

MEDICAL LEADERSHIP DEVELOPMENT PROGRAMME CASE STUDY



'Leading Together, Leading as Peers' underpinned this bespoke programme, recognising that the challenges facing clinical leaders can rarely be solved in isolation

STRATEGIC AIMS AND GOALS

Medical leaders across Acute, Community and Primary Care in England, commissioned FMLM Applied to build an intensive programme. It centred on 'Leading Together' as the challenges facing clinical leaders can rarely be solved in isolation. Working together is critical for improving patients' experience and outcomes. It applied authentic challenges in the learning, using ideas from the programme to address them.

To grow medical leadership capacity in the health system the course leveraged the difference in participants perspectives to build an effective and consistent understanding of applied leadership in the trust.

Programme goals included:

- Work on the underlying enablers of systemic change
- Build leadership skills and capacity of individual clinical directors/ leads, and within their teams, and collectively as a group of clinical leaders
- Develop a clear conceptual framework for leadership in complex systems
- Use an inquiry-based model to apply to the real-work collective challenges

APPROACH AND SOLUTION

FMLM Applied designed and delivered a bespoke 7-day intensive blended programme with the trust, with management modules delivered by local trust leads and leadership modules led by dedicated FMLM Applied team, including:

- The NHS as a healthcare system
- Leadership assessment of own strengths and styles, and the role-model lead clinician
- Conduct across professions, departments and organisations
- Problem solving/decision making
- Engaging with partners, patients, public, professionals and funders
- Quality, safety, and risk
- Leading as and with peers
- 360 FMLM assessment
- 1:1 coaching sessions
- Resilience and stress management
- Conflict resolution and handling challenging conversations
- Negotiation and influencing
- Discounted FMLM membership

"The FMLM facilitators were brilliant, inclusive, supportive, challenging but really, really good and inspirational"

BENEFITS

- + 100% of participants would recommend to colleagues
- + 4.7 rating out of a possible 5 from course delegates
- + Coaching, and traits, conflict and difficult conversations sessions had a strong impact
- + Participants described feeling *'valued, empowered, positive, excited, confident'*
- + Delegates felt better equipped to manage difficult situations and challenges
- + Primary and secondary care networking was highly valued

AT A GLANCE

- Working together is critical for improving patient outcomes
- Used real work challenges for learning, using the programme to address them
- Placed value on different perspectives to build a consistent and effective understanding of applied leadership
- The 7-day intense programme included classroom modules with peer-based learning, action learning, clinical leaders experiences and, coaching



Course delegates said

"I feel more confident about building and leading my own team, how to break down problems, how to be more conscious of issues, how to seek help and continue to develop ideas."

"The programme has been enlightening, helping to remove barriers and develop an improved understanding of the challenges within primary and secondary care."

"I will and do approach many aspects of my work differently now. I am more conscious and aware of other individuals' views, concerns and opinions and plan for this prior to meetings and especially negotiations. I take a much wider team perspective now rather than just focusing on my own personal position."



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