

Wales
Deanery
Deoniaeth
Cymru



Wales Deanery

Strategic Plan 2011-2014

Contents

	Page Number
1. Foreword from the Postgraduate Dean	1
2. Vision.....	2
3. Mission	3
4. Introduction.....	3
5. Executive Summary	3
6. Values.....	4
7. GMC/GDC Standards	5
8 Equal Opportunities	5
9. Strategic Priorities.....	6
10. Enablers	15
11. Delivery.....	17
12. Appendices.....	17
Appendix 1 – Wales Deanery Strategy Map.....	18
Appendix 2 – Glossary.....	19
13. References	20

Strategic Plan 2011-2014

1. Foreword from the Postgraduate Dean

This document outlines the Wales Deanery's strategic objectives over the next three years. It is worth emphasizing that these objectives and work streams will have to be delivered against the back drop of increasing financial pressures, changes in service delivery within Wales, and the changes being implemented with regard to postgraduate education across the UK.

The Wales Deanery's objective is clearly to deliver the best education and training for all doctors and dentists and to increase the recruitment and retention of the best doctors and dentists into Wales. However, this is a time of great change and there are several external drivers that will have a direct impact on the shape of training in the coming years.

The Collins Review (2010) looks specifically at the Medical Foundation Programme and there is ongoing work to decide how best to implement all the recommendations it contains. The main thrust will be an increase in exposure to the community setting for those within the Medical Foundation Programme, principally in psychiatry, community paediatrics and an increased emphasis on general practice.

The Temple Report (2010) has emphasised that the European Working Time Directive is here for the foreseeable future and that it is possible to adequately teach and train junior doctors and dentists within the confines of a 48 hour working week. This, however, does put added pressure on service delivery. It is essential within training reconfiguration that we ensure there are adequate on call rotas, so that all trainees get protected time for teaching within the working week, and that consultants have the skills and time within their contract to deliver this.

England has set up a working group to look at the shape of training across the entire spectrum of postgraduate education from the start of foundation to entry to the specialist register. This work is likely to report towards the end of 2012. The issues under consideration are: the role of Certificate of Completion of Training (CCTs) within the workforce; the currency of postgraduate examinations and their timing during training; credentialing prior experience and competencies; post-CCT sub-specialty and fellowships; and, of course, centrally, the needs of patients and the needs of employers. These issues will have a direct effect on how we manage training over the next three years.

Whilst workforce planning remains an inexact art, current predictions for the UK suggest that we need to reduce the surgical training numbers and increase the number of community based doctors. In addition, there is a review of the dental professional workforce including the challenges of promoting inter-professional training opportunities. The challenges that lie ahead for the dental workforce include: further strengthening of the mandatory year one of dental foundation (DF) training; developing post-DF year one career development posts; analysing the needs for developing the dental specialties, including increased training in the primary care sector; and addressing the skillmix agenda for the delivery of oral health care in primary care dentistry. These targets will all have to be delivered within the current financial climate and is likely to mean there will be no global increase in training numbers in Wales or indeed across the UK.

There are a number of internal drivers for change within the Wales Deanery; we still have an oversupply of core trainees in some specialties within Wales from an over funding, historically, of the senior house officer grade. This has knock-on effects to recruitment in Wales, as it is seen as unattractive to trainees because of the high competition ratios between core and higher training compared with the rest of the UK. We need to work on improving the education experience for trainees, as our pass rates at membership exams are low in comparison with the rest of the UK. We need to increase our investment in medical and dental academic training posts, both in the Foundation Programme and beyond, in order to market Wales as an attractive place to come to have an academic career. We also need to ensure that we are self-sufficient with regard to the

number of lecturers, senior lecturers and professorial posts that will become vacant over the next ten years. In this regard the Welsh Clinical Academic Training (WCAT) programme has been a great success but has very low numbers and will need expanding with additional clinical lectureships.

The Deanery is committed to medical and dental educational research and has been awarded several grants to conduct work on a national and international scale. This is an increasingly important strand of our work in order to evaluate and promote the best educational initiatives. It also allows us to promote Wales as a forward thinking, ground breaking place to work and train. Revalidation of all doctors will come into place late next year and is likely to be followed by revalidation of dental practitioners, DCPs and trainees. The Wales Deanery has led on the development of systems for the introduction of this by building on the very successful GP appraisal work. It will be important that Wales has an overarching unified approach to this and, again, the Wales Deanery is happy to continue to help facilitate that work.

The biggest internal driver within Wales is, of course, the reconfiguration agenda. Training reconfiguration needs to go hand-in-hand with changes in service delivery models and this does provide us with a real opportunity to look strategically at the number and distribution of posts to train across Wales. The thrust for a more regional based approach to configuration of services lends itself to centralisation of training opportunities within any one locality. This should provide for sustainable rotas, better teaching, and better access to clinical material, ensuring compliance with the specialty curricula. Hub-and-spoke arrangements with neighbouring hospitals could provide better delivery of acute and elective care, thus allowing better day time training for all trainees with sustainable on call rotas.

We need to maximise the opportunities for simulation training, particularly across the interface of medical school and foundation and then on into core and higher training. Simulation hands on training is used widely across the Wales Deanery in support for continuing development of dental professionals and dental foundation and specialty training. This strategy should be all Wales encompassing and, as a second stage, should look to engage a more multidisciplinary approach, building on team simulation training that happens in dentistry. The geography of Wales lends itself very well to an increase in technology delivered educational opportunities.

