College of Health Sciences
STRENGTHENING TRAINING IN MEDICAL LEADERSHIP AT THE UNIVERSITY OF KWAZULU-NATAL
A SCOPING REVIEW

Laura Campbell
Mary Joe Emde

April 2015
SCOPING REVIEW

What is a scoping review?

- Not a systematic review
  - Review of literature around a specific topic
    - What are people thinking about the topic?
    - How does that thinking apply to our context?
    - What more do we need to know?
SCOPING REVIEW
Questions

- A) What is medical leadership?
  - Theories
- B) How is medical leadership taught?
- C) How is medical leadership assessed?
- D) Does training in medical leadership have a positive impact?
SCOPING REVIEW
Methods

• Academic databases: Ebscohost, PubMed, ScienceDirect, Web of Science, Google Scholar
• Non-traditional” databases (African Indicus Medicus, African Journals Online, and Biomed):
• Independent, private non-profit organizations literature
A) What is medical leadership?

- Total 14
  - UK (8)
  - USA (2)
  - Germany (1)
  - Asia (1)
  - General (2)
SCOPING REVIEW

Results

- B) How to teach medical leadership
  - 4 UK USA Asia and Australia
  - C) How to assess medical leadership
  - 2 UK and USA
- D) Impact of medical leadership
  - 2 UK and USA
Scoping review

- A mountain of literature

Context

Literature
Scoping review

Us-
Medical
educators

Diploma
Graduates
May not see it as their role to lead
Probably little prior training
A focused scoping review

- What could medical leadership mean to the Diploma learners?
- How do we teach and assess contextually congruent medical leadership?
- How do we assess impact?
SCOPING REVIEW

What does leadership mean to the Diploma learners? we need literature on:

Personal perspective

• Why study leadership?
  • Leadership will make my job easier
  • Leadership will make my job more fulfilling

What is leadership for me?

LEADERSHIP TRAINING IS USEFUL
LEADERSHIP TRAINING IS NECESSARY
SCOPING REVIEW

Why study leadership?

a) Organizational
- Improved management of services – International 20 literature sources
- Need for KZN/ South Africa/ Africa

b) Personal
- Improved inspiration, hopefulness, motivation
- working with others
- Case studies international
- Need local case studies
<table>
<thead>
<tr>
<th>Categories</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>What is leadership for me?</td>
<td>Competencies – medical leadership competency framework</td>
</tr>
<tr>
<td></td>
<td>Knowledge - Leadership theories and styles – own role and local/national priorities</td>
</tr>
<tr>
<td></td>
<td>Challenges - Lack of engagement</td>
</tr>
<tr>
<td></td>
<td>Resistance to change</td>
</tr>
</tbody>
</table>
SCOPING REVIEW

- Medical leadership competency framework
SCOPING REVIEW

COMPETENCIES

• 1. Setting direction - developing a strategic vision (Community advocacy)
• 2. Managing services - understanding of what’s going on (Critical thinking)
• 3. Working with others - influencing, networking, and building (Collaboration)
• 4. Improving services - developing and implementing systems, policies, and plans to deliver change (Change agent, capability builder)
• 5. Personal qualities — (medically Competent)

• How to link the 6Cs to leadership?
• WHAT IS MISSING? - Should we teach personal aspects?
SCOPING REVIEW

- Behavior (Personal qualities)

- There were no single trait or combination of traits that would fully explain the leaders' abilities

- Do we teach behavior - if so how?
SCOPING REVIEW

Teaching and assessing medical leadership

a) Training – Multi source feedback tool
MSF tool

b) Interdisciplinary – Action learning sets

c) Virtual leadership development programme
(Management Services for Health)
Should we aim to teach about behavior?

SELF AWARENESS  SELF CONFIDENCE  VALUES  VISION

UKZN FOCUSED SCOPING REVIEW

- Medical competent
- Critical thinker
- Collaboration
- Community advocate
- Change agent
- Capability builder

Determining individual style and role
Environment
Leadership theories

What Leadership Knowledge is essential
How do we link leadership to 6 Competencies
SCOPING REVIEW

A focused scoping review

- A) Why should Diploma learners learn about leadership?
- B) What theories of leadership would be most useful?
- C) Do we link leadership training with the 6Cs? – how?
- D) Do we focus on behavior? - how?
- E) How do we teach and assess?