

Better Training Better Care

#3 Collaborative leadership

The team at Tees, Esk and Wear Valleys NHS Foundation Trust identified the very common issue of balancing training and service work as an area they could improve. The pilot project was designed to improve basic psychiatric training through revised early supervision and support. Trainees had a 'home team' where they carried out the greater part of their clinical work with rotations to other teams to ensure the right case mix. Direct supervision was introduced into what was viewed as 'standard' trainees work. Outcomes included patient experience, trainee experience and trainee confidence.

Key themes

Clear aims - have a vision for the project from the outset but maintain flexibility with planning to adapt to challenges. Build the story; tell the narrative of why you are doing what you are doing then engage others. If everyone is engaged in the vision a truly united team will be more powerful than a single operator.

Build the team - encourage contribution from all members of the team, give everyone a voice, the best ideas come from having everyone involved and engaged. To do this, create an environment that facilitates open sharing of knowledge, information

and experience. Encourage trust between members of the team and value everyone's role as equally important.

Relationships - relationships are key to being a successful collaborative leader. Learn to view the overall strategy from different lenses and perspectives and use this as a basis to build relationships. For future healthcare to be effective and efficient collaborations need to move beyond professional and organisational boundaries, building connections which can lead to whole system changes.

"Every member of the team has a responsibility for the training and professional development of its staff."

Trainee doctor, Better Training Better Care pilot project participant

Top tips

Work on engaging with and building trust between all members of the multi-disciplinary team.

Relationships matter - don't shy away from having difficult

discussions if they are required to move the project forward.

Recognise the value everyone contributes to your role rather than seeing yourself in isolation.

Resources

The King's Fund, Center for Creative Leadership, *Developing effective leadership for healthcare*: www.kingsfund.org.uk/sites/files/kf/field/field_publication_file/developing-collective-leadership-kingsfund-may14.pdf

Health Education England, NHS Employers, *Matrix Knowledge - Better Training Better Care*: www.hee.nhs.uk/sites/default/files/documents/Matrix-Knowledge-Report.pdf