The Yorkshire and Humber Improvement Academy Leadership Training Programme
Introduction

The Improvement Academy (IA) is one of the leading quality and safety improvement networks in the UK. The IA works across Yorkshire and the Humber covering some 5 million people and supporting over 44 organisations to deliver improvement work. The IA contain a team of improvement scientists, patient safety experts and clinicians who are committed to working with frontline services, patients and the public to deliver real and lasting change for the people and organisations of Yorkshire and the Humber.

Over the last 5 years we have established a highly successful leadership training programme for the specialist trainees, with excellent trainee feedback year on year. Our programme offers unique opportunities above those of similar schemes due the position of the Improvement Academy with the Yorkshire and Humber region, these include:

1. Applied leadership projects with national and regional impact, working with the senior leaders of Trusts across Yorkshire and Humber region and the wider NHS.
2. Expert mentoring and coaching in quality and safety improvement, measuring and monitoring of health care behavioral change, system redesign and human factors from academics, experienced clinicians and improvement experts.
3. Collaboration with regional and national organizations including HEE, NHSE, Yorkshire and Humber AHSN, along with other AHSNs, The Health Foundation, CCGs, SCN, and the Bradford Institute for Health Research
4. Support for postgraduate qualifications in medical leadership of the trainees choosing
5. Opportunities for presentation at national and international conferences, along with support to enable publication

Background

Postgraduate training has traditionally focused on clinical skills and generic competencies with little emphasis on management and leadership skill development. However with there is growing recognition that today's junior doctors, as the medical leaders of tomorrow, will require more comprehensive experience and training in the skills required to become medical leaders. The Medical Leadership Competency Framework (MLCF) was developed jointly by the Academy of Medical Royal Colleges and the NHS Institute for Innovation and Improvement to guide training in medical leadership. The MLCF describes the leadership competencies doctors need to become more actively involved in the planning, delivery and transformation of health services. Further to this The NHS Leadership Academy produced the Healthcare Leadership Model, in 2013, to help all staff who work in health and care to become better leaders.

The Improvement Academy, part of the Yorkshire and Humber Academic Health Science Network provides a supportive and encouraging environment for the medical leaders of tomorrow to gain invaluable experience and build on their leadership skills. It provides trainees with access to senior NHS leaders within Trusts through its close links with Bradford Teaching Hospitals Foundation Trust and to experts in quality and safety improvement through contacts from the Improvement Academy Network, and though close working links with the BIHR.
Quality and Safety Leadership training

Fellows will develop competencies in nine leadership domains as described by the Healthcare Leadership Model:

1. **Inspiring shared purpose** - valuing a service ethos, holding to principles and values under pressure
2. **Leading with care** - understanding the unique qualities and needs of a team, support emotional wellbeing
3. **Evaluating information** - measuring quality and safety of services, using information to generate new ideas and make effective plans for improvement or change, making evidence-based decisions
4. **Connecting our service** - understanding how health and social care services fit together
5. **Sharing the vision** - creating clear direction, inspiring confidence for the future
6. **Engaging the team** - fostering creative participation, stretching the team for excellence and innovation
7. **Holding to account** - setting clear expectations, managing and supporting performance
8. **Developing capability** - building capability to enable people to meet future challenges
9. **Influencing for results** - using interpersonal and organisational understanding to persuade and build collaboration

Workplace learning will form the core basis for the attachment. During induction trainees will meet with key Improvement Academy staff and Bradford Teaching Hospitals Trust Board members and key senior leaders. They will be expected to work on key Improvement Academy projects during the year but also have the opportunity to select additional project work of interest relevant to the post. Formal professional development will take place through patient safety training courses which involve multidisciplinary teams collaborating across primary and secondary care and using improvement methodologies to achieve improvements in patient safety. Access to SAVI (Situational Awareness Vital Insight) and TAPS (Training and Action for Patient Safety) e-learning courses will form one component of this training. A strong theoretical foundation will be provided to cover relevant subjects such as human factors, organisational factors, error theory, quality improvement and behavioural change theory. In addition, fellows are encouraged to undertake a PGCert in Healthcare Leadership or similar areas of their choice.

