



# RCPsych Leadership & Management Fellow Scheme 2020/2021

For emerging medical leaders



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# Introduction

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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 Alex Till**

Founder of the RCPsych Leadership and Management Scheme



**Dr Michael Hobkirk**

College Lead for Training



**Dr Helen Crimlisk**

Associate Registrar for Leadership and Management

# Overview

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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

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### High quality care:

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

### Improved services:

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

### Enhanced medical engagement:

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

### Emerging medical leaders:

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

## Benefits for the individual

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### Heightened self-awareness:

Gain a deeper understanding of which aspects of yourself enable or constrain your leadership.

### Discover your inner leader:

Begin or continue the process of discovering and releasing your leadership potential.

### Mentoring, networking & support:

Learn from senior medical leaders and develop an inspiring network of like-minded peers.

### Leadership & management skills:

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

### Followership skills:

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

### Career autonomy:

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

Fellows network with colleagues from across the UK and learn from their collective intelligence during a bespoke seven day leadership and management development national training programme at the Royal College of Psychiatrists.

## Role at a glance

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- 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

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## Leadership Projects

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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

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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.



# National Training Programme

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**

## The programme session dates for 2020/21

DAYS	DATES	SESSIONS
DAY 1	7 September 2020	The Evolving Leader
DAY 2	8 September 2020	Leading Teams
DAY 3	11 December 2020	Leadership Projects
DAY 4	8 February 2021	Systemic Leadership (1)
DAY 5	9 February 2021	Systemic Leadership (2)
DAY 6	15 April 2021	Group Supervision
DAY 7	1 July 2021	Celebrating Success and Looking Forward

**\*Please note some sessions may be delivered in a virtual setting.**

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

# Funding and Recruitment

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## Organisational responsibilities

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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 2020/21 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 14 July 2020.

## Individual responsibilities

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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

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## How is the scheme established locally?

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The RCPsych Leadership and Management Fellow Scheme combines a national training programme with a local apprenticeship model.

It requires an organisational sponsor, an organisational mentor and trainee.

This brochure should be shared with trainees and local medical leaders to identify these individuals and establish a shared commitment from all parties.

Please follow our recruitment advice and once identified, nominate a trainee using the form provided.

## Who funds the scheme?

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The RCPsych Leadership and Management Fellow Scheme combines a national training programme with a local apprenticeship model.

It **should be** funded by the organisational sponsor.

It **should not be** funded by the local education board or self-funded.

This helps ensure that the trainee has the full support of their organisation throughout the scheme.

## Who is an Organisational Sponsor?

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The RCPsych Leadership and Management Fellow Scheme requires an organisational sponsor.

This is the person responsible for:

- nominating trainees through an open and competitive process,
- securing the £2000 funding which is payable immediately on enrolment,

- ensuring that the trainee has sought permission from their Training Programme Director (TPD) to be located clinically within that organisation for the duration of the scheme,
- identifying a senior medical leader within the organisation (the expectation is that this is the Medical Director or a nominated deputy) to mentor the trainee throughout the scheme.

The organisational sponsor may also be the organisational mentor.

## When does the scheme commence and finish?

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The RCPsych Leadership and Management Fellow Scheme combines a national training programme with a local apprenticeship model.

It is a 12 month 'in programme' experience utilising special interest time for local leadership and management experience.

While the 2020/2021 national training programme launches on 7 September 2020, with the final contact day on 1 July 2021, the scheme is intended to run across a 'traditional' training year.

The role can officially commence any time between **5 August 2020 – 7 September 2020**. The role can officially finish any time between **1 July 2021 and 3 August 2021**.

This is to be negotiated locally and agreed in advance.

Within these limits, we recommend commencing as soon as possible, and finishing as late as possible, to maximise the time available for local leadership and management experience.



# Frequently Asked Questions

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## Can organisations have more than one fellow?

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Places on the RCPsych Leadership and Management Fellow Scheme are limited.

To widen access to the scheme we will initially only accept one fellow per organisation.

