Introduction

The Royal College of Psychiatrists Leadership and Management Fellow Scheme aims to develop and support a new cohort of leaders within psychiatry.

All psychiatrists have leadership roles and not just those in designated leadership positions. Acts of leadership in our daily work can be enormously beneficial to our patients and services. Effective medical leadership helps deliver superior health outcomes and improves organisational performance. However, differences in professional languages and a limited understanding of each other’s practice, training and values can prevent us from developing truly collaborative and productive relationships with those who help shape our services.

To bridge these gaps, the Leadership and Management Fellow Scheme has been developed by the RCPsych’s Centre for Advanced Learning and Conferences (CALC), the Psychiatric Trainees’ Committee and the Leadership and Management Committee.

The scheme supports the formation of a national network of emerging medical leaders and combines a bespoke, high impact leadership development training programme with an apprenticeship model. Fellows proactively engage in local leadership projects and are mentored by senior medical leaders within their organisations.

Occurring in-programme and utilising special interest time over a 12 month period, the scheme is inclusive and open to all ST4 trainees and above. Fellows will be better equipped to lead their teams and better prepared and encouraged to pursue more advanced leadership roles in the future.

The Royal College of Psychiatrists is committed to embedding a culture of medical leadership in mental health services to the benefit of patient care. The Leadership and Management Fellow Scheme is a strong platform for achieving this ambition.

Dr Michael Hobkirk
College Lead for Training

Dr Alex Till
Chair of the Psychiatric Trainees’ Committee

Dr David Somerfield
Associate Registrar for Leadership and Management
Leadership & Management Fellow Scheme
For aspiring clinical leaders

Overview

Fellows gain mentorship from senior medical leaders and utilise protected special interest time to lead local projects that make a meaningful difference for their organisations.

Benefits for patients and the organisation

High quality care:
Widen the number of highly skilled medical leaders able to develop and foster collaborative practice and high quality care.

Enhanced medical engagement:
Fellows hold mutually enhancing conversations with trainees, senior leaders and management to boost the performance of the organisation.

Improved services:
Bring an enthusiastic and fresh perspective with committed time to help improve the safety and quality of your services.

Emerging medical leaders:
Invest in your local talent and nurture the next cohort of medical leaders within your organisation.

Benefits for the individual

Heightened self-awareness:
Gain a deeper understanding of which aspects of yourself enable or constrain your leadership.

Leadership & management skills:
Fulfill your competencies and develop skills that will help you be a better medical leader.

Discover your inner leader:
Begin or continue the process of discovering and releasing your leadership potential.

Followership skills:
Gain a greater understanding of the role that followers play in the co-construction of leadership identities.

Mentoring, networking & support:
Learn from senior medical leaders and develop an inspiring network of like-minded peers.

Career autonomy:
Take control of your career by extending your portfolio and building a local and national profile.

Role at a glance

- ST4 and above
- 12 month ‘in programme’ experience utilising protected special interest time
- Mentorship from senior medical leaders
- Local leadership and management experience
- National RCPsych leadership and management development programme

Local Experience

Leadership Projects

Leadership and management development must take place in the context in which an individual works; developmental experiences have the greatest impact when they are linked to or embedded in your on-going work and when they are an integrated set of experiences. For this reason, developing Fellows as apprentice leaders within their local organisations is a key aspect of the RCPsych Leadership and Management Fellow Scheme and predominantly occurs through their engagement in local leadership projects.

Local leadership projects should be determined in conjunction with the Fellow’s organisational mentor and be of strategic or operational significance to the organisation. Utilising one day per week of special interest time, Fellows can join existing projects or develop smaller niche projects to make their own.

Supported by their mentor and the national leadership and management development training programme, Fellows will not only improve their leadership and management skills but utilise their unique insights to make a meaningful contribution to the organisation.

Mentoring, Networking and Support

In addition to individual project supervision, Fellows should be supported and mentored throughout the scheme by a senior medical leader within their organisation. This is a key aspect of the scheme and is essential to the success of the Fellow’s role.

The expectation is for this position to be held by the Medical Director, although depending on local circumstances, a nominated deputy may be appropriate. A minimum of six mentoring sessions should be held throughout the 12-month duration of the scheme.

It is also expected that Fellows will have opportunities to shadow at an executive level and with key external health and local authority partners to gain a deeper understanding of healthcare leadership and management within the wider social, political and economic context.
Fellows network with colleagues from across the UK and learn from their collective intelligence during a seven day bespoke leadership and management development national training programme at the Royal College of Psychiatrists.

Building on the College’s extensive experience in providing highly regarded leadership and management training, the programme is evidence-based, trainee-centred and comprehensive. Leadership is considered from individual, team and systemic perspectives and the programme will help you gain a broad range of practical knowledge and skills. You will have time and support to critically appraise, apply and reflect upon leadership and management approaches in your place of work.

A central focus is how we create conditions to optimise collaborative thinking, practice and relationships within psychiatry and across disciplines and agencies. As members of a community of learning, Fellows will be encouraged to share experiences and best practice.

