



British
Cardiovascular
Society

Emerging Leaders Programme 2022/2023 Delegates handbook

2022

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Emerging Leaders Programme

I am pleased to introduce the fourth Emerging Leaders Programme for 2022/2023. This programme was established in 2019 with the vision to enable delegates to lead significant service change and importantly to provide professional leadership more widely within cardiology and the NHS. It was designed to help develop senior cardiology trainees and recently appointed consultants, and subsequently extended to include senior Allied Health Professionals and Advanced Nurse Practitioners of the multi-disciplinary cardiology team.

The British Cardiovascular Society (BCS) has engaged a faculty that includes a mixture of international, national and regional leaders all recognised as experts in leadership, health care delivery and cardiology.

The programme runs over eight days and these are planned to be delivered face to face in the BCS building in Fitzroy Square, London. Should it become necessary for reasons we have experienced in the last few years we will consider continuing delivery via an online platform.

In addition to the eight taught days you are expected to attend the annual BCS Conference (5-7 June, 2023, in Manchester) where the Emerging Leaders Programme will be showcased through display of your project posters and a conference session for the top three rated project authors to present their work.

A team of five Course Directors have developed and co-ordinated the programme with an expert Faculty and will be involved throughout to support the delegates. Evaluation from the delegates and faculty has been used to refine the programme for 2022/2023.

Our particular thanks are extended to Bayer, Pfizer, BMS and Boehringer for their sponsorship of the Programme. They have supported the British Cardiovascular Society – Emerging Leaders Programme as a Medical Education Grant and have had no other involvement in the organisation or the content of the materials produced.

Dr Shouvik Halder

Vice President elect for Education and lead for the BCS Academy



Emerging Leaders Programme: Learning outcomes

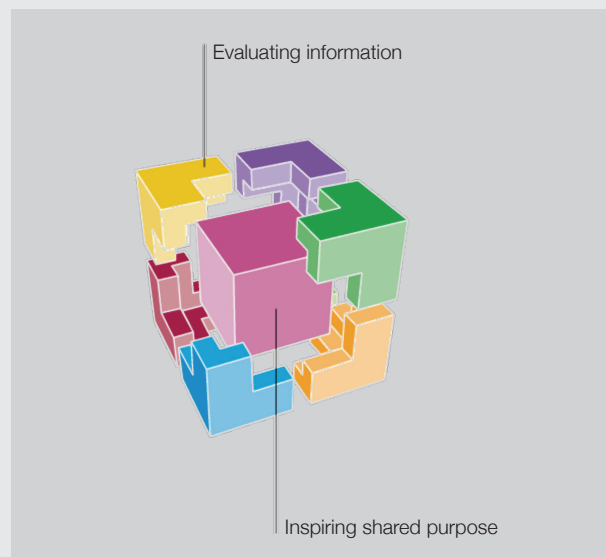
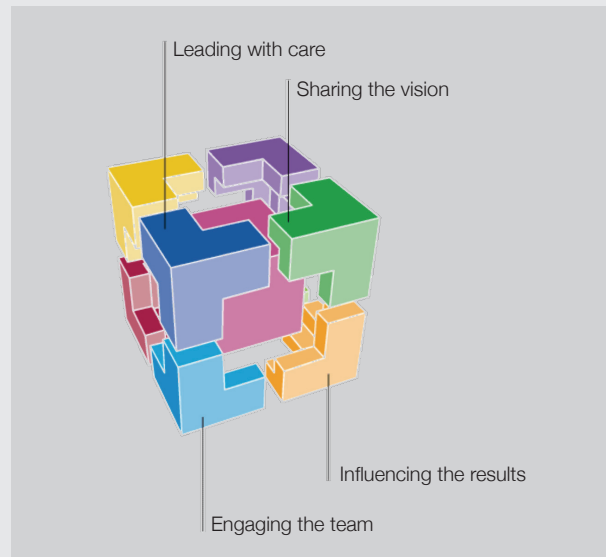
The learning outcomes will include:

- Knowledge of the NHS, its structure and values.
- Awareness of leadership models.
- Enhanced leadership skills, including development of self.
- Leading teams within organisations.
- Understanding of leadership across systems.
- Leading change through effective project management.
- Enhanced understanding of ways of remaining resilient and dealing with difficult situations.
- Increased confidence in leadership abilities.

