





# Contents

<b>01 About us</b>	<b>03</b>	<b>+</b>		
<b>02 Highlights</b>	<b>05</b>	<b>+</b>		
<b>03 Welcome</b>	<b>06</b>	<b>+</b>		
<b>04 Training our Doctors</b>	<b>07</b>	<b>+</b>		
● 4.1 Highlights	08	+		
● 4.2 Overview	09	+		
● 4.3 Looking Ahead	12	+		
<b>05 Meeting Standards</b>	<b>13</b>	<b>+</b>		
● 5.1 Highlights	14	+		
● 5.2 Overview	15	+		
● 5.3 Looking Ahead	16	+		
● 5.4 Improvements in Action	17	+		
<b>06 Supporting Scotland's Doctors</b>	<b>19</b>	<b>+</b>		
● 6.1 Highlights	20	+		
● 6.2 Overview	21	+		
● 6.3 Faculty Development Support Unit	21	+		
● 6.4 Advanced Medical Practitioner Training	22	+		
● 6.5 Faculty Development Alliance	22	+		
● 6.6 Leadership and Management Training	23	+		
● 6.7 Recognition of Trainers	23	+		
● 6.8 Quality Improvement	24	+		
● 6.9 GP Returners and Enhanced Induction Programme	29	+		
● 6.10 GP Fellowships	30	+		
● 6.11 Scottish Clinical Leadership Fellowship (SCLF)	31	+		
● 6.12 Forensic Medical Examiner Training	31	+		
● 6.13 Medical Appraisal and Revalidation	32	+		
● 6.14 The Specialist and Associate Specialist (SAS)	36	+		
● 6.15 Safety Skills and Improvement	38	+		
● 6.16 Clinical Skills Managed Education Network	40	+		
● 6.17 Continuing Professional Development (CPD) for Primary Care professionals and teams	44	+		
● 6.18 Grief and Bereavement	45	+		
● 6.19 Remote & Rural Healthcare Alliance (RRHEAL)	48	+		
● 6.20 Practice Manager Development	49	+		
● 6.21 General Practice Nurse Development	49	+		

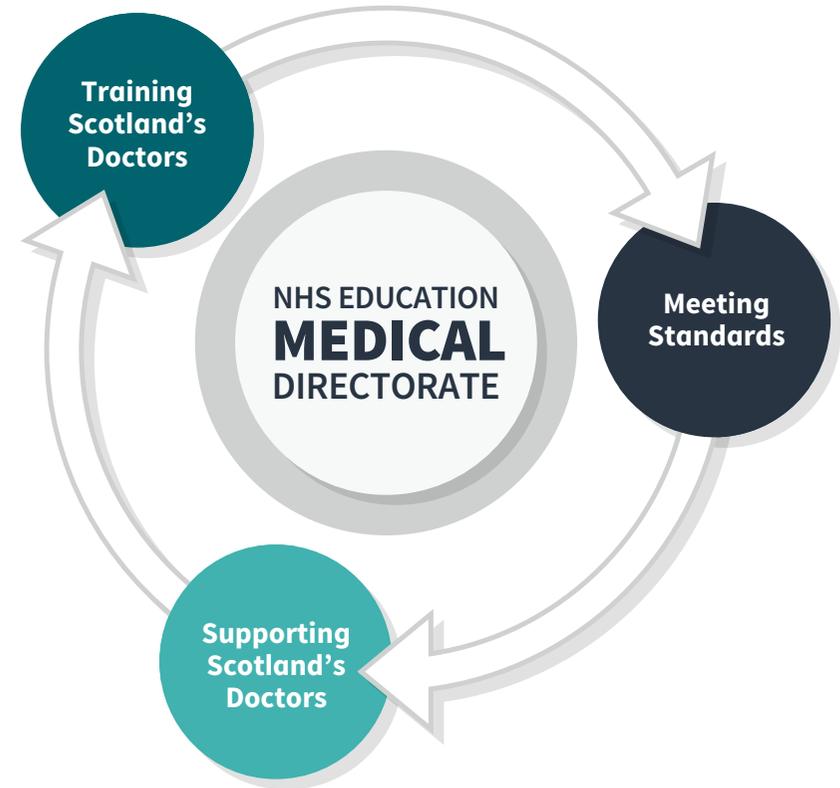
## About Us

---

# The NES Medical Directorate's primary responsibility is the education and training of doctors in Scotland.

We are also responsible for the appraisal and re-validation of all doctors in Scotland as well as a number of cross cutting and multi-professional programmes, including patient safety, quality improvement of patient care and the development of Scotland's remote and rural workforce.

Most of our focus is on the training of Scotland's 6000 postgraduate trainee doctors who deliver care every day while in hospitals and general practices within NHS Scotland. We oversee this training, making sure it meets the regulatory standards of the GMC and that trainees make the right progress.





# About Us



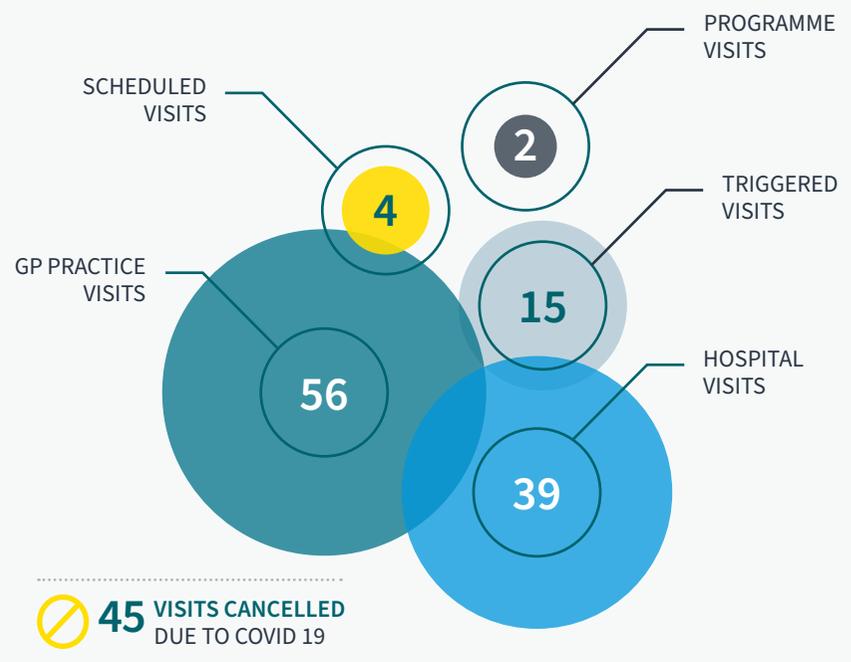
Through distribution of Additional Cost of Teaching (ACT) funding, we support the undergraduate medical education and training delivered by Scotland's 5 medical schools: making sure significant resources are used properly to underpin the clinical teaching of medical students in hospitals and general practices.

The continuing development of doctors is another key task and we support many educational and training initiatives for fully trained Consultants, General Practitioners and Associate Specialists. Alongside this we lead on multi-professional training schemes for pharmacists, general practice nurses and general practice managers, whilst having a pivotal role in relevant research through our involvement in the Scottish Medical Education Research Consortium. The continuing development of doctors is another key task and we support many educational and training initiatives for fully trained

Consultants, General Practitioners and Associate Specialists. Alongside this we lead on multi-professional training schemes for pharmacists, general practice nurses and general practice managers, whilst having a pivotal role in relevant research through our involvement in the Scottish Medical Education Research Consortium.

Our overarching aim is to deliver first-class medical education and training for Scotland to ensure safe, effective care for patients, both now and in the future. Working with all our partners, we aim to achieve this by: Organising and providing excellent training programmes that attract high quality doctors to Scotland. Meeting and exceeding all regulatory standards through consistent application of best practice and the principles of continual improvement. Supporting the ongoing educational and training of Scotland's trained doctors, together with those who support their work.

# Highlights



## SAFETY, SKILLS AND IMPROVEMENT



## MOBILE SKILLS UNIT



WORKSHOPS PROVIDED BY **GMC, BMA, NES AND RCPSG**





# Welcome



**Prof. Stewart Irvine**  
Director of Medicine

**2020 has been an unprecedented training year for NES and the Scotland Deanery. The impact of the Covid-19 on all our work and on the professional lives of trainee doctors and trainers in Scotland has been profound. Despite this though, through close working with partner organisations across the UK, we have largely managed to maintain trainee progression and meet the demands of service, at a critical point the history of the NHS.**

In fact, much has been accomplished much over the past year and we are pleased to give you some idea of what has been done to uphold and continue Scotland's reputation for excellent medical education and training.

As before we have organised the report under headings that best describe our main activities and in doing so update you how we manage the training of Scotland's doctors, how we meet ensure standards are how we support the continuing education needs of senior doctors in Scotland's NHS.

Our key task to recruit, educate and train around 6000 trainee doctors has never been more challenging and we describe how this has been achieved against the challenges thrown up by the pandemic, through carefully agreed UK wide mitigations and the efforts of our medical and administrative staff who have adapted to the situation and worked to provide innovative solutions to the many hurdles that have had to be overcome.

In a similar fashion our quality teams worked across the year to maintain the work programme as far as possible, prioritising patient safety issues and any situations where trainee dignity or wellbeing may have been compromised. The 2020 round of review meetings for all specialties took place and many site visits were conducted remotely, allowing scrutiny and subsequent improvement to happen.

The provision of continuous training and education for all healthcare professionals is vital and throughout the pandemic we have continued to develop and deliver a range of learning packages for staff across NHS Scotland.

We acknowledge the efforts of our partners in Health Boards and Universities to support training and education in Scotland and reaffirm the commitment of our staff to the overall goal of safe and effective patient care. Therefore, we commend the 2021 Annual Report to you as a summary of their much-appreciated work.



