Enhancing Engagement in Medical Leadership: A Focus on Medical Engagement

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Presentation Coverage

- Background to overall project
- Key products
- Understanding Medical Engagement and Medical Engagement Scale (MES)
- Application to organisational performance
- Good practice in enhancing engagement
Enhancing Engagement in Medical Leadership

• Joint project undertaken by National Institute for Innovation and Improvement, and Academy of Medical Royal Colleges

• Overall goal ‘create a culture of greater medical engagement in management and leadership with all doctors at every level’

• Two key products
  - Medical Leadership Competency Framework
  - Medical Engagement Scale
Benefits to the NHS and medical professionals include:

• Greater commitment and capability to effect service change and improvement

• Support the drive towards the new medical professionalism

• Greater awareness by medical professionals of the contribution of effective management and leadership both in operational and strategic activities

• Increase and strengthen the pool of medical managers and leaders available to take on senior roles within the service
The Medical Leadership Competency Framework

www.institute.nhs.uk/mlcf
Leadership Framework
(All staff Groups)
From Competence to Engagement

Competence may be thought of as “can do” but engagement requires “will do” - the motivational aspect

Engaged employees characterised by

- belief and pride in their organisation
- commitment to improve the outcome/product
- understanding of the wider organisational context beyond their own job role
- respect for colleagues
- “willingness to go the extra mile”
From Competence to Engagement cont’d.

So engagement is reciprocally beneficial

a) Organisation- performance, customer satisfaction, reduced absenteeism, turnover
b) Individual- improved job satisfaction, lower burnout rate

Definition of engagement built into MES is therefore

“The active and positive contribution of doctors within their normal working roles to maintaining and enhancing the performance of the organisation which itself recognises this commitment in supporting and encouraging high quality care”

(Spurgeon, Barwell and Mazelan 2008)
Origins of the Medical Engagement Scale (MES)

- Applied Research Ltd.: Established large database re: attitudinal, individual & cultural aspects of NHS

- Existing measure of work satisfaction and personal commitment based on 23,782 NHS staff and 20+ health organisations

- Best items from previously established scales selected as relevant to medical engagement and re-analysed using Factor Analysis

- Scales adapted to focus on engagement- reliable, valid & relatively easy to administer and complete
MES Reliability & Validity

• Overall items reduced to 30 with reliability scores (Cronbach’s alpha) ranging from 0.70 to 0.93

• Inter-scale correlations with key core concepts of engagement suggest -
  a) engagement is a conceptually distinct construct
  b) the sub-scales are important as engagement is multidimensional

• Scores from the pilot trust sites were statistically significant & in the predicted order i.e. top two are rated excellent & have taken steps to promote medical engagement, the last is in the poorest performing category & opportunistic site in the middle
Scales and Definitions

<table>
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<tr>
<th>MES Scale</th>
<th>Scale Definition</th>
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<tr>
<td>Index: Medical Engagement</td>
<td>...doctors adopt a broad organisational perspective with respect to their clinical</td>
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<td>responsibilities and accountability</td>
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<td>Meta Scale 1: Working in an Open Culture</td>
<td>...doctors have opportunities to authentically discuss issues and problems at work with all staff groups in an open and honest way</td>
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<td>Meta Scale 2: Having Purpose and Direction</td>
<td>...Medical Staff share a sense of common purpose and agreed direction with others at work particularly with respect to planning, designing and delivering services</td>
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<td>Meta Scale 3: Feeling Valued and Empowered</td>
<td>...doctors feel that their contribution is properly appreciated and valued by the organisation and not taken for granted</td>
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<tr>
<td>Sub Scale 1: [O] Climate for Positive Learning</td>
<td>...the working climate for doctors is supportive and in which problems are solved by sharing ideas and joint learning</td>
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<td>Sub Scale 2: [I] Good Interpersonal Relationships</td>
<td>...all staff are friendly towards doctors and are sympathetic to their workload and work priorities.</td>
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<td>Sub Scale 3: [O] Appraisal and Rewards Effectively Aligned</td>
<td>...doctors consider that their work is aligned to the wider organisational goals and mission</td>
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<td>Sub Scale 4: [I] Participation in Decision-Making and Change</td>
<td>...doctors consider that they are able to make a positive impact through decision-making about future developments</td>
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<td>Sub Scale 5: [O] Development Orientation</td>
<td>...doctors feel that they are encouraged to develop their skills and progress their career</td>
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<tr>
<td>Sub Scale 6: [I] Commitment &amp; Work Satisfaction</td>
<td>...doctors feel satisfied with their working conditions and feel a real sense of attachment and reward from belonging to the organisation</td>
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MES Index: Position on Model for 4 Pilot Trusts

