

Programme: Day One

Time	Event
10:00 - 10:30	Registration
10:30 - 12:15	<p>Meetings for the following groups</p> <p><i>These sessions are an opportunity to network with like-minded individuals.</i></p> <ul style="list-style-type: none"> • Clinical Commissioning Group Leads • London Medical Directors • Medical Students and Trainees • New Consultants • NHS Institute Improvement Faculty • North of England Medical Directors • Northern Ireland Medical Directors • Primary Care Trust Medical Directors • Public Health Directors • SAS Doctors • Scotland Medical Directors • South of England Medical Directors • Women Medical Leaders
12:30 - 13:00	<p>Welcome to the FMLM Conference 2012</p> <p>FMLM: End of the dark side</p> <p>Conference Chair: Dame Gill Morgan DBE Peter Lees, Founding Director, FMLM</p>

16 October - Programme Overview

Programme: Day One

Time	Event
13:15 - 15:15	Lunch and FMLM regional meetings <i>These sessions are an opportunity to network with colleagues from your region and discuss how you want FMLM to work in your region.</i> <ul style="list-style-type: none">• Armed Forces• London• Midlands and East of England• Northern Ireland• North of England• Scotland• South of England• Wales
15:30 - 15:55	Leadership - the status quo...?
15:55 - 16:20	How to make a bigger difference as a leader
16:20 - 16:45	Leadership for quality and safety
16:45 - 17:10	Value for patients - what will the future look like?
17:10 - 18:10	Four nations panel
18:10	Poster presentation
19:00	Drinks reception



FMLM CONFERENCE 2012 DAY ONE

Day one is your opportunity to share experiences and network with colleagues in similar roles in structured networking sessions; it is your chance to have your say in how this fast growing organisation evolves and hear visionary speakers in plenary sessions on leadership and healthcare.

10.30 – 12.15

Medical Director networking sessions

Clinical Commissioning Group Leads

Room: Exchange Room 5

Rosamond Roughton, Director of Commissioning Systems and Strategy, NHS Commissioning Board

London Medical Directors

Room: Exchange Hall, Workshop 1

Dr Andy Mitchell, Regional Medical Director, London

Medical Students and Trainees

Room: Auditorium

Dr Anna Moore, Chair FMLM Trainee Steering Group
Nigel Westwood, Entrepreneur
Steve Radcliffe, Leadership Coach and Author of No.1 Amazon Bestseller on Leadership

New Consultants

Room: Exchange Room 4

Dr Partha Kar, Clinical Director of Diabetes, Portsmouth Hospitals NHS Trust

NHS Institute Improvement Faculty

Room: Exchange Room 2

Dr Kevin Stewart, Director of the Clinical Effectiveness and Evaluation Unit at the Royal College of Physicians of London.
Nicola Davey, Advanced Improvement Capability, NHS Institute for Innovation and Improvement
Dr Peter Lachman, Deputy Medical Director (Patient Safety), Great Ormond Street Hospital Foundation Trust
Dr Richard Bull, GP, Gosforth Valley Medical Practice

North of England Medical Directors

Room: Exchange Hall, Workshop 2

Dr Mike Cheshire, Medical Director NHS North West
Dr Stephen Singleton, NHS North Medical Director and, acting CEO

Dr Mike Bewick, Medical Director

Northern Ireland Medical Directors

Room: Exchange Hall

Dr Michael McBride, Chief Medical Officer for Northern Ireland

Dr Paddy Woods, Deputy Chief Medical Officer, Department of Health, Social Services and Public Safety, Northern Ireland

Primary Care Trust Medical Directors

Room: Exchange Room 1

Dr David Black, Medical Director, Derbyshire PCT Cluster

Dr Stuart Ward, Medical Director, Southampton, Hampshire, Isle of Wight and Portsmouth PCT Cluster

Public Health Directors

Room: Exchange Hall

Dr Liz Scott, Medical Director and Deputy Chief Executive, Northern Lincolnshire and Goole Hospitals Foundation Trust

SAS Doctors

Room: Exchange Room 6

Dr Joanna Lawson, Associate Specialist Falls and Syncope Service Royal Victoria Infirmary, Newcastle upon Tyne
Bev Bookless, Leadership and Career Coach

