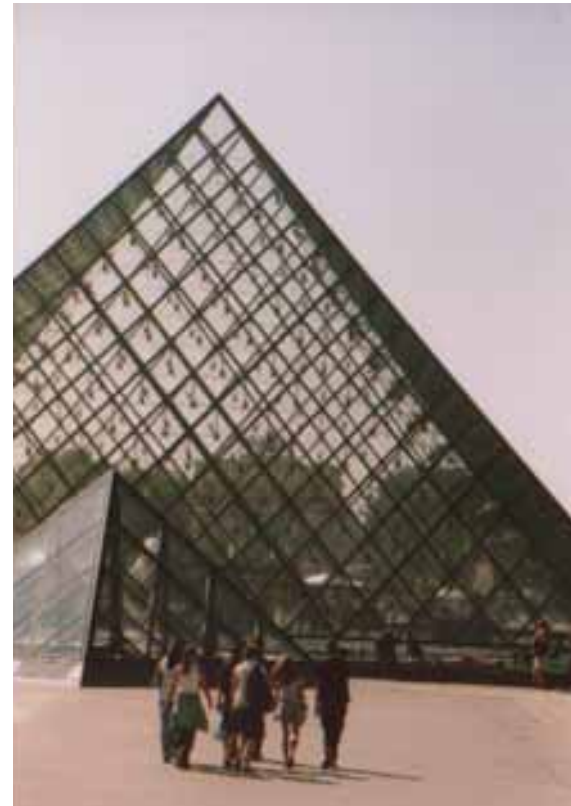
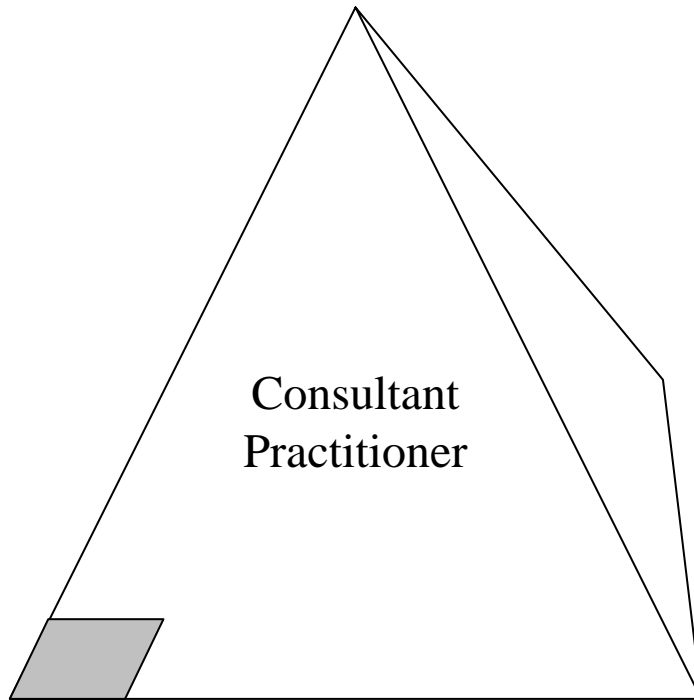


