

# MEDICA GROUP

## APPOINTMENT OF CLINICAL DIRECTOR

### APPOINTMENT BRIEF

SEPTEMBER 2019

# AN INTRODUCTION

## MEDICA GROUP

Founded in 2004, Medica Group has become the market-leading teleradiology business in the UK, working with c.100 hospitals and retaining customers at an enviable rate. The quality of systems, colleagues and over 400 radiologist partners, and the clinically-driven approach they take are critical to this success: hospital groups across the country rely on the business on their patients' behalf.

Medica offers the highest quality service underpinned by an excellent track record of innovation in radiology clinical services. The company has invested heavily in continuous improvement, innovation, and an IT interface with customers allowing Medica's reporters the best opportunity to deliver for clients and patients, in good time. Medica has now developed a wide range of clinical governance processes that are regarded as best in class, and has been awarded and retained ISAS accreditation, commended in an NHS England Quality Assurance review.

The teleradiology market has continued to develop in the UK throughout 2018 and as the premium quality provider, Medica has seen demand from its clients grow continuously as they seek cost-effective solutions to complex clinical requirements. Medica's core business strategy continues to focus on partnership with NHS Trusts with a growing demand for diagnostic reporting, limited in-house capacity and ongoing financial constraints. By investing in technology and clinical excellence Medica seeks to provide a timely and high-quality clinical service to its clients' patients and bridge geographical and specialist gaps across the UK.

Medica became a public company two years ago, and since then, revenue has increased by 37% through their core teleradiology business.

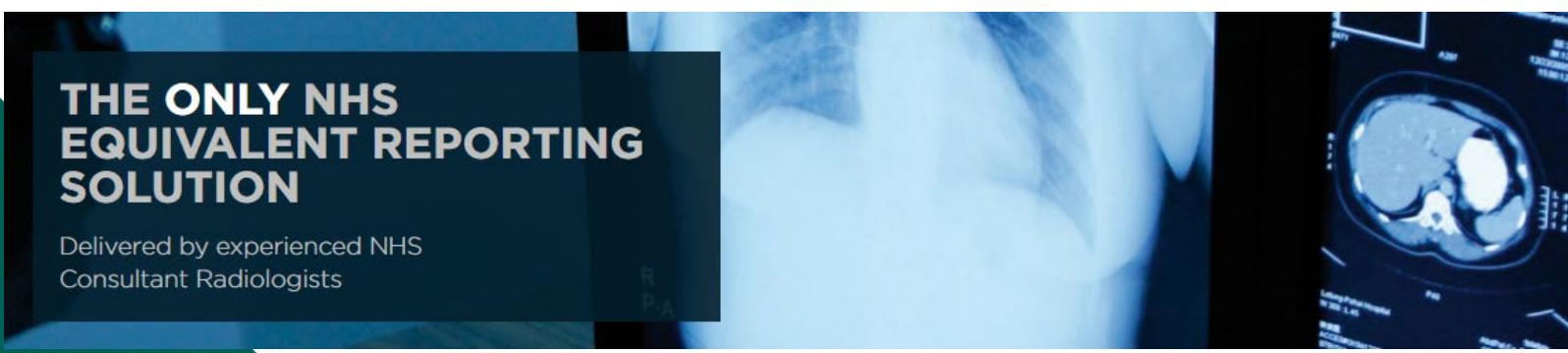
## SERVICES

Medica provides radiology reporting services to more than 100 trusts in the UK and a number of independent sector organisations, conducting one million studies per year. Of these one million, 15% (150,000) studies focused on NightHawk, which is a night-time emergency service offering 'on call' radiology across more than 60 trusts with its 'round-the-clock' operation. Routine radiology reporting is undertaken across the spectrum of radiology subspecialties.

Medica has developed subspecialty reporting which is now standard for all routine (non-emergency) reporting. Services which have been actively developed in the last two years include multiparametric prostate, lung nodule and cardiac reporting. Our Nighthawk service has been transformed with a new portal specifically designed to promote clinical best practice and the operational delivery of Nighthawk.

