



Chief Residents' Management and Leadership Development Programme

sponsored by Health Education England

Joint programme between Cambridge Judge Business School and Cambridge University Hospitals Post Graduate Medical Centre for East of England Chief Residents interested in Management and Leadership.



Chief Resident Management and Leadership Development Programme

Foreword

The publication by Lord Darzi “High Quality Care for All” highlighted the requirement for improved leadership and management training for doctors. This combined with a desire to improve the engagement of doctors in training within their respective departments and Trusts led to the establishment of the Cambridge Chief Resident Programme by Dr Gupta and Dr Ahluwalia. The first programme was delivered in 2009-10.

The objective of the programme is to provide a platform from which we can train the next generation of clinical leaders and managers, and provide the knowledge with which doctors can effect change within the health system to improve the safety, experience and outcome for patients. We hope that the Chief Residents who have been selected for this programme rise to the challenges that the programme poses, and in so doing, benefit both intellectually and professionally.

Dr J Ahluwalia, Medical Director

Dr A K Gupta, Director of Postgraduate Education

Course Directors

Dr Jag Ahluwalia

Medical Director,
Cambridge University Hospitals NHS Foundation
Trust



Jag has worked for the NHS since qualifying in 1986. He started off as a would-be GP and completed his GP training programme before changing paths into newborn intensive care. Following training in Cambridge and Melbourne he was appointed as a consultant neonatologist in 1996, in which role he continues clinical practice. He was Service Delivery Unit Director for Neonatology between 1998 – 2003. He was appointed Lead Clinician for Norfolk, Suffolk and Cambridgeshire Neonatal network from 2004 until 2008. He served as an elected Senior Officer of the British Association of Perinatal Medicine between 2003 and 2009. He was Associate Medical Director from 2004 until his appointment as Medical Director in April 2008.

Dr Arun Gupta

Director of Postgraduate Medical Education,
Cambridge University Hospitals NHS Foundation
Trust



Arun was appointed as a Consultant in Anaesthesia and Neuro Critical Care at Addenbrooke's Hospital, University of Cambridge in 1996. He was Director of the Neurosciences Critical Care Unit for over 3 years before becoming Director of Postgraduate Medical Education for Cambridge University Hospitals NHS Foundation Trust and the Addenbrooke's Simulation Centre. His particular field of research interest is in the effects of injury on brain tissue oxygenation and metabolism. In addition he is establishing a patient safety research programme within the Addenbrooke's Simulation Centre. As Director of Postgraduate Medical Education, he is responsible for the provision of education and training to over 500 doctors in training in the Trust, and support for the professional development of over 400 consultant colleagues.

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Programme summary

In order to successfully face the increasing pressures on health systems, there is a recognised need for transformational leadership. Due to the intrinsic leadership role that doctors have and their clinical insights, it is important that doctors, as consultants and General Practitioners, develop an understanding and appreciation of the wider health system, its management and the impact on patients.

This programme is designed to give doctors an insight into the language and tools of the core disciplines of management within the context and challenges of the UK healthcare system. Modules are based on the core management disciplines and embedded in individual or group service improvement projects:

1. UK Health Context & Project Management
2. Innovation
3. Operations Management
4. High Performance Teams
5. Organisational Behaviour & Leadership
6. Marketing
7. Health Economics
8. Finance & Accounting
9. Strategy
10. Project Presentation Capstone

Who is this programme for?

The joint programme between Cambridge Judge Business School and Cambridge University Hospitals Postgraduate Medical Centre supports two cohorts of chief residents interested in Management and Leadership. The programme assists them in their day-to-day clinical role with additional management responsibilities.

Chief Residents are Specialist Trainees nearing their Certificate of Clinical Training. The programme is also open to GP's in the Cambridgeshire and Peterborough Clinical Commissioning Group who are actively involved in commissioning or aspire to be.

Benefits

- The need for securing value for money in an era in which there are strong imperatives for real savings and quality improvements.
- Reflect on the qualities and skills required to be a successful clinical leader
- Learn to engage and empower stakeholders to deliver the shared vision.
- Securing alignment across professional and sectoral boundaries.
- Balancing the tension between subsidiarity and accountability in innovative healthcare organizations.

