

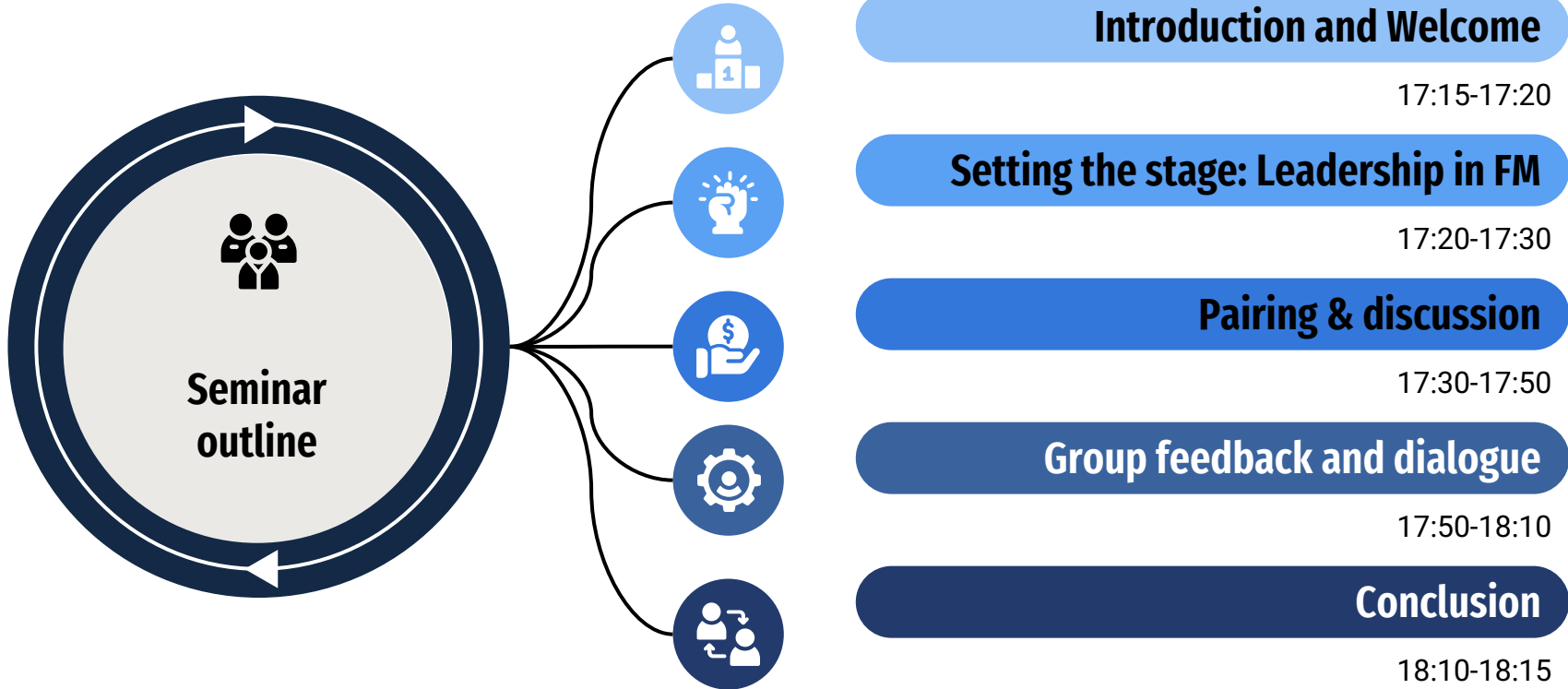
# How can we be better leaders as family physicians?



# Introduction and welcome



# Seminar outline



**Introduction and Welcome**

17:15-17:20

**Setting the stage: Leadership in FM**

17:20-17:30

**Pairing & discussion**

17:30-17:50

**Group feedback and dialogue**

17:50-18:10

**Conclusion**

18:10-18:15

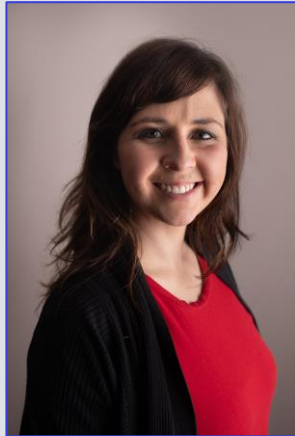
# Next5

- Special interest group as a SAAFP initiative
- Aim: to support newly qualified family physicians in their first five years since graduating



