

# A Practical Guide to Managing Doctors in Difficulty & Difficult Behaviour

10% card payments discount\*  
15% Group booking discount\*\*

Thursday 22 February 2018 The Studio Conference Centre Birmingham

## Topics Include:

- Managing Doctors in Difficulty, and Difficult Doctors
- A Clinical Directors Experience
- Managing poor or deteriorating clinical performance: Lessons from invited service reviews
- Managing and supporting health professionals with health issues, and developing preventative approaches through resilience, time to think and mindfulness techniques
- EXTENDED SESSION: Managing and working with difficult behaviour
- EXTENDED SESSION: Managing and supporting clinicians in difficulty
- Supporting sick doctors
- EXTENDED SESSION: Lessons from HR and Employment Law – MHPS and the legal context
- Enabling resolution and remedial/developmental action



## Chaired by:

**Dr Zoe Penn**

*Medical Director & Consultant Obstetrician*

Chelsea & Westminster Healthcare NHS Trust

## Supporting Organisations



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This conference aimed at senior clinicians, clinical directors, medical directors and clinical leads, focuses on managing and supporting doctors in difficulty and difficult doctors. Managing colleagues in difficulty and doctors with difficult behavior was seen to be the most challenging element of a Clinical Directors role\*. This conference aims to support you to identify concerns early, diagnose the issues, and ensure effective intervention and support doctors who are experiencing difficulty or demonstrating difficult behaviors.

*“NCAS has identified that a significant proportion of the concerns it sees (59%) contain a behavioural or conduct component. Even where clinical concerns about an individual’s practice are not present, behavioural and conduct issues can nevertheless have a significant and detrimental impact on team relationships and patient care” NCAS*

*“Doctors are one of the most unattended populations in terms of health care”  
Understanding why doctors present late, PAIMM*

Through national updates, case studies from experienced Medical and Clinical Directors, and in depth interactive sessions this conference will enable senior clinicians to work with doctors in difficulty, and understand the impact of individual behavior on team dynamics and manage difficult behavior and conduct. Extended interactive sessions will focus on managing and supporting doctors in difficulty, doctors experiencing physical or mental health concerns, and managing and working with difficult colleagues. The conference will also update delegates on employment law, and look at resolution of concerns around professional practice including remedial and developmental action.

*“Performance is affected by a complex interplay of personal and situational factors including organisational culture, physical environment, teamwork and leadership.” NCAS*

*\*survey of clinical directors at 2015 HCUK Clinical Directors conference*

Follow the conference on Twitter #DrsinDifficulty

## 10.00 Chairman's Introduction

### Dr Zoe Penn

Medical Director & Consultant Obstetrician  
Chelsea & Westminster Healthcare NHS Trust

## 10.10 Managing Doctors in Difficulty, and Difficult Doctors

### Dr Umesh Prabhu

Consultant Paediatrician  
Medical Director for more than 15 years  
Medical Adviser for International Recruitment

- how do you ensure early identification of concerns
- doctors in difficulty and difficult doctors: what's the difference?
- how to diagnose the nature of the issue
- ensuring open and honest communication
- behavior and conduct: setting the ground rules
- understanding the root cause of the problem and tackling concerns
- developing an approach based on values based leadership

## 10.40 A Clinical Directors Experience

### Dr Sreeman Andole

Director of Stroke Services, Specialist Medicine  
Barking Havering & Redbridge University Hospitals NHS Trust

- managing difficult doctors and doctors in difficulty
- managing your performance when managing others
- managing conflict within the clinical team
- is it the individual or is it the team?
- managing the potential impact on patient safety
- issues around conduct and behaviour
- dilemmas and approaches to managing colleagues
- difficult issues: my experience as a Clinical Director

11.10 Questions & answers, followed by tea & coffee at 11.20

## 11.40 Enabling resolution and remedial/developmental action

### Dr Andrew Long

Consultant Paediatrician Great Ormond Street Hospital NHS  
Foundation Trust  
Vice President The Royal College of Paediatrics and Child Health