Scotland Medical Directors

Room: Exchange Hall

Professor Charles Swainson, former Medical Director, Clinical Health Lead, Scottish Government and Founding Council member FMLM

South of England Medical Directors

Room: Exchange Room 7

Professor William Roche, Medical Director, NHS South East Coast

Dr Mike Durkin, Medical Director, NHS South of England

Women Medical Leaders

Room: Exchange Room 3

Dr Penny Newman, GP, NHS Leadership Academy and NHS Midlands and East Emma Stanton, Psychiatrist and CEO of Beacon UK

Dr Caron Morton, GP, Accountable Officer Shropshire CCG

Clare Marx CBE, Consultant Orthopaedic Surgeon, RCS Council, ex-President British Orthopaedic Association

12.30 – 13.00

Welcome to the FMLM Conference 2012, FMLM: End of the dark side

Room: Exchange Hall

Mr Peter Lees, Founding Director of FMLM
Dame Gill Morgan DBE, former Permanent Secretary, Welsh Government



13.15 – 15.15

Regional Meetings

Armed Forces Regional Meeting

Room: Exchange Room 1

Air Vice-Marshal Paul Evans, Commander
Joint Medical Command

London

Room: Exchange Room 2

Dr Andy Mitchell, Regional Medical
Director, London

Midlands and East

Room: Auditorium

Mr Stanley Silverman, Associate Medical
Director, Midlands and East SHA
Dr Neil Deuchar, Associate Medical
Director, NHS Midlands and East

Northern Ireland

Room: Exchange Hall, Workshop 1

Dr Michael McBride, Chief Medical Officer
for Northern Ireland
Dr Paddy Woods, Deputy Chief Medical
Officer, Department of Health, Social
Services and Public Safety, Northern Ireland

North of England

Room: Exchange Room 6

Dr Mike Cheshire, Medical Director NHS
North West
Dr Darren Kilroy, Clinical Director

Emergency Medicine, Stockport
Foundation Trust

Scotland

Room: Exchange Room 3

Professor Charles Swainson, former
Medical Director, Clinical Health Lead,
Scottish Government, Founding Council
member FMLM

South of England

Room: Exchange Room 4

Professor William Roche, Medical Director,
NHS South East Coast
Dr Mike Durkin, Executive Medical Director,
NHS South of England

Wales

Room: Exchange Hall, Workshop 2

Dr Brendan Lloyd, Medical Director, Powys
Teaching Health Board, Wales.
Dr Paul Hughes, Executive Director of
Medical and Clinical Services, Welsh
Ambulance Services NHS Trust

Plenary sessions and Four Nations panel

15.30 – 15.55

Plenary One: Leadership – the status quo

Room: Auditorium

Karen Lynas, Interim Deputy Managing Director and Head of Delivery, NHS Leadership Academy

Challenging times call for great leadership. The challenges for the individual leader are many and varied but fundamentally, leaders need to be able to flex their leadership style to meet new demands. That is not easy, especially when a different style has led to success up to that point. There is evidence that a transactional style of leadership has developed to meet the challenges of healthcare leadership across the UK but that a more transformational style is now needed. Informed by data, this session will explore how leaders can respond and how the system can support them to make the transition and secure success.

15.55 – 16.20

Plenary Two: How to make a bigger difference as a leader

Room: Auditorium

Mr Steve Radcliffe, Leadership Coach and Author of No.1 Amazon Bestseller

on Leadership

Steve distils from 20 years of helping people grow as leaders what leading is really all about and how you can make a bigger difference as a leader straight away. He'll then show you how to continue to grow with the help of his best-seller book, 'How to make a bigger difference', that you'll be receiving.

16.20 – 16.45

Plenary Three: The impact of leadership on staff and patients

Room: Auditorium

Professor Michael West, Professor of Work and Organisational Psychology, Lancaster University Management School.

