

A Practical Guide to developing your skills as an

# Effective Clinical Director

For Clinical Directors, aspiring Clinical Directors, and Medical Directors responsible for their development

FRIDAY 22 OCTOBER 2010

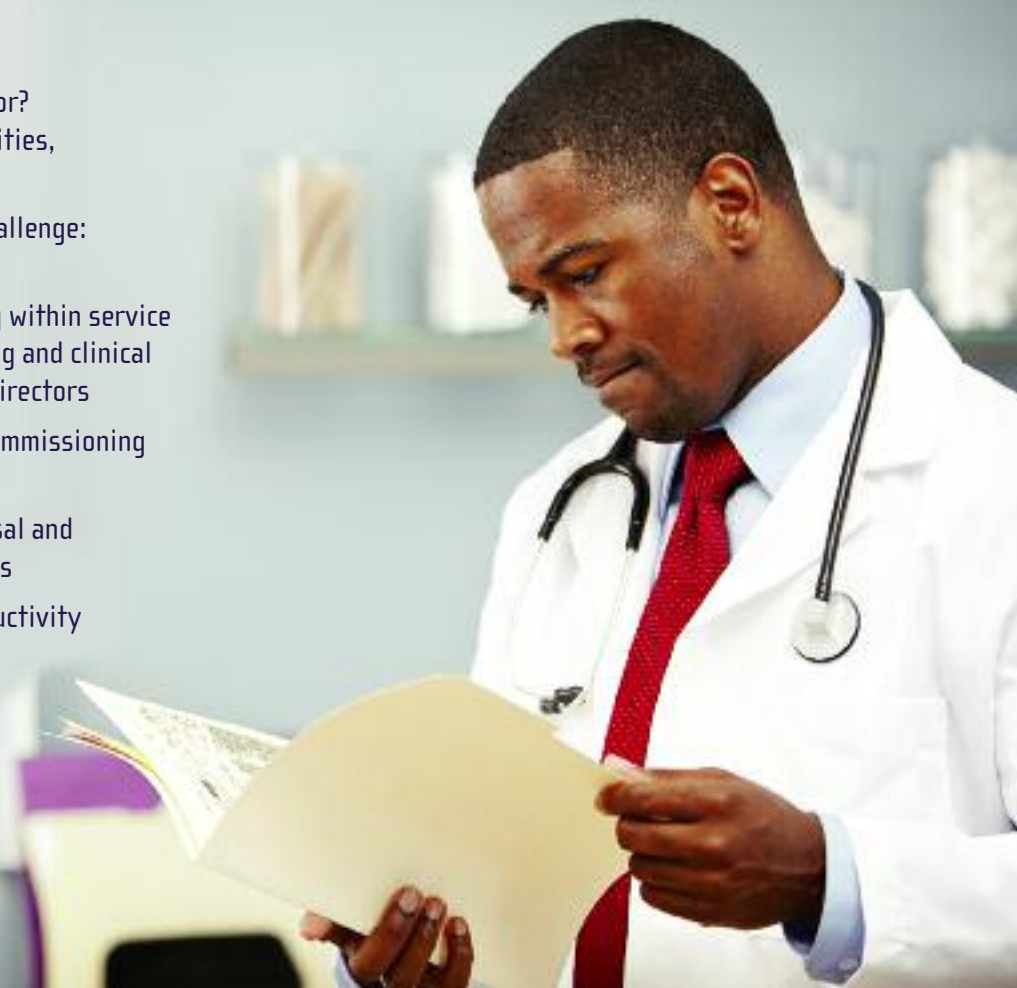
CAVENDISH CONFERENCE CENTRE, LONDON

## Topics include:

- What makes an excellent Clinical Director? panel perspectives and consensus qualities, skills, roles and responsibilities
- Meeting the quality and productivity challenge: a Clinical Directors guide
- Clinical budget ownership and reporting within service line management – service line reporting and clinical budget ownership: a guide for Clinical Directors
- Managing clinical budgets, contracts, commissioning and business planning
- Extended session: strengthened appraisal and revalidation update for Clinical Directors
- Measuring directorate quality and productivity
- Improving team performance at directorate level
- Managing poor performance, and supporting doctors in difficulty

## Workshop:

**Aspiring Clinical Directors**



## Chair and speakers include:

### Dr Mark Withers

*Director of Medical Workforce Deputy Medical Director and Previously Clinical Director  
Rotherham NHS Foundation Trust*

### Dr Basant Chaudhury

*Clinical Director of Medicine North Tees and Hartlepool NHS Trust & Advisor  
The NHS Revalidation Support Team*

### Dr David Scott

*Chairman CCSC Medical Managers Sub Committee BMA and Consultant  
Paediatrician Clinical Lead for Paediatrics and Responsible Officer East Sussex Hospital NHS Trust*

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# A Practical Guide to developing your skills as an Effective Clinical Director

For Clinical Directors, aspiring Clinical Directors, and  
Medical Directors responsible for their development

FRIDAY 22ND OCTOBER 2010    CAVENDISH CONFERENCE CENTRE, LONDON

Whether you are currently a Clinical Director, or aspiring to be one, this event provides a unique opportunity to learn from the experiences of other Clinical Directors and develop your skills as an effective Clinical Director in the current climate, through meeting the quality and productivity challenge and understanding costs and finances at a directorate level.

