

The United Kingdom

Constant change: redirecting the National Health Service

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*Physician Working Conditions in European Healthcare Systems
Genoa, 9th April 2016*

Declaration of conflict of interest

Edwin Borman

- Medical Director and Consultant Anaesthetist (paid)
 - The Shrewsbury and Telford Hospital NHS Trust, UK
- Educational Consultancy (paid)
 - Wentz-Miller and Associates: no projects in the last three years
 - Individual consultancy work: one paid in the last three years
- Medicopolitical representative
 - Secretary General, European Union of Medical Specialists (UEMS, 2012 – 2015)
 - British Medical Association (BMA)



The Shrewsbury and Telford Hospital NHS Trust



NHS Employees and Employers

• Doctors	147,087	
• Nurses	371,777	
• Therapists & Technical Staff	154,109	
• Managers	36,360	(2013)
• General Practice premises	7,960	
• Clinical Commissioning Groups	211	
• Total number of all types of Hospitals	2,300	
• Acute Hospital Trusts	160	

Guidance for Medical Practice

- **The Doctor**

- The **General Medical Council's** guidance on...
 - “Good Medical Practice”
 - “Consent: patients and doctors making decisions together”
 - www.gmc-uk.org
- **The Medical Royal Colleges**
 - Speciality-specific clinical guidance

- **The Hospital and the Doctor**

- The National Institute for Health and Care Excellence (**NICE**)
 - Pathways, Standards, Technology Appraisals, Procedures...
 - www.nice.org.uk

Performance Monitoring - individual

- **The Doctor**

- ... and their **Employer**

- Annual Appraisal

- Review of clinical performance outcomes
- Feedback on performance by patients and colleagues
- Audit, complaints, clinical governance, CME/CPD record

- Annual Job Plan Review

- Review of delivery of contractual requirements
- quality and quantity of work performed
- delivery of agreed work (DCC) and educational (SPA) objectives

- ... and the **General Medical Council**

- Revalidation

Revalidation

Doctors must produce

- six types of supporting information,
 - relating to their scope of practice,
 - over the course of the 5 year revalidation cycle:
1. Continuing professional development
 2. Quality improvement activity
 3. Significant events
 4. Feedback from colleagues
 5. Feedback from patients
 6. Review of complaints and compliments

Performance Monitoring - collective

- **The Hospital Trust**

- ... and **NHS Improvement**

- Regular hospital Board-level review of...
 - quality and safety of care
 - organisational delivery (eg. waiting times)
 - financial performance

www.improvement.nhs.uk

- and the **Care Quality Commission**

- Inspection of all NHS Providers
- Based on five fields and multiple “key lines of enquiry”
 - Safety, Caring, Effectiveness, Responsiveness, Well-led

www.cqc.org.uk

A Doctor's experience of the NHS: 5

- For a **Hospital Consultant**

- **Pay**

- NHS salary scale from £75,000 to £101,000 for basic contract
- Potential to be paid extra for...
 - Additional sessional work
 - Paid at negotiated premium rates
 - Clinical Excellence Awards
 - Local and national awards, subject to application
- NHS Pension Scheme
 - Based on number of years in service
 - Final salary being replaced with career averaged salary
- Can practise, and earn at a higher rate, in the Private sector

A Doctor's experience of the NHS: 6

- For a **Hospital Consultant**

- **Private Practice**

- NHS funding to Private funding is approximately 85%:15%
- NHS purchasing from the Private sector has increased gradually
- Most Hospital Consultants will work in the NHS and in the Private sector
 - very few work only in the Private sector
- This is permitted by the NHS contract but must be confirmed within the Consultant's Job Plan
- Private work is paid either by:
 - direct payment from the patient, or
 - payment from the patient's healthcare insurer
- Private payment rates are higher than NHS pay rates but are capped at semi-formal maximum levels

A Doctor's experience of the NHS: 7

- **Continuing Professional Development**
 - This is (largely) paid for by the NHS for:
- Junior Doctors
 - salary, support and monitoring during their Training Programme
 - Study leave for specific courses
- Senior Hospital Doctors
 - SPA component of their contract
 - support for objectives agreed at Job Plan Review
 - Study leave for specific courses
- All doctors are accountable for achieving what is required and agreed
 - most doctors do!

A Doctor's experience of the NHS: 8

- **Staffing and Workload**
- The NHS is very busy!
- This is related to:
 - relatively low staffing for all groups of healthcare professionals
 - and absolute deficiencies in some key specialities
 - high demand in all parts of the service
 - increasing expectations for...
 - improved quality of care
 - greater efficiency, with reduced finances
- while...
 - population demographics change
 - technologies provide for many advances in care

Politicians and the NHS

- **Interference, or Loving Care?**

- Politicians created the National Health Service
 - in response to popular demand...
 - ... and, ever since, have made changes to it
 - prescription charges, “priority-setting”, waiting times...
 - National pay-scales
 -
- 2008 “There will be no top-down re-organisation of the NHS”
- 2009 The biggest change in NHS anatomy for a generation
- 2016 A year of crises:
 - performance, finances, contracts, Industrial Action

THANK YOU

FOR YOUR ATTENTION

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