The Wales Deanery places a great deal of emphasis on its quality assurance processes and continues to work hard to drive up the quality and consistency in all aspects of training, with particular reference to standards of trainers, Annual Review of Competence Progression (ARCP) processes, educational environment and supporting trainees in difficulty.

We are also fortunate that senior members of the deanery team hold positions on UK wide bodies and are able to input and influence the wider educational agenda to the benefit of Wales.

The Wales Deanery is committed to delivering its strategic aims and working with its partners to achieve the highest quality of training for both doctors and dentists and to deliver the highest quality of care to patients.

2. Vision

Our vision is to ensure the provision of excellence in standards of education and training for the medical and dental workforce in Wales. We will produce doctors, dentists and dental care professionals (DCPs) able to deliver high quality care to their patients. We will support qualified GPs, dentists and their teams to achieve their full potential through Continuing Professional Development (CPD) opportunities. We will promote the concept of multi-professional team working by healthcare professionals across the primary and secondary care sector.

3. Mission

The Wales Deanery's purpose is to support, commission and quality assure education and training of trainees, general practitioners, dentists and DCPs in Wales. This includes the development of innovative models of education and training delivery, building training capacity, delivery of GP and hospital appraisal and leading on postgraduate medical and dental educational research.

The aim is to support an improvement in the health care of people living in Wales by consistently delivering the highest standards of continuing post basic and specialist education for medical and dental healthcare professionals in Wales. In order to meet this commitment we seek to ensure that Wales has a well trained team of professional educators who are equipped with the highest standard of skills, equipment and facilities.

4. Introduction

This Strategic Plan aims to provide the direction of the Wales Deanery over the coming three years, which aligns with and contributes to the strategic plans of NHS Wales and takes into account the requirements of our host organisation, Cardiff University, for the period 1 April 2011 - 31 March 2014. This plan relates to all of those activities undertaken by the Wales Deanery that are directly funded by the Welsh Government. Despite this Strategic Plan being set out for the next three years, financial constraints may hinder our ability to meet its targets. This invariably means the plan will require regular review and potential adjustment.

The Wales Deanery is one of the constituent Schools within Cardiff University but is funded by and operates on an all Wales basis predominantly within the NHS arena. Governance with the University is through the accountability of the Postgraduate Dean to the Deputy Vice Chancellor. For NHS governance, the Wales Deanery, as the provider, works closely with Welsh Government, as the commissioner, of postgraduate medical and dental education in Wales. A Service Level Agreement exists between the Welsh Government and the Wales Deanery. The agreement covers the provision of all activities undertaken by the Wales Deanery and the governance arrangements for these services. The Dean is accountable to the Director General, CEO NHS Wales.

5. Executive Summary

During this strategic planning period, the Wales Deanery will work to achieve the six key strategic priorities as indicated by the Welsh Government in September 2011. These are:

1. Recruitment to and provision of sustainable high quality reconfigured medical and dental specialty training programmes across Wales which maximise opportunities for access to community and rural placements.
2. The provision of effective support and assessment systems for medical and dental foundation programmes in Wales.
3. Delivery of an appraisal system that meet the needs of consultants, general practitioners, Health Boards and the General Medical Council (GMC).
4. The provision of a research focussed postgraduate medical and dental education environment across the Wales Deanery.
5. Support for Continuing Professional Development (CPD) and systems for revalidation for doctors, dentists and dental care professionals (DCPs).
6. Involvement with National Leadership and Innovation Agency for Healthcare (NLIAH) in medical and dental workforce planning and remodelling of specialty training in medicine and dentistry to meet the needs of trainees and the NHS in Wales.

The Wales Deanery will continue to work and develop further strategies to ensure that we are able to meet the future needs of medical and dental training in Wales. These will include the requirement to keep under review the primary and secondary care interface. We will promote the philosophy of working as a team of healthcare professionals across the primary and secondary

care sectors. The Welsh Government's *Setting the Direction* Policy (2010) outlines the change of direction for clinical services in Wales, with greater emphasis on primary care and community based services. The Wales Deanery will continue to work with NHS Wales and Welsh Government to ensure that training reconfiguration complements service delivery plans in Wales.

There is a requirement to take into account the changing shape of postgraduate medical and dental training, particularly the emphasis on the need for increased demand for general practice (GP) trainees and increased placements for dental specialty trainees in primary care dentistry.

Tomorrow's Doctors (2009) sets out the GMC's expectations of what medical schools need to deliver, what employers of new graduates can expect to receive, and what new graduates need to be able to demonstrate so that they are properly prepared for clinical practice and the Foundation Programme. The impact of this had led to the Cardiff University School of Medicine's C21 project, which includes a collaborative project with the Wales Deanery as part of its curriculum review. The aim of this project is to harmonise the final year of the undergraduate programme and first year of the Foundation Programme. The aim is to ensure students are prepared for entry onto foundation training. The work begun already under the banner of harmonisation will be accelerated and enhanced, leading to seamless processes between undergraduate medical and dental education and foundation training. Taking into account the requirements of reconfiguration of training and the need for training programmes to allow trainees access to appropriate clinical experience, there is a requirement for the review of the funding models for trainees.

