Developing people for health and healthcare

TRAINING THE REFORMERS

Leadership and Management skills

How can these skills be taught at different stages of G.P. training?

Thoughts from Y&H Trainers, TDP's, other Educators and First Five representatives

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**Health Education
Yorkshire and the Humber**

Taking leadership forwards in Yorkshire and the Humber

Introduction

Medical leadership is a hot topic but how best to teach this is as yet unknown. At the School of Primary Care in Yorkshire and the Humber, a set of trainable skills have been developed from the leadership domains set out in the Medical Leadership Competency Framework. These skills are grouped, (1) listening, feedback and reflection; (2) organisational skills; (3) working in teams; (4) dealing with conflict and pressure and (5) improving services.

In order to assess trainee and educator perceptions as to what leaderships skills are currently being taught and their relative importance, a Deanery-wide survey was conducted. Respondents also gave examples of teaching that they had experienced within each skill set.

52 trainees and 55 educators responded. Across all 5 skill sets the educators reported they were facilitating more teaching than trainees perceived was happening. The most striking discrepancy was coping with pressure where 84% of educators felt that this topic was taught whereas only 44% of trainees felt they had received teaching. Interesting trainee/educator discrepancies in perceived importance of skills included, using analytical tools, evaluating the impact of services and managing conflict. Examples of teaching included debrief, case based discussion, videos and multi-source feedback.

The overwhelming message was that developing leadership skills was seen as an important part of training and was already happening, although not badged as such. Our next steps are to raise awareness and develop a learning community in which the experience of teaching leadership is collated as a communal national resource.

This Resource

The following table (or GRID) has been developed by a working group in Yorkshire and the Humber demonstrating where in many cases leadership education is already occurring and where there may be scope for future training developments.

ST	1&2	3	4
Listening, feedback and reflection			
Listening skills	Listening comprehension test Introduction to Consultation Sessions- simulation and video's plus didactic teaching on models Consultation Skills Teaching "Do you speak English?" course Role play "How to say no" session Power in the consultation session	Consultation Skills Teaching Non-violent Communication	

ST	1&2	3	4
Participating In Reflective Practice	Reflective diary ePF reflection, discussed in introduction/importance of reflection Reflecting on each others experiences in video sessions SEA session Reflective Practice e.g. discussion of leadership experiences Easily missed conditions session	Running meeting SEA discussion ePF reflection SEA sessions Reflective Practice e.g. discussion of leadership experiences	Running SEA meetings Reflective Practice e.g. discussion of leadership experiences
Giving and receiving feedback	Trio Appraisal session Consulting skills Joint surgery with feedback to trainee and trainer Hot Topics- trainees give feedback to presenters Explicit teaching on feedback- Calgary- Cambridge SET-GO Encouraged to use variety of methods of feeding back	Joint surgery with feedback to trainee and trainer Trio Appraisal session Consulting skills CSA Trios Hot Topics CSA preparation sessions with simulators and peer feedback	Involvement in staff training and appraisals Trio Appraisal session Running SEA meetings

ST	1&2	3	4
Learning from feedback	Trio Appraisal session ePF Feedback from ES PSQ/MSF Reflection Simulators/ colleague feedback on video's Reflection on feedback (could be to, or by, themselves or to, or by, others) given in ePF SEA session	Trio Appraisal session ePF Feedback from ES PSQ/MSF Reflection CSA preparation sessions with simulators and peer feedback SEA session	Trio Appraisal session SEA session
Dealing with conflict between personal and professional values	Reflective Groups-discuss, ePF entry, revisit in later group work to check progress Ethical dilemma discussion MEQ leading to discussions Ethics Session Specific sessions on burn out, ethical dilemmas, SEAs.	Role play ethical situations Ethics Session 'Difficult to please' patients session Ethical & Attitudinal Session Participating in practice meetings: learning how challenges/ conflicts are managed	Participating in practice meetings: learning how challenges/ conflicts are managed

ST	1&2	3	4
Using methods of gathering views	Email questionnaire PSQ MSF LMC Représentatives Scheme-Practice Survey Feedback for HDR sessions Scheme forum participation Written/ verbal/on line GMC survey Scheme survey	Chairing meeting practice Design patient satisfaction questionnaire PSQ MSF LMC Representatives Scheme-Practice Survey Feedback for HDR sessions Virtual Practice: Patient Participation Group	Chairing meeting Involvement CCG PPG meetings and where appropriate, chairing

ST	1&2	3	4
Organisational skills			
Time management 	OOH Practice Administration [results, letters etc] Self directed learning sessions ePF Reflective groups- getting to them on time, managing your own work, manage the group internally Individual discussions with trainees who are late for sessions Managing teaching sessions TPD role modelling	OOH Practice Administration [results, letters etc] Time management session Self directed learning sessions ePF Managing teaching sessions Learning from role models in HDR, practice and placements CSA practice Consultation time management Discussion in reflective groups Running sessions and keeping to time Discussion regarding late arrivals to HDRC due to workload Buddying/ mentorship Discuss the impact of disorganisation	Practice Administration [results, letters etc] Self directed learning sessions Buddying/ mentorship Leading a service development

