



FMLM Leadership Commitment for junior doctors

September 2021

Introduction

This commitment outlines simple steps that can be taken to improve the exposure of junior doctors, of all grades, to clinical leadership. Such exposure is crucial for junior doctors to develop the necessary leadership skills to safely care for patients and provide effective support for teams, in line with both the NHS Long Term Plan and NHS People Plan.

By signing up to this commitment, employers are recognising the importance and making a commitment to leadership development and acknowledging the role junior doctors play - both now, and as future leaders of the NHS. Furthermore, it demonstrates a recognition that contribution to leadership and management activities is as vital to organisations as the clinical roles junior doctors perform.

The attitude towards leadership and leadership development opportunities delineated in this commitment should be equally accessible to all junior doctors irrespective of their stage of training, training programme, training location or protected characteristics. Where necessary, additional adaptations and provisions should be sought to ensure equality of opportunity.

Background

It is well evidenced^{1,2,3,4,5,6,7} that good leadership in healthcare enables:

- **Improved patient satisfaction**
- **Improved patient outcomes**
- **Improved staff wellbeing and engagement**
- **Improved organisational financial performance**
- **Reduced staff turnover and staff absenteeism**

Despite recent policy improvements and recommendations for improving clinical leadership development⁸, it is widely recognised that many junior doctors believe they lack the required opportunities, feedback and time to develop these skills.



Commitment principles

The principles laid out in this commitment are based on five key themes that have been identified as barriers to junior doctors developing leadership skills, and where clear and accountable actions to overcome these can be implemented. Organisations that sign up to this commitment will pledge to offer the essential criteria and will endeavour to deliver desirable criteria aligning to each of the principles. The five key themes are:

Opportunities: to access and engage with leadership in the workplace

Time: to develop leadership skills and undertake leadership activities

Feedback: to support self-awareness and development of leadership skills

Recognition: to value and celebrate the role junior doctors have as leaders themselves

Role Modelling: to be visible and lead by example.



Opportunities

Opportunities to access and engage with leadership in the workplace

Essential

- Create a **portfolio of leadership and management opportunities** for junior doctors. These opportunities should be co-produced with junior doctors and advertised to junior doctors at induction and throughout their placements (see Appendix 1 for examples)
- **Facilitate and monitor junior doctor attendance** at the organisation's leadership, management and quality improvement training
- Create a **leadership development forum** (or equivalent) where junior doctors can share learning/experiences

Desirable

- Advertise available leadership and management opportunities to junior doctors in advance of them selecting their clinical placements
- Create a dedicated area eg on the organisation's intranet for leadership and management opportunities with clear details on how trainees can get involved
- Host and fund **leadership fellows**, chief registrars or create internal leadership fellowships with protected time for leadership and management activities.

Time

Time to develop leadership skills and undertake leadership activities

Essential

- Encourage junior doctors to take **study and/or professional leave** for leadership and management development opportunities hosted outside the organisation, such as relevant courses or leadership roles (all requests should be viewed positively and employers should make reasonable efforts to facilitate attendance)
- Provide protected time in rotas and work-schedules for **self-development time**, which should include activities that promote the development of leadership and management skills required for/are =beneficial to curriculum progression

Desirable

- Design rotas that are **sufficiently flexible** to enable all junior doctors to take their full complement of study leave
- Provide junior doctors with a **mechanism to report** when they have been unable to access dedicated time for leadership and management development.



Feedback

Feedback to support self-awareness and development of leadership skills

Essential

- Provide junior doctors with **written feedback** on their leadership and management activities. This may be on specific leadership activities such as QI or work-based leadership of a team or shift
- **Promote** examples of junior doctor leadership within the organisation, highlighting the benefit to the individual, organisation and wider system

Desirable

- Promote (and fund where appropriate) the use of formal **leadership feedback tools** such as the Leadership Academy or FMLM 360 tool
- Signpost, encourage and facilitate junior doctors to have **coaching** sessions to enable them to reach their full potential.

