

Education and Training

26 March 2018

Agenda Item No: 10.2

Trust Board Report

Meeting Date:	26 March 2018
Title:	Education and Training
Executive Summary:	<p>To provide an update to TMC on the national education agenda.</p> <p>To provide assurance to TMC on the following areas;</p> <ul style="list-style-type: none"> • Education and Training Strategy • Medical Education • Clinical Skills, Resuscitation and Simulation • Medical Appraisal and Revalidation • Leadership and Talent Management • Mandatory Training • Library and Knowledge Services
Action Requested:	Receive
For the attention of the Board	<ul style="list-style-type: none"> • The Trusts Core Medical Training Programme was the 2nd highest scorer for positive feedback in the UK in 2017. This has been recognised at both a national and regional level. • Dr Diarmuid Mulherin (Clinical Tutor) is leading on the trainee doctor implications of the Black Country Partnership Pathology Hub. • Teaching schedules will be re-arranged to ensure that January and February months are relatively free for trainee doctors to remain on the wards. • Feedback from the University of Birmingham medical school monitoring visit conducted on 12th March 2018 compliments the Trust on a clear educational governance structure, successful delivery of medical education, input from consultants to undergraduate education delivery and a welcoming environment. Actions from recommendations from the student feedback and previous medical school visits have been addressed. • In response to a new never event – Undetected Oesophageal Intubation, portable Capnographs which are essential if endotracheal intubation is attempted, have now been added to Adult Cardiac Arrest Grab Bags at New Cross and Cannock Chase Hospitals. • As at 7th March, the Trust employed a total of 66 apprentices, only 4 short of the target of 70. Of the 66 starts 34 were new employees joining the organisation. The 66 apprentices are placed across 54 departments, within all divisions across the Trust including 6 within our VI areas. • The Trust has been part of a national core working group for doctors in training to develop an efficient rotational process that can be applied across all NHS Trusts

Assure	
Advise	<p>All cost pressures raised by Education for 2018/19 have not been funded. These include;</p> <ul style="list-style-type: none"> • Clinical Skills – the centralisation of trainee doctors study leave by HEE and their review of how study leave is spent means that Clinical Skills will lose income of c23k for the delivery of some resuscitation training for trainees. This includes but is not limited to the funding of the Advanced Life Support (ALS). A business case is to be developed. • Manual Handling – despite work completed by the team to reduce the costs of patient moving and handling training, the budget is still insufficient for the current organisation size. A business case is to be developed. • Library Services - There has been a loss of income of c26k from Nurse Education to support library services. A review of the library services usage by staff group and associated costs (i.e. journal subscriptions) is underway.
Alert	
Author + Contact Details:	Tel 01902 307999 Email zoe.marsh@nhs.net
Links to Trust Strategic Objectives	<ol style="list-style-type: none"> 1. Create a culture of compassion, safety and quality 2. Proactively seek opportunities to develop our services 3. To have an effective and well integrated local health and care system that operates efficiently 4. Attract, retain and develop our staff, and improve employee engagement 5. Maintain financial health – Appropriate investment to patient services 6. Be in the top 25% of all key performance indicators
Resource Implications:	None

CQC Domains	<p>Safe: patients, staff and the public are protected from abuse and avoidable harm.</p> <p>Effective: care, treatment and support achieves good outcomes, helping people maintain quality of life and is based on the best available evidence.</p> <p>Caring: staff involve and treat everyone with compassion, kindness, dignity and respect.</p> <p>Responsive: services are organised so that they meet people's needs.</p> <p>Well-led: the leadership, management and governance of the organisation make sure it's providing high-quality care that's based around individual needs, that it encourages learning and innovation, and that it promotes an open and fair culture.</p>																				
Equality and Diversity Impact																					
Risks: BAF/ TRR	<table border="1"> <thead> <tr> <th>ID</th> <th>RISK</th> <th>CURRENT STATUS</th> </tr> </thead> <tbody> <tr> <td>4881</td> <td>Training compliance for patient moving and handling</td> <td>20 RED</td> </tr> <tr> <td>2474</td> <td>Lack of Teaching commitment in job plans thus impacting on student teaching</td> <td>8 AMBER</td> </tr> <tr> <td>2626</td> <td>Reduction in national and regional educational funding</td> <td>9 AMBER</td> </tr> <tr> <td>4673</td> <td>Budget pressure due to centralising of doctors study leave budget</td> <td>9 AMBER</td> </tr> <tr> <td>4905</td> <td>Risk of fall in medical student numbers on placement with organisation and subsequent impact upon funding</td> <td>4 YELLOW</td> </tr> </tbody> </table>			ID	RISK	CURRENT STATUS	4881	Training compliance for patient moving and handling	20 RED	2474	Lack of Teaching commitment in job plans thus impacting on student teaching	8 AMBER	2626	Reduction in national and regional educational funding	9 AMBER	4673	Budget pressure due to centralising of doctors study leave budget	9 AMBER	4905	Risk of fall in medical student numbers on placement with organisation and subsequent impact upon funding	4 YELLOW
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Risk: Appetite																					
Public or Private:																					
Other formal bodies involved:	Trust Management Committee																				
References																					
NHS Constitution:	<p>In determining this matter, the Board should have regard to the Core principles contained in the Constitution of:</p> <ul style="list-style-type: none"> • Equality of treatment and access to services • High standards of excellence and professionalism • Service user preferences • Cross community working • Best Value • Accountability through local influence and scrutiny 																				