ST	1&2	3	4
Prioritisation skills	Scenario based MEQs with discussion Duty doctor OOHs Managing own workload within practice Virtual Practice Self directed learning sessions Reflective groups-scenario's discussed, ePF importance explored. TPD role modelling/ discussions re how TPD's manage their days Session on prioritising tasks Reflective groups	Duty doctor OOHs Managing own workload within practice Virtual Practice Self directed learning sessions Buddying/ mentorship Role modelling/ discussions re how TPD's/ colleagues manage their days Reflective groups- life issues-balancing family life, young families. Use of the important / urgent grid @ mindtools.com Dedicated session on appraisal	Duty doctor sessions and delegating work Managing own workload within practice Self directed learning sessions Buddying/ mentorship Leading a service development
How to delegate appropriately	Organisation of self within the practice team Virtual Practice Reflective groups	Organisation of self within the practice team Virtual Practice Buddying/ mentorship	Chair meeting Buddying/ mentorship Leading a service development

ST	1&2	3	4
How to delegate appropriately (contd)	Video and simulated patients Session on managing uncertainty Prepare session- delegation within team	Reflective groups- clinical and life issues (discuss SEs e.g. of what happens when delegation goes wrong) Organising events such as trainee conference Teaching of negotiation skills Focus on asking "what would you do if you were in charge?"	
Working flexibly (adaptability)	OOHs Duty Doctor Reflective groups- being supportive/ adapting to needs of others in small group Reflective groups- often leads on from discussions about conflict	OOHs Duty Doctor Practice dilemmas/ virtual Practice Sessions looking at locum working, salaried options, partnership, importance of flexibility.	OOHs Duty Doctor Learning from managers: what forms of flexibility are required and why? Leading a service development

ST	1&2	3	4
Working in teams (re: the doctor)			
Recognising personal strengths and limitations	Reflection on MSF Self reflection-Honey and Mumford learning styles SEAs Reflective groups-developing tolerance, and a safe environment for challenge Discussion of leadership experiences Peer feedback	Reflection on MSF Discussion of leadership experiences SEAs Virtual Practice in difficult situations CSA scenarios Passing and esp. failing exams	Discussion of leadership experiences Leading a service development
Using personal strengths and limitations when working in groups	Learning Styles Questionnaire Session SEAs	Run team meeting. Organise ST3 team working exercise ST3 Teach Session Belbin Roles Session and learning to compensate/complement personal abilities	Leadership role play sessions\running ST training sessions\ Run PPG Leading a service development

ST	1&2	3	4
Using personal strengths and limitations when working in groups (contd)		SEAs Working on presentations in groups Change management course	
Assessing own performance	ePF and feedback Trio Appraisal Session SEA sessions PSQ & MSF including reflective groups Video work Feedback from peers Test scores	Video and mark rating scales with evidence and e portfolio feedback. Feedback on others ePF Myers Briggs exercises Trio Appraisal Session SEA sessions PSQ & MSF Test scores e.g. CSA/AKT	
Using personal strengths and limitations when working with people with different personality types, priorities and beliefs	Self Awareness Session Virtual Practice Reflective groups	Self Awareness Session Virtual Practice Non Violent Communication Focus on asking "what would you do if you were in charge?" Belbin Roles Session and learning to compensate/complement personal abilities	Self Awareness Session Focus on asking "what would you do if you were in charge?" Belbin Leading a service development

ST	1&2	3	4
Working in teams (re: the group)			
Building and maintaining teams	Team meetings CPR Virtual Practice End of Term Sessions [quiz & away day] Diversity training	Team meetings Safeguarding Sessions CPR ST3 'Teach' Session Virtual Practice End of Term Sessions [quiz & away day] Focus on asking "what would you do if you were in charge?" Belbin Involvement in teambuilding events	Focus on asking "what would you do if you were in charge?" Belbin Leading a service development Involvement in staff training and appraisal
Empowering others	Virtual Practice "do you speak English course" Sessions on vulnerable groups e.g. asylum seekers	Role play scenarios Focus on asking "what would you do if you were in charge?"	Leading a service development

ST	1&2	3	4
Motivating individuals and teams	Team building session Virtual Practice	Role play scenarios Team building session Virtual Practice Focus on asking "what would you do if you were in charge?"	Team building session Focus on asking "what would you do if you were in charge?" Leading a service development
Using advocacy skills	Handling complaints	Handling complaints Focus on asking "what would you do if you were in charge?" Practice meetings: speaking up for others	Handling complaints Focus on asking "what would you do if you were in charge?" Practice meetings: speaking up for others
Developing coaching and mentoring skills	Annual Appraisal Medical student teaching Practice team teaching Peer mentorships	Annual Appraisal Medical student teaching Practice team teaching ST3 Teach Session Peer mentorships	Running sessions Mentoring ST1/2 Annual Appraisal