Please register at:  
<https://saafp.org/next5/>

# Next5 Core group



Dr. Chantelle van  
der Bij



Dr. Arun Nair



A/Prof Klaus von  
Presentin



Prof. Hoffie  
Conradie

# Focus areas informed by a national survey

**TABLE 1:** Activity suggestions for the Next5 special interest group as informed by the membership survey.

Activity category	Activity examples
Communication and marketing activities	<ul style="list-style-type: none"> <li>• Creating and maintaining a database of FPs in their first 5-years, as well as maintaining a database of current and potential mentors.</li> <li>• Dedicated area on SAAFP website and other platforms, such as WhatsApp/Telegram.</li> <li>• A possible section in the SAFP journal, 'Transition tips', aimed at Next5 members.</li> </ul>
Graduation, registration and career guidance initiatives	<ul style="list-style-type: none"> <li>• Welcome/graduation package for newly qualified FPs, including how to register with the HPCSA as a FP specialist and orientation to SAAFP full membership benefits.</li> <li>• Orientation to possible FP career options: clinical/research/teaching (and how to grow as clinician-educators/researchers/scholars).</li> <li>• Assist with preparation for consultant interviews.</li> <li>• Assist with transition to private sector: involve private sector FPs for mentorship, practice and staff management and how to navigate medical aids, coding and billing.</li> </ul>
Mentoring and networking activities	<ul style="list-style-type: none"> <li>• Mentorship by senior FPs, including a mentoring network, which capacitates FPs to serve as mentors in the Next5 group.</li> <li>• Connect with and strengthen existing local FP forums and activities.</li> <li>• Assist SAAFP and ETC to develop activities aimed at Next5 members.</li> <li>• Linking with WONCA World and WONCA Africa Young Doctors' initiatives.</li> </ul>

FP, family physicians; SAAFP, South African Academy of Family Physicians; HPCSA, Health Professions Council of South Africa; ETC, education and training committee; WONCA, World Organization of Family Doctors.

Van der Bijl C, Nair A, Von Pressentin KB. Next5—A new South African Academy of Family Physicians initiative ('You didn't come this far, to only come this far'). South African Family Practice. 2021;63(4). Available from <https://safpj.co.za/index.php/safpj/article/view/5405>.

## Next5 – A new South African Academy of Family Physicians initiative (‘You didn’t come this far, to only come this far’)



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Interviews with district managers to understand the impact of family physicians (FPs) on the South African health system confirmed several benefits, including their ability to increase access to a more comprehensive and coordinated health service, to improve clinical care, to capacitate the healthcare team and facilitate clinical governance activities.<sup>1</sup> However, the FP's leadership abilities and capacity to influence their team was seen as a key factor in determining their impact on health outcomes. The study highlighted that the integration of new FPs into the healthcare team requires active management, including the need for role clarification and supporting role maturation over time.

At the April 2021 meeting of the South African Academy of Family Physicians education and training committee (ETC), it was agreed to set up a working group to look at an initiative on how the academy can assist newly qualified FPs within their first 5 years of qualifying, similar to the First five concept of the Royal College of General Practitioners and the Young Doctors Movements of WONCA (World Organization of Family Doctors).<sup>2,3</sup> A survey was held amongst South African Academy of Family Physicians (SAAFP) members to explore the needs and suggestions for activities for this special interest group, which is named Next5 (see Figure 1, which depicts the logo and slogan of this group, as approved by the ETC). Between 23 July 2021 and 31 July 2021, all family medicine registrars and qualified FPs were invited to complete an online survey, which aimed to explore how Next5 can assist in empowering newly qualified FPs and to determine the interest in joining Next5 and its planned activities. The findings of the survey were presented at the August 2021 ETC meeting. A total of 77 responses were received with 28.9% from the target group (FPs qualified in the past 5 years), 10.5% from FPs qualified 5–10 years ago and 38.2% from FPs qualified more than 10-years ago. The remaining responses were from registrars, with the majority in their 3rd and 4th year of training. Table 1 presents Next5 activities as suggested by the survey respondents. Encouragingly, 38 respondents indicated that they would like to join Next5 and 25 senior FPs were keen to serve as mentors to FPs in the first 5 years of their career.

