



UNIVERSITY OF  
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## College of Health Sciences



EDGEWOOD CAMPUS

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NELSON R MANDELA SCHOOL OF MEDICINE

PETERWARBURG CAMPUS

WESTVILLE CAMPUS

UKZN INSPIRING GREATNESS

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STRENGTHENING TRAINING IN  
MEDICAL LEADERSHIP AT THE UNIVERSITY OF  
KWAZULU-NATAL  
A SCOPING REVIEW

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# 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, Goggle Scholar
- Non-traditional” databases (African Indicus Medicus, African Journals Online, and Biomed):
- Independent, private non-profit organizations literature

# SCOPING REVIEW

## Results

- A) What is medical leadership?
  - Total 14
    - UK (8)
    - USA (2)
    - Germany (1)
    - Asia (1)
    - General (2)

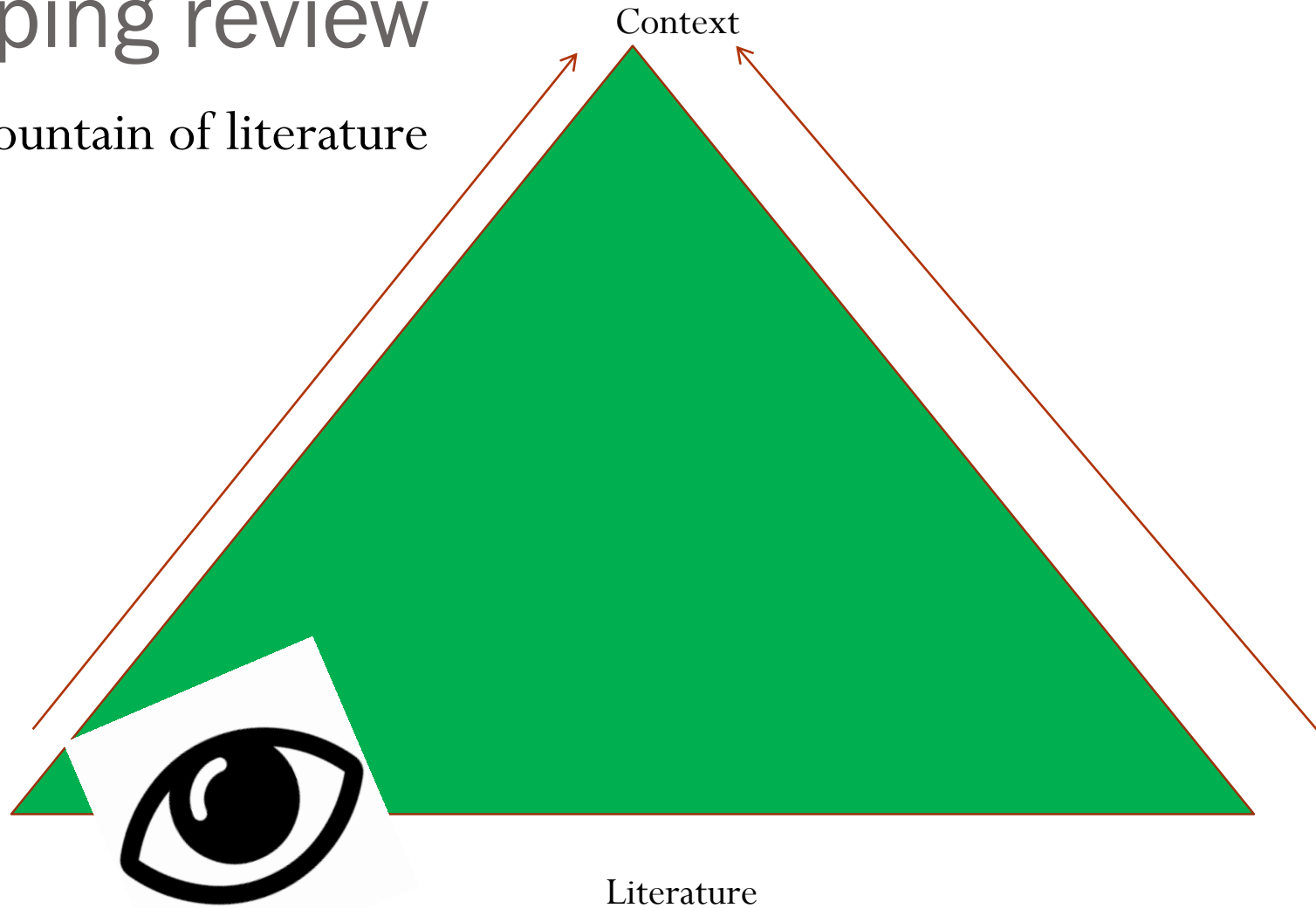
# SCOPING REVIEW

## 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

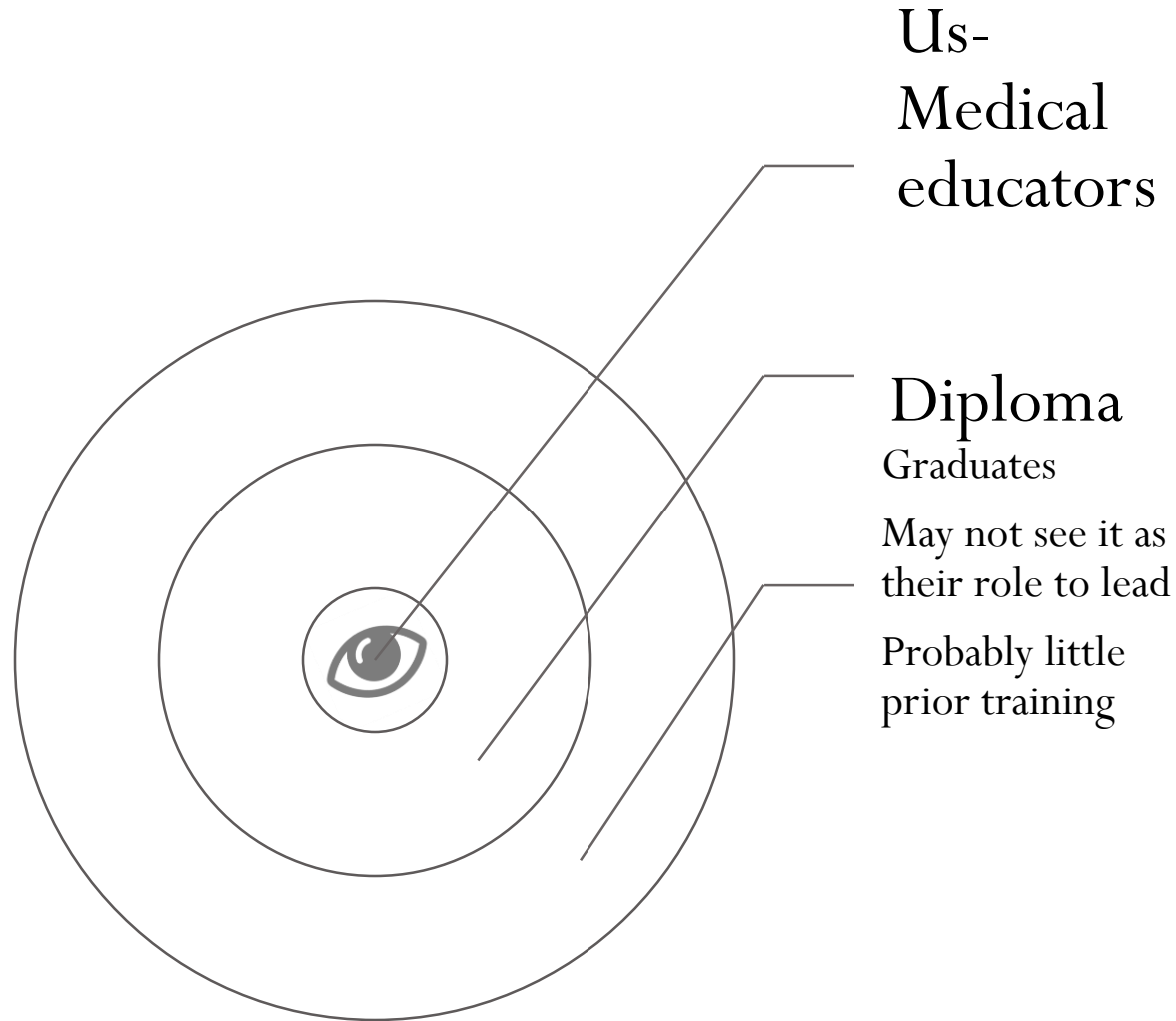
# Scoping review

- A mountain of literature





# Scoping review



# 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

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Why study  
leadership?

a) Organizational

Improved management of services – International 20 literature sources  
Need for KZN/ South Africa/ Africa

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b) Personal

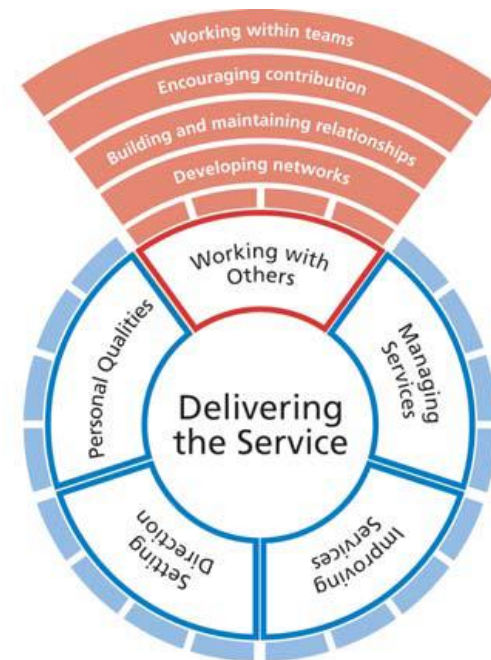
Improved inspiration, hopefulness, motivation  
working with others  
Case studies international  
Need local case studies