Programme delivery methods

The programme will draw on and refer to the nine domains within the NHS Healthcare Leadership Model.

Speakers will use a mixture of delivery methods. It is intended that the programme will be paper light: a Dropbox has been set up and information for each session will be uploaded to this, including the programme, slides and any key references referred to by the speakers.



Expectations of the delegates

The learning outcomes will include:

- Attendance for all taught sessions*.
- Completion of the 360 NHS Healthcare Leadership Model questionnaire.
- Participation in coaching and/or mentorship activities.
- Participation in the Healthcare Challenge group event.
- Completion of a Service Improvement Project, including production of a poster and abstract for display at the Annual Conference in 2023.
- Constructive evaluation of each session and the programme overall.
- Attendance at the Annual BCS Conference, 5-7 June 2023, in Manchester.

*We recognise that there may be isolated occasions where your attendance is not possible, e.g. sickness. Where this occurs, please ensure you make contact with chriswilkinson@sky.com as soon as possible.

You will be sent an email inviting you to access the 360 NHS Healthcare Leadership Model questionnaire. A quick access guide to completing this process is included at page 12. Should you have any queries about it please do not hesitate to contact chriswilkinson@sky.com.

As part of the programme, you are encouraged to consider and seek out opportunities for mentorship or coaching as these are considered valuable activities as you progress in your career and develop your leadership skills.

The following pages provide a summary programme highlighting the taught content, including dates, times and invited speaker. Further detail including specific learning outcomes for each will be provided as the programme progresses.



Emerging Leaders Programme overview

Day 1 Monday 05/12/22	Programme introduction and expectations	Course Directors
	My leadership journey: how to get established and succeed in cardiology – building teams and working with others Understanding the role of managers and how they can help Meet previous ELP delegates – top tips on how to get the most out of the programme	Simon Ray Simon and Chris
Day 2 Thursday 19/01/23	How the NHS works	Prof Chris Ham King's Fund
	Emotional intelligence: Understanding self to understand others DiSC personality tool – introduction	Jennifer Ray Beckman American College of Cardiology
Day 3 Tuesday 07/02/23	Leadership and DiSC: It's all about the EI Coaching and mentoring workshop	Jennifer Ray Beckman, ACC Chris Wilkinson
	Development of self as leader	Philip Stiles Judge Institute
Day 4 Wednesday 08/03/23	Leading successful and sustainable projects for quality improvement	Prof Stefan Scholtes Judge Institute
	NHS funding and the development of successful business cases	Ed Smith Chief Finance Officer, CUH
Day 5 Tuesday 28/03/23	Preparation for the 'Healthcare Challenge' project	Chris Wilkinson
	Managing difficult conversations and developing resilience	P Williams Practive
Day 6 Wednesday 19/04/23	Building team effectiveness	Ben Hardy London Business School
	Development of strategy: 10 year plan, review of targets; personal leadership journey	TBC
	Preparation for Celebration Event and Conference	Course Directors
Day 7 Monday 15/05/23	Human Factors	Jon Morton
	Supporting consistent, constructive and fair evaluation of the actions of staff involved in patient safety incidents	Chris Wilkinson & Dr Clive Lewis
	The Healthcare Challenge Presentations and reflective learning	Course Directors
	Preparation for end of programme	Chris Wilkinson
Day 8 Thursday 25/05/23	Compassionate leadership	Prof Michael West Visiting Fellow, King's Fund
	Presentation and review of project posters	Course Directors

Healthcare Challenge presentations

Purpose

This session will require groups of 4/5 course participants to work together in order to prepare a considered presentation stimulated by excerpts from recent national publications. It is expected that the work will include:

- Personal reading and review of relevant literature.
- Discussions with colleagues internal to delegates' Trusts (including fellow clinical staff and those with corporate/managerial roles including Directors) and where relevant/possible, with colleagues external to the Trust e.g. commissioners.
- Delegate group discussions to present findings and to engage in peer review and challenge, to include thoughts around how national and/or local policy should be shaped to address the issues that have emerged.
- Presentation of findings and reflections to fellow course delegates and Course Directors. Delegates may select any mode of presentation they feel suitable for the information to be shared.
- Leading and responding to a Question and Answer session following the presentation.
- Personal reflection after the presentation to consider what went well, learning from the process and any areas for further development/study in order to optimise competence and influence in group working and presentation of complex issues with colleagues.

Service Improvement Project Guidelines

To mark completion of your programme we will hold a Celebration Event during Day 8 on Thursday 25 May 2023. Details of the event will follow.

Project abstract

Your abstract should be a maximum of 500 words on one A4 page only. It should include the project title, your name and your contact details (e.g. email address) for networking purposes. This can be submitted as a Word document.

Please submit your **service improvement project abstract** to chriswilkinson@sky.com by **Thursday 11 May 2023** for circulation to your peers and the Course Directors. Your Abstracts will be compiled in the 2023 Emerging Leaders Programme Yearbook and uploaded to the British Cardiovascular Society website.

Project poster

Your poster should be produced using British Cardiovascular Society branding (templates will be circulated). This should be produced as a Powerpoint presentation and should include the project title, your name and your contact details (e.g. email address) for networking purposes. This should be submitted to chriswilkinson@sky.com by **Thursday 11 May 2023**, for circulation to your peers and the Course Directors

Each poster will be reviewed and rated by fellow delegates and Course Directors using a supplied ratings grid (to be circulated nearer the time).

Project presentations

You should prepare a **verbal presentation lasting no longer than 5 minutes** for the Celebration Event. This should include your project elevator pitch (i.e. a succinct summary of what your project was about, why it was selected and any outcomes). You should outline any key learning and/or pitfalls from undertaking the project, and draw on new or enhanced knowledge gained from undertaking the Emerging Leaders Programme. Three further minutes will be allocated to each delegate to field a question and answer session.

Each poster will be reviewed and rated by fellow delegates and Course Directors using a supplied ratings grid. The creators of the **three highest rated posters and presentations** will be awarded prizes by the Course Directors and will present their project during the Annual British Cardiovascular Society Conference in June 2023.

All delegates are encouraged to present their projects to their departments as well as to a wider audience, on their return to work.

Any queries, as always please feel free to contact chriswilkinson@sky.com in the first instance.



Biographies for Course Directors



Simon Ray

Past President of the British Cardiovascular Society, 2018-2021. Simon graduated from Bristol University in Pharmacology in 1980 and in Medicine in 1983. After HO

jobs in Bristol and medical SHO and registrar jobs in Glasgow and Edinburgh he completed his MD as a BHF funded research fellow with Prof Henry Dargie in Glasgow.

He continued cardiology training at the Freeman in Newcastle before moving to CTC Liverpool as a senior registrar in 1992. From 1994-95 Simon was an interventional cardiology fellow in Vancouver BC with Ian Penn, Chris Buller and Donald Ricci before appointment as consultant cardiologist at Wythenshawe Hospital in 1995. His clinical and research interests have focussed around valve disease, PFO, cardiac involvement in neuromuscular disease and more recently cardio-oncology. Simon was clinical director of cardiology at UHSM from 2006-2009, President of the British Society of Echocardiography 2007-2009, Vice President of the BCS for clinical standards from 2010-2013 and President of the BHVS from 2013-2016. Currently he is joint clinical lead for the cardiovascular theme of the Manchester Academic Health Sciences Centre, Director of Research and Development at UHSM. Simon was appointed Honorary Professor of Cardiology in 2011.