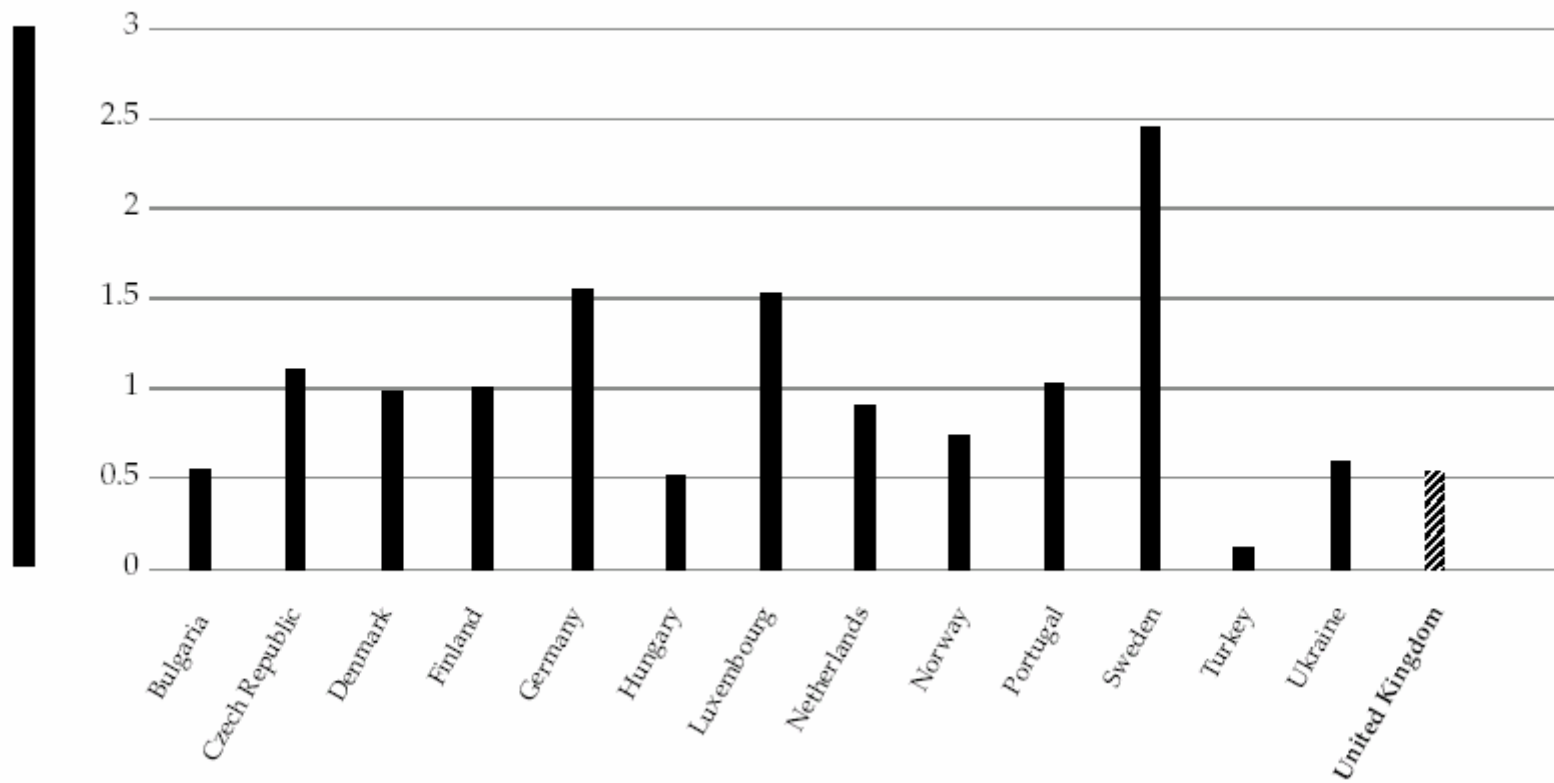
Role Development

Dr G P Naisby



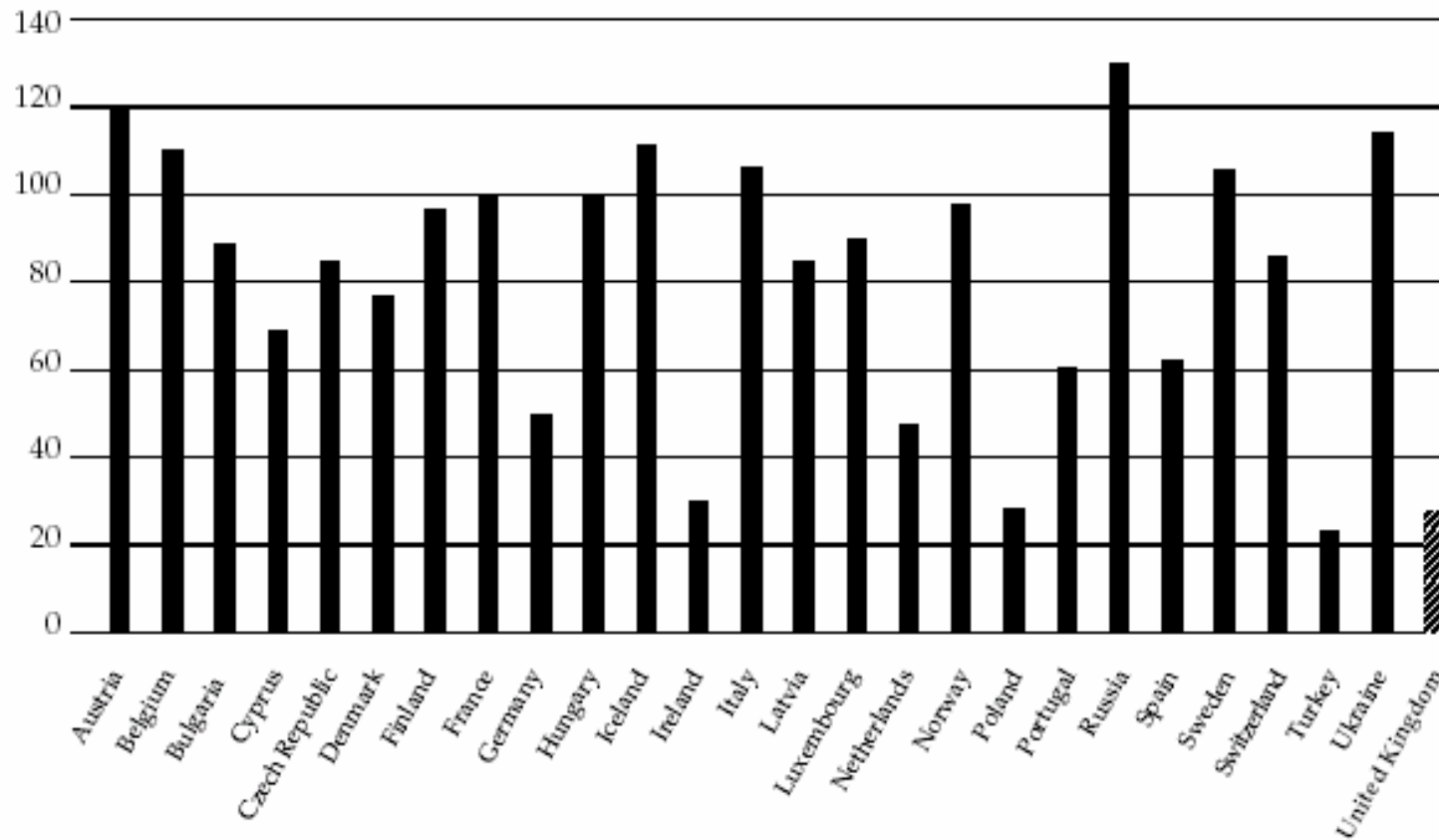
Demand

Figure 1 Examinations per head of population per year



Workload Problem

Figure 2 Number of radiologists per million population



James Cook University Hospital



The site before work began in August 1999

1999

James Cook University Hospital

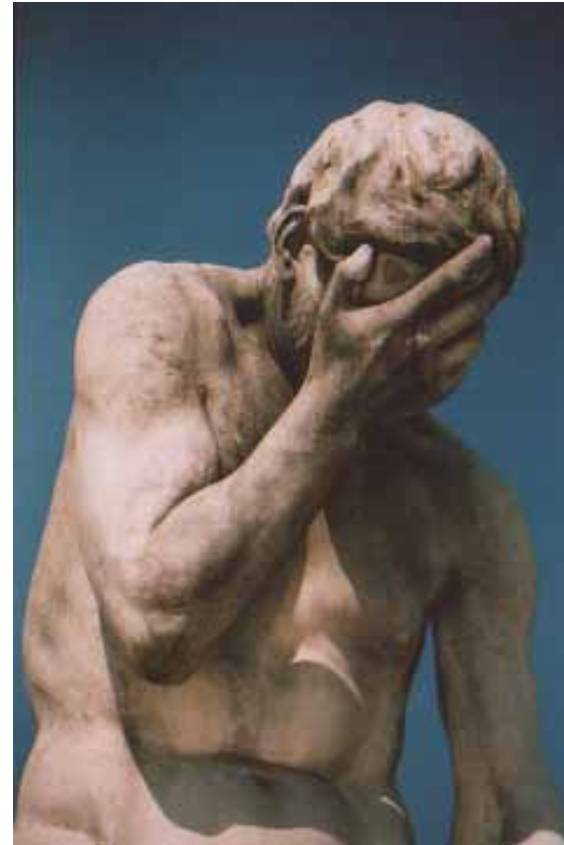


2003

Reluctance to let go

Why do some radiology departments have difficulty developing skill mix?