# 04

## Training our Doctors



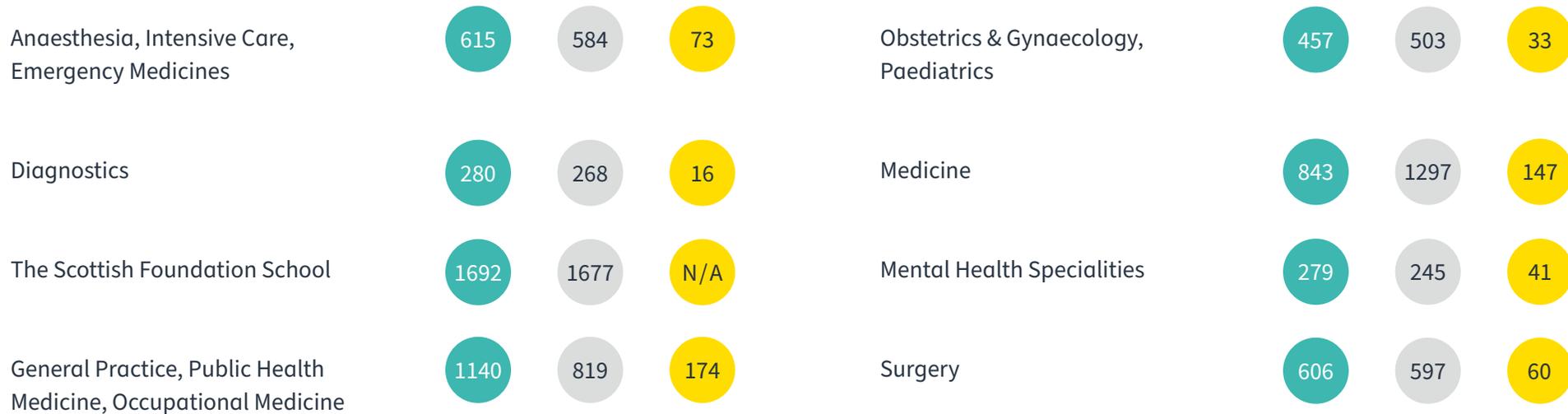
● 4.1	Highlights	08	+
● 4.2	Overview	09	+
● 4.3	Looking Ahead	12	+



# Training our Doctors

## 4.1 Highlights

### Speciality Training Boards



#### For 2019/20 training year

- Trainees in Programme\*
- Successful ARCPs
- Successful CCTs

\*Excludes Trainees out of Programme

### Totals





## Training our Doctors

---

### 4.2 Overview

During 2020/2021 the Deanery's training management team has, like everyone in the NHS, been working differently in the light of the pandemic.

The Training Management Vision Project in 2019/20 took forward the work of the Medical Vision which brought the four Scottish Deaneries together as one single Deanery in 2014 and we had not long implemented the new way of working with teams supporting specialty groupings rather than regional programmes.

In March 2020 we expected that we would be consolidating national processes, further adapting to the new specialty grouping basis and working with colleagues from quality and professional development workstreams to support the Lead Deans/Directors in taking forward the specialty group agendas.

However COVID meant that the new structure was tested in a different way. The fact that existing and established teams were working together to manage their specialty groups of programmes across Scotland with a single LDD and APGD team helped in supporting doctors in training during the pandemic.

Our Acting Medical Director Professor Parks, Deputy Director Mr Graham Haddock and our LDDs were involved in significant four nation working to agree new processes and protocols to allow us to support the redeployment of doctors in training, manage and support derogation in ARCP processes and recruitment and play a significant role, through the Scottish Foundation School, in the onboarding of foundation doctors after their early graduation from medical schools.

As FIY doctors these students contributed to the increase in medical capacity in the NHS at the time of the first wave but who needed to be given clear induction, training and support to take up their roles at this very first stage of their medical careers.

Work was done nationally in Scotland and across the four nations to ensure minimal disruption and virtual working for

- + ARCPs (Annual Review of Competence Progression),
- + ARCP Appeals,
- + LTFT (Less Than Full Time) applications,
- + IDT/IRT (Inter-deanery transfers/Inter-regional transfers),
- + OOP (Out of Programme) applications,
- + Study Leave.



## Training our Doctors

---

One of our priorities was to minimise the impact of the pandemic on training where possible. This meant monitoring redeployment and the return from OOP earlier than expected and ensuring that where possible trainees were in placements where training could continue and count towards their CCT. We also had to ensure trainees were given up to date and accurate advice on evidence requirements for progression and equitable application of the new ARCP outcomes relating to training affected by COVID.

Study leave was much affected and again we had to ensure that where teaching and virtual courses were available that trainees were able to access this. The team have worked to ensure that virtual courses were approved and again that we supported the transition to virtual and online training by using unspent study leave funds on supporting equipment purchase and online training where possible.

The Professional Support Unit was also given increased capacity to provide support to our doctors in training during the unprecedented demands being made of the NHS during the pandemic.

Underpinning the work of the administrative teams is the NES Turas platform, in particular the Training Programme Management (TPM) module. TPM has proven invaluable as it is able to be accessed from anywhere and is not dependent on being within the NHS network, and has supported working from home for most of our staff in the workstream.



Staff have also made increasing use of Office 365 functionality to securely share information and work with Teams to facilitate virtual ARCP panels, meetings and team working during this year. We have also held Team development days as well as APGD Away days using the technology.

The four devolved nations work together to recruit junior doctors on a national basis using a single online system called Oriel. Oriel 2 implementation took place in May 2020 and recruitment took place with virtual interviews instead of the normal large assessment centres.

This year we participated fully in UK recruitment, working with lead recruiting bodies across the UK to panellists and in supporting the management of applications. NES provides the infrastructure of recruitment in Scotland and despite the pandemic recruitment was able to proceed ensuring the smooth provision of doctors in training in August and February 2021.

## Training our Doctors

In 2020 we advertised 848 Foundation year one places and filled 842 (99%) and advertised 345 core & 743 specialty posts and filled 338 (98%) and 705 (95%) respectively.

Our priority is the assurance that our trainees are progressing as expected and continue to train and work safely for themselves and most importantly for patients.

Of the 5990 ARCP outcomes recorded, 5670 (95%) were positive or neutral outcomes. 300 (5%) were outcomes that indicated further activity was needed to reach the required standard. Of these, 6 were outcome 4 which meant the doctor was released from training. (This may not translate to 6 doctors but 6 outcomes which may include dual training). If the 443 neutral outcomes (no outcome, 5 and 7.4) are removed, 5227 (87%) of all outcomes were positive outcomes.

New ARCP outcomes which related to the impact of COVID have been created and agreed which allow trainees to have the delays and missed training opportunities recorded specifically with clear no detriment to the trainees.

A total of 145 COVID outcome 10.2 were given. The majority were in GP where there was a delay in obtaining results of the MRCGP licensing examination. On receipt of the exam results 59 of the 10.2s were converted to outcome 6.

These figures are included in the table. The 86 trainees who continue to hold a 10.2 will have an extension to training to enable them to achieve the relevant/mandatory competencies before progressing.

796 COVID-19 “no fault” outcomes (10.1 and 10.2) were given. This was 13% of all outcomes and demonstrated that the panels did, where possible, give trainees a usual ARCP outcome. It also shows that despite the significant disruption to training, many trainees did manage to attain competencies even though they may have been redeployed to a different training environment.

527 (81%) of outcome 10.1 were awarded across 3 specialties – GP, Medicine and Surgery. In Medicine and Surgery these will mainly be trainees who were completing Core training and could progress as curricular requirements had been derogated by the Royal Colleges. Trainees in this group were offered an extension if required but numbers requiring this were very small.

### ARCP outcomes recorded





## Training our Doctors

---

### 4.3 Looking ahead

Since March 2020 we have moved to virtual working for all of our teams but continue to build on how we deliver our services to trainees and trainers. All TPM activity has moved to our specialty grouping based around our Specialty Training Boards. Our Postgraduate Deans and GP Directors are responsible for all trainees within a specialty group across Scotland. Sessional medical staff have also been aligned to their respective Dean/Director.

We hope to develop Turas TPM further with automation of Less Than Full Time applications and the development of a generic form and process flow capability that will allow us to further automate processes with improved accessibility for trainees. We are working on developing our reporting capacity to allow easier information sharing with Lead Employers and placement boards.

The implementation of the changes to how training is delivered in the UK, agreed by the four nations in 2016, will continue. Improving Medical Training (IMT) will continue with provision being made to support trainees who completed the current two year core medical training and then took time away, to return and undertake the new IMT third year, to allow them to progress to specialty training at ST4 level.

We will be working with colleagues across the four nations to agree and develop new ways of working for recruitment, and to reflect the lessons learnt during this pandemic year about what we can do differently and virtually and what we think still benefits from face to face arrangements.

We are looking at reviewing the Professional Support Unit, integrating LTFT and careers activities into the Unit and how we provide support for trainees working closely with employers. We need to ensure trainees, trainers and our APGD and TPD network have access to, and knowledge of, the new whistle blowing arrangements and provide training for our staff to support anyone who wishes to raise a concern.



