AcademiWales

Welsh Clinical Leadership Training Fellowships

GIG CYMRU NHS WALES

Bwrdd Iechyd Prifysgol Caerdydd a'r Fro

Cardiff and Vale University Health Board

"Engagement of Trainee Doctors in Cardiff and Vale UHB in Quality Improvement and Leadership"

Tom Cromarty

Welsh Clinical Leadership Fellow

Paediatrics Trainee

Rachel Rayment

AMD for Clinical Engagement

Consultant Haematologist

Graham Shortland

Previous Medical Director

Consultant Pediatrician



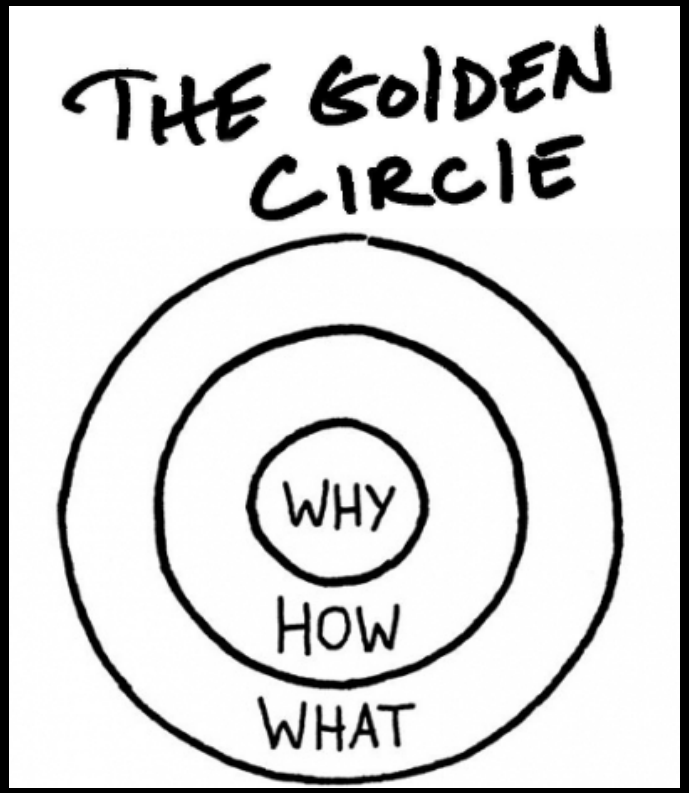
RCPCH















GIG CYMRU NHS WALES
Bwrdd Iechyd Prifysgol Caerdydd a'r Fro
Cardiff and Vale University Health Board

Transition to Consultant Courses


Who wants change?
Who wants *to* change?
Who wants *to* ***lead the*** change?





The Kings Fund, *2016*

Clinically-Led, Management-Enabled

The Kings Fund, *2017*

Leadership & Management = NOT dirty words



Medical Engagement



Satisfaction
+
Perform Well
+
Suggest & Implement Change

1 in 5 Consultants:

