

Future Leaders Programme

GP School-based post (100% WTE OOPE) – GP School Leadership Fellow: Levelling Up Patient Outcomes in Primary Care .


12 month fixed-term opportunity

School: General Practice Postgraduate School. The successful candidate will be expected to travel across the region for meetings and development.

Responsible to: Dr Bruno Rushworth (Locality Lead GP Recruitment & Careers plus Quality Assurance team GP School Yorkshire and Humber (NHSE), Dr Sarah Jordan (Joint Head of GP School).

The post: This is an exciting opportunity for the successful candidate to influence and improve the training of General Practice professionals in Yorkshire and the Humber. The core focus of the year is to develop leadership skills whilst undertaking a variety of projects related to the levelling up agenda and how this related to GP Education.

Health inequalities are avoidable, systematic differences in health between groups of people. Primary care practices in more deprived areas can face challenges around recruitment and retention and have lower doctor to patient ratios. This can make it difficult to perform highly on outcome measures for primary care (such as the Quality and Outcomes Framework - QOF) and in external performance assessments around clinical effectiveness (such as Care Quality Commission - CQC - 'Effective' domain ratings). The QOF clinical performance




targets, for example around good blood pressure control and appropriate prescribing post-heart attack, are set by the National Institute for Health and Care Excellence (NICE) and derive from the evidence-base for good patient outcomes, so they are robust markers of meaningful patient outcomes. This project aims to better understand associations between deprivation and patient clinical outcomes measures and ratings (QOF and CQC Effectiveness ratings) in primary care in Yorkshire & Humber. And, to work with stakeholders within ICSs to spread good practice regarding optimizing patient clinical outcome measures in more deprived practices in Yorkshire & Humber. The Leadership Fellow will review and collate evidence from publicly available sources (CQC reports and QOF data) for 'Deep End' (deprived) practices to better understand the challenges faced, and how some practices manage to overcome these to perform highly, and develop resources including an educational package for GP surgeries to support them with action to help close the gap on these performance measures of good patient outcomes and care. There is significant scope for this project to be orientated and shaped by the Leadership Fellow because of their initial investigation and discussion of the evidence. In addition, the Leadership Fellow will undertake a PG Certificate with a leadership or educational element and have significant dedicated time for personal development

It is expected that the successful candidate will work individually and collaboratively on projects tailored to their individual leadership development needs. The fellow will work directly with trainees, trainers and local administrators whilst also contributing to senior management teams within the school. The successful candidate will also liaise with other national bodies involved in the workforce and training strategies being implemented, including local Integrated Care Boards, the national NHSE Enhance team, the Royal College of GPs, and Higher Education Institutes. The leadership experiences from the post will help prepare the fellow to become a medical leader; these experiences include self-awareness, team working, learning how to set strategy, managing change and resource management.

The fellow will participate in a wide range of additional activities throughout the year including recruitment, ARCP panels and representing the school at local, regional, and national events. They will also be encouraged to take an active role in the Future Leaders Programme.

The successful candidate will be supported to complete a 1-year qualification tailored to their needs (e.g. Postgraduate Certificate in Medical Leadership or Medical Education or similar).

The fellow will have the freedom to self-motivate and work independently, whilst also having a close network of support from within the School from the School Leads and Tutors as well as the wider NHSE network. There will be regular meetings to discuss project work, review progress, set objectives and review their personal development plan. They will report regularly to the GP School Senior Management committee.



Potential projects


This project aims to

- Better understand associations between deprivation and patient clinical outcomes measures and ratings (QOF and CQC Effectiveness ratings) in primary care in Yorkshire & Humber.
- To work with stakeholders within ICSs to spread good practice regarding optimizing patient clinical outcome measures in more deprived practices in Yorkshire & Humber. The Leadership Fellow will review and collate evidence from publicly available sources (CQC reports and QOF data) for 'Deep End' (deprived) practices to better understand the challenges faced, and how some practices manage to overcome these to perform highly, and develop resources including an educational package for GP surgeries to support them with action to help close the gap on these performance measures of good patient outcomes and care.
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The school has hosted a previous fellow in this area.

