



**MEDICAL
EDUCATION
LEADERS**
UK

SAS Development Day

Team

Dr Simon Frazer
Dr Asha Adwani

Anita and Michelle



Outline

- 09:45 - 11:15 **Workshop 1 - Personal and professional effectiveness** - what does this mean for SAS Tutors? - Dr Simon Frazer, Education Advisor – Med Ed Leaders UK
- 11:15 - 11:30 TEA/COFFEE BREAK
- 11:30 - 12:00 '**Being a leader and living the dream**' – Prof Geeta Menon, Postgraduate Dean South London NHS England
- 12:00 – 12:30 '**Educators in multicultural NHS**' - Prof Sujesh Bansal, Associate DME, Manchester University NHS Foundation Trust'
- 12:30 – 12:45 Q&A's
- 12:45 - 13:30 LUNCH BREAK



Afternoon

- 13:30 - 14:30 **Workshop 2 – Spotting and developing potential** - *Mrs Asha Adwani, COPSAS Rep to MedEd Leaders UK Council, Thames Valley, Associate Specialist Breast Surgery, Oxford University Hospitals NHS Foundation Trust*
- 14:30 - 15:00 **‘Time to Improve: Unleashing SAS for Quality Improvement’** – *Dr Hesham Abdalla, Head of Integrated Quality Improvement, Oxford University Hospitals*
- **15:00 - 15:15 TEA/COFFEE BREAK**
- 15:15 – 15:45 **‘CESR; Highlighting the application process’** - *Elizabeth Swatkins, Head of Specialist Applications, Registration and Revalidation Directorate, General Medical Council*
- 15:45 – 16:00 **Final reflections and next steps**



Personal and Professional Effectiveness

**what does this mean
for SAS Tutors?**

Health & Wellbeing

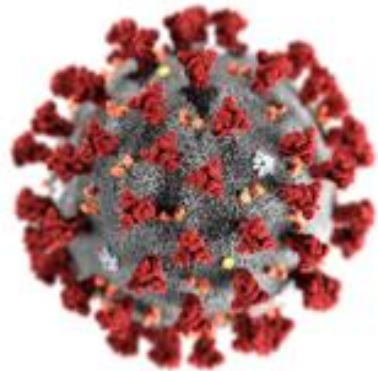


Wellbeing of doctors: GMC report, November 2019

Hospital doctors - The problem:

- 1/2 hospital doctors considering leaving post in next 5 years
- 1/5 of medical trainers report feeling very high degree of burnout