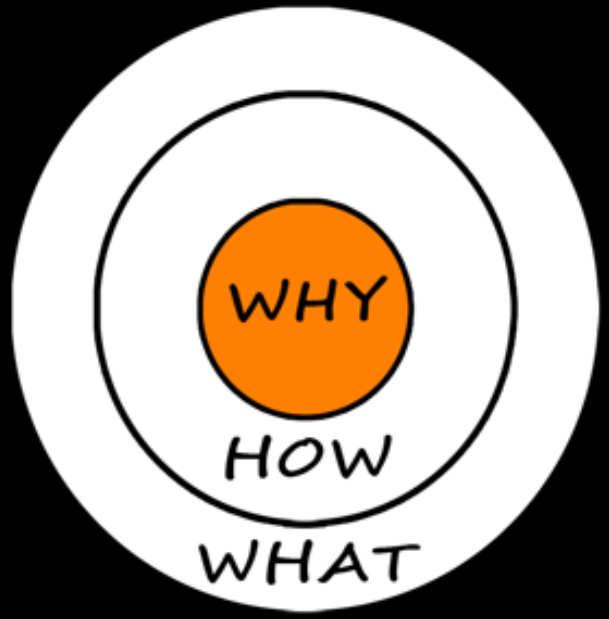
Felt they could Suggest

& Implement changes to services

FMLM, *2016*

MAKE CHANGE HAPPEN

with Kotter's 8-Step Model



8 Institutional Change

7 Sustain the Pace

6 Generate Short Term Wins

5 Enlist Volunteer Army/Remove Barriers

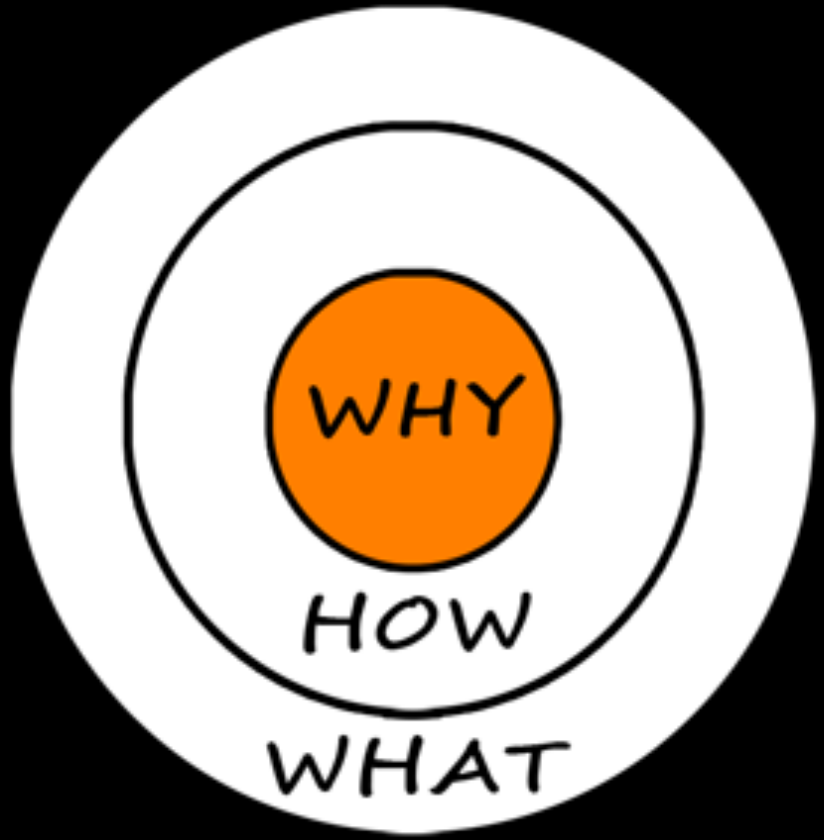
4 Communicate the Vision

3 Create Strategic Vision

2 Create Guiding Coalition

1 Create Urgency





1 Create Urgency









1 **Create Urgency**

URGENT

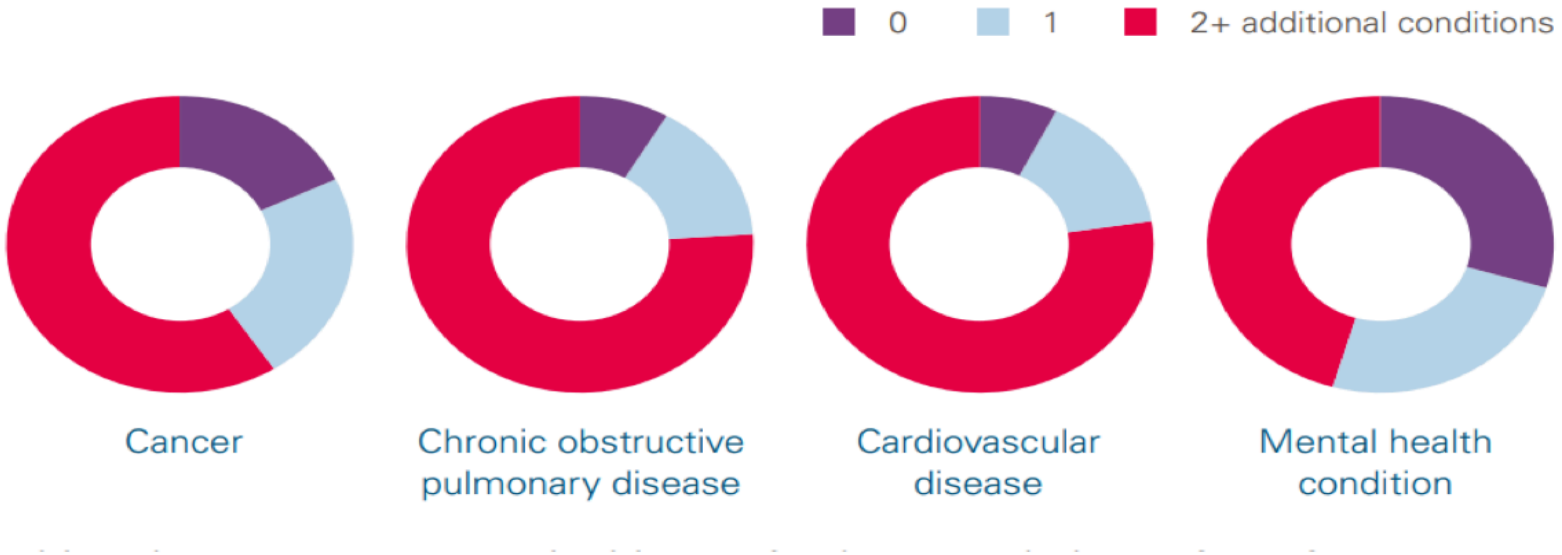
This matter requires

IMMEDIATE ATTENTION

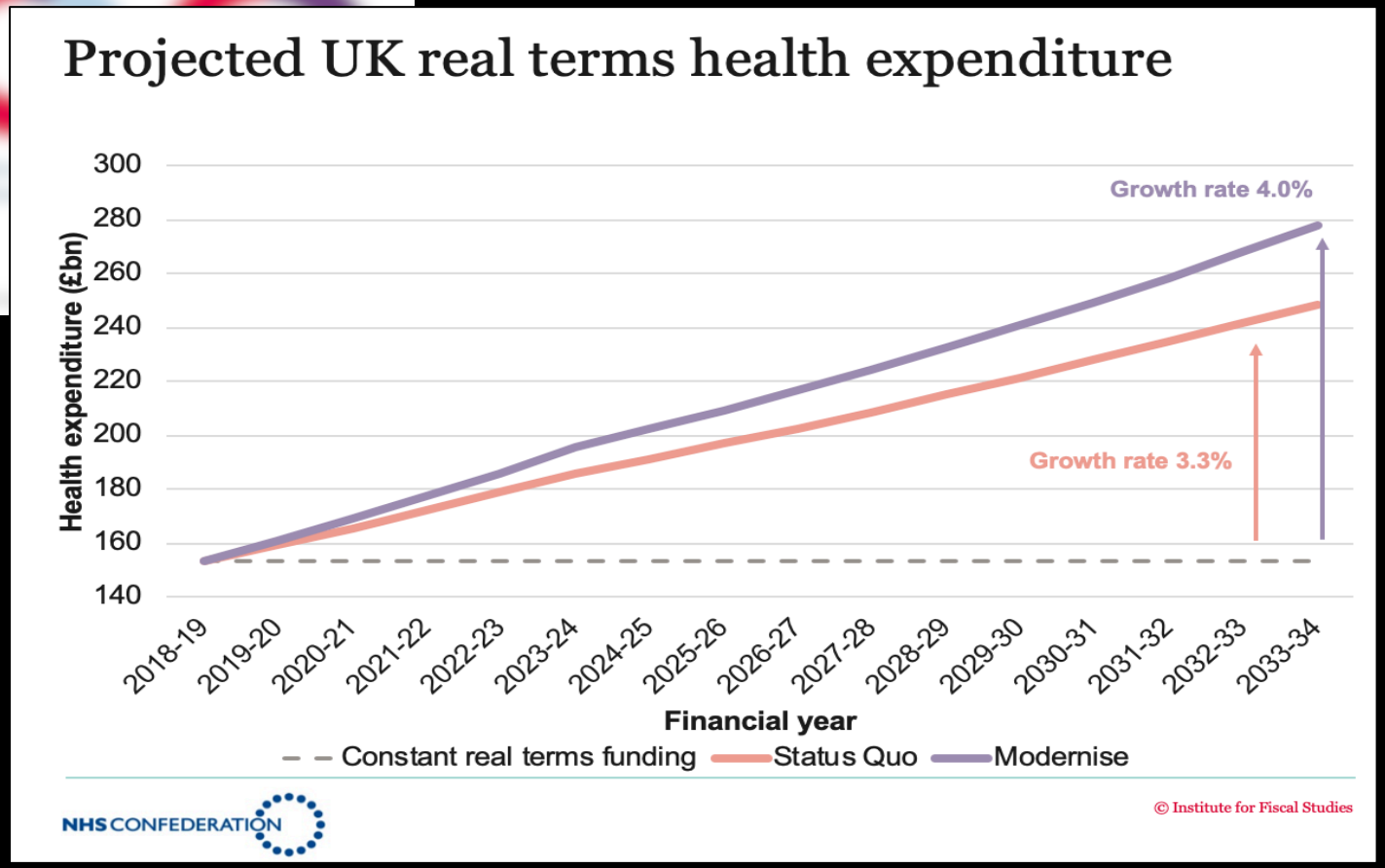


1 Create Urgency

Average number of additional conditions for people with cancer, chronic obstructive pulmonary disease, cardiovascular disease, or a mental health condition



