

# **“Problems from the front - A Clinical Directors Perspective”**

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# What is a clinical director?

- Budget holder
- Leader
- Policy writer
- Supervisor
- Form filler
- Line management
- Governance
- Complaints
- Serious incidents
- Hiring and firing
- Politician
- Referee
- Repository of knowledge
- Container
- Jack of all trades??

# GMC

“All practising doctors use resources and play a role in setting priorities, developing policies and making other management decisions. All doctors have an obligation therefore to work with both medical and non-medical managers in a productive way for the benefit of patients and the public”.

GMC management for Doctors

# What does the college say about management?

“Psychiatrists have responsibilities to their patients, employers and those who contract for their services. This means that psychiatrists are both managers and managed. “

Good Psychiatric Practice

# What do I actually do?

- Communicate
- Manage and develop the service
- Manage and develop staff
- Engage with the wider context
- Provide a bridge between clinicians and managers

# An average week

- Usual clinical work
- Emails (advice, comments, decisions, opinion)
- Meetings – internal and external
- Service performance
- Complaints/SUIs
- Forms
- Job planning
- Trouble shooting
- Service development

Why do we continue to work in a system where all too often Doctors are seen as trouble makers and managers seen as low level employees who have no value?

# Problems from the front

- Money
- “Authoritarian management v autonomous clinical staff”
- Individual need v wider context
- Politics (internal and external)
- Expectations
- Silo mentality

# Problems from the front

- All things to all people
- Current trends
- Institutionalisation
- External interfaces
- WCC, CQUIN, QIPP

# What can we do?

- Go back to basic principals
- Recognise our roles
- Agree what we are trying to achieve
- Lead
- Challenge
- Identify and implement solutions

Thank you