Leadership and Management Opportunities for the Trainee
Gary Cross (Radiology ST2, Whittington Hospital)

Introduction:
Leadership can be defined as the ability “to create the conditions for people to thrive, individually and collectively, and achieve significant goals”(1). The GMC outlines the wider leadership and management responsibilities of all doctors, including those in training(2). Doctors are increasingly expected to take on such roles, perhaps with little formal training. As such, an awareness of the resources available for development and guidance in these areas is becoming increasingly important. This poster offers an introduction to the resources available on local, regional and national levels for development in leadership and management.

Departmental level:
- Identify and approach departmental audit leads for help with quality improvement projects; formalising the process makes it more likely changes can be implemented
- There are multiple opportunities to develop management skills – from rota coordination to participation in morbidity and mortality meetings

Hospital level:
- Quality improvement projects are often ongoing – and hospital audit leads/quality improvement managers will welcome your offer of help!
- Business managers often have financial and service objectives to balance – and may be willing to help resource larger projects aiming to improve services or save costs
- Shadow a chief executive or medical director – some Trusts run formal programmes each year

Regional/Health Education England level:
The lpmde website (www.lpmde.ac.uk) is a useful starting point for information on a regional level. Resources often include:
- One-day leadership/management courses
- Longer courses, often 5 days or more, advance beyond the basics
- Opportunities to be involved in regional training groups/committees
- E-learning modules

National level:
- Royal College training groups/committees
  Royal colleges often have a number of trainee committees on which it is possible to be a representative; these are advertised when available.

- The Faculty of Medical Leadership and Management (https://www.fmlm.ac.uk/about-us)
  Works to professionalise medical leadership and management with the aim of raising standards of patient care. Members have access to a range of resources and regional networks, as well as regional and national courses and events. Currently £72 per annum for trainees.

- NHS Leadership Academy (http://www.leadershipacademy.nhs.uk/)
  Offers a series of tools and programmes for leadership and management development. These range from the Edward Jenner Programme (free, online) in the foundations of leadership, to a Director’s programme.

- NICE Scholarships (https://www.nice.org.uk/get-involved/fellows-and-scholars/scholars)
  One-year full-time funded opportunities to undertake a quality improvement project related to NICE guidance within a local organisation.

- NICE Fellowships (https://www.nice.org.uk/get-involved/fellows-and-scholars/fellows)
  Part-time, over three years. Usually for more senior healthcare professionals. Fellows act as NICE ambassadors at a regional and national level to help support relationships with NICE and improve healthcare quality.

- National Medical Directors Clinical Fellow scheme (https://www.fmlm.ac.uk/professional-development/national-medical-directors-clinical-fellow-scheme)
  Allows doctors in training to spend 12 months full-time as OOPE in a national healthcare-affiliated organisation (e.g. BUPA, BMJ, GMC, RCP) outside of clinical practice. Helps develop skills in leadership, management, strategy and policy.

- Darzi Fellowships (http://www.londonleadershipacademy.nhs.uk/programmes/darzi-fellowships-clinical-leadership)
  Unique to London (run by the London Leadership academy) and usually focus on service improvement or safety/quality initiatives. They are full time for 1 year, with one major improvement programme undertaken and a PG Cert often offered.

With thanks to Prof. Richard Canter for advice in creating this poster.

References:
1. Leadership. All you need to know. Pendleton and Furnham 2012