



Faculty of
**Medical Leadership
and Management**



Royal College
of Surgeons

ADVANCING SURGICAL CARE

Tomorrow's Strategic Leader

Developed by FMLM in partnership with the
Royal College of Surgeons of England

Tomorrow's Strategic Leader

The demand for leadership development featured highly in a recent junior surgeon survey conducted by the Royal College of Surgeons of England (RCS).

The growing evidence base demonstrating a positive association between leadership, team work, and clinical outcomes including mortality suggests that it is important to heed this call.

In response, RCS and the inter-collegiate Faculty of Medical Leadership and Management (FMLM) have agreed a partnership to address the needs of trainees for leadership development. Subsequently, the Royal Colleges of Anaesthetists, Obstetricians and Gynaecologists, Emergency Medicine and Physicians have lent willing support to the concept.

Over 1,000 new consultants are appointed every year and there are in the order of 55,000 junior doctors working in the NHS. The leadership and management demands upon this very large group of doctors varies from those required to be an effective consultant to the more corporate and system level skills for those with aspirations to make leadership a significant part of their future career.



Mr Peter Lees
FMLM Chief Executive and Medical Director



Miss Clare Marx
Immediate past-President,
The Royal College of Surgeons of England

The Tomorrow's Strategic Leader Programme

Generously supported by the Dinwoodie Charitable Company

This programme is designed for new consultants and exceptional senior trainees who hold the ambition to undertake significant leadership roles alongside their clinical practice.

The programme will give a deep personal understanding of many essential facets of leadership and management. Significant focus will be placed on helping participants to understand themselves, their leadership styles and how they function in a team setting, and how all of this relates to the necessary leadership and management to maximise the quality of care offered to patients.

The focus will include the leadership capability to cope with the complexities and ambiguities of the modern world. It will help with the trickier aspects of inter-personal interaction such as how to handle difficult conversations and 'influence with integrity'. Furthermore it will give participants hands-on experience of how organisations, systems and politics function and how that impacts on the front-line delivery of healthcare.

Participants will be invited to attend the FMLM international, annual conference *Leaders in Healthcare 2017* and *2018*.

To strengthen the learning, participants will be expected to apply with a specific leadership or management role or a significant project to allow them the opportunity to put into practice learning from the programme.

The programme will cover all four domains of the FMLM *Leadership and Management Standards for Medical Professionals*ⁱ (self, team, corporate, system leadership). It is anticipated that this programme will provide excellent preparation for participants to apply for Associate Fellowship of FMLM (AFFMLM)ⁱⁱ.

Tomorrow's Strategic Leader Development Programme

Programme

Refreshments and lunch will be provided for all programme modules

| Day 1 | | 21 November 2017 |
|-------------|--|---|
| 10:00–11:00 | <p>Introduction and Welcome Your hopes and aspirations Programme review with an introduction to its evaluation</p> | <p>Miss Clare Marx <i>Immediate Past President, RCSEng</i></p> <p>Alexis Hutson <i>Resident Facilitator</i></p> <p>Mr Peter Lees <i>Chief Executive & Medical Director, FMLM</i></p> |
| 11.00–12.30 | <p>Leadership – why I do it! An interactive seminar to hear from a very experienced senior leader and give the opportunity to discuss the challenges and opportunities of medical leadership.</p> | <p>Miss Clare Marx</p> |
| 13.15-14.15 | <p>Action Learning Trios On the second day of the programme you will join 'Action Learning Trios'. These are a vital part of the programme and will feature throughout its duration. Action Learning Trios are a well-tested and time effective method of deepening learning and enabling its transfer back to the context in which participants lead. The purpose is to support the leadership development of each member of the trio.</p> <p>Trios will meet face-to-face on each of the modules and will meet virtually, for about 90 minutes, at least once between each module. Skills and methods will be taught in order to ensure a process that is supportive and collaborative, in which consultancy skills are extended and in which learning is deepened.</p> | <p>Alexis Hutson</p> |
| 14.15-16.30 | <p>Leadership and you In an interactive session, you will explore your understanding of leadership and its importance to the quality of patient care.</p> | <p>Mr Peter Lees</p> |
| 'Homework' | <p>Leadership Development Framework The seminal work of David Rooke and William Torbert on 'Action Logics' underpins the programme.</p> <p><u>You will need to complete the highly validated Leadership Development Profile and receive one-to-one feedback in preparation for days 2 and 3 of the programme.</u></p> | <p>Alexis Hutson</p> |