Fellows will also get involved in organizing and attending masterclasses, to expose healthcare professionals to leading edge thinking, *training*, to ensure that healthcare workers in our region have access to improvement knowledge and skills and *roundtable discussions* where organisations can learn from each other’s experience.

Academic and research experience will be gained from active involvement in the evaluation of applied patient safety programmes through close working links with the Yorkshire Quality and Safety Group. Experience in promoting patient involvement will be gained though working with our patient networks and fellows will be encouraged to publish patient safety papers in leading peer-reviewed publications.

Fellows will link with other trainees as part of a regional network developed and supported by Health Education England working across Yorkshire and Humber. They will be encouraged to become involved in activity with as well as to attend the Future Leaders Programme induction, quarterly meetings amongst other training and educational opportunities that the future leaders programme offer, such as the annual leadership conference, as these are important and vital opportunities for networking and skill building.

The Improvement Academy have developed close links with the senior leadership within Bradford Teaching Hospitals Foundation Trust, this provides them with opportunities to access and shadow these roles. Fellows
will have opportunities to meet and work with the medical director, chief nurse and chief executive amongst other board members and senior clinicians to gain a proficient understanding of senior NHS management roles and NHS structure and management. Fellows will have the opportunities to work in BTHFT to undertake improvement work along with developing Quality Improvement training for junior Doctors in keeping changes in curriculum requirements.
Improvement Academy Leadership Programme opportunities

The Improvement Academy offers trainees the opportunity to develop their leadership and quality improvement skills through a number of programmes detailed below.

1. Patient safety

The Yorkshire and Humber Patient Safety Collaborative
This is one of 15 national patient safety improvement programmes established across the country in October 2014. Leadership fellows can work alongside programme managers and senior clinicians from the improvement academy on national programmes such as the Patient Safety Collaborative (PSC). One aspect of the PSC currently is working on how to scaling up of improvement programmes, currently Patient Safety Huddles and Acute Kidney Injury, which enables fellows to work on a regional and national scale. Leadership fellows have been able to develop skills in working with front line teams to undertake and utilise improvement methodologies through working as part of the PSC. They are able to learn to apply concepts of safety and team working culture surveys, behaviour change methodologies and human factors. Fellows will have the opportunity to taking leading roles on one or more aspects of programmes within the PSC.

Safer Surgery
In spite of the widespread adoption of Global Safety Initiatives such as the WHO checklist, there are still major challenges in ensuring that patients undergoing surgery are kept as safe as possible. This observation is reflected in the persistently high levels of surgical ‘never events’ which act as a proxy measurement for surgical safety as a whole. In partnership with health psychologists from the Yorkshire Quality & Safety Research Group, leadership fellows will be working with a number of surgical teams from around the region on a safer surgery program. This exciting project will combine targeted research into the barriers preventing surgical safety with human factors training and behavior change methodologies.

The measuring and monitoring of patient safety
All too often patient safety is measured by looking at past harm, but without a real understanding of present and future safety. Can we predict how safe we are through alternative measures and approaches? This project is working to redefine the way healthcare organisations in the UK measure patient safety through testing the Measurement and Monitoring of Safety Framework (Vincent et al 2013). This forms part of a high profile National Safety Measurement programme supported and run by the Health Foundation. Building on the
extensive work already undertaken by previous Leadership fellow with Improvement Academy, the next steps in this project that subsequent Fellows will be taking a leading role on will involve combining novel narrative capture techniques with patient safety data to try and develop a method of prospective risk prediction which can be used by frontline teams in real time.

Human factors
‘Human Factors’ is a diverse and multi-faceted scientific discipline concerned with analysing and enhancing the interactions amongst humans and the other elements of a specific system, with a view to optimising system performance and human well-being. With specific reference to healthcare, Human Factors work has a diverse set of inter-related goals including enhancing clinical performance, improving patient safety and promoting occupational safety and staff well-being. A number of programs within the IA have a focus on Human Factors including our Medicines Safety and Safer Surgery projects. The IA will also be hosting the Yorkshire Human Factors Network – A Community of Practice which brings together individuals and groups from across the region with an interest in human factors training.

