

A Practical Guide to Managing Doctors in Difficulty & Difficult Behaviour

10% card payments discount*
15% group booking discount**

Thursday 25th February 2021

Virtual Conference



Chair & Speakers Include:

Dr Luci Etheridge

*Deputy CMO and Responsible Officer,
Consultant Paediatrician St George's
University Hospitals NHS Foundation Trust
Performance Assessor GMC Fitness to Practise*

Dr Caroline Walker

*Psychiatrist, Therapist, Trainer,
Coach & Founder
The Joyful Doctor*

Dr Joanna Hayman

*Employer Liaison Advisor
General Medical Council*

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This conference aimed at senior clinicians, clinical directors, responsible officers, medical directors and clinical leads, focuses on managing and supporting doctors in difficulty and difficult behaviour. Managing colleagues in difficulty and doctors with difficult behaviour was seen to be the most challenging element of a Clinical or Medical 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 behaviours. There will also be a focus on enhanced support during Covid-19.

"Medicine has always been a high-pressure career, but doctors are telling us that the demands on them are now so great they risk becoming unmanageable. As a result, their own health suffers, and patient care is compromised" Charlie Massey, Chief Executive, GMC, Nov 2019

"Due consideration should and will be given to healthcare professionals and other staff who are using their skills under difficult circumstances due to lack of personnel and significant demand in a major pandemic... We all need to support one another during this time. It is, and is going to remain, hard going, but mutual support makes this prolonged crisis easier to manage personally as well as professionally." General Medical Council November 2020

"UK health services could be world leaders in creating workplaces which support doctors' wellbeing and patient safety if existing good practice were applied more widely" General Medical Council 15th November 2019

"We can't simply go on the way we are, loading more responsibility onto doctors already struggling to cope. Where workloads are excessive, patient care suffers." Professor Michael West Leading organisational psychologist, Caring for Doctors, Caring for Patients Report, GMC, Nov 2019

"All of the evidence shows us that when clinical environments are poorly-led unprofessional behaviour goes unchallenged and patient safety suffers." Dame Clare Marx General Medical Council Chair April 2019

"In 54 out of 100 reviews, there were concerns reported about inappropriate individual behaviour or a lack of respect between individuals and within teams.. Concerns about poor individual behaviour need to be addressed in a timely way and resolved." Learning from Invited Reviews, Royal College of Surgeons 2019

"Potential issues with an individual or team can be known about for some time in informal hospital networks, yet a resolution has not been achieved. This is prevalent where concerns relate to poor standards of individual or team behaviour rather than clinical outcomes, or situations where behaviours are poor but clinical outcomes appear to be good.. a lack of early resolution means that the problems become far more entrenched and difficult, increasing the risks to quality of care." Learning from Invited Reviews, Royal College of Surgeons 2019

Through national updates, case studies from experienced Medical and Clinical Directors, and in depth interactive sessions this conference will enable senior clinicians to manage concerns and work with doctors in difficulty, and understand the impact of individual behaviour on team dynamics and manage difficult behaviour 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.

This conference will enable you to:

- Network with colleagues who are working support doctors in difficulty
- Reflect on the journey of a Doctor with lived experience of mental health issues
- Learn from outstanding practice in working with doctors to tackle unprofessional, difficult or disruptive behaviours which can impact on patient safety and outcomes
- Understand the impact and pressure of Covid-19 on Doctors and ensure enhanced support during the pandemic
- Develop practical solutions to bring joy back into day to day practice
- Reflect on national developments and learning
- Explore the practicalities of managing doctors in difficulty from a Clinical Directors perspective
- Improve the way concerns are identified and responded to
- Develop your skills in managing and working with difficult behaviour
- Understand how you can improve support for doctors experiencing mental health, physical health or clinical performance concerns
- Identify key strategies for enabling resolution and remedial/developmental action
- Understand the HR and Legal context

10.00 Chair's Welcome and Introduction

Dr Luci Etheridge

Deputy CMO and Responsible Officer, Consultant Paediatrician St George's University Hospitals NHS Foundation Trust and Performance Assessor GMC Fitness to Practise

