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ABC of Governance



Medical Research Institute
Alexandria University

*Towards informed and
transparent societies*

Education and Training

Education and training are important components of governance especially in the health sector as they consume a large part of the healthcare professionals' career. Before we go further let us define education as the process of obtaining knowledge and skills and training as the process of bringing a person to an agreed standard of proficiency (ability). From these definitions and from the figure shown below (not to scale) we can see that they both play important roles in the career of a healthcare professional with a tendency towards education in the early years and a tendency towards training in the later years. The desired journey goes as follows; preschool and school years that puts the foundations of a good citizen.

Undergraduate education which offers the basic knowledge and skills required for the profession. Postgraduate training that offers both specialist (basic) and consultant (advanced) training. Continuing professional development that maintains the healthcare professional competencies during his or her career. Retirement orientation which helps the healthcare professional during the transition period towards retirement. Ideally every graduate should go through all these phases in order to have a consultant led services with healthcare professionals qualified to practice independently within the confines of the law and the regulations put down by the healthcare system.

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AIMS AT

creating an awareness of issues related to health governance.

providing a core of knowledge that is practice-based.

encouraging communication between advocates of governance.

Preschool and
School

Undergraduate
Education

Basic
Training

Advanced
Training

Continuing Professional Development

Retirement
Orientation

Continuing Professional Development

Continuing professional development (CPD) although related to the largest part of the healthcare professional career is the least clear in the minds of many. As shown in the figure above, CPD comes after postgraduate basic and advanced training. Its objective is to maintain the healthcare professional capabilities during their career. It is a further development of continuous education in that it contains other elements than the speciality subject such as communication, teamwork, management, finance, ethics, quality, patient safety, research, decision making, etc. These skills are now considered

essential for the current, competent, and capable healthcare professional and are necessary to ensure effective and efficient healthcare teams and systems. To ensure success of any CPD program, responsible bodies must realize that they should adhere to principles of adult learning and that what they are offering can be tailored to the needs of the healthcare professional and his or her practice. In other words, CPD programs should help healthcare professionals fulfill their personal ambitions and in the same time be relevant to improving their workplace. Therefore, CPD is primarily the responsibility of the

healthcare professional, however, it should be supported by their employers due to the expected mutual benefit. CPD programs are implemented through annual personal development plans presented within a portfolio of activities that are appraised by trained peers or employers of the healthcare professional. This framework, whether voluntary or obligatory, ensures the integration of CPD into practice development and thus its sustainability. Naturally, if the healthcare system demands revalidation of healthcare professionals CPD can be an important contributor to such a requirement.

Reading Material

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Contributions are welcomed
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CPD Stakeholders

CPD requires the contribution and cooperation of many bodies in order to exist and sustain itself. What is presented here are the expected stakeholders for any CPD program from a functional perspective. In any situation, some of the stakeholders will already be present while others will need to be organized or created.



Regulator: This authorized body is responsible for defining the CPD general framework and in ensuring that the CPD program is running properly. In doing so, it should define its objectives, domains, time frame, role of each stakeholder. It should not directly dictate the specific content of the CPD program as this should be given to the various professional specialities. However, it can specify certain topics when deemed necessary. In fulfilling its duties, the regulator should have the patient's interest and wellbeing as its main obligation.

Providers: They are specialized professional societies that represent each healthcare profession such as cardiologists, surgeons, pediatricians, etc. Guided by the CPD framework from the regulator they define its detailed content. They also guide their relevant healthcare professionals in planning their personal development plans and arrange for delivering parts of the CPD program. To ensure uniformity, these specialized professional societies can form a single body that coordinates CPD activities among all specialities.

Contributors: These are institutions that can help in delivering parts of any CPD program as long as they fulfill assurance criteria put forward by the regulator or accreditors.

Accreditors: These are institutions that have the capacity to assess an educational or training activity and decide whether it fulfills certain standards that makes it legible to be part of a CPD program.

Employer: They are the various organizations that employ the healthcare professionals. Their role is to facilitate the attendance of external CPD activities by the healthcare professionals and support them with their internal CPD activities. They are also responsible for integrating CPD into their annual appraisal.

Appraisers: They are individuals responsible for evaluating the yearly CPD activities performed by the healthcare professional. They also guide healthcare providers in selecting appropriate activities that will meet their needs, their practice needs and their patient needs.

End users: They are the various healthcare professionals such as physicians, nurses, dentists, etc. They should make sure that their personal development plans are based on their professional needs, their patients' needs, and their team needs. They also have to document in their portfolios their CPD activities and their reflection on its benefit on practice and patient care.

Beneficiaries: CPD programs are directed towards the benefit of patients and wider community. Their understanding and support could be a strong motivator for the establishment of CPD programs.