

Case Study: Developing Psychiatrists as Medical Leaders

This programme is a pioneering project in Medical Leadership Development between Lancashire Care Foundation Trust (LCFT) and Lancaster University's Centre of Excellence in Work-Based Learning, CETAD.

In recognising the importance of developing all staff to meet the future needs of the organisation and its patient community, Lancashire Care Foundation Trust has identified the need to develop medical leadership in line with Trust values, and with the priority of delivering service transformation.

Key to meeting the Trust's strategic agenda is the enhancement of doctors' ability to lead and manage within their own service and business units, crossing professional and organisational boundaries.

In 2013 LCFT commissioned CETAD to co-produce a bespoke Medical Leadership Competency Framework for the Trust (see Appendix 1). In 2014 CETAD worked in collaboration with the Trust to deliver in-house Medical Leadership Development for consultants, delivered in real time with a particular focus on individual delivery of a multi-professional innovative work-based project that would bring about service transformation and improve the patient experience within the Trust.



Key Outcomes

- Evidence-based practice - doctors applied medical leadership learning in real time in the Trust, took feedback from peers and colleagues about their learning, and reflected upon and evidenced their learning in written and verbal postgraduate assessments
- The Medical Director saw that a project-based programme gave individuals a sanction to get something done, with an expectation to deliver a project that would improve working practices and the patient experience. Nine successful service improvement projects were implemented in the Trust
- Individual project management thinking and skills were clearly developed and evidenced by participants
- Doctors gained a Postgraduate Certificate in Medical Leadership, a Lancaster University accredited qualification
- Participants reported feeling more confident to lead their teams and wider groups of stakeholders through Trust-based change in a review of their Personal Development Plans
- They also reported a greater ability to develop relationships and communicate well within the Trust, have difficult conversations, problem-solve, and manage issues such as motivation and absence
- 25% of doctors who have completed the programme have now progressed to senior management positions

'Working closely with CETAD we have been able to clearly articulate the key leadership needs and aspirations for this Trust. The consultative approach has achieved engagement with the need for medical leadership development as we move forward together. I believe the programme will enable us to develop medical leadership skills alongside other clinicians and managers to foster a team-based leadership approach'

Professor Max Marshall, Medical Director,
LCFT

Background

Lancashire Care NHS Foundation Trust was established in April 2002 and authorised as a Foundation Trust on 1st December 2007. The Trust provides health and wellbeing services for a population of around 1.5 million people. The services provided include community nursing, health visiting and a range of therapy services including physiotherapy, podiatry and speech and language. Wellbeing services provided include smoking cessation and healthy lifestyle services. The Trust specialises in inpatient and community mental health services. Lancashire Care NHS Foundation Trust covers the whole of the county of Lancashire and employs around 7000 members of staff across more than 400 sites.

Established in 1990, CETAD operates as a successful Work Based Learning Centre, with expertise in work based learning, leadership and organisation change.

The centre is located in the Faculty of Health and Medicine at Lancaster University, with sound knowledge of the NHS improvement agenda and Health Education England (HEE) expectations for workforce and organisation development, enabling the centre to support both individuals and organisational development through a broad range of continuing professional development (CPD) modules, accredited programmes and organisational development (OD) interventions. CETAD's Work Based Learning approach ensures programmes of learning are practical, relevant and focussed on applying learning into workplace practice. Staff are experienced in working with employees at different levels across the NHS, with sound knowledge and understanding of the challenges and issues facing professionals in the context of their roles.

The Medical Director Professor Max Marshall had identified a skills gap in medical leadership in Lancashire Care Foundation Trust, and was looking for a leadership programme that would challenge doctors to develop their leadership skills for the Trust. CETAD delivers postgraduate programmes in medical leadership that require practice based evidence of development. This programme provided an opportunity for doctors to develop medical leadership skills in real time through the delivery of a work based project.

Key Aims

- To deliver a competence model of medical leadership for Lancashire Care Foundation Trust
- To design a bespoke programme for LCFT doctors to develop their medical leadership competencies
- To improve the patient experience in LCFT

Key Stages of Set-up

In establishing a tailored approach to medical leadership, the process of collaboration between CETAD and Lancashire Care began in March 2013 with the co-production of a Medical Leadership Competency Framework for LCFT (see Appendix 1), in consultation with the OD Manager, the Medical Director and the Chief Executive of the Trust. Through incorporation of the LCFT vision, values and strategic intentions, data and opinions of a range of staff, and building on the NHS leadership framework and the GMC's Medical Leadership Competency Framework, a bespoke set of LCFT criteria in Medical Leadership was introduced.

An in-house bespoke medical leadership programme was then developed between CETAD and Lancashire Care in 2013 with the aim of nurturing transformational leaders, which led to the award of a Lancaster University Postgraduate Certificate in Medical Leadership.

Lancashire Care and CETAD developed a set of assessment criteria to select appropriate members of staff to participate in the programme. Staff were invited to apply and CETAD and LCFT jointly conducted an interview and selection process in 2013 to enrol 12 participants on the programme, which commenced in January 2014.

How it Works

The Postgraduate Certificate in Medical Leadership was delivered in-house one day per month for nine months. The design and delivery was a collaborative venture combining facilitation by CETAD tutors on topics such as transformational leadership, innovation, collaboration, team working and leading others through change, with input from key Trust managers on topics such as vision, strategic agenda and finance. A specific focus was on creating a community of practice amongst participants. In particular, the programme required participants to deliver multi-professional, innovative service improvement projects.