well due to work over the last year

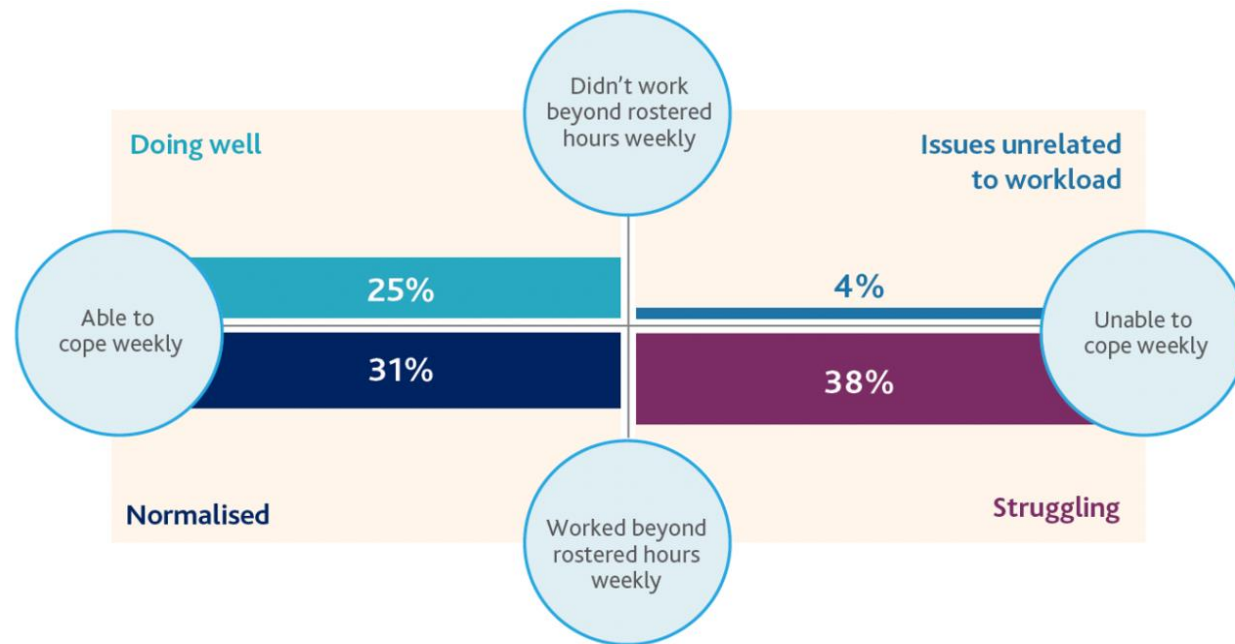


The state of medical education
and practice in the UK

Workplace experiences 2023



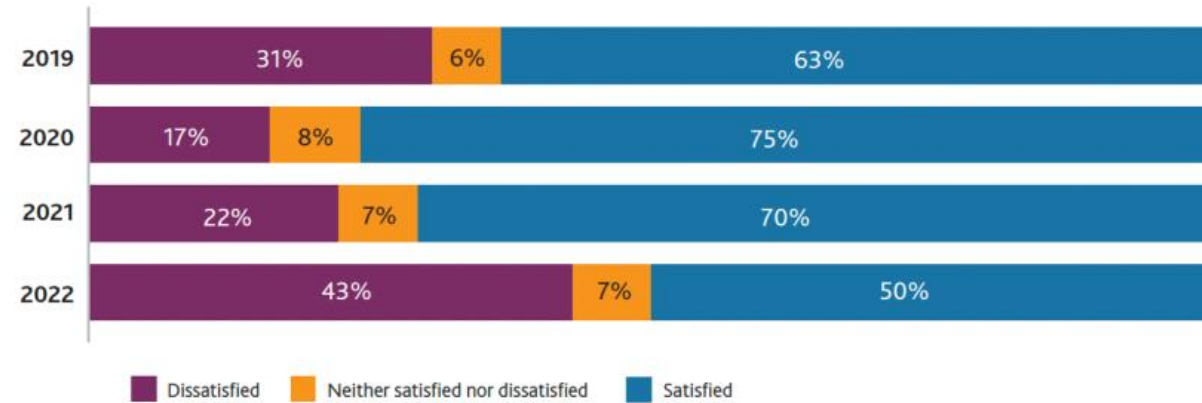
General
Medical
Council



n = 4,269 (all doctors), the Barometer survey 2022 Q1.

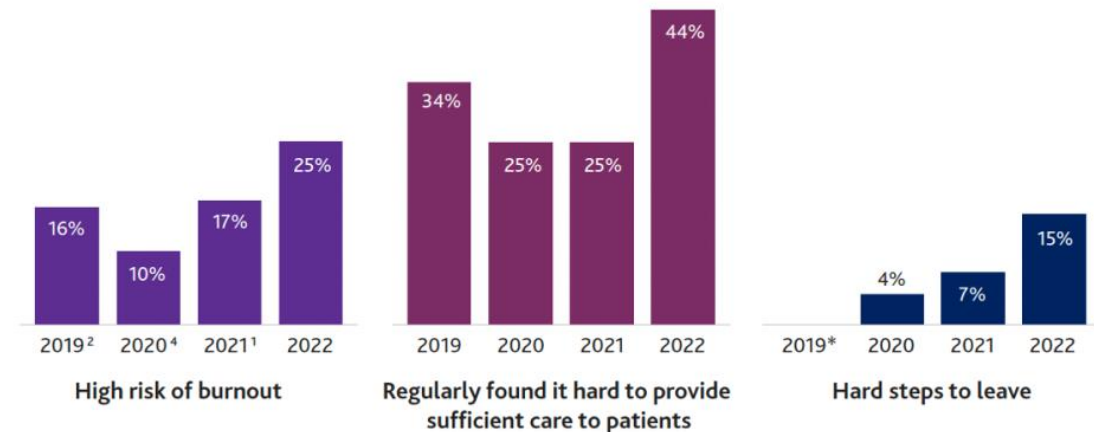
Figure 11: Proportion of doctors satisfied with their day-to-day work, 2019–2022

To what extent are you satisfied or dissatisfied with your day to day work as a doctor?



n = 3,876 (all doctors), the Barometer survey 2019 QA1.
 n = 3,693 (all doctors), the Barometer survey 2020 QA1.
 n = 3,386 (all doctors), the Barometer survey 2021 QA1.
 n = 4,269 (all doctors), the Barometer survey 2022 QA1.

Figure 2: Percentage of doctors at high risk of burnout, regularly finding it hard to provide sufficient care to patients, and taking hard steps to leave, 2019–2022



n = 3,876 (all doctors), the Barometer survey 2019 QD1/D2/D3-9/B3.
 n = 3,693 (all doctors), the Barometer survey 2020 QD1/D2/D3-9/B3.
 n = 3,386 (all doctors), the Barometer survey 2021 QD1/D2/D3-9/B3.
 n = 4,269 (all doctors), the Barometer survey 2022 QD1/D2/D3-9/B3

* Comparable data for this metric not available in 2019



Specialty, associate specialist
and locally employed doctors
workplace experiences survey:
initial findings report



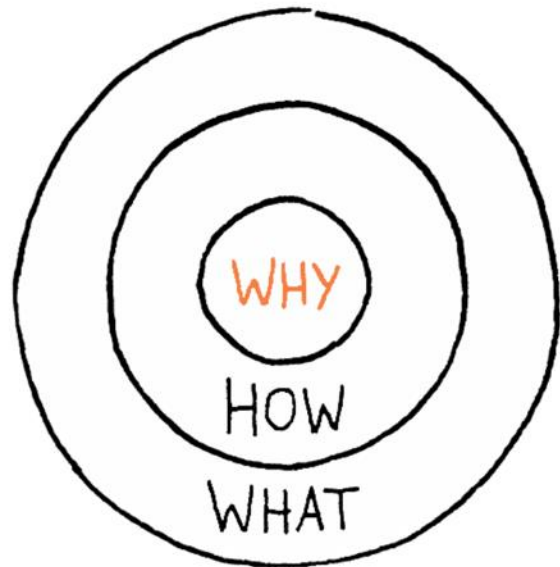
30% of SAS doctors and 23% of their Locally employed counterparts had been bullied, undermined or harassed at work in the last year, either by colleagues or by patients and their families.