This session will show how leaders are crucial in the process of creating cultures that value quality and safety. Using extensive data from the NHS gathered over the last eight years, the session will identify and describe how to lead staff to deliver high quality care for all patients; the session will also demonstrate the links between staff engagement, organisational culture and patient health outcomes and describe the steps for promoting staff

engagement. Research evidence will be used to show the powerful links between team working and patient outcomes and the session will describe how leaders can implement effective team working as opposed to 'pseudo team working' in NHS organisations. The importance of leaders' personal values and the role of leaders in exemplifying values such as courage, humanity and justice in their work will also be illustrated.

16.45 – 17.10

Plenary Four: Value for patients – what will the future look like?

Room: Auditorium

Mr David Fillingham, Chief Executive of AQuA

This session will provoke delegates to think about how we can best create 'value' for patients in a rapidly changing NHS. It will examine the social and medical trends impacting on healthcare and argue that a radical transformation of services is long overdue. The role of medical leaders in shaping these changes will be explained.

17.10 – 18.10

Four Nations panel discussion

Room: Auditorium

Dr Ruth Hussey, Chief Medical Officer for Wales

Professor Sir Bruce Keogh, Medical Director, NHS England

Professor Sir Neil Douglas, Chairman, Founding Council of the FMLM and former Chair, Academy of Medical Royal Colleges
Dr Michael McBride, Chief Medical Officer for Northern Ireland

18.10 – 19.00

Poster presentation

Room: Upper Foyer

For trainees and medical students
Sponsored by The Network and Mersey Deanery Medical Leadership School

The poster competition has been generously supported by NHS Right Care and Mersey Deanery Medical Leadership School. In collaboration with The Network, all posters presented at the FMLM conference will be showcased online and selected posters will be published in Network Casebook. The winning posters will also be showcased on the FMLM website.

19.00

Drinks reception and Guest Speakers

Room: Exchange Hall

Host: Dame Gill Morgan DBE

Sophie Carrigill, Aspiring Paralympian

Jon-Allan Butterworth, Paralympic cyclist,
Team GB

Sophie Carrigill was 16 and a keen sportswoman when she was paralysed from the waist down in a car accident in 2010. She has since turned her focus to wheelchair basketball and now has her sights firmly set on representing her country at the 2016 Rio Paralympics.

Jon-Allan Butterworth is an ex-RAF Serviceman who lost his left arm while serving in Iraq in 2007. He is now an elite British Paralympic cyclist who won two silver medals in the 1km time trial C4-5 and the Individual Pursuit C5 at the 2012 London Paralympics.



Programme: Day Two

Time	Event
08:15-09:15	Breakout sessions Leadership in psychiatry - seizing the opportunity Inspiring women medical leaders; can we learn from the private sector? Isn't it time you took a good look at yourself? Using a meta-mirror. Medical leadership in tough times Combining technology with gentle 'carrot & stick' to tackle obesity
09:30-10:15	Keynote speech: Empowering clinical leadership Niall Dickson, Chief Executive and Registrar, General Medical Council

17 October - Programme Overview

Programme: Day Two

Time	Event
10:30-11:15	Breakout sessions THEME: Leadership I: plain and simple THEME: Leadership II: Come and show us how to change? Interactive Forum Theatre THEME: Healthy Doctors: Sleep, more important than you think THEME: Revalidation : Revalidation challenges THEME: What stimulates the right delivery system for: Preventing early mortality' THEME: Value for Patients I: Value for patients: a global perspective THEME: Value for Patients II: Leadership for safety improvement THEME: IT: Implementing an Information Strategy - what are the must dos? THEME: Trainees and Medical Students: Top five tips from your leadership journey - a guide for trainees



Programme: Day Two

Time	Event
11:30-12:15	<p>Breakout sessions</p> <p>THEME: Leadership I: Six into one - how many leadership styles have you got? How many do you need?</p> <p>THEME: Leadership II: Prevention of operational stress injuries in the United Kingdom Armed Forces - possible lessons for the NHS</p> <p>THEME: Healthy Doctors: Healthcare starts with happy doctors</p> <p>THEME: Revalidation: Revalidating responsible officers</p> <p>THEME: What stimulates the right delivery system for: Excellent long-term condition management</p> <p>THEME: Value for Patients I: Value for patients: the four nations perspective, Wales and Northern Ireland (part one)</p> <p>THEME: Value for Patients II: Making Temple a reality – how can medical leaders make this happen?</p> <p>THEME: IT: Citizen led change in health IT - what role for medical leaders?</p> <p>THEME: Trainees and Medical Students: Leadership opportunities for trainees - courses, schemes and fellowships</p>
12:15-13:30	Lunch

