



medicology

# Managing & Supporting the Poorly Performing Doctor



Passionate about People, Performance & Health

# Managing & Supporting the Poorly Performing Doctor

Enhance your ability to help doctors achieve clinical excellence whilst ensuring you handle the experience safely and effectively

Without doubt, one of the most stressful roles a doctor performs is that of managing performance issues with juniors or even colleagues. Despite feeling like a minefield of legal principles, individual sensitivities and clinical governance, using the right approach coupled with effective skills results in rapid attainment or restoration of acceptable clinical standards and a doctor who will be grateful for the rest of their career. This comprehensive course is designed to allow consultants and managers to handle performance issues with confidence and in a supportive manner, ensuring that they are safe and the struggling doctor stands the best possible chance of succeeding.

## Programme Elements

- What constitutes acceptable versus unacceptable performance
- Passing assessments versus real life clinical performance
- Tell-tale signs of a doctor in trouble
- Ensuring that problems are identified early
- EGOR model for supervising & monitoring junior doctors
- Raising performance issues – communication skills
- Legal principles in poor performance – rights
- Legal principles in poor performance – conducting a safe process
- Managing denial or naivety
- Conducting a performance appraisal when all is not well
- Conducting root cause analysis in performance issues
- Creating a PRP (performance rectification plan)
- Methods & options for restoring or enhancing performance
- What constitutes appropriate support?
- Setting an appropriate monitoring schedule
- Feedback skills when performance issues exist
- Mentoring to restore or augment knowledge and skills acquisition
- Using coaching techniques to help support development
- Fostering self-reliance in meeting learning goals
- Maintaining motivation whilst issues are resolved
- Managing issues identified towards the end of a rotation
- What should you do if performance doesn't improve?
- Approaching references for doctors where concern exists

## Benefits & Objectives

- Identify performance issues early on
- Gain skills in raising areas of concern
- Be confident that you are conducting a robust, safe process
- Ensure doctors are appropriately supported
- Help struggling doctors successfully attain the required levels
- Manage ongoing poor performance appropriately

## Course Details:

<b>CPD Points:</b>	5
<b>Duration:</b>	1 day
<b>Registration Time:</b>	09:15
<b>Start Time:</b>	09:45
<b>Finish Time:</b>	16:15 - 16:30
<b>Maximum Delegates:</b>	25

**Format:** Meeting room based course

### Dress Code:

Comfortable and relaxed, rather than formal

### Accommodation Arrangements:

Accommodation is **not** included.

**Course Fees:** £265 +VAT

**Early Bird Fees:** £225 +VAT

The early bird rate applies to bookings received more than 56 days before the course date.

### Included In The Registration Fee:

Registration is fully inclusive of attendance, all refreshments, a light sandwich lunch or similar and all materials used on the course.

Very comprehensive with practical advice. Booklet of slides useful to use as a reference. A day well spent, very informative & insightful

SpR, Freeman Hospital - In-House Course

Bring this course In-House - Call **01332 821261** or go to [www.medicology.co.uk/inhouse](http://www.medicology.co.uk/inhouse)

# Managing & Supporting the Poorly Performing Doctor

## About this Course

### Course Type & Teaching Methods

This is a supportive but pragmatic course designed to help consultants and others successfully manage a range of performance issues occurring with junior doctors and senior colleagues. The course consists of an engaging mixture of lectures, discussions, exercises and case studies, the latter being particularly useful in devising the best way forward.

### Target Audience

Doctors	Nurses	Bus & Admin	Allied Pro's
<input type="checkbox"/> Junior	<input type="checkbox"/> Junior	<input type="checkbox"/> Junior	<input type="checkbox"/> Junior
<input type="checkbox"/> Middle	<input type="checkbox"/> Middle	<input checked="" type="checkbox"/> Middle	<input type="checkbox"/> Middle
<input checked="" type="checkbox"/> Senior	<input type="checkbox"/> Senior	<input checked="" type="checkbox"/> Senior	<input type="checkbox"/> Senior

### Course Accreditation/CPD

Medicology courses are accredited through the CPD Certification Service at a level of 5 points per day, meaning that we have undergone formal assessment to ensure that our courses overall, course content, trainers and how we approach learning are of the highest standards. The CPD Certification Service is used by a variety of healthcare providers such as Health Service Journal Conferences, as a robust quality assurance system.

## Course Options

### Open Course, Single Attendee

Open courses are the perfect solution to gain essential learning as an individual but with the benefit of being able to interact with professional colleagues too.