At a UK level the single regulator for undergraduate and postgraduate medical education, the GMC, is interested in the concept of an over-arching governance arrangement between undergraduate and postgraduate medical organisations. At an all Wales level, the Wales Deanery is a key stakeholder in the preliminary work already underway to develop such an integrated strategy.

A similar concept should be applied for dentistry, building on recognised existing strengths of co-operation between the Wales Deanery and the School of Dentistry, supporting the continuum of education for all dental healthcare professionals (dentists and DCPs), all of whom are registered under the one regulatory body, the General Dental Council (GDC). The dental postgraduate section will also build on existing recognised multi-professional opportunities for dentists and DCPs to train as a team, once again supporting one of the philosophies of the GDC.

Going forward it is imperative that more emphasis is placed on inter-professional education within the context of the needs of NHS Wales. Linked to this is the requirement for enhanced links with all Higher Education Institutions across Wales in order to maximise efficiencies and avoid duplication. Simulation training is one example of an area where an all Wales approach is being taken to maximise simulation training resources and aid inter-professional education.

6. Values

The Wales Deanery is committed to the delivery of its mission and key strategic objectives. The Deanery's greatest asset is its staff. The organisation will ensure that staff are supported, developed and rewarded for work mapped to the strategic aims and objectives.

We are committed to team working, collaboration and partnership with others (e.g. Royal Colleges, other professional bodies and governmental organisations).

We are proactive and solutions based.

We will provide sustainability and value for money.

We are committed to assuring quality and evaluating learning.

We will ensure appropriate corporate and professional governance with clear accountability.

We will ensure strong internal and external communication.

We are committed to equality of opportunity and value diversity.

We will promote an ethos of dignity, courtesy and respect throughout the organisation.

7. GMC/GDC Standards

The Wales Deanery is accountable to the General Medical Council (GMC) and the General Dental Council (GDC) and will ensure that it meets its obligations for the welfare of its trainees and patients in Wales. The GMC applies the following domains to foundation and speciality, including GP (GMC, 2011):

Domain 1 – Patient Safety

Domain 2 – Quality Management, review and evaluation

Domain 3 – Equality, Diversity and Opportunity

Domain 4 – Recruitment, Selection and appointment

Domain 5 – Delivery of approved curriculum, including assessment

Domain 6 – Support and development of trainees, trainers and local faculty

Domain 7 – Management of education and training

Domain 8 – Educational resources and capacity

Domain 9 – Outcomes

For dentists, DCPs, dental foundation and specialty trainees, the Wales Deanery bases its education and training strategy on the following GDC documentation:

- Standards for Dental Professionals (www.gdc-uk.org)

Principles of patient consent

Principles of patient confidentiality

Principles of dental team working

Principles of complaints handling

Principles of raising concerns

Principles of management responsibility

- Scope of Practice for Dental Healthcare Professionals (dentists and DCPs)

CPD for dentists

CPD for dental care professionals

8. Equal Opportunities

The Wales Deanery is committed to equality of opportunity and to promoting an ethos of dignity, courtesy and respect throughout the organisation for all employees. The Wales Deanery will ensure that the impact of changes made as part of the business efficiency savings do not discriminate against staff, trainees, trainers and those for whom the Wales Deanery delivers Continuing Professional Development (CPD).

9. Strategic Priorities

These priorities have been developed in collaboration with the Welsh Government, Health Boards and NHS Trusts in Wales.

This first strategic priority recognises the challenge of recruitment and retention of trainees across all specialties. With changes in service delivery it is timely for the Wales Deanery to implement reconfiguration of training to make programmes more sustainable.

No	1. Recruitment to and provision of sustainable high quality reconfigured medical and dental specialty training programmes across Wales which maximise opportunities for access to community and rural placements.	
	In order to achieve this strategic aim, we have defined the following key goals to be achieved during this planning period:	Responsible Owner
9.1	Develop and enhance systems in place for the management of recruitment to medical, dental and general practice specialty training posts, ensuring a competency focused process in accordance with nationally agreed guidelines and meeting principles of equality of opportunity.	General Practice/Secondary Care/Dental
9.2	Provide sustainable high quality training programmes in Wales through the provision of proactive Specialty Training Schools and a range of placement opportunities, including rural and community posts.	General Practice/Secondary Care/Dental
9.3	Continue to work closely with NHS Wales and Welsh Government to market Wales as the smart choice for medical and dental training.	General Practice/Secondary Care/ Dental
9.4	To undertake a review of existing exposure to community and rural practice in medical foundation training, implementing changes where necessary so that exposure to community based specialties is in line with that available to trainees in the rest of the UK.	General Practice/Secondary Care/Dental
9.5	Develop and enhance appropriate Information Technology (IT), e-learning infrastructure and effective data gathering systems to support training programmes.	General Practice/Secondary Care/Dental
9.6	Develop and implement, in collaboration with Health Board and NHS Trusts, plans for reconfiguration of specialty and foundation training in Wales in order to ensure sustainable, high quality training experiences and programmes.	General Practice/ Secondary Care/ Dental
9.7	Provision of enhanced training opportunities in clinical academic placements across all appropriate specialties in Wales.	General Practice/Secondary Care/Dentistry
9.8	Enhance the training provision for secondary care GP Trainers and dental educators via the Supervising the Route to Excellence and the Welsh GP Trainers Course. This will be achieved in a variety of ways, including GP Trainer	General Practice/Secondary