Dr Shouvik Haldar

A Consultant Cardiologist and Electrophysiologist at the Royal Brompton & Harefield NHS Foundation Trust.

He graduated from Guy's and St Thomas's Medical School, trained in NW Thames Cardiology Training Programme and completed his subspecialty training at the Royal Brompton & Harefield NHS Foundation Trust and the University of Toronto. He has a strong research record, publishing many peer reviewed articles, and is an invited speaker at international conferences and meetings in the US and Europe. Dr Haldar is passionate about medical education and is currently Vice-President for Education (Elect) at the British Cardiovascular Society.



Dr Sarah Clarke

MA MD FRCP
FESC FACC

Consultant
Cardiologist
and Clinical
Director Strategic

Development, Royal Papworth Hospital, Cambridge. President, Royal College Physicians, Joint National Clinical Lead (Cardiology), Getting it Right First Time, NHSE/I. Trustee, British Heart Foundation. Past President, British Cardiovascular Society (2015-2018).

Dr Clarke has been involved in the work of the British Cardiovascular Society since 2000. As Vice President for Education and Research, she became the first female Officer and Trustee of the Society in 2011. She was elected the first female President in 2015 and took the Society through an ambitious modernisation programme to provide a better service for members and deliver key initiatives in quality improvement, education, research and data science. She is a Founder and Course Director of the Emerging Leaders Programme at the BCS.

Dr Clarke trained in Cambridge, UK and at the Massachusetts General Hospital, Boston, USA. She was appointed Consultant Interventional Cardiologist at Royal Papworth Hospital in Cambridge in 2002. She was Clinical Director for Cardiac Services (2006-2012) leading the development and introduction of the PPCI service across the East of England. She has been Clinical Director for Strategic Development since 2012 and was Cardiology Lead for the design and development of

New Royal Papworth Hospital opening 2019. She was Cardiology Lead for the Cambridge and Peterborough STP from 2015-2019, developing evidence based clinical pathways across the system and addressing cross-cutting themes such as outpatients and out-of-hours on call.

In 2017, she was appointed joint National Lead for Cardiology for the GIRFT, 'Getting It Right First Time' programme, helping to improve the quality of care within the NHS by reducing unwarranted variations, bringing efficiencies and improving patient outcomes. The National Report for Cardiology is due for publication early next year.

Dr Clarke was elected Councillor and Trustee to the Board of the Royal College of Physicians (London) in 2018. In 2019 she was elected Clinical Vice President, responsible for health quality improvement, and in September 2022 she took up the role of President of the RCP.

Dr Clarke is Trustee to the Board of the British Heart Foundation (BHF) and a member of the Board of the European Society of Cardiology (ESC) where she is leading a task force to revise the Statutes. She is European Representative on the Assembly of International Governors American College of Cardiology (ACC) and Co-chair of the International Centre of Excellence Programme (ACC). Dr Clarke is Editor for Education in Heart, the international peer-reviewed journal and International Editor of the European Heart Journal.

In 2018 Dr Clarke was awarded a grant to attend the Women Transforming Leadership Programme at the Säid Business School in Oxford and was awarded the International Service Award from the American College of Cardiology for her outstanding contribution to enhancing cardiovascular care and education globally.



Dr Clive Lewis

MA MB Bchir
PhD (Cantab)
FFICM FRCP

Consultant
cardiologist,
Royal Papworth

Hospital, Cambridge (2006 to present)

Dr Lewis joined Royal Papworth Hospital from Great Ormond Street Hospital in 2006 and is a key opinion leader in advanced heart failure, cardiothoracic transplantation and mechanical circulatory support. Royal Papworth Hospital remains the largest and highest performing heart transplant centre in the UK and one of the top 20 volume centres worldwide. He has a special interest in the health of young people, transition and adults with congenital heart disease.