| Day 2, 3 | | 27-28 February 2018 |
|-------------|--|--|
| 10:00–16:30 | <p>Leadership in a VUCA world</p> <p>In these two days we will explore the demands of leading in a world that is increasingly volatile, uncertain, complex and ambiguous (VUCA). We will explore what capacities and capabilities leaders can develop in order to lead effectively, and will focus on building key capabilities.</p> <p>We will consider how each participant ‘makes meaning’, what the impact is on their leadership and review the Leadership Development Framework (LDF), through which each participant will have been profiled.</p> <p>The Action Learning Trios will meet for the second time to reinforce the methodology in providing a focal point for reflection and the implementation of learning throughout the programme.</p> <p><i>Objectives</i> You will:</p> <ul style="list-style-type: none"> • Explore the particular developmental journey that has led you to this point in your career • Consider the demands on leaders of working in an increasingly VUCA world and organisation • Understand the relationship between underlying meaning-making capacity and leadership capabilities • Explore the implications of your own LDF profile with colleagues • Explore the dynamics of your own organisation and the teams you lead using the LDF as a lens • Explore in depth the leadership capabilities of: <ul style="list-style-type: none"> ○ Passionate detachment ○ The positive use of power ○ Taking systems leadership • Hear from leaders about their own developmental journey and how this has impacted their work • Participate in Action Learning Trios and review the methodologies to enable these to succeed | <p>David Rooke <i>Director, Harthill Consulting</i></p> <p>Alexis Hutson</p> |

| Day 4,5 | Leading the local NHS | 25-26 April 2018 |
|---|--|--|
| <p>Day 4 09:30 – 16:30</p> <p>Day 5 09:00 – 16:30</p> | <p>How the NHS fits together! How the NHS works can be bewildering and yet medical leaders need to be able to navigate its complexities at a local and national level to be effective. Structures change frequently and familiar models are constantly challenged. In an interactive session you will have the opportunity of hearing from a very experienced chief executive (acute trust and PCT) and former civil servant on his perspectives of how the NHS in England is designed and how it functions. This session will explore how money flows from the taxpayer to the front-line and how politics plays such a significant role.</p> <p>Stakeholder Session 1 Armed with an enhanced knowledge of how the NHS works you will have the opportunity to hear from a number of senior leaders across the national NHS and healthcare-related bodies and discuss with them the NHS from their perspectives.</p> <p>There will then be an opportunity in ‘syndicate groups’ to reflect on the earlier discussions</p> <p>Action Learning Trio Time</p> <p>Power, Politics & Persuasion Most staff inevitably judge the efficiency and effectiveness of the running of their organisation through their own lens; shortfalls are seen through their own experiences. If not exposed to the complexities of running ‘the system’ it can be difficult to understand and to contribute to solutions which bring about improvement. In a well-tryed simulation, you will have a unique opportunity to run a local health economy on an interesting day! In addition, you will experience the NHS’ accountability to Parliament. Experience suggests this approach has a significant impact and gives a profound and lasting understanding of the complexities of leading the NHS.</p> | <p>Anthony MacKeever <i>Director FMLM Applied</i></p> <p>Catherine Eden <i>Managing Director Eden & Partners</i></p> |

| Day 6,7 | | 12-13 June 2018 |
|---------------------------------------|--|-----------------------------|
| <p>Day 6 10:00–16:30</p> | <p>Effective Team-working</p> <p>In these two days you will explore the complications of teamwork which will follow on directly from day 4 and 5 and the live scenario experienced in Power, Politics and Persuasion.</p> <p>Healthcare professionals work in teams. When it works well it feels great, but with increasing demands on time and the pressure to do more for less, people are surviving in teams that are not performing at their best.</p> <p>We will use the Fundamental Interpersonal Relations Orientation (FIRO - https://www.opp.com/en/tools/FIRO) instrument to enable participants to understand their personal approach when relating to other people and how this impacts their interpersonal behaviours within Teamwork and Leadership.</p> | <p>Alexis Hutson</p> |
| <p>Day 7 09:00 – 16:30</p> | <p>Action Learning Trio Time</p> <p><i>Objectives:</i></p> <ul style="list-style-type: none"> • Receive your personal FIRO report to enhance individual awareness • Develop a greater understanding of how your preferences relate to differences with others • Work within your Action Learning Trio to develop your thinking further <p>Continued work with Action Learning Trios, exploration and when teamwork goes wrong.</p> <p>Developing themes on:</p> <ul style="list-style-type: none"> • Exploring team work and personal preferences • Strengthening influencing skills • Investigating ‘wicked problems’ <p>Invited speakers from national healthcare-related bodies will share experiences to illustrate the handling of wicked problems and other issues that arise as part of the discussions.</p> <p><i>Objectives:</i></p> <ul style="list-style-type: none"> • Consolidating personal awareness on teamwork • Raised awareness of when teams go wrong • Work within your Action Learning Trio to develop your thinking further | <p>Alexis Hutson</p> |

