

Developing your skills as a Responsible Officer and CMO.

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Topics to be covered

- Developing your skills as a RO
- Leadership qualities and competencies
- Challenges in practice

Responsible officer

- A RO is a person from the designated body that oversees revalidation
- They are linked to each individual doctor and provide affirmation to the GMC that the doctor is up to date and fit to practice.
- The linkage between individual doctors and their responsible officer is defined in the Medical Professions (ROs) reg 2010.

What do I have to do as RO?

- Statutory role
- Successful implementation of revalidation
- Accountable for the local clinical governance process, focusing on the conduct and performance of doctors
- Evaluation of doctors fitness to practice and GMC liaison
- You make recommendations , but decision on revalidation is the GMC's
- Liaise with GMC (3 monthly ELA meetings)

Which doctors am I RO for?

- Your list should match the GMC connect list
- “Prescribed connections to NHS England 2014”

- **And me!**

- To the higher level RO/ Regional medical director at NHS England

What training do I need?

- Six modules on NHS E website

revalidation overview , RO regulation and guidance

organisational governance and appraisal system

responding to concerns about performance , conduct and health

more concerns

GMC

locally determined priorities

How can I ensure my appraisers are trained to deliver “revalidation-ready” appraisals?

- Two sets of training programmes for new and existing appraisers.
- Available on NHS E website

How can I ensure that my appraisers are effective?

- Quality assurance
 - Recruitment and selection
 - Training
 - Support and review

How do I make a recommendation?

- Based on the information collected on the doctors conduct and performance
- Includes doctors annual appraisal

Deferral

- Non engagement
- Missing supporting information
- Incomplete portfolio
- Maternity leave
- Prolonged sick leave
- Sabbatical
- Doctors under investigation

Leadership qualities and competencies

- Being able to make informed ethical judgements about existing norms and rules.
- Displaying moral courage and aspiring to positive change.
- Engaging in long –term thinking and perspective taking

- Leadership skills include the abilities or strength shown by people in management roles that aid in guiding and encouraging a group of people and their teams towards achieving a common goal or set of goals
- These include:

Communication

- What/how?
- Active listening
- Non verbal communication
- Presentation skills
- Engaging public speaking

Negotiation

- Conversation to find an acceptable solution
- As a leadership skill, negotiation can foster a sense of fairness and equity allowing all parties to be heard
- Understanding the interests of all involved parties and working to reach a solution that satisfies each one.

Conflict resolution

- Understand how to avoid disputes and have the ability to resolve them quickly
- Maintain composure and make thoughtful decisions when handling disagreements.

Adaptability

- Adjust your behaviour in response to situational changes
- Resilient when things do not go as expected and recover quickly from setbacks by viewing them as opportunity to grow.
- Showing adaptability in leadership means being flexible and adjusting to changing conditions and environments

Critical thinking

- Analysing information to fully comprehend an issue or topic is the act of critical thinking.
- Gather facts and data, posing deliberate queries and examining potential answers.

Decision making

- Make decisions that benefit themselves, their team members, clients, stakeholders and organisations
- Must always be fair and objective and involve the use of appropriate language when communicating

Problem solving

- Effective problem solvers in leadership have the ability to frame issues in the work place , define the problem, identify their causes, develop a plan to remedy the problem and learn from the problem to avoid future issues.
- Opportunities rather than problems!

Creativity

- Mind-set is open, not closed or rigid, and both produces ideas and solutions that are both significant and effective.
- Novel solutions – attractive , set us apart and give a competitive advantage.
- Showcase innovation

Strategic approach

- Important when making difficult decisions
- Make well considered and critically analysed decisions to lead teams to success.
- Think before acting ; plan before act.
- Devote sufficient time to strategic thinking.

Self awareness

- Understand own personality/ behaviours/ motivation
- See how these traits and qualities influence your style.
- Self-awareness and reflection – areas for improvement.

Relationship building

- The ability to forge bonds and establish communities is necessary for an effective leader
- Social enhances work relationships

Time management

- Planning and regulating how much time is devoted to different tasks
- Effective: more in less time, feel less stressed and succeed
- Affords more time to invest in their team

Reliability and trust

- Consistency
- Belief in another person's skills , integrity and character
- Built on personal relationships
- Words match deeds

Challenges in practice

- Litigation impact
- Coroners inquest- various
- GMC referral – who by?
- Police investigation

Finally

- Hard work
- Tough at times
- Huge time commitment
- Privilege to serve Trust and support colleagues
- Best and worst of colleagues
- Be aware of the unpredictable
- Coach is useful