# 05

## Meeting Standards



● 5.1	Highlights	14	+
● 5.2	Overview	15	+
● 5.3	Looking Ahead	16	+
● 5.4	Improvements in Action	17	+

# Meeting Standards

## 5.1 Highlights



6128

TRAINEES ACROSS  
MEDICAL SPECIALTIES



221

TRAINING PROGRAMMES  
WITHIN REMIT OF  
SPECIALTY QUALITY  
MANAGEMENT GROUPS



25

SQMG MEETINGS HELD  
(AUGUST 2019 - JULY 2020)



8

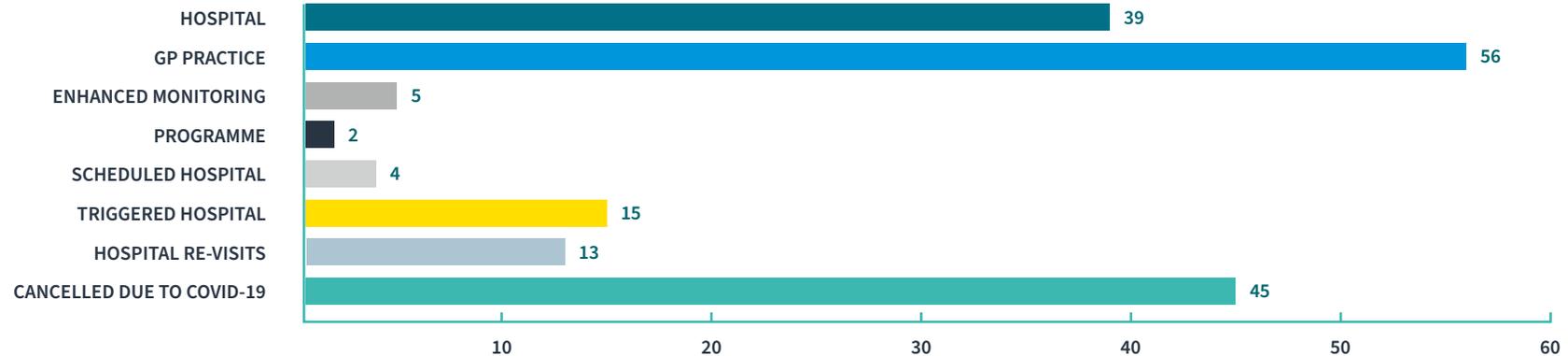
GP RQMGs HELD  
(AUGUST 2019 - JULY 2020)



203

LETTERS OF GOOD  
PRACTICE RECOGNITION  
ISSUED FOLLOWING  
2019 QRP

### VISITS 2019-2020





## Meeting Standards

---

### 5.2 Overview

After a reduction in external Quality Management activities from March 2020 until September 2020 the Quality Workstream has restarted its work and recommenced the quality cycle, particularly regarding patient safety matters and concerns around trainee dignity. Areas prioritised were those on known Enhanced Monitoring (EM) and at-risk sites where known or persistent issues needed to be addressed.

The workstream completed the 2020 round of Quality Review Panel (QRP) meetings for all specialties. Using Scottish Training Survey data and local information, the expert QRPs have assessed quality standards across each of the Deanery's eight specialty groupings and the output and direction from each QRPs were used to inform the forward work programme for each specialty area, based on risk and the greatest need for intervention.

In conjunction with Directors of Medical Education, sensitively taking account of local circumstances and needs, we restarted our visit programme virtually. The new way of working has proved to be very effective allowing us to expedite improvements and increase trainee and trainer engagement through greater attendance and participation.

The resumption of activity will underpin ongoing Scotland Deanery accountability for the quality of medical education and training in Scotland to the NHS Education for Scotland Board and to the General Medical Council (GMC). A full presentation and assessment of the COVID-19 arrangements will be made available in the 2021 Quality Annual Report.

We also took part for the first time in the GMC's new annual Self Assessment Process that was followed-up by a series of observational visits that saw GMC officers attend Deanery Quality Management events.



## Meeting Standards

---

### 5.3 Looking ahead

Our Data Team meet regularly throughout the year to review and suggest improvements to the way the Quality workstream collate and utilise data from various sources for a range of stakeholder groups including our Specialty Training Boards, Specialty Quality Management Groups, Training Programme Directors, Directors of Medical Education and Sharing Intelligence for Health and Care Group (SIHCG)

The Data Team's focus will concentrate on making the most of the data we have available, ensuring our questionnaires, data outputs and reports are user friendly, introducing greater quality control to encourage consistent decisions across the specialty groups and the alignment of processes for the analysis of the Scottish Training Survey (STS) data with that of the GMC National Training Survey (NTS) data.

In response to a request by Directors of Medical Education the Data Team will shortly introduce a first version of a Scottish Training Survey (STS) dashboard that includes longitudinal data. The team will also launch a new format for QRPs that is much more user-friendly and easier to interpret.

Despite limitations due to Covid -19 our Development Team plans to take forward an ambitious programme of support and development for workstream staff and associates.

Using standard meeting platforms, the team will continue to recruit and host several development events to uphold training and ensure consistency of approach across our work.

Likewise, our Improvements Team will continue to make improvement to our processes and operating procedures. Last year saw the team develop new web pages to help explain what happens during a Deanery visit, particularly from a trainee perspective. The team also produced new question sets for visits to incorporate information obtained from the pre visit questionnaires where available and to improve the quality of questioning in certain areas, particularly around educational governance and patient safety. We shall evaluate their use over the 2021/22 quality management cycle. A new bank of requirements to improve consistency when writing visit reports was introduced along with a new question set designed specifically for programme visits, both of which will be evaluated in the 2021/22 quality cycle.

A raft of new improvements is now being considered and worked upon including a new programme visits 'bundle' and finalisation of a standard operating procedure for virtual visits. The Improvement Team are also piloting a GP specific bank of requirements to achieve better consistency in our GP reports. Innovative ideas such as self-assessment and pre-visits trainer questionnaires will be taken forward.



## Meeting Standards

### 5.4 Improvements in action

#### ACCS

Our Scotland wide programme review of the Acute Common Care Stem (ACCS) programme highlighted some excellent examples of good practice such as bespoke teaching and induction sessions specific to ACCS. All regions also had a specialty training committee to discuss ACCS specific issues. When writing the Scotland wide report trainees were benchmarked for the first time against trainees in other parts of the UK for exam results and annual review of competency progression (ARCP) outcomes. They performed favourably against other regions in the UK.



#### Diagnostics

Considering challenges to Microbiology training identified in GMC National Training Surveys, NHS Lothian Laboratory Medicine has developed a corrective partnership approach to its Microbiology specialty training that includes a series of facilitator-led workshops for its Medical Specialty Trainees, Clinical Scientist Trainees and Consultant staff. The workshops focus on the challenges highlighted in the GMC surveys with a view to outline them clearly and address with corrective actions and monitoring over time; equally, the workshops also focus on professional development with emphasis on the many facets of team working and the development of a successful team.

The approach is supported by the NHS Lothian Medical Education Directorate, Organisational Development Team and Employee Relations as well as the Scotland Deanery with further support from the GMC. Overall, the experience has had a very positive impact on the workplace both in terms of support for education and training but also as regards the workplace environment and culture; however, it is recognised that any gains must be maintained over time by regular monitoring (including internal surveys) and a continuous drive for improvements. As a result of the development of the approach, it may now be emulated across NHS Lothian Laboratory Medicine's other Specialties on an on- going basis.



## Meeting Standards

---

### Mental Health

---

At Dykebar Hospital the role of the consultant with responsibility for postgraduate education within a department is crucial. The appointment of a new individual to this role resulted in a positive change within a unit ensuring that education was a core value of the department. The post holder had genuine enthusiasm for the role, had innovative ideas and strived to improve training.

There was evidence of listening to the experiences of all doctors in training and tailoring training to the needs of each individual doctor. Based on these conversations the educational lead actively tried to change and improve aspects of training where there were problems but also celebrated the success of aspects that were working well.



# 06 Supporting Scotland's Doctors

<b>06 Supporting Scotland's Doctors</b>	<b>19</b>	<b>+</b>
● 6.1 Highlights	20	+
● 6.2 Overview	21	+
● 6.3 Faculty Development Support Unit	21	+
● 6.4 Advanced Medical Practitioner Training	22	+
● 6.5 Faculty Development Alliance	22	+
● 6.6 Leadership and Management Training	23	+
● 6.7 Recognition of Trainers	23	+
● 6.8 Quality Improvement	24	+
● 6.9 GP Returners and Enhanced Induction Programme	29	+
● 6.10 GP Fellowships	30	+
● 6.11 Scottish Clinical Leadership Fellowship (SCLF)	31	+
● 6.12 Forensic Medical Examiner Training	31	+
● 6.13 Medical Appraisal and Revalidation	32	+
● 6.14 The Specialist and Associate Specialist (SAS)	36	+
● 6.15 Safety Skills and Improvement	38	+
● 6.16 Clinical Skills Managed Education Network	40	+
● 6.17 Continuing Professional Development (CPD) for Primary Care professionals and teams	44	+
● 6.18 Grief and Bereavement	45	+
● 6.19 Remote & Rural Healthcare Alliance (RRHEAL)	48	+
● 6.20 Practice Manager Development	49	+
● 6.21 General Practice Nurse Development	49	+

# Supporting Scotland's Doctors

## 6.1 HIGHLIGHTS



### SAFETY, SKILLS AND IMPROVEMENT



### MOBILE SKILLS UNIT



### SHOWCASED AT





## Supporting Scotland's Doctors

---

### 6.2 Overview

To maintain high levels of healthcare provision and patient safety it is important that training is a continuous activity for healthcare professionals within the NHS. To achieve this the NES Medical Directorate Professional Development workstream exists to develop and deliver a range of uni-professional and multi-professional activities in support of doctors in training, their trainers, and the wider trained healthcare workforce.

Training has been designed so it can be delivered within a range of settings wherever needed throughout Scotland. The development of remotely accessed flexible training allows NES to offer training which covers most NHS staff, allowing the balance to be struck between a highly skilled workforce with minimal time out of the workplace.

### 6.3 Faculty Development Support Unit (FDSU)

The Faculty Development Support Unit (FDSU) continues to provide oversight of 4 key areas of work: The Faculty Development Alliance, Recognition of Trainers, Approved Medical Practitioner training and the Leadership and Management Programme. During 2020 the COVID pandemic has had an impact on each of these areas of work. In some instances, course delivery has paused, whilst in others, there has been a need/opportunity to rethink our delivery methods and utilise technology for the first time.

Changing from traditional face-to-face delivery of courses has been a significant challenge for staff; requiring a redesign of course content as well as the greater challenge of delivering this training in an online/virtual environment i.e. online modules and hosting learning events via a web-based platform.

The value of the FDSU has been highlighted in 2020 as lessons learned in the development of mandatory courses has been shared across the FDSU's 4 areas of responsibility in a timely and consistent manner, significantly reducing duplication of effort.

Our achievements in 2020 have been a true team effort, somewhat restricted by the requirement for us to work from home. However, we have, been able to continue to deliver an increasing portfolio of training, some of which may remain in its current format for some time.



## Supporting Scotland's Doctors

---

### 6.4 Approved Medical Practitioner Training

Since 2018 NES has been the sole provider of entry-level and update training for Approved Medical Practitioners (AMP) working in Scotland. This mandatory training for Psychiatrists must, by law, be updated every 5 years to maintain AMP status.