Dr Lewis is a strong advocate of effective medical education and is currently Associate Medical Director and Director of Medical Education and Workforce. He is an active participant of the Cambridge University Health Partnership (CUHP) and holds various roles in leadership, education and research. He co-directs the CUHP 'Learning to Lead' and BCS 'Emerging Leaders' course for senior health professionals. Nationally, Dr Lewis has held a number of positions, including Council membership of the Royal College of Physicians of London, the Academy of Medical Royal Colleges and Training Committee member of the Postgraduate Medical Education and Training Board. He is currently Honorary Secretary to NACT UK.

Dr Lewis promotes education and leadership through the Cambridge University Health Partners, RCP, National Association of Clinical Tutors Council (and Secretary) and as Health Education East of England Associate Dean. Dr Lewis is a regular invited speaker and session chair for international academic meetings and is currently Honorary Secretary of the European Society for Heart and Lung Transplantation. He continues to develop and deliver courses on professional development, medical education and clinical leadership nationally and internationally. Dr Lewis has facilitated courses in three continents and aided the professional development of many doctors practicing around the world





Mrs Chris Wilkinson

RGN, RNT, Bsc (Hons) Nursing, MSc Nursing, ILM

Certified Executive Coach and Mentor

Chris is currently undertaking work with a varied group of clients and with a portfolio including clinical reviews, HR investigations, teaching and coaching. Her clinical background was primarily in critical care and was followed by a ten year period in a variety of educational roles. She was then Director of Nursing/Chief Nurse for 18 years prior to taking early retirement in 2015.

Her clients include acute and mental health care NHS Trusts, the British Cardiovascular Society, Cambridge University Health Partners and the Intensive Care Society. She has undertaken coaching with senior health care professionals including current and aspiring executive directors.

Chris is a trustee with the YMCA Trinity Group.

Biographies for speakers

These will be circulated with the programme for each of the days.





Healthcare Leadership Model 360 Questionnaire-Quick Start Guide

NHS
Leadership Academy

To access the Healthcare Leadership Model, and set up your 360 questionnaire, please follow the steps below:

STEP ONE

Create an account on NHSx and register for the HLM.

If you already have an account for the **Healthcare Leadership Model Appraisal Hub**, please log in here: <https://profile.leadershipacademy.nhs.uk>

If not, please register for an account. For more details on how to register, please follow this user guide link - <https://support.nhsx.uk/article/64-profile-system-user-guide>

Please note: If you are joining a pre-paid questionnaire, please return to your invitation email and use the link provided.

STEP TWO

Create your 360 or join a pre-paid questionnaire.

Joining a pre-paid questionnaire:

To join a pre-paid questionnaire, please click on the link in your invitation email.

Paying for your 360 questionnaire:

If you have been given a Purchase Order or you would like to pay by card online, click on the option to **Start or continue a self/360 questionnaire for YOURSELF** and then **Create a New Questionnaire**. Select 360 questionnaire from the options available.

STEP THREE

Add your raters and send their invitation emails.

To add raters, click on the option to **Choose some raters**. Enter the person's name, email address and their relationship to you.

We recommend you add around you add around **10-15 raters**. For more details about choosing your raters, please see the **Guidance for selecting raters** guide on the support site.

Once you have added all of your raters, click on the **Send Email** button alongside their name to send their invitation emails.

STEP FOUR

Choose your facilitator.

Your facilitator is the person who will feedback your report to you during a face to face session.

Click on the **Choose Facilitator** button. Use the search options available to search for a facilitator by name or region.

You will also be able to view their **Facilitator Profile** for more details.

Once you have chosen your facilitator, please contact them directly to introduce yourself and arrange your feedback.

STEP FIVE

Complete your Self-Questionnaire.

Click on the Start My Questionnaire button.

After clicking on 'Start my questionnaire', you will be asked nine questions based on the nine dimensions of Healthcare Leadership Model.

For each question, you will be asked to rate your performance for the dimension, and its importance to your role.

If you have Direct Reports you will also be asked to answer a set of 34 questions about the team you lead.

