



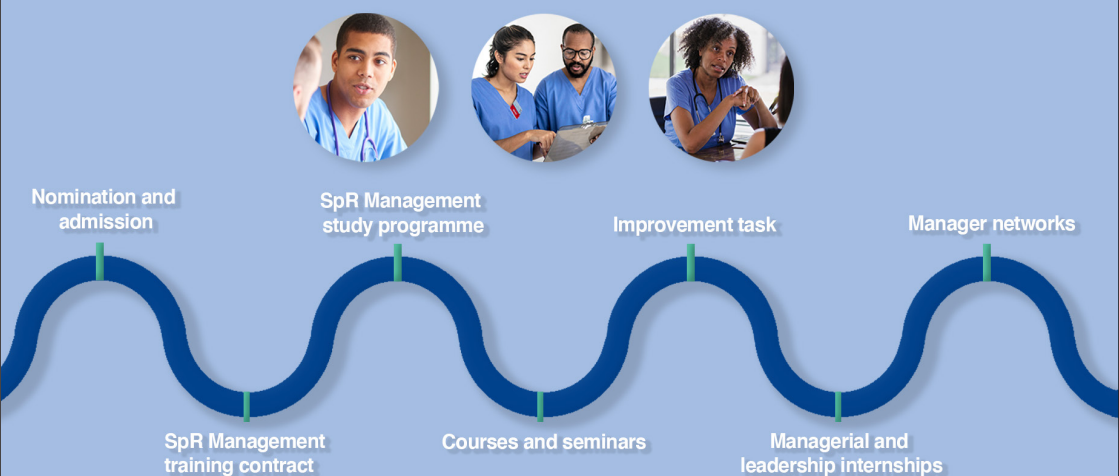
## NATIONAL MODEL FOR SPR MANAGEMENT TRAINING



**Swedish Medical  
Association**



## Model for SpR Management Training



# National model for SpR Management training

## Introduction

A very important question for the Swedish Medical Association is encouraging more doctors to want to become managers and leaders.<sup>1</sup> Healthcare should be managed by people with a high level of medical expertise. Furthermore, the healthcare system's outcomes are impacted more positively when physicians are its managers and leaders.<sup>2</sup>

To attract more doctors to take an interest in management early in their careers, we need SpR Management training, where management and leadership training is done in parallel with specialty registrar (SpR) training, to be offered more broadly.

The survey carried out by the Swedish Medical Association conducted in 2020 shows that only 3 out of 21 regions offer SpR Management training. The survey also shows that SpR Management training is a good way to identify young doctors who show an aptitude for or interest in a future career as a manager or leader.<sup>3</sup>

The Swedish Medical Association has therefore developed a national model for SpR Management training. The model is a framework with parts that the Association believes ought to be included. It is hoped that this model will make it easier for employers to implement SpR Management training.

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<sup>1</sup> "Leadership is both an ability and an acquired skill. It is therefore important that there is scope for practising and training the qualities and experiences required," *Management Policy*, Swedish Medical Association, 2019.

<sup>2</sup> *Physicians' role in the management and leadership of health care*, Karolinska Institutet, 2017.

<sup>3</sup> *Ledarskaps-ST - en nationell kartläggning*, Sveriges läkarförbund, 2020.

## Prerequisites

### Funding

The funding for SpR Management training should come from the health service level. This is to ensure that the individual activity's budget does not constitute an obstacle.

### Nomination and admission

The employer can choose what the admission process should be. One example is that admission to SpR Management training is a process whereby the manager, director of studies or principal supervisor nominates specialty registrars who they see as having managerial or leadership potential.

Another approach is that specialty registrars apply for the training themselves. The application should include a CV, references and a personal letter justifying why the applicant wants to apply for the training position. The selection of candidates should be centralised to assist in maintaining a transparent admission process.

