



MANAGEMENT IN PRACTICE Report

The Management in Practice Programme continues to support College members and their practices as follows:

- ^ Training - courses for GPs, practice managers and practice staff.
- ^ Information provision through publications and guidelines.
- ^ Direct advice and consultation with individual members and practices – telephone advisory service and online information service/resource via www.icgp.ie/mip.
- ^ Consultancy on site: broad range of management issues including business planning, practice continuity, staff employment, expansion of practice, premises, and health and safety.
- ^ Mediation service: provided both to practice partners and in relation to employees.
- ^ Referral to external professional advisors and resources.
- ^ Supporting the occupational health needs of GPs and practice personnel. (Refer to Health in Practice Programme Report)

NEW INITIATIVES

Certificate in Management in Practice Course through Distance Learning, September 2006 – May 2007

This course has been developed to meet the changing needs of practices. 26 participants, GPs, practice managers and other practice staff, with managerial responsibilities, are enrolled on the course. The course requires considerable commitment from participants. This new course format, which includes formal assessment, meets the training and the management skills needs of participants to a high level. Diploma status and external accreditation of this course is being progressed.

Mr Barry O'Brien, Practice/Business Development Manager, Abbey House Medical Centre has been appointed as course tutor.

Pictured at the 2006 Management in Practice Course are Mr Dermot Folan, Ms Margaret O'Connor, Dr Mel Bates (ICGP Chair of Education) and Dr Ray O'Connor.



Management in Practice and the General Practice Registrar

Work has commenced on the design and development of a management course tailored to the needs of GP registrars during their fourth year of training. An emphasis will be placed on preparation for establishing in practice after training.

Practice Staff Training Courses

5 practice staff courses were delivered between May 2006 and April, 2007 in Athlone, Cork, Galway and Dublin, 75 participants registered. This course is designed to give practice staff an opportunity to develop their functional roles: receptionist/secretary/administrator and increase their contribution to the practice. Feedback from both GP employers and practice staff alike, remains consistently positive.

EXTERNAL PRESENTATIONS/ TRAINING BY PROGRAMME DIRECTOR

The programme director has made presentations and provided training during the year as follows:

Undergraduate/Postgraduate

- ^ UCD 5th year medical students, *Management and Administration of a GP Practice*.
- ^ UCD 1st year medical students, *Healthcare Service in Ireland and General Practice*.
- ^ HSE/METR: National Medical Career's Seminar, *CV Presentation and Interview Performance*.
- ^ Intern and SHOs Career Workshops, The Catherine McCauley Education Centre, Mater Hospital, *CV Presentation and Interview Performance*.

GP Training

- ^ Midland GP Training Programme, *GP Registrar - Preparing for Life after Training*.
- ^ Eastern Region GP Training Programme, *Learning About Practice Management in the GP Registrar Year*.

CME Small Group Network

- ^ Presentation to the CME Tutor Workshop 2007, *The GP Employer – Problem Case Scenarios*.
- ^ Presentation to CME Cork group, *People Management – Questions and Answers*.
- ^ Presentation to South Kildare CME group, *Practice Management – Hot Topics*.

Faculties

Presentation to Wexford Clinical Society, *Change Management – Improving the Practice Work Environment for Staff and Doctors*.

NAGPT

Presentation to the National Association of General Practice Trainees – Cork, May 2007.

Onsite Practice Consultancy

Provided to practices.

Course Teaching

Certificate in Management in Practice course 2006/2007. GP Training Programmes and CME tutor network have been supported by the programme in sourcing educational resources in practice management throughout the year.

HUMAN RESOURCE COMPLIANCE FOR GENERAL PRACTICE SERVICE (HRC)

There has been a very positive response and take up of the service by College members and practices. This further enhances the existing service provided by the programme to GPs in the area of employment regulations. The service provided is on site / in practice support and advice, enabling GPs to become fully compliant with their legal obligations and to improve human resources management in the practice. Other initiatives under consideration include:

- ^ Proposed collaboration with the ROI Faculty of the RCGP on risk management and practice staff.
- ^ GP secretary and administrator course for new or prospective practice staff.
- ^ Reception staff training for external agency.

ONGOING ACTIVITIES

- ^ Development and delivery of practice management course for GP registrars.
- ^ Input for College Summer School programme.
- ^ Ongoing course design and development for certificate in management in practice and practice staff courses.
- ^ GPIT course designed to meet the needs of practice managers and other staff.
- ^ Consideration is being given to the development of a training course on increasing IT uptake and efficiencies for all computer users in the practice – clinical and administrative.
- ^ One day seminars.
- ^ A number of one day modules and seminars are planned to update skills and knowledge of practice managers and other practice staff. It is hoped that these will be made available in the near future.