The COVID pandemic, and the resulting cancellation of planned face-to-face training, required an immediate response from NES. However to deliver training to the standard required, a cautious approach to the development of existing and new course materials and the platform for delivery, was necessary. A considerable amount of work went into identifying an appropriate web-based platform which enabled interaction with course participants.

AMP Part 2 has now been converted into a 3-session (3 x half-days) programme. An AMP Part 2 course is now delivered monthly, with 8 places on offer.

Update (Core & Capacity) Training has also been developed into a one-day virtual course which will be rolled out in 2021.

### 6.5 Faculty Development Alliance

Face-to-face training for new and existing postgraduate medical trainers was paused in March 2020. This provided us with the immediate challenge of providing a steady stream of new trainers for Health Boards across Scotland.

A cohort of the Scottish Prospective Educational Supervisor Course (SPESC) for General Practice trainers was part-way through when face-to-face training was paused. A virtual delivery solution was developed by the SPESC faculty to enable this group of new trainers to complete this mandatory course, prior to their Approval.

The Trainer Workshop has been redesigned, and it was piloted in November. This Workshop now offers new trainers a blended-learning programme consisting of an online module and a ½ day virtual session.

All other FDA courses are paused with most being redesigned for web-based delivery.



## Supporting Scotland's Doctors

### 6.6 Leadership and Management Programme

Based on lessons learned from other areas where virtual development of educational resources has been necessary, we have developed and piloted a virtual one-day LaMP course for roll out in 2021.

Condensing the original LaMP programme has been necessary to ensure we can offer sufficient places on these virtual courses to medical and dental trainees. Our plan in 2021 is to offer approximately 385 places on this reformatted course.

### 6.7 Recognition of Trainers

During 2020 the GMC extended revalidation dates and there was a notable reduction in the number of medical appraisals taking place, both of which, have resulted in a much smaller number of reviews for re-recognition taking place.





## Supporting Scotland's Doctors

---

### 6.8 Quality Improvement

#### Scottish Quality Safety Fellowship

---

The Scottish Quality and Safety Fellowship supports healthcare staff to develop leadership skills and improve the delivery of safe patient care. The 12th Cohort of the SQS Fellowship was paused due to the impact of COVID. Despite this the Cohort have been meeting virtually on a regular basis for both informal networking and presentations from speakers across Scotland. The Cohort will have their final residential workshop and Graduation in September 2021.

The 13th Cohort of SQS Fellowship will commence in October 2021. We are now proud to have over 255 Fellows each playing their part in stronger clinical leadership across NHS Scotland and beyond. The Fellowship has reached 9 different countries including Norway, Denmark, Canada, New Zealand, England, Wales, Ireland and Northern Ireland.

#### Scottish Improvement Leader Programme

---

The Scottish Improvement Leader (ScIL) programme enables public sector workers to design and lead improvement projects, lead change, and provide expert quality improvement support in the workplace. A total of 105 participants completed ScIL in 2020 from Scotland and Northern Ireland, with the graduation ceremony paused due to COVID. 2020 saw the commencement of 2 cohorts in Scotland, and the first Welsh cohort commissioned by Public Health Wales.

The impact of COVID in 2020 has resulted in pausing the commencement of two further cohorts in Scotland and one cohort in Northern Ireland, all of which will recommence in 2021. To date we have trained 625 improvement leaders through the ScIL programme.



## Supporting Scotland's Doctors

---

### Scottish Coaching and Leading for Improvement Programme

---

This programme was established in 2018 for a target audience of managers working within health and social care. It enables participants to develop leadership skills, gain knowledge and confidence in the core components of quality improvement whilst embedding a coaching approach to how teams are enabled and empowered. Due to COVID only one cohort of SCLIP was completed in 2020 as part of the NES internal QI capability and capacity building. Three cohorts commissioned by the Chief Nursing Officer aligned to the Excellence in Care programme commenced in late 2020 and are due to complete by March 2021, each with 30 participants.

To date 330 participants have completed the SCLIP programme.

Work is underway to devolve delivery of this programme to local boards. Those who have engaged with this approach to date include NHS Grampian, NHS Greater Glasgow & Clyde, NHS Dumfries & Galloway and NHS Education for Scotland. The programme has also been commissioned for external delivery to the Western and Southern Health and Social Care Trusts in Northern Ireland. However, this cohort has currently been paused and is due to recommence later in 2021.

A key development for this programme has been its transfer to virtual delivery only. Further testing is underway to enhance the synchronous and asynchronous balance of content.

### Scottish Improvement Foundation Skills Programme

---

This programme aims to develop individuals' skills, knowledge and confidence to be active team members contributing to the improvement of local services. It is made up of seven virtual 90-minute sessions using the GoToTraining platform.

In 2020 82 staff from across the Public Sector completed the programme. One additional cohort paused due to COVID will be recommenced in May 2021.

In line with NES organisational priorities to increase its own workforce capability to use quality improvement as a method to implement change, a total of 29 staff have completed the programme over 2020.

Building on success in 2019 to develop further QI capacity across Scotland, in 2020, resources, online facilitation training and shadowing opportunities have been provided to allow graduates of lead level QI programmes to deliver the programme to individuals within their own organisations. 61 staff have requested access to these resources in 2020 to support delivery in their own areas bringing the total to 152. A key development for 2021 is to build on supporting effective local delivery of SIFS.



## Supporting Scotland's Doctors

---

### Primary Care

---

NES run a Primary Care focused version of its Scottish Improvement Foundation Skills (SIFS) programme. The programme provides funded places to 'First 5' GPs, GPs as well as practice and cluster quality leads.

The programme develops participants skills, knowledge and confidence in QI. These skills support them to play an active role in supporting positive changes in primary care delivery. In 2020, 89 people completed the programme.

This number includes:

- + 52 'First 5' GPs
- + 10 GPs
- + 6 Cluster Quality Leads
- + 8 Practice Quality Leads
- + 13 Primary Care staff

### Quality Improvement Zone and Suite of eLearning Modules

---

The QI Zone on Turas Learn has continued to be a hub of information for Quality Improvers with 187,272 views between January and December 2020. The team have also received requests from other organisations to replicate and share content from the site.

In addition to the tools and programme information on the site there are 5 introductory eLearning modules which follow the Scottish Improvement journey.

Analytic data is showing the following numbers for completion of modules:

- + Measurement for Improvement 1,115 completed (in progress 353)
- + Understanding your system 994 completed (in progress 145)
- + Developing your aims and change ideas 886 completed (in progress 64)
- + Testing your change ideas 842 completed (in progress 50)
- + Implementation and spread 626 completed (in progress 42)



## Supporting Scotland's Doctors

---

### Realistic Medicine

---

During 2020, the 2 sessions allocated to the Realistic Medicine educational lead were redeployed to support acute clinical care in response to the pandemic.

The most recent activity has focussed on continuing to promote the Realistic Medicine agenda within NES, promoting the Realistic Conversations Shared Decision Making eLearning module. Analytics show that between Jan-Dec 2020, 851 people completed the module, with 544 staff in progress currently completing it.

### Value Management Collaborative

---

NES have the lead role on development of educational resources, provision of coaching and training for the Value Management (VM) Collaborative. This is a partnership programme of work with Scottish Government (SG) and Healthcare Improvement Scotland (HIS) which focusses the use of quality improvement to improve performance, cost and capacity in microsystems.

The work continues to progress with 18 teams across 6 Boards. During 2020 all activity was postponed between March - August but outside of this period:

- + 11 modules delivered (measurement, coaching, facilitation, VM methods, working with teams)
- + 24 board coaching calls held to support coaches in building capability
- + 142 attendees across the modules delivered

To assess the impact of the capacity and capability programme, changes were measured in coach's confidence in critical elements of value management implementation based on a rating of 0 - 4. The data represents average of scores submitted by the coaches in 2019 and then in 2020. Baseline average in 2019 was 2.6 and increased to an average score of 3.4 in 2020.



## Supporting Scotland's Doctors

---

### Access QI

---

NES have the lead role on development of educational resources, provision of coaching and training for Access QI. It is a partnership programme of work with HIS which focusses the use of quality improvement to meet the challenge of delivering sustainable improvements in waiting times whilst maintaining or improving the quality of care.

Working closely with three 'accelerator Boards' a toolkit was developed which will underpin training commissioned for phase 2 of this programme from 2021 onwards.

### Board Development

---

A dedicated Board Development learning platform on Turas Learn has been created, with sections including relevant education and support material on induction, integration, mentoring and coaching, committee information/skills and CPD. The site has had 6020 views in the past year (the NHS Board Non-executive cohort is approximately 330). In November 2020 two new eLearning Modules on Finance and Audit & Risk were created and launched on 30th November. They have been accessed 31 times.

The new induction approach combines local and national induction with new appraisal arrangements for Chairs and Non-executive Board Members. A Boardroom Mentoring programme provides cross Board mentoring for individual Non-executive Board members. 15 Mentors were recruited in September 2020 bringing the Mentor register to 24 with 16 active mentoring partnerships underway, one matching partnership in process and two mentor partnerships which have ended. Evaluations from those completing their mentoring partnerships illustrate the value of the mentoring experience as a mentee and mentor.



## Supporting Scotland's Doctors

---

### Online Facilitation Training

---

The QI team responded to the needs of the system during the pandemic and provided 25 sessions on how to facilitate online learning between June and September 2020, providing training for up to 575 staff across NHS Scotland. 94% participants agreed that the session would enable them to facilitate online learning sessions.

Supporting videos and resources were added to the QI zone to support those that unable to access the live training events and have been accessed over 700 times.

### Global Citizenship

---

Collaboration with the Scotland Malawi Mental Health Education Project continued in 2020. The QI team have been working with two mental health teams in Malawi and Zambia in the development of quality improvement skills and the mentorship of quality improvement projects related to inventory management, patient hygiene, laundry services and health education.

Due to COVID the face to face meeting was replaced with a virtual workshop with both teams in December 2020. Continued collaboration is planned for 2021.

