

2014

## Remedies & Resources

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An on-line handbook for Appraisers

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# Remedies & Resources

## Introduction

'Remedies & Resources' is an e-book and is intended to provide support for Appraisal. It sources a wide range of available and current knowledge which can be found on the internet.

The GMC 'Good Medical Practice Framework'<sup>2</sup> is used as the key reference for categorising these resources. Use the links provided, paste the suggested link into the browser, or follow the suggested instructions to access this information.

The internet is a dynamic environment, and therefore some of the currently available resources may not remain available over time. Additionally, you may wish to add your own resources to those suggested here. Therefore, this e-book should be amended, adapted and expanded to suit your personal requirements.

This e-book should be used in conjunction with local Remediation Policies.

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<sup>2</sup> [http://www.gmc-uk.org/doctors/revalidation/revalidation\\_gmp\\_framework.asp](http://www.gmc-uk.org/doctors/revalidation/revalidation_gmp_framework.asp)

## Domain 1

### Domain 1 – Knowledge, Skills and Performance

#### Attributes

- 1.1 Maintain your professional performance
- 1.2 Apply knowledge and experience to practice
- 1.3 Keep clear and accurate records

#### Attribute 1.1. Maintain your professional Performance

##### Knowledge of the Law

University Resources - <http://www.law.ox.ac.uk/theme/medical>

[http://www.cambridge.org/gb/search?iFeelLucky=false&currentTheme=Academic\\_v1&query=Medical+Law](http://www.cambridge.org/gb/search?iFeelLucky=false&currentTheme=Academic_v1&query=Medical+Law)

Medical Law International - <http://mli.sagepub.com/>

##### Keep knowledge and skills about your current work up to date

Patients Forum - <http://www.patient.co.uk/doctor/Keeping-Up-to-date.htm>

College of Emergency Medicine - <http://www.collemergencymed.ac.uk/>

Royal College of Anaesthetists - <http://www.rcoa.ac.uk/>

Royal College of Surgeons - <http://www.rcseng.ac.uk/>

Royal College of General Practitioners - <http://www.rcgp.org.uk/>

Royal College of Obstetricians and Gynaecologists - <http://www.rcog.org.uk/>

Faculty of Occupational Medicine - <http://www.facoccmmed.ac.uk/index.jsp>

Royal College of Ophthalmologists - <http://www.rcophth.ac.uk/>

Royal College of Pathologists - <http://www.rcpath.org/>

Royal College of Paediatrics and Child Health - <http://www.rcpch.ac.uk/>

Faculty of Pharmaceutical Medicine - <http://www.fpm.org.uk/>

Royal College of Physicians of Edinburgh - <http://www.rcpe.ac.uk/>

Royal College of Physicians of Ireland - <https://www.rcpi.ie/>

Royal College of Physicians of London - <http://www.rcplondon.ac.uk/Pages/index.aspx>

Royal College of Physicians and Surgeons of Glasgow - <http://www.rcpsg.ac.uk/>

Royal College of Psychiatrists - <http://www.rcpsych.ac.uk/>

Faculty of Public Health - <http://www.fph.org.uk/>  
Royal College of Radiologists - <http://www.rcr.ac.uk/>  
Royal College of Surgeons of Edinburgh - <http://www.rcsed.ac.uk/site/0/default.aspx>  
Royal College of Surgeons in Ireland - <http://www.rcsi.ie/>  
National Clinical Assessment Service - <http://www.ncas.nhs.uk/>  
BMA - [http://www.bma.org.uk/employmentandcontracts/doctors\\_performance/remedialtrainingqa.jsp](http://www.bma.org.uk/employmentandcontracts/doctors_performance/remedialtrainingqa.jsp)  
Bristol Medical Simulation Centre - <http://www.bmsc.co.uk/>  
Enter 'SteLI' into a search engine (Simulation and Technology-enhanced Learning Initiative (STeLI) – or - <http://www.simulation.londondeanery.ac.uk/>  
London Simulation Centres - <http://www.rfh-simulator-centre.co.uk/>  
Specialty Training (Formally PMETB)  
[http://www.gmc-uk.org/education/postgraduate/specialty\\_including\\_gp\\_training.asp](http://www.gmc-uk.org/education/postgraduate/specialty_including_gp_training.asp)  
BMA – Doctors In Difficulty - <http://bma.org.uk/practical-support-at-work/doctors-well-being/websites-for-doctors-in-difficulty>