If an organisation nominates more than one fellow, we will hold the additional nominations on a waiting list until applications have closed; it is the organisations responsibility to clearly identify their preferred nomination.

## How much travel is involved?

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The RCPsych Leadership and Management Fellow Scheme combines a national training programme with a local apprenticeship model.

It is a 12 month 'in programme' experience utilising special interest time for local leadership and management experience.

Trainees are based locally where travel requirements should be negotiated with their mentor.

Trainees will attend the national training programme at the Royal College of Psychiatrists, London, which consists of seven dates as listed.

## How does a trainee's CCT date affect eligibility?

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The RCPsych Leadership and Management Fellow Scheme combines a national training programme with a local apprenticeship model.

It is a 12 month 'in programme' experience utilising special interest time for local leadership and management experience.

For this reason, **trainees cannot CCT prior to completion of the scheme.**

For the 2020/2021 cohort, this means that a trainee's CCT date cannot be before 1 July 2021.

## What is the impact on a trainee's CCT date?

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The RCPsych Leadership and Management Fellow Scheme is a 12 month 'in programme' experience utilising special interest time for local leadership and management experience.

The competencies developed during the scheme align with the leadership and management competencies expected of specialty registrars.

There is no anticipation that a trainees CCT date should need to be extended.

## Can trainees be 'Out Of Programme' (of any description i.e. C,E,R or T) while undertaking the scheme?

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The RCPsych Leadership and Management Fellow Scheme combines a national training programme with a local apprenticeship model.

It is a **12 month 'in programme' experience** utilising special interest time for local leadership and management experience.

For this reason, trainees **cannot be out of programme in any capacity (i.e. C, E, R or T), for any duration**, while undertaking the scheme.

# Frequently Asked Questions

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## **Trainees don't know what organisation they will be clinically located within for the duration of the scheme, can they apply?**

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The RCPsych Leadership and Management Fellow Scheme combines a national training programme with a local apprenticeship model.

It is a 12 month 'in programme' experience utilising special interest time for local leadership and management experience.

Trainees must be clinically located within that organisation for the duration of the scheme. If they don't know what organisation they will be clinically located within, they **cannot apply**.

We understand the difficulties regarding this.

**If you're a trainee**, we recommend approaching potential organisational sponsors as early as possible and with their support, exploring potential options with your Training Programme Director (TPD) +/- Heads of School.

**If you're an organisational sponsor**, we recommend advertising the scheme through an open and competitive process, and supporting trainees to gain permission from their Training Programme Director (TPD) for them to be clinically located within that organisation for the duration of the scheme.

It is the organisational sponsor's responsibility to ensure that the trainee has sought permission from their Training Programme Director (TPD) for them to be clinically located within that organisation for the duration of the scheme.

Training needs always take priority.

## **Can core trainees, non-training grade doctors or other healthcare professionals apply?**

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The RCPsych Leadership and Management Fellow Scheme is a 12 month 'in programme' experience utilising special interest time for local leadership and management experience.

For this reason, at this time, trainees are required to be ST4 or above and cannot CCT prior to completion of the scheme.

## **What do trainees get at the end of the fellowship?**

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On successful completion of the scheme, trainees will receive a certificate of completion from the Royal College of Psychiatrists.

Trainees will also be better positioned to apply for Associate Fellowship of the Faculty of Medical Leadership and Management.

## **Will the scheme be available in the future?**

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The RCPsych Leadership and Management Fellow Scheme has been both popular and successful, however, we cannot guarantee future availability.

Organisations interested in the scheme but unable to commit at this time are encouraged to contact us to stay informed of future developments.

# Nomination Form

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**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 completion of training on the intended start date. I commit to completing the RCPsych Leadership and Management Fellow Scheme 2020/21 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 2020/21 which is payable immediately on enrolment.

NAME:

EMAIL:

SIGNATURE:

INVOICE ADDRESS:

FINANCE DEPARTMENT:

PURCHASE ORDER REF:



## For more information

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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](mailto:CALC@rcpsych.ac.uk)

**#RCPsychLeadershipFellows**