**“An important lesson from the Next Stage Review is the need to take an evidence-based approach to the quality and productivity challenge. There are lots of really powerful examples around of things we can do to improve quality while improving productivity.”**

David Nicholson *Chief Executive NHS*

Chaired by **Dr Mark Withers** *Director of Medical Workforce, Deputy Medical Director and previously Clinical Director Rotherham NHS Foundation Trust*, the conference opens with a panel session highlighting critical success factors for excellence in the Clinical Director role with a focus on; attributes of good Clinical Directors; key roles and responsibilities, directorate and individual; and working through financial challenges.

The conference programme continues with two focus sessions providing delegates with the opportunity to hear from a variety of healthcare professionals on **finance and directorate business planning and management and managing clinical and professional performance including revalidation.**

**“As clinician we make the decisions that, everyday, have an impact on how the NHS budget is spent. Our duty is to do this in a way that makes the best use of NHS resources and taxpayers’ money. It is more important than ever that each pound we spend is focused on maximising the quality of healthcare we provide and on improving the experience of patients and the public.”**

The NHS Quality, Innovation, Productivity and Prevention Challenge: an introduction for clinicians, Department of Health, 11 March 2010

**Dr Basant Chaudhury** *Clinical Director of Medicine North Tees and Hartlepool NHS Trust & Advisor The NHS Revalidation Support Team* will deliver an extended session looking at strengthened appraisal and revalidation an updated for Clinical Directors, re-licensing and recertification process: moving forward, assuring appraisal: developing high level indicators for an effective appraisal system, integrating the GMC core module within existing appraisal systems and how local systems will feed into the revalidation process.

The conference concludes with a presentation from **Dr David Scott** *Chairman CCSC Medical Managers Sub-Committee BMA and Consultant Paediatrician Clinical Lead for Paediatrics and Responsible Officer East Sussex Hospital NHS Trust* who will discuss managing poor performance and supporting doctors in difficulty.

## Workshop

Please indicate on the booking form if you would like to attend the workshop.

14.00-15.15

### Workshop for Aspiring Clinical Directors

Facilitated by:

**Dr Keith Blanshard**

*Clinical Director  
University Hospitals of Leicester NHS Trust  
and Board Member BAMM*

This workshop will help prepare aspiring Clinical Directors for the role – including tips for interviews, developing your portfolio and understanding what the role involves in practice – both the highs and the lows.



10.00 **Chairman's introduction**

10.05 **What makes an excellent Clinical Director?  
panel perspectives and consensus: qualities, skills, roles and responsibilities**

**Medical director perspective**

**Dr Mark Withers** *Director of Medical Workforce, Deputy Medical Director and Previously Clinical Director* Rotherham NHS Foundation Trust

**Clinical Director Perspective**

**Dr Keith Blanshard** *Clinical Director* University Hospitals of Leicester NHS Trust and *Board Member* BAMM

**Non medical Clinical Director perspective**

**Andy Johnston** *Clinical Director* Avon and Wiltshire Mental Health Partnership NHS Trust

**The speakers highlight critical success factors for excellence in the Clinical Director role focusing on:**

- attributes of good Clinical Directors
- key roles, and responsibilities: strategic, directorate and individual
- working through financial challenges: leading for productivity and quality the highs and lows of the role
- can you measure Clinical Director performance?
- the organisations role in supporting current and future Clinical Directors
- tips for aspiring Clinical Directors, and succession planning

11.00 **Meeting the quality and productivity challenge: a Clinical Directors guide**

**Speaker to be announced**

- the scale of the changes needed at national and local level
- meeting the quality and productivity challenge: QIPP explained
- improving productivity and encouraging innovation at directorate level
- changing the culture to empower staff to innovate and change systems
- supporting improved productivity and innovation with directorate business planning
- how do you release the cost benefits of productivity savings?

