Management Essentials for Doctors
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Foreword

Professor Jenny Simpson OBE

For many years the mystique, magic and myths of healthcare management have presented a major challenge to doctors seeking to play a role in running the service. Even the terminology can be difficult to penetrate. Whilst there are many thousands of books detailing the intricacies of leadership and management, finding a source of information on who does what, why and where in the NHS can be a much greater challenge.

The journey through a doctor’s clinical education can occasionally be haphazard, But compared with the totally random nature of a doctor’s management development, however, it is a beautifully and consistently orchestrated process. No matter how enthusiastic a clinician may be to contribute to the management decision-making process, unless he or she happens to encounter a colleague with the insight and patience to show them around the basic anatomy, physiology and pathology of the NHS and the wider healthcare system, they will face many a difficulty in getting to grips with management. Management Essentials for Doctors fills this large gap, in that it provides a comprehensive guide to the full range of management functions and structures that can be so confounding.

Perhaps one of the most compelling reasons for having a copy of this book on the bookshelf is that it provides the answer to the questions that we might feel we should know the answer – but don’t... Management Essentials for Doctors equips the reader to consider the complexities of healthcare management and ask sensible questions without being blocked by a lack of understanding of either the structures or the words. Whilst the theory of management in healthcare, with elegant analysis of the economics and organizational dynamics are well described elsewhere, this practical guide to the hugely complex and confounding pieces of the NHS jigsaw, how they fit together and how they are changing, is essential reading for clinicians trying to make sense of the environments in which they are likely to spend their entire working lives.

Covering all angles, from what the various medical management and leadership roles actually mean in terms of what people do, to the key issues of patient safety, clinical governance and performance management, this book is a ‘must-have’ for all doctors in training, those approaching an interview for a senior job – and for many an established GP and consultant as well.

Twenty years on from the beginnings of medical management in the UK, there is now no legitimacy for doctors to ignore their responsibilities as leaders and managers of clinical services. That battle was fought and won many years ago. In today’s NHS, doctors will need to deliver their management and leadership roles with skill and confidence. Management Essentials for Doctors provides an ideal platform from which to pursue this ideal.
Preface

The doctor’s frequent role as head of the healthcare team and commander of considerable clinical resource requires that greater attention is paid to management and leadership skills regardless of specialism.

Aspiring to Excellence, Professor Sir John Tooke, 2008

Management knowledge and skills are essential requirements for doctors of all grades. An understanding of all aspects of management is necessary for a doctor to perform at the highest standard. This book has been written by practising doctors for doctors. We have written the text with the aim of providing essential knowledge in a concise manner. We have included 60 topics in an easy-to-read format. The main themes have been alphabetically listed for easy reference. We have particularly focused on the ‘nuts and bolts’ of medical management, as these are the practical issues which impact on the daily lives of all doctors. Busy clinicians of all grades, educational leads and those taking up medical managerial roles will find this book particularly useful. Doctors preparing for interviews will also find that it provides the required knowledge for those management questions. We hope that our aims are met and that doctors will benefit from this book.

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