Pictured at a practice staff course Sinead McCarthy, Romy Maloney (Course Tutor), Jean Hubbard and Marie Doherty.



ADVISORY/INFORMATION SERVICE

Direct Access Advisory Service

College members continue to access the service daily by phone, fax and email on a wide variety of management issues. On average the unit receives 6 – 8 requests per day from members. Table 1: requests for information and advice from members to the Management in Practice Advice/Information Unit by category.

Enquiry Category	Number
Partnerships Material/Associate Material	30%
Employment Issues	33%
GMS	10%
Medical Legal	9%
Health & Safety	5%
Data Protection	8%
Practice Design	4%
Miscellaneous	1%

Publications

- ^ *Practice Protection Programme* - A health and safety DVD for Irish general practice.
- ^ *Managing Occupational Health and Safety in the Practice* - new edition of published online in December 2006.
- ^ *The Practice Nurse – A Guide to Nursing in General Practice* published online in September, 2006.

Forum

The monthly *Management in Practice – Questions and Answers* column continues to reflect practical management issues occurring in everyday practice. Articles are also commissioned by the programme director from a panel of experts on a wide range of management related issues. Topics covered in the last year included: insurance, pension, SSIsAs, company formation, partnerships, competition law, premises design, disability access, medical legal, nurse prescribing, funding retirement, employer liability and inheritance taxation.

Web Resources

Development and up dating of the management in practice section of the College website is ongoing: www.icgp.ie/mip.

Health in Practice Programme

The Health in Practice Programme comes under the remit of the Management in Practice Programme. The Health in Practice Programme report is given separately by the HIPPP director, Dr Andree Rochfort.

NEGS

The MIP also focuses on the unique needs of niche groups within the College membership though, for example, its support of the Network of Establishing GPs (NEGS). The director of the Management in Practice Programme, in

conjunction with the joint project directors for NEGS, is currently engaged in the development of a *Handbook/Guide for Establishing General Practitioners*. There is a need to also look at the information needs and supports required by GPs planning retirement from practice, or reduced commitment or career change.

The director of the Management in Practice Programme also fulfils the dual brief of Assistant CEO of the College, with specific responsibility for the following areas: MICGP examination, certification, Network of Establishing GPs and membership. Refer to separate reports under the relevant headings.

PERSONNEL

Mr Dermot Folan – Director

Dr Andrée Rochfort – Director, Health in Practice Programme

Ms Margaret Cunnane – Administrator

Mr Barry O'Brien – Practice Management Course Tutor

Ms Romy Moloney – Practice Staff Course Tutor

I would also like to acknowledge the assistance and contribution of general practitioner members from around the country and their staff who have given freely of their time and expertise on many aspects of the programme. Course participants have also contributed greatly to the increase in knowledge of the management of general practice. I would also like to acknowledge the assistance of Ms Jean Hubbard, Practice Manager, Medical Centre Waterford.

Finally, I would like to acknowledge the dedication and professionalism of the Programme's administrator Ms Margaret Cunnane and also that of Ms Michelle Dodd, Clerical Officer.

Dermot Folan, Programme Director

www.icgp.ie/mip

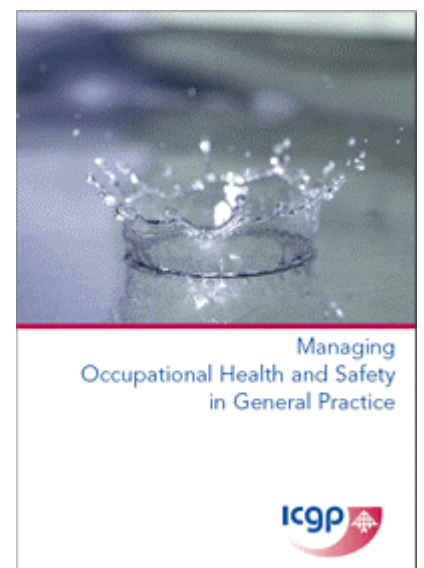


HEALTH IN PRACTICE Report

Health in Practice is a confidential system of healthcare and health information for GPs and their families. It is a 'healthy option' alternative to self diagnosis and self treatment and other informal types of healthcare so often accepted by doctors in the past. The service is both proactive and reactive to members needs in that it provides healthcare for doctors when ill while it also optimises the health of doctors by encouraging good personal health and occupational health and wellbeing. The confidential services of HiPP are also available for GPs family members.

OTHER MEMBERS OF PROGRAMME

- ^ Margaret Cunnane – HiPP Administrator.
- ^ Healthcare Networks (see below).
- ^ Management Committee (1 representative from each healthcare network above).
- ^ Mr Dermot Folan, Assistant CEO and Director of Management in Practice.



