Medical Leadership Competency Framework

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

The Framework is a tool which can be used to:

- Inform the design of training curricula and development programmes
- Highlight individual strengths and development areas through self assessment and structured feedback from colleagues
- Assist with personal development planning and career progression.

This brochure provides an overview of the Framework.

Final approval of the Framework has been received from the Steering Group and Academy of Medical Royal Colleges. We are working with the General Medical Council (GMC) to integrate the Framework into Tomorrow’s Doctors and Good Medical Practice, and Postgraduate Medical Education and Training Board (PMETB) to integrate into College Curricula.

Who is it for?
The Framework applies to all medical students and doctors. The manner in which the doctor demonstrates competence and ability will vary according to the career path chosen and the level of experience and training.

Framework development
Development of the Framework has been informed by a review of literature and key publications, comparative analysis of leadership competency frameworks, analysis of medical curricula, consultation with members of the medical and wider NHS community and input from the project steering group, reference and focus groups.

The Project Team has also tested the Framework in a variety of medical education and service communities in the UK to ensure that the competences are relevant to doctors at the different stages in their training and careers.

The General Medical Council (GMC) states that “all practising doctors are responsible for the use of resources; many will also lead teams or be involved in the supervision of colleagues; and most will work in managed systems, whether in the NHS or in the independent, military, prison or other sectors. Doctors have responsibilities to their patients, employers and those who contract their services. This means that doctors are both managers and are managed.”

(Management for Doctors, 2006)
Framework design
Delivering services to patients and others who use healthcare services is at the heart of the Competency Framework. The five domains (Personal Qualities etc) highlight the general areas in which doctors need to be competent.

Each element is further divided into four competency outcomes, which are outlined on our website www.institute.nhs.uk/mlcf

“The doctor’s frequent role as head of the healthcare team and commander of considerable clinical resource requires that greater attention is paid to management and leadership skills regardless of specialism. An acknowledgement of the leadership role of medicine is increasingly evident.

Role acknowledgement and aspiration to enhanced roles be they in subspecialty practice, management and leadership, education or research are likely to facilitate greater clinical engagement.”

(Aspiring to Excellence, MMC Inquiry led by Prof John Tooke, 2008).
Framework application

The application of the Framework will differ according to the career stage of the doctor and the type of role they fulfill. The following graphics demonstrate the emphasis that is likely to be given to the domains at each stage:

Key

- Light blue: has limited opportunities to show competence in all elements of the domain
- Light pink: has greater opportunities to show competence in all elements of the domain
- Dark blue: has frequent opportunities to show competence in all elements of the domain.

For example, by the end of the undergraduate stage, competence should have been developed in all aspects of Personal Qualities and Working with Others. There will have been less opportunity for undergraduates to demonstrate competence in all aspects of the other three domains, particularly Setting Direction; however they should at least have developed the underpinning knowledge and skills as a foundation for future competence in these areas.
Domains and Elements

**Personal Qualities**
Doctors showing effective leadership need to draw upon their values, strengths and abilities to deliver high standards of care.

This requires doctors to demonstrate competence in:
- **Self awareness**: being aware of their own values, principles, assumptions, and by being able to learn from experiences.
- **Self management**: organising and managing themselves while taking account of the needs and priorities of others.
- **Self development**: learning through participating in continuing professional development and from experience and feedback.
- **Acting with integrity**: behaving in an open and ethical manner.

**Working with Others**
Doctors show leadership by working with others in teams and networks to deliver and improve services.

This requires doctors to demonstrate competence in:
- **Developing networks**: working in partnership with colleagues, patients, carers, service users and their representatives, within and across systems to delivery and improve services.
- **Building and maintaining relationships**: listening, supporting others, gaining trust and showing understanding.
- **Encouraging contribution**: creating an environment where others have the opportunity to contribute.
- **Working within teams**: to deliver and improve services.
Managing Services
Doctors showing effective leadership are focused on the success of the organisation(s) in which they work.

This requires doctors to demonstrate competence in:
**Planning:** actively contributing to plans to achieve service goals.
**Managing resources:** knowing what resources are available and using their influence to ensure that resources are used efficiently and safely.
**Managing people:** providing direction, reviewing performance and motivating others.
**Managing performance:** holding themselves and others accountable for service outcomes.

Improving Services
Doctors showing effective leadership make a real difference to people’s health by delivering high quality services and by developing improvements to service.

This requires doctors to demonstrate competence in:
**Ensuring patient safety:** assessing and managing risk to patients associated with service improvement.
**Critically evaluating:** being able to think analytically, conceptually and to identify where services can be improved.
**Encouraging innovation:** creating a climate of continuous service improvement.
**Facilitating transformation:** actively contributing to change processes that lead to improving healthcare.
Setting Direction
Doctors showing effective leadership contribute to the vision and aspirations of the organisation and act in a manner consistent with its values.

This requires doctors to demonstrate competence in:
- **Identifying the contexts for change:** being aware of the range of factors to be taken into account.
- **Applying knowledge and evidence:** gathering information to produce an evidence-based challenge to systems and processes in order to identify opportunities for service improvements.
- **Making decisions:** integrating values with evidence to inform decisions.
- **Evaluating impact:** measuring and evaluating outcomes, taking corrective action where necessary and by being held to account for their decisions.

If you would like to know more about the Enhancing Engagement in Medical Leadership Project please visit our website www.institute.nhs.uk/medicalleadership or email medicalleadership@institute.nhs.uk