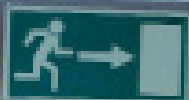


## SpR Management training contract

The content of the contract for SpR Management training is agreed between the employer and the specialty registrar. The contract for SpR Management training should include the following five points and, if necessary, these can also be defined as follows:

- 1. Programme period** – Normal time 12 months, in addition to regular specialty training.
- 2. Mentor** – A mentor who follows the speciality registrar throughout the programme period. The mentor should not be the speciality registrar's manager or principal supervisor, but should be a person who supports the speciality registrar during the programme period. This section also specifies the time in hours per month that the speciality registrar will meet with their mentor (mentoring hours).
- 3. Study programme** – This specifies and defines the assignments, courses, placements, and seminars that the speciality registrar must complete during the programme to fulfil the requirements in the learning objectives. It should also specify the number of weeks per programme component that the speciality registrar is to set aside for each component
- 4. Study hours** – This is the number of hours per month that the speciality registrar is expected to set aside for the programme.
- 5. Salary** – Specialist pay after five years or at the time when the speciality registrar would have completed regular specialty training.

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## SpR Management study programme

The study programme is drawn up by the manager of the activity and the mentor in consultation with the speciality registrar and principal supervisor. The programme must include the activities that the speciality registrar is to complete in order to achieve the set learning objectives for the SpR Management study programme.

### Learning objectives

The purpose of the SpR Management study programme is to create better conditions for the speciality registrar, on completion of the study programme, to be a candidate for managerial and leadership positions both inside and outside the healthcare system.

At the end of the programme, the speciality registrar should:

- **have acquired in-depth knowledge of economics, leadership, teaching and learning, the organisation and management of the healthcare system, and operations development.**
- **be able to apply the acquired knowledge in practice.**

These learning objectives can be linked to learning objectives A1, A2, A4, A6<sup>4</sup> in the National Board of Health and Welfare's set learning objectives for specialty training of doctors.

These learning objectives can be linked to learning objectives STA1, STA2, STA5, STA6<sup>5</sup> in the National Board of Health and Welfare's set learning objectives for specialty training of doctors.

In order for the specialty registrar to be able to develop in a managerial or leadership role in the future, it is important that SpR Management is a programme taken in addition to regular specialty training. The specialty registrar needs to be given time to put their acquired knowledge into practice and be challenged in this process. Therefore, the normal time for the SpR Management programme should be 12 months.

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4 SOSFS 2015:8, National Board of Health and Welfare, 2015.

5 HSLF-FS:2021:8, National Board of Health and Welfare, 2021.

### Courses and seminars

Specialty registrars must take courses and attend seminars in the following subjects within the SpR Management study programme. At least one of the courses is to be taken at a university or other higher education institution and correspond to at least 7.5 credits.

- **Being a manager**
- **Health economics**
- **Law** (*focusing on occupational health & safety, labour law and discrimination*)
- **Communication**
- **Conflict management**
- **Leadership**
- **Organisational theory**
- **Teaching and learning**
- **Group and Leader Development (UGL)**





### Improvement task

The specialty registrar should carry out an improvement task and lead the work of implementing the improvement in the activity. This task can be a further development of quality and development work or quality and patient safety work,<sup>6</sup> which is carried out during regular specialty training.

### Managerial and leadership internships

The specialty registrar must complete a managerial and leadership internship. During the internship, the specialty registrar must be given the opportunity to perform skills-enhancing tasks within the field of leadership, for example, by being responsible for timetabling, working as an assistant operations manager and/or assistant director of studies, or working with production planning.

The specialty registrar should also practise in non-clinical settings such as central health services and management/policy.

The total duration of the internships shall be at least 3 months.

### Manager networks

The specialty registrar should participate in relevant manager networks, either through the Region/employer, or networks within the specialty through specialty associations.

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<sup>6</sup> SOFS 2015:8 and HSLF-FS:2021:8, National Board of Health and Welfare 2015 and 2021, respectively.



**Swedish Medical  
Association**

**Swedish Medical Association**

Box 5610

SE-114 86 Stockholm SWEDEN

+46 8 790 33 00

[info@slf.se](mailto:info@slf.se) [www.lakarforbundet.se](http://www.lakarforbundet.se)