

## Management training in psychiatric practice

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Management skills have always been important in psychiatry, perhaps more so than in any other specialty. The multidisciplinary and manpower intensive style of working requires the consultant, as leader of the clinical team, to plan, develop, run and even defend services. The practice of psychiatry is gradually changing with innovations in treatment and more abruptly with reorganisation of management in the Health Service. The introduction of general management can present difficulties but also brings opportunities, provided the consultant is knowledgeable about the role of managers, the pressures and constraints on them and how best to influence them.

Some psychiatrists are natural managers but even they need to have their skills honed. For most new consultants it is too late to try and learn management skills after appointment; specific training is required beforehand, certainly at senior registrar level and probably earlier.

Before each alternate meeting of the Education Committee an Open Forum is held, at which invited speakers talk on a topic of educational interest for psychiatrists. On 6 March 1989 the subject was Management Training in Psychiatry. The three speakers were Professor Roger Dyson, Director of Adult and Continuing Education and of the Clinical Management Unit, University of Keele; Dr Stephen Harrison, Senior Lecturer in Policy Studies, Nuffield Institute for Health Services Studies, University of Leeds; Mr Lionel Joyce, Unit General Manager, St Nicholas Hospital, Newcastle upon Tyne, and each agreed to provide a précis of his presentation for publication in the *Psychiatric Bulletin*.

### *Management training for senior registrars*

ROGER DYSON, Director of Adult and Continuing Education at the University of Keele and Director of the Clinical Management Unit

The University of Keele provides a programme of two-day single specialty management courses for senior registrars in association with the Royal Colleges of Psychiatrists, Pathologists and Radiologists, the Association of Anaesthetists and the Royal College of Obstetricians and Gynaecologists. The programme and the clinical speakers are jointly agreed with the appropriate College.

At the present time off-site programmes in management training for doctors include:

- (a) Short multi-specialty senior registrar management courses run at regional level by the Regions themselves.
- (b) Short single-specialty programmes of the type run at Keele.
- (c) Somewhat longer skills training programmes in a variety of venues but far less numerous because of their cost and because of the investment of clinical time away from work. They are invariably multi-professional.
- (d) There is also now a small but growing number of part-time award bearing courses at Diploma and MBA level for senior registrars and consultants. The only MBA that is generic to the health care industry is the MBA in Health Planning and Management run by the Centre for Health Planning and Management at the University of Keele. This is now in its third year and has good clinical recruitment.

Each of these types of provision should be complementary rather than competitive. At different stages within a medical career each is appropriate for some doctors. The basic management training programme should be available to all senior registrars approaching their first consultancy whereas an MBA will only ever be of value to those considering an important and more long term commitment to management within their career.

The Keele programme is single specialty in order to allow senior registrars to concentrate in more depth upon the specific management challenges and choices that face their specialty. It focuses upon the key information necessary to tackle the first year in a consultant post.

The programme distinguishes between clinical management and resource management. Clinical management refers to the management of the individual patient, the management of a waiting list and the management of the wider multidisciplinary clinical team or network that centres upon the care of the individual patient. Resource management refers to all those non-clinical aspects of management which are involved in assembling buildings, equipment, personnel and finance to ensure that consultants are able to deliver appropriate treatment for their patients.

Although not appropriate to, e.g., the diagnostic specialties of pathology and radiology, the concern with clinical management is of crucial importance to psychiatrists. Half of the Keele programme is given