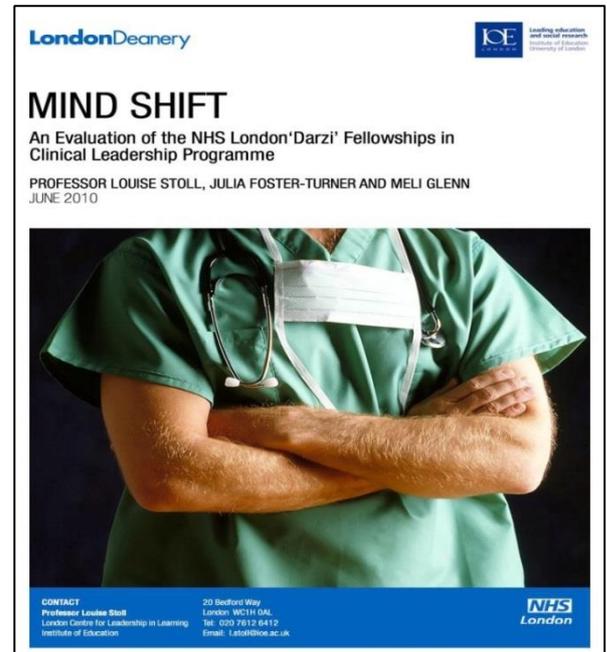


Research Briefing N^o 17

Developing junior doctors as change agents: evaluation of NHS London clinical leadership fellowships

This research evaluates a fellowship programme for junior doctors designed to stimulate change leadership.

Key words: clinical leadership; leadership development; innovation; quality improvement



Key findings

- **Impact on fellows was far reaching and, often, profound.** Most fellows experienced a 'mind shift' in their view of the role of clinicians in service change. Armed with greater understanding of the workings of health service organisations and how to improve them, they were better able to work with others to bring about change. Now much more aware of their own impact on others as leaders of change, virtually all were considering ways they wanted to incorporate leadership into their careers.
- **Changes were found in primary, hospital and mental health trust processes and procedures, although long-term sustainability was unclear.** Many projects were successfully developed and implemented, creating new processes, tools and programmes for fellows' trusts. Healthcare outcomes were often improved and fellows had engaged other trainees in carrying out similar projects, making for broader effects across trusts. Longer-term follow up evaluation needs to examine further impact.
- **Fellows' experience and ability to get their projects up and running was affected by the nature of support they received.** Projects needed to be clear and 'do-able', supported by a committed sponsoring trust, available colleagues, clear goals and plans for sustaining impact over time.