17 October - Programme Overview

Programme: Day Two

Time	Event
13:45-14:30	Breakout sessions THEME: Leadership I: Disruption and distress in teams THEME: Leadership II: Leadership and the politics of people THEME: Healthy Doctors: Second victims of medical errors THEME: Revalidation: Remediation THEME: What stimulates the right delivery system for: Getting people home THEME: Value for Patients I: Value for patients: the four nations perspective, Scotland and England (part two) THEME: Value for Patients II: The Foundation Programme should provide a broader experience including community placements - how can medical leaders deliver this? THEME: IT: IT across the primary/secondary care divide THEME: Trainees and Medical Students: Leadership and management for trainees outside the NHS
14:45-16:00	Where next for FMLM and medical leadership: a panel discussion
16:00	Close



FMLM CONFERENCE 2012 DAY TWO

Day two sees a keynote address from Niall Dickson as well as practical breakout sessions designed to provide you with ideas and knowledge you can apply to your work practices. The day concludes with a question-time panel exploring the most critical issues for medical leaders.

08.15 – 09.15

Leadership in Psychiatry – seizing the opportunity.

Room: Exchange Room 6

Dr Fiona Mason, Associate Registrar, Leadership and Management, Royal College of Psychiatrists

Dr Laurence Mynors-Wallis, Registrar, Royal College of Psychiatrists

The College has set leadership and management as a top priority. This breakfast meeting is to provide an opportunity for those psychiatrists with an interest in leadership and management to meet with those leading on these areas within the College, including the Registrar and the Associate Registrar, Leadership and Management, amongst others, to help determine the priorities for the College in taking forward leadership and management – from trainee to those with formal leadership and management roles, and regional and national roles.

Inspiring women medical leaders: can we learn from the private sector?

Room: Exchange Hall

Dr Ruth Sealy, Deputy Director of the International Centre for Women Leaders, Cranfield School of Management

Dr Penny Newman GP, NHS Leadership Academy and NHS Midlands and East

Following on from the networking session on day one, this breakfast event takes the evidence one step further to look at what's happening outside the NHS. In the corporate world there has been a 5% increase in the proportion of women on Boards in 18 months since the publication of Lord Davies report. Can the NHS achieve the same? What works in progressing women's careers?

Dr Ruth Sealy, will lead the breakfast session with a presentation on women on boards and in leadership in the private sector. Dr Penny Newman will then chair the conversation with participants, senior

medical leaders and national experts.

Isn't it time you took a good look at yourself? Using a meta-mirror.

Room: Exchange Room 4

Dr Mike Roddis, Director, Healthcare Performance Ltd

Dr Emma Sedgwick, Director, Healthcare Performance Ltd

An introduction to coaching for doctors and description of the meta-mirror technique for use in assessing and improving self-awareness in behavioural coaching. We will ask for a volunteer from the audience to take part in a meta-mirror session at the event.

Medical leadership in tough times

Room: Exchange Room 2

Vijaya Nath, Assistant Director, Leadership Development, The King's Fund

This session is a contemporary take on the skills, knowledge and considerations needed for doctors to lead in the current context. These sessions will include an interactive exploration of the challenges facing managers and leaders in healthcare, encourage debate and offer opportunity for building new perspectives and the skills needed to succeed. This session

will include an interactive exploration of the importance of creating ecosystems in which the politics of inclusion, building rapport and adaptation are vital.

Combining technology with gentle "carrot & stick" to tackle obesity

Room: Exchange Room 1

David Shipley, Yo YoGone

09.30 – 10.15

Keynote speech - Empowering Clinical Leadership

Room: Auditorium

Niall Dickson, Chief Executive and Registrar, General Medical Council

There is evidence that good clinical leadership drives up the quality of care being delivered in an organisation. However the pressures facing doctors on a day to day basis can make it difficult for them to treat their patients and take on leadership roles. Niall will explore these issues and ask what we can do to engage the profession in clinical leadership for the benefit of patients despite these challenges.