Report Details	
1	<p>EDUCATION & TRAINING NATIONAL UPDATE</p> <p>The national NHS Leadership Academy's' vision is to support and enable outstanding leadership across NHS funded services by ensuring that there are leaders at every level of the NHS with the knowledge, skills, attitudes and behaviours required to promote a culture of compassion and inclusion.</p> <p>This has led to setting the following strategic objectives:</p> <ul style="list-style-type: none"> • Support the creation of inclusive and compassionate leadership cultures at all levels of health and care • Enable, convene and support whole system talent management • Increase the availability, scale and reach of high quality, high impact, leader and leadership development opportunities <p>Clinical Leadership is being seen as a priority area and the anticipated Faculty of Medical Leadership and Management report will shape thinking, as well as National and regional offers.</p>

At a regional level, Leadership development in the West Midlands is also informed by 'Developing People-Improving Care' and its five conditions (primary drivers):

- Leaders equipped to develop high level local health and care systems in partnership
- Compassionate, inclusive and effective leaders at all levels
- Knowledge of improvement methods and how to use them at all levels
- Support systems for learning at local , regional and national levels
- Enabling, supportive and aligned regulation and oversight

Talent Management

A programme of action at organisation, local system, regional and national level will deliver the NHS's first comprehensive and systematic approach to talent management.

To support this the West Midlands leadership team will be utilizing the following established Leadership networks.

- Improvement Network
- Coaching Network
- Talent Network
- OD Network
- Inclusion Network
- Graduate Management Trainee Scheme (GMTS)

EDUCATION & TRAINING STRATEGY DELIVERY UPDATE

The Strategic Implementation Plan for the 2014-2017 Education & Training Strategy has been completed, with the strategic approach to coaching being developed further into the current year.

The Education & Training Strategy for 2018-2020 has been widely consulted on consultation and is now being approved through the formal Trust process.

MEDICAL EDUCATION

Postgraduate Medical Education

The Trust provides a high standard of medical education to Doctors in Training, SAS Doctors, Clinical Fellows and Clinical Teaching Fellows. We also host placements for Physician Associate Students from University of Wolverhampton.

Foundation Programme: two recent appointments of Foundation Training Programme Directors have been made: Dr Helen Steed who will oversee Foundation Year Two and Dr Chipso Ndlovu who will cover Foundation Year One Teaching programme.

Core Medical Training: Dr Kanwaljit Sandhu continues in his role as RCP Tutor. A Chief Registrar, Dr Joseph Wharton, was appointed recently who currently undertakes the role of Deputy College Tutor for Medicine.

The Trust was the 2nd highest scorer for positive feedback in the UK in 2017. This has been recognised at both a national and regional level.

Winter Pressures: teaching schedules will be re-arranged to ensure that January and February months are relatively free for trainees to remain on the wards.

SAS Doctors: Dr Harit Buch continues in his role as SAS Tutor. A recent survey of SAS doctors within the Trust, which mirrored a national survey, found that our SAS doctors reported more positive results than the national picture. Dr Buch continues to work with departments and is advocating that a number of SAS doctors should become GMC recognised trainers.

