edited videos of all virtual sessions are available to watch.
- Using the 'My learning' tab it is possible to generate a report of the resources accessed.
- Allows self directed flexible access to LMP.



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.
- Develop a 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. This is covered in detail in the Year 3 session. The slide pack (available on the [HEE learning hub](#)) from this session contains links to websites that explain what is available and how to access them. As mentioned in this session, 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. The '[Leadership conversations](#)' toolkit is also an excellent resource for additional learning and experiences.

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?

All year 1 and 3 content is currently being delivered on MS teams with breakout rooms for small group work. It is best accessed using a desktop with MS teams rather than a mobile phone. Ideally a webcam should be used.

Is any of the content delivered online?

See above. The slide packs and real time videos of the sessions are being made available on the [HEE Learning hub](#). It is free to register for this when you access the site. The '[Leadership conversations](#)' toolkit has multiple links to online resources.

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

In each session there will be additional content suggested (links in slide packs). There are also online Leadership self assessments we suggest you undertake. After the session, you have to complete an online course evaluation. The 'Leadership conversation' suggests additional activities and further reading that can be undertaken.

Are the sessions meant to be taken in order?

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

How do I book onto the Programme?

Via our online booking system: [Intrepid Accent Course Manager](#). 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. However all the content and videos of the sessions are available to all trainees around the country via the [HEE Learning hub](#).

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

No, this is for East Midlands only.

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.

Is it mandatory for you to do the EM LMP to get CCT?

No. The responsibility for determining whether a trainee has done sufficient leadership training in a particular year will be made by their Educational Supervisor (ES) at the ESR meeting. As with any competency, that decision will be based on what training and experience they have done in that year. A full set of attendance certificates at the virtual sessions can clearly be used as evidence. However due to the trainee's particular circumstances, they may choose to watch the videos of a session on the HEE Learning hub and then take a screen shot of the generated report in the 'My learning' section as evidence. This can be upload to the trainee's e-portfolio. For the year 2 content the trainee could go through the slide packs. However in each case the trainee should write a reflective entry on their e-portfolio saying what they have learnt and how it will change their practice. They could also for example access e-learning from another provider on a particular aspect which could then be used as evidence. As adult learners trainees should be trusted to do this, otherwise this would be a probity issue. The 'Leadership conversations' toolkit provides the ES a reference guide to the leadership competencies required by the time of CCT. The majority of this evidence should be reflection on leadership experiences the trainee has had, backed up by attendance at, or viewing videos of, the formal teaching sessions.

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