As part of the August 2021 ETC presentation, we reviewed the number of registrars who became SAAFP members after graduation (Table 2). Reassuringly, the numbers over the past 2 years have improved, but there appears to be an unmet need in this group of potential SAAFP members. Newly appointed FPs need an active process of support from and role clarification within their healthcare teams to establish themselves in the health system and to mature in all their different roles.<sup>4</sup> By encouraging existing FPs to support new FPs in their transition from



FIGURE 1: The Next5 logo and slogan.

## Transition tips: Registering with the Health Professions Council of South Africa as a specialist family physician



# Transition tips

<https://safpj.co.za/index.php/safpj/browseSearch/sections/view?sectionId=51>

HOME



ARTICLES



EDITORIAL TEAM



AUTHORS



ABOUT



CPD



CONNECT



TWITTER



LOGIN



REGISTER



HOME ► SEARCH ► SECTION DETAILS

## SECTION DETAILS

### SAAFP Next5

ISSUE	TITLE	ABSTRACT	HTML	EPUB	XML	PDF
<b>Vol 65, No 1 (2023): Part 4</b> <i>Sheron T. Forgus</i>	Recovering from burnout: Doing a home visit and finding an old friend and an entire community					
<b>Vol 65, No 1 (2023): Part 2</b> <i>Sheena Mathew, Shane D. Murphy</i>	The family physician's guide to the private sector galaxy					
<b>Vol 64, No 1 (2022): Part 4</b> <i>John-D K. Lotz</i>	Reflections on a rural road to family medicine					
<b>Vol 64, No 1 (2022): Part 2</b> <i>Chantelle C. van der Bijl</i>	Transition tips: Registering with the Health Professions Council of South Africa as a specialist family physician					

1 - 4 of 4 Items

## Mentoring

- Mentors trained
- Training sessions
- Dedicated telegram group
- Mentors and mentees linked

### Mentors will:

- Create a safe space that encourages exploration and openness: discuss confidentiality.
- Be a thinking partner, walking alongside the client on this learning journey.
- Reflective and active listening (attending and attunement).
- Checking for clear understanding through clarifying questions and reflective summaries.
- Showing genuine interest and empathy.
- Observe and check personal assumptions, biases, and stereotypes.
- Turn judgment into curiosity.
- Turn assumptions into questions.

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## Next5 registration form



SAAFP Next5 Registration form

Please complete this form to register for the Next5 initiative.



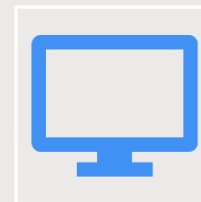
## Other activities



Website



Workshops at the  
national SAAFP  
Congress:



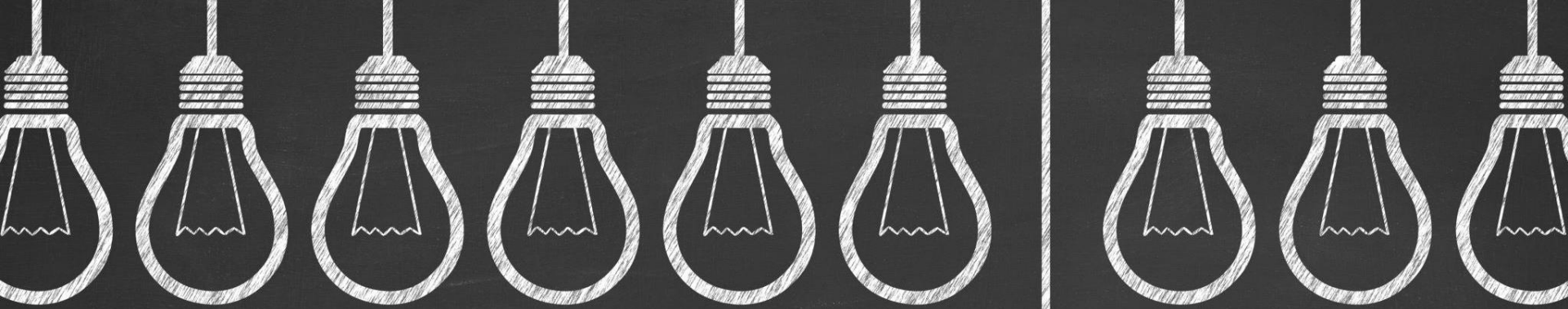
Webinars



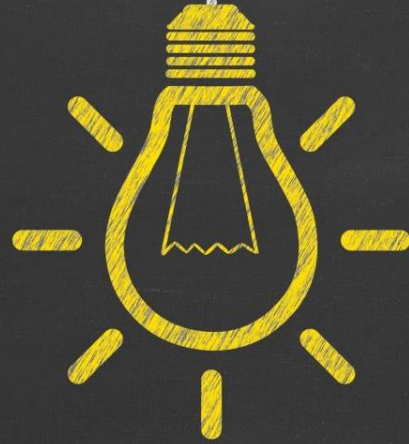
Join us today: <https://saafp.org/next5/>  
and sign up to be a SAAFP member (debit order option 😊)

# Setting the stage: Leadership in family medicine





# Leadership, primary care teams, and the health system



How do we nurture emerging leaders in healthcare?

