



British
Orthopaedic
Association



Future Leaders Programme

BOA Future Leaders
Programme (FLP)
2023/4



Future Leaders Programme




OUR PROGRAMME

The need for clinicians as leaders has become even more pressing in the face of a global economic downturn and pandemic crisis, because improving care within an environment of shrinking resources becomes a major challenge.

THE TRANSITION FROM AN INDIVIDUAL CLINICIAN TO A HEALTHCARE LEADER IS A SIGNIFICANT STEP: ONE WHICH REQUIRES A CHANGE IN SELF- IMAGE, VALUES, BEHAVIOURS, KNOWLEDGE AND SKILLS.

People understand the role of the leader in different ways. Historically we are brought up with heroic leaders. For thousands of years before writing, there was a strong oral tradition and heroic leadership became deep rooted within our psyche. Whilst many surgeons are appointed to management positions, this view of clinical leadership is outdated, and the modern concept puts more emphasis on the **process of leadership** as opposed to the individual.



In a complex system such as healthcare, leadership is distributed and the responsibility of the clinician is to contribute to this process by fostering and empowering the leadership capacity of others.

This principle lies at the heart of the BOA Future Leaders Programme (FLP) and its key learning outcomes, which are reflected in the latest T&O curriculum and the Medical Leadership Competency Framework from the Academy of Medical Royal Colleges.

This 12-month programme supports 30-35 T&O surgeons (post-CCT, SAS or in the first years of consultancy) with an interest in being future leaders within their specialty and it equips them with the advanced leadership skills necessary to excel. We use the process of building a Quality Improvement Project as a vehicle to develop these leadership skills.

The structure of the programme comprises four 2-day face to face forums over the 12-month period, supplemented by self-directed Action Learning Sets. They are structured around 4 core domains:

1 PERSONAL LEADERSHIP

3 RELATIONAL LEADERSHIP

2 TECHNICAL LEADERSHIP

4 CONTEXTUAL LEADERSHIP



A Learning Outcomes

1

PERSONAL LEADERSHIP

To develop greater self-awareness of how you impact on others within your organisation, of your role as leaders in quality improvement and as a high performing surgeon.

At the end of the module, you will be able to:

- ▶ Define your purpose as a leader within the NHS
- ▶ Evaluate your impact on others
- ▶ Plan effective reflection, coaching and feedback
- ▶ Manage your behavior under stress
- ▶ Assess your style of managing conflict and develop some top tips
- ▶ Plan how to develop and maintain resilience
- ▶ Recognise your limits and embrace vulnerability / failure
- ▶ Experiment with and learn from new behaviours in the workplace





2

TECHNICAL LEADERSHIP

To understand the science of quality improvement: when and what methodologies are best applied for a quality improvement initiative.

At the end of the module, participants will be able to:

- ▶ Evaluate the strengths and weaknesses of a range of quality improvement methodologies and adopt the most appropriate, dependent on context
- ▶ Use data to identify areas for improvement - critically appraise information from audit, inquiries, critical incidents or complaints, and implement appropriate changes
- ▶ Apply methods of data analysis, critically appraise data to evaluate constraints and use it for quality improvement
- ▶ Deploy quality improvement methods (e.g. plan, do, study, act or action research) and repeat quality improvement cycles to refine practice
- ▶ Evaluate the impact of quality improvement interventions



3

RELATIONAL LEADERSHIP

To understand how participants can influence change at an individual, team, organisation or system-wide level.

At the end of the module, you will be able to:

- ▶ Apply principles of social awareness and social management
- ▶ Link their life scripts impact to their influence of others
- ▶ Use the principles of transactional analysis to improve communication with others
- ▶ Think critically about decision making, reflect on decision-making processes and explain those decisions to others in an honest and transparent way
- ▶ Use principles of effective persuasion and negotiation for leading change
- ▶ Plan strategies to enhance performance and to support development
- ▶ Polish presentation skills
- ▶ Make conflict productive
- ▶ Hold challenging conversations
- ▶ Analyse the relationship and tensions between technical and relational approaches and where each might be appropriate.