Dates

September 2016– June 2017

Duration

1 year part-time

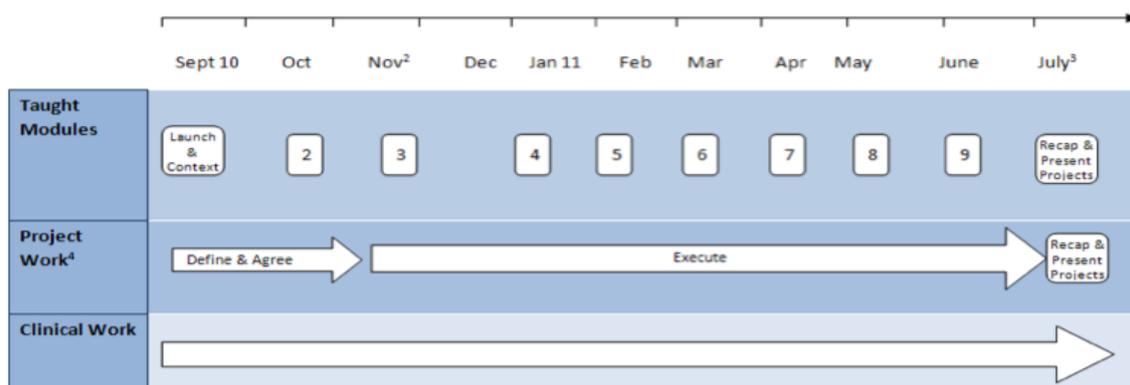
Venue - Location

Moller Centre
Cambridge, UK

Further Information

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Programme Overview

Programme Launch & UK Healthcare Context

Participants will meet each other and discover what they can expect from this exciting programme as well as what will be expected of them to ensure maximum gain from the programme. The half-day will include the module on the context of healthcare in the UK including an understanding of the significant challenges facing healthcare now and in the future.

Project Management

Structured project management tools and techniques are imparted early on in the programme, in the afternoon of the first day, to equip the delegates with the core skills for planning their service improvement projects, which are central to their management experience.

Innovation

Organizations are under unprecedented pressure to become ever more innovative, flexible, and collaborative, and technological advances are increasingly driving these business innovation efforts. In this module we start by defining innovation, and why it is increasingly a strategic rationale for organizations. We adopt a service perspective in understanding the role of technology and innovation in service delivery and for enabling business model innovation. We emphasise the role of collaborative innovation in the development of complex services within and across partner organizations.

Service Operations Management

Service operations management is concerned with the effectiveness and efficiency of the organizational routines and processes that underlie the creation and delivery of services. Routines and processes are the organs of a service delivery system. They must work well individually and must work well together for the system to deliver optimal service quality at lowest cost. Building on the medical paradigm, we will discuss symptoms of malfunctioning processes in health organisations and their root-causes (diagnosis), discuss some treatment options and, finally, explore the difficulties encountered when process improvement requires people to change their behaviour.

High Performance Teams

Teams are at the heart of organizational life and their effectiveness strongly influences its success. Striving for, and achieving, high performance in teams has therefore become a major business imperative, as it is in healthcare provision, but bringing together individuals into an effective team is far from straightforward. The mix of differing personalities, skills, motivations, career aspirations, and leadership styles, as well as the complexities of tasks and processes means that building and shaping high performance teams is fraught with difficulty and opportunity.

Organisational Behaviour & Leadership

Understanding how individuals behave and the relationship between individual and group behaviour and organisational performance are some of the most challenging issue for managers and professionals. This day is designed to increase your knowledge, behaviour and performance within the context of health organisations and how these can be influenced and managed in others. The day will draw on state-of-the-art theory and practice and focus on how managers and leaders can actively design and influence processes and structures within organisations.

This day begins with a focus on what constitutes leadership, both at an organisational, group and individual level. At the organisational level, we shall look at how structures and cultures affect the delivery of the organisation's purpose and strategy. At the group level, we shall examine how teams can achieve high performance, and at the individual level, we shall explore how motivation and commitment can be developed. We will work with a number of cases and examples and link directly to the experiences and challenges of health care professionals.

Marketing

This session focuses on understating the basic concepts and principles of marketing, such as what is marketing and what is not, how to define customers and how to analyze customer needs and so on. At the same time, this session also examines in detail the marketing strategic planning process, which allows an organization to design effective marketing strategies. To be more specific, key marketing practices such as segmentation, targeting and positioning will be investigated. Furthermore, this session will demonstrate the importance of internal marketing and how it can be practiced in the context of a healthcare organization.

