

## RCGP Wales Leadership Programme

### ***‘Leaders for the Future’***

#### Introduction

The RCGP Wales Leadership Programme produces GP leaders with clear vision and purpose, able to voice opinions and influence policy. They are well placed to work with integrated health organisations which are endeavouring to shift the point of care towards community led services.

The RCGP Wales Leadership Programme was launched in 2011 and since then six cohorts have been run, covid break now recommence.

Data sources from the first three cohorts, combined throughout the programme has provided robust and triangulated intelligence, evidencing that:

*- all participants reported a significant improvement in their performance as a leader. Since completing the programme all participants have rated their leadership performance at the top end of the scale, awarding either an 8 or 9, indicating that their leadership learning was very powerful as a result of participating in the programme.*

***‘I feel I have grown as a person in the last 12 months – the leadership programme has potentially been life changing. My eyes / dreams are now set on new heights. Young GPs really need to be encouraged to go and make a significant contribution in shaping the future of health care. If not us, then who?!’ (past Leadership candidate)***

We have also taken the opportunity to capture other changes that have happened in the Leaders professional life since completing their leadership journey. Some examples of these changes re new leadership roles taken on, as well as involvement in service change and improvement, are provided below:

Chair of RCGP Wales

Residential Care  
Assessment Beds  
Clinical Lead

Cardiff University  
Academic Fellow  
Programme

Improved diabetes care  
and uptake of public health  
initiatives

Community Director  
for Cardiff West  
Cluster

## **This programme was developed with the following objectives in mind:**

- An opportunity to offer a unique Wales clinical leadership solution and work with the challenges and opportunities that a devolved Wales and differentiated NHS system may offer.
- Developing the talent of aspirational GPs committed to change and with the potential to succeed and take on future Council roles within RCGP Wales.
- Gaining high profile sponsorship and commitment for the programme from key players in NHS Wales and Welsh Government.

***'I thoroughly enjoyed meeting the enthusiastic and dynamic GPs who have been actively developing their leadership skills. They have obviously benefitted from the programme and give confidence that the future of primary care in Wales is in good hands' (Dr Ruth Hussey, Past Chief Medical Officer for Wales)***

- A developing evidence base, of the opportunities for change when investment in leadership potential is focussed on service application and patient care in Wales.
- Building an evidence base for RCGP Wales of their commitment to continuing professional development and succession planning.

## **Programme Philosophy**

The programme philosophy creates an environment for participants to learn through experiences in a generative learning community which allows them space for experimentation and reflexive action. They have the capacity to access integrated development methods, a focus on practical applications and to utilise individual, self management and self directed learning in a leadership context.

## **Programme Format**

The programme format provides an integrated approach to learning and development, consisting of individual, small group and whole group learning components as well as application to direct practice. Confidential coaching is a key element of this programme, which includes a confidential coaching contract and completion of pre and post coaching session's questionnaires.

These are delivered via:

- 1 x 2 day whole group study block (start of programme)
- 1 x 1 day whole group study block (end of programme)
- 5 days of Action Learning Sets (ALS)
- 3 sessions of 1-to-1 coaching
- Innovation Service Leader Application (ISLA)\* projects for leadership learning application by the participants

\*The ISLA project seeks to allow participants to put leadership into practice. Participants are encouraged to connect with something that they are passionate about changing which will give them

an opportunity for personal stretch. Timeframes for the projects were not restricted to completion within the programme period.

31 GP Leaders have participated in the first 4 cohorts and there is a 100% recommendation by them of this programme to their GP colleagues who have a passion to release their own leadership potential to make a difference for patient care.

***‘Valuable programme to inspire and guide young GPs into more active roles in their practices and the wider medical / political world. The likely benefit to the future of not only RCGP Wales, but general practice as a whole, is immense’***  
(past Leadership candidate)

It is not possible to give a detailed programme of each of the action learning sets and the aims of each of them. Each ALS is developed as a result of the outcomes of the previous one, and so each is individual to the group’s needs as a whole.

The programme lead will identify these needs as the programme progresses and so the group will receive a tailored programme.

### **Past Participants**

We have a number of past participants in the programme who would be happy to chat about their own experiences. If you would like to do this, please contact Nicola Edmunds at [nicola.edmunds@rcgp.org.uk](mailto:nicola.edmunds@rcgp.org.uk) who will be able to put you in touch with someone.

***‘Without the programme I would not have had the confidence to evaluate my career as I did. It gave me the insight to realise I wanted more from my career. This gave me the confidence to change practices for a large more innovative surgery’*** (past Leadership candidate)

***‘The course is career changing. It acknowledges your strengths and builds on them to improve your confidence. The peer support is invaluable as is that of the mentor. The course opens doors, awakens ideas and challenges false ceilings which hinder career progression’*** (past Leadership candidate)