

Session number	Medical Leadership and LeAD by themes	MLCF DPQ	MLCF WwO	MLCF MS	MLCF IS	MLCF SD
	<u>Introductory module</u> <ul style="list-style-type: none"> The sessions in this module give a broad understanding of leadership, how LeAd is arranged, and the Medical Leadership Competency Framework, it is suggested that the first two are completed before moving into the specific topic sessions 					
01_01	Introductory module/ Introduction to leadership and LeAD					
01_02	Introductory module/ Introduction to Medical Leadership Competency Framework					

Effective leadership						
<ul style="list-style-type: none"> The sessions in this module focus on the key attributes and behaviours that underpin effective leadership 						
02_10	Effective leadership/ Values and attitudes in practice Prejudice and preferences within self, others, society and cultures					
02_11	Effective leadership/ Decisions: how they are made How decisions are made by individuals, teams and the organization					
02_12	Effective leadership/ Leadership styles A wide range of leadership styles and approaches and the applicability to different situations and people					
02_13	Effective leadership/ Team roles and personality Ways in which individual behaviours impact on others; personality types, group dynamics, learning styles, leadership styles					
02_14	Effective leadership/ Obtaining feedback for personal development Methods of obtaining feedback from others					
02_15	Effective leadership/ Team dynamics The role of team dynamics in the way a group, team or department functions					
02_16	Effective leadership/ Effective team working Team structures and the structure, roles and responsibilities of the multi-disciplinary teams within the broader health context relevant to the specialty, including other agencies					
02_17	Effective leadership/ Creativity and new solutions A variety of methodologies for developing creative solutions to improving services					
02_18	Effective leadership/ The impact of introducing change Barriers to change & the implications of change on systems and people					
02_19	Effective leadership/ Communicating in organisations Effective communication strategies within organisations					
02_20	Effective leadership/ Achieving a facilitative approach Specific techniques and methods that facilitate effective and empathic communication					
02_21	Effective leadership/ Assertive communication Specific techniques and methods that facilitate effective and empathic communication					
02_22	Effective leadership/ Dealing with conflict Facilitation and conflict resolution methods					

Quality Improvement						
<ul style="list-style-type: none"> The sessions in this module present important theoretical concepts and practical examples around improving the quality of healthcare we deliver. 						
03_35	Quality Improvement/	Introduction to quality improvement Quality improvement methodologies including a range of methods of obtaining feedback from patients, the public, and staff & impact mapping of service change				
03_36	Quality Improvement/	Quality improvement and patient safety Quality improvement methodologies related to patient safety				
03_37	Quality Improvement/	Errors and experiences in healthcare Local processes for dealing with and learning from clinical errors				
03_38	Quality Improvement/	Minimising risk in healthcare organisations Risk management issues pertinent to specialty, understand potential sources of risk and risk management tools, techniques and protocols				
03_39	Quality Improvement/	Quality improvement methods for operating theatre settings Quality improvement methodologies related to theatre settings [
03_40	Quality Improvement/	Using best practice to improve healthcare The importance of best practice, transparency and consistency				
03_41	Quality Improvement/	Managing personal and professional development The limitations of self professional competence				
03_42	Quality Improvement/	Quality improvement for community and primary care settings Quality improvement methodologies related to community settings				
03_43	Quality Improvement/	Learning from complaints How complaints arise and how they are managed				
03_44	Quality Improvement/	Listening to patients' experiences Qualitative methods to gather the experience of patients and carers				

Effective management in healthcare

- The sessions in this module look at people, finances and decisions, and approaches for ensuring they are effectively supporting delivering services for patients.