### 6.9 General Practice Returner & Enhanced Induction Programmes

The GP Returner and Enhanced Induction programmes continue to generate interest with ongoing support provided by NES from initial enquiry through to scheme completion.

- + Over 2020 there has been a substantial increase in interest in these programmes possibly due to the COVID pandemic.
- + 3 GP Returners have completed, 5 are currently in post with 3 more expected to join the scheme. This compares to a total of 10 in 2019.
- + 2 EI doctors are currently in post and another 4 have successfully completed. 3 are in the process of undertaking national assessments. This compares to a total of 3 in 2019.
- + RCGP/GMC Streamlined CEGPR processes are now in place and we have one on programme who is an Australian trained GP.
- + Despite the impact of COVID on clinical practice, we have managed to find placements for all who met the criteria and wished to proceed. Two placements required to be extended to allow more time for applicants to reach the standard for independent practice.

### Looking ahead

---

There are 7 confirmed new starts already for April 2021. We are exploring the possibility of an e-portfolio to make gathering of the required evidence more straightforward.



## Supporting Scotland's Doctors

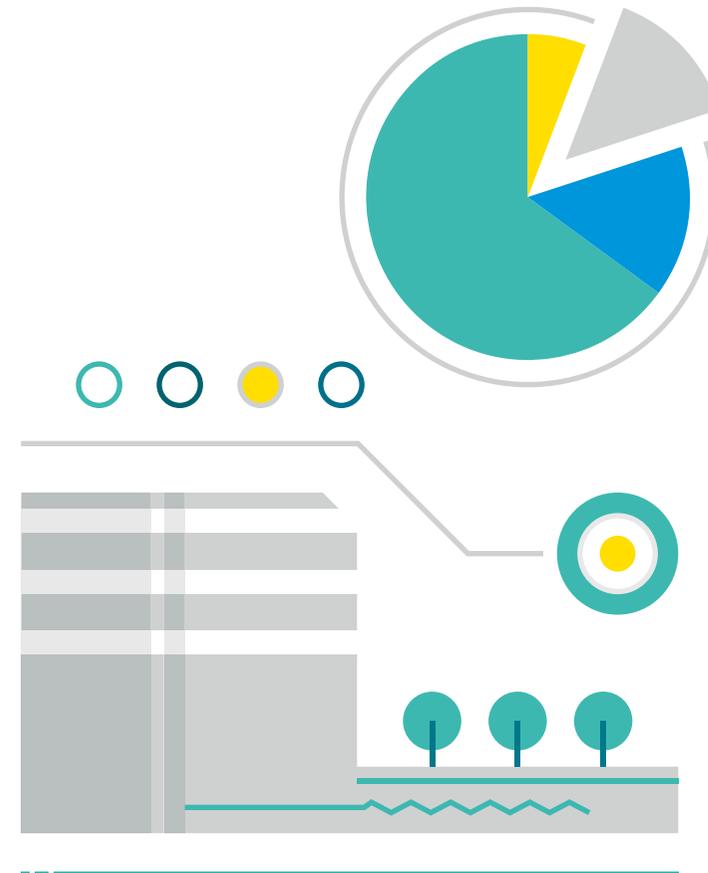
### 6.10 GP Fellowships

- + We recruited to three GP Health Inequality Fellowships, four Medical Education Fellowships and six GP Rural Fellowships
- + The GP Rural Fellowships are co-funded between NES and participating Health Boards and published evidence confirms an important recruitment and retention impact on rural practice in Scotland.

#### Looking ahead

The Rural Fellowships provide an important test bed for the development of a rural medical credential, which has been highlighted as one of the prioritised areas for progress in the GMC's proposals for the development of regulated credentials.

A proposal for a Rural Emergency Practitioner credential, developed from the acute care GP Rural Fellowship has been developed and is ready to be developed further once plans for implementation of regulated credentials are in place.





## Supporting Scotland's Doctors

---

### 6.11 Scottish Clinical Leadership Fellowship (SCLF)

We recruit to and employ up to 12 SCLFs; medical and dental specialty trainees that spend a year out of programme hosted in a variety of organisations including the Scottish Government, Royal Colleges, General Medical Council, and territorial and national Health Boards. SCLFs contribute to and lead strategic work in their host organisations.

NES provides a bespoke leadership and development programme for the fellows together with Pharmacy leadership fellows in this well-evaluated and flagship leadership fellowship. Now in its tenth year, the SCLF scheme plays a major part in a shared ambition between the Government and the service to identify, develop and nurture a cadre of skilled future clinical leaders.

### 6.12 Forensic Medical Examiner (FME) Training

- + We deliver a suite of courses to support the training and education of FMEs including *'An Introduction to Forensic Medicine Examination'* course, an *'Up-date Conference for FMEs and an 'Essentials in Sexual Offences Management & Court Skills'* course. (full title 'Essentials in Sexual Offences Examination and Clinical Management (Adults and Adolescents)
- + We have as part of the Workforce and Training subgroup of the *Taskforce to Improve Services for Rape and Sexual Assault Victims*, been commissioned by the Scottish Government to redesign our approach to supporting the development of Sexual Offences Examiners. As a result, we have substantially reworked our 'Essentials' course, to provide a blended learning experience and make it more flexible, portal and accessible
- + The redesigned 'Essentials' course has been accredited by the Faculty of Legal and Forensic Medicine and as such attendance at this course means that examiners meet the training standards described by HIS
- + We have delivered 'Essentials' courses in a variety of locations. We have also adapted the course at the Government's request to include the nurses that support examiners and clients and are contributing to work that will hopefully result in nurses being able to take on the examiner role in time.



## Supporting Scotland's Doctors

---

### 6.13 Medical Appraisal & Revalidation

#### Appraiser Training Courses

---

- + As part of the Scottish Government's common pathway approach to appraisal and revalidation, NES is tasked to provide appraiser training for clinicians wishing to take up the role of appraisers to facilitate appraisals in Scotland to ensure consistency in approach and quality.
- + We offer two types of appraiser training – a two-day course which is mandatory for anyone wishing to become a **New Appraiser**; and a one-day **Refresher** course for experienced appraisers designed to support the existing appraiser workforce by offering them a platform to share good practices, network, and refresh/maintain their skills as an appraiser.
- + The appraisal year runs from April to March and in the 2019-2020 period, we organised 12 New Appraiser courses and 9 Refresher courses.
- + From the 11 New Appraiser courses ran (1 cancelled due to low uptake), 129 clinicians were successfully trained as New Appraisers; and 132 Appraisers successfully attended 8 Refresher courses (1 cancelled due to COVID).
- + A 1-day Appraiser Course Tutors day was held on 4 September 2019, successfully training 14 new tutors to join the existing cohort.
- + Due to the pandemic, all appraisal and revalidation activities in 2020/2021 were paused up to September 2020; and restarting in October but with a new focus on doctors' wellbeing.

Full details and breakdown of the training courses can be found in the Medical Appraisal Scotland annual report.

<https://www.appraisal.nes.scot.nhs.uk/resources/AnnualReport-19-20/index.html>

#### SOAR

---

NES also supports medical appraisal in Scotland by the continued provision and support of SOAR (Scottish Online Appraisal Resource) - an online system used by all doctors working in Scotland. SOAR was developed by NES and has been running since 2005, with data maintained by its users and local health board admin teams to facilitate the appraisal process.

SOAR users are supported via a helpdesk system managed by the Medical Appraisal Scotland team. During 2019/2020 the helpdesk resolved 6052 enquiries – the lowest in the last 5 years – indicating that the system and processes are firmly embedded. In April 2020 we switched our helpdesk system to the one used by NES to integrate existing services for ease of maintenance and support.



## Supporting Scotland's Doctors

---

### Conferences and other National meetings

---

The annual **Scottish Medical Appraisers Conference** was once again held in parallel with the Scottish Medical Education Conference at the EICC, Edinburgh on 10th May 2019. The theme for the Medical Appraisers Conference this year was “Reflection”. Drs Maurice Conlon (Clinical Advisor, Professional Standards Team, NHS England) and Rob Hendry (Medical Director, Medical Protection Society) were the guest speakers and presented on “Appraisal: A Soft Reboot” and “Reflective Practice” respectively. The conference was very well attended with positive feedback on guest speakers and the workshops. (2020 Conference was cancelled due to the pandemic).

The annual **Appraiser Course Tutors Conference** was held on 5th September 2019 at Murrayshall Hotel. A series of interactive workshops and plenary discussions was had in the morning, utilising everyone’s experience and exploring the options to review and improve the existing training programme (see section on “Review of NES Appraiser training courses” below). An interactive Coaching Skills session was delivered by Dr Iain Wallace in the afternoon. Dr Wallace was formerly the Responsible Officer in NHS Lanarkshire and his session was very well received by the tutors.

On 16 September 2020 a virtual event for tutors was held via MS Teams where we provided an update on the training courses and discussed the remote delivery format and content (see “Impact of Covid-19” section).

We also facilitated **National Appraisal Leads** and **National Appraisal Administration meetings** to support all the Appraisal Leads and Local Admin teams within the health boards, giving them a platform to discuss and inform on significant issues and share best practice.

### Medical Appraisal & Revalidation QA Report

---

As sponsored by the Scottish Government, NES produced the Medical Appraisal & Revalidation Quality Assurance (MARQA) report reviewing submissions from all designated bodies in Scotland for the year 2018/2019. The finalised report was published and circulated on 20th December 2019.

The report is available on the Medical Appraisal Scotland website:

<https://www.appraisal.nes.scot.nhs.uk/i-want-access-to/marqa.aspx>



## Supporting Scotland's Doctors

---

### Scottish Appraisers Survey

---

The submissions for the 2018/2019 MARQA review indicated that there was significant variation in the levels of support the Medical Appraiser workforce received from their local health boards. The Medical Appraisal Team at NES was keen to explore this further to increase our understanding of this issue and consider what actions we could take to improve the situation. We ran a survey which was sent out to all Medical Appraisers working in NHS Scotland in November 2019.

It was similar to the RCGP Appraiser Survey also run in 2019. We decided to include questions on the Appraisers' experience, overall workload, cross-specialty practices, their experience of Appraiser support, and their views on the impact of Appraisal.