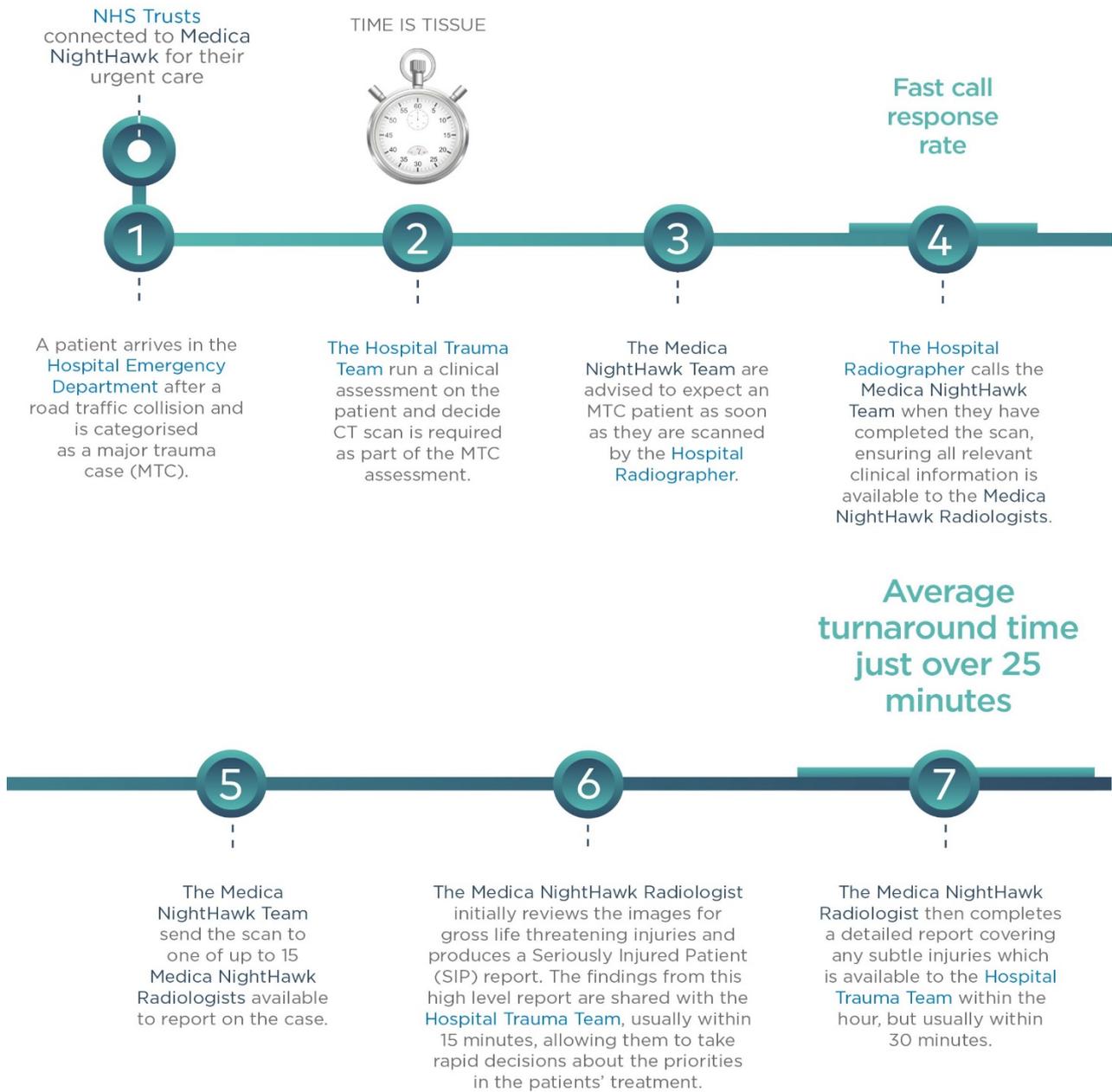
### NightHawk - Out-of-hours Emergency CT and MR reporting

Timely and accurate reporting of images is the most critical aspect of emergency teleradiology. To achieve this, Medica has invested heavily in its technical platform and this has enabled the achievement of an average turnaround time of just over **25 minutes**, which compares favourably with a typical contracted service-level turnaround time of 60 minutes; the Group's average turnaround time for NightHawk reports is believed by the Directors to be considerably shorter than the industry average.



**THE ONLY NHS  
EQUIVALENT REPORTING  
SOLUTION**

Delivered by experienced NHS  
Consultant Radiologists



**Routine Cross Sectional** - Reporting for less urgent CT and MRI exams within a turnaround required by the client, takes typically 48 hours.

**Routine Plain Film Reporting** - Less urgent Plain Film exams within a turnaround required by the client, typically take 48 hours.