### Participate in professional development and educational activities

Publication – Enter the following into a search engine-

[http://www.gmc-uk.org/CPD\\_guidance\\_June\\_12.pdf\\_48970799.pdf](http://www.gmc-uk.org/CPD_guidance_June_12.pdf_48970799.pdf)

Wikipedia - [http://en.wikipedia.org/wiki/Continuing\\_medical\\_education](http://en.wikipedia.org/wiki/Continuing_medical_education)

GMC Guidance - [http://www.gmc-](http://www.gmc-uk.org/education/continuing_professional_development/cpd_guidance.asp)

[uk.org/education/continuing\\_professional\\_development/cpd\\_guidance.asp](http://www.gmc-uk.org/education/continuing_professional_development/cpd_guidance.asp)

National Institute for Health and Clinical Excellence - <http://www.nice.org.uk/>

NHS Information Centre - <http://www.ic.nhs.uk/>

BMA Library - <http://bmaopac.hosted.exlibrisgroup.com/F?func=find->

[b&request=netlibrary&adjacent=N&find\\_code=WRD&local\\_base=EBKS](http://bmaopac.hosted.exlibrisgroup.com/F?func=find-b&request=netlibrary&adjacent=N&find_code=WRD&local_base=EBKS)

### Systematic quality improvement activities (eg audit),

Quality Management - [http://docsfiles.com/pdf\\_a\\_model\\_for\\_healthcare\\_quality.html](http://docsfiles.com/pdf_a_model_for_healthcare_quality.html)

Laboratory Medicine -

[www.cdc.gov/osels/lspppo/Laboratory\\_Medicine\\_Quality\\_Improvement/index.html](http://www.cdc.gov/osels/lspppo/Laboratory_Medicine_Quality_Improvement/index.html)

Publication - <http://www.ncbi.nlm.nih.gov/pmc/articles/PMC1743716/>

Patients.uk - <http://www.patient.co.uk/doctor/Audit-and-Audit-Cycle.htm>

BMJ - <http://careers.bmj.com/careers/advice/view-article.html?id=2152>

Clinical Audit Support Centre -

[http://www.clinicalauditsupport.com/what\\_is\\_clinical\\_audit.html](http://www.clinicalauditsupport.com/what_is_clinical_audit.html)

National Clinical Audit Support Program - <http://www.ic.nhs.uk/services/national-clinical-audit-support-programme-ncasp>

NHS Evidence - <http://www.evidence.nhs.uk/>

The Audit Cycle – <http://www.patient.co.uk/doctor/audit-and-audit-cycle>

Appraisals and performance reviews

NHS England - <http://www.england.nhs.uk/revalidation/>

Johari Window - <http://www.businessballs.com/johariwindowmodel.htm>

Reflective Writing

[https://www.eoedeanery.nhs.uk/document\\_store\\_2/Being\\_a\\_reflective\\_GP\\_doc\\_2013.pdf](https://www.eoedeanery.nhs.uk/document_store_2/Being_a_reflective_GP_doc_2013.pdf)

## Attribute 1.2 Apply knowledge and experience to practice

Recognise and work within the limits of your competence

Publication - <http://www.medicalprotection.org/uk/new-doctor-july-2012/competency>

Specialist Training Association - <http://www.sta-mrc.org.uk/>

Doctors.net - <http://www.doctors.net.uk/>

Publication -

[http://books.google.com/books?hl=en&lr=&id=tgDp2xqBQvcC&oi=fnd&pg=PR5&dq=Maintain+sufficient+breadth+of+clinical+knowledge&ots=EuKN\\_J2LX0&sig=OqspYs\\_Danu9AUhbbYJo-nExtT0#v=onepage&q=&f=false](http://books.google.com/books?hl=en&lr=&id=tgDp2xqBQvcC&oi=fnd&pg=PR5&dq=Maintain+sufficient+breadth+of+clinical+knowledge&ots=EuKN_J2LX0&sig=OqspYs_Danu9AUhbbYJo-nExtT0#v=onepage&q=&f=false)

<http://www.cks.nhs.uk/search?&page=1&q=&site=0>

Department of Health –

<http://webarchive.nationalarchives.gov.uk/+www.dh.gov.uk/en/Managingyourorganisation/Workforce/Professionalstandards/ProfessionalRegulationandPatientSafetyProgramme/TacklingConcernsLocally/index.htm>

