HEA4117 Medical Leadership
Module Information

Developing people for health and healthcare
www.hee.nhs.uk
The module vision is to develop effective, values-based, resilient and reflective medical leaders who are able to enhance the safety and quality of patient care and use their influence to deliver practice-based change.

The module is designed to address and is mapped to, the Medical Leadership curriculum, and as such, the module content is based on the Faculty of Medical Leadership and Management 2015 Standards, namely Self Awareness & Self Development; Personal Resilience, Drive and Energy; Effective Teamwork; Cross-Team Collaboration; Corporate Team Player and Corporate Culture & Innovation. The curriculum is also mapped to the GMC Leadership & Management for all doctors (2012); GMC/AMRC Developing a Framework for Generic Professional Competencies (2015) and the Health Care Leadership Model (2013).

This module is blended and the delivery consists of the equivalent of 3 days face to face sessions and 3 days online learning. The module is delivered by Edge Hill University and the Royal College of Physicians.

It is based on a Patchwork Text approach to writing (short pieces of reflective writing) based around experiences of medical leadership and reflections on a range of self-assessment tools to include Jung Type Indicator (JTI) and Emotional Intelligence profiles. This gradually builds up over the course of the module as the individual ‘patches’ are stitched together in order to reach new understandings of the role of the medical leader.

Who is the Module applicable to?
This module is aimed at Doctors, Dentists and General Practitioners in training (Early and Middle levels) but it also introduces key topics that support the Pre-Consultant or equivalent level.

Aims
The aim of the module is to develop reflective medical leaders who are aware of their strengths, limitations/challenges and who are able to proactively manage themselves and lead their teams.

The module also aims to raise awareness of the importance of medical leadership and crucially the requirement to take theoretical learning into the workplace. Furthermore, participants will be challenged to reflect with peers with the guidance of medical educators, through a range of mediums, which will include a personal journal and online discussion forums. The module will enable participants to understand both the macro and micro issues and the impact on their role as medical leaders in a dynamic NHS. This process of reflection and learning will assist trainees to the transition to consultant.

Content
Indicative content will include:

- Self awareness tools: JTI, EI Profile, leadership approach, Influencing Style, Learning Style, Belbin Team Role, MSF feedback, benchmark against FMLM Standards (2015);
- Emotional resilience - recognition of individual stress triggers, how to develop emotional resilience and to enable others to recognise their own stressors in order to develop coping mechanisms.
- Leadership qualities/skills/
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- competencies/styles
  - Ideal Self, Real Self
  - Engaged/shared/authentic leadership models
  - 7 Habits of Highly Effective Leaders
  - Context - Drivers, Policy, Medical Leadership within organisations
  - Team roles and team development
  - Multi-factorial influences impacting on the role of the medical leader - to include culture
  - Practice-based change - Leading people though change and transition - frameworks, models, tools
  - Service outcomes to include human factors
  - Case Studies.

How will I study?
This is a blended module, which will use Blackboard both as a repository and as the learning vehicle for the online sessions. The aim being to create a stimulating, interactive learning environment and a cohort identity. The module will draw on discussion boards to create a community of practice and a range of Blackboard tools.

Assessment required for successful completion
Formative Assessment: The formative assessment will draw on the student’s structured personal reflective journal. Students can choose one reflective patch to critically explore (approx. 750 words) and submit for formative feedback. The feedback in relation to their academic writing will ‘feed forward’ and, therefore, inform their summative assessment. The reflective journal will also provide a framework for multisource feedback and review to help identify your feelings, strengths, areas of challenge and facilitate action planning - this will inform the summative assessment. The reflective journal will also inform and be integral to the summative assessment.

Summative Assessment: An integrated reflective portfolio (3000 words plus evidence, reflective patches and personal leadership action plan) to meet the module learning outcomes.

On successful completion you will be able to:
- Appraise your own qualities, skills, strengths and challenges demonstrating deep levels of self-awareness and critical application to your own medical leadership role.
- Critically reflect on the impact your leadership qualities and behaviours have, on your team and wider organisational networks.
- Critically reflect on your role in practice-base change and the subsequent improvement in service outcomes, through critical understanding of the impact of self on change and innovation.

Options for further study (pathways)
This module is a compulsory module on the MSc Leadership Development programme (Medical Leadership & Management).

Further information
For further module information, please contact Module Co-ordinators:

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Location
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Level/Credits Awarded
20 Credits at Level 7

Study Dates and Times
2016-17 Cohort Workshop Dates