



RCSI HOSPITALS
OSPIDÉIL RCSI

Consultant as Clinical Director

Navigate – Your Guide to Consultant Recruitment
Ashling Hotel, Dublin
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Group Clinical Director, RCSI Hospitals Group

Beaumont Hospital
Ospidéal Beaumont

Our Lady of Lourdes Hospital Drogheda
Ospidéal Mhuire Lourdes, Droichead Átha

Cavan & Monaghan Hospital
Ospidéal an Chabháin agus Mhuineacháin

Rotunda Hospital
Ospidéal an Rotunda

Connolly Hospital
Ospidéal Uí Chonghaile

RCSI (Academic Partner)
RCSI (Comhpháirtí Acadúil)

Louth County Hospital
Ospidéal Chontae Lú

Medical Leadership – Evolution of Clinical Director role

Prior to 2008

Voluntary Hospitals (SVH, MMH, Adelaide)

- Medical Boards
- Chairman/Secretary
- Medical Administrator

Statutory Hospitals (Co Councils/Health Boards)

- Administrator
- RMS

Consultant Contract 2008

Formal sessional commitment

- 5 sessions
- CD allowance and backfill
- 2/3 years renewable

Accountability

- CEO vs Medical Board

Road to Clinical Director

Successful clinical practice

- Sub-specialty interest
- Clinical lead

Interests

- Patient processes / flow
- Quality and safety
- Coding and HIPE
- Outcomes

The Role of the Clinical Director

Operational

- Running the business from day to day

Strategic

- Planning for the future

Professional

- Supporting clinicians

Operational Role

Operational performance

Are we doing what we are contracted to do?

Patient safety and risk management

Are we providing a safe service?

Clinical performance

Are our outcomes good?

Patient experience

Are we patient focused?

Operational Role (cont.)

Compliance

Do we meet regulatory and legal requirements?

Financial performance

Are we providing value for taxpayers?

Course correction

Making appropriate changes when things go wrong

Strategic Role

Understanding strengths and weaknesses and components of the service

Planning human and capital investment

Identifying key co-dependencies – other specialties, support services

Understanding external environment, local and national politics, local healthcare economy

Academic links – R&D, innovation, teaching

Identifying priorities – immediate/medium/long-term

Professional Role

Supporting
clinical
colleagues

Team building

Doctors in
difficulty

Appraisal and
revalidation

Job planning

Conduct

Clinical Director IS NOT...

An elected representative

A Trade Union representative

For everyone / taking your turn!

Clinical Director IS...

A Board appointed member of the management team

Part of collective decision making

Skills and Knowledge

Leadership skills

- Lead by example, inspire, empower others, gain followers, team building

Management knowledge

- Operational and service management
- Accountancy and financial management
- Organisational behaviour
- Data management
- Corporate governance
- Risk management
- Health policy development

A set of values

- Transparent
- Fair
- Approachable, reasonable
- Collegiate, kind, decisive

Priorities

- Patients first
- Staff
- Reputation, service and institutional



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