These results show a complex picture of the differences between the primary and secondary care appraiser cohorts and their experience of appraisals and support in the appraiser role.

With initial training in Scotland run nationally by NES and ongoing support provided both nationally and locally within Health Boards and other organisations who employ appraisers, it would be useful to explore these differences and the reasons behind it further.

The survey confirmed the MARQA returns' indication that support to medical appraisers is variable. In order to address these differences action will need to be taken at local as well as national level.

One of the key action points for NES to action is the review of our Appraiser Training courses, something we had been planning for some time.

Full details of the survey findings can be found at:

<https://www.appraisal.nes.scot.nhs.uk/i-want-access-to/general-publications/2019-medical-appraiser-survey-report.aspx>

### Review of NES Appraiser training courses

---

As part of the review of the appraiser training courses NES provides, a number of workshops were held with the national Appraisal Leads and all our training course tutors to get their views on how the training can be improved. Following their feedback and also considering findings from the Appraisers Survey, we revised the content and delivery of the Refresher training with a view to review the New Appraiser training next.

The new Refresher content and format was due to be piloted in the April to June 2019 courses. Unfortunately, all appraisal activities (including the 2019/2020 MARQA review) were postponed towards the end of March as part of the effort to combat the COVID-19 pandemic.

Subsequently we concentrated our efforts to revising our New Appraiser training course content and format so that it is suitable and safe for remote delivery upon restart of activities.



## Supporting Scotland's Doctors

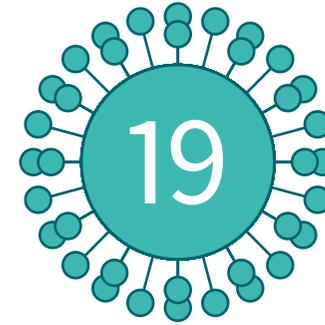
### Impact of COVID-19 in 2020/2021

There was significant impact caused by the pandemic to our appraiser training programme for 2020/2021 and beyond.

Prior to the pandemic, we had scheduled 12 New Appraiser and 11 Refresher courses. However, with all appraisal and revalidation activities on hold nationally, a decision was made to postpone all Refresher training for the whole of 2020/2021 and 8 of the 12 New Appraiser events (up to end of 2020); shifting our attention to the revamping of the New Appraiser courses instead. The choice and usage of technology will also have a significant role to play as we all adjust to a new way of living and working.

Appraisal activities recommenced in October and we successfully ran two New Appraiser training courses remotely via MS Teams in October and November respectively, with 15 new doctors recommended to take up the role of medical appraiser. The new format consisted of mandatory completion of 7 PowerPoint modules and remote attendance of two half-days on MS Teams on reduced capacity (max of 8 participants). Feedback from facilitators and participants were very positive.

Based on feedback received we made changes to the programme and format and, using existing dates scheduled prior to the pandemic, a further eight New Appraiser courses were scheduled for January to March 2021.





## Supporting Scotland's Doctors

---

### 6.14 The Specialist and Associate Specialist (SAS) Development Programme

- + Now established for eight years, the approach of the SAS Development Programme was obligated to change approach in response to the circumstances and priorities of COVID. Our team have initiated a successful shift to online delivery for both our national educational sessions and local events.
- + Prior to the restrictions necessitated by COVID, we ran a one-day Quality Improvement workshop in Jan 2020, in collaboration with the NES QI team; 54 SAS attended.
- + Unfortunately, 5 scheduled training courses and workshops organised by the SAS Programme which were due to take place in person throughout March and April 2020 had to be cancelled due to COVID. At that time, pressures on service resulted in these courses being cancelled completely rather than moving to an online learning platform.
- + The launch of online events for SAS began with three dedicated Q&A sessions during May 2020, to address issues and concerns around SAS wellbeing and development during COVID, hosted by APGD Dr Lynne Meekison and Lead Dean Professor Alan Denison. Total attendance was 70.
- + A series of bespoke educational webinars for SAS followed from June 2020 onwards, with a focus on aspects of careers development; each featured current or former SAS doctors as presenters. Topics included Extended Roles; Developing Your Career: Any Age, Any Stage; Job Planning and Experience of Applying for CESR. Total attendance across all webinars was 226.
- + A series of 9 local SAS educational events and drop-ins for SAS in their regional Health Boards were organised by the local SAS Education Advisers; following our last in-person local event in February in light of COVID restrictions, the rest were offered online through Microsoft Teams. A total of 145 SAS attended these events.
- + The move to online learning has afforded the Programme the opportunity to record and share these webinars with SAS unable to attend or who wish to revisit the content: there have been 154 total views of our recorded webinars and events so far.
- + 42 applications were made to the SAS Development Fund, supported by local SAS Education Advisers, of which 93% were approved. While a small number of in-person learning opportunities were able to proceed under COVID, there was increased focus on online learning and study. Examples of training which deliver new or improved services in the various Health Boards include: MSc in Clinical Critical Care, PG Certificate in Medical Education, PG Certificate in Medical Education for Dentists, Introduction to Dermoscopy, Diploma in Healthcare Simulation and Patient Safety, Intravenous Sedation. Other approved training has had to be deferred due to COVID, particularly practical courses e.g. PG Diploma in Dental Implantology.



## Supporting Scotland's Doctors

---

- + We delivered our first virtual workshop to support SAS doctors considering applying for CESR, run jointly with GMC with 61 attendees overall. We supported 4 SAS with development activity towards CESR; individuals with clearly identified gaps in training were funded to undertake either supervised secondments or training which should enable them to achieve the competencies they require towards making a successful CESR application. However, some of these attachments have had to be deferred due to COVID and other SAS who are currently working to achieve CESR have delayed submitting applications for top-up training due to the limitations on the training opportunities available in some specialties.
- + 19 SAS participated in a dedicated three-part online workshop on Human Factors & Patient Safety, facilitated by the NES ODLL team for our Programme.
- + 21 SAS dentists were supported to undertake a dedicated online Masterclass in Cone Beam CT operation and reporting, and 1 SAS dentist to undertake a Refresher version of the course.

### Looking ahead

---

- + The 5th SAS National Conference, originally scheduled for March 2020, was unable to be run this year due to COVID concerns. The Programme will be offering their first ever virtual half-day conference in June 2021, with plans made for an in-person event in March 2022.
- + Further webinars and online workshops are scheduled throughout 2021, tackling issues such as Professionalism, Consent, and Doctors in Difficulty. These will continue to be recorded and shared after the fact. Local events are also being arranged to run virtually; the NHS Lothian virtual SAS event has 42 bookings so far.
- + The SAS Development Programme continues to receive high-quality applications with a current focus on online learning. As more training courses successfully move online, we anticipate this trend to continue, enabling SAS to learn new skills to develop and support clinical services. Feedback from recent applicants and their clinical directors confirms the success of the SAS Programme in developing individuals and improving service delivery and patient care.
- + Many more SAS are keen to pursue CESR and we anticipate the demand for top-up training to increase once training opportunities are able to be offered to SAS again.
- + The SAS Development Programme has rapidly responded to the current challenges and continues to evolve to support the changing needs of Scotland's NHS.



## Supporting Scotland's Doctors

---

### 6.15 Safety, Skills & Improvement

#### Responding during COVID

---

In the response to COVID, the Safety, Skills and Improvement team have contributed to:

##### ***Capturing Organisational Learning***

Development of practical guidance to help people working in the health and social care ecosystem capture valuable practice and improvements made during their response to COVID-19.

##### ***Guidance on the User-Centred Design of Work Procedures for Care Teams***

Guidance on the human-centred design of work procedures such as protocols, written instructions, checklists or flow charts.

##### ***Design of Mass COVID-19 Vaccination Centres***

Safety, Skills and Improvement Research Collaborative (SKIRC) led a coalition of UK and international partners in providing specialist guidance to leaders and designers of global COVID-19 vaccination programmes on integrating Human Factors principles and methods to support related safety and efficiency. Now working in partnership with NHS Ayrshire and Arran and Public Health Scotland to undertake Human Factors based design analysis of vaccination facilities with a view to sharing this learning across Scotland and beyond.

##### ***Design Guidance for Novel Manufacturers of Ventilators***

Supporting the design, development, usability testing and operation of new ventilators.

##### ***GP COVID Risk Assessment tools***

A series of tools were developed by a multidisciplinary group from NES, HIS and PHS. These included a validated safety checklist, risk assessment tool, frequently asked questions, guidance on designing procedures and implementation examples.



## Supporting Scotland's Doctors

---

### Human Factors Education and Integration

---

Delivery of Human Factors education was adapted due to COVID with all introductory level training being provided through eLearning modules. To support higher level learning to increase impact several other projects were delivered over the last 12-months.

#### **Q exchange project**

NES were awarded a grant from the Health Foundation to explore and enhance the links between Human Factors and the Quality Improvement community. This has involved the testing and evaluation of a hybrid Human Factors and Quality Improvement method; delivery of over 20 one-hour webinars on Human Factors concepts and approaches; and the development of an online community of practice.

#### **Residential Masterclass in Human Factors**

2-day course held in March 2020 with 30 risk, safety, improvement and complaints advisors across five NHS Boards.

### **Openness and Learning agenda**

NES and HIS have been jointly commissioned by Scottish Government to develop and deliver resources to support the application of a systems-based approach to analysing and learning from events in health and care. Prior to the COVID pandemic a conference for 120 delegates across Boards on systems thinking for care teams and organisations was held. The planned educational programme incorporates much of the learning and research priorities of the Safety, Skills and Improvement team.

### **Barrier Management and Proactive Risk Assessment**

An educational resource was developed to introduce Bowtie Analysis (BTA) as a method for health and social care organisations to evaluate the key controls relied on to protect against serious adverse events, how they can be defeated and inform what action needs to be taken strengthen the effectiveness of the controls.

### **Human Factors in Paramedic Practice**

Co-authored three chapters (systems thinking; safety culture; and learning from incidents) in book entitled 'Human Factors in Paramedic Practice'.