2. Healthy Ageing

With recognition of an ageing population as a global trend affecting many countries around the world (WHO, 2012), major shifts in health, social and economic policies are required to support an ageing population. The Improvement Academy works closely with the Academic Unit of Elderly Care and Rehabilitation as The Healthy Ageing Collaborative (HAC). The HAC is taking a leading role nationally to implement the Electronic Frailty Index (eFI) to enable health care professionals to diagnose frailty and better address the complex needs for this vulnerable group through individually targeted evidence-based pathways of care for people with frailty.

Involvement in the HAC offers Leadership Fellows the chance to work on developing innovative intervention to improve care for elderly patients with frailty, dementia and long term conditions. This programme allows Fellows to take a leading role in implementing and evaluating the development of these services, including working with a wide range of professionals - frontline teams, CCG’s, national leaders and working with NHS England.

“Working as part of the Healthy Ageing Collaborative (HAC) I have taken a leading role in writing a business plan and developing and undertaking an evaluation protocol for improving care of frail, elderly care home resident through improving GP medication review. This has allowing me to work with multiple organizations – CCGs, GP collaborative, York Health Economics Consortium and Academic Unit of Elderly Care and Rehabilitation. I have gain a great insight into community services, social services and the wider NHS structure over and above what I have learnt during my geriatrics training – it is an invaluable experience”

Dr Kate Connolly
Current Patient Safety Leadership Fellow & Geriatrics Registrar
3. Urgent Care: Improving patient flow

Patient flow is a major priority for many acute hospital trusts, and poor patient flow can lead to increased risks to patient safety. The Improvement Academy has been working with several acute trusts in Yorkshire and Humber to improve patient flow using a system-wide approach. This is an opportunity for a leadership fellow to work with senior clinicians, managers and local improvement teams, utilising workshops, roundtable events and innovative visualization tools, to develop and implement changes to reduce avoidable delays in delivering inpatient care.

4. Reducing Mortality

The Improvement Academy runs a regional programme of mortality reduction work and has recently submitted a successful bid, in collaboration with the Royal College of Physicians to provide a national programme of retrospective case record review for NHS England, via the Health Quality Improvement Partnership. Sir Bruce Keogh's review of 2013 into the quality of care in acute NHS hospital trusts recognised the need to move away from the mortality statistics and the notion of excess mortality, and instead to focus on avoidable mortality. In 2014 the Improvement Academy established a regional mortality review programme that uses evidence-based, systematic case-note review to establish where death was avoidable and, most importantly, the upstream quality and safety factors that can be learnt from and shared throughout the region.

Leaderships fellows will assume responsibility for this regional programme, collecting the key information from acute trusts and primary care providers. They will coordinate the analysis of this information and direct the initiation of quality improvement work prompted by the regional learning. Fellows will also be key in helping rolling out the national programme, will have the opportunity to be involved in working with Trusts all across England and Scotland, and with multiple partner organisations at all levels. They will have the chance to be involved in high-level strategy and planning meetings as well as getting hands-on in training reviewers and supporting Trusts in applying the review process, embedding this into internal clinical governance and translating this into quality improvement on the frontline.
5. Connected Cities

The Connected Yorkshire programme has secured £4 million of funding from the Northern Health Science Alliance to deliver a regional Connected Health City. This is part of the £20 million budget allocation by the Chancellor to unlock health innovations in the English regions with the greatest health challenges. Connected Yorkshire will create a digital platform to harness the potential of big data; by linking multiple large datasets of routinely collected health and social care data to influence how we deliver care to our population.

This is a unique opportunity for a Leadership Fellow to lead a ground-breaking regional digital health project. He/she will be closely supported by a project team which consists of senior members from primary care, secondary care, local authority, academia, and experts in health informatics and data linkage. The Fellow will collaborate with regional partners in Leeds, Sheffield and York to deliver this programme of work, and also with other Connected Health City partners in Greater Manchester, and the North West Coast and North East regions.