Source: The Health Foundation – Briefing Understanding the health care needs of people with multiple health conditions


Projected UK real terms health expenditure
Health expenditure (£bn)
300
280
260
240
220
200
180
160
140
Growth rate 4.0%
Growth rate 3.3%
2018-19
2019-20
2020-21
2021-22
2022-23
2023-24
2024-25
2025-26
2026-27
2027-28
2028-29
2029-30
2030-31
2031-32
2032-33
2033-34
Financial year
Constant real terms funding
Status Quo
Modernise
NHS CONFEDERATION
© Institute for Fiscal Studies

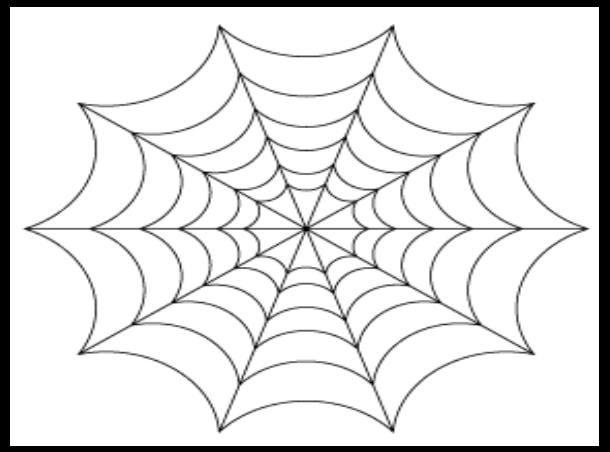
Average number of additional conditions for people with cancer, chronic obstructive pulmonary disease, cardiovascular disease, or a mental health condition

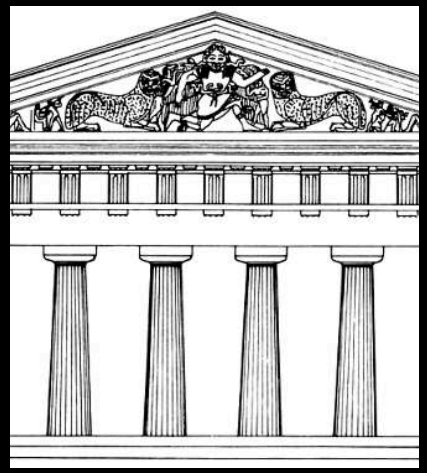


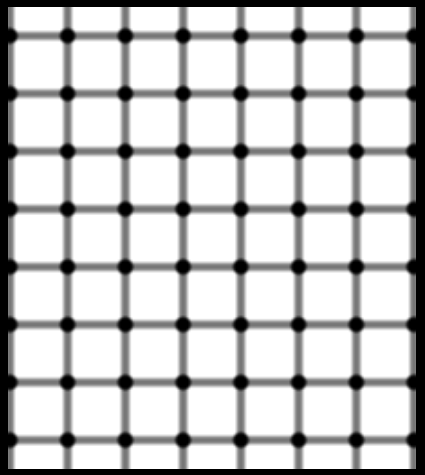
Projected UK real terms health expenditure