Specialist Services have also been created in response to an increasing range of diagnostic imaging examinations being performed each year as technology improves. These include:

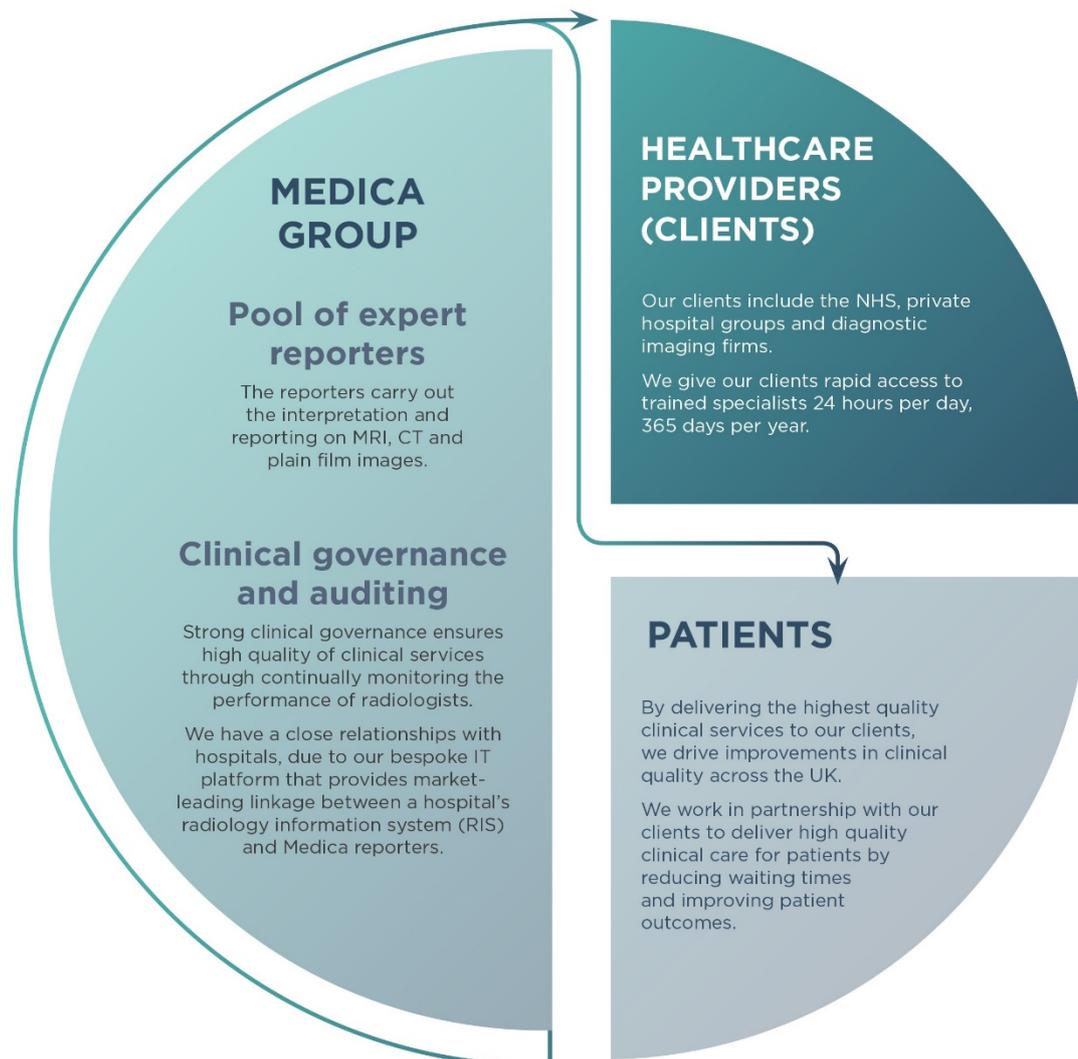
- Multiparametric prostate MRI
- Specialist cardiac reporting
- CT colonoscopy ('virtual colonoscopy' service)
- DXA reporting (flexible reporting by UK rheumatologists)
- Nuclear medicine examination
- Tailored cancer reporting

## STRUCTURE

Medica employs approximately 100 staff with over 400 reporters made up of over 350 radiologists and over 25 reporting radiographers, who provide radiology reporting services across more than 100 hospitals. Of these c.400, circa 25 – 30 are currently connected to Medica's Designated Body.

The clinical advisory, or medical leadership structure, has developed significantly at Medica over the last six years. The **Medical Director** heads this structure which is composed of a Medical Advisory Board, Clinical Governance Committee and Clinical Advisory Group. There are separate Clinical Audit and Clinical Appraisal committees to provide oversight of Clinical Audit and Clinical Appraisal processes.

