Pairing trainee managers and doctors – an initiative to facilitate joint working for better patient care in the South East Coast

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Introduction

Clinical leadership is seen as crucial to maintaining and improving patient care. Inherent in effective leadership is the need to be able to work with others and to understand the roles and responsibilities of those who share the task of leading in an organisation. In teaching leadership we have the opportunity to develop a joint understanding of the challenges that face professionals working in the Health Service and to promote shared goals.

This proposal outlines an initiative that enables management trainees in their first year of training in the NHS to pair up with year 2 Foundation doctors, who are in their second year after qualification and to undertake a joint project that will further their learning of leadership skills.

Objectives for the pairing scheme:

- To encourage collaborative working between doctors and managers at an early stage in their training.
- To support both junior doctors and management trainees in understanding the value that each brings to the organisation
- To allow junior doctors and management trainees to learn from each other and achieve specific educational objectives around leadership and management.
- To support junior-doctor/management trainee pairs to realise the benefits of collaboration and to role model this within their organizations and professional groups.

Background

Management graduates who specialise in Finance, HR health informatics or general management spend a month in induction shadowing senior management and observing different parts of the NHS. They rotate during their 2 year training but spend most of the first year in one Trust. Thirteen graduates are placed each year and commence work on the 1st September. Graduate management trainees will undertake a Masters Qualification in their specialist area during their training period

In the South Thames Foundation School trainees spend 2 years immediately after qualification rotating through 6 specialties. The majority will spend each of the two years in a different trust. During the 2 years approximately 50% will undertake a 4 month placement in General Practice. The emphasis for Foundation doctors early in their training is on learning basic clinical skills but during their F2 year their curriculum is concerned also with developing leadership and excellent team working. During 2011/12, approximately 500 F2 doctors will be placed in Trusts within Kent Surrey and Sussex Deanery, which is co-terminus with the South East Coast Health Authority, commencing work at the beginning of August. F2 doctors will often be preparing for the first part of medical specialty examinations during this year of their training. They will also be preparing to submit applications for specialty training.

KSS Deanery has a well established infrastructure of Local Academic Boards and Faculty Groups in the Hospital Trusts. Faculty groups monitor the progress of Foundation, GP and specialty trainees in each of the specialty areas and maintain the standards of medical educational governance in the organisation.
As Clinical Leadership is now embedded in the curriculum of all the medical specialties, several initiatives are now in place to promote the teaching of leadership. Every KSS trainee is encouraged to undertake a formative assessment of their leadership skills annually. Every KSS specialty trainee should undertake a PG Cert module ‘Leadership in Clinical Contexts’ at some point during their training normally after year three. Teaching leadership workshops are held in each trust to help educational supervisors facilitate learning in this area and many Trusts have local projects such as co-mentoring between senior managers and senior trainee doctors.

In 2009, leadership champions, a senior manager and a consultant were appointed in each secondary care trust along with two GP educators. Over the course of 18 months they worked together on identifying leadership learning opportunities for trainee doctors and rolling out the medical leadership agenda in their organisations. There are now Leadership tutors appointed in each of the Trusts whose role it is to establish a leadership faculty. The faculty will consist of health professionals and managers within the trust who are willing to support others with patient care and safety improvement projects, such as those undertaking the PG Cert module and the trainee manager/foundation doctor pairs. The leadership faculty will also act as a conduit for innovation from all parts of the organisation.

**Pairing Scheme**

Each of the new management trainees from the September 2011 cohort will be paired with a foundation year 2 doctor in the Trust in which they will be working in year 1. (or in 2 cases in the Trust where they will be working the following year). There will therefore be one pairing per trust throughout KSS.

Pairs will undertake a project together supported by a mentor and a learning set that will meet three times over the course of the year.

It is expected that 1-2 hours work will be needed each week and that pairs will meet each other weekly although this arrangement will need to be flexible to meet shift times and other educational activities.

**Project**

These projects would be achievable and relevant to the participants. They would concern patient care and safety improvement. Examples might be improving rotas to ensure continuity of care, improving patient handover using new technology or improving patient safety on a ward. The project would be expected to last 6 to 9 months but might be limited by placements.

The learning outcomes from undertaking a shared project would be:

- A systematic understanding of the concept of shared leadership and its role in service improvement
- A critical awareness of the concept of ethical leadership and its relationship to business management
a comprehensive understanding of how they might make a positive contribution to the improvement of patient care, through their practice as individuals and team members, within NHS organisations.

Trainee managers and doctors would be expected to meet on a regular basis to plan the project and see it through. The mentor would meet with them at the beginning of the project and then every couple of months over the course of the project.

Conference 2012

It would be expected that management/trainee doctor pairs would present their projects at a Leadership Education conference to be held in summer 2012.

Plan

SF will send LH details of trainee managers and their placements

August -September

LH will brief Leadership tutors and Foundation Training Programme directors (FTPDs) on the foundation doctor/management trainee pairs

Management trainees will be informed about the pairing initiative at induction – LH to speak at management trainee induction day

Management trainees will automatically be part of the new leadership faculties and will be invited to meetings of this group in their organisation/nearest secondary care organisation

Leadership tutors (in liaison with local FTPDs) will ask for expressions of interest from Foundation year 2 doctors

Leadership tutors will facilitate pairing and allocate a mentor from the leadership faculty

October – March/April

Projects take place –
3 evening learning sets supported by a facilitator in addition to regular meetings with Trust based mentors

November

Networking event for all pairings possibly half day or evening where participants would bring an outline of the project planned

Second Annual NHS Leadership and Management Summit (Summer 2012)

Presentation at Summit
NB: It is anticipated that F2s would request study leave in order to attend the networking, learning sets and conference events.

Produced by:

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