EDUCATIONAL AIMS OF PROGRAMME

Promoting good personal health and healthcare for the medical profession is paramount for good quality professional health. Undergraduate and postgraduate education, continuing education and ongoing access to information on managing health issues in doctors is central to maintaining high standards of personal effectiveness, performance and job satisfaction throughout a medical career. Feedback is actively encouraged from persons who use HiPP and from those who deliver the service. Education in line with a growing international culture which highlights the importance of doctors addressing their own health as patients. Provision of information and coordinating assistance to actively manage the particular health and safety risks associated with working in general practice.



“Promoting good personal health and healthcare for the medical profession is paramount for good quality professional health”

PROGRAMME ACTIVITIES DURING PAST 12 MONTHS

- ^ Provision of information and advice on personal health and occupational health through individual queries from GPs, practices and GP families' health.
- ^ Provision of education through workshops and presentations for College courses e.g. SCALES and management in practice, and for external institutions e.g. UCD, RCSI.
- ^ Presented a paper at the International Conference on Physician Health in Ottawa, Canada in December 2006 (jointly hosted by American Medical Association & Canadian Medical Associations), see http://www.cma.ca/index.cfm/ci_id/47242/la_id/1.htm
- ^ Publications e.g. Forum, national media, a DVD on *Protecting the Practice with H&S* (distributed to all GPs), College website (www.icgp.ie/hip), facilitating other doctors' presentations on health and safety in practice and personal healthcare and conducting practice visits for health & safety audits.
- ^ Provision of personal healthcare and occupational healthcare through supporting the HiPP Healthcare Networks.
- ^ ICGP representative (along with Dr Deirdre Kinlen) on the National Committee of the Sick Doctor Scheme. I would like to take this opportunity to acknowledge the enormous amount of voluntary work given to the Sick Doctor Scheme over the past 24

years by Dr Aiden Meade, who retired as Chairman in March 2007. We welcome the new Chairperson, Dr Íde Delargy, and look forward to continuing the good relationship between Health in Practice and the Sick Doctor Scheme (an organisation which facilitates assessment and treatment for doctors from all specialties with substance misuse).

PROGRAMME DELIVERABLES

- ^ Provision of education and information on doctors' health, doctors' family health and occupational health and safety for general practice (e.g. current project is the provision of information and training in the management of aggression and violence in general practice, for medical, nursing and administrative staff).
- ^ Continued promotion of formal doctor-patient relationships for GPs and their families, in particular from the healthcare networks who have orientation, education, training and formal peer support.

FUTURE PLANS

Many doctors from different countries commented at the International Physician Health Conference in Canada (December 2006) that, in Ireland we are fortunate to have a national structured service – HiPP, as set up by the ICGP. In the coming twelve months we will work to promote the service locally and regionally, for example, encouraging doctors to also contact key regional network professionals for information and advice. Further information on the programme please see www.icgp.ie/hip. Also, we will continue to keep abreast of research and developments internationally, as this programme has now been recognised internationally.

Dr Andree Rochfort, Programme Director

www.icgp.ie/hip



NETWORK OF ESTABLISHING GPS Report

The ICGP undertook a series of regional meetings in 2002/2003 and part of the feedback from these meetings was the particular needs of the younger GP. The 2003 AGM held a symposium on the ‘Young GP Principal and GP Assistant’. This was well received and further lobbying by individuals led to a meeting of young GPs held in Tullamore in September 2003. This meeting called for more support for new and establishing GPs by the College. A ‘new GP’ forum was held at the AGM in 2004.

In September 2004 the first project leader of the Network of Establishing GPs (NEGs), Dr Deirdre Burns was appointed. During the tenure of Dr Burns, the initial needs assessment of establishing GPs was carried out and recommendations were made and submitted to Council. Regional meetings began in several areas of the country on a twice yearly basis. They were found to be an effective medium for organising establishing GPs locally both in terms of information dissemination and networking.

In January 2007, Dr John Ball and Dr Shane McKeogh were appointed as project directors to replace Dr Deirdre Burns.

OTHER MEMBERS OF PROJECT

Dr Aisling Ni Shuilleabhain, Dr Deirdre Burns, Dr Sinead Murphy, Dr Amelia Barwise, Dr Cliona Ryan and Dr Eithne Brennar.

SUMMARY OF PROJECT

- ^ To clarify the needs of establishing GPs.
- ^ To make recommendations as to how these needs could be catered for by the ICGP and to begin implementing recommendations.
- ^ To identify barriers to younger GPs participating in the College.
- ^ To update and promote the NEG's section on the ICGP website: www.icgp.ie/neg.
- ^ To prepare and publish a Handbook which will serve as a guide to the establishing GP.

