

Can a Doctor be an Apprentice?

Developing Foundation Year Doctor's Leadership and Management Skills using an Apprenticeship Scheme

The Organisation

South Tees Hospitals NHS Foundation Trust (STEES) is a major trauma centre and the largest hospital trust in the Tees Valley. It provides a range of specialist services to around 1.5 million people in the local area and parts of Durham, North Yorkshire and Cumbria, and employs over 9,000 people across its Acute and Community businesses.

The challenge

South Tees Hospitals NHS Foundation Trust (STEES) is one of the leading providers of postgraduate medical education in England. **Ranked 46 of 207 teaching hospitals**, it is the top performing Trust in the North East (GMC, 2018). Whilst proud of its achievements, STEES recognised that there was a gap in the curriculum to address the concerns Foundation Year Doctors (FY1's) shared about their leadership and management capability and levels of resilience.

10-20% of consultants are involved in formal leadership roles within Trusts, yet few have or will receive formal leadership training¹. Local research carried out by STEES amongst FY1's showed that **only 40% feel prepared for the leadership and management challenges** of clinical practice and **21% feel confident in their abilities as a clinical leader and manager**.

Leadership skills are a key enabling factor for success as a consultant physician and registrar, but national data suggests that many feel unprepared for the task in hand or are not equipped with the necessary levels of resilience. **25% of trainee doctors and 20% of doctors' trainers are at burnout point** (GMC, 2018). Doctors in burnout are twice as likely to be involved in patient safety incidents and deliver suboptimal care.

This evidence highlighted the need for training amongst Foundation Year doctors as **only 27% of the FY1's surveyed felt undergraduate studies had prepared them for the leadership and management challenges of practice**.

¹ Ham, C. "Medical leadership is vital for quality patient care." HSJ Online, 30 April 2013

The information provided by contributors to this site is for general information purposes and is provided in good faith. We make no representation or warranty of any kind, express or implied, regarding the accuracy, adequacy, validity, reliability, availability or completeness of any information, resources or tools on the site. Under no circumstances shall we, or any of our contributors, be liable for any loss or damage of any kind incurred as a result of the site, the information, tools and resources. Your use of the site and your reliance on any information, tools or resources provided is solely at your own risk.

The Solution

STEEES introduced a module on leadership and management during FY1 induction/shadowing in July 2016. 93% of the FY1s found the training useful and, more importantly, 88% said they wanted more of this training in their FY programme.

Working with **Always Consult**, a Registered Apprenticeship Training Provider, STEES recognised the potential to put leadership and management training on a sustainable footing by accessing funding from the Trust's Apprenticeship Levy to fund learning advisers and lecturers to provide knowledge, coaching and feedback on leadership and management style in the work place.

On reviewing the FY1 curriculum against the **Team Leader Apprenticeship Standard** there was the ability to map the curriculum into key elements of the apprenticeship. This avoided the need for significant additional time commitment outside the congested FY1 timetable. **This improved programme has been called Foundation Leadership & Management (FLM).**

FLM is delivered over 13 months and complements the FY1 clinical programme. It comprises of 12 modules including Leadership Styles, Communication, Relationships in the Workplace, Managing Projects, Training and Coaching, Change Management and Resilience. Heavy focus is placed on reflective study, supporting the translation of leadership and management knowledge and clinical learning into applied practice for the FY1 to recognise their skill progression.

The delivery of the programme is fully funded from the Apprenticeship Levy with no additional cost to the Trust. It enables the Trust to deliver the educational requirements as well as provide each FY1 with access to a learning advisor, who observes their leadership behaviour in practice and offers coaching and feedback to help them effectively apply their knowledge. The learning advisor has quickly established itself as a valuable 'third support' for the FY1 doctor alongside the Educational Supervisor and Clinical Supervisor.

Outcomes

- FLM has quickly become an established part of STEES' FY Programme. For final year medical students applying for FY Programmes it provides a differentiator for the Trust and supports STEES' passion for helping staff to become great clinicians and great leaders.
- Within the first 4 months STEES saw the FLM pilot FY1 cohort report an increase in their confidence (10%); application of skills (12%); and preparedness (13%) in their leadership roles.

- The STEES pilot cohort (38 FY1s) started in December 2017 and due to complete in January 2019. The second cohort (43 FY1s) will start this month (September) and due to complete by October 2019.

The pilot cohort is still on programme until the end of 2019, however the first 5 months have delivered improvements in key self-rated metrics:

I apply leadership and management skills and knowledge in day-to-day practice		
Feb 70%	Mar 76%	May 82%
I believe leadership and management skills are important as a doctor		
Feb 85%	Mar 89%	May 92%
I feel prepared for the leadership and management challenges ahead of me as a doctor		
Feb 63%	Mar 74%	May 76%

Find out more

For information about the benefits that the FML programme has brought to STEES contact Dave.morris@nhs.net, bill.kawai-calderhead@nhs.net or roddy@alwaysconsult.com