



DEVELOPMENT AND VALIDATION OF A WORKPLACE-BASED LEADERSHIP PROGRAMME FOR SENIOR RESIDENTS IN PSYCHIATRY

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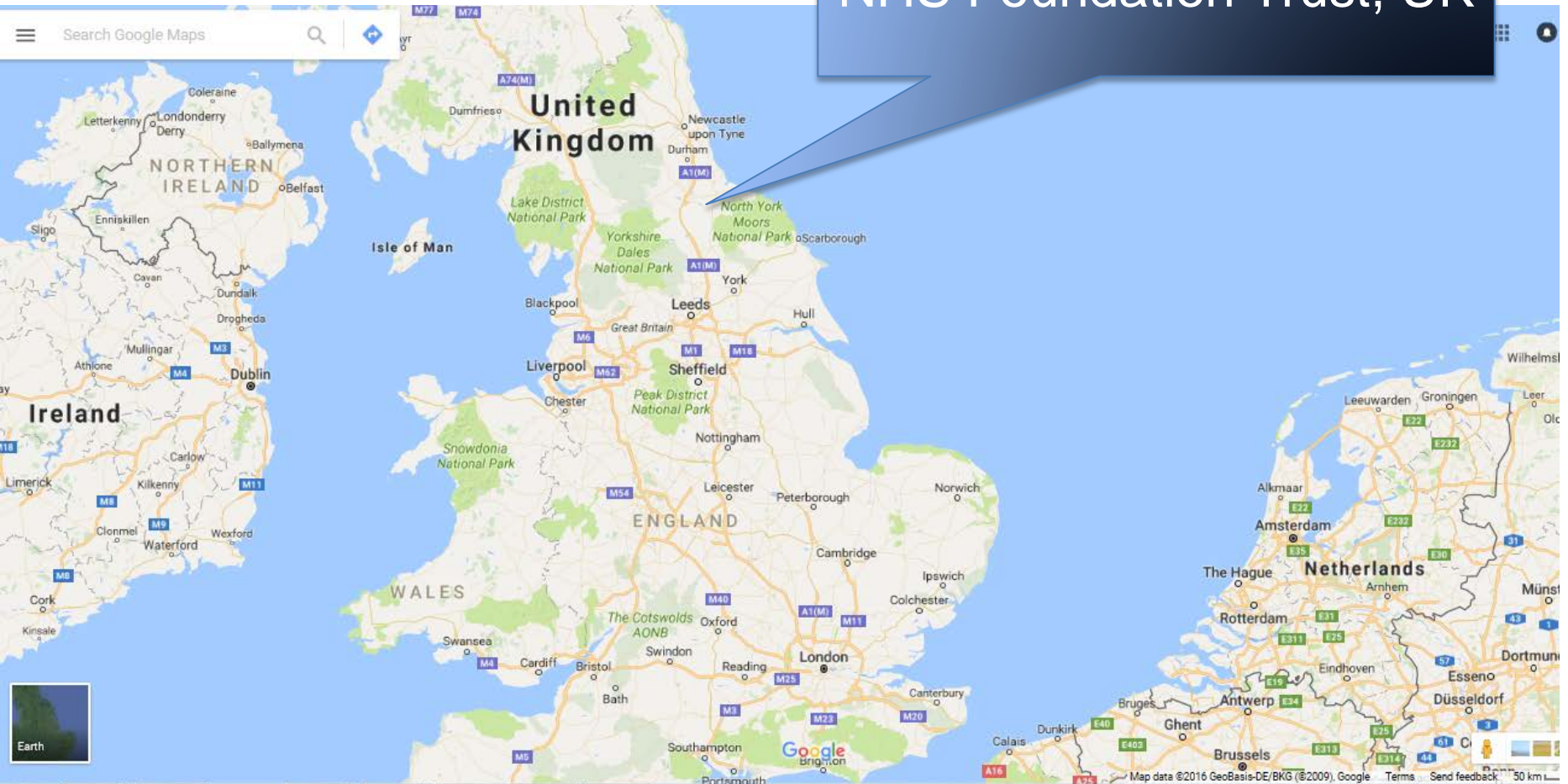
DISCLOSURE STATEMENT

I have no financial disclosures that would be a potential conflict of interest with this presentation.