- enabling and supporting doctors to overcome performance issues and concerns through resolution, remedial and developmental action
- managing difficult doctors and problems within teams
- case studies in practice

## 12.10 Managing poor or deteriorating clinical performance: lessons from invited service reviews

### Steven Wakeling

Head of Invited Reviews  
Royal College of Surgeons

- features of when then things go wrong
- managing a proportionate response to a concern
- ensuring a fair and consistent approach to managing informal, formal concerns and confirmed poor clinical performance
- what does a good service or department look like

12.40 Questions & answers, followed by lunch at 12.50

## 13.40 Managing and supporting health professionals with health issues, and developing preventative approaches through resilience, time to think and mindfulness techniques

### Jane Marshall

Consultant Psychiatrist South London and Maudsley NHS  
Foundation Trust  
Clinician NHS Practitioner Health Programme

- managing and supporting health professionals who are sick
- preventative approaches including building resilience, time to think, and mindfulness techniques
- outcomes in terms of return to work, abstinence and patient experience

## 14.10 EXTENDED SESSION: Managing and working with difficult behaviour

### Dr Megan Joffe

Chartered Psychologist  
Edgecumbe Consulting Group Ltd

This extended session will focus on managing and working with difficult doctors and difficult behaviors, understanding the root causes of difficult behavior, managing behavioral concerns, encouraging change in behavior and understanding and improving team dynamics. The session will outline a diagnostic framework for establishing the cause of the behavior. The session will use case examples to demonstrate how you can manage and work with difficult colleagues. The threshold between behavioral concerns and misconduct will also be discussed.

## 14.55 EXTENDED SESSION: Managing and supporting clinicians in difficulty

### Vivienne Shorrock

Adviser  
NCAS

This extended session will draw on the experience of the National Clinical Assessment Service (NCAS) in supporting organisations to manage doctors in difficulty. NCAS contributes to patient safety by helping to resolve concerns about the professional practice of doctors, dentists and pharmacists. They provide expert advice and support, clinical assessment and training to the NHS and other healthcare partners. The session will provide a step by step guide to managing and supporting doctors in difficulty when a concern arises including how NCAS can support you.

15.40 Questions & answers, followed by tea & coffee at 15.50

## 16.05 Supporting Doctors with health concerns

### Dr Lizzie Croton

Trustee  
Sick Doctors Trust

- supporting sick doctors: who is presenting for help and why?
- where can you go to get support
- supporting doctors with health concerns in practice: a Medical Directors Experience

## 16.30 EXTENDED SESSION: Lessons from HR and Employment Law – MHPS and the legal context

### Andrew Davidson

Partner  
Hempsons Solicitors

- overview of the MHPS framework
- where do you draw the line between poor performance and serious misconduct?
- advice for clinical managers when dealing with disciplinary issues concerning doctors
- managing changes to the consultant contract and job planning issues
- ensuring you know where you stand from an employment law perspective
- hot topics and difficult issues

17.20 Questions & answers, followed close at 17.30

# Doctors in Difficulty, & Difficult Behaviour

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Surname

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Department

Organisation

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Please write your address clearly as confirmation will be sent by email, if you prefer confirmation by post please tick this box,   
Please also ensure you complete your full postal address details for our records.

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The PDF will be emailed out after the conference, please fill in the 'Your Details' section above, ensuring your email address is clear and the 'Payment' section..

For more information contact Healthcare Conferences UK on **01932 429933** or email [jayne@hc-uk.org.uk](mailto:jayne@hc-uk.org.uk)

#### Venue

The Studio, 7 Cannon Street, Birmingham, B2 5EP. A map of the venue will be sent with confirmation of your booking.

Date Thursday 22nd February 2018

#### Conference Fee

£365 + VAT (£438.00) for NHS, Social care, private healthcare organisations and universities.  
 £300 + VAT (£360.00) for voluntary sector / charities.  
 £495 + VAT (£594.00) for commercial organisations.  
The fee includes lunch, refreshments and a copy of the conference handbook. VAT at 20%.

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