10.30 – 11.15

Leadership Plain and Simple

Room: Auditorium

Leadership I

Steve Radcliffe, Leadership Coach and Author of No.1 Amazon Bestseller on Leadership

Steve will help you see how to put into practice more of the ideas in his 'How to make a Bigger Difference' approach to getting better as a leader. It's not as complicated as the leadership industry can make it seem. It's much more about keeping leadership plain and simple.

Come and show us how to change?

Room: Exchange Room 1

Interactive Forum Theatre

Leadership II

Joel Grieg, Lead Associate, Practive
Adam Woodroffe, Lead Associate, Practive
Clare Beck, Associate, Practive

A fun, interactive look at the skills required to influence others during times of change. You will be able to redirect the action, discuss your ideas with colleagues and see how different approaches can achieve better outcomes.

Sleep, more important than you think

Room: Exchange Hall, Workshop 1

Healthy Doctors

Dr David Flower, Occupational Physician, BP

There is a price to pay for not sleeping enough and not sleeping well. Indeed, chronic sleep deprivation, for whatever reason, significantly affects health, performance and safety.

There are many causes of sleep deprivation. The challenges of daily life may intrude upon the ability to sleep well, or there may be a tendency to trade sleep for more work or play.

The session will highlight the importance and value of sleep for Healthy Doctors.

Revalidation Challenges

Room: Exchange Hall, Workshop 2

Revalidation

Mrs Celia Ingham-Clark, Associate Medical Director, NHS London.

A discussion of current challenges in revalidation: revalidation of ROs and hard to reach groups.

What stimulates the right delivery

system for: Preventing early mortality

Room: Exchange Room 2

Dr Anthony Stevens, Medical Director,
Belfast Health and Social Care Trust

An interactive session designed to challenge participants and consider the impact that clinical leadership can have on reshaping services.

Value for Patients: a global perspective

Room: Exchange Room 3

Value for Patients I

Dr Kevin Stewart, Director, Clinical Effectiveness & Evaluation Unit, Royal College of Physicians of London.

All healthcare systems face similar challenges of rising costs, variable quality and inefficiency. Despite different levels of funding and very different models of healthcare, most struggle with consistently providing value for patients. This session will address these issues and highlight where there might be lessons for the UK in what has worked and what has not in other systems.

Leadership for safety improvement

Room: Exchange Room 4

Value for Patients II

Dr Richard Jenkins, Group Medical Director, OneMedicare Ltd

Dr Robert Varnam, Clinical Lead, Primary Care and Commissioning, NHS Institute for Innovation and Improvement

This interactive session adopting the model of ideas/will/execution will support you as leaders to maximise your contribution to patient safety and quality improvement, using case studies, video and music to bring theory to life and provide you with an overview of models and skills to use in your own organisations.

Ideas: Acknowledge your role in empowering and enthusing teams to generate ideas for change.

Will: Building the burning platform for change and how to use patient stories and data to lead and manage change. Build the will for improvement and intolerance for poor quality and safety including how to improve your understanding of others in your team; how to engage with others perceptions and their preferences of task/data or people to build will.

Execution: The importance and challenges of walking the walk; lead by example. How you can align vision/structure/process and skills to achieve patient safety and quality improvement.



Implementing an Information Strategy- what are the must dos?

Room: Exchange Room 5

IT

Dr Charles Gutteridge, National Clinical
Director for Informatics

Modern information technology has transformed our lives as citizens. The same technology is changing clinical work flows and the way we think about health and wellness. In this workshop, Charles will discuss three 'must dos' that are embedded in the information strategy. The group will then explore ways of delivering these concepts in local healthcare systems.