	Days, GP Trainer Workshops and blended learning opportunities.	Care/Dental
9.9	Provide educational support and advice to all trainees, including development of a Wales Deanery library strategy to support libraries in delivering a high quality service responsive to the changing needs of users.	General Practice/Secondary Care/Dental
9.10	Provision of support and enablement for doctors and dentists experiencing issues with progression through training. Provision of training to faculty on identification and management of performance concerns in line with GMC and GDC standards.	Dean
9.11	To enhance inter-professional education within training programmes wherever appropriate and to facilitate this.	Dean
9.12	Provision of high quality taught courses and research that supports medical and dental education across Wales and informs the UK and internationally.	Dean
9.13	To further develop and enhance the provision of a Wales Deanery quality management framework and embedded quality control systems within speciality structures and at a local level (including libraries), to support the delivery of high quality training and ensure compliance with GMC and GDC standards.	Dean
9.14	To explore, with a view to implementing, a process to provide experience for potential Certificate of Eligibility for GP Registration (CEGPR) candidates.	GP Director
9.15	Strengthen the mandatory year one dental foundation training and ensure that post-dental foundation training (DFT) posts are fit for purpose in addressing the needs of young dentists. This should include the development of models of training which offer the choice of two year longitudinal training across the primary and secondary care sectors, including, for example, the Dental Training Units in Porth and Baglan.	Dental
9.16	Scrutinise the DFT year two schemes and non-DFT Senior House Officer (SHO) posts with a view to supporting young dentists developing their skills and experience through clearly defined post-DFT year one Career Development Posts.	Dental
9.17	Build on and strengthen the training opportunities within the existing established specialties, in Wales, of orthodontics, paediatric dentistry, restorative dentistry, oral medicine, dental and maxillofacial radiology and dental public health.	Dental
9.18	Support the development of training opportunities in the newer specialties, including oral surgery and special care dentistry, taking on board the recommendations of recent reviews by Dental Programme Board (MEE) for oral surgery and WDC/WG for special care dentistry.	Dean
9.19	Continue to engage and drive the integration of the dental specialties into the Intercollegiate Surgical Curriculum Programme (ISCP). Promote the use of the ISCP for the dental specialties within the assessment process.	Dental

9.20	Ensure that appropriate training opportunities for the multi-professional dental workforce are spread across Wales.	Dental
9.21	Refine the delivery of dental specialty training to support an increase in the delivery of specialist care within the primary care sector in the community and in more rural areas across Wales.	Dental

Strategic Priorities

This second strategic priority recognises that with the changing landscape of medical training, the emphasis from the GMC on harmonisation from undergraduate to foundation and the findings of the Collins Report, it is timely to review the range and breadth of placements in foundation, including the need to increase rural and community placements mapped to workforce demands for the future.

No	2. The provision of effective support and assessment systems for medical and dental foundation programmes in Wales.	
	In order to achieve this strategic aim, we have defined the following key goals to be achieved during this planning period:	Responsible Owner
	<u>Support Systems</u>	
9.22	To further develop the quality management framework which is supported by quality control, embedded within all foundation and specialty training programmes (secondary care, GP and dental), and at a local NHS level.	Dean
9.23	Provide increased community-based and rural training placements in the Wales medical foundation training programme.	Foundation School Director
9.24	Have in place systems and processes to support harmonisation from final year medical undergraduate to foundation training year one.	Foundation School Director
9.25	Embed clear roles and responsibilities for medical and dental educators (educational supervisors) involved in foundation and specialty training in Wales through the Supervising the Route to Excellence Programme.	Dean
9.26	To ensure systems of support and accessible training for our medical educators enabling the Wales Deanery to meet the GMC requirements for accreditation of trainers through the Supervising the Route to Excellence Programme.	Dean
9.27	Continue regular annual review and monitoring of GP Trainer and Training Practice adherence to GMC generic standards for training.	General Practice

9.28	Continue to support and develop Specialty, Foundation, GP and Dental Programme Directors in their role so they are able to effectively support trainees at the local level.	Dean
9.29	To continue to embed the new specialty school structures and review and strengthen the governance arrangements throughout secondary care including at the level of the Specialty Training Committee (STCs).	Dean
9.30	To continue the reconfiguration of the new models of postgraduate educational support within Health Boards and evaluate the effectiveness or otherwise of the change in enabling the Wales Deanery to meet GMC standards.	Dean
9.31	Review the provision of trainees and careers advice with an emphasis on the use of technology, for example: 'Apps'.	Dean
9.32	Strengthen the post-DFT year one training posts as dental Career Development Posts to support increased clinical experience and greater flexibility for entry to dental specialty training pathways.	Dental
9.33	Work in partnership with deaneries across the UK to ensure support and assessment processes for all trainees are closely aligned.	Dean
9.34	Ensure appropriate recruitment and training opportunities are maintained for dental foundation trainers, based in the primary care environment, for the mandatory dental foundation training year one.	Dental
	<u>Assessment Systems</u>	
9.35	To strengthen assessment and processes for progression in both foundation and specialty training and to embed principles of equality of opportunity. To ensure that those involved in assessments and sign off processes are trained and confident in undertaking them.	Foundation School Director
9.36	Enhance externality and quality assurance of the assessment processes in foundation and specialty training.	Foundation School Director
9.37	Ensure that dental foundation training assessment and quality management follows the Committee of Postgraduate Dental Deans and Doctors (COPDEND) Dental Foundation Training Curriculum Framework.	Dental
9.38	Build on the close co-operation with the School of Dentistry, Cardiff University (and other UK Dental Schools) to promote a smooth transition and interface between training leading towards primary qualification (Bachelor of Dental Surgery or equivalent) and also leading to registration with the GDC and early post registration training in dentistry.	Dental

Strategic Priorities

This strategic priority aims to provide a high quality appraisal system for GPs and consultants that is fit for purpose for both professional development and revalidation and that meets the requirements of Health Boards in Wales and the standards set by the General Medical Council.

