

Working within the health service there is a need to understand and work within the organisational structures that are set. A significant knowledge of leadership principles and practice as defined in the Medical Leadership Competence Framework is an important part of this competence.

### CC25 Management and NHS structure

To understand the structure of the NHS and the management of local healthcare systems in order to be able to participate fully in managing healthcare provision		
Knowledge	Assessment Methods	GMP Domains
Understand the guidance given on management and doctors by the GMC	C	1
Understand the local structure of NHS systems in your locality recognising the potential differences between the four countries of the UK	ACAT, C	1
Understand the structure and function of healthcare systems as they apply to your specialty	ACAT, C	1
Understand the consistent debates and changes that occur in the NHS including the political, social, technical, economic, organisational and professional aspects that can impact on provision of service	C	1
Understand the importance of local demographic, socio-economic and health data and their use to improve system performance	C	1
Understand the principles of: <ul style="list-style-type: none"> <li>• Clinical coding</li> <li>• European Working Time Regulations</li> <li>• National Service Frameworks</li> <li>• Health regulatory agencies (e.g., NICE, Scottish Government)</li> <li>• NHS structure and relationships</li> <li>• NHS finance and budgeting</li> <li>• Consultant contract and the contracting process</li> <li>• Resource allocation</li> <li>• The role of the independent sector as providers of healthcare</li> </ul>	ACAT, C, Mi	1
Understand the principles of recruitment and appointment procedures	C	1
Skills		

Participate in managerial meetings	ACAT, C	1
Take an active role in promoting the best use of healthcare resources	ACAT, C, Mi	1
Work with stakeholders to create and sustain a patient-centred service	ACAT, C, Mi	1
Employ new technologies appropriately, including information technology	ACAT, C, Mi	1
Conduct an assessment of the community needs for specific health improvement measures	C, Mi	1
<b>Behaviours</b>		
Recognise the importance of just allocation of healthcare resources	C	1, 2
Recognise the role of doctors as active participants in healthcare systems	ACAT, C, Mi	1, 2
Respond appropriately to health service targets and take part in the development of services	ACAT, C, Mi	1, 2
Recognise the role of patients and carers as active participants in healthcare systems and service planning	ACAT, C, Mi, PS	1, 2, 3
Show willingness to improve managerial skills (e.g. management courses) and engage in management of the service	C, M	1
<b>Level Descriptor</b>		
1	<p>Describes in outline the roles of primary care, including general practice, public health, community, mental health, secondary and tertiary care services within healthcare</p> <p>Describes the roles of members of the clinical team and the relationships between those roles</p> <p>Participates fully in clinical coding arrangements and other relevant local activities</p>	
2	<p>Can describe in outline the roles of primary care, community and secondary care services within healthcare</p> <p>Can describe the roles of members of the clinical team and the relationships between those roles</p> <p>Participates fully in clinical coding arrangements and other relevant local activities</p>	
3	Can describe the relationship between PCTs/Health Boards, General Practice	

	<p>and Trusts including relationships with local authorities and social services</p> <p>Participate in team and clinical directorate meetings including discussions around service development</p> <p>Discuss the most recent guidance from the relevant health regulatory agencies in relation to the specialty</p>
4	<p>Describe the local structure for health services and how they relate to regional or devolved administration structures. Be able to discuss funding allocation processes from central government in outline and how that might impact on the local health organisation</p> <p>Participate fully in clinical directorate meetings and other appropriate local management structures in planning and delivering health care within the specialty</p> <p>Participate as appropriate in staff recruitment processes in order to deliver an effective clinical team</p> <p>Within the directorate collaborate with other stakeholders to ensure that their needs and views are considered in managing services.</p>
<b>Emergency department context</b>	
1	<p>Can describe the local management arrangements including naming the lead consultant, senior nurse and manager for the ED</p> <p>Always completes the investigations, treatments and diagnosis documentation for individual patients as well as times and referral decisions</p>
2	<p>Describes the relationship to primary care including any local urgent care centre, or GPs working in the department</p> <p>Uses investigations to confirm clinical diagnoses recognising the need for rational resource utilisation</p>

3	<p>Attends departmental meetings and contributes to proposals for new equipment, design of the department or other strategic actions</p> <p>Discusses documents from the CEM Professional Standards Committee on departmental standards and the role of the consultant and applies to their own future working pattern</p>
4	<p>Participates in recruitment and selection for junior staff and nursing staff where appropriate</p> <p>Attends management course and gives summary of points learnt to other trainees</p>
<b>Leadership</b>	Specialty trainees should demonstrate competence in all elements of domains, with some evidence in setting direction
Demonstrating personal qualities	<p>Demonstrates willingness to get involved in management tasks</p> <p>Completes management portfolio tasks – 3 per year *</p>
Working with others	<p>Supports others in completing management tasks</p> <p>Explains and supports decisions that limit resources (where appropriate) in the ED</p> <p>Works with the PCT/Health Board to understand local demand for emergency and unscheduled care ***</p> <p>Works with mental health to ensure pathways appropriate for patients with mental health needs ***</p>
Managing the service	<p>Enquires and gains understanding of the budget and staffing rationale in the ED</p> <p>Reviews the rota for doctors at junior or senior level and matches to patient attendance numbers *</p>
Improving services	Participates in the introduction of new technology (computer system, equipment) in the ED and evaluates the impact on the service *
Setting direction	Participates in regional or national board discussions on emergency department reconfiguration and contributes to data collection or other work from EDs to support the best configuration for quality patient care in Emergency Departments ***