Health Economics

The objectives of this session are to provide an introduction to health economics and the funding of the NHS. The overriding aim is to achieve this by making it relevant to delegates. Specifically:

- Introduce Health Economics and the issues that make funding of HealthCare complex worldwide
- How the NHS is funded and how money flows to NHS Trusts.
- How the hospital receives its funding and how decisions are made on how to spend this money.
- The current funding regime, payment by results, and to understand from the front line, how income is earned for each patient treated.
- How information is changing in the NHS through a demonstration of patient level costing. To allow delegates to see the type of information now available to support decision-making and to assess the true economic cost and impact of changes to clinical practice.

Accounting and Finance

This session starts with an introduction to financial statements in health care organisations, including the income statement, cash flow statement and balance sheet. It covers some principles of finance, including those relating to investment decision-making and capital budgeting using net present value. It will then bring together the fundamentals of financial statement analysis and financial management for the special case of health care organisations. The concepts and practical issues are illustrated using examples, case studies and in-class exercises. By the end of this module the delegates should be able to:

- Understand and interpret financial statements of healthcare organisations
- Understand the basics of finance and capital budgeting for healthcare businesses
- Understand the key aspects of hospital financial management

Strategy

What is strategy – and why does it matter? This session draws on cutting-edge strategic thinking to help draft a workable way forward for senior residents. After all, the hospital's future as a premier healthcare provider, and its prosperity, lies within their hands. Alongside the process of strategy formation we will also examine the process of implementation. Many good strategies have failed as a result of poor implementation and so the processes by which change is initiated and sustained will be discussed. The day is framed in the context of a 'real life' strategic issue, allowing participants to roll up their sleeves and put their collective experience to use in solving an issue of genuine strategic importance.

Faculty & Speakers

Amir Amel-Zadeh

University Lecturer in Finance



Amir Amel-Zadeh is a University Lecturer in Finance at Cambridge Judge Business School. His research covers the intersection of empirical corporate finance and financial accounting with particular focus on mergers & acquisitions and financial institutions. Amir received the Salje Medal from Clare Hall, Cambridge, for the best PhD in the Arts, Humanities and Social Sciences in 2008-2009. He was a scholar with the Gates Cambridge Trust and Economic and Social Research Council, UK, and received an award for academic excellence from Haas Business School, University of California at Berkeley. In 2010, Amir was visiting scholar at NYU Stern School of Business and Columbia Business School in New York. He sits on the Board of Directors of the European Financial Management Association. Amir graduated in Finance and Accounting from University of Bayreuth, Germany, and received an MPhil in Financial Research from Judge Business School. He holds a Ph.D. in Finance from Cambridge. Prior to joining Judge Business School, Amir worked for Lehman Brothers in London.

Michael Barrett

Reader in Information Technology and Innovation



Michael's research is on Service Innovation and Knowledge Exchange in healthcare. He has worked extensively with the World Health Organization in the development of their knowledge management strategy as a researcher, lecturer, and program director on executive education programs. Michael has also conducted research on implementation of a regional health information infrastructure and service innovation for emergency response and telemedicine in Crete, Greece. In the NHS, Michael has conducted research on the implementation of electronic patient records and decision support systems for multidisciplinary healthcare teams for cancer care in the UK NHS. He has also examined the introduction of digital robots for reducing dispensing errors and improving patient safety in hospital pharmacies. He is currently an implementation lead on the Cambridge and Peterborough CLAHRC in facilitating knowledge exchange and service innovation to get mental health research into action.

Jane Davies

University Lecturer in Operations Management



Dr Jane Davies is a University Lecturer in Operations Management and a member of the Centre for Process Excellence and Innovation (CPEI) at the Cambridge Judge Business School, University of Cambridge. Before joining the faculty at Cambridge, Jane completed her doctorate at Boston University School of Management where she also taught the MBA Core Operations class as well as electives in Six Sigma and Project Management. Prior to her academic career, Jane spent ten years consulting with companies in the finance, telecoms and public sectors on operational excellence initiatives and technology change projects. Jane's research interests focus on two main areas: the interface between operations management and finance - specifically looking at the relationship between operational choices and the market valuation of the firm, and the role of operations in entrepreneurial ventures.