### **Safety Culture**

An expert Multi-Professional Workshop was held to review, refine and validate NES Safety Culture Discussion Cards. Changes are being finalised and testing of the cards and related educational and implementation resources will be required.



## Supporting Scotland's Doctors

---

### SKIRC 'Thought Papers'

---

- + Thought papers based on the evolving research undertaken by SKIRC were produced in the following areas: Frontiers in Human Factors; 'Never Events' and the 'Zero Harm' Vision; Taking a Professional Approach to Patient Safety; Healthcare Human Factors: A call to action for policymakers, leaders and educators; A Systems Analysis of the UK COVID-19 pandemic response.

### Structured handover project

---

'Train the trainer' sessions for regional health boards continue resulting in the delivery of educational sessions on effective clinical handover to Foundation Doctors throughout NHS Scotland across nine territorial NHS boards. Training within special health boards includes NHS24 and Scottish Ambulance Service. Evaluation of the impact of training is underway.

### Quality Improvement Resources

---

The booklet 'QI in Primary Care – what to do and how to do it' has been updated. Includes QI and Human Factors tools to support qualified staff and trainees to undertake successful projects. The booklet supports the new QI training being delivered to all GP Specialty Trainees across Scotland and to GP Educational Supervisors.

### 6.16 Clinical Skills Managed Educational Network (CSMEN) Response to COVID-19

CSMEN developed three main e-learning resources related to skills bundles required to deal with the pandemic using CSMEN quality assure processes:

COVID-19 Helping you in your role -

Self-Protection (Unit A)

Assessment and Management (Unit B)

Protecting your Workplace (Unit C)

<https://learn.nes.nhs.scot/28832/clinical-skills-managed-educational-network/covid-19-resources>

A further two units on Procedural Skills development (D) and Rehearsing Immersive Simulation scenarios (E) were also developed to support skills transition to the workplace.

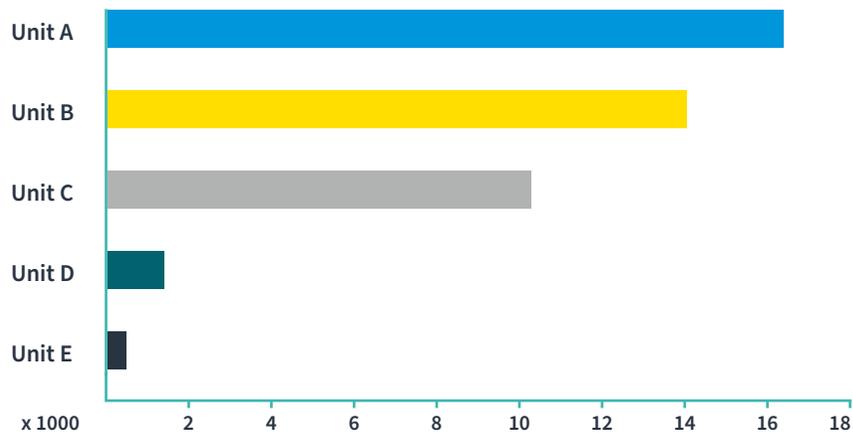
Due to the changing information of the disease, these were reviewed and updated weekly for the first two months of the pandemic.



## Supporting Scotland's Doctors

Usage figures for all five resources are shown below:

Up to date links were given in the resources to link the learner to evidence-based demonstrations and guidelines to enhance reliable delivery of standards of skills.



### Lockdown in the larder

These were recorded interviews with different users of the COVID skills bundles sharing their experience of how the online resources supported their practice. These were shared on the CSMEN webpage and included interviews with rural practitioners, educators, and front line nursing, AHP and medical staff.

<https://www.csmen.scot.nhs.uk/resources/covid-19-resources/lockdown-in-the-larder/>

### BASICS Scotland

BASICS Scotland are funded by CSMEN to deliver pre-hospital emergency care courses (PHEC) to remote and rural practitioners. In response to the restrictions of the pandemic they had redirected their capabilities away from face to face courses.

#### *Development of a new open access resource hub*

<https://basics-scotland.org.uk/basicslms/resource-hub/>

These focus on topics such as performing under pressure, triage and keeping well and using podcasts to share experiences from well-known experts in prehospital care.

So far 12 podcasts have been released and have had 3015 listens which equates to 1692 hours of content delivery.



## Supporting Scotland's Doctors

---

### ***Skills pod distribution***

BASICS have skills pods strategically placed in Orkney, Lewis, Mull and Fort William where they have continued to deliver and support refresher equipment (Sandpiper Trust bag) and skills sessions.

### ***E-learning modules***

In relation to e-learning BASICS have developed modules for the e-portfolio on Adult Patient Assessment, Trauma, Paediatrics and Cardiology.

### **MSU Virtual Tour**

---

A virtual tour of the MSU has been developed to give new and existing users access to the layout and equipment available. It has been designed using 360 virtual reality technology and will support faculty in planning simulation-based education sessions prior to the MSU arrival. It enables users to look inside the cupboards and access the interactive equipment guides. This provides a model for building and incorporating interactive learning tools and support for facilitators as well as the prevention of skill decay in learners. To access the tour use the following link (Turas Learn login required):

<https://learn.nes.nhs.scot/43947/clinical-skills-managed-educational-network/mobile-skills-unit-msu/msu-virtual-tour>

Online instructional videos for simulation equipment have also been developed further with a new orientation video.

### **Delivering safe FTF Simulation based learning at NHS Louisa Jordan**

---

When the nightingale hospital commissioned by the Scottish Government as a COVID-19 step down facility was no longer required in May 2020 it presented an opportunity for CSMEN to propose the establishment of an interim National Skills Education Hub. Many skills training facilities had been requisitioned throughout Scotland for clinical services. The added need for COVID safety measures such as physical distancing meant that the facility could be adapted for multi-professional skills training for the workforce.

CSMEN has led the implementation of the Hub with quality assured processes applied to delivering a standard of skills education.

There were four main pathways of learning:

- + A standard induction plan for Covid-19
- + Skills training for West of Scotland workforce
- + National skills training
- + Skills Innovation trials

## Supporting Scotland's Doctors

### Overall Impact for 2020

Total enquiries for skills courses	373
Total numbers of participants attended to 29/1	5345
Numbers of participants July	297
Numbers of participants August	555
Numbers of participants September	436
Numbers of participants October	1523
Number of participants November	1556
Numbers of participants December	780
Number of participants January 29/1	470*
Cancellations of courses	96

\*588 people cancelled based on pod bookings due to service pressures

### CSMEN at NHS Louisa Jordan

#### ***Step-up to COVID-19 induction programme at NHS Louisa Jordan***

A programme, lesson plans, links to online learning resources and scenarios have been developed for an induction to working in any facility caring for COVID-19 patients. This has been shared on Turas Learn.

#### ***National programmes at NHS Louisa Jordan***

The NHS Louisa Jordan has provided safe facilities for learning for national programmes such as ALS, PROMPT, EPALS, SCOTTIE as well as faculty development.

#### ***Innovations at NHS Louisa Jordan***

In relation to innovations the NHS Louisa Jordan has piloted an interprofessional ward exercise with team debriefing using a systems approach and this approach has also been piloted by GPs.

The first European EyeSi simulator was piloted at the NHS Louisa Jordan initially to train optometrists but with the incorporated feedback system it will be of support to all those involved in eye care. In addition an innovative face to face multi-professional skills programme for vaccinators has been developed and introduced.



## Supporting Scotland's Doctors

---

### Simulation based educators' launch of Tier 1

---

In August 2020 the on-line tier 1 programme of the Simulation-based Educator National Framework developed by CSMEN was launched on Turas learn. It covers five independent units of learning. The programme fulfils the regulatory bodies teacher training requirements.

<https://learn.nes.nhs.scot/33268/clinical-skills-managed-educational-network/educational-resources/faculty-development-becoming-a-simulation-based-educator>

In six months 102 have completed the on-line programme with an 81% completion rate. Medicine and Nursing represent the majority of those registering across all grades. Ten of the 14 territorial boards have accessed the training with NHS Lanarkshire, Greater Glasgow and Clyde and NHS Grampian providing the main uptake.

### TEL Improving the quality of skills education using e-learning in the times of Covid 19

---

The development of Technology Enhanced Learning (TEL) has become a major workstream in NES over the past year to which CSMEN has contributed at all levels from governance to evaluation, to design of support for learners and trainers. This is based on the CSMEN experience of our quality assured e-learning resources for learner and faculty in relation to simulation based education.

### 6.17 Continuing Professional Development (CPD) for Primary Care professionals and teams

- + Our Practice-based Small Group Learning (PBSGL) has remained popular in General Practice in Scotland with approximately 35-40% of Scotland's GPs being members of PBSGL groups. Pharmacist and nurse numbers have seen the highest growth in the past two years meaning that increasing numbers of groups are inter-professional.
- + We have supported the development of PBSGL in Wales.
- + We deliver 'A Day in the Life of a Busy General Practice' CPD events across Scotland as well as a wide range of face-to face events and opportunities for peer review of criterion-based audit, significant event analyses and consultation skills to primary health care staff.
- + Through Scottish Government funding, we have significantly increased our educational opportunities for General Practice Nurses. Demand for these courses is high and they have evaluated exceptionally well. The team have redesigned some of these Learning Programmes and courses to align with national priorities.
- + Scottish Government funding has facilitated Quality Improvement and Continuing Professional Development Workshops across the country to support GPs in their preparation for appraisal.



## Supporting Scotland's Doctors

---

- + We have also received significant investment from Scottish Government to educationally support GPs in their first five years since qualification. This includes PBSGL membership, dedicated conferences and courses and research to better understand the CPD needs of this group.

### Looking ahead

---

We aim to increase the number of PBSGL groups/members in Scotland and to continue to increase inter-professional membership. We aim deliver more of our training using virtual methods of delivery to attempt to have greater reach to the professions working in General Practice.