### In-House/ Bespoke

Bringing us in-house allows you to tailor programmes to specific local requirements or challenges, whilst lowering the cost of training by reducing travel and benefiting from a lower cost per person in fees.

### Partnership Programme

Smaller groups or departments with limited budgets can now benefit from bringing any of our open programmes to your location at a fraction of the cost of attending open courses by allowing us to invite other health professionals to fill the spare capacity.

## How To Book



### Phone:

You can book over the phone by calling **01332 821260**



### Online:

Find the course you wish to book onto via our website at **[www.medicology.co.uk](http://www.medicology.co.uk)** and select the date and location that suits you, or email: **[customer.service@medicology.co.uk](mailto:customer.service@medicology.co.uk)**



### Post:

Fill out the registration form at the back of this brochure and post it back to - Registrations, Medicology Ltd, Oxford House, Stanier Way, Wyvern Business Park, Derby, DE21 6BF

Bring this course In-House - Call **01332 821261** or go to **[www.medicology.co.uk/inhouse](http://www.medicology.co.uk/inhouse)**

# Who Are Medicology?

## Healthcare-Dedicated People Specialists

### An Introduction

Although many of you may already know Medicology, let's assume you don't. We are an organisation that is passionate about health and the people that deliver healthcare. We are wholly focused on encouraging both the passion and will to lead, as well as the capacity, knowledge and skill to be exceptional at it. We are the largest provider of open-course learning in the field of leadership & management for clinical staff, especially doctors, as well as training across all staffing groups within healthcare. That position reflects the passion that we bring to our work, reflected in both our mission and vision. We believe that the NHS can be great once more and we are committed to helping achieve that from the clinical coal face to the highest possible levels.

### Mission:

**Passionate about People, Performance & Health**

That's who we are and what we do. Based on our core value of being passionate about what we do and where we do it, you'll find the whole team absolutely committed to helping each and every person or organisation that entrusts us with an element (or all) of their development pathway. We feel it's an honour to be trusted and we're passionate about getting it right.

### Vision:

The undisputed leader in healthcare performance training & services based on the four cornerstones of effectiveness:

**PASSION      INSIGHT      COMMITMENT      IMPACT**

### Meet Your Team

#### Andrew Vincent DipM MCIM DMS - Managing Director & Lead Consultant/ Trainer

Andrew has a senior management background across healthcare encompassing pharmaceuticals, biotechnology, medical devices and training! An energetic leadership, management & personal performance specialist, his particular fortes include leadership development for senior health service staff, including consultants, clinical directors & boards, management development across all levels of health service staff, with an emphasis on alignment with key organisational goals and resolving complex challenges, including low morale, significant change, disengagement, conflict, clinical/managerial divides, inertia and crises.

#### Sara Watkin MD MBChB FRCPCH - Medical Director

Sara's healthcare experience spans 20 years encompassing tertiary care, secondary care, primary care and managed clinical network level. This gives rise to enormous insight into the healthcare environment, the current reconfiguration agenda and increasing emphasis on clinical quality & safety. As Consultant Neonatologist for 12 years and Clinical Director for 7 years, she has considerable experience at the sharp end of healthcare delivery, accountability and organisational infrastructure. Her role as Clinical Lead for a Managed Clinical Network has been illuminating to the challenge facing healthcare reform.

#### Lois Brand

Leadership & Personal Performance Specialist

#### Cath Henson

Leadership Trainer & Coach

#### Paul Hollinshead

Leadership Trainer & Coach

#### Dr Vikas Sodiwala

Leadership & Personal Development Trainer

#### Dawn Harvey

Leadership Trainer & Coach

#### Marion Parris

Leadership Trainer & Coach

View full profiles at: [www.medicology.co.uk/meettheteam](http://www.medicology.co.uk/meettheteam)

# In-House Training Solutions

Tailored Solutions Delivered In Your Workplace

## State Of The Art Approach

The benefit of the in-house solution is that we can table your issues as part of the programme, ensuring that we help you overcome the specific challenges that you are facing. As human performance specialists, we bring extensive knowledge and insight into healthcare challenges involving people, coupled with a highly effective developmental approach designed to equip you and your colleagues to overcome whatever our healthcare environment throws at us.