Rudeness and incivility, and belittling and humiliation, were the most common types of undermining behaviour reported.

Where bullying related to protected characteristics* was reported, race was the most commonly-cited factor.

Non UK Graduates 2.5 times more likely to be referred to GMC fitness to practice

Outline



- Reflection on current challenges
- What is personal and professional effectiveness?
- Wellbeing and positive psychology
- How to manage your energy



ground rules



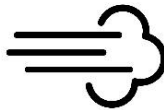
Have fun



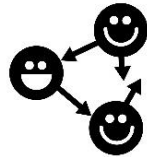
Encourage
wild ideas



Bring ideas
to life



Work fast



Work together,
no spectators



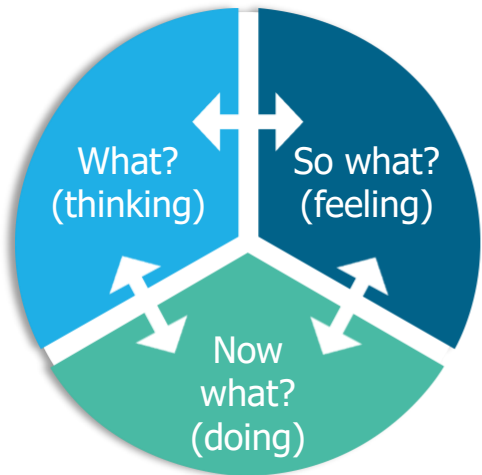
Done,
not perfect



Permission
to Prompt



Breakout Exercise –what a few years!!!



- What can we learn from this to move forward and how can we grow from this experience
- What do we need to do going forward to support SAS colleagues better
 - 1:1 basis
 - Within departments
 - As a Trust



Areas of Work Life Model

Christina Maslach and Michael P. Leiter of the University of California at Berkeley and Acadia University

Workload

- Do you have a workload that matches your capacity? Can you effectively get your work done , have opportunities for rest and recovery , and find time for professional growth and development?

Perceived Control

- Do you feel you have sufficient autonomy, access to resources, and a say in decisions that impact your professional life?

Reward

- Do the extrinsic and intrinsic rewards for your job match the amount of effort and time you put into them?

Community

- Who do you work with or around ? How supportive and trusting are those relationships ?