No	3. Delivery of an appraisal system that meet the needs of Consultants, GPs, Health Boards and the GMC.	
	In order to achieve this strategic aim, we have defined the following key goals to be achieved during this planning period:	Responsible Owner
9.39	Deliver a high quality annual appraisal which meets the needs of GPs and the requirements of revalidation to all GPs on the Medical Performers List in Wales.	General Practice
9.40	Support the development and delivery of hospital appraisal which meets the needs of doctors and dentists and the requirements of revalidation.	General Practice/ Secondary Care/Dental
9.41	Provide appraisal training for GP appraisers, and other appraisers as agreed, which meets the requirements of revalidation and addresses relevant quality criteria.	General Practice/ Secondary Care
9.42	Manage the links between GP appraisal and clinical governance and advise on the same for secondary care.	General Practice/ Secondary Care
9.43	Develop and deliver Quality Management activities for GP appraisal and advise for secondary care appraisal.	General Practice/ Secondary Care
9.44	Develop and deliver the Medical Appraisal and Revalidation System (MARS) for all GPs in Wales and for secondary care doctors as agreed to facilitate their appraisal and revalidation, ensuring adequate funding for MARS on a long term basis.	General Practice/ Secondary Care
9.45	Monitor the outcomes of the GDC's consultation on revalidation and its review of CPD for all dental registrants and develop an appropriate strategy.	Dental
9.46	Investigate offering limited support to dental practices for appraisal-led revalidation through a pilot programme conducted by the Dental Revalidation Group and with support from the GP Section.	Dental/ General Practice

Strategic Priorities

This strategic priority relates to the conduct of theoretically informed and methodologically robust multidisciplinary research into the education and training of doctors, dentists and other health professionals. The aim is to produce high quality outputs, publishable in international journals, which contribute to enhancing the educational development of health professionals in Wales and beyond.

No	4. The provision of a research focussed postgraduate medical and dental education environment across the Wales Deanery.	
	In order to achieve this strategic aim, we have defined the following key goals to be achieved during this planning period:	Responsible Owner
9.47	Develop medical and dental education research strategy and ensure mechanisms are in place to encourage, support and disseminate medical and dental educational research and innovations across all Wales Deanery activities.	General Practice/Secondary Care/Dental/CUREMeDE
9.48	Encourage and continue research, evaluation, quality improvement, and publication activity of all appropriate initiatives and work streams (for example, evaluation of the impact of reconfiguration of training programmes in secondary care or evaluation of the delivery of CPD to 90% of the dental workforce in Wales based in primary care).	General Practice/ Secondary Care/ Dental/CUREMeDE
9.49	Continue to recruit and support academic trainees across all specialties, including Welsh Clinical Academic Training (WCAT) and GP Academic Trainees. The latter will, with the support of an Academic Development lead, undertake and support research and evaluation of GP Postgraduate Specialty and Further Training activity.	General Practice/Secondary Care/ Dental/CUREMeDE
9.50	Dental CPD to continue to lead on the Erasmus Lifelong Learning Scheme, a European-wide project, beyond its two year duration. To deliver the aims and objectives in the pan-European Lifelong Learning project for impact assessment of simulation training.	General Practice/ Secondary Care/ Dental/CUREMeDE
9.51	Enhance the strategy to seek external grant funding from education bodies, UK and internationally, including the GMC/GDC. Where appropriate, explore partnerships with other health related organisations to support inter-professional education.	General Practice/ Secondary Care/ Dental
9.52	Monitor the outcome of the GDC's review of specialty training quality assurance and the approach to be undertaken which is anticipated to be an outcome based approach. We will continue to contribute to the analysis of training on a UK basis through COPDEND.	Dental/CUREMeDE
9.53	Expand the initiative of analysing training opportunities, including CPD activities, identifying and building on areas of best practice to implement high quality delivery of CPD activities (achieved through investigations and subsequent	Dental/CUREMeDE

	publication of such analyses).	
9.54	Continue to monitor the clinical governance tool, Maturity Matrix Dentistry, a self-evaluative tool for practice development to support dental teams in the primary care environment.	Dental/CUREMeDE
9.55	Analyse the issue of skillmix of health staff to maximise efficient NHS clinical services for patients (for example, utilisation of DCPs in the delivery of oral healthcare in general dental practice).	Dental/CUREMeDE
9.56	Develop new learning and teaching opportunities, such as virtual patient. Include collaboration with other institutions – Keele University, for example.	Dental

Strategic Priorities

This strategic priority recognises the importance of the Wales Deanery in supporting CPD for medical and dental professionals. Appraisals will form the cornerstone of revalidation for all doctors and dentists in Wales and the Wales Deanery has taken a lead role in development of an online system embedded for GPs, with a version piloted for secondary care.