Patient Questionnaires - <http://www.gmc->

[uk.org/doctors/revalidation/colleague\\_patient\\_feedback\\_resources.asp](http://www.gmc-uk.org/doctors/revalidation/colleague_patient_feedback_resources.asp)

Tackling Concerns – Occupational Medicine -

<http://occm.ed.oxfordjournals.org/content/59/1/3.full>

Follow appropriate national research governance guidelines

Medical Research Council - <http://www.mrc.ac.uk/index.htm>

National Research Council (Australia) - <http://www.nhmrc.gov.au/>

Apply the skills, attitudes and practice of a competent teacher/trainer

Journal - [http://www.medicalteacher.org/MEDTEACH\\_wip/pages/home.htm](http://www.medicalteacher.org/MEDTEACH_wip/pages/home.htm)

London Deanery e-learning module - <http://www.faculty.londondeanery.ac.uk/e-learning>

Work effectively as a manager

Faculty of Medical Leadership and Management - <https://www.fmlm.ac.uk/>

Medical Management Services - <http://www.medman.co.uk/>

Support patients in caring for themselves

Information Leaflets - <http://www.patient.co.uk/pils.asp>

BMJ - <http://www.bmj.com/content/342/bmj.d2117>

NHS Innovation -

[http://www.institute.nhs.uk/innovation/spread\\_and\\_adoption/nhs\\_patient\\_feedback\\_challenge.html](http://www.institute.nhs.uk/innovation/spread_and_adoption/nhs_patient_feedback_challenge.html)

Adequately assess the patient's conditions

Learning Module -

<http://www.emergencymedicaled.com/241Patient%20Assessment.htm>

Provide or arrange advice, investigations or treatment where necessary

Article - <http://www.ncbi.nlm.nih.gov/pmc/articles/PMC1492577/>

Prescribe drugs or treatment, including repeat prescriptions, safely and appropriately

Medical Defense Organisation - <http://www.medicalprotection.org/uk/england-factsheets/safe-prescribing>

e-learning - [http://www.e-lfh.org.uk/projects/safe\\_prescribing/index.html](http://www.e-lfh.org.uk/projects/safe_prescribing/index.html)



Provide effective treatments based on the best available evidence

Wikipedia - [http://en.wikipedia.org/wiki/Evidence-based\\_practice](http://en.wikipedia.org/wiki/Evidence-based_practice)

Definition and Programme - <http://ebtseattle.com/introduction.html>

Publication - <http://www.ncbi.nlm.nih.gov/pubmed/15595946>

Directory - <http://www.patient.co.uk/directory/evidence-based-medicine>

Take steps to alleviate pain and distress whether or not a cure may be possible

Publication -

<http://onlinelibrary.wiley.com/doi/10.1348/000711299160086/abstract?systemMessage=Wiley+Online+Library+will+be+disrupted+on+27+October+from+10%3A00-12%3A00+BST+%2805%3A00-07%3A00+EDT%29+for+essential+maintenance>

Dictionary - <http://medical-dictionary.thefreedictionary.com/pain>

Faculty of Pain Medicine - <http://www.rcoa.ac.uk/faculty-of-pain-medicine/>

Consult colleagues, or refer patients to colleagues, when this is in the patient's best interests

Conflict of Interest GMC Guidance - [http://www.gmc-uk.org/guidance/ethical\\_guidance/21161.asp](http://www.gmc-uk.org/guidance/ethical_guidance/21161.asp)

The Oath - <http://www.patient.co.uk/doctor/Ideals-and-the-Hippocratic-Oath.htm>

Underperforming doctors - <http://www.patient.co.uk/doctor/underperforming-doctors>

Publication - <http://www.ncbi.nlm.nih.gov/pmc/articles/PMC2048589/>

NHS Choices - <http://www.nhs.uk/chq/Pages/910.aspx?CategoryID=68>

### Attribute 1.3 Keep clear and accurate records

Make and/or review records at the same time as the events are documented or as soon as possible afterwards

Health Informatics Unit – Generic Standards for Record Keeping -

<http://www.rcplondon.ac.uk/projects/generic-standards-clinical-records>

Recording Activity - <http://systems.hscic.gov.uk/data/nhsdmds/faqs/recording>

Ensure that any documentation that records your findings, decisions, information given to patients, drugs prescribed and other information or treatment is up to date and accurate

Enter 'Decision Making in Health and Medicine'– Integrating Evidence and Values'. – into your search engine for a PDF file.

