

ABCD Consultant Development Programme (27 November – 1 December 2018)

Executive Summary

Background

The ABCD Consultant Development Programme (CDP) is a programme designed to provide doctors in the diabetes speciality (typically Specialist Registrars (SpR) in Year 5) with the opportunity to undertake an accredited leadership and management programme to support their development as soon to be appointed consultants. Now in its fourth year as a viable Programme, the feedback from delegates and overall evaluation is again excellent with all the respondents stating that they would recommend the CDP to others.

Run as a residential programme thanks to the generous support of the Alliance (Eli Lilly and Boehringer Ingelheim), the CDP, which uses the NHS Leadership Academy's Clinical Leadership Competency Framework (CLCF) as its foundation, focuses on providing consultants with leadership and management knowledge and skills designed to make their future transition to consultant grade less daunting. Course content and structure of the Programme was amended to reflect the feedback from previous years.

Following the CDP, all delegates were asked to complete a post-Course Evaluation. Of the 20 delegates who attended, 18 of the 19 that were in attendance on the final day, provided feedback, a response rate of 95%, which is clearly a highly representative sample, and significantly greater than the response rates seen on other similar post-Course evaluations.

Summary of Responses

Demographic Profile of Respondents

In this Cohort, there were more male than female delegates (14 and six), of which three were already appointed as consultants. One delegate did not fully complete the Programme because he was sitting his ARCP, at which he was successful!

The age of respondents was typically in the range 30 to 44 years old: (39%) of respondents were between 35 and 39 years of age and 28% were aged between 40 and 44. All respondents are currently employed in clinical roles.

Female representation aside, this demographic is consistent with previous cohorts and demonstrates the appeal of the Programme to SpRs who are about to apply for consultant posts (the ABCD primary target audience).

Pre-Course Administration

Of the delegates who responded, only four doctors (21%) had been made aware of the ABCD CDP through more than one medium. While this is a lower number than we would wish, it is clear that the various information channels promoting the Programme work effectively. Specifically, nine (9) reported that they had heard about the ABCD

CDP following receipt of an email from ABCD or YDEF. A further six (6) delegates had learned about the Programme from visiting the ABCD or YDEF websites while nine (9) delegates stated that they had heard about the Programme from a colleague which indicates that previous attendees (and other ABCD members) are actively promoting the Course and its value.

When asked the ease of which the purpose of the Programme and its content was found all respondents stated that it was either *easy* or *extremely easy*, which is consistent with Year 3. Written feedback on the pre-course administration was universally positive with one delegate stating, '*Very efficient and useful pre-Course administration, very well looked after, personal attention*'.

In applying for a place on the Programme all respondents said that they had found it *easy* or *extremely easy*. Similarly, satisfaction (*satisfied* or *extremely satisfied*) with the information provided preceding attendance on the ABCD CDP was, at 100%. The majority of respondents (94%) said that they found it either *easy* or *extremely easy* to access the course materials.

Overall, the delegates rated the pre-course administration as *good* or *extremely good*.

The Facilities

This was the one facet of the 2018 Programme that was most disappointing. The Hotel was undergoing a complete refurbishment, and this had an adverse impact on both delegates and the Faculty. That said, a 'Dunkirk spirit' prevailed throughout and the quality of learning was not materially affected. A new venue for the 2019 Course has been booked at Edgbaston Park Conference Centre, Birmingham University, which should prove entirely suitable.

The Programme

To evaluate the effectiveness of delivery and to obtain feedback on Programme content, ABCD set the following standards for the CDP. Specifically, the Programme was to:

- Provide a course appropriate for SpRs and newly appointed consultants;
- Build the knowledge, understanding and skills relevant to the development of a consultant Diabetologist as a clinical leader;
- Utilise a highly relevant curriculum framework of content mapped to a recognised and relevant NHS leadership framework (CLCF); and,
- Have modes of delivery that make the course an effective, valuable and enjoyable learning opportunity.

All respondents felt that the Course and its content were *highly relevant* (89%) or *somewhat relevant* (11%) to them personally. There was universal consensus amongst respondents – all *agreed* or *strongly agreed* – that the CDP built knowledge, understanding and skills relevant to their development as a consultant, in particular improvement of people skills. Similarly, all respondents *agreed* or *strongly agreed* that the Course used a relevant and understandable curriculum framework.