Top five tips from your Leadership journey – a guide for trainees

Room: Exchange Room 6

Trainees and Medical Students

Dr Stephen Singleton, Medical Director,
NHS North of England

Dr Jane Povey, GP and Director for Clinical
Engagement, Department of Health/ NHS
Commissioning Board Authority

Mr Umesh Prabhu, Medical Director,
Wrightington, Wigan and Leigh FT

Dr Jonathan Fielden, Medical Director,
University College London Hospital

In this session senior leaders will provide
their top tips about what they have learned

on their leadership journey. The talks will provide trainees with a unrivalled insight into how different leaders from a wide range of areas of medical practice have reached their leadership and management positions and what advice they have to offer to the next generation.

11.30 – 12.15

Six into one – how many leadership styles have you got? How many do you need?

Room: Auditorium

Leadership I

Phil Kenmore, Director of Public Sector
Consulting, Hay Group

You may be an exceptional doctor but are
you a good leader? What does a good
leader look like and how can you know if
you've got it?

How you lead has a huge impact on those
around you, both the performance of the
teams you lead and those you work with.

In this unique session Phil will talk
about what has been shown about NHS
leadership, and specifically about the
leadership styles of medical leaders,
from recent work with over 1500 senior
managers, doctors and others from within
the NHS.

Learn about the range of effective leadership styles you can use, their impact, and how you can learn new ones alongside what type of medical leadership might be required in the new NHS context.

You'll also get a chance to think about and test the styles you believe you currently have!

Prevention of operational stress injuries in the United Kingdom Armed Forces – possible lessons for the NHS?

Room: Exchange Room 2

Leadership II

Professor Neil Greenberg, Academic Psychiatrist, King's College London

This session will provide an overview of the prevention of operational stress injuries in the United Kingdom Armed Forces. The session will be an evidence based presentation which will highlight the role that leadership has to play in this important issue. Lessons which may be applicable in other healthcare settings, including the NHS, will be discussed and debated.

Healthcare starts with happy doctors

Room: Exchange Hall, Workshop 1

Healthy Doctors

Ilmo Van der Lowe, iOpener Institute for People and Performance

Happiness and health go hand in hand, and the connection goes deeper than just happy individuals being healthier. Research suggests that happiness leads to better performance, which makes the happiness of doctors an important starting point for improving the quality of patient care and healthcare provision.

Revalidating responsible officers

Room: Exchange Room 1

Revalidation

Professor William Roche, Medical Director, NHS South East Coast

What stimulates the right delivery system for: Excellent long-term condition management

Room: Exchange Room 3

Dr Martin McShane, Director, Domain 2, National Commissioning Board

Addressing the challenge of long term conditions is not unique to the UK. An increasingly elderly population, advances in treatments and technology mean more and more can be done to support people, control enduring conditions and prevent complications. What is the best way to do this? What are the components necessary for great long term condition management? How should they be put together, what

will help put them together and, most importantly, what is the leadership role for the medical profession in helping create a great system for people with long term conditions. This session looks at the questions, considers solutions and asks the profession 'what did you do to help create the solution?'

Value for Patients: the four nations perspective, Wales and Northern Ireland (part one)

Room: Exchange Hall, Workshop 2

Value for Patients I

Dr Chris Jones, Deputy Chief Medical Officer, Wales

Dr Gavin Lavery, Clinical Director, HSC Safety Forum

This presentation will give insight into how recent work by the HSC Safety Forum has improved the quality of care for patients in a range of settings

Making Temple a reality – how can medical leaders make this happen?

Room: Exchange Room 4

Value for Patients II

Mr Patrick Mitchell, Director of National Programmes, Medical Education, Department of Health

The workshop will provide a brief overview of the Better Training Better Care Programme, now sponsored by HEE, and then ask groups to discuss the issues surrounding Professor Sir John Temple recommendations from 'Time for Training' concerning 'making every moment count', 'delivery of appropriate supervision' and 'undertaking service redesign that supports training'. The workshop will explore barriers to change, be solution driven and seek answers to how medical leaders can truly lead this crucial agenda forward.

Citizen led change in health IT – what role for medical leaders?

Room: Exchange Room 5

IT

Mrs Marlene Winfield, Advisor on patient empowerment and information governance

"Patients and information are the two most under-used resources in the NHS." Dr Richard Fitton.