Data Protection Act -

[http://www.ico.gov.uk/for\\_organisations/data\\_protection/the\\_guide/information\\_standards/principle\\_4.aspx](http://www.ico.gov.uk/for_organisations/data_protection/the_guide/information_standards/principle_4.aspx)

Implement and comply with systems to protect patient confidentiality

Report - <http://www.sehd.scot.nhs.uk/publications/ppcr/ppcr-00.htm>

Ethics Discussion - <http://depts.washington.edu/bioethx/topics/confiden.html>

## Domain 2

### Domain 2 – Safety and Quality

#### Attributes

**2.1 Contribute to and comply with systems to protect patients**

**2.2 Respond to risks safely**

**2.3 Protect patients and colleagues from any risk posed by your health.**

#### Attribute 2.1 Contribute to and comply with systems to protect patients

Take part in systems of quality assurance and quality improvement

National Institute for Health and Clinical Excellence -

[http://www.nice.org.uk/usingguidance/sharedlearningimplementingniceguidance/qualityassuranceprocess/quality\\_assurance\\_process.jsp](http://www.nice.org.uk/usingguidance/sharedlearningimplementingniceguidance/qualityassuranceprocess/quality_assurance_process.jsp)

Enter 'A Junior Doctors Guide to the NHS' in to a search engine. This will provide you with a book in pdf format.

Comply with risk management and clinical governance procedures

National Standards – Scotland

[http://www.healthcareimprovementscotland.org/previous\\_resources/standards/cgrm\\_standards.aspx](http://www.healthcareimprovementscotland.org/previous_resources/standards/cgrm_standards.aspx)

Risk Assessment - <http://www.nrls.npsa.nhs.uk/resources/?EntryId45=59825>

BMJ - <http://www.bmj.com/content/322/7302/1580>

Birmingham Hospital (example) - <http://www.uhb.nhs.uk/clinical-governance-components.htm>

HSCIC - <http://systems.hscic.gov.uk/clinsafety/dscn>

Cooperate with legitimate requests for information from organisations monitoring public health

DoH Templates - <https://www.gov.uk/government/news/public-health-responsibility-deal-monitoring-templates>

WHO - [http://www.who.int/immunization\\_monitoring/burden/routine\\_surveillance/en/](http://www.who.int/immunization_monitoring/burden/routine_surveillance/en/)

Information Commissioners Office -

[http://ico.org.uk/for\\_organisations/freedom\\_of\\_information/guide/refusing\\_a\\_request](http://ico.org.uk/for_organisations/freedom_of_information/guide/refusing_a_request)

Provide information for confidential inquiries, significant event reporting

Health and Safety Executive - <http://www.hse.gov.uk/contact/index.htm>

Patient Safety Reports - <http://www.nrls.npsa.nhs.uk/news-cp/organisation-patient-safety-incident-reports-september-2012/>

SUI Audits - <http://www.patient.co.uk/doctor/significant-event-audit>

Make sure that all staff for whose performance you are responsible, including locums and students, are properly supervised

Dictionary - <http://medical-dictionary.thefreedictionary.com/medical+supervision>

GMC - <http://www.gmc-uk.org/concerns/11548.asp>

[http://www.gmc-uk.org/guidance/ethical\\_guidance/11826.asp](http://www.gmc-uk.org/guidance/ethical_guidance/11826.asp)

Pulse Article - <http://www.pulsetoday.co.uk/your-practice/practice-topics/education/locums-need-basic-supervisory-skills-to-look-after-trainees-says-cogped/20003842.article#.U00nX8fqL24>

Report suspected adverse reactions

MHRA – (Medicines and Healthcare Products Regulation Agency) -

<http://www.mhra.gov.uk/Safetyinformation/Reportingsafetyproblems/Reportingsuspectedadversedrugreactions/index.htm>

Ensure arrangements are made for the continuing care of the patient where necessary

NHS Choices -

<http://www.nhs.uk/chq/Pages/2392.aspx?CategoryID=68&SubCategoryID=681>

Ensure systems are in place for colleagues to raise concerns about risks to patients

GMC Guidance - [http://www.gmc-](http://www.gmc-uk.org/guidance/ethical_guidance/raising_concerns.asp)

[uk.org/guidance/ethical\\_guidance/raising\\_concerns.asp](http://www.gmc-uk.org/guidance/ethical_guidance/raising_concerns.asp)