In terms of facilitation and teaching, all respondents felt that the Programme was delivered either *effectively* (23%) or *highly effectively* (77%) and considered the facilitators to be inspiring and knowledgeable of the subject matter. In addition, all respondents felt that the experiential learning tools utilised were *effective* or *extremely effective*. Examples of some of the specific feedback from delegates included:

- *'Great stuff - really good'*;
- *'All sessions were very useful and informative. Enjoyed guest speakers as well. Overall very good'*;
- *'Good balance of teaching/discussion & group tasks. Interesting the taking of photos from a task to illustrate a point'*;
- *'All good sessions'*;
- *'Speakers were really good; both Keith and Julie are very dynamic and engaging; workshops were very practical. Most effective activity was 'Dominoes'*;
- *'Feedback after the teaching are very constructive and criticising appropriately! Honest and thank you!'*;
- *'Practical exercise sessions were fantastic'*;
- *All practical tasks were very useful to understand how teams work and dynamics between different team members; and,*
- *'Good mix of practical and non-practical sessions. Excellent facilitators and guest speakers'*

Although the evaluation was very positive, there were a couple of minor criticisms suggesting that we need to review the pace of delivery on Days One and 2 – which we will – and a suggestion that we ought to get delegates to complete the Myers Briggs Type Indicator (MBTI) before they attend the Programme. We have considered this previously but believe that the MBTI is an important 'ice-breaker' at the start of the CDP. Further, it provides a context for colleagues to consider how they engage with others, a crucial facet of leadership. On balance, therefore, we will continue to complete the MBTI as part of the CPD, acknowledging that it may be necessary to consider again whether the assessment could be done separately.

89% of respondents stated that they would be interested in a follow-up day, while intend to go on to complete the additional study offered, while all delegates deemed the experiential learning invaluable. We will contact members of Cohort 4 to offer a follow-up day in Autumn.

Future Programmes

Respondents were asked to identify the benefits derived from participation in the ABCD CDP and to provide feedback on the arrangements for future iterations of the Programme.

It was established that networking with like-minded people, sharing experiences, exploring known or future consultant opportunities and being able to create a network of colleagues at a similar level of experience was of particular benefit to respondents. One delegate stated that the Programme offered the opportunity for, *'[n]etworking [with] my speciality trainees who are in the same grade and will be extremely useful*

for our future'. Consistent with the feedback from previous years, one delegate stated that they had found the Programme helpful for *'reflection'*, while one delegate declared that the CDP provided, *'[v]ery good exposure to [the] leadership and management role. Practical tips to be a good leader, efficient managers and to be successful in consultant interview. Thanks a lot!'*.

All respondents said that they would recommend the ABCD CDP to colleagues; 84% – a slight increase in percentage points (five) from the 2017 Cohort – said they would *definitely recommend* the Programme. Eighty four percent (84%) of respondents indicated that a 5-day residential programme rather than a rolling programme offering a series of separate one-day workshops would better meet the needs of SpRs who might attend in the future. The remaining 16% were *'not sure'* – we think this means 'no preference' – how the ABCD CDP should be delivered.

While there were many more complimentary comments, two delegates thought the Programme should be delivered over a shorter period and/or that the guest speakers should be incorporated within the main Programme rather than in the evening. While the ABCD Faculty recognises that the Programme is demanding (and can be tiring), the broad and consistent consensus from the majority of delegates, over four iterations of the CDP, is that there are no short-cuts to be had if we are to maximise the time available for learning. Nonetheless, the Faculty will review the content to see whether there are other ways of delivering the material without degrading or diluting the Programme.

Summary

The post-Course evaluation of the ABCD CDP, run as a five-day residential programme in Birmingham in November 2018, indicates that the event was, once again, highly successful. Further, the Evaluation has not revealed any significant issues or weaknesses in the planning, preparation and delivery of the Programme. As in previous years, the feedback provided by delegates has been very useful.

Finally, and overall, respondents' levels of satisfaction and written feedback both provide clear evidence of a well-structured and effective programme of education and learning.



Keith Whitfield

29 April 2019