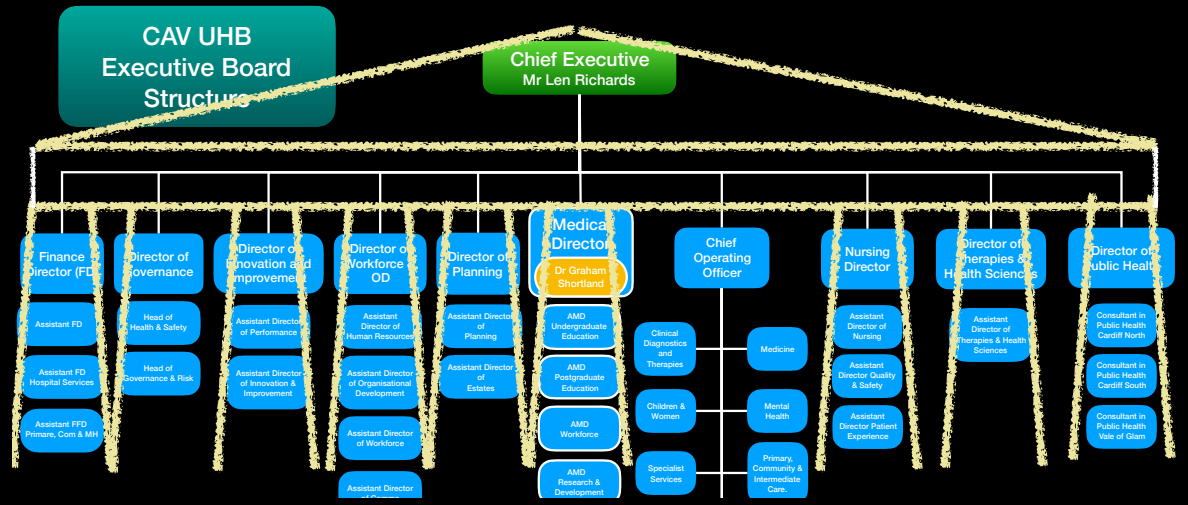




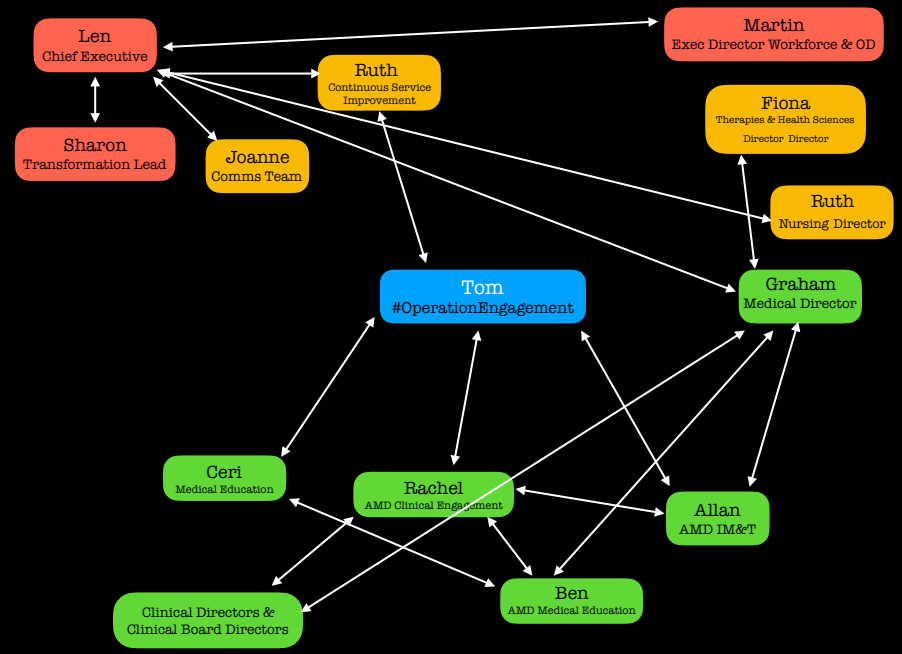


2 Create Guiding Coalition

1 Create Urgency



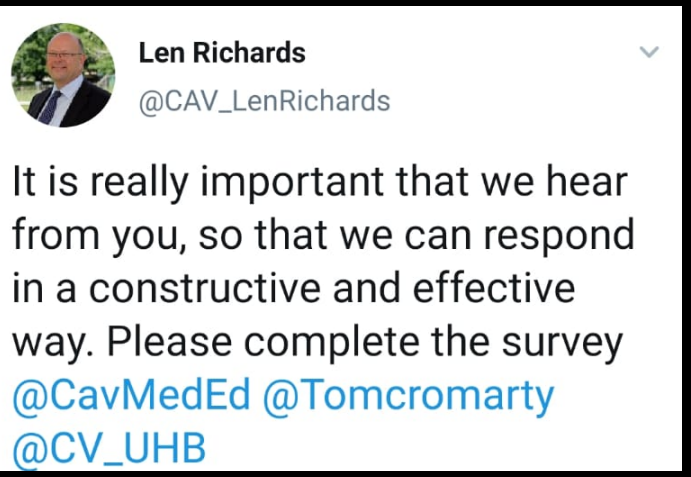




2 Create Guiding Coalition

1 Create Urgency

twitter





2 Create Guiding Coalition

1 Create Urgency



Cardiff and Vale, Shaping Our Future Wellbeing. 2015-2025

3 **Create Strategic Vision**

2 Create Guiding Coalition

1 Create Urgency



3 Create Strategic Vision

2 Create Guiding Coalition

1 Create Urgency

K



3 Create Strategic Vision

2 Create Guiding Coalition

1 Create Urgency



Applied Research Ltd

Medical Engagement Scale

Junior Doctors in the 'Cardiff and Vale UHB"