STEP SIX

Check the progress of your raters and request your report.

We recommend logging back into your account each week to check on your rater completions. The system will send automatic reminder emails half way between the start and completion date, and on the day of completion. You can resend emails to remind them as well.

Once your Line Manager has completed, and you are happy with the number of other raters who have completed, click on **Request My Report** to send your report to your facilitator.

ELP 2022/23 Delegates

Claire Brough	cbrough@doctors.org.uk	Research Fellow	Manchester University Hospitals
Andrew Chapman	a.r.chapman@ed.ac.uk	ST7, TAVI fellow. NHS Lothian Clinical Lecturer	Royal Infirmary Edinburgh
Gavin Chu	Gavin.chu.cardio@gmail.com	Consultant Cardiologist & electrophysiologist	Lancashire Cardiac Centre (Blackpool)
James Curtain	James.Curtain@glasgow.ac.uk	Senior Fellow in Advanced Heart Failure & Complex Device Therapy. NB Cons from Sept 23	Golden Jubilee National Hospital, Glasgow
Rhodri Davies	Rhodri_h_davies@hotmail.com	Associate Clinical Professor and Consultant Cardiologist	University College London/ University Hospital of Wales
Catherine Francis	catherinefletcher@nhs.net	Locum Consultant - ACHD	John Radcliffe Hospital, Oxford University Hospitals
Rebecca Hyland	Rebecca.hyland1@nhs.net	Heart Failure Nurse Consultant Practitioner	Wiltshire Health and Care
Tiffany Kemp	tiffanykemp@nhs.net	Consultant Cardiologist: Heart Failure and Complex Devices	Royal Cornwall Hospital
Tushar Kotecha	tushar.kotecha@nhs.net	Consultant in Interventional Cardiology and Pulmonary Hypertension	Royal Free London
Jack Laffan	jacklaffan@hotmail.com	Consultant Cardiologist	Royal Victoria Hospital, Belfast
Andrew Lewis	andrew.lewis@cardiov.ox.ac.uk	Kemp Postdoctoral Research Fellow	Lincoln College, Oxford, UK
Luis Martinez	luisalberto.martinezmarin@nhs.net	Locum Consultant Cardiologist	Royal Papworth Hospital
Hannah McConkey	hannah.zr@doctors.org.uk	ST7 Interventional cardiologist-	John Radcliffe Hospital, Oxford University Hospitals
Laurna McGovern	lkmcgovern2@gmail.com	Fellow – advanced cardiac imaging	St Bartholomew's Hospital
Heba Nashat	hebahjn@yahoo.com	CCT in cardiology	Royal Brompton Hospital
Georgiana Necalau	necalau.georgiana@gmail.com	Advanced Nurse Practitioner – Inherited Cardiac Conditions	University Hospitals Birmingham
Sally Olsen	sallyolsen@doctors.org.uk	Post CCT fellow in coronary intervention and TAVI	University Hospital Southampton
Francesco Papalia	francesco.papalia@gmail.com	Consultant Cardiologist	BHRUT
Rohini Ramaseshan	Rohini.ramaseshan@nhs.net	Clinical Research Fellow in Cardiology	Queen Marys University of London/ Barts
Jagdeep Singh	drjagdeep@hotmail.com	Consultant Cardiologist	Victoria Hosp. & Royal Inf. Edinburgh
Helen Titu	drjagdeep@hotmail.com	Advanced Clinical Practitioner Cardiology	Royal Albert Edward Infirmary
Andrew Vanezis	Helen.titu@wwl.nhs.uk	Interventional cardiology consultant	Nottingham City Hospital
Yuran Zheng	andrewvanezis@doctors.org.uk	Consultant Cardiologist – Cardiac devices and Heart Failure	Manchester; Northern Care alliance
Zuran Zheng	Yuzheng@doctors.org.uk	Consultant Cardiologist – Cardiac devices and Heart Failure	Manchester; Northern Care alliance