NHS Employers -

<http://www.nhsemployers.org/EmploymentPolicyAndPractice/UKEmploymentPractice/RaisingConcerns/Pages/RaisingConcerns.aspx>

## Attribute 2.2. Respond to Risks safely

Report risks in the healthcare environment to your employing or contracting bodies

NHS Commissioning Board - - <http://www.england.nhs.uk/wp-content/uploads/2012/11/risk-man-strat.pdf>

Risk Assessment - <http://www.nrls.npsa.nhs.uk/resources/patient-safety-topics/risk-assessment-management/>

Quality Improvement -

[http://www.institute.nhs.uk/service\\_transformation/quality\\_improvement/quality\\_improvement%3A\\_theory\\_and\\_practice\\_in\\_healthcare.html](http://www.institute.nhs.uk/service_transformation/quality_improvement/quality_improvement%3A_theory_and_practice_in_healthcare.html)

Safeguard and protect the health and well-being of vulnerable people, including children and the elderly and those with learning disabilities

HMIC - <http://www.hmic.gov.uk/publication/protecting-vulnerable-people/>

NHS Commissioning Board - <http://www.england.nhs.uk/wp-content/uploads/2013/03/safeguarding-vulnerable-people.pdf>

Take action where there is evidence that a colleague's conduct, performance or health may be putting patients at risk

NHS Employers -

<http://www.nhsemployers.org/Aboutus/Publications/Documents/guiding-principles-for-sharing-information.pdf>

Whistle Blowers -

<https://www.whistleblowers.uk.com/home.php?qclid=CO39x7agmrMCFbDItAodYU0AxQ>

NCAS - <http://www.ncas.nhs.uk/resources/handling-health-concerns/>

Respond promptly to risks posed by patients

NHS Employers -

<http://www.nhsemployers.org/Aboutus/Publications/Documents/Violence%20against%20staff.pdf>

RCPSYCH - <http://bjp.rcpsych.org/content/187/1/7.full.pdf>

NHS Choices Project -

<http://www.nhs.uk/Services/GP/MapsAndDirections/DefaultView.aspx?id=42634>

Follow infection control procedures and regulations

NICE - <http://www.nice.org.uk/guidance/CG2>

NHS Choices - <http://www.nhs.uk/Conditions/MRSA/Pages/Prevention.aspx>

NHS Evidence - <http://www.evidence.nhs.uk/topic/infection-control>

Attribute 2.3. Protect patients and colleagues from any risk posed by your health.

Make arrangements for accessing independent medical advice when necessary

GMC - <http://www.gmc-uk.org/publications/23328.asp>

GMC - [http://www.gmc-](http://www.gmc-uk.org/education/undergraduate/3_2_disability_and_ill_health.asp)

[uk.org/education/undergraduate/3\\_2\\_disability\\_and\\_ill\\_health.asp](http://www.gmc-uk.org/education/undergraduate/3_2_disability_and_ill_health.asp)

BMA - [http://bma.org.uk/practical-support-at-work/pensions/faq-ill-health-](http://bma.org.uk/practical-support-at-work/pensions/faq-ill-health-retirement)

[retirement](http://bma.org.uk/practical-support-at-work/pensions/faq-ill-health-retirement)

NHS Practitioner Health Program - <http://php.nhs.uk/>

Be immunised against common serious communicable diseases where vaccines are available

NHS Choices -

<http://www.nhs.uk/Planners/vaccinations/Pages/Vaccinationchecklist.aspx>

## Domain 3

### Domain 3 – Communication, Partnership and Teamwork

A doctor must

3.1 Communicate effectively

3.2 Work constructively with colleagues and delegate effectively

3.3 Establish and maintain partnerships with patients

#### Attribute 3.1 Communicate effectively with colleagues

Listen to patients and respect their views about their health

Example Expert Patients' programme,

<http://www.expertpatients.co.uk/public/default.aspx>

Article - <http://www.aafp.org/fpm/2005/0400/p68.html>

Give patients the information they need in order to make decisions about their care in a way they can understand

BMJ - <http://www.bmj.com/content/323/7313/584>

GMC - <http://www.gmc->

[uk.org/guidance/ethical\\_guidance/consent\\_guidance\\_index.asp](http://www.gmc-uk.org/guidance/ethical_guidance/consent_guidance_index.asp)

Respond to patients' questions

Article - <http://www.ncbi.nlm.nih.gov/pmc/articles/PMC1497183/>

Report - <http://www.kingsfund.org.uk/sites/files/kf/Patient-choice-final-report->

