
Business Skills for Doctors Moving into Management Training Course

10 – 14 May 2027
Madrid





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Programme Summary

Business skills for doctors moving into management are the subject of this one-week training course for senior clinicians and medical directors taking on executive roles, ending in a service-line business plan. Clinical excellence does not by itself secure budgets, staff or strategic support, and new managers are often asked to defend a service in financial and commercial terms they were never taught. The programme moves from principles, through diagnosis of a service line, to the design of a funded plan, then to application on one real service. Mars Training Centre UK delivers this programme on business skills for doctors for clinicians who lead services.

The Business Case

When clinical leaders cannot read a budget, price their service or argue a case for investment, strong services lose funding to weaker ones, negotiations with managers and payers drift, and good ideas stall in committee. Clinicians who combine professional credibility with financial and commercial fluency can protect quality, win resources on evidence and make trade-offs openly with executive colleagues.

- Service Margin: Improves as costs, volumes and income are understood at service-line level.
- Investment Success: Rises as proposals are built on value, risk and evidence.
- Leadership Credibility: Grows as clinicians speak the language of finance and strategy.

Principles and Evidence Base

- Value-based healthcare: Session 1 applies value as outcomes achieved relative to cost to frame every service decision.
- Balanced scorecard: Session 4 uses its financial, customer, process and learning perspectives to build the performance dashboard.
- Five forces: Session 3 applies Porter's five forces to test the competitive position of a service.
- Principled negotiation: Session 3 uses interests, options and objective criteria to prepare resourcing discussions.

Intended Participants

- Senior clinicians who are accountable for a department budget and team for the first time.
- Medical directors who must present service performance to boards and funders.
- Heads of service who compete for capital and staffing in a constrained organisation.
- Clinical leaders who negotiate with managers, insurers or commissioners on contracts and resources.



The programme suits hospitals, specialist clinics, public health bodies and health insurers, and works well with mixed groups of physicians, surgeons and senior nurses who need one shared business vocabulary.

Learning Outcomes

1. Participants will be able to interpret a service-line budget, income statement and cost report.
2. Participants will be able to diagnose the financial and operational performance of a clinical service.
3. Participants will be able to evaluate investment options using value, cost, risk and strategic fit.
4. Participants will be able to construct a negotiation plan for resources, contracts and partnerships.
5. Participants will be able to prioritise service improvements within budget and capacity limits.
6. Participants will be able to justify a service-line business plan to executives and funders.

Programme Structure

Day 1: Business Skills for Doctors Principles and the Management Role

What changes when a clinician becomes accountable for results beyond patient care?

- Clinician to Manager Role Shift Map
- Value Equation of Outcomes and Cost
- Healthcare Organisation Funding Flows
- Service Line Definition Canvas
- Management Decision Log

Day 2: Financial Literacy and Service Diagnosis

How does a service earn, spend and perform today?

- Budget and Income Statement Reading Guide
- Unit Cost and Activity Analysis
- Break-Even and Margin Worksheet
- Capacity and Waiting Time Review
- Service Baseline Fact Sheet

Day 3: Strategy, Negotiation and the Investment Case

Which options are worth proposing, and how are they won?

- Competitive Position Assessment
- Stakeholder Interest Grid
- Interests, Options and Criteria Planner
- Investment Appraisal Template
- Risk and Assumption Register



Day 4: Performance, People and Delivery

How is a plan run, measured and kept on track?

- Balanced Scorecard Dashboard
- Team Roles and Accountability Chart
- Quality and Cost Trade-Off Review
- Executive Reporting Format
- Improvement Priority Ranking

Day 5: Applying Business Skills for Doctors to One Service

Is the business plan ready for executives and funders?

- Applying the Session 2 Baseline to the Chosen Service
- Testing the Session 3 Investment Case Against Risks
- Checking the Session 4 Scorecard Against Capacity
- Rehearsing the Executive Challenge Panel
- Completing the Service-Line Business Plan

Methodology

The programme uses a management clinic built on anonymised service data, budget extracts and negotiation cases from hospitals and specialist clinics. Participants work in small teams as clinical leads, finance partners and executives, and carry one service from baseline to recommendation while colleagues challenge each assumption and record what evidence would change the decision.

- Suggested activity: Reading a department budget and naming three cost drivers.
- Suggested activity: Preparing and role-playing a negotiation for additional staffing.
- Suggested activity: Presenting an investment case to a panel acting as an executive committee.

Capstone Output

Each participant completes a service-line business plan for one clinical service. It holds a service baseline, a cost and margin view, a scored investment option, a negotiation plan and a scorecard of measures. The plan is used to brief executives, support a funding request and track results after approval, so the case for the service stays open to review.

Frequently Asked Questions

Are business skills for doctors suitable for clinicians without finance training?

Yes. Business skills for doctors are taught in plain language for clinicians moving into management. The training assumes professional experience in a service, not accounting knowledge.



Which models do business skills for doctors rest on in this training?

Business skills for doctors in this training rest on value-based healthcare, the balanced scorecard, Porter's five forces and principled negotiation.

How is the business plan from business skills for doctors used at work?

You use the service-line business plan to brief executives, support a funding request and track whether agreed improvements are delivered.

How do business skills for doctors differ from a hospital finance programme?

Business skills for doctors centre on how a clinician leads, argues for and runs one service, while a hospital finance programme centres on institution-wide budgeting and costing.