Clinical Fellowship Programme: The programme lead is Professor Dev Singh who works with Ms Zoe Marsh as Programme Manager. The programme continues to flourish with some 114 doctors working as CFs within the Trust. This has greatly enhanced continuity and safe care for our patients. Developments and partnerships are being made with the Royal College of Physicians (RCP) and an application for the Trust to become a GMC sponsor organisation has passed the first stage of the process. The Programme Manager continues to work with various departments where there is high locum expenditure. A full report of the CFP achievements will be presented at the May meeting of the TMC and Trust Board.

Physician Associates: Dr Ashit Shah has been appointed as PA Training Programme Director in the Trust (February 2018). He is working with colleagues at the University of Wolverhampton to enhance our placements and is also strengthening membership of the faculty at RWT.

Quality Assurance

Due to changes at Health Education England the regularity of JEST reports is not so frequent as before, but the Postgraduate Office continues to monitor these when they are available, GMC report and regular Departments Doctors Fora in all departments and reports these results, along with the undergraduate quality reports into a 4-monthly performance dashboard. The Clinical Tutor is monitoring and arranging internal visits with Anaesthetics, Renal and General Surgery currently.

Dr Diarmuid Mulherin (Clinical Tutor) is leading on the trainee doctor implications of the Black Country Partnership Pathology Hub.

Undergraduate Medical Education

The Trust provides medical student training for 450 3rd, 4th and 5th year students/ year from the University of Birmingham Medical School with approximately 140 students here at any time. We host medical school examinations for 3rd and 4th year students.

Student feedback

Summary of module feedback via the Medical School for 2017-18 semester 1 indicates student satisfaction is consistently “green” (>70% satisfaction agree/strongly agree), with. Only one specialty fell into the “amber” category (60-70%), related to clinical workload issues. A number of specialties achieved near 100% satisfaction.

Medical School Monitoring Visit (12th March 2018)

The verbal feedback from The University of Birmingham medical school panel was extremely complimentary. The students had no negative comments. The Undergraduate Administration Team and Clinical Teaching Fellows were highly commended.

Consultant teachers were described as always being friendly and the senior academy tutor system is working well, and is appreciated by the students. The strong culture of education in the Trust was recognised, with a clear structure of quality monitoring and reporting. The understanding and support at Trust Board level was also commended.

It was also recognised that we have developed a strong team based approach to undergraduate education, and this attribute will facilitate the implementation of new and exciting ideas.

A recommendation was made that a medical student should attend Trust Board as part of the presentation of the Undergraduate Medical Education report.

Education Developments to enhance student experience

Deputy Heads of Academy: The appointment of three Deputy Heads of Academy earlier in the academic year has served to enhance the undergraduate education team and brings a broad spectrum of experience and interest to the group.

- Dr James Bateman, Consultant Rheumatologist
- Dr Nandini Cherukuri, Consultant Physician and Diabetologist
- Dr Anu Dhillon, Consultant Anaesthetist

Clinical Teaching Fellows (CTF)

The Trust currently employs 8 CTFs. The feedback from students is very positive in the medical specialties. There are some issues currently in surgery which are being addressed.

There is no doubt that the CTFs complement the consultant teaching to students which is demonstrated in the feedback.

CTF educational sessions are peer-reviewed by the educational supervisors and the CTFs

The CTFs are able to provide both protected and bedside teaching and many also assist in SIM and Clinical Skills sessions. They maintain an effective relationship with the individual medical students which is exemplified in student feedback.

Last year the CTFs conducted research into medical apprenticeship and were successful in presenting at both ASME and AMEE annual conference (Helsinki 2017). Current CTFs are developing this research currently with re-modelled bleep days and apprenticeship attachments.

SimWard Training

The Trust has been a leader in the development of immersive high-fidelity SimWard training. We consider that this has worked well and there has been some excellent feedback on the opportunities especially from the 5th year students. The availability of SIM sessions has been doubled this year for all 3 clinical student years.

Other Educational Developments

- The apprenticeship system run by the CTF is working well, including with the opportunities to shadow the ambulance service.
- The CTFs have been particularly effective with the bleep day (You've been bleeped) and handover scenarios (Chinese Whispers).
- The 5th year students have offered teaching sessions to third year students which have been taken up and is a valuable experience all round.
- The hospital is able to provide ample experience of multi-professional working with a broad patient base. For example there are monthly Schwarz Rounds held in the education centre to which students are encouraged to attend. Although we would like to further developments of multi-professional learning this would have to take consideration of this, replacing existing learning opportunities.

