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**Supporting Information**

**and**

**Guidance Notes**

**Cohort 9**

**2019 / 2020**

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# Background

Leadership is a key part of doctors' professional work regardless of specialty and setting.  It is already a requirement of all doctors as laid out in the General Medical Council's (GMC) publications Good Medical Practice, Tomorrow's Doctors and also Management for Doctors.

While the primary focus for doctors is on their professional practice, all doctors work in systems and within organisations. It is a vitally important fact that doctors have a direct and far-reaching impact on patient experience and outcomes. Doctors have a legal duty broader than any other health professional and therefore have an intrinsic leadership role within healthcare services. They have a responsibility to contribute to the effective running of the organisation in which they work and to its future direction. The development of leadership qualities needs to be an integral part of a doctors training and learning.

The LEAP programme has been designed to support trainee doctors to meet the leadership and management components of their curricula as leadership becomes an increasing expectation for clinical staff.

**Is the programme for me?**

The course has been designed primarily for ST5 Psychiatrists working within the Eastern Deanery. However we are also happy to accept applications from ST4 or an ST6 and in order to develop more collaborative and systemic leadership, applications will also be considered from GP and Paediatric trainees.

**Who will run the programme?**

The East of England Multidisciplinary Deanery has funded Cambridgeshire & Peterborough NHS Foundation Trust (CPFT) to design and deliver the programme on behalf of trainee psychiatrists across the region.

The programme is currently free of charge to Trainees from these areas.

**Where is the programme held?**

The programme will be run in predominantly in the Cambridge region and most of the workshops will run at Victoria House, Fulbourn, Cambridge, CB21 5XB

**How is the programme structured?**

The programme starts in October 2019 and concludes in March 2020. The programme includes:

1. **e-Learning modules – Edward Jenner:**
2. **Interactive workshops:**

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| **Date** | **Topic** |
| **Module 1**  17 October 2019 | **Programme Induction:**  Context and introductions, guest speakers  Introductions to:   * Service Improvement Projects |
| **Module 2**  14 November 2019 | Coaching Styles  Leading People: Negotiating and Influencing |
| **Module 3**  19 December 2019 | Team Dynamics:  Myers Briggs Type Indicator (MBTI) Feedback and Belbin Team roles |
| **Module 4**  16 January 2020 | Change management  Action Learning Sets |
| **Module 5**  13 February 2020 | The Effective Leader: Personal Impact  Action Learning Sets |
| **Graduation**  18th March 2019 | Presentations of service improvement projects and celebration event |

1. **Action Learning Sets – 2 x half day sessions**
2. **Service Improvement Projects**
3. **360 degree feedback facilitated session (one-to-one)**
4. **Peer to Peer exchange visits**
5. **Reflective learning – by completion of a learning log**
6. **Coaching sessions (optional)**
7. **Myers Briggs Type Indicator and Belbin Team roles inventories**

In addition to the interactive sessions, each trainee will be guided to seek a qualified **executive coach**. The aim of the coaching sessions is to support trainees in their leadership development journey and provide support in progressing with their service improvement projects.

Activities from the programme that will meet the criteria for evidence for your portfolio will include: Contributions to discussion forums, reflective pieces and a service improvement project.

Lastly, the trainee will be expected to design and deliver a **Service Improvement Project** based on an aspect of leadership or management. Relevant projects could be an improvement to a process, responding to a need or deficit in the service or a new initiative you want to implement that will improve the patient experience. These projects will be presented in poster format at an end-of-module celebration event.

**What will you gain?**

* A deeper understanding about yourself through tools such as Myers Briggs Type Indicator (MBTI), Belbin and NHS Healthcare Leadership 360 degree feedback
* A fuller understanding of leadership and management
* An opportunity to focus on the development of practical skills and behaviours by ‘bringing to life’ developmental theory
* An opportunity to apply your learning to your service/directorate via a service improvement project
* Achieving competencies/curriculum coverage (validated by East of England Postgraduate School of Psychiatry)
* Improved understanding of organisations and working environments
* Excellent preparation for consultant interviews (knowledge and interactive experiences)
* Support networks

**What can you expect from us?**

* A safe environment in which to learn and develop
* The skills and knowledge that you require to become even more effective in your leadership and achieve your goals
* That we will listen and respond to your individual and group needs and feedback with a view to continuous quality improvement
* A faculty of experts in leadership, who will support you throughout the programme
* A well organised and responsive team, who aim to make your experience meaningful, applicable and enlightening

**What do we expect from you?**

* An openness and curiosity about leadership
* There is a requirement that participants attain an attendance record of ***at least* 80%:** where necessary making arrangements in service to enable your participation (6.5 days which must be approved by your educational supervisor)
* To undertake a service improvement project
* Presentation of your improvement at the celebration event
* To complete assignments (including peer to peer exchanges, service improvements and e Learning reflections)
* To meet with your coach at least twice during the life of the programme

**Eligibility Criteria**

**Trainee Doctors at ST5 (from September 2019)**

As a matter of priority we will shortlist ST5s as the programme is designed to support trainees at this level to meet their syllabus requirements. Please note: ST4s and ST6s may apply and will only be considered if we are not able to fill all places with suitable ST5 applications.

**Actively sponsored by your supervisor(s)**

In order to assure that trainees have full support to attend the programme, their application must be approved by their educational supervisor, and where possible their clinical supervisor.

**Practice and** **Peer learning**

Trainees will be expected to work with peers as part of the whole community in a supportive environment. Additionally, trainees will have the opportunity to ‘try things out’ working with trained facilitators.

**Service improvement project**

As part of your application, we would like you to give a summary of what the project might be and what the success of the project will look like when completed. At this stage, the projects are proposals and as part of induction you will spend time working on a project plan but we are expecting to see some possible options and your rationale for undertaking them.

**Able to commit to the time and other demands of the programme**

The programme lasts for seven months and during that time Trainees will be expected to commit, on average, approximately one day a month away from work for related activities. In addition, trainees will need to be able to keep the programme ‘front of mind’ as they put the learning of the programme into action in their everyday work, and commit further personal time to private study. As a minimum we would anticipate five to ten hours per month for private reading, reflection and writing.

In addition to the above criteria, there will be an overall selection requirement that, to maximise peer learning and opportunities for support and challenge, the final group is representative of the diversity of the sector. We will be looking for a diverse group across specialities and geography. The final decisions will take the diversity requirement for maximum group learning into account.

## How to apply

Regional funding has been assigned for 25 trainees to participate in the programme following a competitive short listing process; we therefore expect a high volume of quality applications.

**Deadline for applications is 12.00 noon on Friday 13th September 2019**

If you would like to apply for a place on the LEAP Programme, please complete the application form and return it to:

CPFT Learning & Organisational Development

Cambridgeshire & Peterborough NHS Foundation Trust

2 – 4 Victoria House, East Wing, Capital Park, Fulbourn, Cambridge, CB21 5XB

Or via email: [cpft.leadershipdevelopment@cpft.nhs.uk](mailto:cpft.leadershipdevelopment@cpft.nhs.uk)

**PLEASE NOTE:** Your application form must be signed by your educational and clinical supervisor, or followed up by an email of support from them.

For further information please call 01223 868845

We are anticipating a competitive process and so we ask that you give good consideration to your application.

**We also ask that all trainees make a full commitment to this programme and ensure they can attend *all* scheduled dates prior to accepting a place.**