

Developing medical leadership

A toolkit for doctors in postgraduate training

Why is clinical leadership important?

The NHS, like most developed world health systems, is faced with multiple complex challenges; an aging population, the increasing burden of long term conditions and comorbidities, on-going health system redesign, and the integration and application of scientific advances - all set against a background of financial constraint and the need to improve productivity alongside quality of care.

The scope of these challenges necessitates that all doctors in training develop leadership skills, both to improve current service delivery and positively impact future health systems.

An expanding evidence base supports increased clinician engagement in leadership tasks with improved healthcare quality and outcomes. Clinical leadership is no longer an option for doctors in training, it is a responsibility.

Many examples of excellence in clinical practice and system leadership have at their origin a 'clinically led, management-enabled model'. The good practice from these models should be adopted through the NHS and clinical leaders should be developed to allow this to happen. Clinical leaders can use their expertise to transform healthcare; to facilitate this we need to provide and highlight the resources available to develop medical leadership skills, and doctors need to understand how the abilities they possess can benefit patients and their health system.

Learning to lead

The intention of this toolkit is to provide a single, user-friendly, 'go to' resource that all doctors in training can access and use to structure and support their development of medical leadership skills. This resource demonstrates how they can evidence leadership development and signposts opportunities for those keen to take up higher leadership roles in their future careers.

The General Medical Council's Generic Professional Capabilities describe the common, broad set of skills required for safe and effective patient care. Clinical leadership and quality improvement constitute two of the nine domains.

Excellent opportunities, resources and pockets of leadership training already exist in the NHS. However, there is significant discrepancy in awareness, availability and uptake of leadership training opportunities. This has led to an unacceptable variation in clinical leadership skills. Postgraduate curricula reform is an opportunity to deliver improved training in these domains on a national scale.

It is hoped that trainees and trainers use the suggested list of opportunities at appraisal and supervision meetings to reflect upon, plan and augment their development of clinical leadership and quality improvement capabilities.

What is in this toolkit?

The toolkit signposts learners and trainers to three parallel strands for leadership development.

Work-based learning

Opportunities that are available within routine clinical practice including including developing quality improvement skills and leadership opportunities for trainees.

Career-stage related training

Opportunities related to career-stages from foundation training to ST 4 and over. Includes information on key literature, e-learning, self-assessment tools and joining trainee networks.

On-going opportunities

Options for development that apply throughout the junior doctor career-stage including representation on committees, further leadership training opportunities, and out-of-programme schemes.

Medical and clinical leadership resources

- Leadership frameworks: [Healthcare Leadership Model](#); [DPIC framework document and DPIC Summary](#); [MLCF](#)
- Clinical/medical leadership faculty websites (with resources):
 - [Faculty of medical leadership and management \(FMLM\)](#)
 - [Leadership and leadership development in health care: the evidence base](#)
 - [Medical leadership curriculum](#)
 - FMLM leadership and management standards for [individuals](#) and [teams](#)
 - [NHS Leadership Academy \(NHS LA\)](#)
- Swanwick T (2017) Leadership Development for Doctors in Postgraduate Training. London: Health Education England
- [Clinical leadership development in postgraduate medical education and training](#)
- General Medical Council (GMC) [Generic Professional Capabilities \(GPCs\)](#)
- [Leadership for Clinicians - e-Learning for Healthcare](#)
- Views from independent think-tanks:
 - [The King's Fund](#)
 - [Patient-centred leadership \(learning from the Francis Inquiry\)](#)
 - Personal perspectives: [Matthew Rice](#); [Durka Dougall](#)
 - The Nuffield Trust
 - [Learning from clinical leadership in the US](#)
 - [The NHS needs managers as well as leaders](#)
- Wider research
 - [Clinical leadership and hospital performance: assessing the evidence base](#)
- Video / media content on clinical leadership
 - [TED: A story of medicine and leadership](#)

What opportunities are available in postgraduate training?

Work-based learning

Learning during clinical practice

Developing leadership skills on-the-job

- Lead effective clinical handover
- Participate in and lead ward rounds
- Lead teams out-of-hours
- Participate in simulation training
- Develop teamworking during acute emergency and resuscitation scenarios
- Participate in team debrief sessions
- Devise and lead teaching sessions
- Co-ordinate multi-disciplinary teams
- Mentor and support trainee colleagues
- Drive local clinical governance process

Quality improvement (QI)

All trainees should develop QI skills, which increases knowledge of systems and their complexity

- Foundation training level - actively participate in QI project work
- Early ST level - lead on QI project work
- Higher ST level - assess the service benefit and financial impact of QI projects

Leadership opportunities in training rotations

Make the most of your opportunities by taking on one of the following leadership roles at this stage in your career

- Trainee rota co-ordinator
- Trainee representative with a deanery, college, or school
- Trainee lead for education or training
- Trainee lead for clinical governance
- Shadow the trust's senior management board

Career-stage related training

Foundation training and baseline tools

Developing self-awareness and role as a team member

- Read the NHS Constitution
- Self-assessment vs Healthcare Leadership Model
- Personality and team inventories (eg Myers-Briggs)
- e-learning (eg the Edward Jenner programme, NHS Leadership Academy)
- Read about standards in medical leadership (eg FMLM standards)
- e-modules on quality improvement (QI) such as with the Institute for Health Improvement
- Leadership mentoring (eg through FMLM or local LA)

Early specialist training (ST/CT 1-3), GP training

Developing team leadership skills

- Read key literature (eg FMLM individual leadership standards, and Developing People - Improving Care)
- Self-assessment leadership tools and Leadership 360 review (NHS LA and FMLM)
- Leadership development programmes (eg through deanery, NHS LA, FMLM)
- Mentorship training (eg Ethical mentoring programme)
- Leadership coaching (eg through FMLM or local LA)
- Join local trainee networks (eg Next Generation GP)

Higher specialist training (ST 4+), GP training

Developing system leadership and corporate responsibility

- Read key policy literature (eg King's Fund paper on system leadership)
- Self-assessment leadership tools and Leadership 360 review (NHS LA and FMLM)
- e-learning for finance (eg Introduction to Healthcare Finance)
- Higher leadership programmes (eg NHS LA and FMLM)
- Talent management conversation (eg NHS LA)
- Leadership assessment (eg apply for FMLM Fellowship)

On-going opportunities

Professional development

Leadership training through professional bodies

- Subscribe to clinical leadership journals (eg *BMJ Leader*)
- Websites and e-learning (eg through NHS LA, FMLM, GMC, HFMA or the King's fund)
- Clinical training courses focused on leadership principles (eg the Generic Instructor Course)
- Royal College and FMLM leadership courses
- Care Quality Commission (CQC) Specialist advisor
- Inspirational days in external organisations

Junior doctor representation on committees

Take the opportunity to represent your peers

- Join representative bodies such as the FMLM Trainee Steering Group, BMA committees, Royal College committees and the Academy of Royal Colleges committees
- Representation with charities and other third parties

Further leadership training

Pursuing a special interest in clinical leadership

- Chief Registrar Scheme
- Portfolio-based accreditation through FMLM (applying to become a Fellow of FMLM)
- Higher degrees in clinical leadership (eg Masters in Medical Leadership)

Out-of-programme schemes

Apply in competition to a formal scheme

- National Medical Director's Clinical Fellow Scheme
- 'Darzi' fellowship in clinical leadership
- Royal College of Physicians Senior Resident Programme