



Managing the Medical Workforce

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Tamil saying...

“If you can’t be a doctor...

...Then be a king” !



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Who Do The Public Trust?

May 2004

- Doctors **91%**
- Teachers 86%
- Clergy 78%
- Police 63%
- Man on street 52%
- Journalists 18%
- Politicians 17%

Core Elements

- Standards of knowledge and education
- Standards of practice/competence
- Standards of conduct/behaviour
- Standards of leadership/management



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National Standards

- General Medical Council
- Department of Health
- Royal Colleges
- Professional associations
- Care Quality Commission (CQC)
- National Patient Safety Agency
- Other...

Structure and Accountability

Director of Hospital
(Chief Executive)



Medical Director

Clinical direct

Clinical direct

Clinical direct



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Managing Doctors

Professional Management

- Delivering good clinical care.
- Maintaining good medical care
- Education and training
- Relationship with other professionals
- Relationship with patients
- Probity
- Health

Service Management

- Workforce planning
- Activity and productivity
- Service objectives and Targets
- Efficiency
- Incentives
- Service improvement

Appraisal

- Good clinical care
- Maintaining good medical practice
- Relationships with colleagues
- Relationships with patients
- Health
- Integrity
- Audit, quality indicators, outcomes, patient safety.
- CPD, college-led.
- Multisource feedback.
- Complaints, surveys, thanks
- Structured reflective

Job Planning

- Effective management tool of what doctors do
- Time- based
- Categorisation of professional activities (PA)
 - direct PA*
 - supporting PA*
 - other PAs*
- On-call activities : frequency and intensity
- Identifying private and non-contracted work
- Aligning job planning with the service needs and corporate objectives of the Organisation.

Aligning appraisal and job planning with service needs... and corporate objectives of the Organisation