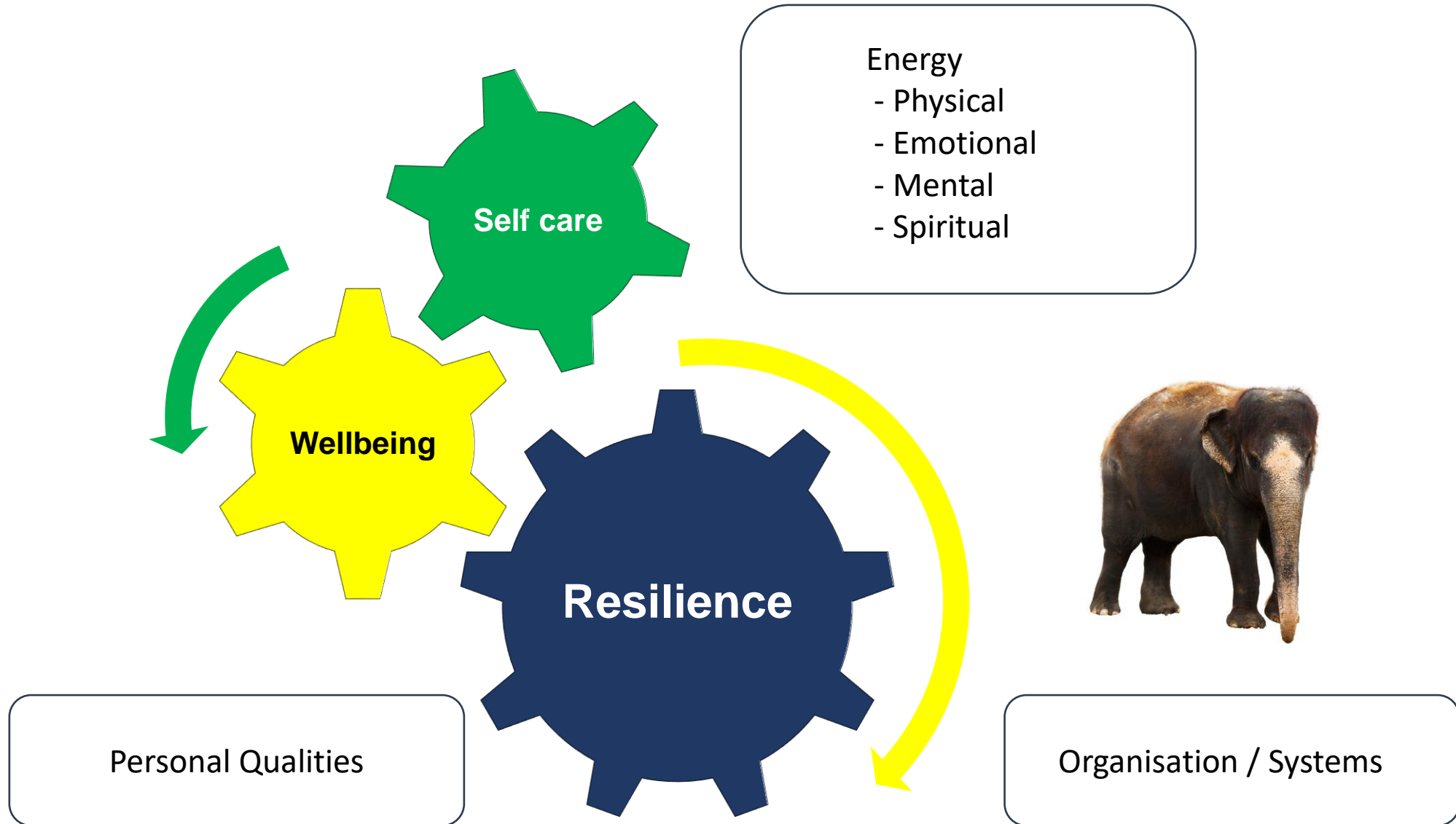
Fairness

- Do you receive fair and equitable treatment?

Values aligned

- Do the things that you highly value align with what your company values highly?





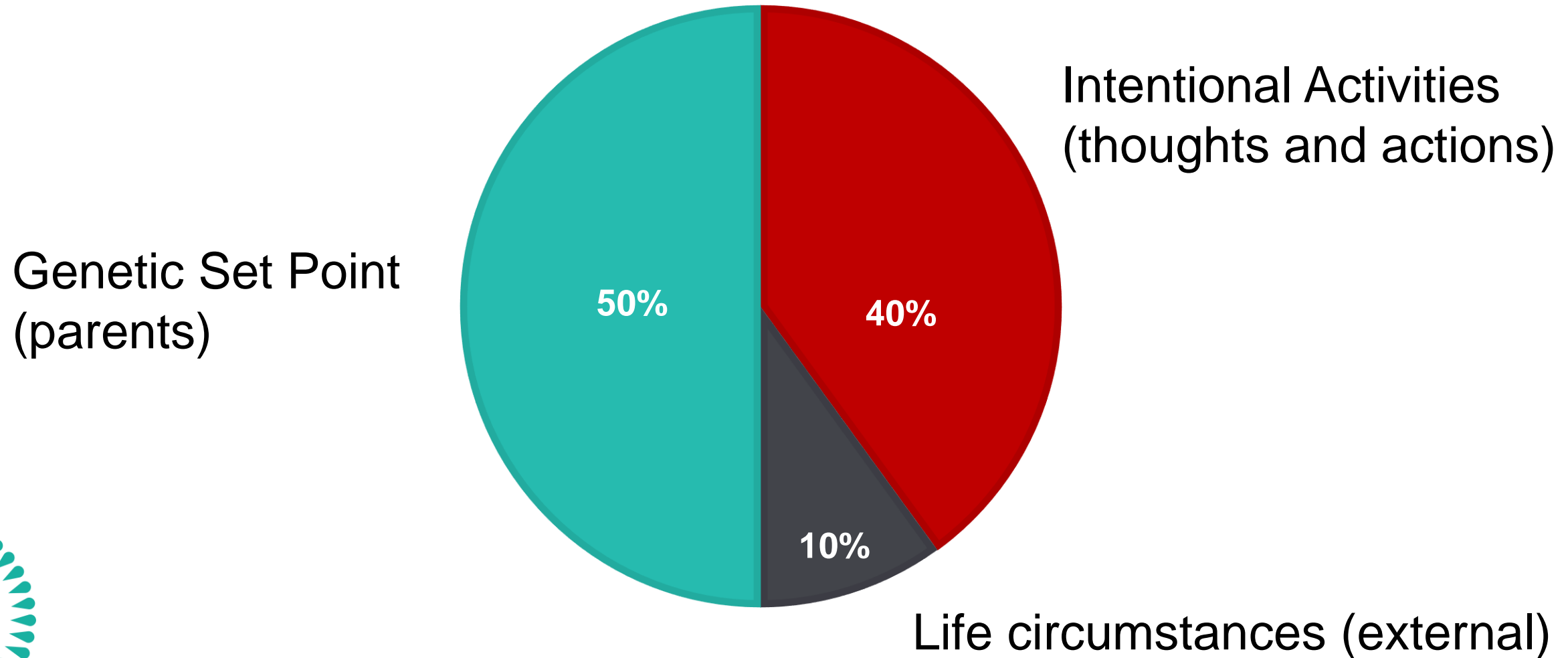
Wellbeing

- How happy are we currently feeling
- Life evaluation
(how well are we doing)



What determines happiness?