- **Cannock Hospital Education Centre:** A successful training day for medical students has recently been held at Cannock Hospital which has evaluated well and will be repeated for other specialties

MEDICAL APPRAISAL & REVALIDATION

Medical Appraisal

The Trust's overall medical appraisal compliance as at 28/02/2018

	% compliance
Consultants	99.7%
Non-training grades	98.3%
TRUST TOTAL	99.3%

Revalidation

27 positive recommendations and 1 deferral have been submitted to the GMC 1st April 2017 to 28th February 2018, since the introduction of revalidation of medical practitioners.

CLINICAL SKILLS, RESUSCITATION & SIMULATION

Clinical Skills and Resuscitation

A Risk assessment has been completed in respect of Trust-wide Heartstart XL Manual Defibrillators and has been added to Medical Physics Risk Register. Phillips has now confirmed that a second preferred replacement defibrillator has ceased production. An alternative product has been identified but there are potential compatibility issues with Automated External Defibrillators (AED's) in the acute Trust. Clinical options have been appraised and reviews by Medical Physics and procurement negotiations are currently taking place.

In response to a newly defined ever event – “Undetected Oesophageal Intubation”, portable Capnographs which are essential if endotracheal intubation is attempted, have now been added to Adult Cardiac Arrest Grab Bags at New Cross and Cannock Chase Hospitals. These will be taken to all adult cardiac arrests by a member of the cardiac arrest team. Consumables are being ordered and supplied by Theatres and checking and monitoring of equipment is being co-ordinated by the Clinical Skills Team.

Simulation

Our ASPIH accreditation application is now back on track after the accreditation fee has been removed, a revised document to be resubmitted by the end of March. The document was adapted and submitted to ASG for approval as a quality assurance document.

The planned Simulation Curriculum for Medical Students imposed by the Medical School is due to commence in September 2018. Minor changes to our programme have been made and we are in line with their processes. We will in addition continue to offer further sessions within the overall curriculum.

LEADERSHIP & TALENT MANAGEMENT

Leadership

The Leadership team within Education & Training has been working with our Nurse Education colleagues to develop a coherent and inclusive approach to leadership and leadership development across the Trust. With the increasing pressures on the workforce the need to provide training and education in more innovative ways in order to meet the needs of the workforce is essential.

The two teams have been working together to deliver a suite of organisationally-led leadership opportunities, complemented by external leadership training opportunities.

The existing (and future) opportunities are built around a set of agreed Leadership training delivery strategic principles and are compiled into a Leadership training portfolio held on the KITE site. These opportunities are constructed under a Leadership Development Framework around:

- Effective Teams
- Inclusive Behaviours
- Core Skills and Knowledge

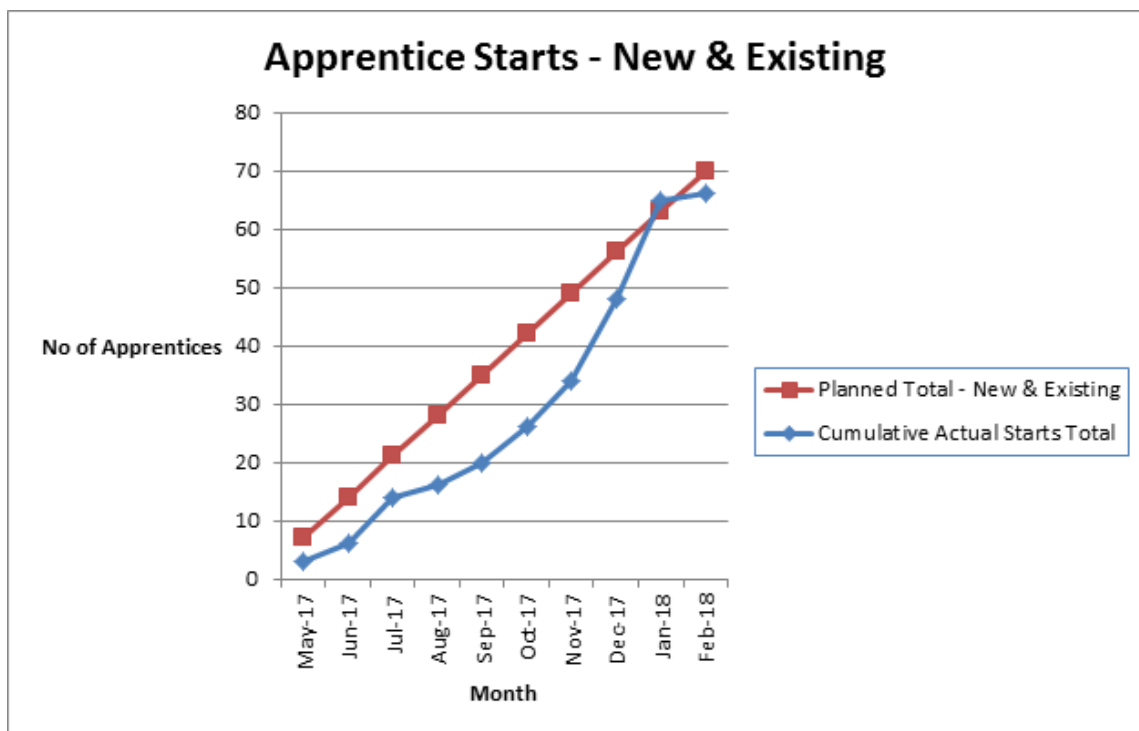
These opportunities will be reviewed annually and aligned to organisational requirements whereby the delivery plan for each opportunity will also be determined