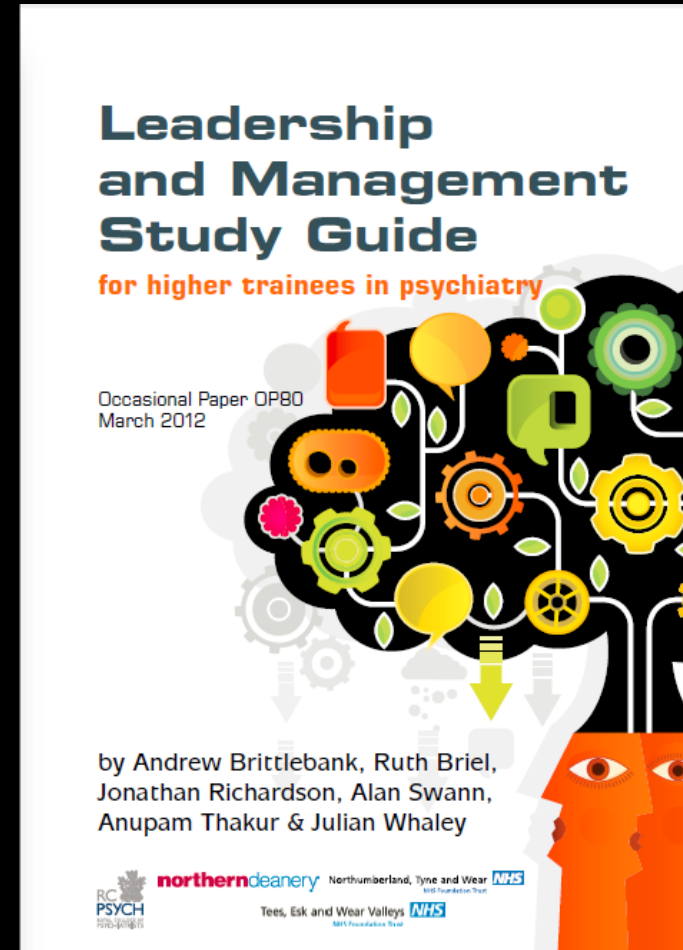
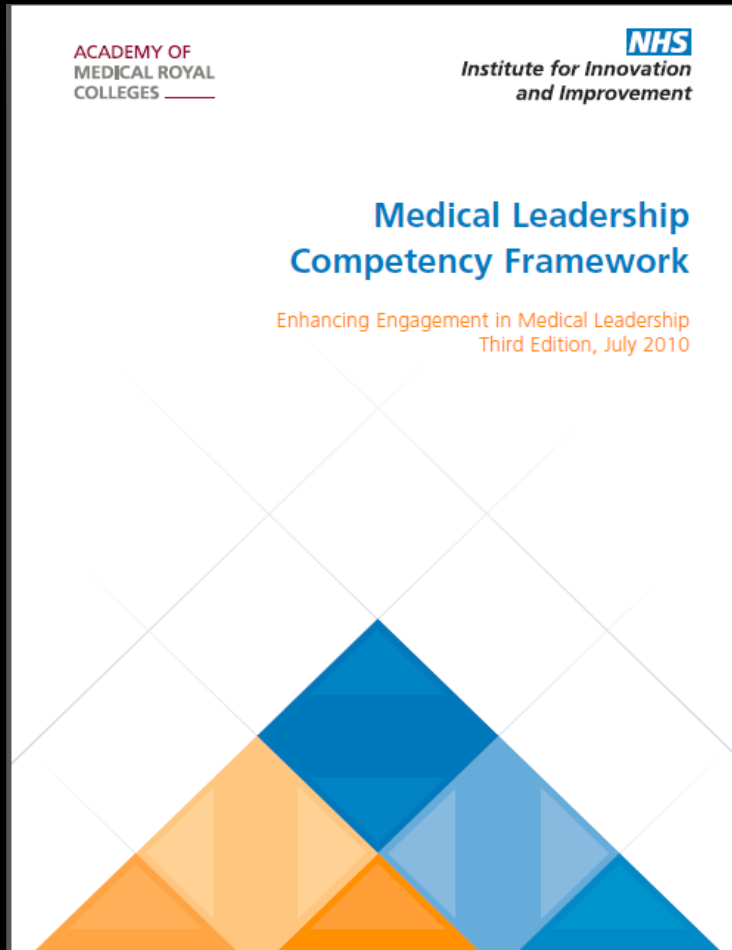
INTRODUCTION

- High-quality health care in 21st century needs physicians to be equipped with skills to practice in and lead in complex systems
- CanMEDS 2015: Manager to Leader
- Concept of 'Shared leadership'

Tees, Esk & Wear Valleys NHS Foundation Trust, UK

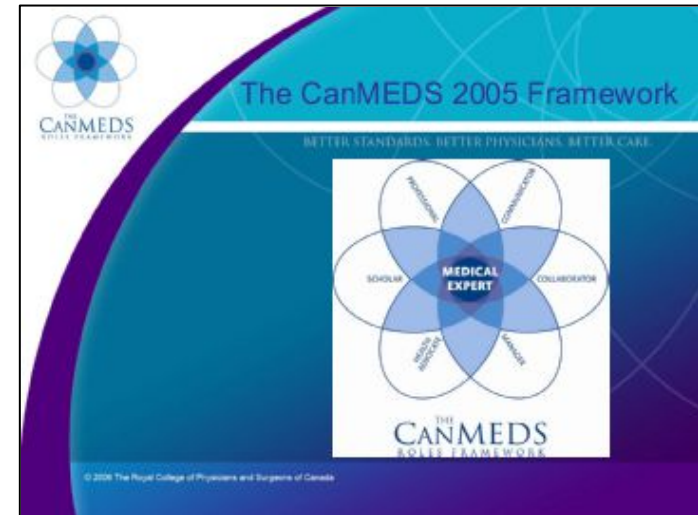


BACKGROUND





Medical Leadership Competency Framework



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'Leadership and Management Programme' [LAMP]