Applied Research Ltd.
April 2019

General Medical Council

thebmj

NHS Improvement

NHS Leadership Academy

3 Create Strategic Vision

2 Create Guiding Coalition

1 Create Urgency



TRIPLE CROWN

Of Engagement

Feel **Valued**

Have **A Voice**

Be **Listened To**



Customer Impact







Patients

Improvement - ↓ Waste/Harm

↑ Safety Culture

↓ Mortality Rates

↑ Patient Satisfaction

Workforce

Happier

↑ Retention Staff

↑ Reputation

↑ Recruitment

↓ Locum Requirement

↓ Burnout

Economic

Improvement - ↓ Waste/Harm

Improved Financial Performance

On a Five Point Scale

0.17 change = £1.7 Million



6 Generate Short Term Wins

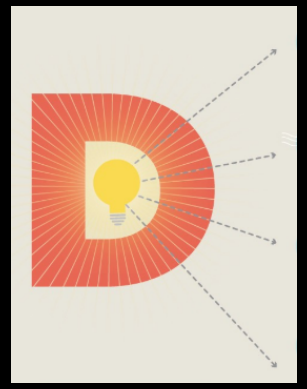
5 Remove Barriers to Enable Action

4 Enlist Volunteer Army

3 Create Strategic Vision

2 Create Guiding Coalition

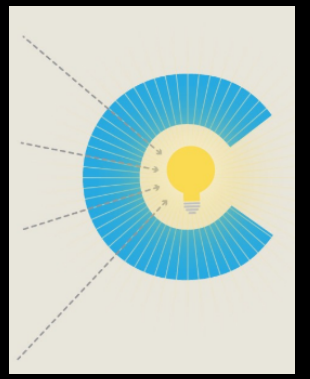
1 Create Urgency



Divergent Thinking

ROTA

Convergent Thinking



Leadership Opportunities



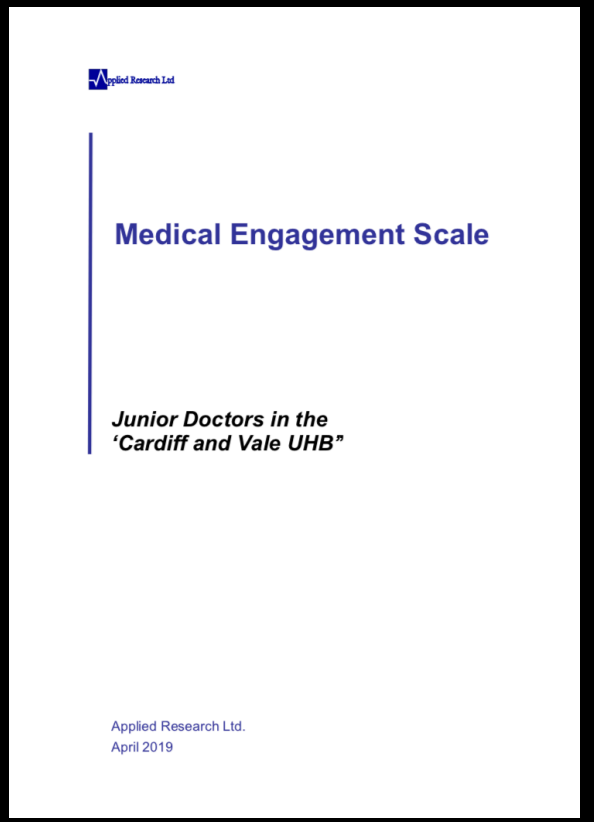
One BIG CELEBRATION

park view HOSPITAL CANTEEN
VEG-NON VEG-JUICE & ICECREAM

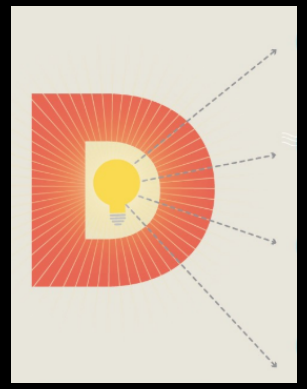
Welcome
THE FIRST DAY OF INDUCTION



Doctors' Mess



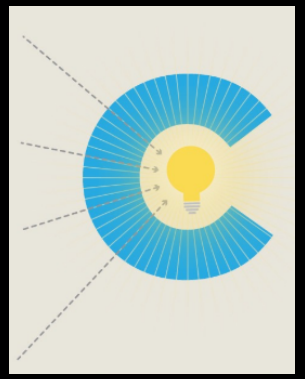
Improving Quality Together
Silver Level. ***1000 Lives***



Divergent Thinking



Convergent Thinking















GIG CYMRU NHS WALES
Bwrdd Iechyd Prifysgol Caerdydd a'r Fro
Cardiff and Vale University Health Board

Transition to Consultant Courses



Customer Impact







Patients

Benefit from:

Better Team Working

Happier Medical Staff

Improved Outcomes

Trainees

Feel Valued by organization

Improves Trainee Engagement

More Effective “Anu’s”

Organisation

Recruitment & Retention of Staff

+ all the benefits of improved

Medical Engagement:

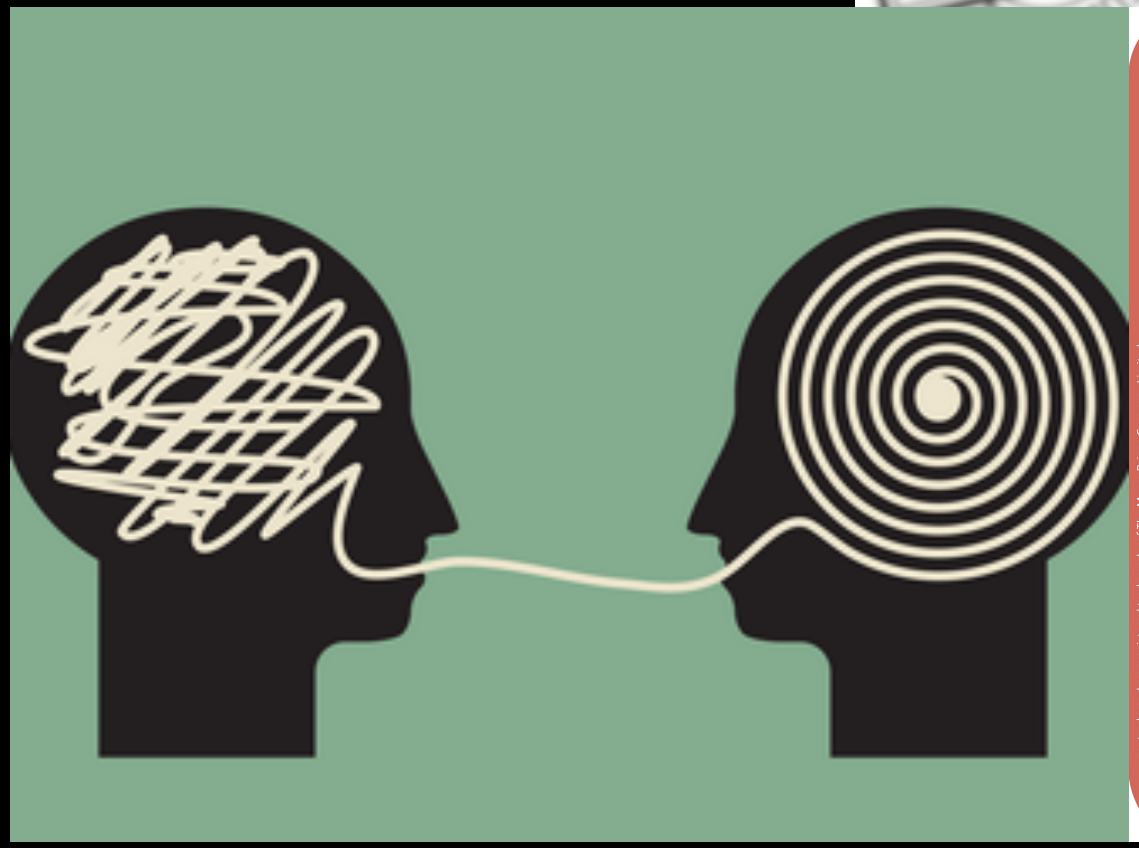
QI, Leadership, Culture change

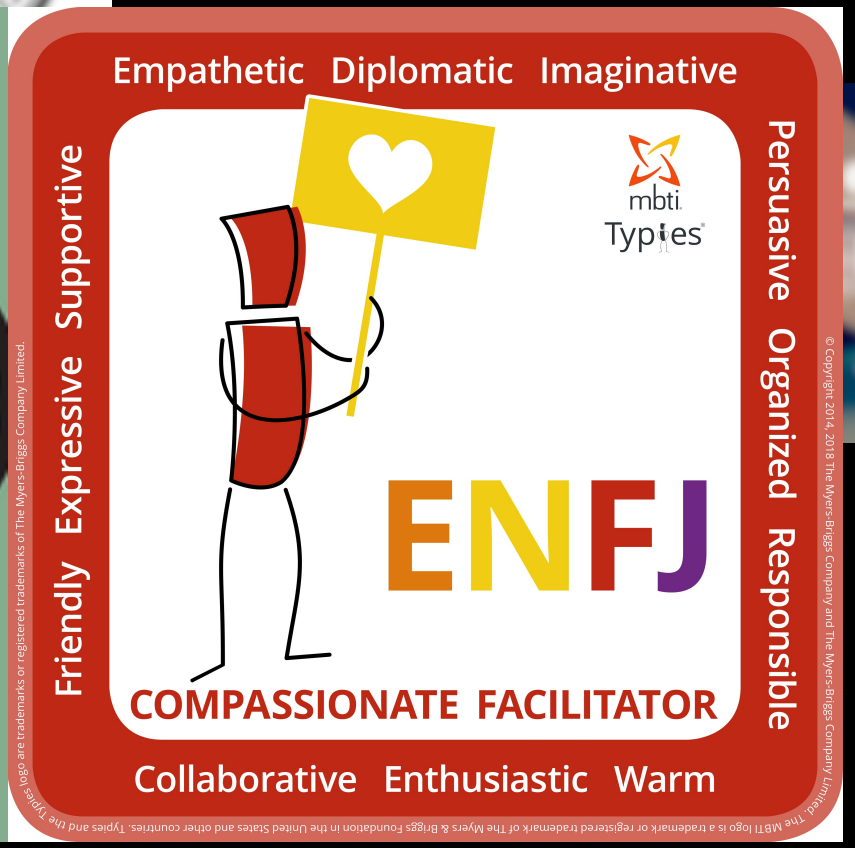

DELIVERABLES
DELIVERABLES
DELIVERABLES


DELIVERABLES


DISTRIBUTION
SUPPLY CHAIN
PRODUCTA
MANUFACTURING
LOGISTIC
CARGO
DESTINATION
INVENTORY
DELIVERY


DELIVERABLES
DELIVERABLES




Empathetic Diplomatic Imaginative
Friendly Expressive Supportive
Persuasive Organized Responsible
mbti Types
ENFJ
COMPASSIONATE FACILITATOR
Collaborative Enthusiastic Warm
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LOGISTIC