[Kings-Fund-Anna%20Dixon-Ruth-Robertson-John-Appleby-Peter-Purge-Nancy-Devlin-Helen-Magee-June-2010.pdf](http://www.kingsfund.org.uk/sites/files/kf/Patient-choice-final-report-Kings-Fund-Anna%20Dixon-Ruth-Robertson-John-Appleby-Peter-Purge-Nancy-Devlin-Helen-Magee-June-2010.pdf)

Keep patients informed about the progress of their care

Medical Protection Society - <http://www.medicalprotection.org/uk/common-problems-hospital/keeping-patients-informed>

Lancet - <http://www.thelancet.com/journals/lancet/article/PIIS0140-6736%2805%2963831-7/fulltext>

Explain to patients when something has gone wrong

Institute for Healthcare Improvement -

<http://www.ihl.org/knowledge/Pages/Publications/WhenThingsGoWrongRespondingtoAdverseEvents.aspx>

Article - <http://www.aaos.org/news/aaosnow/jun11/managing6.asp>

Treat those close to the patient considerately

Carers Trust - <http://www.carers.org/local-service/lanarkshire/services/informing-carers>

Communicate effectively with colleagues within and outside the team

Article - <http://apt.rcpsych.org/content/10/3/225.full>

GMC - [http://www.gmc-uk.org/guidance/ethical\\_guidance/11825.asp](http://www.gmc-uk.org/guidance/ethical_guidance/11825.asp)

NHS Choices - [http://www.gmc-uk.org/guidance/ethical\\_guidance/11825.asp](http://www.gmc-uk.org/guidance/ethical_guidance/11825.asp)

Encourage colleagues to contribute to discussions and to communicate effectively with each other

Newspaper Report - <http://www.telegraph.co.uk/health/healthnews/8768876/Online-medics-reveal-secret-names-for-patients-and-colleagues.html>

NHS Leadership Academy - <http://www.leadershipacademy.nhs.uk/discover/leadership-framework/working-with-others/developing-networks/>

Pass on information to colleagues involved in, or taking over, your patients' care

Royal College Guidance - [http://www.rcog.org.uk/womens-health/clinical-](http://www.rcog.org.uk/womens-health/clinical-guidance/improving-patient-handover-good-practice-no-12)

[guidance/improving-patient-handover-good-practice-no-12](http://www.rcog.org.uk/womens-health/clinical-guidance/improving-patient-handover-good-practice-no-12)

BMA - Safe handover: safe patients Guidance on clinical handover for clinicians and managers

<http://www.google.co.uk/url?sa=t&rct=j&q=&esrc=s&source=web&cd=1&ved=0CC4QFjAA&url=http%3A%2F%2Fbma.org.uk%2F-%2Fmedia%2Ffiles%2Fpdfs%2Fpractical%2520advice%2520at%2520work%2Fcontract%2Fsafe%2520handover%2520safe%2520patients.pdf&ei=KzVNU5GMI42h7AaRs4CQDg&usg=AFQjCNEOxWuQpFSV3L9bokSLv3MT9lp4uQ&bvm=bv.64764171,d.ZGU>



## Attribute 3.2 Work effectively in teams

Treat colleagues fairly and with respect

HR Guidance -

[http://humanresources.about.com/od/workrelationships/a/demo\\_respect.htm](http://humanresources.about.com/od/workrelationships/a/demo_respect.htm)

Life in the NHS - <http://lifeinthenhs.wordpress.com/2008/04/25/treating-people-with-dignity/>

Support colleagues who have problems with their performance, conduct or health

NHS Improving Quality -

[http://www.institute.nhs.uk/quality\\_and\\_service\\_improvement\\_tools/quality\\_and\\_service\\_improvement\\_tools/performance\\_management.html](http://www.institute.nhs.uk/quality_and_service_improvement_tools/quality_and_service_improvement_tools/performance_management.html)

NHS Leadership Academy -

<http://www.leadershipacademy.nhs.uk/discover/leadership-framework/managing-services/managing-performance/>

Mental Health Foundation - <http://www.mentalhealth.org.uk/help-information/mental-health-a-z/C/colleagues/>

BMA - <http://bma.org.uk/practical-support-at-work/doctors-well-being/concern-about-a-gp-colleague>