Dr Libby Slemeck
Current Patient safety Leadership Fellow Obstetrics & Gynaecology Registrar

During my Fellowship year, I led a successful national bid to provide a retrospective case record review for Trusts across England and Scotland. Putting the bid together gave me, not only a unique opportunity to gain experience into the practical aspects, but a truly fascinating insight into the politics and processes involved on a national level; something we don’t see very often as clinical trainees. Working for the IA in conjunction with the RCP, Datix and several other partner organisations, I learned invaluable lessons about collaborating across multiple organisations, the importance and benefits of strong, clear leadership and had the chance to learn about negotiation and compromise from experienced, senior colleagues. The learning, experience and skills I have developed during this project will undoubtedly prove invaluable in my future career as a consultant as well as in the quality improvement work that is my passion.
“As a Leadership Fellow I coordinated the proposal for Connected Yorkshire, which successfully secured £4 million of funding to deliver a regional data linkage and analytics platform. This has given me the opportunity to work with a wide range of stakeholders, ranging from senior leaders from acute trusts, CCGs, universities, local authority and public health. I collaborated with our stakeholders on writing a robust proposal that covered all aspects of a large scale data linkage project including infrastructure, management and governance, budget, data sharing and consent issues. As a result of this I have gained valuable experience which will be of benefit when I return to clinical practice: I have learnt how to apply my leadership skills to work with people from different organisations across the NHS, and I have gained valuable insight in the current issues around health informatics.”

Dr Julian Ting
Current Patient Safety Leadership Fellow & Respiratory Registrar

The Fellow will develop his/her digital leadership skills throughout the year. He/she will collaborate with regional and national digital leaders on important issues in healthcare informatics such as data sharing agreements, consent models, information governance and models of data sharing which protect patient privacy. The e-Health Board is a district-wide working group represented by system-wide leaders from each stakeholder organisation in Bradford. The Fellow will be a participating member of this group which is responsible for district-wide strategic direction for informatics in line with the Five Year Forward View. As part of the Connected Yorkshire project the Fellow will also have the opportunity to organise site visits to other healthcare data linkage centers across the UK to collaborate with them and share learning.

**Additional opportunities**
During my time as a leadership fellow, I have had worked on a number of projects including how behaviour change methods can be used to improve surgical safety, how novel story telling techniques can be used to monitor safety in maternity units and how video techniques can be used to improve handover processes. The common theme that runs through all of these relates to how we can improve our safety processes to keep pace with the increasing complexity of modern healthcare. The Improvement Academy provides a highly unique atmosphere to undertake such work. Alongside the project work, the close links with bodies such as the Yorkshire Quality & Safety Research Group and the regular input and training from a variety external experts has also allowed me to develop a good grasp of the fundamental principles of safety research and improvement science. Finally, there has also been ample opportunity to experience how Quality, Safety and Improvement are approached throughout the various levels of NHS management. Overall, I feel I have been given a huge head-start for life as a more senior clinician in an NHS where issues of quality & safety have become inseparable from everyday clinical work.

The Improvement Academy has close links with the Yorkshire Quality and Safety Research group. Over previous years fellows have worked closely with the YQSR group within multidisciplinary teams to undertake research projects that aim to improve patient safety. Fellows will be encouraged to take up opportunities to work with Health Education England working across Yorkshire and the Humber. In previous years this has included attending ARCP planes, review planes. Presently, fellows have been involved with development of multiprofessional quality review visits and assisting on developing Quality Management Programme Review Visits.

Fellows are also given time and support to undertake Postgraduate certificates in Medical Leadership (or equivalents) whilst also being encouraged to involve themselves within the Future Leaders Programme across Yorkshire and the Humber.

As the Improvement Academy expands itself wider on a national platform, fellows will be able to take up roles and opportunities to enrich their skills and competencies as future medical leaders. They will be able to develop their own individual innovations as well as being supported to work on opportunities with:

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Supervision and Assessment

Supervision will be undertaken by Professor John Wright and Professor Derek Tuffnell through attendance at regular formal and informal feedback sessions. Supervisors will also undertake regular appraisal meetings to enable fellows to develop their learning needs, provide feedback, support the trainee in their workplace activities, offer mentoring and guidance and provide a link to Health Education England working across Yorkshire and Humber. Fellows will be encouraged to undertake assessment though use of 360 feedback tools.