No	5. Support for CPD and systems for revalidation for doctors, dentists and Dental Care Practitioners (DCPs).	
	In order to achieve this strategic aim, we have defined the following key goals to be achieved during this planning period:	Responsible Owner
	<u>Support for CPD</u>	
9.57	Have in place effective methods of supporting CPD for doctors, dentists, DCPs and Staff and Associate Specialist grade (SAS) doctors in Wales. Develop and deliver quality management and enhancement for CPD.	General Practice/ Secondary Care/ Dental
9.58	Have in place appropriate IT and e-learning infrastructure to support medical and dental training of trainees and trainers across Wales.	General Practice/ Secondary Care/ Dental
9.59	Develop a new financial model for delivery of CPD in primary care, secondary care and dental (for example, core topics in dentistry, such as 'In Practice' training or regional dental CPD).	General Practice/ Secondary Care/ Dental
9.60	Provide high quality CPD for GPs on the Medical Performers List and GDPs on the Dental Performers List in Wales which meets their educational needs.	General Practice/Dental

9.61	Provide quality controlled GP Further Training Placements for GPs who have been prescribed further training following a National Clinical Assessment Service (NCAS) or GMC performance assessment. This would also apply to dental healthcare professionals referred for remedial training from Health Boards, NCAS and the GDC.	General Practice/Dental
9.62	Provide Returner and Induction placements for overseas (European Economic Area [EEA]) and UK Qualified GPs who have not worked in UK General Practice for two or more years.	General Practice
9.63	Explore enhanced opportunities for learners to move from CPD to credit bearing programmes.	General Practice/ Secondary Care/ Dental
9.64	Continue to invest in our dental hands-on training facilities to ensure that they are fit for purpose.	Dental
9.65	Promote professional development of the dental team, encouraging the expansion of an individual's clinical expertise in line with the GDC's guidelines in Scope of Practice for dental healthcare professionals.	Dental
9.66	Facilitate opportunities to refine the delivery of oral healthcare by expanding the role of DCPs and thus expanding skill mix activity in the primary care environment (GDP).	Dental
9.67	Strengthen opportunities for personal and professional educational training and development for the dental educator workforce.	Dental
9.68	Work with NLIAH on 1000 Lives Plus. Currently working with NLIAH on the 1000 plus lives initiative with the aim of producing direct gains in patient benefit and safety.	Dental
	<u>Revalidation</u>	
9.69	Provide support for revalidation for all doctors in Wales and to pilot a potential model of revalidation for dentists.	Dean
9.70	Provide WG with project management support relating to the implementation of revalidation for all doctors and dental professionals in Wales.	Dean
9.71	Lead, support and service the Revalidation and Appraisal Implementation Group for Wales to plan for development of systems across Wales to meet the requirements of revalidation.	General Practice/ Secondary Care

Strategic Priorities

This strategic priority relates to the challenges facing NHS Wales taking into account reconfigured input for Wales Deanery to work with NLI AH to steer workforce planning.

No	6. Involvement with NLI AH in medical and dental workforce planning and remodelling of specialty training in medicine and dentistry to meet the needs of trainees and the NHS in Wales.	
	In order to achieve this strategic aim, we have defined the following key goals to be achieved during this planning period:	Responsible Owner
9.72	Continue to work with Health Boards, Welsh Government and other stakeholders in regard to medical and dental workforce planning, taking into consideration the need to address the requirements of the multi-professional and inter-professional healthcare workforce.	General Practice/ Secondary Care/ Dental
9.73	Review current training numbers in specialties in the light of manpower strategy and the effects of reconfiguration of training.	General Practice/ Secondary Care/ Dental
9.74	Map dental specialty training needs to workforce planning.	Dental
9.75	Make proactive responses to new and evolving medical CCTs and ensure that appropriate action is taken.	Secondary Care

10. Enablers

Achievement of our objectives and priorities will depend on a number of strategic enablers within the areas of people and organisation, partnerships and local faculty, estates and information infrastructure, investment and communication.

We wish to be characterized by a supportive environment where diversity is valued and equality of opportunity ensured, where all staff are confident to act proactively to offer solutions to the challenges in delivering our strategic priorities.

People and Organisation

We recognise that in the current financial climate there is an ever increasing need to undertake careful job planning, to identify and justify specific requirements, and to highlight the skills, competencies and resources necessary to complete work in line with the strategic plan.

Our key aims are to:

1. Recognise and value good performance. We will effectively manage our employees to help maximise their performance, enabling the Wales Deanery to move forward, building a culture that guarantees we retain our high quality staff.
2. Empower and develop the organisation's personnel. We will foster a supportive environment and ensure that our staff have the necessary capabilities to undertake their current roles and equip them with skills that prepare them for more challenging ones in the future.
3. Develop and nurture strong and effective leadership and management.
4. Build relationships. We will manage the interface with the Schools of Dentistry and Medicine and other Healthcare Schools, as well as with key stakeholders concerning Quality Assurance issues.
5. Provide a sound infrastructure. This must include a healthy and safe working environment, with systems in place for effective governance, and processes to meet the individual's and specific needs in line with our strategic priorities.