ST	1&2	3	4
Diversity skills	Diversity Session	Reflective groups Learning from Belbin	Leading a service development: making sure diversity of views and contributions have an outlet
Facilitation skills	Debating Session Trainee-run sessions Trainee facilitated debrief groups	Debating Session ST3 Teaching Sessions/ debrief facilitation Conference planning	
Chairing meetings	Debating Session Virtual Practice HDRC chairing meetings experience	Debating Session ST3 Teaching Session Virtual Practice Charing meetings in practice	Charing meetings in practice
Creative skills (e.g. blue sky thinking)	Using the Arts e.g. Yorkshire Sculpture Park Session Creative Writing Session Poetry Session Use of film	Using the Arts e.g. Yorkshire Sculpture Park Session Creative Writing Session Poetry Session ST3 Teach Session	

ST	1&2	3	4
Dealing with Conflict and Pressure			
Coping with Pressure	Managing workload SEAs Time management session Complaints Session Reflective groups	AKT CSA Time management session Moving to independent practice post CSA Complaints Session Buddying/ mentorship Reflective groups TPD weekly meet up Discussion of coping mechanisms Sessions on burnout/resilience/ stress/ exercise and hobbies e.g. yoga session	Moving to independent practice Buddying/ mentorship Leading a service development
Managing conflict in the workplace	MEQ scenarios with discussion MSF feedback Virtual Practice	Role play MSF feedback Virtual Practice	Buddying/ mentorship Focus on asking "what would you do if you were in charge?"

ST	1&2	3	4
Managing conflict in the workplace (contd)	Reflective groups External speakers e.g. BMA, human resources experts Whistle blowing ePF entries	Buddying/ mentorship Focus on asking "what would you do if you were in charge?" Reflective groups	Leading a service development
Engaging/ negotiating with "difficult" group members	Virtual Practice Negotiating "saying no"	Situational role play of meetings Facilitation of ST Sessions Virtual Practice Buddying/ mentorship Focus on asking "what would you do if you were in charge?" Change management course Assertiveness course	Facilitation of ST Sessions Buddying/ mentorship Focus on asking "what would you do if you were in charge?" Leading a service development
Managing power differences within relationships	Practice Team Meetings Diversity Session Virtual Practice Shared decision making sessions	Situational role play of meetings Virtual Practice Buddying/ mentorship Practice Team Meetings	Buddying/ mentorship Leading a service development

ST	1&2	3	4
Managing power differences within relationships (contd)	Acknowledgement of power differences Sessions on homelessness and illiteracy		

ST	1&2	3	4
Improving services			
Managing Resources	Referral reviews Prescribing review Practice accounts Virtual Practice Protocols Session NHS compared with other HC systems Sessions on managing resources and waste Session on impact of primary care services on secondary care PLI	Referral reviews Prescribing review Practice accounts Virtual Practice "The new NHS" Buddying/ mentorship Focus on asking "what would you do if you were in charge?" PLI Discussion with commissioners and patients (e.g. CCG and PPG)	Referral reviews Prescribing review Practice accounts Buddying/ mentorship Focus on asking "what would you do if you were in charge?" PLI Discussion with commissioners and patients (e.g. CCG and PPG) Leading a service development
Addressing capacity and demand	Trainee Audit	Review high cost drug prescribing in practice Focus on asking "what would you do if you were in charge?"	CQC work Trainee Audit Focus on asking "what would you do if you were in charge?"

ST	1&2	3	4
Addressing capacity and demand (contd)		Buddying/ mentorship	Buddying/ mentorship Leading a service development
Financial planning and making a business case	Virtual Practice Practice Management	Virtual Practice Accountant led session, tax and financial planning Practice manager led session Buddying/ mentorship	CCG project research Buddying/ mentorship Writing a business case Leading a service development
Using analytical and planning tools	CCG Meetings Trainee Audit Virtual Practice Protocols Session	CCG Meetings Virtual Practice Protocols Session Buddying/ mentorship	CCG Meetings Buddying/ mentorship Leading a service development
Evaluating the impact of services	CCG Meetings Virtual Practice Trainee Audit Trainee LMC Membership	Design questionnaire for patients CCG Meetings Trainee LMC Membership Buddying/ mentorship	Audit of services Buddying/ mentorship CCG Meetings Leading a service development

ST	1&2	3	4
Identifying gaps in services	PLI CCG Meetings Trainee LMC Membership Issues Log Debate/ discussion How could the service be better run	PLI CCG Meetings Trainee LMC Membership Issues Log Buddying/ mentorship	PLI CCG Meetings Trainee LMC Membership Issues Log Buddying/ mentorship Leading a service development

First five GP's have suggested addressing leadership generically at any regional trainee conferences held, and suggested that a buddying/ mentoring scheme for trainees towards the end of their training, or in first five, could increase confidence, and improve performance by new G.P's in leadership and management.