## 6.18 Grief and Bereavement

### Responding to COVID-19

---

- + We produced and delivered a variety of educational resources and learning opportunities to support health and social care professionals to deliver the best care possible and support those who are bereaved during the challenges of the last year.
- + We responded swiftly to emerging needs early in the pandemic, and working in collaboration with a wide range of multi-professional subject experts, produced concise, easily accessible and digital resources on topics including:
  - **Caring for people who are dying and those close to them amidst visiting restrictions**
  - **Supporting the spiritual care needs of those who are nearing the end of life**
  - **Bereavement in the workplace**
    - **Employees who are bereaved**
    - **Experiencing the death of a colleague**

## Supporting Scotland's Doctors

### Bereavement Webinar Programme

- + We established a monthly bereavement webinar series which has been well received with over 1,300 professionals having registered to date.

*“Well paced, relevant, credible, thank you...”*

- + Seven sessions have been hosted on a variety of topics including child bereavement, death certification, bereavement following substance use and psychological perspectives on grief and loss. Recordings and further resources are available on the **Support around Death (SAD) website**.

### Educational resources

- + A new animation ‘**Coping with death and bereavement as a health and social care professional**’ was launched in July, which introduces the acronym ‘**TALK**’ (Tell, Ask, Listen, Kindness).
- + At the end of 2020 our **suite of short animated films on bereavement-related topics** had been viewed over 52,000 times, a 55% increase on views from the previous year.
- + We continue to receive positive feedback regarding these materials and requests for permission to use them on a national and international basis within teaching courses and programmes.
 

*“The animated films... have helped clarify my thoughts around communication with the bereaved. Particularly working in acute hospitals through Covid it was so useful to have accessible resources to make deeply difficult conversations more manageable...”*

- + We continue to liaise with the Death Certification Review Service (DCRS), ensuring that current **educational resources** on the completion of Medical Certificates of Cause of Death (MCCD) remain accurate and updated. This includes top tips for certifying and non-medical staff, and two e-modules on ‘**Certification of Deaths in the Community**’ and ‘**Death Certification: Identifying Common Mistakes**’ – together completed over 1,600 times.
- + We have also contributed to the development of **a set of national learning resources on confirmation of death**, including a **short film** – work led by the NES Clinical Skills team.
- + A video capturing the experiences of a multidisciplinary Emergency Department team on dealing with death and bereavement is scheduled to launch in 2021. Staff will share what helps them cope with the demands of their role and how they and their colleagues stay healthy in the face of often extreme emotional demands.
- + We continue to add content and develop our **Death, Dying and Bereavement** and COVID-19 pages on Turas Learn and the **SAD website**.
- + The SAD website provides a range of information related to care before, around the time of and after death. This year there have been over 29,000 users on the site with over 89,000 page views. This demonstrates a 61% increase on users from the previous year. The website has been accessed from 128 countries.
- + Our quarterly e-Newsletters continue to be well received with approximately 1,300 subscribers registered at the end of 2020.



## Supporting Scotland's Doctors

### Supporting NHS Health Boards

- + We continue to host quarterly learning events for NHS Board Strategic Leads & Bereavement Coordinators and in response to the pandemic we established additional virtual catch up meetings for the network, 16 being hosted in 2020, providing a vital source of support and information.



### Bereavement Charter for Scotland

- + We are part of a national coalition which launched Scotland's first **Bereavement Charter for Children and Adults** in April 2020, accompanied by **FAQs** and **Guidance Notes**.

### Looking ahead

We will continue to strive to influence the national strategic agenda on death, dying and bereavement education for health and social care professionals by e.g.

- + Developing an e-module on “*Bereavement Basics*” and a suite of bereavement simulation scenarios
- + Building on existing work with DCRS to refresh existing material and develop new resources on MCCD completion (particularly around COVID-19) and reporting deaths to the Procurator Fiscal
- + Hosting an ongoing webinar programme and second annual conference
- + Working with multi-sector partners on the promotion of the Bereavement Charter for Children and Adults in Scotland and leading on the bi-annual editing of the Guidance Notes
- + Working with the Crown Office and Procurator Fiscal Service (COPFS) to refresh the existing NES Fatal Accident Inquiry Guidance.



## Supporting Scotland's Doctors

---

### 6.19 Remote and Rural Healthcare Alliance (RRHEAL)

- + We have continued to deliver monthly education sessions by VC around a host of topics via the *RRHEAL VC Education Network and our Rural General Hospital VC Education Network sessions across a wide variety of topics specifically tailored to meet the needs of remote, rural and island practitioners.*  
<https://learn.nes.nhs.scot/902/rrheal/education-networks>
- + We have completed initial work on the development of the first Scottish multi professional *Rural Practitioner Advanced Level Education Programme* in collaboration with the Scottish Rural Medical Collaborative.  
<https://www.srmc.scot.nhs.uk/>
- + We completed our work as part of the international *Remote and Rural Recruitment and Retention Making it Work Project* which has produced a Workforce Sustainability Framework and a range of practical tools.  
<http://rrmakingitwork.eu/>
- + We have worked with University colleagues to design a new *Rural Hospital Practitioner High Dependency and Critical Care Accredited Programme.*
- + We are working to design and develop the first *Rural Health & Social Care TURASLearn* site for and with Rural Health & Social Care Support Staff.
- + We are pleased to be early adopters of NES TURAS Learn and a host of educational resources can be accessed here  
<https://learn.nes.nhs.scot/786/rrheal>

### Looking ahead

---

We are leading on the development of a proposal for a *Centre of Excellence in Remote and Rural Training and Education* with key partners across Scotland. RRHEAL, NES are providing leadership and support in developing this programme of work as part of our statutory responsibilities for NHS Scotland education and the coordination of remote and rural healthcare education developments across Scotland.

This programme of work will be developed in line with The Ritchie Report recommendations for a CoE that will also foster future workforce for remote and rural areas throughout Scotland. A project website has been launched to give access to documents and information relating to this work. More information is available here.

<https://learn.nes.nhs.scot/27194/rrheal-covid-19-support/scottish-centre-of-excellence>



## Supporting Scotland's Doctors

---

### 6.20 Practice Manager Development

- + We continue to deliver the Practice Managers Vocational Training Scheme. Cohort 15 commenced in September 2019 with 23 participants, a further 17 Managers completed the programme this year.
- + We have developed a Supervisory Management in General Practice programme. Cohort 1 commenced in May 2019 with 18 participants, Cohort 2 in October 2019 with 24 participants and Cohort 3 commenced in January 2020 with 40 participants.
- + We are undertaking work on Transforming Practice Manager and Administrative Staff Roles to support the evolving roles of Practice Managers and General Practice administrative staff. This is supported with Scottish Government funding.
- + We delivered 20 Practice Managers Educational Workshops, with workshops held across Scotland.
- + Local co-ordinators organised meetings in all territorial Health Boards, engaging with Practice Managers from across Scotland and providing an opportunity to share best practice.

### 6.21 General Practice Nurse Development

- + We are delivering and expanding the provision on the General Practice Nurse Programme for 2 cohorts in 2019/20.
  - **Cohort 7** – commenced September 2018 and 21 successfully completed
  - **Cohort 8** - 30 NQN commenced Feb 2019 and due to complete April 2021 commissioned by NES NMAHP through Scottish Government specific GPN funding.
  - **Cohort 9** – 32 GPNs and 2 Prison Healthcare nurses commenced in September 2019
  - **Cohort 10** – 26 NQN commencing March 2020 – commissioned by NES NMAHP through Scottish Government specific GPN funding
- + Programme credit rated by QMU 60 points at Level 10 – renewed August 2019 for 5 years and awarded 3 commendations, 5 recommendations, no conditions.
- + Collaborative cross directorate working continues with NMAHP around the GPN Transforming Roles programme to support the GPN refocused Role.
- + We have 18 Education Supervisors to support the GPN Programme with an additional 2 in training through completion of their master's level education at RGU.



## Supporting Scotland's Doctors

---

- + We have 9 GPN Education Advisors across Scotland with ongoing work to assess refocus of the role to support the new GPN role.
- + GPN CPD is now supported by CPD Connect.
- + Development of a learning resource for the level 6 GPN in collaboration with NES NMAHP to support the refocused role of the GPN in line with the Transforming Roles Paper – Developing the general practice nursing role in integrated community nursing.  
<https://www.nes.scot.nhs.uk/media/4235323/cnod6.pdf>

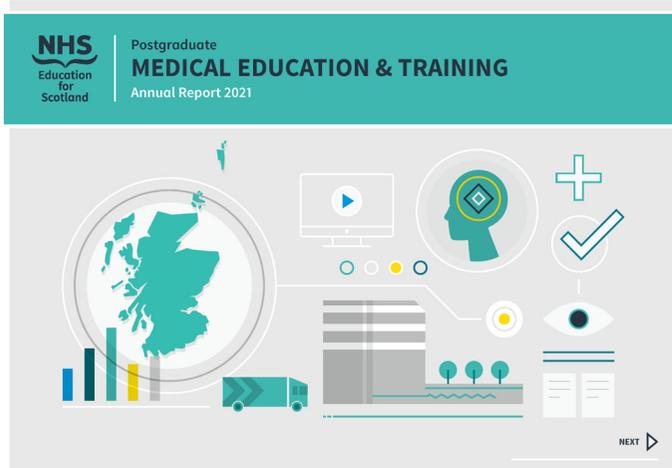
Access the learning resource here:

<https://learn.nes.nhs.scot/23704/nursing-cpd/general-practice-nurse-cpd>

- + Team are undertaking the revision of the Cervical Screening Education Standards supported by SG funding.
- + Significant social media presence of GPN Team to promote GPN professional identity and role.
- + Increased social media presence supporting and connecting GPNs across Scotland to reduce isolated working through main NES accounts on Facebook – NES GPN and Twitter - NES GPN.
- + NES Stars, Winner 2019 – GPN Practice Nursing/CPD Connect team ‘Look ahead and be creative’.



# Alternative Formats



NHS Education for Scotland

Westport 102

West Port

Edinburgh EH3 9DN

[www.nes.scot.nhs.uk](http://www.nes.scot.nhs.uk)

This resource may be made available, in full or summary form, in alternative formats and community languages. Please contact us on 0131 656 3200 or email [altformats@nes.scot.nhs.uk](mailto:altformats@nes.scot.nhs.uk) to discuss how we can best meet your requirements.