

# Developing Medical Leadership At Lancashire Care

## A Co Production Approach between Lancashire Care and CETAD, Lancaster University

Dec 2012

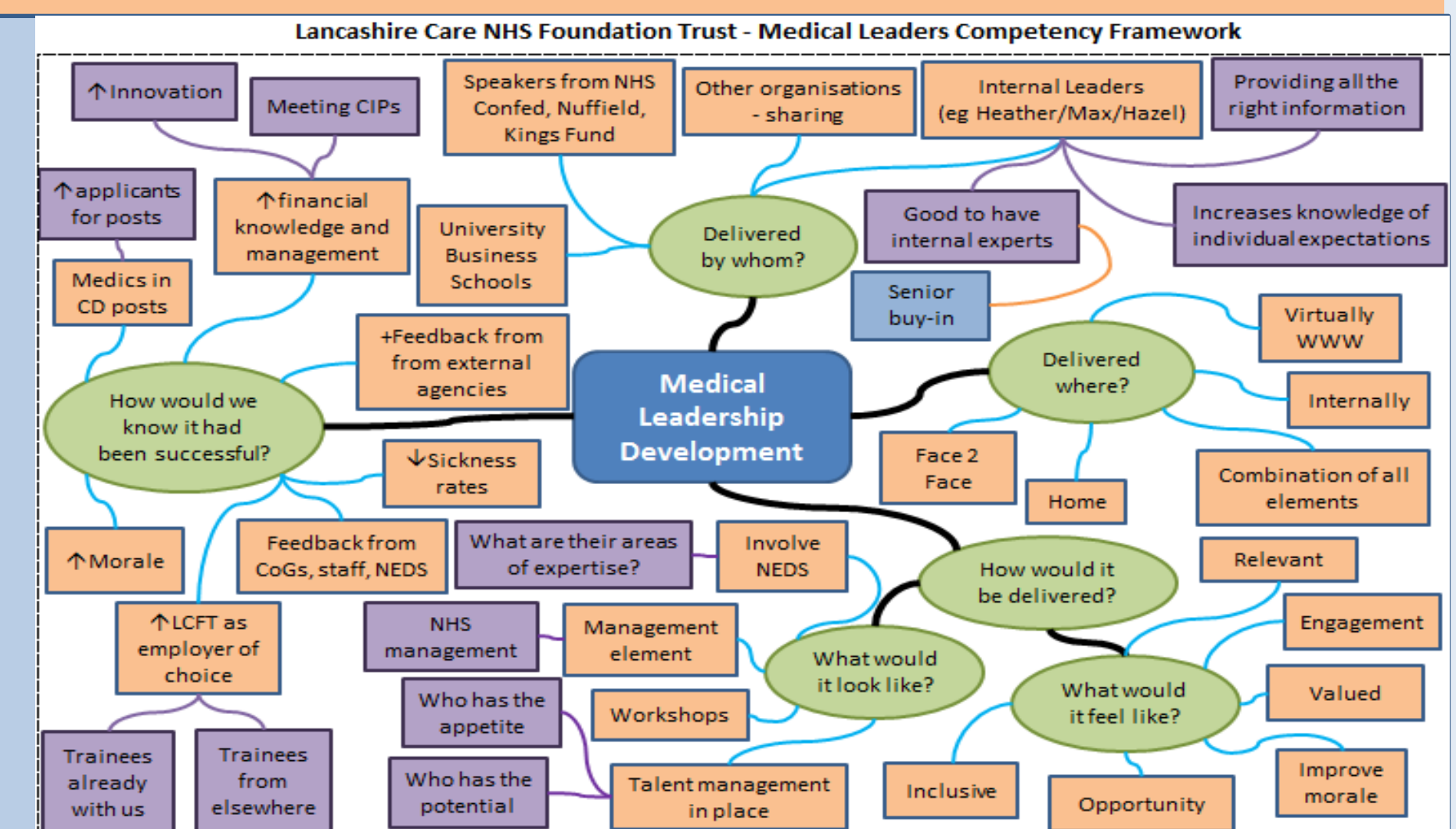
### Background

Lancashire Care identified the need to establish a tailored approach to developing medical leadership in order to ensure doctors at the Trust were being developed to meet the aspirations, needs and expectations of the Trust and the patient community that it serves. By working together with CETAD, the Trust was able to determine the Trust's own doctors medical leadership development needs; capture and communicate the Trust specific strategic medical leadership needs; build on established models, best practice and current thinking.