- lack of confidence in staff to do it well
- ‘too busy to do it’
- entrenched attitudes - reluctance to change
- jealousy of professional role
- threat to income



Developing Role Extension

- **Build trust with colleagues**

- close clinical working relationship

- **Identify pressure points**

- high workload areas
- small blocks of work initially
- audit practice to show success

- **Earmark suitable staff for the role**

- a ‘good practitioner’



Good Practitioner

- **Patient centred**
- **Correct Professional and Personal Qualities**



GMC 2001 'Good Medical Practice' London: The GMC
www.rcr.ac.uk

Patient Centred

- **Competent**
- **Considerate**
 - Kind
 - Respect
 - Listen
 - Honest
- **Explains and advise, not patronise**
- **Keep patient's secrets**
- **Admits fallibility**



Individual Responsibilities

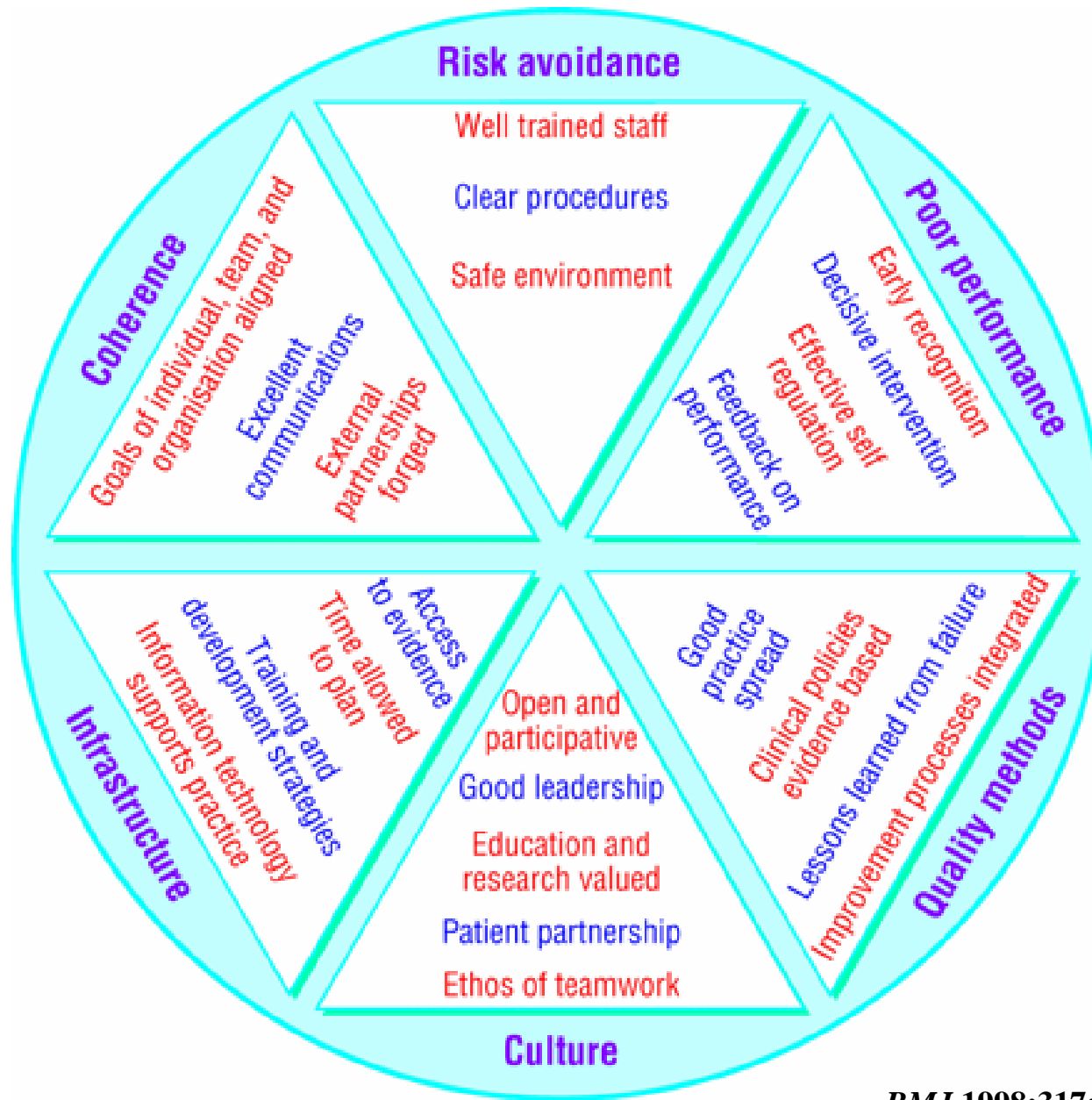
- Professional competence.
- Professional relationships.
- Maintaining good clinical practice.
- Probity & Health.
- Teaching and training, appraisal and assessing.