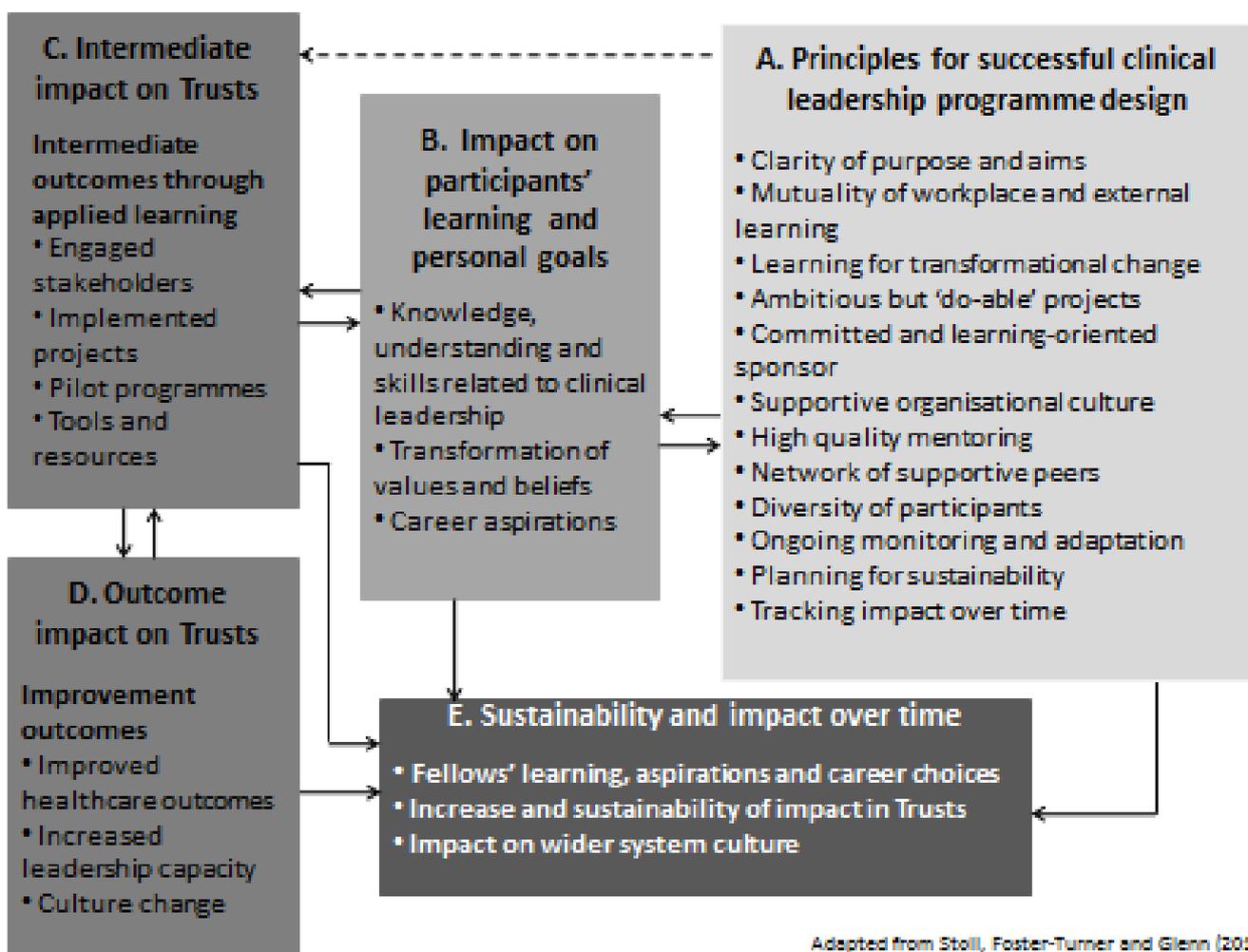
Based on our findings, the figure below shows how the impact and sustainability of clinical leadership development might be maximised.

What we did

Clinicians are involved in leading and managing health care, but postgraduate medical education and training provides few opportunities for doctors in training to step beyond their relationships with patients. National Health Service (NHS) London designed the 'Darzi' Fellowships in Clinical Leadership to engage trainees in improving health care systems and develop capabilities for their future roles as clinical leaders.

This research evaluated the first programme for 41 fellows who spent 12 months out of specialty training in primary, hospital and mental health trusts from 2009-2010. Working on projects, they were supported by the medical director and a tailored leadership development programme. We wanted to know: What is the impact of the Darzi Fellowship programme on participants, organisations and stakeholders? We focused on identifying different kinds of impact and features helping or hindering success.

Figure: Model of successful programme design, impact and sustainability for clinical leadership development combining workplace and external learning



How we did it

To understand the context for our evaluation, we reviewed the few relevant studies and NHS's planning documents. We interviewed the programme originators and supporting programme designers to explore the aims, intention and programme design, and observed a supporting programme module. All participating fellows received questionnaires asking about their experience and its effects. Over three quarters responded and we explored issues in more depth with 13 by telephone. We also interviewed seven of their medical directors and surveyed a sample of other colleagues. Our picture was rounded with stories of the experience of four fellows in different kinds of trusts, collected by speaking to them and some of their colleagues. Finally, we attended the final session where fellows presented their experiences and talked about impact.

Further information

Executive summary of the report:

Mind Shift: An Evaluation of the NHS London 'Drazi' Fellowships in Clinical Leadership Programme' (pdf 0.2mb).

This can be found on the [IOE's website](#) and on the website of the [London Leadership Academy](#).

The full report can be accessed at the [London Centre for Leadership in Learning website](#) and on the [London Leadership Academy website](#).

An article has been published:

Stoll, L., Swanwick, T., Foster-Turner, J. and Moss, F. (2011). Leadership development for junior doctors: what can we learn from 'Darzi' fellowships in clinical leadership? *The International Journal of Leadership in Public Services*, 7 (4): 273-286.

Impact

The London Deanery has used the findings for refinements to its fellowship programme and in the design of other leadership development offerings.

The London Centre for Leadership in Learning used the findings in design of leadership development for The Middle Leaders Programme for Peterborough and Cambridge NHS Foundation Trust (CPFT), working in partnership with ALTstrat. For further details and evaluation report, contact Sue Hellman: susan.hellman@ioe.ac.uk

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