Apprenticeships

A Strategic Approach to Apprenticeships has been developed to provide the organisation with a framework and focus for the use of apprenticeships within the organisation over the next 3 years. The draft is out for consultation and is due for final sign off at the next Workforce Organisational Development Committee in April 2018.

Progress to date on recruitment of apprentices; as at the 7th March 2018, the Trust employed a total of 66 apprentices, only 4 short of the target of 70. Of the 66 starts 34 were new employees joining the organisation. The 66 apprentices are placed across 54 departments, within all divisions across the Trust including 6 within our VI areas.

Figure 2: Apprentice numbers actual against planned



One of our strategic objectives is to offer younger people the opportunity to complete apprenticeships in our organisation. To date 37 apprentices are under the age of 24, however this does include existing staff.

Figure 3: Apprentice age profile

Age group	Numbers
16-18	15
19-24	22
25+	29
Total	66

Details of how the Apprenticeship Levy has been utilised is illustrated in the figure 4 below:

Figure 4: Apprentice levy transactions by month

Month	Levy Transactions			Co-Investment contribution (10%)	Balance
	Paid-in (21st of mth)	Paid-out (9th of mth)	Credit-in		
May-17	£ 114,903.28				
Jun-17	£ 118,206.45				
Jul-17	£ 118,197.43				
Aug-17	£ 118,980.62	£ 2,266.67			
Sep-17	£ 118,818.28	£ 1,992.86	£ 400.00		
Oct-17	£ 117,407.01	£ 5,659.53			
Nov-17	-£702,136.54	£ 5,552.86			
Dec-17	£943,822.15			-£607.52	
Jan-18	£ 124,921.94	£ 9,241.79			
Feb-18	£ 123,109.67	£ 21,774.26			
	£1,196,230.29	£46,487.97	£400.00	-£ 607.52	£ 1,149,534.80

In November a very large amount was incorrectly paid into the Levy account via HMRC however this was rectified the following month. Unfortunately due to this error, the Trust was forced into a 'co-investment' situation whereby we had overspent on our Levy account and consequently have had to pay an additional £607.52 to our educational suppliers in December.

Whilst the use of the Levy is limited to £46,487.97 to date (illustrated on the table above), there is a planned spend of £603,500 in total for the 66 apprentices we have on programme. This will be spent between 01 March 2018- 28 February 2019.

Quantifications of Credit Framework (QCF) (formally NVQs)

QCF's are being replaced by apprenticeships wherever possible which is enabling the Trust to make full use of the Levy Funds. Where Standards do not exist and QCF frameworks are still in place, education providers are offering the courses at a reduced rate to also enable Levy Fund use. To date we have not initiated any new QCF programmes due to the need to concentrate on the development of apprenticeships within the Trust. However, should the need for any QCF's arise we will endeavour to provide them wherever possible.

Foundation Degrees

Assistant Practitioner in Integrated Care Practice Year 2 – from the 10 students who started the course in October 2016, 6 remain on program in year 2 with Staffordshire University.

Foundation Degree (Sci) Nursing Associate – 19 students began the course in January 2017, and 18 remain on programme with the University of Wolverhampton.

Perioperative Care – 10 students began the course in June 2016 with Staffordshire University and all have remained in programme and are due to complete in June 2018.