Maintain momentum

Embrace 'Clinical Governance'

'Clinical governance is a system through which
NHS organisations are accountable for
continuously improving the quality of their services and
safeguarding high standards of care by creating an
environment in which excellence in clinical care will flourish'

BMJ 1998;317:61-65 (4 July)



Clinical Governance (WHO)

- Professional performance (technical quality)
- Resource use (efficiency)
- Risk management (the risk of injury or illness)
- Patients' satisfaction with the service provided.

Skills Mix Backing

The Royal College of Radiologists (RCR) ¹

'Staffing and Standards in Departments of Clinical Oncology and Clinical Radiology'

"...encouraged the constructive development of skills mix between doctors and other healthcare professionals in clinical radiology."



The Royal College of Radiologists (1998) *Inter-Professional Roles and Responsibilities in a Radiology Service*. London: The Royal College of Radiologists.

Skills Mix Backing

Jointly with the College
of Radiographers ²

'Inter-Professional Roles and
Responsibilities in a Radiology
Service'

"...promote team working in
Departments of Clinical
Radiology."



Skills Mix Backing

The General Medical
Council³

'Good Medical Practice'

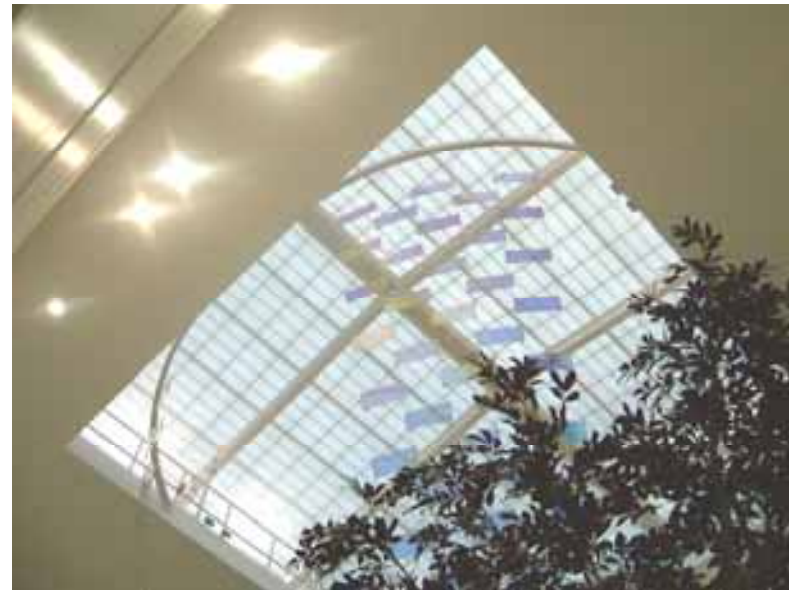
*"...acknowledges the
importance of clinical
teams."*