10.05 Managing Doctors in Difficulty, and Doctors exhibiting challenging behaviour

Dr Luci Etheridge

Deputy CMO and Responsible Officer, Consultant Paediatrician St George's University Hospitals NHS Foundation Trust and Performance Assessor GMC Fitness to Practise

- the impact of culture on behaviour and performance: our experience
- ensuring open and honest communication
- understanding the root cause of the problem and tackling concerns
- developing an approach based on values based leadership

10.35 Bringing joy back into work: supporting health professionals with mental health concerns

Dr Caroline Walker

Psychiatrist, Therapist, Trainer, Coach & Founder The Joyful Doctor

- finding joy at work in challenging times
- supporting health professionals with mental health concerns
- simple things we can all do to keep well and support each other

11.05 The importance of looking after ones own wellbeing – a real life example of what happens if you don't

Dr Laurel Spooner

Laurel is a Doctors in Distress representative and retired General Practitioner. Laurel will reflect on the challenges of the working culture within the NHS, and how we must move to a kinder system that treats its staff with much needed compassion.

11.25 Questions & answers, followed by small breakout groups 11.40 Comfort break & virtual networking

12.00 Supporting Doctors facing difficulties relating to professional boundaries, ethics, probity or conduct

Mr Jason Smith

Clinical Director for Surgery & Consultant Surgeon Chelsea and Westminster NHS Foundation Trust

- rebuilding trust following issues with professional boundaries, ethics or conduct
- maintaining professional relationships
- managing complaints around behaviour or probity of Doctors
- tackling unprofessional behaviours from colleagues which can affect patient safety and outcomes

12.35 Managing and supporting clinicians in difficulty

Anne Rothery

Adviser
Practitioner Performance Advice Service (formerly NCAS)
NHS Resolution

- introduction to the work of Practitioner Performance Advice
- support available to those supporting poorly performing clinicians
- top tips and case studies based on real experiences

13.05 Questions & answers, followed by small breakout groups 13.20 Lunch break & virtual networking

13.45 Doctors in Difficulties

Dr Jenny Vaughan

Learn Not Blame, Law and Policy Lead
Doctors' Association UK
and Consultant Neurologist

- why do doctors fall into difficulties, what are the external factors that contribute to ill health and burnout and the signs for spotting distress in colleagues?
- how do doctors from varying specialties, genders or ages differ when identifying they are in difficulty or seeking help? What measures can be put in place to support them?
- what support is out there for doctors and how can a colleague or an organisation support a doctor in difficulty?

14.15 Managing and working with difficult behaviour

Megan Joffe

Chartered Psychologist
Edgcombe 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.

14.45 Questions & answers, followed by small breakout groups 15.15 Comfort break & virtual networking

15.25 Supporting remedial/development action through regulatory action

Dr Joanna Hayman

Employer Liaison Advisor
General Medical Council

- understanding when to involve the GMC for an individual who needs intervention to work safely
- ensuring a fair and consistent approach to managing informal, formal concerns and confirmed poor clinical performance
- enabling and supporting doctors to overcome performance issues and concerns through resolution, remedial and developmental action
- supporting medical leaders managing concerns

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

Andrew Davidson

National Head of Employment and 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

16.45 Questions & answers, followed by close

Doctors in Difficulty, & Difficult Behaviour

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How to book

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0208 181 6491

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8 Wilson Drive, Ottershaw, Surrey, KT16 0NT

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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.

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)

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Venue

This virtual conference is run using a live stream on Zoom, interactive breakout rooms, and resources on a secure landing page available for three months after the event.

Date

Thursday 25th February 2021

Conference Fee

- £295 + VAT (£354.00) for NHS, Social care, private healthcare organisations and universities.
 £250 + VAT (£300.00) for voluntary sector / charities.
 £495 + VAT (£594.00) for commercial organisations.

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**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 & Conditions

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Confirmation of Booking

All bookings will be confirmed by email, unless stated otherwise. Please contact us if you have not received confirmation 7 days after submitting your booking. The access code for the virtual portal will be sent one week before the conference

Exhibition

If you are interested in exhibiting at this event, please contact Carolyn Goodbody on 01932 429933, or email carolyn@hc-uk.org.uk

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