Development Programmes

The Trust's Training Needs Analysis has commenced for staff at Bands 1-4. This is currently being collated and a delivery plan will be based on this demand. Already planned to start are cohorts for Minute Taking, AMSPAR and Receptionist Development Programme. The team are developing a 1 day Supervisor course for delivery as well as a generic Customer Service course for delivery in the Summer – Autumn 2018

Work Experience & NHS Futures Zone

The NHS Futures Zone

The NHS Futures Zone has developed as an educational facility within Smestow School and continues to be accessed from across the locality.

The team have delivered sessions for year 12 & 13 enrichment students, setting them NHS related challenges, and will be participating in a whole school Aspirations Day and Personal Development Day for year 9, as well as delivering Basic First Aid to year 10 students throughout April.

A recent visit to HealthTec Thames Valley to share good practice has been instrumental in plans to form an expert network.

A new initiative has started with 'Wolves at Work' (local authority initiative for supporting back to work work experience) and The Way (youth Hub run by local authority). This supports unemployed young people to gain insight into NHS careers through a mini patient journey and employability skills guidance session. The current scheme is an 8 week course at The Way, with an intention to be work ready for the NHS at its conclusion. A similar initiative with the City of Birmingham University will take place over Easter.

Work Experience

Work Experience (WEX) for the over 16s continues to be extremely popular and bookings are now full until September, increasing demand has resulted in triple the number of bookings for the summer months.

At the end of March as part of 'Residents Week' the WEX and Apprenticeship team will attend the Skills & Apprenticeships show at the Racecourse, additionally hosting a Hospital Tour for potential employees from across Wolverhampton.

A Princes Trust programme is in place currently, and a further programme in April for an HCA cohort to link into apprenticeship opportunities within RWT.

Between April and June, 'Aspire days' are being held in partnership with Wolverhampton University and RWT Pathology staff.

Various Career events as identified below are to be held at NXH and are in the planning stages for delivery in 2018;

- Nursing and Midwifery Day
- Disease Detectives
- Careers in Allied Health Professions

MANDATORY TRAINING

Compliance Quarter 3

The Trust has remained above target for the Generic topics at 95.9%, however; it is below the target for Specific topics at 90.9%. Action plans to address low compliant areas continue to be monitored through Induction and Mandatory Training Group (IMTG) and divisional governance meetings.

Training Needs Analysis 2018/19

The Trust Mandatory Training TNA for 2018/19 has been approved through the Academy Steering Group and will be launched 01 April 2018. A new category of topic has been agreed, this is 'essential to role' training. Reporting of Mandatory topics will remain as monthly and compliance monitored through the existing reporting arrangements. Essential to role topic reporting will be produced by Subject Matter Experts and monitored through the appropriate local committees.

National Doctors in Training (DiT) Streamlining Programme

The Trust has been part of a national core working group for doctors in training to develop an efficient rotational process that can be applied across all NHS Trust's. The working group have defined and agreed the key deliverables of a national "Perfect Rotation Process" and RWT's Education and Training workstream are currently working towards reducing duplication of training and induction when employees move from one NHS organisation to another using ESR functionality.

Electronic Staff Record (ESR) Steering Group

The ESR Steering Group was formed last year and its objective is to ensure that ESR is being used effectively as possible across the organisation. The Education and Training Team are leading on the e-Learning workstream using ESR functionality; this will improve timeliness, accuracy and quality of information. It will allow staff to access over 700 nationally approved, quality assured and centrally maintained e-Learning courses, in addition to the locally developed e-Learning courses currently available on KITE.

The Education and Training Team will manage all e-Learning through ESR in addition to traditional classroom-based training, allowing users to search and enrol onto learning opportunities including statutory and mandatory training. ESR allows users to log in remotely, creating a flexible way of learning to suit individual learners.

LIBRARY SERVICES

Following publication of the “Stepping up for Research” strategy the library service has plans to deliver tailored information skills training to staff wishing to undertake research. This will commence with the Paediatrics Department in May 2018.

A service level agreement with the Black Country Partnership NHS Foundation NHS Trust for the provision of library services has been extended into 2018/19. This provides library staff support via their physical library at Penn Hospital and evidence support in retrieving information.

Usage of key online support tools (Medline, e-journals, UpToDate) continues to increase. There will be further targeted promotion campaigns in the summer at key staff groups to familiarise themselves with the tools available.

Roll out of knowledge management toolkit to the Trust, which will involve a briefing and self-assessment exercise to teams (management + clinical).

Work with patient information teams to support Health Information Week (2nd – 6th July).