



Physician Leadership & Executive Education in the UK

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Agenda

Cambridge Centre for Health Leadership & Enterprise

Physician Leadership in the UK

Provider landscape of physician leadership education

Leadership Education Models

Audience Attraction

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Centre for Health Leadership & Enterprise

Who are we?

- Research Centre at Cambridge Judge Business School
- Dennis Gillings Professor of Health Management, Prof. Stefan Scholtes
- Executive Director, Dr Jenny Dean
- 18 Faculty & Post-docs (20%); 10 health fellows; 5 PhD students

What do we do?

- Bring together academics, students, industry
- Research in management disciplines at organisation level
- Translation of research through education programmes and other channels

Areas of interest

- Health Service Delivery
- Medical Technology Innovations
- Healthcare in Emerging and Developing Countries

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Physician Leadership: Why is it important?

Improve managerial-physician communication

The power of physicians

Increased Management has not worked

- Productivity gains have not been realised
- Managerial focus resulted in neglect of hygiene, infection prevention and basic standards of patient care

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Physician Leadership in the UK

Matrons and Medical Superintendents – historical perspective

Medical Managers

NHS Next Stage Review: High Quality Care for All 2008

Health and Social Care Bill 2011 – GP Consortia

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Historical Perspective

Medical Superintendents & Matrons

Clinical Divisions

Clinical Budgeting and Resource Management

Increased Management

Clinician Leadership

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Medical Managers

General Medical Council (GMC)

- Guidance for Management for Doctors 2006

BAMM & BAMBino

- British Association of Medical Managers

Chief Medical Officer Clinical Advisor Scheme, 2008

- Apprenticeship with senior healthcare leaders
- 1 year+ secondment

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NHS Next Stage Review: High Quality Care for All (2008)

Frontline Freedom to focus on Quality

Clinicians to be: Practitioner, Partner & Leader

Need to further develop clinical and managerial leadership

- Undergraduate medical curricula
- Part of Modernising Medical Careers
- Clinical Leadership Fellowships (Darzi Fellows)
- Top 250 Leaders
- NHS Leadership Council

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National Leadership Council - 2009

The National Leadership Council (NLC) supports and strengthens outstanding leadership within the NHS.

Responsible for ensuring a systematic way of identifying and developing the leaders of today and tomorrow.

Chaired by NHS Chief Executive with 26 core members, supported by 6 patrons, and a faculty of 11 fellows

5 Priority Workstreams:

- Clinical Leadership ¹
- Board Development ²
- Top Leaders ³
- Inclusion ⁴
- Emerging Leaders ⁵

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Medical Leadership Competency Framework



From: Medical Leadership Competency Framework. NHS Institute for Innovation and Improvement and Academy of Medical Royal Colleges. 2010

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Medical Leadership Competency Framework

1. Demonstrating Personal Qualities

- I. Developing self awareness
- II. Managing yourself
- III. Continuing personal development
- IV. Acting with integrity

2. Working with Others

- I. Developing networks
- II. Building and maintaining relationships
- III. Encouraging contribution
- IV. Working within teams

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Medical Leadership Competency Framework

3. Managing Services

- I. Planning
- II. Managing resources
- III. Managing people
- IV. Managing performance

4. Improving Services

- I. Ensuring patient safety
- II. Critically evaluating
- III. Encouraging improvement and innovation
- IV. Facilitating Transformation

5. Setting Direction

- I. Identifying the contexts for change
- II. Applying knowledge and evidence
- III. Making decisions
- IV. Evaluating impact

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Physician Leadership Provider Landscape

NHS Organisations

Universities: Business Schools > Medical Schools

Other Bodies

- King's Fund
- Health Foundation
- Royal Colleges

Others / New Entrants

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Leadership Education Models

In-house Programmes

Integrated into curricula, careers & appraisals

Short Courses (interview preparation)

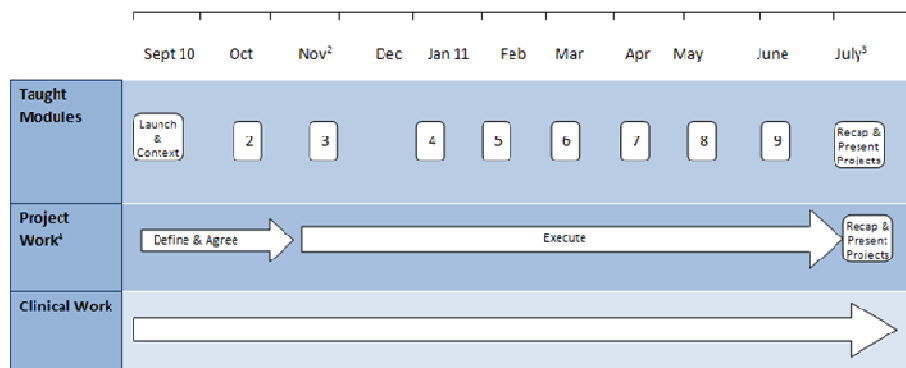
Management & Leadership Development Programmes

- Management-theory basis
- Coaching and leadership development
- Live Projects
- Accreditation (e.g. post-graduate diploma)

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Hospital Chief Residents Management & Leadership Development



- NHS & Context
- Strategy
- Finance & Accounting
- Health Economics
- Operations Management

- Management Practice / Teams
- Marketing
- Organisational Behaviour
- Innovation

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Audience Attraction

Audience Characteristics

- Intelligent
- Minimal management knowledge & experience
- Preconceptions

Motivators – Delegates & Organisations

- CV enhancement
- Accreditation
- Senior career preparation
- Interest & career change
- Value for Money
- Evidence of Impact

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