Medica has a strong clinical governance structure and is formally recognised by NHS England and the General Medical Council as a designated body. This embraces all 350+ radiologists who work for the company. Of these, 25-30 are connected to the designated body at any one time. The Board is fully committed to its corporate responsibilities as a Designated Body as set out by the GMC. There is a detailed appraisal system supported by quality assurance data and response to concerns policy. A graph illustrating our delivery process is below:



## CULTURE

### Employee engagement and culture

With a growing team, which includes both long-standing colleagues and new arrivals, Medica consciously fosters an atmosphere of inclusion and engagement through a committed and dedicated team who enjoy working together. They ensure there are strong lines of communication through the wider leadership team and that all members of the team feel able to discuss matters with Directors. There is a company newsletter and staff are consulted on all key policy changes. There are a host of regular events for staff and Medica encourages the support of local charities.

### Diversity

Medica's people are their most valued asset - vital to Medica's success and growth. Medica strive to make the company a great place to work not only to attract and retain the best talent, but primarily to provide the best service for both clients, radiologists and patients. Medica has a firm commitment to equality of opportunity in all employment policies, practices and procedures. Their recruitment and selection processes are geared to selecting the best candidate regardless of their age, gender, sexuality, full or part-time status, disability and marital status. They recognise that a diverse workforce will provide a wide range of perspectives that promotes innovation and business success. The Group has a formal equal opportunities policy to ensure no employee or applicant is discriminated against.

### Training and development

Developing the team is crucial to Medica's continued success and development and is an area where Medica has a good track record. A number of employees have been with the Company since it was founded and have developed into senior management roles. Alongside the executive team there is a wider leadership group who meet regularly and take increasing levels of responsibility for the development of the core business. The leadership team is developing by providing a mentoring and coaching environment. More broadly there is a focus on individual development, including training and personal educational support. They are developing a skills framework for the full team to enable the sharing of skills to promote learning and development. Medica takes a proactive learning approach to all aspects of clinical governance from individual reporters to broader opportunities to learn and develop at an organisational and national radiology network level. Medica commenced Overseas Reporting in 2019.

### Recruitment and retention of radiologists

Medica's dedicated recruitment team helps radiologists through the process of joining the business whilst ensuring Medica contracts with the highest calibre of applicants. The recruitment process focuses on the needs of both partners to ensure quality and work satisfaction which leads to a long-term relationship. Medica have developed a retention strategy that covers all aspects of a radiologist's interaction with Medica. As well as a team that looks after radiologist training needs there is a Reporter Liaison team that deals with day-to-day queries and requirements and offer all radiologists 24/7 support. Overall radiologist management is overseen by the Clinical governance team. There is also ongoing investment in a workflow programme to improve standardisation, efficiency and quality of service to all stakeholders.

# THE OPPORTUNITY

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This is a time of continuous growth and opportunity for Medica Group, with a market-leading reputation for quality, excellence and safety. The arrival of a new Chief Executive creates an opportunity for strategic reflection as the business matures. Having invested in clinical leadership and governance, technology, infrastructure, and its radiologist community, the business is now creating a new role to lead and further develop the excellence of Medica's clinical reputation, deepen partnerships with the reporters who work with the organisation, identify and support innovation, and contribute to the business's growth and success.

# THE ROLE

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Medica's Clinical Director will, together with the Medical Director provide Clinical Leadership across a wide spectrum of clinical responsibilities. These will include clinical governance, clinical incident investigation, clinical engagement with service users (especially clinical directors) and with Medica's growing reporter community. They will have opportunity to influence clinical service development and delivery, which will further develop the high quality, safe and effective services in the context of national best practice and innovation. Medica has a track record of innovative clinical service development and aims to continue this with the emergence of AI.

The incoming Clinical Director will be reporting directly to the Medical Director but will also develop working relationships with members of the Executive Team. As such, Medica is seeking an experienced Radiologist, with the drive to learn and continuously improve. This new post represents an exciting opportunity to collaborate and influence the clinical strategy within the organisation.

The right candidate will have established themselves as a clinical leader of some stature, with clinical leadership experience potentially gained in a hospital environment. They will bring with them experience of clinical radiology management, including clinical governance experience and an understanding of clinical and professional standards. Whilst they don't necessarily need to have worked previously in the private or independent sector, they will bring commercial instincts, appetite and potentially a wider breadth of experience.

Self-motivated and team-orientated, this person will bring forward both existing capability and the potential to develop with the company, combining their curiosity and drive to take the business forward.

