

## Management skills for radiologists 2022

Course created and led by: Dr Qaiser Malik, Mid and South Essex NHS Foundation Trust

### Course description

This course will comprise of four modules, delivered across four weeks:

- Module 1: Wednesday 16 November – online, live and on demand
- Module 2: Wednesday 23 November – on demand recordings released
- Module 3: Wednesday 30 November – online, live only, not available on demand
- Module 4: Wednesday 7 December – full day event held in the College building, no online attendance.

For existing and aspiring clinical leaders and directors in radiology. The course has been designed to provide essential management tools to run an efficient and effective department. The course will include:

- An update on the current thinking in radiology management including a GIRFT and RCR updates (incorporating the recent RCR census).
- Pre-recorded lectures will focus on the business as usual aspects of managing a busy radiology service, including job planning and business case writing.
- Two workshop based sessions which will use real case studies to highlight some novel ways of structuring healthcare systems driving innovation and efficiency with increased safety and better outcomes for patients.
- An update on appraisal and revalidation, with a focus on supporting doctors in difficulty.

The live dates will give you the best opportunity to interact with the faculty delivering this course, but we have allowed for some of the sessions to be available on-demand for a number of weeks following the above dates. The exceptions are for modules 3 and 4, these will only be available at the stated date and time.

### Course objectives

- Effectiveness and efficiency in a radiology department
- Affecting and sustaining transformation
- Update on GIRFT and RCR
- The 'nuts and bolts' of being a Clinical Director - including job planning and business case writing.
- Update on networks and Community Diagnostic Hubs
- Strategic thinking to make change happen
- Update on appraisal and revalidation

### **Module 1 – Wednesday 16 November 2022, 09:00-13:00**

This session will be delivered *online* and we encourage you to attend live so that you have the opportunity to pose questions directly to our faculty.

09:00-09:05	Welcome and introduction to the course	Dr Qaiser Malik, Mid and South Essex NHS Foundation Trust
09:05-10:00	Radiology network update featuring efficiency and effectiveness	Dr Qaiser Malik, Mid and South Essex NHS Foundation Trust

10:00-10:55	Future service delivery	Dr Richard Goodwin, Norfolk and Norwich University Hospitals NHS Foundation Trust
10:55-11:15	Comfort break	
11:15-12:05	Education from a management perspective	Dr Stephen Harden, University Hospital Southampton NHS Foundation Trust
12:05-12:55	The Royal College of Radiologists and GIRFT update	Dr Katharine Halliday, The Royal College of Radiologists
12:55-13:00	Summary and what's next	Dr Qaiser Malik, Mid and South Essex NHS Foundation Trust

## **Module 2: On-demand content - Available on the RCR e-learning hub from Wednesday 23 November 2022**

The pre-recorded sessions in module 2 will be available to view on the RCR e-learning hub for you to view at your leisure and will include:

Appraisal and revalidation	Blake Dobson, The General Medical Council
Job planning	Dr Qaiser Malik, Mid and South Essex NHS Foundation Trust
Business case writing	Dr Stephen Griffiths, Mid and South Essex NHS Foundation Trust
Management - hints, tips and pitfalls	Dr Charles House, University College London Hospitals NHS Foundation Trust

## **Module 3: Managing technology adoption – Wednesday 30 November 2022, 09:00-13:00**

Please note this is an *online live session only* and due to the interactive content of the session it will not be recorded.

Led by: Dr Aron Lal, Mid and South Essex NHS Foundation Trust

### **Learning outcomes**

- The different types of change needed to introduce new technology
- The structures and behaviours needed to support new technology adoption
- Optimising and embedding new technology

Delegates will be provided with a copy of a Harvard case at least 10 days before the session and they will be required to read this before attending the session. There will be lecture content, a review of the case, and case discussions in break out groups. There will be regular breaks throughout the session delivery.

## **Module 4: Lean working workshop – Wednesday 7 December, 09:00-17:00, Royal College of Radiologists, 63 Lincoln's Inn Fields, London, WC2A 3JW**

Please note the final module will be a *full day in-person course* held at the Royal College of Radiologists. There will be no virtual option to attend this module.

Led by: Dr Bilal Wahid, London North West University Hospital Healthcare NHS Trust and Dr Qaiser Malik, Mid and South Essex NHS Foundation Trust

## Learning outcomes

- Introductory appreciation for Lean methods that help us to become teams, departments, and organisations that apply learning over successive cycles of change (knowing when to adopt, adapt, and abandon).
- How to demonstrate the need for change and engage key stakeholders, using data. The importance of using robust measures and measurement, types of variation and why the goal is to understand special causes of variation
- Through practical exercises, experience how methods introduced can hinder/promote creative problem solving.

<b>08:30</b>	<b>Registration</b>
09:00	Welcome and introduction
09:30	Guiding principles
10:00	Continuous improvement, Lean and the 8 wastes
11:00	Change management, root cause analysis & 5 whys
<b>11:40</b>	<b>Break</b>
12:00	Process mapping
<b>13:00</b>	<b>Lunch</b>
14:00	Batching & bottlenecks, standard work
14:45	Voice of the customer / Critical to quality
<b>15:30</b>	<b>Break</b>
15:45	Structuring and managing change
<b>17:00</b>	<b>Close</b>

## CPD credits

17 credits will be awarded to delegates who complete all four modules of the course.