

Session number	Clinical Leadership domains and LeAD	CLCF DPQ	CLCF WwO	CLCF MS	CLCF IS	CLCF SD
	Introduction: The sessions in this module give a broad understanding of clinical leadership, the Clinical Leadership Competency Framework, and how LeAD e-learning is arranged. These sessions offer explanation and detail of how the different domains in the Clinical Leadership Competency Framework can be seen and developed in practice. It is suggested these first two sessions are completed before moving into specific subjects and domains.					
01	Introduction to Clinical Leadership and LeAD					
02	Introduction to Clinical Leadership Competency Framework					
	CLCF: Demonstrating Personal Qualities Clinicians show effective leadership by drawing on their values strengths and abilities to deliver high standards of care. Sessions in this module support learning in self-awareness, managing yourself, continuing personal development, and acting with integrity.					
03	Introduction to CLCF: Demonstrating Personal Qualities					
10	Values and attitudes in practice Prejudice and preferences within self, others, society and cultures					
13	Team roles and personality Ways in which individual behaviours impact on others; personality types, group dynamics, learning styles, leadership styles					
14	Obtaining feedback for personal development Methods of obtaining feedback from others					
65	Understanding Stress Causes of stress					
66	Dealing with stress Tools and techniques for managing stress and the role and responsibility of occupational health and other support networks.					
37	Errors and experiences in healthcare Local processes for dealing with and learning from clinical errors					
41	Managing personal and professional development The limitations of self and professional competence					
40	Using Best Practice to improve healthcare The importance of best practice, transparency and consistency					
83	Using policy and guidance to ensure effective healthcare The professional, legal and ethical codes of the GMC , eg Fitness to Practice and any other codes pertaining to the specialty					

CLCF: Working with Others Clinicians show leadership by working with others in teams and networks to deliver and improve services. Sessions in this module support learning in developing networks, building and maintaining relationships, encouraging contributions, and working within teams.					
04	Introduction to CLCF: Working with Others				
12	Leadership styles A wide range of leadership styles and approaches and the applicability to different situations and people				
15	Team dynamics The role of team dynamics in the way a group, team or department functions				
16	Effective team working Team structures and the structure, roles and responsibilities of the multi-disciplinary teams within the broader health context relevant to the specialty, including other agencies				
20	Achieving a facilitative approach Specific techniques and methods that facilitate effective and empathic communication				
21	Assertive communication Specific techniques and methods that facilitate effective and empathic communication				
22	Dealing with conflict Facilitation and conflict resolution methods				

CLCF: Managing Services Clinicians show effective leadership by being focused on the success of the organisation in which they work. Sessions in this module support learning in planning, managing resources, managing people, and managing performance.					
05	Introduction to CLCF: Managing Services				
43	Learning from complaints How complaints arise and how they are managed				
56	Ethics and equity in planning services Ethical and equality aspects relating to management and leadership e.g. approaches to use of resources/ rationing; approaches to involving the public and patients in decision-making				
57	NHS Structure and healthcare organisations The structure, financing, and operation of the NHS and its constituent organisations				
58	Commissioning for healthcare Commissioning, funding and contracting arrangements relevant to the specialty				
59	Providing care efficiently Efficient use of clinical resources in order to provide care				
60	Financial costs and pressures How financial pressures experienced by the specialty department and organisation are managed				
62	Business management Business management principles: priority setting and basic understanding of how to produce a business plan				
63	Responsibilities to colleagues The duties, rights and responsibilities of an employer, and of a co-worker (e.g. looking after occupational safety of fellow staff)				
64	Ensuring development & learning Individual performance review purpose, techniques and processes, including difference between appraisal, assessment and revalidation				
67	Day to day management The requirements of running of a department, unit or practice relevant to the specialty				
78	Organisational performance Organisational performance management techniques and processes				
81	Health and safety legislation Relevant legislation (e.g. Equality and Diversity, Health and Safety, Employment Law) and local Human Resource policies				
82	Employment legislation Relevant legislation (e.g. Equality and Diversity, Health and Safety, Employment Law and local Human Resource policies				

CLCF: Improving Services Clinicians show effective leadership by making a real difference to people's health by delivering high quality services and by developing improvements to services. Sessions in this module support learning in ensuring patient safety, critically evaluating, encouraging improvement and innovation, and facilitating transformation.					
06	Introduction to CLCF: Improving Services				
17	Creativity and new solutions A variety of methodologies for developing creative solutions to improving services				
18	The impact of introducing change Barriers to change & the implications of change on systems and people				
35	Introduction to quality improvement Quality improvement methodologies including a range of methods of obtaining feedback from patients, the public, and staff & impact mapping of service change				
36	Quality improvement and patient safety Quality improvement methodologies related to patient safety				
38	Minimising risk in healthcare organisations Risk management issues pertinent to specialty, understand potential sources of risk and risk management tools, techniques and protocols				
39	Quality improvement methods for operating theatre settings Quality improvement methodologies related to theatre settings [
42	Quality improvement for community and primary care settings Quality improvement methodologies related to community settings				
61	Project management Project management methodology				
76	Clinical governance How healthcare governance influences patient care, research and educational activities at a local, regional and national level				
77	Monitoring systems of care The principles and processes of evaluation, audit, research and development, clinical guidelines and standard setting in improving quality				

CLCF: Setting Direction Clinicians show effective leadership by contributing to the strategy and aspirations of the organisation and acting in a manner consistent with its values. Sessions in this module support learning in identifying contexts for change, applying knowledge and evidence, making decisions, and evaluating impact.					
07	Introduction to CLCF: Setting Direction				
11	Decisions: how they are made How decisions are made by individuals, teams and the organization				
19	Communicating in organisations Effective communication strategies within organisations				
44	Listening to patients' experiences Qualitative methods to gather the experience of patients and carers				
68	Collecting data and information for Healthcare Research methods and how to evaluate scientific publications including the use and limitations of different methodologies for collecting data & option appraisals				
79	Successful patient outcomes Patient outcome reporting systems within the specialty, and the organisation and how these relate to national programmes				
84	Accountability in healthcare organisations The responsibilities of the various Executive Board members and Clinical Directors or leaders				
85	The contribution of national organisations and networks on healthcare The function and responsibilities of national bodies such as DH, HCC, NICE, NPSA, NCAS; Royal Colleges and Faculties, specialty specific bodies, representative bodies; regulatory bodies; educational and training organisations				
95	The future of leadership in healthcare				

Additional material for Medical Leadership Competency Framework

The sessions in this module give a broad understanding of leadership, the Medical Leadership Competency Framework, and how LeAd is arranged. These sessions offer explanation and detail of how the different domains in the Medical Leadership Competency Framework can be seen and developed in practice, particularly by trainees.

These sessions are optional and for general information and reference.

07_01	Additional material for MLCF / Introduction to Leadership and LeAD Focused on medical staff					
07_02	Additional material for MLCF / Introduction to Medical Leadership Competency Framework					
07_03	Additional material for MLCF/ Introduction to MLCF: Demonstrating Personal Qualities					
07_04	Additional material for MLCF / Introduction to MLCF: Working with Others					
07_05	Additional material for MLCF / Introduction to MLCF: Managing Services					
07_06	Additional material for MLCF / Introduction to MLCF: Improving Services					
07_07	Additional material for MLCF / Introduction to MLCF: Setting Direction					