## How Can You Trust Us To Deliver?

Firstly, we approach every programme with the same passion, whether it is a single day or an extensive programme for a large number of people. However, rather than take our word for it, consider the following:

- Review the testimonials, in here, online or ask for more if you'd like them
- See how we handle your enquiry. Are we professional? Do you feel informed? Is it clear that we understand your issues?
- If we do run a programme and we get it wrong for you - you can have your money back! **(yes, a 100% money-back guarantee)**

We know that we won't be asked back if we get it wrong for you and we do like to be asked back! However, even though our intentions are obviously positive, you need the reassurance that if we don't get it right then you haven't wasted your budget. Our 100% money-back guarantee on in-house training is quibble free. In our eyes we either delivered, or we didn't. It's that simple!

## Trust & Insight

Medicology has run literally hundreds of days in all types of NHS organisations from single departments to whole organisations, Acute Trusts, PCTs, medical schools, SHAs and more. Important groups trust us because we have the right insight, a passion for improvement and we deliver the results people expect. This is reflected in a diverse, extensive client list of Trusts the length and breadth of the country, such as:



## How Much Does It Cost?

Each programme is relatively unique but our pricing structure is very transparent. Typically a one-day programme costs around £1,650 + VAT + expenses, depending on the degree of tailoring, the distance to travel (yes, you will pay more for Stornaway, sorry!) and the overall complexity. We'd be happy to provide a detailed quotation.

## Added Value

Medicology have state of the art event management systems and we make these available to you as part of the process. This saves time, makes you look professional and delivers considerable added value:

- Your participants can register directly on our system, automating all of the admin functions from joining instructions to badges
- We provide you with beautiful PDF posters or brochures at no extra cost (we want your event to be successful)
- Once you have a venue, we take over the full management role, leaving you free to do the day job

## Taking This Forward

Drop an email to our Medical Director, Dr Sara Watkin, at [sara@medicology.co.uk](mailto:sara@medicology.co.uk) or call the office on **01332 821260** and ask for Dean. You can find out more and download our In-house brochure at [www.medicology.co.uk/inhouse](http://www.medicology.co.uk/inhouse)

# Partnership Programme

Potentially The Lowest Cost Of Training Available Anywhere

## What Is It, Really?

If there's a few of you, say 5 or more, who would benefit from this training, then we have an innovative solution that is a stroke of pure brilliance (even if we say so ourselves). Our Partnership Programme can deliver the lowest training cost per head in the industry without cutting a single corner. It's a bit like having your own bespoke course, run at your location but with the benefit of wider NHS colleagues using the spare capacity and reducing the overall cost to you, possibly even to zero!

## How Does This Work?

It's simple really. Say you have 7 individuals who need a specific course, perhaps Time Management. Normally that would cost at least £200 + VAT per person plus their travel too, reaching a total cost of somewhere between £1,400 and £2,000+ excluding VAT for the whole group. With Partnership Programme though:

- You choose an open programme that you'd like to bring in-house
- Between us we choose a suitable date & venue e.g. Postgraduate Centre
- We create a special course web page for internal participants to register through
- Each person registers at £150 + VAT (wait though, because they get a rebate too)
- We place the course date in our open programme, marketing it to other NHS staff
- Each external person who registers provides a £100 contribution to your costs
- Afterwards, we reconcile income, catering, trainer expenses and any incidentals
- We provide a rebate from the external participant income

## How Much Does It Really Cost?

It depends on the number of external participants but let's say there are also 7 of these in the above case, that catering costs £12 per head and the trainer's mileage costs £50. Our reconciliation would look like this:

$$(7 \times £150) + (15 \times £12) + (£50) - (7 \times £100) = £580 \text{ net cost or } £83 \text{ per internal person}$$

Ask and we'll write a specific proposal for you, based on your exact requirements.

## Ensuring It Is Successful

The Medicology team are experienced in the factors that contribute to event success and take responsibility for this, including:

- Helping you select the right course based on needs and popularity
- Ensuring you allow long enough for us to obtain further delegates
- Siting the course in a convenient, accessible location
- Avoiding competition between your course and others
- Providing you with high quality materials to help publicise the event internally

It means your work is limited to deciding on a date, booking the post grad centre and sending a quick email to your internal colleagues. We do everything else because that's our job!

## Taking This Forward

Drop an email to our Head of Partnership Programmes, Dean Kellogg, at [dean@medicology.co.uk](mailto:dean@medicology.co.uk) or call the office on **01332 821260** and ask for him.