Act as a positive role model for colleagues

College guidance -

<http://www.rcpsych.ac.uk/members/psychiatristssupportservice/informationguides/difficultcolleagues.aspx>

Article - <http://www.ncbi.nlm.nih.gov/pmc/articles/PMC1022423/>

NHS Leadership Academy - <http://www.leadershipacademy.nhs.uk/wp-content/uploads/2013/05/Towards-a-New-Model-of-Leadership-2013.pdf>

Ensure colleagues to whom you delegate have appropriate qualifications and experience

HR - [http://humanresources.about.com/od/delegation/qt/delegation\\_15.htm](http://humanresources.about.com/od/delegation/qt/delegation_15.htm)

PubMed - <http://www.ncbi.nlm.nih.gov/pubmed/19248579>

GMC - [http://www.gmc-uk.org/guidance/ethical\\_guidance/21187.asp](http://www.gmc-uk.org/guidance/ethical_guidance/21187.asp)

Provide effective leadership as appropriate to their role

Working in Teams and Joint Working -

<http://www.communitycare.co.uk/Articles/2008/06/23/108595/multidisciplinary-teams.html>

NHS Leadership Academy - <http://www.leadershipacademy.nhs.uk/>

<http://www.leadershipacademy.nhs.uk/discover/leadershipmodel/>

### Attribute 3.3 Demonstrate appropriate leadership

Encourage patients to take an interest in their health and to take action to improve and maintain it

Patient.co - <http://www.patient.co.uk/selfhelp.asp>

Be satisfied that you have consent or other valid authority before you undertake any examination or investigation, provide treatment or involve patients in teaching or research

BMJ Medical Ethics - <http://jme.bmj.com/content/early/2012/04/21/medethics-2011-100206.short>

Hospital Doctor - <http://www.hospitaldr.co.uk/guidance/a-refresher-on-consent-gaining-it-properly>

GMC consent guidance - [http://www.gmc-](http://www.gmc-uk.org/guidance/ethical_guidance/consent_guidance_index.asp)

[uk.org/guidance/ethical\\_guidance/consent\\_guidance\\_index.asp](http://www.gmc-uk.org/guidance/ethical_guidance/consent_guidance_index.asp)

## Domain 4

### Domain 4 – Maintain Trust

#### A doctor must

#### 4.1 Show respect for patients

#### 4.2 Treat patients and colleagues fairly and without discrimination

#### 4.3 Act with honesty and integrity

### Attribute 4.1 Show respect for patients

Implement and comply with systems to protect patient confidentiality

NHS Code of Practice - <https://www.gov.uk/government/publications/confidentiality-nhs-code-of-practice>

NHS Modernisation Agency - -

<http://www.scie.org.uk/publications/guides/guide15/files/nhs-essenceofcare.pdf>

BMA - <http://bma.org.uk/practical-support-at-work/ethics/confidentiality-and-health-records>

Be polite, considerate and honest and respect patients' dignity and privacy

Newspaper article - <http://www.telegraph.co.uk/health/healthnews/9101836/Patients-must-be-treated-with-dignity-kindness-and-compassion.html>

DoH - <https://www.gov.uk/government/policies/treating-patients-and-service-users-with-respect-dignity-and-compassion>

Treat each patient fairly and as an individual

GMC - [http://www.gmc-uk.org/guidance/good\\_medical\\_practice/treat\\_fairly.asp](http://www.gmc-uk.org/guidance/good_medical_practice/treat_fairly.asp)

Equality and Human rights Commission - <http://www.equalityhumanrights.com/human-rights/what-are-human-rights/being-treated-fairly-and-with-dignity/>

If you undertake research, respect the rights of patients participating in the research

GMC - [http://www.gmc-uk.org/guidance/ethical\\_guidance/research.asp](http://www.gmc-uk.org/guidance/ethical_guidance/research.asp)

Rights - <http://healthcare.partners.org/phsirb/BillofRights.htm>

Wikipedia - [http://en.wikipedia.org/wiki/Research\\_participant](http://en.wikipedia.org/wiki/Research_participant)

#### Attribute 4.2 Treat patients and colleagues fairly and without discrimination

Be honest and objective when appraising or assessing colleagues and when writing references

NHS Leadership Academy - <http://www.leadershipacademy.nhs.uk/discover/leadership-framework/managing-services/managing-people/>

On-line Course - <http://www.faculty.londondeanery.ac.uk/e-learning/appraisal/the-nhs-appraisal-scheme-for-doctors>