Medical Leader vs Medical Manager

- ***Leaders do the right thing.***
- ***Managers do things right.***

-Warren Bennis

Medical Leadership Competency Framework



Demonstrating Personal Qualities



Working with Others



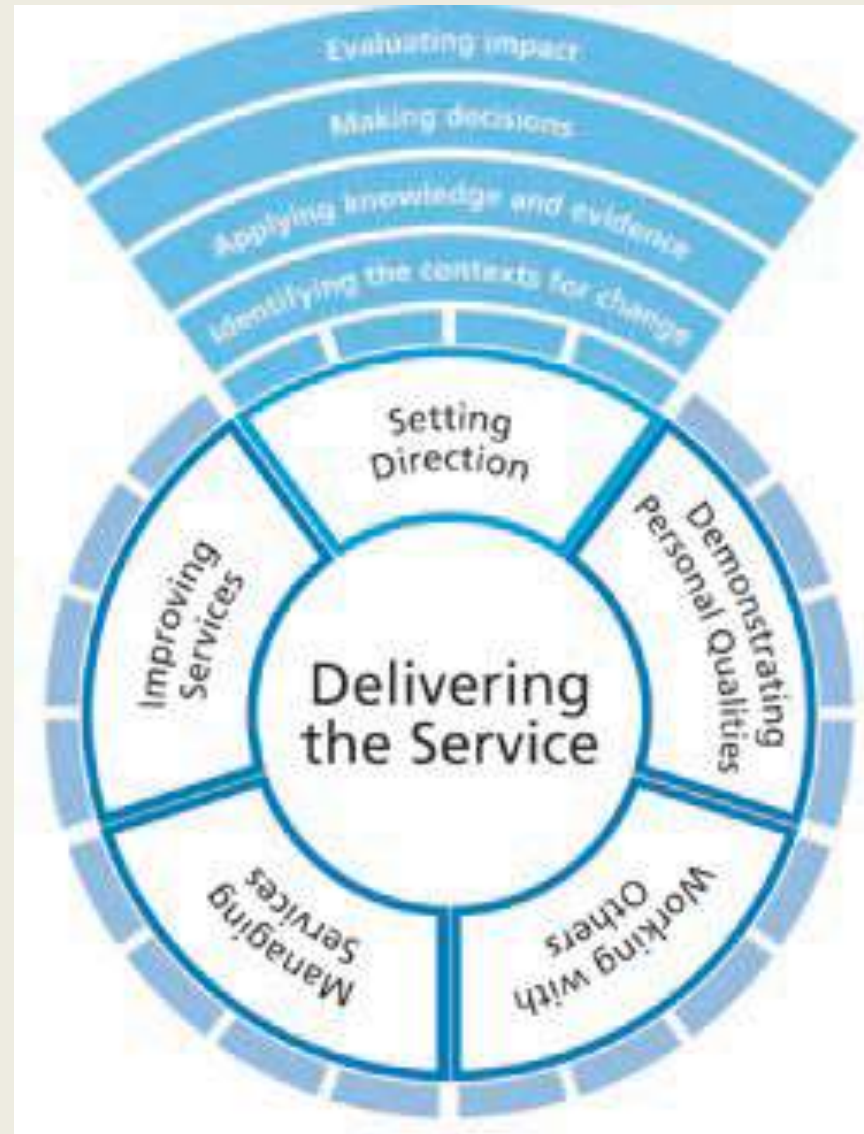
Managing Services



Improving Services



Setting Direction



How To be An Effective Leader

Knowledge and understands

Strong but not arrogant

Tough but sensitive

Influential

Understands the perils of exclusion



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Napoleon Bonaparte

*...la froideur est la plus
grande qualite
dans un homme.....*

*..... destine a
commander....*

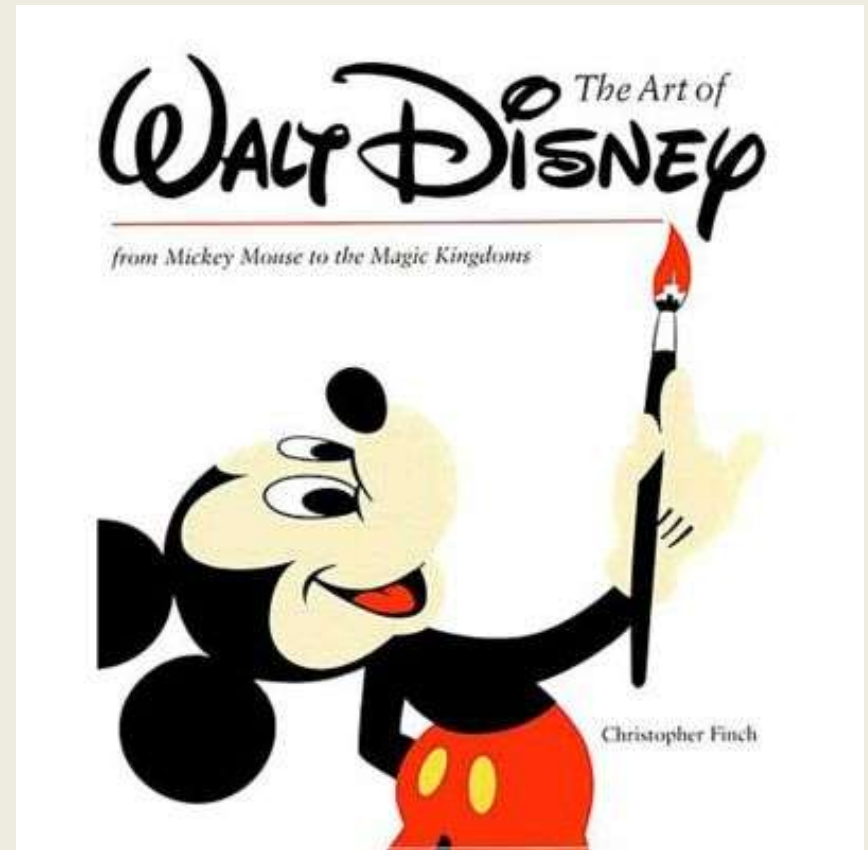


How to be an effective MD

Leadership.....is to be
creative

Dream
Believe
Dare
Do

Walt Disney



How To Be An Effective Leader

- Integrity and wisdom
- Exemplary
- Ability to articulate
- Standing back outside the box
- Pursuit of the goal persistently...no matter what!



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Ten Common Mistakes

- Not setting clear goals and expectations
- Failing to delegate
- Failing to communicate
- Not making time for employees
- Not recognising their achievements
- Failing to learn
- Not reflecting
- Resisting change
- Going for the quick fix rather than lasting solution
- Taking it all too seriously





***“If You Always Do What You Have
Always Done, You Always Get What You
Always Got!”***

Mark Twain