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# 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

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Teaching  
and  
assessing  
medical  
leadership

a) Training– Multi source feedback tool  
MSF tool

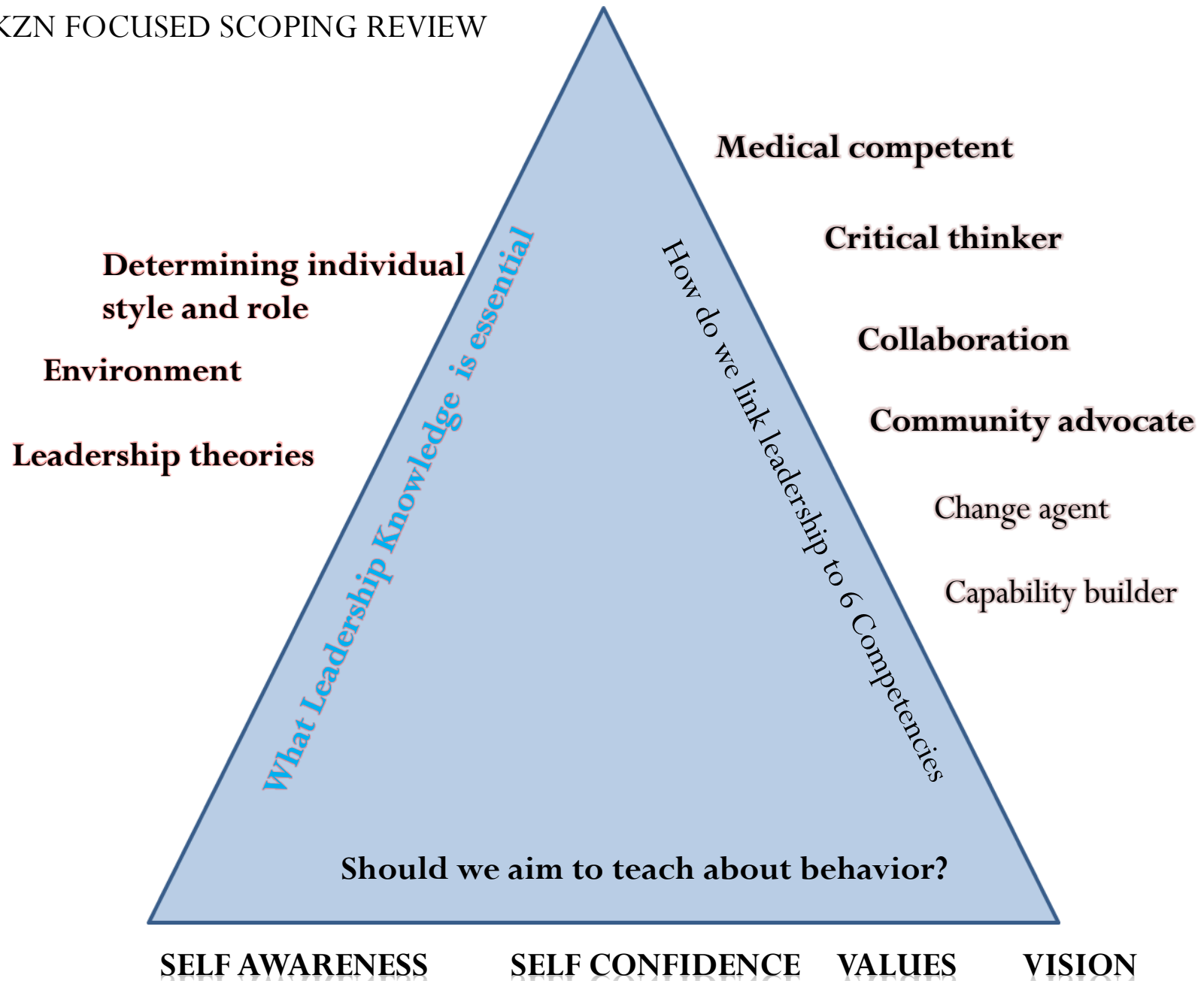
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b) Interdisciplinary – Action learning sets

c) Virtual leadership development  
programme  
(Management Services for Health)

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UKZN FOCUSED SCOPING REVIEW



# 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?