Recognition

Recognition to value and celebrate the role that junior doctors have as leaders themselves

Essential

- **Recognise** the development of leadership and management skills as essential for junior doctors at all stages of training
- Support and facilitate junior doctors to record and evidence their leadership activities in their **portfolio**
- Provide **training to Educational and Clinical Supervisors** regarding the importance of leadership development for junior doctors, in terms of being essential for meeting curriculum and GMC requirements
- Provide clear **links** between junior doctor fora and named members of the senior management team. Enable junior doctors to establish a junior doctor forum or equivalent if not already in existence.

Desirable

- Demonstrate the importance and value of junior doctor leadership by including junior doctors in **key meetings** and organisational level improvement initiatives
- Demonstrate and share the value of junior doctor leadership by **hosting events** that showcase the leadership and management achievements of junior doctors in the organisation eg local QI events
- Provide **letters of achievement** or certificates to junior doctors in recognition of their leadership work.



Role modelling

Role modelling to be visible and lead by example

Essential

- Arrange **shadowing opportunities** for both clinical and non-clinical leadership roles within the organisation
- Regular **Q&A sessions** for junior doctors hosted by senior leaders in the organisation
- Identify a key individual within the organisation to be a '**leadership champion**' who is an advocate for junior doctor leadership and can signpost them to resources and opportunities

Desirable

- Provide **mentoring** by senior leaders in the organisation
- Provide **career support** and advice for those with leadership career aspirations
- Leadership champion to **report to the board** on a quarterly basis with updates about the junior doctor leadership and management development within the organisation.

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 3. Spurgeon, P., Mazelan, P., Barwell, F. (2012) Why physician involvement can inspire higher performing healthcare. *Health Services Journal*. Retrieved from: <http://www.hsj.co.uk/resource-centre/leadership/whyphysician-involvement-can-inspire-higher-performing-healthcare/5046587.article>
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 7. Francis R (2013) Report of the Mid Staffordshire NHS Foundation Trust Public Inquiry. London: The Stationery Office. Keogh B (2013) Review into the quality of care and treatment provided by 14 hospital trusts in England: overview report. London: NHS England
 8. Swanick T. (2017) Leadership development for doctors in postgraduate medical training. Health Education England

Appendix

Suggestions for leadership and management opportunities:

This is a list of suggestions and by no means an exhaustive list

Junior Doctors attendance at key meetings including:

(Encourage Junior Doctors to chair these where appropriate*)

- Quality & Safety of Care meetings*
- Medical Education Team meetings (Post- & Undergraduate)
- Risk management meetings
- Bronze / Silver command meetings
- Medical Directorate meetings
- Research & Innovation meetings
- Morbidity & Mortality Meetings
- MDT Meetings*
- Ethics Committee Meetings
- COVID19 / pandemic recovery meetings (where relevant)
- Local Negotiating Committee (LNC) Meetings (by election / nomination)
- Local Medical Committee (LMC) Meetings (Primary care) (by election / nomination)
- Integrated Care System (ICS) Meetings or equivalent (Primary Care)
- Practice Management meetings* (Primary Care)
- Primary Care Network meetings or equivalent (Primary Care)
- Transformation project meetings (particularly those which impact junior doctors)

Junior Doctor involvement in leadership recruitment:

(Include junior doctors on interview panels for relevant posts):

- Director of Medical Education
- College Tutors or equivalent
- Guardian of Safe-working (where applicable, and by nomination from LNC Representatives)
- Chief Registrar or equivalent post
- LTFT / SuppoRTT Champion

Shadowing opportunities:

- Chief Executive / Executive Team (Medical Director, Director of Finance / Workforce etc)
- Director of Medical Education / Deputy
- Clinical Director / Clinical Lead or equivalent
- GP Partner (during non-clinical activity)
- Shadowing / collaborative working with Graduate Management Trainees (where applicable)

Training opportunities:

- Local Educational/Clinical Supervisor training (to gain experience in being an Supervisor)
- In-house mentoring training (where applicable)
- In-house leadership and management training sessions (where applicable)