

Better Training Better Care

#2 Building leadership capacity and confidence

East Kent redesigned their junior doctors' rota so that trainees spent 12 weeks on a 'hot' emergency team and four weeks on a 'cold' ward team. While working on the 'hot' team, trainees gained intense, supervised learning in acute specialties and completed all of their 'on call' commitments. During the 'cold' period, trainees exclusively undertook ward-based learning, enhanced at weekends by additional registrar and phlebotomy support.

Key themes

Data gathering and analysis - gathering data prior to starting provided the evidence of the need for change, which was useful to engage people in the project, and clarified the problems being addressed.

Leadership capacity and confidence - as a large system change was required, senior clinical champions with established authority, experience and credibility were integral to coordinating and enabling this project. By engaging juniors in the core project team and enabling multi-professional leadership from

trainees and nursing teams alike, more stakeholders (staff) were accepting of change, as they had part-ownership of it.

Team work - fully utilising the knowledge and skills of the entire MDT improves performance and builds resilience. This pilot funded a senior nurse and extra phlebotomy support, which relieved the pressure on doctors and reduced delays for patients. This improved their experience, and created time for the on-call doctor to complete learning assessments.

"Redistributing jobs away from the on-call doctor to other skilled members of the multi-professional team freed them up to seize learning opportunities."

Trainee doctor, Better Training Better Care pilot project participant

Top tips

Before implementing change, **collect some evidence** of the need for change.

Buy in - speak to everyone affected by your proposed change, listen to their ideas and champion them to help you.

Just start it - demonstrating some early success will improve engagement for the rest of the project.

Resources

NHS Improving Quality, *Learning handbook*: www.nhs.uk/media/2539596/learning_handbook.pdf