The How Of Happiness" written by Sonja Lyubomirsky



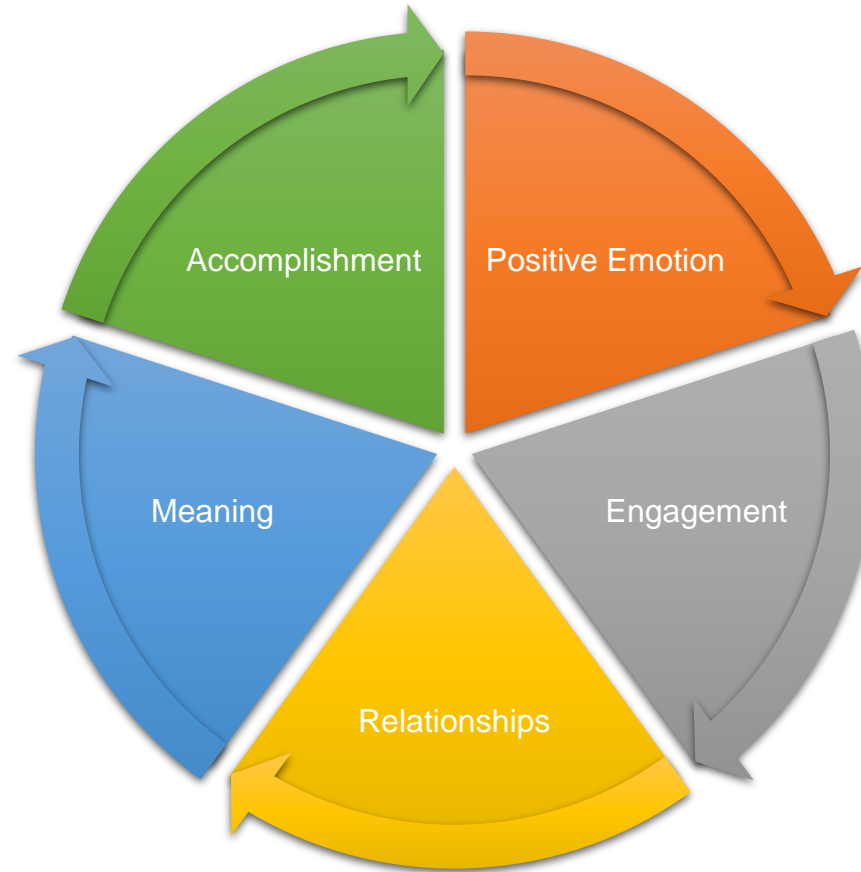
Personal and Professional Effectiveness

- Managing Stress and Improving Self-care
- Time Management and Work Life balance
- Managing your Career
- Influence and Negotiation Skills
- Managing Difficult Conversations
- Leadership skills
- Emotional Intelligence and Self awareness
- Interview Skills
- Project Management
- Optimising your Job Plan



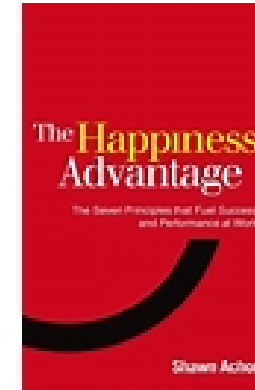
The PERMA Model and Wellbeing

Martin Seligman, 2011

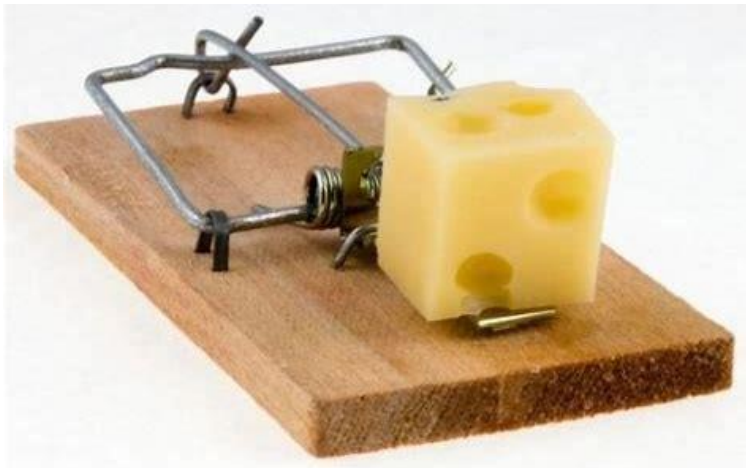


Positive Intelligence

- Training your brain to be positive is not so different from training your muscles at the gym.
- People who cultivate a positive mind-set perform better in the face of challenge the “happiness advantage”
- Develop new habits – one brief positive exercise every day for 3 weeks can have a lasting impact



Thinking traps - Aaron Beck



Resilience is linked to flexibility in thinking. When we lose access to resilience is that thoughts become distorted and with that distortion choices become restricted.