Goals

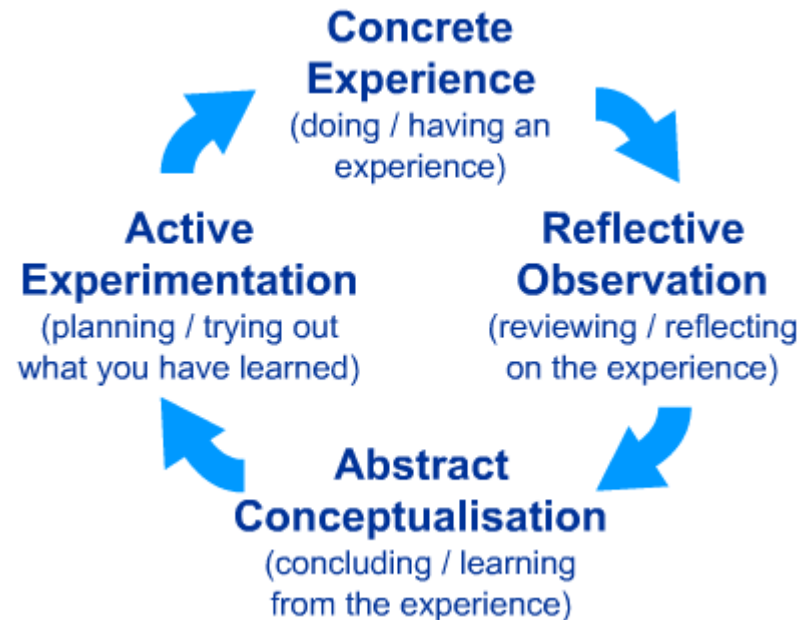
1. To help residents develop leadership skills relevant to clinical practice
2. To provide residents the opportunity to participate in change management initiatives as part of the 'action-learning' approach to the programme
3. To support residents with a mentoring programme during their leadership training journey

METHODS

Designing the leadership curriculum

- Working group of content experts
- Wider consultation [Northern Deanery, residents, clinical leaders in TEWV]
- Strong theoretical grounding [experiential learning]
- Workshop and workplace-based experiences

Kolb's model of experiential learning



Curriculum map for Workshop-based programme

Competency [Medical Leadership Competency framework]	Educational content
Managing services Setting Direction	The challenges of doctors as leaders
Demonstrating personal qualities Improving services Setting Direction	Leadership – theory to practice The Medical Leadership Competency Framework
Setting Direction	Health systems leadership [National Health Service]
Demonstrating personal qualities	Awareness of self and others [Emotional Intelligence]
Working with others Demonstrating personal qualities	Collaborative leadership
Demonstrating personal qualities	Personality and leadership [MBTI]
Managing services	Planning and performance
Working with others	Working in teams
Working with others	Communication skills
Working with others	Dealing with Difficult Conversations
Setting Direction	Service improvement methodology, tools and techniques
Setting Direction	Leadership in a Changing Environment
Setting Direction	Change Management Quality Improvement Systems
Setting Direction Managing services	How to write a business case Handling complaints
Managing services	Managing Poor Performance
Improving services	Self-reflection, Appraisal, Revalidation Career development
Managing services Improving services	Leadership Power and Politics

Leadership champions programme [Workplace-based]

- Leadership champions were senior leaders with operational management responsibility
- Mentoring role of champions [‘skilled helper’ role]
- Change management project
- One year programme

Leadership champions programme for residents



Implementation

- Twenty-three 4th and 5th year senior resident trainees in Psychiatry, 6 full days' workshops
- Training and ongoing support arrangements
- Champions and trainees were matched by sub-specialty and geographical location
- Administrative support

Implementation [contd.]

Assessment of learners

- Reflective practice
- Direct observation of non-clinical skills [DONCS]

Program Evaluation

- Structured questionnaires
- Telephone interviews for residents and leadership champions
- Qualitative analysis of data

RESULTS

- Majority of the topics were rated as excellent or good
- Change management, MBTI, leadership skills, quality improvement systems and finance in NHS
- Residents reported enhanced understanding about their communication pattern, individual leadership styles and its impact on others in the team

Qualitative analysis

"It does change your thinking and you kind of think beyond a particular patient or a particular clinical scenario and you start looking at the whole picture"

"coaching, mentoring and I could shadow the person as well, really helped a lot."

Sub-themes:

- Skill development
- Process related issues
- Scope for improvement [operational issues]

"They can do some modules online to catch up?"

CONCLUSION

- Integrating work-place based learning with a scaffolding of workshop-based modules helped in consolidation of knowledge
- Mentorship should be an integral part of leadership training
- Involvement of key stakeholders and high level organizational support are key for successful implementation
- Low cost, high value venture

IMPLICATIONS

- Can be replicated in other specialties
- Competency measures of leadership skill acquisition following course completion
- Long term outcomes of the impact of the course on leadership behavior following residency

THANK YOU

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