# Testimonials

## What Others Are Saying

There can be little doubt that this organisation has the passion and foresight to truly interact with its target audience and in doing so rekindle that passion which led the health service forward in the past but which, of late, has been fading

Medical Director, Acute Services, Advanced Leadership for Hyperbusy Leaders

"It was apparent that the Medicology team as a whole are dedicated to improving the way in which clinicians can interact effectively with health care managers and also to give clinicians the necessary guidance and skills to themselves become effective managers"

Consultant Intensivist, Core Skills for the Clinical Service Lead

"Thanks Nick I did attend the course on the 20th which was very good. I am glad I did as I have already started applying what I learnt. I will like to arrange for something on advance communication 2 day course for the future"

Staff grade and Trust grade, Paediatrics, Time Management and Personal Effectiveness for Junior and Middle Grade Doctors

"It was one of the most beneficial courses I have attended. Not once did I lose interest. I would recommend the course to everybody in leadership positions"

Consultant in A & E, Dudley, Effective Clinical Leadership

"I will highly recommend/persuade them to attend Medicology courses"

Consultant Surgeon, James Paget University Hospital NHS Foundation Trust, Core Skills for the Clinical Service Lead

"Dear Sara I would like to take this opportunity to thank you and congratulate you for your excellent course in Birmingham which I thoroughly enjoyed and benefitted from. Wishing the very best for the future running of your training programme"

Professor & Head of Department & Histopathology Service, Cardiff, Leadership Masterclass for Healthcare Professionals

"Active involvement of participant rather than lecture style kept me engrossed in the talk. Would recommend this course to my peers, no doubt"

CT2 Oncology, Sheffield Teaching Hospital, Core Skills in Clinical Governance

"Dear Nick, I enjoyed the meeting and picked up some useful tips - now all I have to do is put them into practice!"

Consultant, Academic Paediatric Radiology, London, Assertiveness Without Aggression

"Extremely professional, aimed at all levels with enthusiasm and personality. Kept my eyes wide open all day!!!"

SHO, Anaesthesia, Management Skills for Junior and Middle Grade Doctors

"Andrew I felt the past two days were very useful and intend to attend further courses in future hopefully. I have passed on your details to our Director of HR with recommendations. I'll keep an eye on the website and am happy to be sent any reminders etc - assuming your "green" IT colleague has such a system in place...!"

Clinical Director SSU, Raigmore, Management Masterclass for Consultants

"I can now recognise motivational values, time management and management of change. Already I can see a change in my attitude, I have become much more aware of what drives people and how people behave. This will enable me as a leader and team member to adopt strategies"

"This course has been the best course I have ever attended, it is truly inspirational and beneficial personally and professionally"

Ward Manager, Effective Clinical Leadership

"Definitely a must for the newer consultant. Valuable assessment of personality traits, time management & dealing in difficult situations"

Consultant in Transplant Surgery, UHB Foundation Trust, Core Skills for the Newer Consultant

"I thoroughly enjoyed it and it provoked so many ideas and different ways of thinking"

Business Manager Directorate of Clinical Education, Glenfield Hospital, Mastering Business Development, Partnership Working & Tenders

"After returning from the Clinical Leadership course held by Medicology, I have to say, my impression was that I had attended the best course in my career"

Consultant & Head of Service, Emergency Medicine, Effective Clinical Leadership

# Registration Form

## PLEASE PRINT DETAILS

We're saying please try to make it neat so we can read it!

### Course Details

Course Name:

First Choice of Date:

Second Choice of Date:

### Personal Details

Title: (Please circle the correct one) Professor Dr Mr Mrs Miss Ms

First Name:

Surname (Family Name):

Job Title:

Clinical Speciality:

Any special diet and access requirements?

How did you hear about Medicology?

### Location/Contact Details

Hospital / Clinic / Trust:

Home Address:

Main Telephone:

Mobile Number:

Email Address:

(Compulsory for all registrations)

### Payment Details

(Please ensure you send the amount **including** VAT)

I wish to pay by:

Cheque to 'Medicology Ltd'  
(Please enclose with form)

Credit / Debit Card  
(We will contact you)

Invoice to Employer  
(Please provide address & contact)

Medicology Ltd will issue an invoice & receipt for all payment methods so that you may reclaim your costs from your employer.  
NB Invoices declined by an employer incur a further fee of £45 + VAT, so please ensure that your employer agrees.

### Booking Signature

I understand that I am making a firm booking and that I am subject to the full terms and conditions as stated on the Medicology Ltd website

Signed

Date

Please return forms to the below address or fax to **01332 821262**

Registrations, Medicology Ltd, Oxford House, Stanier Way, Wyvern Business Park, Derby, DE21 6BF