Mark de Rond

Reader in Strategy and Organisation



Mark is an ethnographer who is currently undertaking the research project "Surgeons at War". Effective trauma care requires surgeons, anaesthetists, scrub nurses, and other critical care staff to share information, to give feedback, and to solve problems through communication. There is a premium on getting communication right, particularly where the stakes are as high as in Camp Bastion, Afghanistan. Surgical teams work under exceptionally challenging circumstances with no choice but to rely on each other for the provision of effective treatment, and without the benefit of time or perfect information. The project comprises an ethnographic study of surgical teams being prepared for a tour of duty by means of the MOST (Military Operational Surgical Training) programme, and the HOSPEX simulator.

**Jonathan Gillard, Professor of Neuroradiology.
Programme Director of the Chief Resident
Management & Leadership Development Programme**



Jonathan is an Honorary Consultant Neuroradiologist at Addenbrooke's Hospital Cambridge and a Fellow of Christ's College Cambridge. He undertook his undergraduate training in Guy's Hospital London, graduating in 1988, where he also gained a first class BSc in Radiological Sciences in 1985 focusing on the use of transcranial ultrasound. His basic radiological training was undertaken in Cambridge; his specialist neuroradiological training was undertaken at Johns Hopkins Hospital and University in Baltimore.

His 1997 MD was based on spectroscopic imaging in acute stroke. He now leads active research groups using MR methodologies in atheroma imaging, cerebrovascular imaging and neuro-oncology. He has published over 180 peer reviewed articles and has attracted more than £14M in research grants.

Additionally he has a longstanding interest in medical education, at an undergraduate and postgraduate level. He is also interested in management and received his MBA from the Cambridge Judge Business School in 2010.

**Kamal Munir
Reader in Strategy & Policy**



Dr Munir's research focuses on social change and stability, as well as innovation and technological shifts in society. His research also spans the competitive advantage of nations. His practical experience includes consultant or trainer for several organisations, including the World Bank; the Department of Trade and Industry, UK; the Asian Development Bank; the Ministry of Finance, Thailand; the Textile Association, Pakistan; the Government of Pakistan; the State Bank of Pakistan; McKinsey & Co; Shell Petroleum; and British Telecom, among several others. He is frequently invited internationally to speak on issues related to social, technological and economic change.

**Stefan Scholtes
Dennis Gillings Professor of Health Management**



In addition to providing the academic direction of the Centre for Health Leadership & Enterprise, Professor Scholtes' research focuses on operations strategy for health service providers and firms in the pharmaceutical industry. His current research projects are concerned with the effect of stress variation on wards on clinical quality and operational efficiency, the effect of increased involvement of clinicians in the top management team of hospitals on their cost structure, and the economics of collaborative innovation in the pharmaceutical industry.

**Philip Stiles, University Senior Lecturer in
Organisational Behaviour**



Philip Stiles is a University Senior Lecturer in Organisational Behaviour. Philip's principal research area is in the management of people, primarily around the subjects of talent and performance management. He is also engaged in work on corporate governance, focusing primarily on the dynamics of boards of directors, and in the process of succession within companies. He advises a number of organisations in both the private and public sector, in particular with a number of NHS Trusts on HR strategy.

Helen Strain, Finance Consultant,



Helen's interest in health economics started with a BA honours degree in Economics from Cambridge University. Helen then qualified as a Chartered Accountant with KPMG, London and joined the NHS in 2002 working in a range of finance roles in acute provider organisations. Helen undertook an 18-month secondment to the Department of Health in 2004, working in the team which developed and implemented Payment by Results (PbR). Helen joined Cambridge University Hospitals NHS Foundation Trust in July 2005 to lead the development of costing and PbR. This included work on costing, business intelligence, income and commissioning. For the past 3 years, Helen worked for the Healthcare Financial Management Association as costing lead, working in a national capacity to improve the quality of costing across the NHS and produce industry led guidance to support these improvements.

Jessica Watts, Director, Open Door Consulting, GP Programme Director of the Chief Resident Management & Leadership Development Programme



Jessica Watts, an medical biology graduate with a Masters in Health Services Management, has gained extensive experience over a 25 year career in NHS management, working as a senior leader at national, regional and local level in commissioning and provider organisations. Jessica now works as an independent healthcare consultant specialising in organisational and leadership development, large scale programme delivery and participating in healthcare related research. Jessica's recent roles, in addition to Chief Resident Programme Director, include Interim Chief Operating Officer and Education Lead for Cambridge University Health Partners. Jessica is a qualified Executive Coach and Mentor.