Skills Mix benefits

Advantages ⁴

- that it assists with professional development, leading to
 - **greater job satisfaction, and thereby**
 - **higher standards of work**
- that it enables clinical radiologists to devote their time to
 - **activities which better match their training and expertise.**



Skills Mix in Clinical Radiology

Ref No : BFCR(99)3 RCR

Responsible Delegation

“When you delegate care or treatment you must:-

- **Be sure** that the person to whom you delegate is competent to carry out the procedure or provide the therapy involved.
- **Be aware** that you will still be responsible for the overall management of the patient
- **Be certain** that there is no detriment to patient care”



Supervised Delegation

- “The delegated task should be under the supervision of a clinical radiologist and normally comprise:
 - the **ready availability of a clinical radiologist** (for cases where difficulties are experienced in performing the task)
 - regular **audit** of the work
 - **feedback** about performance

preferably at regular clinical meetings”



Medico-legal responsibilities include:

- radiologists are responsible for their own actions and **proper delegation** of activities
- **each healthcare worker is responsible** for their own proper delegated actions
- **duty of care** to the patient is governed by the codes of conduct of the statutory and professional bodies

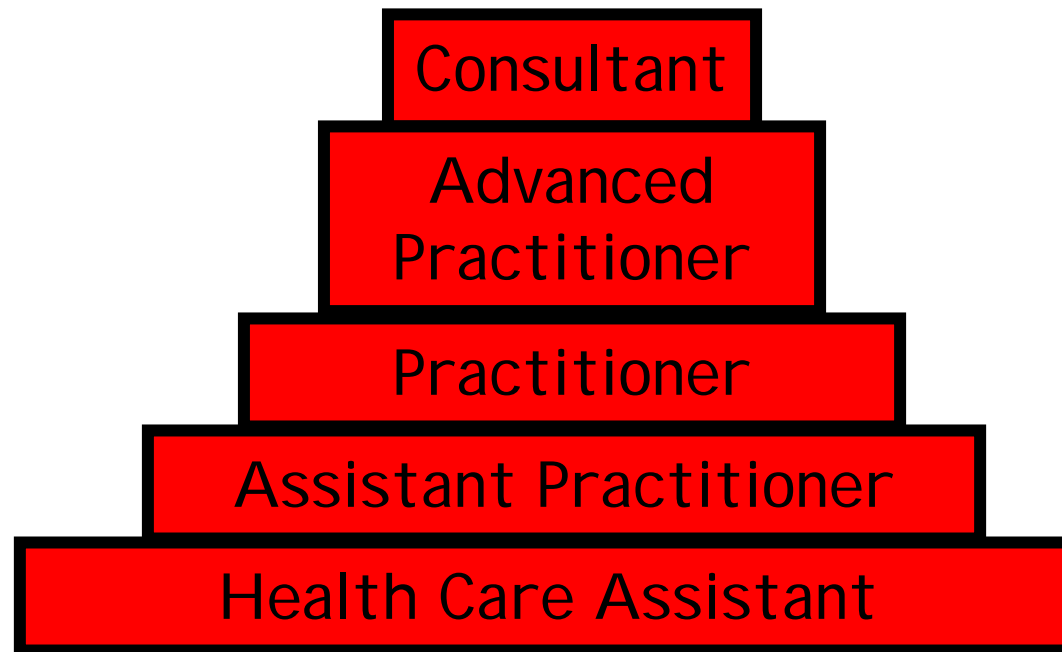


Advancing Practice

- **Breaking Down The Wall**
 - RCR's behind not in front
- **Avoid slow recognition**
 - of role development
- **It's happening 10 years too late**
 - U/S and Barium Enema reporting for many years



Advancing Practice - The Pyramid



The Cook Pie

