

HEE, East of England

Leadership & Management Training for Postgraduate Medical and Dental Trainees Strategy 2020

This document sets out the strategy for delivering leadership and management (L&M) training for postgraduate medical and dental trainees in Health Education England working across the east of England. It does not cover L&M training for undergraduate medical and dental trainees, CCT holders or any other professional groups.

November 2020

Background

Being able to lead and work in a team are essential attributes for all doctors and dentists. This is reflected in both the HEE mandate and the GMC's generic professional capabilities (GPCs).

The HEE EoE strategy for training postgraduate medical and dental (PGMD) trainees in L&M aims to give trainees the opportunity to:

- Improve their understanding of the current theoretical base underpinning L&M.
- Develop their personal skills in L&M and teamworking.
- Develop effective attitudes and behaviours to allow them to work effectively in this area.

in order to:

- Equip all trainees with the core knowledge/theory, skills and attitudes that all doctors and dentists need to work in the NHS.
- Allow trainees to demonstrate and record the relevant capabilities in their portfolios in order to meet their curricular requirements.
- Provide opportunities for any trainee wishing to pursue a career in healthcare leadership or management
- Identify talented individuals and encourage them to meet their potential as future leaders.
- Help all trainees assume a leadership role when appropriate and needed.

Principles underpinning the HEE EoE strategy for L&M training for PGMD trainees

- At the forefront of the strategy is the enhancement of patient care and patient safety through the delivery of L&M training.
- An area of the HEE EoE Blended Learning Platform will be used to host the relevant learning resources in order to make the training easily accessible to all trainees.
- A series of relevant themes will be identified and a tiered approach (the "Leadership Ladder") will be adopted for each of these themes with key targets for each stage of training.
- Ways of undertaking and demonstrating the relevant learning will be provided for each theme and each stage of training; these will include eLearning, face to face courses, activities in the workplace and reflective practice.
- The Leadership Ladder will recognise that training pathways are of varying duration and this will affect the rate at which the relevant knowledge, skills and attitudes will need to be acquired in different specialties.
- It will also recognise that trainees may be at different stages of acquiring knowledge, skills and attitudes in L&M when they start in a new training programme.
- There will be resources ("Extending the Ladder") available for trainees who wish to progress beyond the core learning. The HEE EoE website will be used to signpost interested trainees toward opportunities for future/further development.

- The Leadership Ladder will be developed in a way which supports PGMD trainees from all specialties including those working in community, primary, secondary and tertiary care
- The delivery of the strategy will be overseen by a HEE EoE L&M Training for Trainees Steering Group with representation from Local Education Providers, Specialty Schools, Trainees, Public and Patient Voice and the Faculty Support Team.
- This strategy will be reviewed and updated on an annual basis to reflect progress in the preceding year and changing priorities.

Progress/Key Achievements to November 2020

- An area of the HEE EoE Blended Learning Platform (Panopto/Bridge) has been developed and is being populated with relevant resources linked to the “Leadership Ladder”.
- The themes and steps in the Leadership Ladder have been agreed.
- The first modules (Quality Improvement) were launched in October 2020
- A feedback process has been developed to allow continuous improvement of existing and future modules
- A scoping exercise has been undertaken to identify what L&M training resources are available regionally and nationally which can be linked to the themes in the Leadership Ladder.
- The educational content that will populate the Leadership Ladder is being created by groups including the HEEoE Leadership Fellows and other junior and senior doctors with a strong background in L&M.
- Potential collaborations with specialist organisations, such as The King’s Fund and the Leadership Academy, and with regional and national leaders are being explored
- It has been agreed that one of the main resources for “Extending the Ladder” will be a course which will allow HEE EoE to continue to offer what is currently delivered through the “Chief Residents Programme”. A procurement exercise has been initiated, which is now at the evaluation stage, with twelve bids having been received from interested providers.

Next steps for 2020/21

- Further modules will be developed and launched after appropriate evaluation
- A quality assurance process will be put in place to ensure that the Leadership Ladder as a whole meets the curricular requirements of all PGMD specialties and that the content is of an appropriate standard
- Collaborations with other organisations such as the Leadership Academy will continue to be explored
- The alumni of the “Chief Residents Programme” will be asked to contribute content to the Leadership Ladder
- The bids from those interested in providing what is currently delivered through the “Chief Residents Programme” will be evaluated in January 2021 and the successful

bidder will be informed in April 2021 with the aim of the first course starting in the autumn of 2021

- Other potential resources for “Extending the Ladder” will be evaluated
- A communications strategy will be developed to ensure that trainees and trainers are aware of the resources available to support them.
- Once the Leadership Ladder has been developed, pathways through it will be identified, which will indicate to trainees from different specialties what they need to complete in order to meet their curricular requirements
- Once the Leadership Ladder has been developed, consideration will be given to sharing the content of the Leadership Ladder with other professions, recognising that this is a resource that has been written primarily for PGMD trainees

The aim is to proceed with this work at pace in order to have the “Leadership Ladder” in place for August 2021 in time for the next academic year.

If this project proves successful, similar exercises will be undertaken to replicate this work for other generic professional capabilities such as teaching and research.

Authors:

Sophie Chambers	Account Manager
Ian Barton	Deputy Postgraduate Dean
Kate Read	Deputy Postgraduate Dean
Hemachandran Pathmanandam	Associate Dean
Janet Rutherford	GP Dean
Jan Yates	HoS of Public Health
Liam Loftus	Leadership Fellow
Anna Street	Leadership Fellow
Raees Lunat	National MD's Clinical Fellow