CHANGES TO MEDICAL EDUCATION IN LONDON
A Guide for Doctors in Training

www.londondeanery.ac.uk
INTRODUCTION

The overarching aim of the London Deanery is to improve the quality and safety of patient care for today’s and tomorrow’s patients by producing highly trained and motivated doctors and dentists to work in London’s first-class NHS. It is inevitable that the future will bring changes in the delivery of healthcare as a result of improvements in medical technology, changing patient and professional expectations and organisational constraints and opportunities. If training in London is to be truly world class and aspire to excellence, the system of training needs to be flexible and be able to adapt to this changing landscape.

Doctors in postgraduate training are frontline clinicians and clinical leaders of the future. They need to know not only what changes are planned for their training, but also how to influence those changes.

The relationship between service and training is crucial for training. This relationship works very well when doctors learn through appropriate and supervised contributions to patient care as members of functioning clinical teams. In some places, however, the clinical service is so dependent on trainees that the relationship between service and training may be unsafe and not contributory to training. London Deanery has worked closely with Trusts to encourage the organisational changes necessary to deliver better quality training. Although there is evidence of quite considerable change and im-
Improvement in the quality of training, any further changes are likely to need more local leadership and ownership of training programmes. London Deanery is developing as a commissioner of medical and dental education to achieve high standards of training through a network of Lead Providers (LPs) who will lead, manage and develop training programmes.

This guide aims to provide you with information about the changes and the development of Education Commissioning for postgraduate training in London and what it will mean for your training. Please let us know if there is more we can do to help. It is important to highlight that this is a system that continues to change. Over the transition period, roles and responsibilities will move between the organisations. The information in this guide is correct at the time of publication but future editions will be produced to respond to any changes.

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London Deanery, August 2011

The London Deanery manages Postgraduate Medical and Dental Education (PGMDE) for over 12,000 doctors in Foundation training, Core training and in 59 different speciality programmes in London on behalf of London’s Strategic Health Authority (NHS London). Training is provided by NHS Trusts, General and Dental Practices and other Local Education Providers (LEPs). Training is led by four Foundation Schools and 16 Specialty Schools (including GP) that map across to the Medical Royal Colleges and Faculties.

The roles of the Royal Colleges and the GMC in relation to the London Deanery are shown below (Figure 1).
12000 trainees in 59 specialty training programmes

40% of England’s total trainee population

All Med/Dental trainees in London
Core specialties and run-through specialties
Higher level specialties

12000+ medical and dental trainees

Figure 2. London Deanery's population of doctors and dentists in postgraduate training
London Deanery provides support for the provision of Postgraduate Medical and Dental Education (PGMDE). For example, a number of departments within London Deanery work with Royal Colleges, the Department of Health and Speciality Training Committees (STCs) to ensure the smooth running of PGMDE from recruitment, through the management of rotations to the organisation of annual reviews and completion of training. London Deanery also provides significant educational resources including faculty development, career guidance, support for doctors in difficulty, e-learning, simulation resources and library services. London Deanery has always had a responsibility to the GMC for the quality management of PGMDE in London and for ensuring that London’s training programmes deliver the curricula of the Royal Colleges, themselves approved by the GMC. It has not, however, actively commissioned PGMDE in London until now.

London Deanery’s decision actively to commission postgraduate medical and dental education (PGMDE) and to separate commissioning from the support of the provision of education began in 2009 following recommendations in “A High Quality Medical Workforce: NHS Next Stage Review” (2008). London Deanery, together with NHS London, took the view that the quality of PGMDE would be enhanced through identifying and developing Lead Providers (LPs) to lead and manage postgraduate medical and dental training programmes. The benefits of separating commissioning and provision are summarised in Figure 3. By placing leadership, accountability and responsibility for managing training closer to the provision of local healthcare, training should become more relevant and responsive to both the changing patterns of service and the needs of doctors in training as future healthcare leaders.

At the same time, combining the responsibility for quality management and contracting has enabled the setting of firmer, more explicit and more transparent requirements for education providers to meet. The establishment of a commissioner for medical education will also help multi-professional commissioning across the whole workforce.

Figure 3. The benefits of separating commissioning and provision

WHAT HAPPENS NOW AT THE DEANERY?

WHAT IS NEW?