Respond promptly and fully to complaints

DoH - <https://www.gov.uk/government/organisations/department-of-health/about/complaints-procedure>

Provide care on the basis of the patient's needs and the likely effect of treatment

QOLI - <http://www.hqlo.com/content/2/1/32>

PubMed Article - <http://www.ncbi.nlm.nih.gov/pubmed/20586845>

Guide - <http://www.patient-centeredcare.org/inside/practical.html>

#### Attribute 4.3 Demonstrate honesty

Ensure you have adequate indemnity or insurance cover for your practice

GMC - [http://www.gmc-uk.org/guidance/ethical\\_guidance/6005.asp](http://www.gmc-uk.org/guidance/ethical_guidance/6005.asp)

BMA - <http://bma.org.uk/practical-support-at-work/immigration/doctors-new-to-the-uk/medical-defence-and-indemnity>

Be honest in financial and commercial dealings

Dictionary - <http://www.merriam-webster.com/dictionary/probity>

Research Probity - <http://profstevewigmore.wordpress.com/2012/06/11/probity-and->

[conduct-in-medical-research/](#)

Ministry of Ethics - <http://ministryofethics.co.uk/index.php?p=5&q=3>

NHS Finance manual -

<http://www.info.doh.gov.uk/doh/finman.nsf/Admin%20Views%20%5C%20Stubs/Whatsnew?OpenDocument>

Ensure any published information about your services is factual and verifiable

Medical Ethics - <http://jme.bmj.com/>

NHS Brand Guidelines - <http://www.nhsidentity.nhs.uk/all-guidelines/guidelines/gp-health-centres-2/marketing-publicity-materials-and-activity>

Advertising - <http://www.advertisinginthenhs.com/>

Be honest in any formal statement or report, whether written or oral, making clear the limits of your knowledge or competence

GMC References - <http://www.gmc->

[uk.org/guidance/ethical\\_guidance/writing\\_references.asp](http://www.gmc-uk.org/guidance/ethical_guidance/writing_references.asp)

Book - "Lying: Moral Choice in Public and Private Life" by Harvard University's Sissela Bok, PhD -

[http://books.google.com/books?id=4tMR0B\\_AiqQC&q=%22Lying:+Moral+Choice+in+Public+and+Private+Life%22&dq=%22Lying:+Moral+Choice+in+Public+and+Private+Life%22](http://books.google.com/books?id=4tMR0B_AiqQC&q=%22Lying:+Moral+Choice+in+Public+and+Private+Life%22&dq=%22Lying:+Moral+Choice+in+Public+and+Private+Life%22)

Tomorrow's doctors admit dishonesty –

<http://news.bbc.co.uk/1/hi/education/1148378.stm>

Hospital Dr - <http://www.hospitaldr.co.uk/blogs/dr-blogs/mind-the-gap-between-responsibility-and-competence>

BMJ Article - <http://www.ncbi.nlm.nih.gov/pmc/articles/PMC1116961/>

Inform patients about any fees and charges before starting treatment

BMA Fee Finder - <http://bma.org.uk/practical-support-at-work/pay-fees-allowances/fees/fee-finder>

<http://bma.org.uk/practical-support-at-work/pay-fees-allowances/fees>

Informed Financial Consent – example - <http://www.epworth.org.au/patient-and-visitor-info/informed-financial-consent/Pages/homepage.aspx>

If you undertake research, obtain appropriate ethical approval and honestly report results

GMC Fitness to Practice Hearing Decisions – enter ‘GMC Hearings and Decisions’ into a search engine. Note – this service is now the Medical Practitioners Tribunal Service -

<http://www.mpts-uk.org/>

Medical Ethics on-line tool - <http://priory.com/ethics.htm>

Medical Treatment Decision Making: Taking Responsibility

<http://patients.about.com/od/researchtreatmentoptions/a/decisionmaking.htm>

Restoring trust in the healthcare profession -

<http://circ.ahajournals.org/content/111/25/3494.full>

BMJ An ethical code for everybody in health care –

<http://www.bmj.com/content/315/7123/1633>

Medical Research Council –

<http://www.mrc.ac.uk/Ourresearch/Ethicsresearchguidance/index.htm>

Note to users – please feel free to update or personalise this document. Should you locate a resource or remedy that should be included into this document, please forward the link to

[Steven.wilkinson@uea.ac.uk](mailto:Steven.wilkinson@uea.ac.uk)

Thank you

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