Many Organisational Opportunities

Doctors feel CHALLENGED

Doctors feel ENGAGED

Trust D

Restricted Individual Capacities

Expanded Individual Capacities

Few Organisational Opportunities

Doctors feel POWERLESS

Trust A

Trust B

Trust C

Trusts

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Meta-Scales: Position on Model for 4 Pilot Trusts

Meta-Scale 1: Working in an open culture
Meta-Scale 2: Having Purpose & Direction
Meta-Scale 3: Feeling Valued & Empowered
The MES model emphasises the interaction between the individual doctor and the organisation.
The Levels of Medical Engagement

**Embedded**
Doctors are fully involved at all levels in leading the design and delivery of service innovations

**Expanded**
Doctors’ traditional roles have become expanded to embrace some aspects of managing healthcare

**Energised**
Doctors are keen to become more involved in the planning, design and delivery of services

**Expectant**
Doctors understand the importance of becoming involved in the management agenda

**Excluded**
Doctors are not part of the management process and confine their activities to their traditional role
Levels of Medical Engagement Summary for Trust 1

Medical Engagement Scales:

Relative Normative Feedback Trust 1

<table>
<thead>
<tr>
<th>Professional Engagement</th>
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<td>Working in an Open &amp; Fair Culture</td>
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<tr>
<td>Climate for Positive Learning</td>
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<td>Good Interpersonal Relationships</td>
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<td>Having Purpose &amp; Direction</td>
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<td>Appraisal &amp; Rewards Effectively Aligned</td>
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<td>Development Orientation</td>
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<td>Participation in DM &amp; Change</td>
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<td>Being Valued &amp; Empowered</td>
<td>HIGH</td>
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<td>Commitment &amp; Work Satisfaction</td>
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KEY
- High Relative Engagement (Top 1/3rd Trusts)
- Medium Relative Engagement (Middle 1/3rd Trusts)
- Low Relative Engagement (Bottom 1/3rd Trusts)
Levels of Medical Engagement Summary for Trust 28

Medical Engagement Scales:

Relative Normative Feedback
Trust 28

Professional Engagement
MEDIUM

- Working in an Open & Fair Culture
  MEDIUM
    - Climate for Positive Learning
      LOW
    - Good Interpersonal Relationships
      HIGH

- Having Purpose & Direction
  LOW
    - Appraisal & Rewards Effectively Aligned
      MEDIUM
    - Participation in DM & Change
      LOW

- Being Valued & Empowered
  HIGH
    - Development Orientation
      HIGH
    - Commitment & Work Satisfaction
      MEDIUM

KEY
- Green: High Relative Engagement (Top 1/3rd Trusts)
- Yellow: Medium Relative Engagement (Middle 1/3rd Trusts)
- Red: Low Relative Engagement (Bottom 1/3rd Trusts)
Levels of Medical Engagement for All Trusts in Current Sample

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CQC Ratings Against Top/Bottom MES Scores

The table below illustrates the quantitative data in more concrete terms by showing the difference in performance level achieved on Care Quality Commission ratings by those Trusts in the top 10 and bottom 10 on the MES.

<table>
<thead>
<tr>
<th>Trust ID (Trust names withheld for confidentiality)</th>
<th>Overall Medical Engagement Scale Index (in descending order)</th>
<th>CQC - NHS performance ratings 2008/09</th>
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</tr>
<tr>
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Application to Performance

Benefits of Engagement (U.K.)
- Better patient mortality rates
- Fewer serious untoward accidents
- Better financial management
- Higher patient experience scores
- Better resource utilisation
- Achievement of service targets

USA hospitals with more engagement have better service performance and financial stability

Engagement has significant currency in private sector

“Engage for Success” national focus

U.K. levels of engagement quite low across all sectors
Best Practice

Best predictors of engagement are
- being valued (acknowledgement)
- being heard/ involved (a voice)

What do we know about highly engaged organisations in the health sector? Some common characteristics from those at the top.
Medical Engagement and Organisational Performance
What can we learn from trusts with high levels of medical engagement?

- Leadership, stable, relationship oriented, leading by example
- A future-focused and outward-looking culture
- Attention to selection and appointment of the right doctors to leadership and management
- Providing support, development and leadership opportunities
- Effective communication
- Promotion of understanding, trust and respect between doctors and managers
- Setting expectations, enforcing professional behaviour and firm decision-making
- Clarity of roles and responsibilities and empowerment