# Current state of affairs

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The recent pandemic's disruptive effect on society and health services is compounded by the rising incidence of **burnout** among health workers.

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A renewed focus on **self-awareness and caring for health workers** adds to the growing awareness of the need for a shift in how healthcare teams and systems are managed **at all levels**.

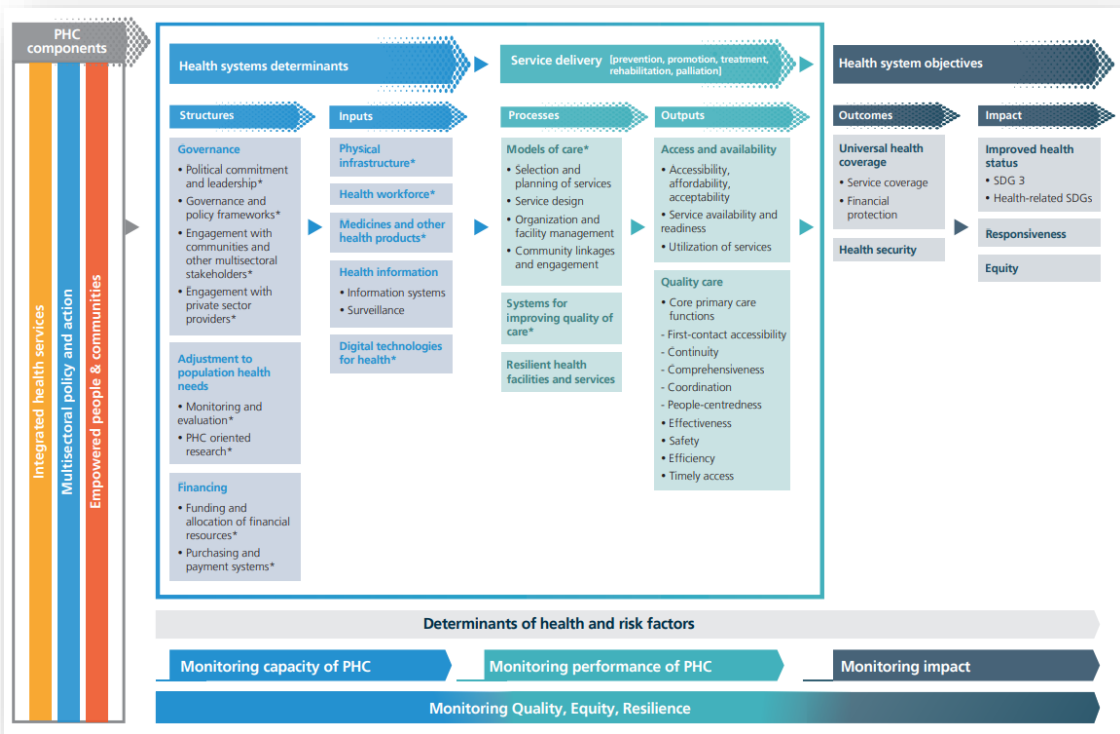
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The notion of the **complex adaptive system** is supported by the need to establish a **learning organisational culture** and a **values-based approach to leadership strategies**.

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These **“messy realities”** are also manifested at the primary care level, where managers and leaders are grappling with **how best to support their teams in improving the quality of services with a shrinking budget in a changing healthcare landscape**.