11.30 Questions and answers, followed by coffee and exhibition 11.40

**FOCUS: FINANCE AND DIRECTORATE BUSINESS PLANNING AND MANAGEMENT**

12.00 **Clinical budget ownership and reporting within service line management  
service line reporting and clinical budget ownership: a guide for Clinical Directors**

**Dr Sandro Lanzon-Miller**

*Medical Director*  
Milton Keynes Hospital NHS Foundation Trust

- service line management explained
- how service line management relates to service line reporting and clinical budget ownership
- understanding service lines with clearly identified resources including support services, staff and resources
- examples and case studies in practice

12.30 **Managing clinical budgets, contracts, commissioning and business planning**

**Professor Robert Harris**

*Director of Commissioning and Performance*  
NHS East of England SHA and  
*Former Policy Director* Monitor

- developing a business centred approach to managing the clinical directorate
- incorporating financial management and service line reporting
- managing contracts and contract negotiations
- developing business cases and business plans: examples

13.00 Questions and answers, followed by lunch and exhibition 13.10

**FOCUS: MANAGING CLINICAL AND PROFESSIONAL PERFORMANCE INCLUDING REVALIDATION**

14.00 **Extended Session: strengthened appraisal and revalidation update an update for Clinical Directors**

**Dr Basant Chaudhury**

*Clinical Director of Medicine* North Tees and Hartlepool NHS Trust & *Advisor*  
The NHS Revalidation Support Team

- medical revalidation: an update
- the re-licensing and recertification process: the moving forward
- assuring appraisal: developing high level indicators for an effective appraisal system
- integrating the GMC core module within existing appraisal systems
- how local systems will feed into the revalidation process

14.45 **Measuring directorate quality and productivity**

**Professor David Taube**

*Medical Director*  
Imperial College Healthcare NHS Trust

- using key quality indicators, metrics and scorecards to benchmark and improve clinical quality and productivity
- monitoring and rewarding advancements in quality: what does this mean for the Clinical Director
- the organisations role in supporting clinical directors to access high quality information about their services and performance: our experience

15.15 Questions and answers, followed by coffee and exhibition 15.25

15.45 **Improving team performance at directorate level**

**Dr Alastair Flowerdew**

*Medical Director*  
Golden Jubilee Hospital, Glasgow

- developing an effective and productive team
- a guide to appointing and selecting new team members
- developing a team based approach to job and directorate planning
- managing dysfunctional teams and difficult colleagues: where to start

16.15 **Managing poor performance, and supporting doctors in difficulty**

**Dr David Scott**

*Chairman*  
CCSC Medical Managers Sub-Committee BMA and  
*Consultant Paediatrician Clinical Lead for Paediatrics and Responsible Officer*  
East Sussex Hospital NHS Trust

- managing poor performance and supporting doctors in difficulty: what to do when a concern arises both now and under the new system
- the future role of the responsible officer and GMC Affiliate
- the role of human resources in supporting the Clinical Director
- ensuring you have early warning systems to alert when things are going wrong in the directorate
- addressing issues that arise within job planning and appraisal

16.45 Questions and answers, followed by close at 17.00



► **How to book**

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Department

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Please write your address clearly as confirmation will be sent by e-mail.

If you prefer confirmation by post please tick this box.

Please also ensure you complete your full postal address details for our records.

Please specify any special dietary or access requirements

**This form must be signed by the delegate or an authorised person before we can accept the booking**

(By signing this form, you are accepting the terms and conditions below)

Name

Signature

Date

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Please make cheques payable to: Healthcare Events Ltd. Cheques can be £ or Euros (1 Euro = £0.90)

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Valid from

Expiry date

Issue No. (Switch only)

Card security code

(This is the last three digits of the number printed on the back of your card)

Signature

Card billing address

For office use only

**Workshop**  Tick here if you would like to attend the Aspiring Clinical Directors Workshop

**Conference documentation**  I cannot attend the conference but would like to receive a CD containing the conference handbook material, which includes speaker slides, at £69 each.

The CD will be sent out after the conference, please fill in the 'Your Details' section above for delivery, and the 'Payment' section.

**Venue**

Cavendish Conference Centre, 22 Duchess Mews, London, W1G 9DT. A map of the venue will be sent with confirmation of your booking.

**Date**

Friday 22 October 2010.

**Conference fee**

- £365 + VAT (£428.88) for NHS, social care, private healthcare organisations and universities.
- £300 + VAT (£352.50) for voluntary sector/charities.
- £495 + VAT (£581.63) for commercial organisations.

The fee includes lunch, refreshments and a copy of the conference handbook. VAT at 17.5%.

**Group rates**

A discount of 15% is available to all but the first delegate from the same organisation, booked at the same time, for the same conference.

**Terms and conditions**

A refund, less a 20% administration fee, will be made if cancellations are received, in writing, at least 4 weeks before the conference. We regret that any cancellation after this time cannot be refunded, and that refunds for failure to attend the conference cannot be made, but substitute delegates are welcome at any time.

**Confirmation of booking**

All bookings will be confirmed by email, unless stated otherwise. Please contact us if you have not received confirmation 7-10 days after submitting your booking.

**Accommodation**

On confirmation of your booking you will receive details of accommodation.

**Exhibition**

If you are interested in exhibiting at this event, please contact Carolyn Goodbody on 020 8481 0354, or email carolyn@healthcare-events.co.uk

**Credits**

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