Partnership and Local Faculty

We recognise that we cannot achieve our objectives and priorities alone and that close working with our partners and supporting local faculty is essential.

We will:

Support local medical education systems through membership of various UK, national and university policy groups and committees.

Work with the NHS to enhance contribution to patient safety.

Work with the GMC and GDC, Royal Colleges and other Deaneries to maintain high standards of delivery.

Collaborate with colleagues in Cardiff University (for example, Cardiff University School of Medicine with regard to the C21 project, School of Social Sciences, School of Dentistry).

Collaborate with colleagues in Swansea University (for example, Swansea College of Medicine with regard to projects and training opportunities).

Collaborate with colleagues in Bangor University with regard to training opportunities.

Consider opportunities to collaborate with other academic institutions to develop taught programmes in line with Cardiff University policy.

Collaborate with leaders and organisations nationally and internationally.

Collaborate with colleagues at Keele University in regard to the E-Learning initiative around the Virtual Patient.

Engage and develop partnerships with European collaborations, e.g. DentCPD partners, including Helsinki, Athens, Amsterdam, Riga and the Association for Dental Education in Europe (ADEE), and SIMBASE (Simulation Training) partners, including Granada, Stavanger and Budapest.

The Wales Deanery senior team will continue to contribute to Wales and UK wide medical and dental education policy development through membership of national groups. For example:

Committee of General Practice Education Directors (COGPED)
Committee of Postgraduate Dental Deans and Directors (COPDEND)
Conference of Postgraduate Medical Deans of the United Kingdom (COPMED)
General Medical Council (GMC)
General Dental Council (GDC)
Association for Medical Education Europe (AMEE)
United Kingdom Foundation Programme Office (UKFPO)
Dental Faculties/Colleges
Joint Committee for Postgraduate Training in Dentistry (JCPTD), including Association of Basic Science Teachers in Dentistry (ABSTD) and Advisory Board for Foundation Training in Dentistry (ABFTD)
Dental Schools Council (DSC)
Academy of Medical Education (AoME)

Estates and Information Infrastructure

We will:

Develop a physical and virtual environment that is fit for purpose and fosters collegiality in all educational institutes across Wales.

Develop further information infrastructure through both IT and library provision across Wales.

Investment

We will:

Continue to look for cost and efficiency savings.

Make selective and prioritised investment.

Prioritise workstreams.

Continue to highlight overlaps and duplication with other organisations within Higher Education Institutions, NHS and elsewhere.

Communication

We value strong communication and will improve the quality of our internal and external communications. We will consult on any operational or structural changes to be undertaken with the staff involved, providing a 'top-down-and-bottom-up' approach. We will make decisions based on informed opinions, taking into account employees' actual experiences.

We will communicate regularly with our internal stakeholders (for example, staff). We will improve commitment and morale. We will also use as many means of communication as possible: one-to-one meetings, team briefings, project tasks and finish groups, notice boards, newsletters, and websites.

We will gain greater engagement with the NHS Health Boards and Welsh Government.

11. Delivery

A Business Plan for 2011/12 is in existence at the time of publication of this strategic plan. Business Plans for each successive year will be produced prior to each financial year (commencing March annually). The Business Plan contains specific objectives for achievement under the main strategic priorities as laid out by Welsh Government.

This document is to be revised no later than 31 December 2013.