DELIVERABLES


LOGISTIC


QUESTIONNAIRE




DELIVERABLES


LOGISTIC


content
is KING








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content
is KING








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LOGISTIC


content
is KING





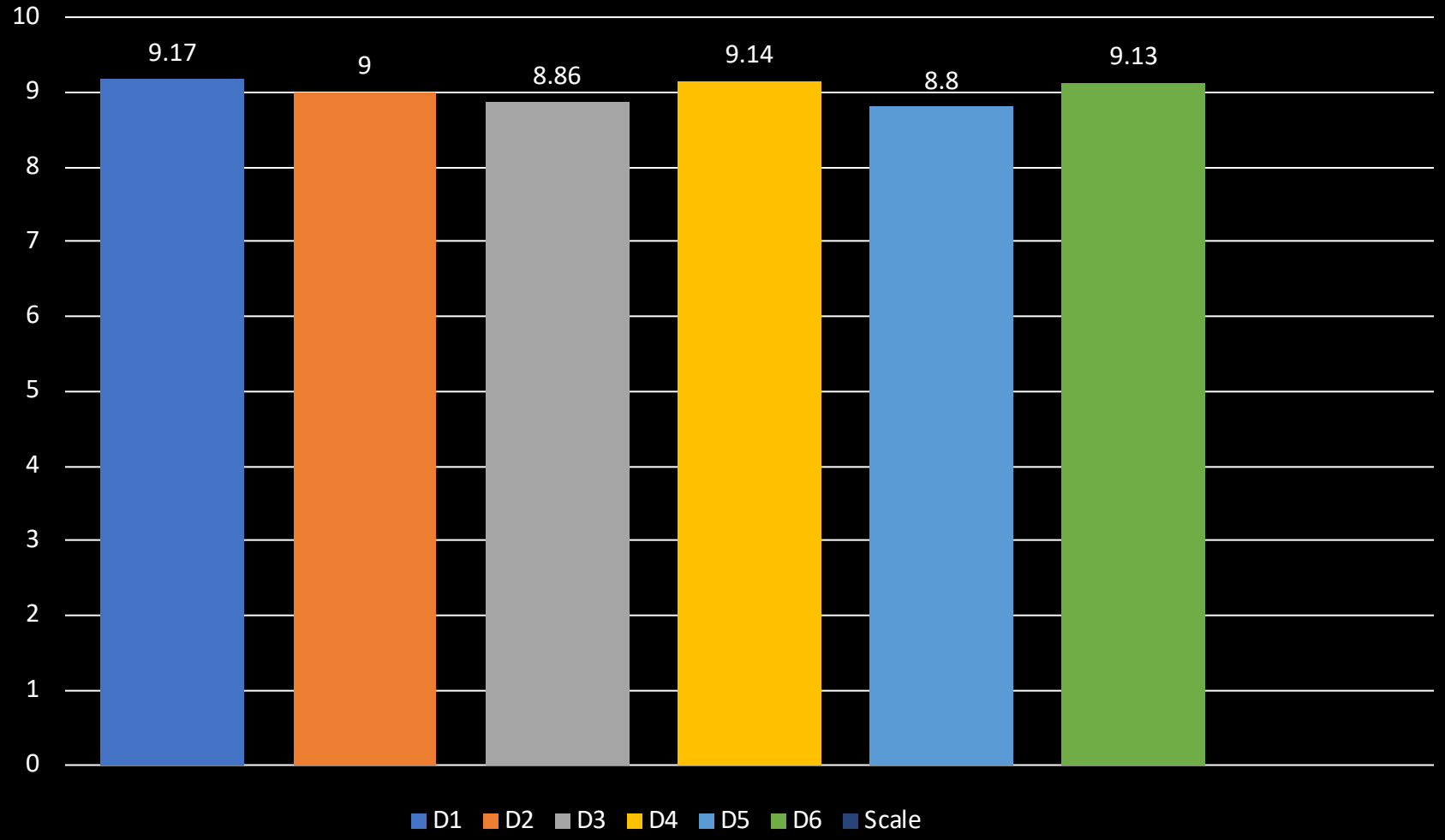



Success
Criteria



- [x] Pre/Post Course Questionnaire
- [x] Individual session feedback
- [ ] MES survey - Engagement
- [x] Requested by others (Consultants)
- [ ] Recruitment & Retention rates
- [x] T2C course repeated locally
- [x] Imitation elsewhere
- [x] RCP Making a T2C toolkit
- [ ] Numbers involved with QIP locally
- [x] Qualitative data from trainees

Overall Feedback



Excellent Course, please send details of the others please

Essential for any Senior Registrar. Relevant!

Would like to attend the initial sessions which I missed.

So interesting to see the difference change in processes will make very quickly, food for thought!

Final session with Peter Durning was fantastic information

More T2C courses please

Eye opener, never reflected on the body emotions and how to feel & how to mange this from within

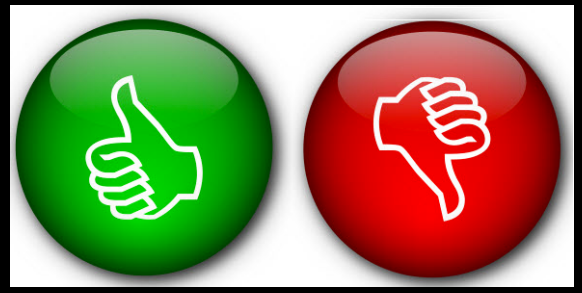
Not sure if its actually in the curriculum but it should be

This was one of the best educational sessions I have been at for a long time

Another really excellent session, I would thoroughly recommend the whole course to other trainees if it is run again


Women and Child Health
Clinical Board
Chief Executive
Len Richards
Chief Operating Officer
Director of Operations
Director of Nursing
Community Paediatrics
Acute Child Health
Obstetrics & Gynaecology
A WAY OF IMPROVING THE SESSION FOR NEXT TIME
MOST ENJOYED ABOUT THE DAY
WHAT WILL YOU START DOING NOW





“When you’re not Winning, You are Learning”