Assessment will be undertaken in three forms:
There are no formal clinical commitments as part of these posts, however Leadership fellows will be offered the chance to undertake clinical work within their specialty through BTHFT with appropriate supervision.

1. Workplace based assessments - including reviews and assessments of the specific projects that fellows are undertaking
2. Academic assessment – including evidence of progress in meeting the MLCF.
3. It will be expected that Fellows will submit a summative end of year report of the projects they have been working on along with reflection on their development as leaders.
“During my year as a patient safety leadership fellow (PSLF) at Bradford, I have been involved in a multitude of projects and topics, including research into mobile device use, designing and commissioning a healthcare app, improvement, human factors, change management, organising conferences, recruiting, conducting Trust-wide audit into safe practices. I gained insight into and was involved with Trust organisation at all levels up to and including the executive. I gained an in-depth and wide ranging of knowledge of patient safety issues common to secondary care environments in the developed world. The PSLF has enabled me to complement this learning with opportunities to explore the psychological, human and organisational factors which influence staff and impact on patient safety issues and efforts to report and eliminate them. These insights into human factors, behaviour change and improvement science, when combined with the development of leadership skills, have given me a powerful skill set which will allow me to improve service, safety and drive change as a medical professional. The NHS and obstetrics & gynaecology, face unprecedented challenges due to increasing demand, reduced funds and changing workforce structure. On-going provision of quality, safe and affordable healthcare depends on an appreciation of these problems and the means to overcome them. I therefore believe that the PSLF at Bradford has prepared me for my current consultant role, in a way current specialty training could not and would therefore commend the PSLF to all trainees as an important opportunity to gain useful out of programme experience (OOPE)”

Dr John Anderson
Consultant in Obstetrics and Gynaecology
Clinical Leadership Fellow 2012/13
“I believe that all good clinicians are great leaders too. To gain more experience in leadership and management and to widen my knowledge about the NHS, I applied for the Clinical Leadership Fellowship at the Bradford Institute for Health; under the supervision of Prof. John Wright and Prof. Derek Tuffnell. My professional interest remained in Plastic Surgery, but during the Leadership Fellowship I gained essential non-clinical skills including leadership, negotiation skills, managerial experience, networking skills and an essential knowledge about the NHS as an organisation. I completed patient safety and quality improvement projects during my Clinical Leadership Fellowship in 2013/2014. Since returning to surgical practice in 2014 I have been involved with the theatre scheduling workgroup at Sheffield Teaching Hospitals. This group works towards the reduction of cancellations, improvement of theatre teamwork and theatre flow. I am utilising my service improvement skills, as well as using my leadership and managerial skills on a daily basis as clinician.”

Miss Noemi Kelemen
Registrar in Plastic Surgery
Clinical Leadership Fellow 2013/4

“Stepping off the hamster wheel of medical registration and Pursuing My interest in patient safety and leadership enabled me to really grasp the depth of perception required to view the running of a hospital as a whole and not just from specialty field. I was afforded the opportunity to work alongside some of the most renowned patient safety researchers in the country and gain research skills, an In-depth knowledge of patient safety literature and a chance to then employ this in practice, analysing a hospital safety campaign and using this as my masters thesis. The leadership skills I developed and put into practice liaising with senior members of the hospital management team has given me the confidence to work as a standalone consultant in a large trust with the opportunity to develop services”

Dr Victoria Robins
Consultant Nephrologist
Clinical Leadership Fellow 2011/2
“My time as a leadership fellow at the Improvement Academy was a fantastic opportunity to learn about patient safety and quality improvement from experts in the region and beyond. I have gained the vital skills to continue this work back in my hospital placements. In addition, I have learnt through experiencing others leadership styles and knowledge from the PGCert in Medical Leadership what kind of leader I am and had the opportunity to practice and develop these skills as a programme manager for a regional project, part of a national programme with the Health Foundation. I have experienced how to bring about change through involvement in developing and running a number of regional projects, and am inspired to continue this work throughout my future career.”

