Better Training Better Care

#5 Innovation in leadership

The team at the Dudley Group NHS Foundation Trust developed a training course on safe prescribing. They evaluated this against a range of healthcare metrics, including length of stay, drug prescribing for the elderly and accuracy of completed To Take Out (TTO) forms. The course was developed by doctors and pharmacists working together and course delivery employed the same ethos, with trainee doctors and pharmacists learning together.

Key themes

Bigger picture – repeatedly applying the same methods to an ever changing problem is unlikely to bring success. Be innovative, assess the whole picture, including the known and unknowns, and find a place to make a difference. Accept that not everything will be successful initially, allow for failure and adapt the process without losing the overall vision.

Accepting ambiguity – innovative leadership will involve many unknowns. Start with the 'why' of any project and then use this as momentum to continue when obstacles are invariably met. Learn to be comfortable with unfamiliarity.

Influence – encourage the team to be open and creative, embrace different viewpoints and reframe the challenge from multiple perspectives. Assemble the best possible team to fulfil the vision of the project, encourage them to be passionate in addressing the problem and in seeking solutions. Set realistic time frames for yourself and the team.

"Globally, innovation is regarded as one the most essential characteristics of future leaders. The Better Training Better Care initiative is an outstanding example of releasing the innovation which resides in the NHS."

Peter Lees, FMLM Chief Executive and Medical DIrector

Top tips

Seek out others who can give new and fresh perspectives.

Learn to **embrace uncertainty**.

Influence and encourage others to be **creative and innovative**.

Resources

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

Faculty of **Medical Leadership and Management**

NHS Health Education England