- Jumping ahead
- Partial vision
- It's personal
- Blaming
- Catastrophising

Learned helplessness

- Suffering as the normal when you can't do anything about it.
- Resigned to failure
- Spreads from one domain of life to another.
- Leads to stress, anxiety, depression and burnout.



Exercise

Last time you got the wrong end of the stick and had a significant misunderstanding

- What was the event / trigger?
- What belief did you have about the event?
- How did this make you feel?
- What were the consequences?



ABCDE Model

Deletions and distortions
Reframe

- A Adversity
- B Belief
- C Consequences
(emotions and feelings)
- D Dispute interpretation
(re-examine the evidence)
- E Energise
(new emotion and application)





“During excessively long periods in ‘fight-or-flight’, our system will be flooded with adrenaline, then cortisol.

Eventually we become ill. Before that we become stupid and unfriendly”

Prof David Peters, Westminster Centre for Resilience

What are the consequences or risks of not managing your own wellbeing and supporting that of colleagues?





Burnout

Burnout is a syndrome of **emotional exhaustion, depersonalisation, and reduced personal accomplishment**

“What started out as important, meaningful and challenging work becomes unpleasant, unfulfilling and meaningless. Energy turns into exhaustion, involvement turns into cynicism, and efficacy turns into ineffectiveness”

Maslach

Does it matter?

There is abundant evidence that workplace stress in healthcare organisations affects quality of care for patients as well as doctors' own health.

- In two studies, researchers found that doctors with high levels of burnout had between **45% and 63% higher odds of making a major medical error** in the following three months, compared with those who had low levels
- **Patient satisfaction is also markedly higher** in healthcare organisations and teams where staff health and wellbeing are better, and there are many good examples of such teams and organisations across the UK.



Are you heading
for an energy
crisis??



Body

- I don't regularly get at least seven to eight hours of sleep, and I often wake up feeling tired.
- I frequently skip breakfast, or I settle for something that isn't nutritious.
- I don't work out enough (meaning cardiovascular training at least three times a week and strength training at least once a week).
- I don't take regular breaks during the day to truly renew and recharge, or I often eat lunch at my desk, if I eat it at all.

Emotions

- I frequently find myself feeling irritable, impatient, or anxious at work, especially when work is demanding.
- I don't have enough time with my family and loved ones, and when I'm with them, I'm not always really with them.
- I have too little time for the activities that I most deeply enjoy.
- I don't stop frequently enough to express my appreciation to others or to savour my accomplishments and blessings.



Mind

- I have difficulty focusing on one thing at a time, and I am easily distracted during the day, especially by e-mail.
- I spend much of my day reacting to immediate crises and demands rather than focusing on activities with longer-term value and high leverage.
- I don't take enough time for reflection, strategizing, and creative thinking.
- I work in the evenings or on weekends, and I almost never take an e-mail-free vacation.

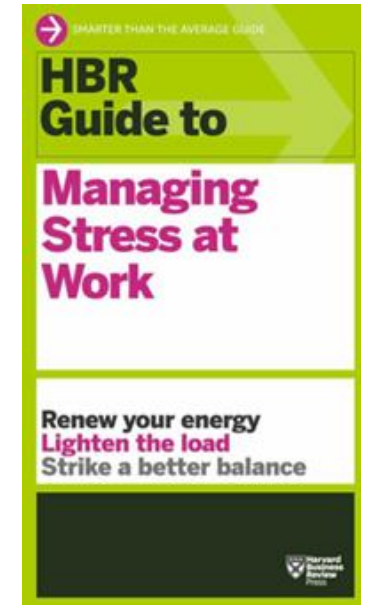
Spirit

- I don't spend enough time at work doing what I do best and enjoy most.
- There are significant gaps between what I say is most important to me in my life and how I actually allocate my time and energy.
- My decisions at work are more often influenced by external demands than by a strong, clear sense of my own purpose.
- I don't invest enough time and energy in making a positive difference to others or to the world.