Jan – Jun 2013

### Methodology

- Desk based reviews of:
  - Established external frameworks and approaches for developing leadership and medical leadership
  - Trust strategy, vision and values statements
  - Generic medical leadership development programmes and Trust's own Appreciative Leadership programme
- Away days with consultants and other clinical leaders and managers
- Consultation with Governors
- Interviews with each Executive Director
- Focus groups with Associate Medical Directors, trainee doctors and Nurses, representatives of other professions



### Findings

- Doctors identified development needs around:
- Managerial skills gaps around budgets, appraisals, disciplinary, workforce management, resource management, governance and quality control
  - Capacity and capability to work within managerial operational demands
  - Personal development, time management, dealing with difficult people, coping with demands of role
  - Understanding concept of management versus leadership

- Others indicated that doctors needed to develop in:
- Strategic thinking, understanding the bigger context
  - Contributing to future organisational aspirations and needs
  - Strategic leadership development needed around CCGs, commissioning
  - Collaborative, partnership, cross boundary working



- Consensus views indicated:
- Develop doctors as leaders, keeping focus on patient centred leadership
  - Development should be work based, enhancing services for patients and improving organisation services
  - Providing opportunities for innovation, striving for excellence, and cross boundary working

Jul 2013

## Lancashire Care Foundation Trust : Our Medical Leadership Competence Framework

Thinking Strategically/Shaping Direction	Engaging/Enabling
<ul style="list-style-type: none"> <li>Incisive understanding of both national and local strategy, the challenges and the potential opportunities</li> <li>Forward thinking, contributing to and shaping the organisation agenda</li> <li>Clarifies purpose of care, desired outcomes for patients, services and the organisation</li> <li>Shapes and sets direction, prioritises with constructive commitment to what can be achieved</li> </ul>	<ul style="list-style-type: none"> <li>Leads with passion and enthusiasm, inspires and motivates others to pursue continuing improvement</li> <li>Communicates with impact and influence; tactful, persuasive and an effective negotiator</li> <li>Creates an environment where others can achieve, trusts and empowers others, creates a sense of belonging</li> <li>Nurtures and develops capacity of others, builds resilience and mindfulness</li> </ul>
Innovating/Improving Services	Learning/Developing
<ul style="list-style-type: none"> <li>Strives for excellence, focuses on continuing improvement, committed to designing service provision to better meet needs of patients</li> <li>Investigates, embraces, initiates, encourages and delivers new and alternative approaches</li> <li>Resolves issues and tackles practices which impede improvement</li> <li>Creates and promotes a culture of enquiry, seeking out and contributing to evidenced based best practice</li> </ul>	<ul style="list-style-type: none"> <li>Active Learner; self-aware, reflective, knows their own strengths and limitations</li> <li>Self-directed and takes personal responsibility for their own learning and performance</li> <li>Effective role model; supports others in their learning and development; provides feedback, supervision and development opportunities for individuals and teams</li> <li>Creates and sustains communities of practice, enabling the transfer of learning, sharing best practice and effective knowledge management</li> </ul>
Taking Decisions/Delivering Outcomes	Connecting/Including
<ul style="list-style-type: none"> <li>Decision making and actions informed by sound understanding of finance, resource and people management</li> <li>Exercises due diligence and governance, assesses and manages risk, appraises options, explores benefits and risks, acts with accountability and integrity</li> <li>Takes responsibility for managing new initiatives and projects to deliver outcomes and impact</li> <li>Puts in place effective evaluation systems to gather data and feedback; evaluates outcomes and impact; takes action to improve practices and services</li> </ul>	<ul style="list-style-type: none"> <li>Collaborative partnership approach, developing a sense of team, encouraging and improving team working and cross boundary service development</li> <li>Active engagement with commissioners and key stakeholders, excellent ambassador</li> <li>Builds long term effective relationships, approachable, accessible, supportive of others, nurtures commitment</li> <li>Active listener, shows empathy, builds trust, mutual respect, encourages dialogue, enables patients, staff and partners to have a voice</li> </ul>

Dec 2013

## Lancashire Care Foundation Trust: Our Medical Leadership Development Programme

### A Work Based Learning Approach

- Programme Selection Criteria**
- Desire to develop as a leader
  - Initial project ideas
  - Time commitment



- Projects include:**
- Improving Care on Psychiatric Wards using patient feedback
  - CAMHS Consultants Co-ordinated Job Plan Review
  - Improving quality of care cost effectively
  - Exploring strategy for 7 days working for doctors
  - Introducing Memory Clinics into GP practices
  - Redesigning Prison Reception Screening and Well Man Assessment Process

2014

### Next steps / Implications for the future

Job roles and job plans, succession planning, other colleagues developing leadership, recruitment, selection, induction, trainee development, appraisals, revalidation