PROJECT ACTIVITIES/TASKS DURING PAST 12 MONTHS

Regional Meetings

A Contract – Do I Need One? was the title of the autumn 2006 meetings. Presentations were made to establishing GPs by NEG's Steering Committee members and business and financial resources (e.g. accountant) based around the topic of contract negotiations.

Setting up in Practice – a Personal Perspective is the title of the spring 2007 regional meetings. In these meetings, several newly established GPs agreed to present their personal experiences to their junior colleagues. This covered areas such as getting GMS numbers, setting up in private partnership and joining an established practice.

College Website

Based on the NEG's Annual Report of 2006, it was recognised by the incoming project directors that the NEG's section on the ICGP website was underutilised. Consequently, after meetings between the project directors and the ICGP web manager, it was agreed to update the website to encourage more widespread usage of this valuable resource. In this regard:

- ^ A web designer was engaged to produce a new logo for the NEG's project.
- ^ It was agreed to establish the new logo on the ICGP homepage as a means of accessing the NEG's section directly.
- ^ Access to the discussion board was restructured and streamlined to make it more user-friendly.
- ^ The changes have been advertised to NEG's both by e-mail, national newsletter and will be flagged at the next series of regional meetings.

Handbook

In 2007, several meetings have taken place between the project directors and Dermot Folan, Management in Practice Director. During these meetings, agreement on the format and content of the *Handbook for Establishing GPs* was finalised. Sections agreed in the Handbook will include:

1. Introduction
2. Essential Requirements for Independent Practice
3. Traditional Roles & Positions for GPs
4. Setting up a New Practice
5. Legal and Taxation Definitions for GPs
 - a. Employee
 - b. Self Employed
 - c. Contract of Services
 - d. Contract for Services
 - e. Partnership – Legal Definitions
6. State Contracts
7. Practice Management
 - a. Information Management – Software Systems, Mobile Phone, Laptop
 - b. Administration/Organisation
 - c. Telephone
 - d. Computerisation
 - e. Patient Management
 - f. Time Management
 - g. Advertising – Marketing your Services
8. Negotiation
9. Useful Contacts – Booklist, Telephone Numbers etc.

Work on the Handbook is well underway. Resources for each of these chapters have been obtained. This includes research and utilisation of international experience in this regard.

NEGs National Conference

Following review of the 2006 NEGs Annual Report, discussion with the Steering Committee via teleconference, and general consultation with establishing GPs at regional meetings, a desire to organise a National Conference for establishing GPs was identified. In this regard, a detailed proposal was prepared and submitted for consideration to the ICGP Executive.

The project directors along with members of the Steering Committee met with the Executive in February 2007 to discuss this idea. At present, the directors envisage a weekend conference. The conference will be open to all establishing GPs and GP registrars in clinical practice. It will take place in a hotel with conference facilities, probably in the Midlands. The Executive agreed with the proposal and a decision was made to organise the first National NEG's Conference for late 2007 or early 2008.

IMO & IMO Conference Attendance

Two members of the NEG's Steering Committee now sit on the IMO GP Committee. They liaise regularly with the rest of the Steering Committee and the project directors with regard to IMO related matters. Both project directors attended the IMO AGM GP workshops in Killarney on behalf of the ICGP NEG's in April 2007.

Forum Articles

The project directors served as editors for a series of articles published in Forum beginning in April 2007. These articles were originally prepared by GP registrars from the 2006 ICGP Trainee Conference. They deal with the views of GP registrars on their future career options as establishing GPs.

FUTURE PLANS

The Network of Establishing GPs project began in 2004 and is now in its third year. It continues to go from strength to strength. The project plays a crucial role for the establishing GP in that it serves to collate, organise and distribute useful practical knowledge through several media on an ongoing basis. It serves as a signpost in the wilderness for many establishing GPs who find themselves at the most vulnerable time of their careers. By extension, it effectively fosters engagement with the College for the next generation of GPs. Current project plans include:

- ^ Completion of the Handbook for Establishing GPs.
- ^ Forum article updating GPs nationally on the progress of the NEG's project. This will serve to raise the profile of the project and encourage new members to join.
- ^ Further compilation and upgrading of the NEG's database to streamline web-based and paper-based communication nationwide.
- ^ Organising of first National ICGP Establishing GP Conference to further the aims of the project generally and provide establishing GPs from all backgrounds with often their first link with the College.

Drs John Ball and Shane McKeogh, Project Directors

www.icgp.ie/neg