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978-0-521-17679-8 - Management Essentials for Doctors

Professor Rory Shaw, Dr Vino Ramachandra, Dr Nuala Lucas and Dr Neville Robinson

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Frontmatter

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Frontmatter

[More information](#)

Contents

List of contributors vii

Foreword viii

Preface ix

Acknowledgements x

Section 1 – Core knowledge

- 1 **Audit** 1
- 2 **Care bundles** 4
- 3 **Checklists** 6
- 4 **Clinical dashboards** 8
- 5 **Complaints procedure** 10
- 6 **European Working Time Directive** 13
- 7 **Good medical practice** 16
- 8 **Guidelines** 19
- 9 **Preparation of a curriculum vitae** 22
- 10 **Medical interviews** 25
- 11 **Role of the consultant** 28

Section 2 – Core skills

- 12 **Chairing meetings** 31
- 13 **Educational supervision** 35
- 14 **Effective delegation** 39
- 15 **Leadership styles** 42
- 16 **Leadership competences** 44
- 17 **Mentoring** 47
- 18 **Time management** 50

Section 3 – Important bodies

- 19 **General Medical Council** 53
- 20 **National Clinical Assessment Service** 56
- 21 **National Confidential Enquiry into Patient Outcome and Death** 59
- 22 **National Institute for Health and Clinical Excellence** 62
- 23 **Postgraduate Medical Education and Training Board** 65

Section 4 – Information, evidence and research

- 24 **Information management** 69
- 25 **Evidence-based medicine** 73
- 26 **Research funding in the NHS** 75
Alan Warnes
- 27 **Research governance** 78
Simon Lewis

Section 5 – Money

- 28 **NHS financial flows** 83
- 29 **The contract** 88

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Professor Rory Shaw, Dr Vino Ramachandra, Dr Nuala Lucas and Dr Neville Robinson

Frontmatter

[More information](#)

vi	Contents
30	The quality, innovation, productivity and prevention (QIPP) agenda 92
31	The budget 93
32	Writing a business plan 96
	Section 6 – NHS structures
33	NHS structure and organization 101
34	Commissioning healthcare 105
35	External regulators 107
36	Treatment centres 113
37	Who does what – the trust Board 116
38	Who does what – the Executive <i>et al.</i> 120
	Section 7 – Operations
39	Activity and targets 123
40	Clinical process redesign and lean thinking 124
41	Managing change 128
	Section 8 – Safety and quality
42	Patient safety 133
43	Recent disasters in healthcare in England 136
44	Litigation 140
45	Clinical governance 143
46	Risk management 146
47	Ensuring quality 149
48	Quality indicators 152
49	Patient feedback 156
	Section 9 – Staff issues
50	Managing staff 159
51	Employing new staff to the organization and starting work 160
52	Managing normal working 163
53	Job planning 167
54	Appraisals 170
55	Revalidation 173
56	Managing poor performance 177
57	Managing other problems 180
58	Measuring how well we manage staff 183
59	Managing stress 186
60	The sick doctor 189 Shriti Pattani
	<hr/>
	<i>Index</i> 193

Cambridge University Press

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[More information](#)

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Frontmatter

[More information](#)

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.

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Frontmatter

[More information](#)

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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Frontmatter

[More information](#)

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