Work they undertook included:


- Quantitative and qualitative analysis of CQC reports for every practice in all level 1 IMD (most deprived) and level 10 IMD (least deprived) areas across Yorkshire and Humber.
 - Analysis of Patient Participation Groups (PPGs)

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- Analysis of common activities and impacts of PPGs
 - Academic collaboration with University of Manchester
 - First author of paper submitted to BJGP
 - Presentation at Society for Academic Primary Care Conference (SAPC) and poster presentation at the RCGP Conference
 - Worked with PPGs to encourage participation
 - Evaluation of Trailblazer Post-CCT GP Fellowship Scheme
 - Independent and objective quantitative and qualitative analysis
 - Collaboration with the GP Working Life Survey Team at Manchester to evaluate the working life of Trailblazer GPs against non-Trailblazer GPs and host practices in the short-term and longer-term
 - Appointed as Honorary Research Associate at The University of Manchester.
 - Attended GP Educators events to understand how the 'system' works and to demystify things like the study leave and ARCP process
 - Attended GP School Senior Management Team meetings
 - PGCert in Public Health
 - Attended Humber Generalist School Enhance programme
 - Plan to apply for NIHR In-Practice Fellowship after CCT

The GP School has also hosted several other Leadership Fellow posts previously and examples of their work are given here:

Fellow 1

- Led development of national Enhance WPBA workbooks for GP trainees. The workbooks are now with the RCGP for approval and subsequent deployment.
- Designed and delivered Generalist-themed full-day GP training conference for 800 YH GP trainees in collaboration with the School Curriculum team and a group of leadership fellows

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- Developed a framework for generalist ITP posts for GP trainees in YH, currently being considered by GP School senior team
 - Worked with the national Enhancing Generalist Skills team to support GP implementation, including contributing to the national enhance leadership guide as a co-author and co-designing a framework for organising a wellbeing conference.
 - Presentations at local, regional, and national events including the Hull Educational and Training (HEAT) conference, Primary Care Educators' Summit, Harrogate, and District NHS Hospital Grand Rounds, YH Health Equity Day and GP trainee conference and the Humber Generalist School Stakeholder event
 - Co-designed and facilitated Enhance digital/wellbeing workshop at the Valuing Healthcare Educators Conference in Warwick run by the Committee of GP Education Directors (COGPED) and Conference of Postgraduate Medical Deans of the United Kingdom (COPMeD)
 - Posters at national RCGP conference and regional FLP and HEAT conferences
 - Supported the Bridging the Gap event, a virtual careers day for Foundation doctors
 - Observed the RCGP UK Council Meeting
 - Attended Public Health Primary Care Special Interest Group meeting
 - Interview panellist for GP trainer position
 - Contributed to shortlisting and interviewing processes for FLP fellow position
 - Co-presented 'BMJ Best Practice: An Overview' at the FLP bi-monthly meeting at the York Postgraduate Medical Centre
 - Contributed to regional teaching focus group discussion aimed at improving delivery of teaching to PG DiTs in the Yorkshire region
 - Contributed to Humber Generalist School strategy planning
 - Featured on the Hidden Healthcare Leaders podcast
 - Humber Generalist School sponsor/tutor
 - BMJ clinical champion
 - AiT Lead for RCGP Humber and the Ridings Faculty
 - Attended multiple leadership and management courses covering a wide range of topics including business, health economics and psychology:
 - Visiting Lecturer to University of Leeds' College of Medicine, teaching 2nd and 3rd year medical students (Individuals and Population module and Consultation skills respectively)
 - Undergraduate medical students essay marking (Individual and Populations module)
 - Completed PG Cert in Clinical Practice, Management and Education (started prior to the FLP)


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- Completed 1st year 1 (60 credits) of 2-year master's in public health (MPH) programme

Fellow 2:

- Examined ARCP Outcomes and trainee wellbeing with the Y&H GP School.
- Identified contributing factors for rising numbers of issued ARCP Outcome 5 (incomplete evidence).
- Raised awareness of these common causative issues amongst the GP School faculty and individual trainers at training events.
- Educated trainees on how to avoid the identified common portfolio errors.
- Advocated for trainee experience at Y&H GP School discussions and events.
- Successfully contributed to a significant reduction in Outcome 5s at ARCP for Y&H GP Trainees.
- Presented at RCGP national meeting in London.
- Presented project poster at the Future Leaders Conference (second prize)
- Participated in panel discussions at the Future Leaders Conference and Y&H GP Trainee conference.
- Worked as a visiting lecturer and module tutor for medical students at the University of Leeds
- PGCert Clinical Education

Fellow 3:

- Introduced a programme of community placements for GP trainees across Yorkshire and formally evaluated its educational impact using qualitative methods in collaboration with the HYMS Academy of Primary Care. Presented and published.
- A scoping review of the published literature around interventions to tackle health inequalities in primary care - ongoing (planned for publication).
- Committee member organising the South Yorkshire GP Trainee Conference.


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- Coordinated and taught on the Deep End Masterclass in Health Inequity at Sheffield Medical School
 - Assisted in the organisation and delivery of the 'Next Generation GP' programme, a leadership programme for first five GPs and GP trainees.
 - Assisted in teaching delivered to GPs as part of the 'Trailblazer' programme.
 - Organised and delivered a patient participation research group.
 - Attended several conferences including the Exceptional Potential of General Practice conference and the RCGP conference (assisted with delivering a seminar).
 - Attended several development courses through the leadership fellowship programme including research skills, presentation skills and interpersonal in skills and had several shadowing opportunities (attended RCGP council, shadowed doctors in refugee and prison health).

Fellow 4:

- Main project: supporting young carers in schools in combination with local charities
 - Publication in the British Journal of School Nursing
 - Publication in the British Journal of General Practitioners.
- On the organising committee for the Annual Future Leaders conference
- Achieved a distinction in PGCert in medical leadership with Sheffield Hallam University
- Co-created and delivered an educational leadership programme for newly qualified GPs with the support of the RCGP

Fellow 5:

- Large study into effectiveness of Paramedics in primary care leading to Paper being submitted for peer review into new ways of working in Primary Care
 - Presented as short paper at RCGP conference
- Contributed to designing curriculum outcomes
- Delivered undergraduate medical leadership development programmes

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- Sat on RCGP advisory panel into IBD
 - Two National Posters including RCGP National Conference
 - Three regional posters including Regional ACP Conference and Regional Leadership Conference

Fellow 6:


- Organised regional GP trainee conference
- Co-developer of a paired GP and paediatric paired learning
- Project member of the FLP conference organising committee
- Helped deliver leadership workshops to GP trainees
- Member of Doncaster council health inequalities group
- Organised regional teaching on health inequalities for GP trainees - poster presented at FLP conference
- PG Cert in Medical leadership from Sheffield Hallam University

Fellow 7:

- Four National Posters
 - RCGP conference
 - FMLM conference
 - Developing Excellence in Medical Education conference
 - Poster for Future Leadership Programme conference
- New guidance written for HEE website
- Delivered leadership teaching sessions at University of Sheffield, Leeds University and multiple HDR sessions
- PG Cert in Medical Education

Fellow 8:

- Organised the South Yorkshire and Clumber GPST Conference

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- Set up and coordinated Action Learning Sets locally
 - Involved in the Paired Learning Programme that was run at HEE Y+H
 - Kings fund - Emerging Clinical Leaders Programme
 - Fair Health: online hub for Health Inequalities education for Primary Care Professionals
 - ST3 Swap project- ST3 trainees swapping clinical sessions in practices with different demographics to increase experience of a breath of patients from different sociocultural backgrounds.
 - Multi agency workshop for Roma Slovak Health Issues- funded by Health Inequalities Steering Group at Sheffield CCG.
 - Health Inequalities teaching days
 - Deep End GP video diaries
 - Trailblazer programme
 - Community Placement programme
 - Posters
 - Future Leaders Programme Conference
 - Doctors in Deprivation Day