

# Enhancing Engagement in Medical Leadership Project

June 2009 Update

This UK-wide project aims to promote medical leadership and help create organisational cultures where doctors seek to be more engaged in management and leadership of health services and non-medical leaders genuinely seek their involvement to improve services for patients across the UK. The project team has been working closely with the medical professional, regulatory and education bodies and health service organisations in promoting these goals.

## Medical Leadership Competency Framework

The Medical Leadership Competency Framework (MLCF) describes the leadership competences doctors need in order to become more actively involved in the planning, delivery and transformation of health services.

The MLCF is being used in NHS organisations to inform the design of development programmes, appraisal and recruitment and it can assist with doctors with personal development planning and career progression.

The MLCF applies to all medical students and doctors throughout their training and career. The project team are working with regulatory bodies and medical education organisations throughout the UK to integrate the competences into each stage of a doctors training and career.

## Undergraduate

With the new edition of *Tomorrow's Doctors* to be published in Autumn 2009, the project team have been working with the General Medical Council (GMC), Medical Schools Council and medical schools to integrate the MLCF into undergraduate curriculum.

Several medical schools have been invited to develop a resource/learning pack that will then be available to other medical schools to assist with integration into the curriculum.

The NHS Institute for Innovation and Improvement is also a sponsor of the Medical Professionalism Roadshows, alongside the GMC, Royal College of Physicians (London), The King's Fund and Liverpool University, that will tour the country in 2009/10.

## Postgraduate

Following PMETB's scrutiny of the Medical Leadership Curriculum (based on the MLCF) the project team will be working with all Medical Royal Colleges and Faculties as they undertake their reviews of specialty curricula in 2009/10 to integrate the MLC.

The Department of Health's e-learning for Healthcare project has also agreed to develop online training tools for postgraduate trainees and clinical tutors to facilitate their leadership competence development. This programme will be available in early 2010.

## Continuing Practice

To raise awareness and offer advice on the implementation of the MLCF, the project team will be meeting key stakeholders at national, regional and local levels across the UK.

The project team will also work with the GMC, Academy of Medical Royal Colleges (AoMRC), NHS and the Department of Health on revalidation to ensure the inclusion of leadership competence as a requirement for all doctors.



## Medical Engagement Scale

Research has shown that medical engagement is one of the key factors influencing organisational performance<sup>1</sup>.

The Medical Engagement Scale (MES) offers NHS trusts a greater insight to the level of engagement of doctors in their organisation and ways in which this engagement might be improved.

The MES is designed to assess medical engagement in management and leadership in NHS organisations. It has been designed to differentiate between the individual's personal desire to be engaged and the organisation's encouragement of involvement.

After an initial pilot, 30 NHS England trusts have undertaken the MES and the resulting database now has data from over 4,000 doctors, allowing further analysis to take place.

The MES questionnaire is given to all medical staff excluding Foundation doctors and a sample of senior managers (this allows for an assessment of the alignment between the views of doctors and the executive of the organisation). All returned questionnaires are confidential, with an external company undertaking the analysis.

The MES is now available to all NHS trusts on a commercial basis. The scale is available in a paper-based or electronic version.

The project team are continuing to analyse the data collected, and through linkage with Healthcare Commission and Dr Foster Intelligence data, establish a link between medical engagement and organisational performance. Further information regarding this link will be made available in Summer 2009.

Further piloting is underway to develop a PCT version of the scale that measures engagement of a GP with their Practice, their Commissioning Cluster and PCT. Results from this trial will be available on our website in the coming months.

## Engaging Doctors: What can we learn from international experience and research evidence?

A systematic and research based overview of the evolution of medical leadership and the reasons why a concerted focus on the training and support for doctors who are taking on leadership roles is needed.

## Engaging Doctors: Can doctors influence organisational performance?

A report that shares findings from research into a link between organisational performance and medical engagement. The report provides real examples of good practice in medical engagement, as well as a set of behaviours and approaches emerging from the research that should lead to a more positive and effective way of engaging doctors in management and leadership.

## Medical Chief Executive Study

A study is underway to better understand the factors that influence doctors to assume Chief Executive roles and to identify what changes may be required to encourage more doctors to seek Chief Executive positions.

*"Greater freedom, enhanced accountability and empowering staff are necessary but not sufficient in the pursuit of high quality care. Making change actually happen takes leadership. It is central to our expectations of the healthcare professionals of tomorrow."*

**High Quality Care for All: Next Stage Review  
Final Report, Department of Health 2008**

For further information regarding the project, please visit the website at [www.institute.nhs.uk/medicallleadership](http://www.institute.nhs.uk/medicallleadership)

Alternatively, you can contact the project team by phone or email:

p. 0207 271 0306

e. [medicallleadership@institute.nhs.uk](mailto:medicallleadership@institute.nhs.uk)

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<sup>1</sup>Hamilton, P., Spurgeon, P., Clark, J., Dent, J., Armit, K. Engaging Doctors: Can doctors influence organisational performance? 2008