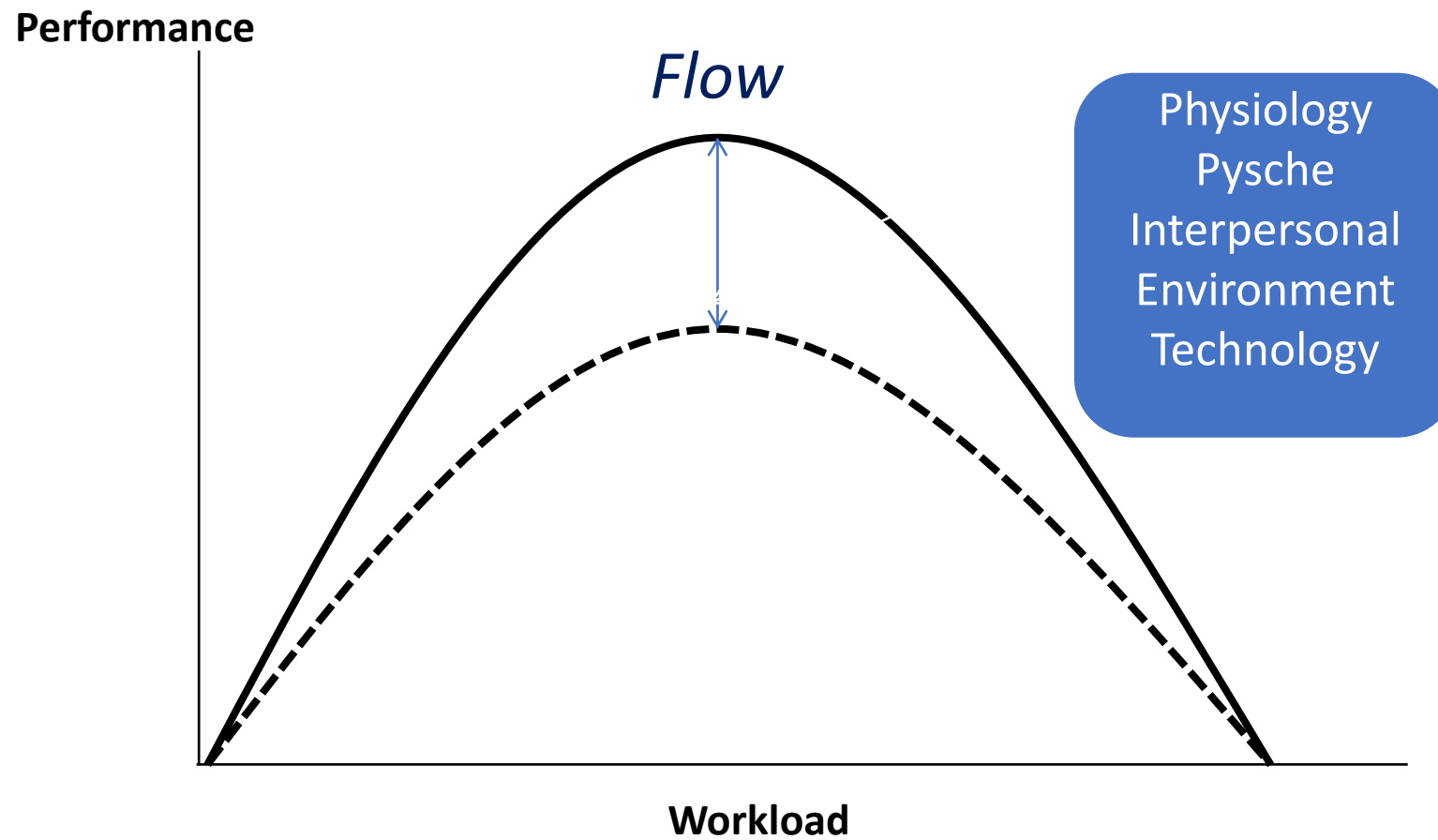
Scores??

- 0–3: Excellent energy management skills
- 4–6: Reasonable energy management skills
- 7–10: Significant energy management deficits
- 11–16: A full-fledged energy management crisis



Harvard Business Review. HBR Guide to Managing Stress at Work Harvard Business Review Press.

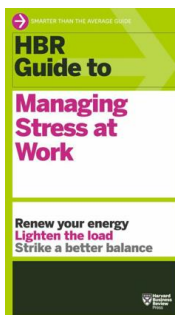






Manage Your Energy, Not Your Time

- Physical Energy
- Emotional Energy
- Mental Energy
- Spiritual Energy





Physical Energy



- **Enhance your sleep** by setting an earlier bedtime and reducing alcohol use.
- Reduce stress by engaging in **cardiovascular activity** at least three times a week and strength training at least once a week.
- Eat **small meals and light snacks** every three hours.
- Learn to **notice signs of imminent flagging energy**, including restlessness, yawning, hunger, and difficulty concentrating.
- Take brief but **regular breaks away from your desk at 90- to 120-minute** intervals throughout the day.



Emotional Energy

- **Connect** - Take time to have contact and time with people at work who you respect and trust. Build community at work as well as outside work
- **Defuse negative emotions**—irritability, impatience, anxiety, insecurity—through deep abdominal breathing.
- Fuel **positive emotions** in yourself and others by regularly **expressing appreciation** to people in detailed, specific terms through notes, e-mails, calls, or conversations.
- **Change the narrative** - look at upsetting situations through **new lenses**



A hand holding a camera lens against a sunset background. The lens is held in the foreground, and the sunset is visible through the lens and in the background. The background is a soft, blurred sunset over a body of water, with the sun low on the horizon, creating a warm, golden glow. The hand is positioned on the left side of the frame, holding the lens with the fingers. The lens is a large, professional-style lens with a silver and black finish. The overall mood is contemplative and artistic.

Lenses

- Adopt a **Reverse lens** to ask, “What would the other person in this conflict say, and how might they be right?”
- Use a **long lens to ask**, “How will I likely view this situation in six months?”
- Employ a **wide lens** to ask, “How can I grow and learn from this situation?”