Dr Victoria Brown
Registrar in Obstetrics and Gynacology
Clinical Leadership Fellow 2014/5

“This year was an opportunity to fully immerse myself in patient safety, quality improvement and leadership initiatives. I gained understanding required for anyone aspiring to be a healthcare leader, such as how safety culture is developed, measured and maintained. I was exposed to, interacted with and learnt from many leaders in different healthcare organisations and contexts. I have through this gained confidence in my own leadership abilities and I cannot emphasise enough the importance of us as clinicians taking on leadership roles within our places of work and within the management structure of the NHS to ensure that service design and development happens with patient care at the core. Since returning to clinical practice I have been more aware of where systems are helping teams to work well together and where improvements can be made. I have also been asked to be involved in service redesign meetings, quality improvement projects and a national society committee where I have been able to give advice and provide a level of “expertise” gained through this programme.”

Dr Emma Ryland
Registrar in Geriatric Medicine
Clinical Leadership Fellow 2014/5
A year away from the operating theatre was a real eye-opener in terms of understanding the roles of non-clinical and clinical colleagues in delivering safe patient care. It has made me a more effective doctor, a better doctor, because I now appreciate the challenges we all face in hospitals, including the patients’ needs, and I feel I have developed into a collaborative agent of change”. When asked about what he gained in the year, Pnt reflected: “as well as making many new friends across clinical, managerial and academic fields, what I mostly took away is a sense of empowerment. With my knowledge and skills, no problem is too daunting when tackled with teamwork and shared goals. I feel able to make things better not just for the patients I care for personally, but for all the patients who come through my department”. Regarding regrets, all he had to say was: ”I should have done a fellowship year sooner!”.

Dr Pnt Laloë
Consultant Anaesthetist
Clinical Leadership Fellow 2012/3

“Undertaking a Leadership Fellowship in 2015/16 exposed me to the horizons of quality improvement including the underpinning theory required to embrace and champion improvement in a practical setting. This year has also broadened my critical thinking skills of healthcare issues in general, and sincerely considering pertinent questions that are both relevant and necessary for the future of the NHS. It has strengthened my convictions about the importance of patient safety although this important concept continues to be relegated because of competing priorities in many clinical settings. While my confidence has improved and my ambition has grown, this last year has also taught me about the need for honesty, transparency and humility. The last 12 months has provided me a snapshot of my journey – of where I was before I started, where I am now and where I would like to go. It has given me direction and focus to work towards an aim, one that will hopefully propel me towards a quest to continuously improve myself in all aspects of my professional and personal life. My hope is to secure a leadership role in the future, whether as a lead clinician in the department or in other areas such as education or governance but this will obviously be driven by the opportunities that arise in my career path.”

Dr Sherena Nair
Registrar in Geriatric Medicine
Clinical Leadership Fellow 2014/15
“At a time when medical training programmes have become more standardised than ever before it can be difficult to pursue areas that interest you. As my peers have become consultants I have heard few concerns surrounding their clinical roles but many have lamented a lack of experience on management and leadership issues.

As I approached the end of my training, I didn’t feel equipped to deal with the organisational and management requirements of a modern consultant. In fact my knowledge of healthcare and the machinations of the NHS in general was very limited. I also had an interest in quality improvement and human factors in healthcare but wasn’t sure how to pursue this as part of the standard training programme. The HEYH Leadership Fellow programme, and in particular placement in the Yorkshire and Humber Improvement Academy, delivered all of this and greatly exceeded my expectations. The Improvement Academy is rightly proud of its role in the HEYH leadership fellow programme. As well as formal training and support, it offers a vibrant peer learning network that focuses on patients and the delivery of safer and more effective health care for the region and beyond.

As a fellow at the Improvement Academy, I was encouraged to take on leadership roles for patient safety projects with a regional outlook. Whilst daunting at first, with the support of an experienced and understanding team of clinicians and health services researchers I learned huge amounts about leadership, management, research and how to bring about positive and sustainable change in patient safety. The work is varied and challenging and a continual emphasis on front-line care meant that I never felt isolated from the clinical environment. The leadership programme at the Improvement academy provides opportunities for research, to publish, to study for post graduate qualifications, to lead regional and national projects but most importantly, to develop the skills and confidence to progress in a modern medical career.”

Dr Michael McCooe
Consultant Anaesthetist
Clinical Leadership Fellow
2013/4