# Primary health care measurement framework [2022]

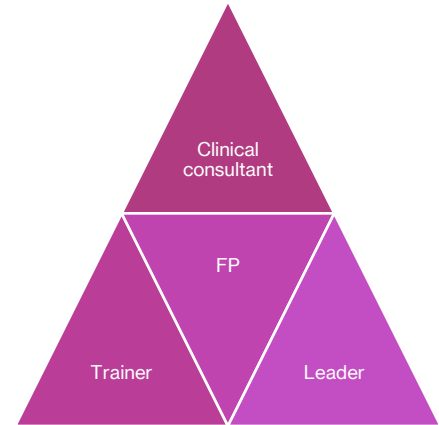


- Leadership (mentioned 16 times)
- *Service delivery: processes*
  - **Organization and facility management**
    - Management capability and leadership
    - Multidisciplinary team-based service delivery
    - Existence of supportive supervision system

## Family physicians' ability to influence their context

- A recurring theme was the issue of *the FP's ability to influence his/her context*.
- An expectation of FPs in the DHS is that they will help the healthcare system to improve, expand and develop.
- FPs who were seen to be '*at the mercy of the system*' were those lacking leadership skills and not able to integrate themselves into the clinical team.
- FPs *with leadership qualities, resilience and the ability to be change agents* were seen as FPs *able to shape their context*.

*The bird's-eye perspective: how do district health managers experience the impact of family physicians within the South African district health system? A qualitative study.*



*South African Family Practice* 2016; 58(6):232–235  
<http://dx.doi.org/10.1080/20786190.2016.1148338>

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**OPINION (OPEN FORUM)**

## Leadership and governance: learning outcomes and competencies required of the family physician in the district health system

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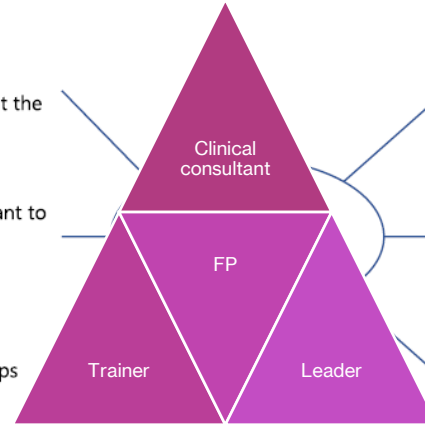
The South African National Development Plan expects the family physician to be a leader of clinical governance within the district health services. The family physician must also help to strengthen the services through leadership in all his/her other roles as a clinician, consultant, capacity-builder, clinical trainer and champion of community-orientated primary care. In order to deliver on these expectations the nine training programmes must ensure that they prepare registrars appropriately for leadership and clinical governance. Currently training programmes differ considerably in what they teach and in workplace-based training and assessment. This article reports on a national process to reach consensus on what training is required for family physicians in this area. The process outlined the key conceptual principles and competencies required for leadership, clinical and corporate governance; it culminates in a new set of learning outcomes for the training of family physicians.



**Care provider:** Competent in being able to work throughout the district.

**Consultant:** Acts as a consultant to the primary care and district hospital services.

**Capacity builder:** Teaches, mentors, supports and develops other practitioners.



**Clinical trainer:** Provides workplace-based training and supervision to under- and postgraduate students.

**Clinical governance leader:** Leads the team in improving the quality of care.

**Champion of community-orientated primary care:** Supports community-based services.

Figure 1: The 'I-we-it' model of leadership scheme.<sup>6</sup>

<https://www.tandfonline.com/doi/full/10.1080/20786190.2016.1148338>

<https://safpj.co.za/index.php/safpj/article/view/4844>



## Updated programmatic learning outcomes for the training of family physicians in South Africa



**TABLE 1: Definitions of unit standards and capabilities required.**

### Unit standard definitions

Unit standard 1: Effectively manage themselves, their team and their practice, in any sector, with visionary leadership and self-awareness in order to ensure the provision of high-quality, evidence-based care.

### Unit standard capabilities

A person who has achieved this standard is capable of effectively managing themselves, their team and their practice, regardless of the sector, shows self-awareness in their personal and professional approach and provides high-quality care based on current evidence

– Self

we Team

± System

# Pairing and discussion: Personal leadership experiences



# Group feedback and dialogue



# Conclusion



## Selected references for further reading 😊

- World Health Organization. Operational Framework for Primary Health Care. 2020. Available from: <https://www.who.int/publications/i/item/9789240017832>.
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- Regional family medicine websites and journals:
  - WONCA Africa - <https://www.woncafrica.org/>; PRIMAFAMED: <https://primafamed.sun.ac.za/>
  - African Journal of PHC and Family Medicine: <https://phcfm.org/index.php/phcfm>
  - South African Academy of Family Physicians – <https://saafp.org/>
  - South African Family Practice journal - <https://safpj.co.za/index.php/safpj>