12. Appendices

12.1 Wales Deanery Strategy Map

WALES DEANERY STRATEGY MAP

VISION	We will ensure the provision of excellence in standards of education and training for the medical and dental workforce in Wales, producing doctors, dentists and dental care professionals able to deliver high quality care to their patients.		
VALUES	<ul style="list-style-type: none"> We are committed to team working, collaboration and partnership with others (for example, UG medical and dental schools, Royal Colleges, other professional bodies and governmental organisations). We will be proactive and solutions based. We will provide sustainability and value for money. We are committed to assuring quality and evaluating learning. 	<ul style="list-style-type: none"> We will ensure appropriate corporate and professional governance with clear accountability. We will ensure strong internal and external communication. We will promote an ethos of dignity, courtesy and respect throughout the organisation. We are committed to equality of opportunity and value diversity. 	
PRIORITIES	<p>Our priorities are those defined by the Welsh Government to be:</p> <ol style="list-style-type: none"> Recruitment to and provision of sustainable high quality reconfigured medical and dental specialty training programmes across Wales which maximise opportunities for access to community and rural placements. The provision of effective support and assessment systems for medical and dental foundation programmes in Wales. Delivery of an appraisal system that meet the needs of Consultants, General Practitioners, Health Boards and the General Medical Council (GMC). The provision of a research focussed postgraduate medical and dental education environment across the Wales Deanery. Support for Continuing Professional Development (CPD) and systems for revalidation for doctors, dentists and Dental Care Practitioners (DCPs). Involvement with National Leadership and Innovation Agency for Healthcare (NLIAH) in medical and dental workforce planning and remodelling of specialty training in medicine and dentistry to meet the needs of trainees and the NHS in Wales. 		
OBJECTIVES	<p>FOR OUR TRAINEES</p> <ul style="list-style-type: none"> Provision of the best education and training for all doctors and dentists in Wales. Reconfigured training that provides the best clinical experiences for trainees in Wales. A shared philosophy of working as a team of healthcare professionals across the primary and secondary care sectors. 	<p>FOR THE ADVANCEMENT OF KNOWLEDGE</p> <ul style="list-style-type: none"> Evaluation and promotion of the best educational initiatives promoting Wales as a place of excellence. 	<p>FOR OUR COMMUNITIES</p> <ul style="list-style-type: none"> Patient safety and improved health for the people of Wales. Recruitment and retention of the best trainees for Wales. Harmonised medical and dental education frameworks which produce the best clinically trained doctors, dentists and DCPs. Reconfigured training which supports reconfigured NHS services, providing rural and community based services to meet the needs of the community in Wales. Ability to influence the wider educational agenda to benefit Wales. Support the dental skillmix agenda underpinning the high standard of oral health care delivery to patients.
ENABLERS	<p>PEOPLE AND ORGANISATION Recognise and value good performance. Empower and develop the organisation’s personnel to deliver our strategic priorities. Develop and nurture strong and effective leadership and management. Build relationships with the Schools of Dentistry and Medicine and other Healthcare Schools and key stakeholders. Provide a sound infrastructure including a healthy and safe working environment. Have systems in place for effective governance. Effective processes to meet the individual’s and specific needs in line with our strategic priorities.</p> <p>PARTNERSHIPS AND LOCAL FACULTY Support local medical and dental education systems through membership of UK, national and University policy groups and committees. Work with the NHS to enhance contribution to patient safety. Work with the GMC, GDC, Royal Colleges and other Deaneries to maintain high standards of delivery. Collaborate with colleagues in Cardiff University, Swansea University, Bangor University and other Higher Education Institutions including undergraduate medical and dental schools. Collaborate with leaders and organisations nationally and internationally. Engage and develop partnerships with European collaborations.</p> <p>ESTATES AND INFORMATION INFRASTRUCTURE Develop a physical and virtual environment fit for purpose, which fosters collegiality in all educational institutes across Wales. Develop further information infrastructure through both IT and library provision across Wales.</p> <p>INVESTMENT Continue to look for cost and efficiency savings. Make selective and prioritised investments. Prioritise workstreams. Continue to highlight overlaps and duplication with other organisations within Higher Education Institutions, NHS and elsewhere.</p> <p>COMMUNICATION Improve the quality and frequency of our internal and external communications. Consult on operational or structural changes which may affect staff. Provide a ‘top down and bottom up’ approach to communication. Make informed decisions. Use a range of communication methods tailored to suit its audience.</p>		

Appendix 2 – Glossary

ADEE – Association for Dental Education in Europe

ARCP – Annual Review of Competence Progression

BDS – Bachelor of Dental Surgery

CCT – Certificate of Completion of Training

CCST – Certificates of Completion of Specialty Training (Dentistry)

CEGPR – Certificate of Eligibility for GP Registration

COGPED – Committee of General Practice Education Directors

COPDEND – Committee of Postgraduate Dental Deans and Directors

COPMED – Conference of Postgraduate Medical Deans of the United Kingdom

CUREMeDE – The Cardiff Unit for Research and Evaluation in Medical and Dental Education

DCPs – Dental Care Professionals

DFT- Dental Foundation Training

DPB – Dental Programme Board (MEE)

DSC – Dental Schools Council

EEA – European Economic Area

GDC – General Dental Council

GMC – General Medical Council

ISCP – Intercollegiate Surgical Curriculum Programme

IT- Information Technology

JCPTD – Joint Committee for Postgraduate Training in Dentistry (including Association of Basic Science Teachers in Dentistry [ABSTD] and Advisory Board for Foundation Training in Dentistry [ABFTD])

MARS – Medical Appraisal and Revalidation System

NCAS – National Clinical Assessment Service

NHS – National Health Service

NLIAH – National Leadership and Innovation Agency for Healthcare

RITA – Record of In-Training Assessment

SAS – Staff Grade and Associate Specialist

UKFPO – United Kingdom Foundation Programme Office

WCAT – Welsh Clinical Academic Training

WG – Welsh Government

13. References

Collins, J., 2010. *Foundations for Excellence. An Evaluation of the Foundation Programme*. Available at: http://www.mee.nhs.uk/pdf/401339_MEE_FoundationExcellence_acc.pdf

General Medical Council, 2011. *The Trainee Doctor: Foundation and Specialty, including GP Training*. Available at: http://www.gmc-uk.org/static/documents/content/Trainee_Doctor.pdf.pdf

Jones, C., 2010. *Setting the Direction: Primary and Community Services Strategic Delivery Programme*. Available at: <http://wales.gov.uk/docs/dhss/publications/100727settingthedirectionen.pdf>

Temple, S., 2010. *Time for Training: A Review of the Impact of the European Working Time Directive on the Quality of Training*. Available at: <http://www.mee.nhs.uk/PDF/14274%20Bookmark%20Web%20Version.pdf>

The Wales Deanery

The School of Postgraduate Medical and Dental Education
9th Floor, Neuadd Meirionnydd, Cardiff University, Heath Park, CARDIFF CF14 4XY
Tel: 029 2068 7420 or email: WalesDeanery@cardiff.ac.uk
www.cardiff.ac.uk

This document is also available in the welsh language and can be obtained via our website at:
www.cardiff.ac.uk/pgmde or alternatively, you may request a copy via WalesDeanery@Cardiff.ac.uk