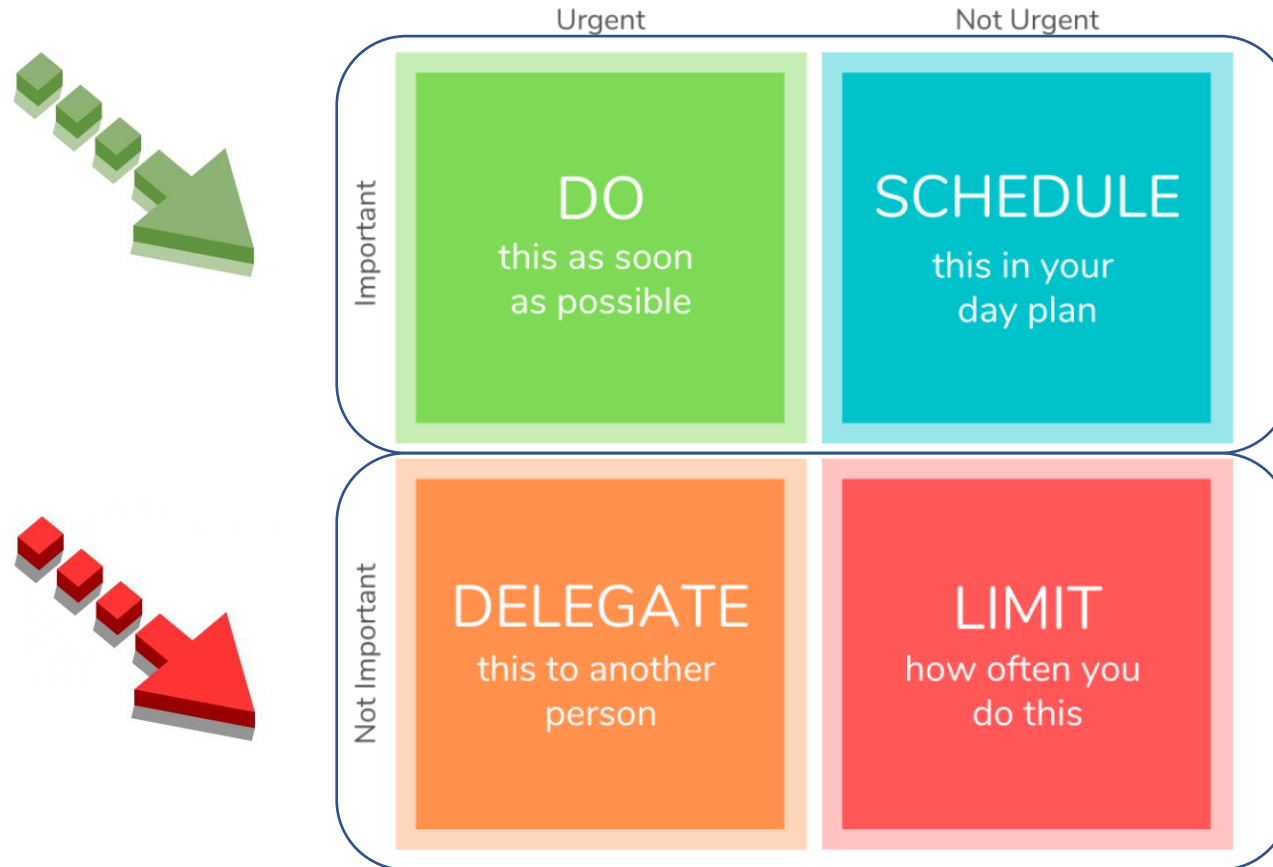


Mental Energy



- **Create boundaries** between work and home
- Reserve some **'thinking time'**
- **Organise** - reduce interruptions by performing high-concentration tasks away from phones and e-mail.
- Respond to voice mails and e-mails at **designated times** during the day.
- Select the most **important challenge for the next day** the night before.
- Then make that challenge your **first priority** when you arrive at work in the morning
- Grant yourself permission to have a **'not to do list'**

The Eisenhower Matrix





Spiritual Energy



- Identify your “**sweet spot**” activities—those that give you feelings of effectiveness, effortless absorption, and fulfillment. Find ways to do more of these
- **Allocate time and energy to what you consider most important.** For example, spend the last 20 minutes of your evening commute relaxing, so you can connect with your family once you’re home
- **Live your core values**
- Understand where you **find meaning and purpose** (remind yourself)

What next

- What areas you would like to improve



System wide approach

Caring for doctors
Caring for patients

- A Autonomy/control** – the need to have control over our work lives, and to act consistently with our work and life values.
- B Belonging** – the need to be connected to, cared for, and caring of others around us in the workplace and to feel valued, respected and supported.
- C Competence** – the need to experience effectiveness and deliver valued outcomes, such as high-quality care.

How to transform UK healthcare environments to support doctors and medical students to care for patients

Professor Michael West and Dame Denise Coia

Voice, Influence and fairness
Work conditions, job plans, work schedules and rotas

Team work
Culture and Leadership
Opportunity to connect

Workload

To tackle the fundamental problems of excessive work demands in medicine that exceed the capacity of doctors to deliver high-quality safe care.

Questions





Exercise

Step one

What is something that you're grateful for - what is going well for you at the moment?

Step two

What does 'caring for yourself' mean to you?



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Evaluation