4

CONTEXTUAL LEADERSHIP

To understand how participants can influence change in the context of their immediate, organizational and at a national level and develop the skills necessary to lead in each of these environments.

At the end of the module, participants will be able to:

- ▶ Read and perceive organizational culture
- ▶ Apply principles of how organizational culture develops to influence change
- ▶ Adapt leadership style according to the context of culture and position of authority
- ▶ Effectively chair meetings
- ▶ Apply power in the most effective way
- ▶ Network effectively
- ▶ Apply principles of scaling up to effect change at a national level
- ▶ Promote a just, open and transparent culture
- ▶ Promote a culture of learning and academic and professional critical enquiry.

B Learning Methods

- ▶ Eight days of face-to-face learning and networking
- ▶ Strategically grouped participants
- ▶ Increasing use of online learning
 - a) To maximise opportunities
 - b) Participants will be asked to review screencasts, write reflective pieces, and then discuss important or surprising elements.
 - c) There will be mandatory prequels to live elements which will be assessed through online questions and discussion
- ▶ Action learning sets
 - a) As a technique to drive learning
 - b) Participants will be trained to run action learning sets themselves
- ▶ Zoom coaching
- ▶ Evidence of QI project achievements will be demonstrated through screencasts which will be made available on the BOA website.



C Faculty

When the cohort of the FLP has assembled, we will decide on faculty required to support the programme, based on their need. We will engage several BOA Council members and use our wider health service and leadership networks. As priority, we will seek potential future programme directors and support their early professional development. Previous faculty included: BOA Council Members, Past Presidents, TPDs, Clinical Directors, and a Head of School of Surgery.

D Programme Mentors

You will be asked to identify someone suitable from within the organization which has funded you. You will be supported to seek and appoint your own mentor (not funder). Possibilities include:

- ▶ Participant's own supervisor or appraiser
- ▶ Appropriate specialist society members
- ▶ Key senior colleague within the base trust
- ▶ Previous alumni

E QA

- ▶ Evidence of QI project achievements will be demonstrated through screencasts and made available through the BOA website. Examples from previous cohorts can be found [here](https://www.boa.ac.uk/learning-and-events/courses/boa-future-leaders-programme/qi-projects.html) <https://www.boa.ac.uk/learning-and-events/courses/boa-future-leaders-programme/qi-projects.html>
- ▶ Evaluation of both process and outcome

F Value for Participants

- ▶ Access to high level & big scope service improvement projects that:
 - a) Have the capacity to create long-lasting service improvement / change or cost saving.
 - b) Trainees can talk favourably about at interview demonstrating their abilities to achieve and improve patient care.
 - c) Have had some of the groundwork already laid or in partnership with a group of trusts or BOA / specialist societies.
- ▶ Professional networks within and across specialties
- ▶ Advanced leadership roles which will be immediately useful in your current role and provide foundations for future leadership role.

G Cost

The 2023/4 programme costs £3720 (including VAT) which includes all fees, learning materials and day delegate hospitality, but does not cover travel or accommodation. All participants must be BOA members by 1st October 2023 at the latest, to be eligible to take part in the programme. Non-orthopaedic participants through BSSH and UKSSB can join as a BOA member under the Affiliate category.

Please note places on the FLP are limited and will be confirmed after a review of your application and possibly an interview.

H Timings

April 2023	Open for applications
June 21	Applications in and processed
August 1	Email participants and invoice
August/September 2023	Pre-course preparation – 8 hours Small group virtual meeting with each participant
October 23 & 24	Module 1: Personal leadership
December	Zoom Action Learning Set – Agree leadership PDP and QI project plan
January 9 & 10	(provisional) - Module 2: Technical leadership
February	Zoom Action Learning Set
March 6 & 7	(provisional) - Module 4: Contextual leadership
April/May	Zoom Action Learning Set
June 6 & 7	(provisional) - Module 4: Contextual leadership
July	Review Leadership PDP Evaluate QI project Submit QI screencast for BOA Annual Congress
Thursday September 2024	Presentation of BOA Certificates - Birmingham

Lisa Hadfield-Law
Hiro Tanaka
March 23

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