| Day 8,9 | | Dates TBC |
|-------------|---|--|
| 10:00–16:30 | <p>Patients and Populations - Sir Muir Gray and colleagues</p> <p>Tremendous progress has been made over the last forty years. However, there are still five outstanding problems that are found in every health service:</p> <ul style="list-style-type: none"> • Unwarranted variation in access, quality, cost and outcome • Failure to prevent the diseases and disability that healthcare can prevent • Inequity • Waste • Patient harm <p>Overlaid onto these existing problems are the new problems of increasing need and demand, and stagnant or decreasing resources.</p> <p>A new paradigm is needed to tackle these problems and this is captured in the Triple Value Framework:</p> <ul style="list-style-type: none"> • Personalised value, determined by how well the outcome relates to the values of each individual • Allocative value, determined by how well the assets are distributed to different sub groups in the population • Technical value, determined by how well the allocated resources are used for outcomes for all the people in need in the population <p>The aim of the two day session on Patients and Populations will focus on the objectives below. The Action Learning Trio will be working through the interactive sessions to design solutions to the problems posed in the workshop, with the aim of giving attendees a roadmap to tackle these problems in their organisations.</p> <p><i>Objectives</i> You will:</p> <ul style="list-style-type: none"> • Describe the need for population healthcare • Learn how value can be maximised • Learn how to minimise waste and increase sustainability • How inequity can be mitigated and the importance of seeing the right patients • Learn the importance of promoting health and preventing disease • Develop population based healthcare systems focused on patient and population level outcomes • Learn how to create and lead networks • Learn the importance of engaging patients • Learn techniques to manage knowledge • Learn how to lead the transformation and create the right culture <p>Action Learning Trio Time</p> | <p>Sir Muir Gray and Colleagues</p> |

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| Day 10,11 | | Dates TBC |
| Day 10 10:00–16:30 | Powerbrokers: lifting the lid on the Westminster Village The world of Westminster politics, policy making and legislating is too often shrouded in mystery. In one of the most turbulent periods in modern British political history with huge financial and quality challenges facing the NHS, political focus is keenly on the service and those working within it. This session will allow you to meet members of both Houses of Parliament, senior civil servants and journalists and gain first-hand insights into the world of national politics and how government policy impacts on the NHS. | Catherine Eden |
| Day 11 09:30 – 16:30 | Stakeholder Session 2 An opportunity to hear from a different group of senior leaders across the national NHS bodies and discuss with them the NHS and its challenges and opportunities from their perspectives. There will be an opportunity in ‘syndicate groups’ to reflect on the earlier discussions and the new collective insights gained by the group. | TBC |
| Day 12 | | Date TBC |
| 09:00 – 16:30 | What will be different? In an interactive day, participants will reflect on the whole programme and what they will do differently going forward. | Alexis Hutson Miss Clare Marx David Rooke Mr Peter Lees |
| Day 13 | | Date TBC |
| 09:30 – 16:30 | Six months on Participants will reconvene and share their experiences since completing the programme and especially reflect on their impact back in their workplace. Group feedback will be presented on the change in action logics from the repeat measurement which will be offered after the end of the programme. | |

ⁱ <https://www.fmlm.ac.uk/about-us/what-we-do/professionalising-medical-leadership-and-management/the-leadership-and>

ⁱⁱ FMLM is the inter-collegiate professional body responsible for medical leadership. It has set the UK standards of medical leadership and management and awards fellowships at three levels (<https://www.fmlm.ac.uk/about-us/what-we-do/professionalising-medical-leadership-and-management/leadership-standards>)