# KEY RESPONSIBILITIES

## This person will:

- support the Medical Director in the strategic development and growth of the organisation's clinical services. A key focus will be effective clinical leadership to ensure Medica is at the leading edge of innovative teleradiology practice;
- engage in all aspects of the clinical service, especially clinical governance and clinical incident investigation;
- ensure that the clinical service meets and where appropriate exceeds current regulatory requirements and guidelines pertaining to teleradiology and a safe clinical service, leading the evaluation of new reporters, overseeing and contributing to clinical investigation, and promoting excellence and clinical best practice;
- work closely with the in-house team of seven and the clinical leads, as well as externally to the clinical community to identify areas for growth, innovation and expansion, bringing their continually developing understanding of radiology and the wider healthcare landscape to bear on the business's strategy and operations;
- bring professional leadership to Medica's clinical community, supporting medical revalidation and forging relationships with the regulators and Royal Colleges;

- deepen Medica's partnerships with the clinicians they work with, increasing capacity and expertise, and strengthening the mechanisms through the company's clinicians learn and develop through their work with Medica;
- work collaboratively and proactively across the business, providing clinical input, ideas and support to key departments including service delivery, account management, business development, and reporter recruitment and engagement;
- effectively partner with and communicate with the Medical Advisory Board, the Clinical Governance Committee, the Clinical Advisory Group and the Clinical Specialty Leads, and attend those groups as appropriate (Medical Advisory Board quarterly and the Clinical Governance Committee by phone).

## PERSON SPECIFICATION

A key figure within Medica's leadership group, the Clinical Director will bring significant professional, technical and leadership credibility to the business. They will also be:

### Essential Knowledge, Experience and Skills

- A Consultant Radiologist on the GMC Specialist Register with more than 5 years UK experience;
- Experienced in clinical service leadership e.g. as a clinical director/clinical lead;
- A strong, collaborative communicator, able to build productive, non-hierarchical relationships with colleagues across an organisation, from a variety of professional backgrounds;
- Able to develop strategies for the development and improvement of a well-performing organisation;
- Able to bring visible, accessible, leadership to a geographically dispersed group of colleagues;
- Innovative, with a track record of exploring new approaches and opportunities;
- Commercially interested, and excited by the opportunity to contribute to the further growth and development of this successful business through the provision of excellent services.

### Desirable Knowledge, Experience and Skills

- Experienced in leadership of clinical governance and risk management at an organisational level;
- Wider NHS/independent sector Health sector leadership and management experience;
- Experience as a medical appraiser;
- Understanding of quality assurance and quality improvement.

This job description is neither exclusive nor exhaustive. The duties and responsibilities may vary from time to time in the light of changing circumstances and in consultation with the post holder.

You will be prepared to undertake on-going learning, work well within a team or equally alone with the ability to set priorities appropriately and thrive in an often pressurised yet challenging and rewarding environment.

### Confidentiality

Attention is drawn to the confidential aspects of this job and your personal responsibility and liability under current UK data protection law.

### Health & Safety

The post holder is required to take responsible care of his/her own health and safety and that of other people who may be affected by his/her omissions at work.

## TERMS OF APPOINTMENT

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The role will be part time or full time on an employed basis. There are excellent career development prospects for the right candidate dependent upon performance in the role and the evolving needs of the company.

The remuneration for this post will be agreed upon appointment and will be in line with the seniority of the role.

The post is immediately available upon appointment.

The post is home office based but will require attendance at Head Office in Hastings on a regular, weekly, basis and some travel as required by the role's core responsibilities.

## HOW TO APPLY

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Saxton Bampfylde Ltd is acting as an employment agency advisor to Medica Group on this appointment.

Candidates should apply for this role through our website at [www.saxbam.com/appointments](http://www.saxbam.com/appointments), using code **TAGARA**

Click on the '**apply**' button and follow the instructions to upload a CV and cover letter.

For any further information about the role please contact Anne Dirven on **020 7227 0802** or email [anne.dirven@saxbam.com](mailto:anne.dirven@saxbam.com).

The closing date for applications is noon on **Friday 18th October 2019**.

### GDPR personal data notice

According to GDPR guidelines, we are only able to process your Sensitive Personal Data (racial or ethnic origin, political opinions, religious or philosophical beliefs, trade union membership, genetic data, biometric data, health, sex life, or sexual orientation) with your express consent. You will be asked to complete a consent form when you apply and please **do not** include any Sensitive Personal Data within your CV (although this can be included in your covering letter if you wish to do so), remembering also not to include contact details for referees without their prior agreement.