In this action-oriented session we will explore how each participant might lead by example and change one thing about the way they practice better to harness the power of their patients. The goals will be to help diffuse the demographic time bomb waiting to explode in the NHS and to use

the 'cheap labour' of patients to best effect. We will exchange ideas and see how you could support each other as you future proof your practice.

Leadership opportunities for trainees – courses, schemes and fellowships

Room: Auditorium

Trainees and Medical Students

Dr Claire Lemer, Paediatric Registrar and Operations Manager for Ophthalmology, North London,
Dr Alex Mills, Anaesthetic Registrar, South West Peninsula region
Dr Varo Kirthi, ACCS Anaesthetics trainee, London
Dr Nikita Kanani, GP registrar, South East London and Clinical Lead for Diabetes and Integrated Care.

In the last few years there have been increasing opportunities for trainees to develop their leadership and management skills whilst carrying on working within the NHS. Speakers in this session will discuss various opportunities to gain experience both in and out of programme, including the Clinical Fellow Scheme, an MBA, working in commissioning, doing a leadership and management project on the Foundation Programme and how to go about implementing change in your local area.

13.45 – 14.30

Disruption and distress in teams Leadership I

Room: Exchange Room 6

Dr Jenny King, Edgecumbe

In this session Dr Jenny King will draw on the extensive experience of her team at Edgecumbe, working with teams in difficulty within Trusts and GP practices. Disruption and distress in clinical teams is a direct threat to quality and safety in healthcare. Jenny will explore the early warning signs, discuss when and how to act on these, identify a range of practical approaches to tackling these difficulties at an early stage, and highlight the crucial role and responsibilities of medical leaders and managers in ensuring that these issues are dealt with effectively.

Leadership and the politics of people

Room: Exchange Room 6

Leadership II

Dave Thornton, Leadership Coach

'So how does it feel? You are trying to influence the model of patient care and establish what is best for your department or organisation. Yet something is not right, those you are working with don't share your enthusiasm or agree with your strategies and the irony is that the only health that is

danger of being affected is your own negatively’.

This workshop will explore how and why different people are motivated in different ways and look to explore how re-connecting people to their values can prove a powerful leadership tool.

Second victims of medical errors

Room: Exchange Room 1

Healthy Doctors

Dr Kevin Stewart, Director of the Clinical Effectiveness & Evaluation Unit at the Royal College of Physicians of London.

Following medical errors and incidents healthcare systems quite correctly focus on patients who have been harmed, or those at risk. However, there is an increasing recognition that clinicians involved in incidents may also be victims, as many suffer psychological harm. Such ‘second victim’ experiences are common and effects range from sleep disorders and anxiety through to frank psychiatric symptoms. In extreme cases clinicians may change careers or leave the profession. An unsupportive organisational response exacerbates the effects.

There are potential patient safety risks if second victims are not recognised and

supported appropriately. Clinicians’ ability to manage other patients may be impaired in the immediate aftermath of an incident, and in the longer term safety culture is damaged if they become reluctant to report incidents or have an open dialogue about them.

In this session we shall explore what is known about second victims and discuss options for supporting them.

Remediation

Room: Exchange Room 2

Revalidation

Professor Hugo Mascie-Taylor, Medical Director, NHS Confederation

In this session Chair of the Department of Health Working party, Professor Hugo Mascie-Taylor will provide an update on the remediation agenda and open the floor for discussion.

What stimulates the right delivery system for: Getting people home

Room: Exchange Room 3

Professor David Oliver, National Clinical Director, Older Peoples Services

Older people account for most admissions and bed days in NHS hospitals. The older patients are, the more likely they are to be admitted or readmitted, the longer they