Shane Carmichael, GMC







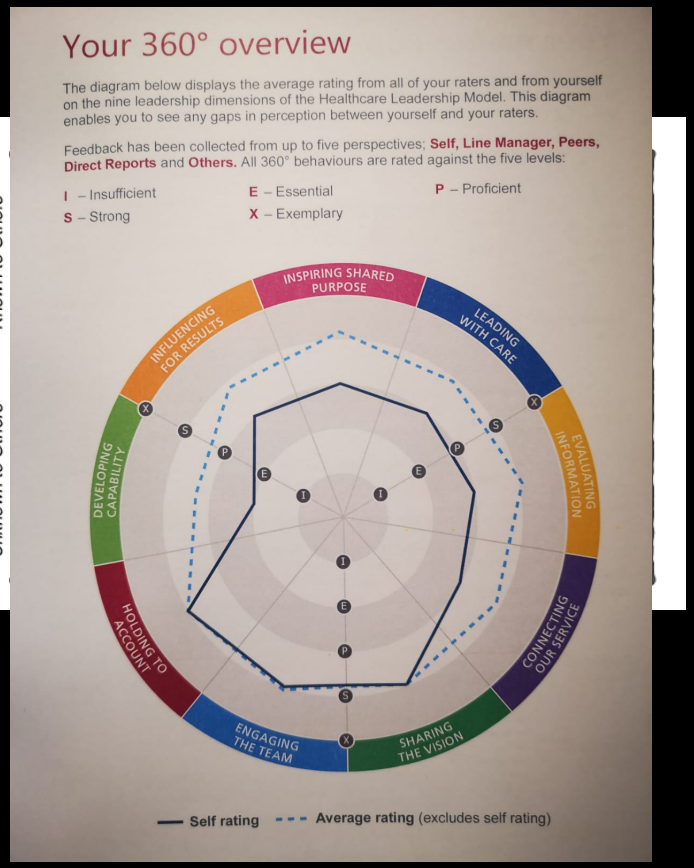


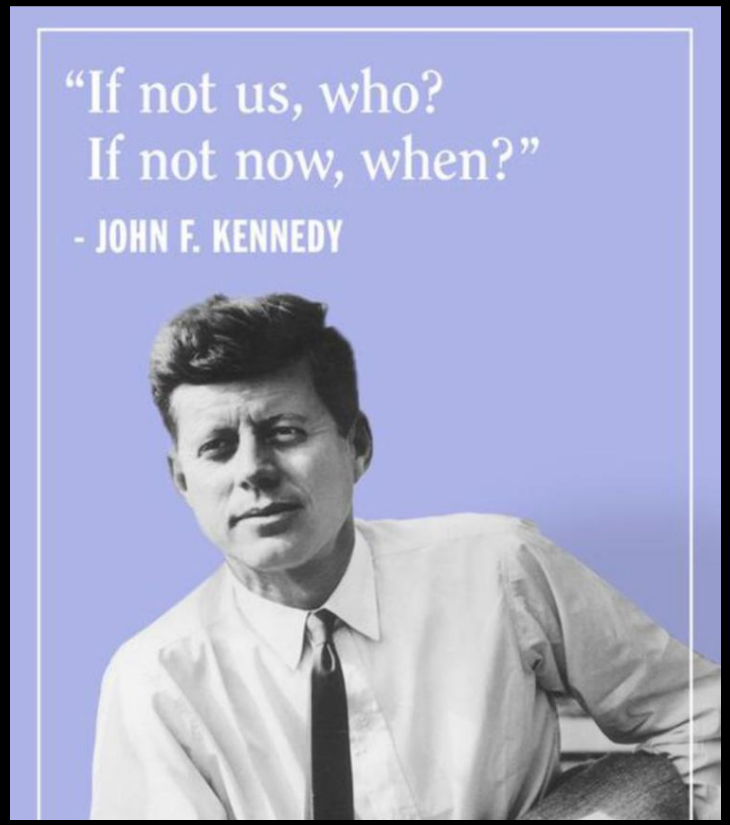

Quality
Street

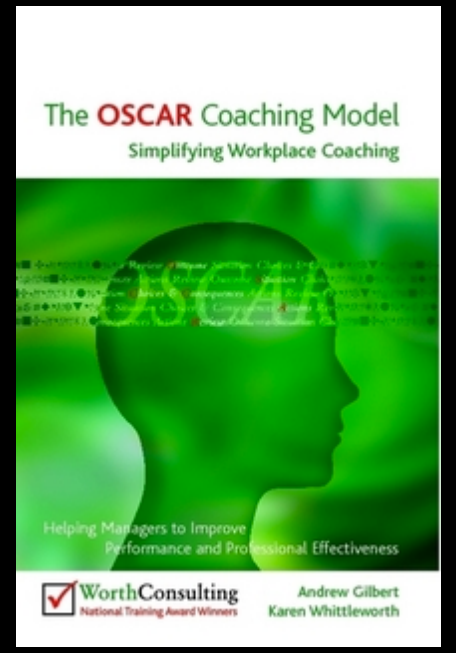
“You are the leaders of the Future”……Surely Not

“You are the leaders of the Future”……Maybe we’ll see

“You are the leaders of the Future”……OK Let’s bring it on!







The Journey




DIOLCH
YN
FAWR

References

1. Start With Why: How Great Leaders Inspire Everyone To Take Action, *Simon Sinek, 2011*
2. The general management 'mistake'. *The Kings Fund. M Lewis, Dec 2016*
3. Clinical leadership – moving from good will to good practice. *The Kings Fund. D Dougall. Oct 2017*
4. Enhancing Engagement in Medical Leadership- A Focus on Medical Medical *Engagement. Professor Peter Spurgeon*.
5. Leading the Change*. Harvard Business School, John P Kotter. 1995*
6. Projected UK Health Expenditure*. The Health Foundation & NHS Confederation, 2018*
7. Gods of Management*. Charles Handy. 1978*
8. Improving Quality Together – Silver Level*. 1000 Lives*
9. Eight high impact actions to improve the working environment for junior doctors. *FMLM, NHS Improvement, NHS Providers*.
10. Myers-Brings Type Indicator
11. OSCAR Coaching model*, Karen Whittleworth and Andrew Gilbert. 2002*
12. The Johari Window*, Joseph Luft and Harrington Ingham, 1955*