Key features

- Designed specifically for psychiatrists
- Expert and inspirational speakers from a diversity of backgrounds
- Experiential workshops to raise self-awareness
- Content shaped by Fellows reflecting your unique needs
- Dedicated support to help you rethink and refocus your evolution as a leader
- Develop a personalised portfolio of learning resources
- An ideal platform for future leadership roles

An outline of the programme and confirmed dates for 2019/20 is detailed below:

| Day 1 | 9 September 2019 | The Evolving Leader |
| Day 2 | 10 September 2019 | Leading Teams |
| Day 3 | 2 December 2019 | Leadership Projects |
| Day 4 | 10 February 2020 | Systemic Leadership (1) |
| Day 5 | 11 February 2020 | Systemic Leadership (2) |
| Day 6 | 27 April 2020 | Group Supervision |
| Day 7 | 8 June 2020 | Celebrating Success and Looking Forward |

Where dates fall outside of a Fellow’s special interest time, it is expected that study leave will be utilised to attend.

Organisational responsibilities

Organisational sponsors are required to identify and nominate a trainee(s) to the RCPsych Leadership and Management Fellow Scheme through an open and competitive process.

There is no cost to the trainee for enrolling on the RCPsych Leadership and Management Scheme as organisational sponsors fund their trainee.

The sponsorship fee for 2019/20 is £2000 which must be paid on enrolment. It is the organisation sponsor’s responsibility to ensure that the trainee has sought permission from their Training Programme Director (TPD) and that they will be located clinically within that organisation for the duration of the programme.

It is the organisation sponsor’s responsibility to ensure that the trainee has an identified senior medical leader within the organisation who will mentor the trainee throughout the scheme. The expectation is that this is the Medical Director or a nominated deputy.

All expenses are negotiated at a local level and are not included within the £2000 sponsorship. The Royal College of Psychiatrists is not liable for reimbursing travel, accommodation and subsistence expenses to participants in the scheme.

Nominations should be submitted by 28th June 2019.

Individual responsibilities

To be nominated for the RCPsych Leadership and Management Fellow Scheme, the trainee should be in good standing with the GMC, a member of the Royal College of Psychiatrists, be appointed to an ST4 or above post with a National Training Number (and not be within 12 months of completion of training on the intended start date), have evidence of satisfactory progress in training and have the support of their TPD.

It is the trainee’s responsibility to ensure their attendance at the national training programme and to utilise study leave if training days fall outside their special interest time.
Frequently Asked Questions

I haven’t heard about this at my organisation, what do I do?
Share this document with local medical leaders who can identify funding and a mentor for the RCPsych Leadership and Management Fellow. Once confirmed, follow our recruitment advice and nominate a trainee.

I’m not in specialty training or am nearing the end of my specialty training, can I apply?
Unfortunately, at this time, trainees are required to be ST4 or above and not within 12 months of completing their training on the intended start date. Future expansion will be considered depending on the evaluation of this pilot.

How much travel is involved?
Fellows are based locally where travel requirements should be negotiated with their mentor. The national training programme will be held at the Royal College of Psychiatrists, in London over 7 days.

What is the impact on Certificate of Completion of Training (CCT)?
The Fellowship is an ‘in programme’ experience utilising protected special interest time. The competencies developed during the fellowship align with the leadership and management competencies expected of specialty registrars. There is no anticipation the CCT date should need to be extended.

What do I get at the end of my fellowship?
On successful completion of the scheme, Fellows will receive a certificate of completion from RCPsych and may apply for Associate Fellowship of the Faculty of Medical Leadership and Management.

How many places are there?
For the inaugural intake in 2019/20 there will be a maximum of 30 Fellows on the scheme. These will be allocated on a first-come first-served basis.

Will this opportunity be available in the future?
The ongoing availability of the scheme will be evaluated following this pilot. We cannot guarantee future availability but we are hopeful for future expansion.

Are there any extra benefits?
Fellows will receive complementary access to the college’s CPD Online eLearning platform for the duration of the scheme.

Nomination Form

Organisation Name:

Training: I confirm that I am in good standing with the GMC, a member of the Royal College of Psychiatrists, am appointed to an ST4 or above post with a National Training Number and will not be within 12 months of completing training on the intended start date. I commit to completing the RCPsych Leadership and Management Fellow Scheme 2019/20 by attending the national training programme and dedicating my special interest time to local leadership and management experiences.

NAME: ____________________________
EMAIL: ____________________________
SIGNATURE: ________________________

Training Programme Director: I confirm that the above trainee has evidence of satisfactory progress in training, that they will be clinically placed at the above organisation for the duration of the RCPsych Leadership and Management Fellow Scheme, and that I am supportive of them fulfilling this role, utilising study leave where necessary to attend the national training programme.

NAME: ____________________________
EMAIL: ____________________________
SIGNATURE: ________________________

Organisational Mentor: I confirm that I will support and mentor our RCPsych Leadership and Management Fellow throughout the duration of the scheme.

NAME: ____________________________
EMAIL: ____________________________
SIGNATURE: ________________________

Organisational Sponsor: I confirm that this nomination has been made through an open and competitive process and that I have secured the £2000 funding for an RCPsych Leadership and Management Fellow 2019/20 which is payable immediately on enrolment.

NAME: ____________________________
EMAIL: ____________________________
SIGNATURE: ________________________

INVOICE ADDRESS: ____________________________
For more information

If you have any queries about the scheme or would like to receive a copy of the provisional programme please email CALC@rcpsych.ac.uk