Central to the delivery of the programme was an ongoing evaluation of the programme by CETAD, taking into account the views of participants and key personnel in LCFT, based on a set of criteria determined by the Medical Director. Strategic evaluation points provided opportunities to review the delivery and outputs of the programme and make adjustments as the programme progressed.

The work based learning approach required participants to identify a key project that they would lead during the programme. Doctors submitted project proposals for approval to the Medical Director.

Projects included:

- Using Patient Feedback on Wards to Improve the In-Patient Experience
- Building a Business Case for a Sexual Health Consultant
- Developing Collaborative Community Mental Health Teams
- Redesigning Prison Reception Screening and a Well Man Assessment process
- Exploring strategy for a 24/7 Work Cycle for Consultants
- Developing and establishing Schwartz Rounds
- Alternative to LUNTERS (Liverpool University Neuroleptic Side Effect Rating Scale) Project: Assessment in Older Adults
- A New Memory Service in Primary Care Improving In-Patient Quality of Care Cost-Effectively

CETAD carried out work based assessments that simultaneously met the university requirements for the Postgraduate Certificate in Medical Leadership, and met the workplace requirements for leadership development and work-based project delivery in LCFT.

The evaluation of projects required an ongoing implementation and dissemination plan, beyond the end of the university programme, to ensure that project leadership and learning is being embedded in and shared within the Trust.

Resources

This programme was funded by Lancashire Care Foundation Trust through the Medical Director's staff development budget. Subsequent programmes and developments are also being funded from the Medical Director's budget.

Key Challenges

- Completing a work based project in the time frame of the programme
- Balancing clinical leadership workplace demands with medical leadership programme demands

These challenges are ongoing. Project delivery took longer than anticipated. Project leaders are reporting progress back to the Medical Director beyond the end date of the work-based learning programme, so that projects are not just seen as an academic exercise, but as a key service delivery improvement process in the Trust. Changing doctors' attitudes to the concept of Medical Leadership is an ongoing culture change issue within the Trust and participating in work-based learning is central to that change.

Key Learning

The medical leaders who participated in this programme were particularly interested in theoretical perspectives on leadership. Applying those perspectives by leading a work based improvement project alongside all the other demands in the workplace proved challenging, time-consuming, and took longer to implement than individual participants anticipated.

One of the real benefits for the participants was meeting regularly with a group of peers to discuss common interests and issues through action learning sets, course delivery, and presentations from key personnel in the Trust. This networking peer opportunity allowed staff to learn from one another and they are intending to continue this peer support group beyond the end of the programme.

Sustainability

The initial work to develop the LCFT Medical Leadership Competency Framework has been used to integrate leadership into the values and behaviour framework that the Trust applies within Personal Development Reviews, Personal Development Plans and Appraisals across the Trust.

The following case study of one work based service improvement project from the first cohort of medical leaders will illustrate how the leadership and learning from delivering this project has been, and continues to be, embedded in everyday practice within the Trust, and has wider implications for service improvement.

Getting Social Care back into Older Adult Community Mental Health Teams

Dr Baljeet Saluja, Deputy Associate Medical Director for the Older Adult Mental Health Service, designed the following project (see Appendix 2) which examined the interface issues for delivering good quality patient care when three different psychiatric teams in different geographical locations worked together on cases, leading to communication and team relationship challenges and also posing problems for crisis care.

Dr Saluja canvassed the opinions of team members via questionnaire and face to face interview to see how working relationships could be improved.

He then led an initiative to develop team working and improve communication between team members. As a result, the three teams merged to form one team offering extended working hours, with a crisis team providing urgent out of hours care cover. A new social worker was allocated to the team, along with two Band 6 nursing staff and an assistant practitioner, and there was an agreement to monitor and review arrangements on a regular basis. As a result of the changes implemented:

- the team is delivering cost improvements in line with the organisational plan
 - there is improved quality of care for patients in line with the Trust objectives
 - there are better working relationships within the team
 - there is clarity about the expectations team members have of each other
 - handovers are smoother
- the team is flexible and there is good access to available expertise
- there is effective liaison between Care Home staff and Community Mental Health Team staff learning from each other's experience
- a Consultant is available on site for team supervision

Therefore the changes introduced are embedded in everyday practice and continual review ensures that learning and development is ongoing.

Next Steps

- There is a recognition within LCFT that leadership development needs to happen earlier in a consultant's career
- Development is in place to identify a Consultant Development Strategy which begins with the leadership development needed during a consultant's induction period

- To address the need for medical staff to be working more collaboratively with colleagues, the second cohort for the LCFT/ CETAD postgraduate leadership programme has widened the intake of staff to include psychologists and nurses as well as psychiatrists
- The programme for the third cohort will address Multi-Professional Leadership Development

Supporting Material

- Appendix 1 – Developing Medical Leadership at Lancashire Care
- Appendix 2 – Dr Baljeet Singh Saluja – The Team

Relevant Websites

Lancashire Care NHS Foundation Trust
www.lancashirecare.nhs.uk

Centre for Education, Training and Development
www.lancaster.ac.uk/fhm/cetad