tend to stay and the more likely they are to rely on step-down services and in turn become patients on the 'delayed transfers of care' list. Not only is hospital casemix increasingly old but many older patients in hospital have multiple co-morbidities including several long term conditions, dementia, frailty or functional impairment. There is widespread recognition among clinical and professional leaders that neither hospitals nor wider care pathways are designed with this 'game changing' new reality in mind: the reality that older people with complex needs are now our core business. And there is widespread evidence of variable or poor quality whether in terms of experience, safety, outcomes, provision of evidence-based assessments and interventions or efficiency. When we discuss 'efficiency' this relates both to inefficiencies at interfaces between agencies and a failure of continuity or integration, a similar picture around internal discontinuity or delay within the hospital care pathway but also to unwarranted variation. There are major variations in bed utilisation, unplanned readmission rates, delayed transfers etc between localities and institutions. In addition, older people and their carers report repeated dissatisfaction over hospital discharge, post discharge care and the risks of harms or loss of independence associated with

avoidably prolonged hospital stay. Getting assessment, discharge planning and post-discharge care has potential to deliver gains both for patients and to care systems. But requires a radical shift in the way many clinicians work and in their skills and attitude. This poses a challenge for clinical leaders. We aim to use the session to explore these issues and identify possible solutions

Value for patients: the four nations perspective, Scotland and England (part two)

Room: Exchange Hall, Workshop 2

Value for Patients I

Scotland

Speaker TBA

England

Dr Robert Varnam, Clinical Lead for Primary Care & Commissioning, NHS Institute for Innovation and Improvement on 'Accelerating change with the NHS Change Model'

The NHS Change Model is a framework for change to help NHS commissioners and providers improve how they go about improvement and deliver NHS goals for quality and value through a common language for change. This presentation

will introduce the model and its eight components, and consider how leaders can use it to accelerate and deepen change for quality.

The eight components in the Change Model are based on evidence and experience of change that need to feature in our improvements. Used consistently they create the best chance for effective change and it's using them together in an aligned and integrated way that makes the difference in producing the results that deliver the greatest benefit and impact.

The Foundation Programme should provide a broader experience including community placements - how can medical leaders deliver this?

Room: Exchange Room 4

Value for Patients II

Patrick Mitchell, Director of National Programmes, Medical Education, Department of Health

The workshop will provide a brief overview of the Better Training Better Care Programme, now sponsored by HEE, and then ask groups to discuss how Professor John's Collins recommendations from 'Foundation for Excellence' concerning the need for the foundation programme to provide a broader range of experiences

including community facing placements can be made to happen, and the subsequent affect the change will have on numbers of foundation trainees in acute services. The workshop will challenge existing systems and process and where medical leaders can affect change.

IT across the primary/ secondary care divide

Room: Exchange Room 5

IT

Dr Libby Morris, GP principal, Edinburgh

Medicine's reconciliation is of critical importance when patients are admitted to hospital or discharged back to Primary Care. Electronic messaging can make this task easier and safer and new developments are underway to coordinate this across all organisations and in all four nations in the UK.

This presentation will outline some of the key issues and plans for the way forward.

Leadership and Management for trainees outside the NHS

Room: Exchange Hall, Workshop 1

Trainees and Medical Students

Dr Anas El-Turabi, GP Registrar, Academic Clinical Fellow, University of Cambridge
Dr Jonathon Shaw, Founder and Managing Director, DocCom

Dr Paul Rutter, Principal Advisor and Head of Secretariat at Independent Monitoring Board, Global Polio Eradication Initiative
Helena Posnett, Medical Services Development Manager, Bupa Health and Wellbeing UK

There are a wide range of opportunities for trainees to develop their leadership skills outside traditional NHS roles. Speakers in this session represent a wide variety of approaches and will describe their work for the World Health Organisation, a management consultancy, medical entrepreneurship, working for a private healthcare provider and in a think tank. They will provide an insight into what they have learned from working in these roles and how other trainees might get involved.

14.45 – 16.00

Where next for FMLM and medical leadership: a panel discussion

Room: Auditorium

Dame Gill Morgan DBE, former Permanent Secretary, Welsh Government

Mr Peter Lees, Founding Director, FMLM

Professor Sir Neil Douglas, Chairman, Founding Council of the FMLM

Dr Anna Moore, Chair FMLM Trainee Steering Group

Dr Rob Greenhalgh, Chair, The Medical

Student Group, FMLM

This final session is the chance to bring together key points raised throughout the conference, hear from the next generations about their aspirations and to hear responses from the leadership of FMLM.