04_56	Effective management in healthcare/	Ethics and equity in planning services Ethical and equality aspects relating to management and leadership e.g. approaches to use of resources/ rationing; approaches to involving the public and patients in decision-making					
04_57	Effective management in healthcare/	NHS Structure and healthcare organisations The structure, financing, and operation of the NHS and its constituent organisations					
04_58	Effective management in healthcare/	Commissioning for healthcare Commissioning, funding and contracting arrangements relevant to the specialty					
04_59	Effective management in healthcare/	Providing care efficiently Efficient use of clinical resources in order to provide care					
04_60	Effective management in healthcare/	Financial costs and pressures How financial pressures experienced by the specialty department and organisation are managed					
04_61	Effective management in healthcare/	Project management Project management methodology					
04_62	Effective management in healthcare/	Business management Business management principles: priority setting and basic understanding of how to produce a business plan					
04_63	Effective management in healthcare/	Responsibilities to colleagues The duties, rights and responsibilities of an employer, and of a co-worker (e.g. looking after occupational safety of fellow staff)					
04_64	Effective management in healthcare/	Ensuring development & learning Individual performance review purpose, techniques and processes, including difference between appraisal, assessment and revalidation					
04_65	Effective management in healthcare/	Understanding Stress Causes of stress					
04_66	Effective management in healthcare/	Dealing with stress Tools and techniques for managing stress. & The role and responsibility of occupational health and other support networks.					
04_67	Effective management in healthcare/	Day to day management The requirements of running of a department, unit or practice relevant to the specialty					
04_68	Effective management in healthcare/	Collecting data and information for Healthcare Research methods and how to evaluate scientific publications including the use and limitations of different methodologies for collecting data & option appraisals					

Ensuring effective healthcare

- The sessions in this module examine a broad range of concepts and practical examples that work together to ensure and maintain effective healthcare

05_76	Ensuring effective healthcare/	Clinical governance How healthcare governance influences patient care, research and educational activities at a local, regional and national level						
05_77	Ensuring effective healthcare/	Monitoring systems of care The principles and processes of evaluation, audit, research and development, clinical guidelines and standard setting in improving quality						
05_78	Ensuring effective healthcare/	Organisational performance Organisational performance management techniques and processes						
05_79	Ensuring effective healthcare/	Successful patient outcomes Patient outcome reporting systems within the specialty, and the organisation and how these relate to national programmes						
05_81	Ensuring effective healthcare/	Health and safety legislation Relevant legislation (e.g. Equality and Diversity, Health and Safety, Employment Law) and local Human Resource policies						
05_82	Ensuring effective healthcare/	Employment legislation Relevant legislation (e.g. Equality and Diversity, Health and Safety, Employment Law and local Human Resource policies						
05_83	Ensuring effective healthcare/	Using policy and guidance to ensure effective healthcare The professional, legal and ethical codes of the GMC , eg Fitness to Practice and any other codes pertaining to the trainee’s specialty						
05_84	Ensuring effective healthcare/	Accountability in healthcare organisations The responsibilities of the various Executive Board members and Clinical Directors or leaders						
05_85	Ensuring effective healthcare/	The contribution of national organisations and networks on healthcare The function and responsibilities of national bodies such as DH, HCC, NICE, NPSA, NCAS; Royal Colleges and Faculties, specialty specific bodies, representative bodies; regulatory bodies; educational and training organisations						
<u>Concluding module</u>								
<ul style="list-style-type: none"> The final sessions offers an exploration of what the future may bring for healthcare and developing clinical leadership. 								
06_95	Concluding module/	The future of leadership in healthcare						

Additional material for Medical Leadership Competency Framework

These sessions offer explanation and detail of how the different domains in the Medical Leadership Competency Framework can be seen and developed in practice. These sessions are optional and for general information

07_03	Additional material for MLCF/	Introduction to MLCF: demonstrating personal qualities					
07_04	Additional material for MLCF /	Introduction to MLCF: working with others					
07_05	Additional material for MLCF /	Introduction to MLCF: managing services					
07_06	Additional material for MLCF /	Introduction to MLCF: improving services					
07_07	Additional material for MLCF /	Introduction to MLCF: setting direction					

Additional material for Clinical Leadership Competency Framework

These sessions introduce the Clinical Leadership Competency Framework which applies to all clinicians regardless of profession and offer explanation and detail of how the different domains in the Clinical Leadership Competency Framework can be seen and developed in practice. These sessions are optional and for general information

08_01	Additional material for CLCF /	Introduction to Clinical Leadership and LeAD					
08_02	Additional material for CLCF /	Introduction to Clinical Leadership Competency Framework					
08_03	Additional material for CLCF/	Introduction to CLCF: demonstrating personal qualities					
08_04	Additional material for CLCF /	Introduction to CLCF: working with others					
08_05	Additional material for CLCF /	Introduction to CLCF: managing services					
08_06	Additional material for CLCF /	Introduction to CLCF: improving services					
08_07	Additional material for CLCF /	Introduction to CLCF: setting direction					