Clear commissioning specifications
Outcomes-based quality management
Initiatives to support excellence
An empowered network of education providers
Service and education brought closer together
A supportive provider shared service

1 Department of Health, 2008: A High Quality Workforce: NHS Next Stage Review.
From August 2011, London Deanery will become an active commissioner of Postgraduate Medical and Dental Education in London. **Figure 4** shows how London Deanery functions will change.

As **commissioner**, London Deanery sets standards for PGMDE in London. These are set out in “Statements of Requirement” for high quality training, put together using the expertise of the Specialty Schools. Prospective **Lead Providers (LPs)** are then invited to submit bids to provide training, stating how they plan to meet the Statements of Requirement that the commissioner has set. To be eligible as an LP an organisation has to meet the set standards and, where there is competition for the role, then the organisation offering the best value training opportunity will be selected. LPs are being commissioned to lead improvement and innovation in training, for example developing training in leadership skills and encouraging, where appropriate, the integration of GP and specialty training.

Developing London Deanery’s commissioning function is planned in three stages that will take about three years to complete. The first stage has been to identify LPs to lead London’s Core Medicine, Core Surgery, Core Psychiatry and Dental Foundation 2 training programmes. This makes up 15% of London’s training programmes. The first stage will start in August 2011 and other specialties will follow over the next three years.

Many of the administrative and support functions of the deanery, such as recruitment, careers advice and management of annual trainee reviews are more efficiently done centrally. So, these functions will not transfer to LPs but will be maintained within London Deanery as Shared Services that will retain the expertise of the teams who carry out this work. The key difference is that LPs are now formally actively engaged in the day-to-day business of the Deanery ensuring that it supports them effectively in leading the delivery of high quality training.

The new roles of the London Deanery, Lead Providers, Local Education Providers and Shared Services are shown in **Figure 5**.

**Figure 4. The future shape of London Deanery**

**WHAT HAS NOT CHANGED?**

London Deanery

Commissioning

Shared services

Provider support

Lead Providers

including the Deanery as lead provider for some specialties

LONDON DEANERY
The real benefits of these changes are likely to be experienced by doctors and dentists joining London training programmes over the next few months and years and by patients both now and in years to come. But already, the process of asking organisations to take on the role of LP has stimulated huge interest in PGMDE from Trust Chief Executives, Medical Directors and Trust boards as well as from Directors of Medical Education, educational and clinical supervisors. This interest in PGMDE is unprecedented and London Deanery has been able to discuss the central importance of good quality PGMDE with many people throughout London’s healthcare community who have not previously actively engaged with medical education. It is a real opportunity to improve the links between service and training.

From August 2011, doctors and dentists in London’s Core Medical Training, Core Surgical Training, Core Psychiatry Training and Dental Foundation Year 2 will have their training provided under the new system. The LPs managing these programmes are shown overleaf by specialty (Figure 6). Other specialties will follow over the next three years.
Core Medical Training

Lead Providers
1. St George’s Healthcare NHS Trust
2. Guy’s and St Thomas’ NHS Foundation Trust
3. Barts and The London NHS Trust
4. Imperial College Healthcare NHS Trust
5. UCL Partners

Core Surgical Training

Lead Providers
1. St George’s Healthcare NHS Trust
2. Guy’s and St Thomas’ NHS Foundation Trust
3. Barts and The London NHS Trust
4. Imperial College Healthcare NHS Trust
5. UCL Partners

Core Psychiatry Training

Lead Providers
1. South West London and St George’s Mental Health NHS Trust
2. South London and Maudsley NHS Foundation Trust
3. North East London NHS Foundation Trust
4. Imperial College Healthcare NHS Trust
5. UCL Partners

Dental Foundation Year 2

Lead Providers
1. St George’s Healthcare NHS Trust
2. King’s College London
3. Barts and The London NHS Trust
4. UCL Partners

Lead Providers
1. St George’s Healthcare NHS Trust
2. King’s College London
3. Barts and The London NHS Trust
4. UCL Partners
At first, you may not notice much difference in your day to day training. Gradually your Lead Provider will develop more courses and training opportunities within your programme based on your feedback and educational requirements. This will mean you need to get involved and help the Lead and Local Education Providers to improve your training. We believe that more active local management of the whole training programme and clearer responsibilities should encourage LPs and LEPs to be more responsive to the needs of trainees, trainers and patients. Trainees will also be able to get more involved in shaping their training.

As the commissioner and provider roles separate there will be opportunities for trainee involvement within the commissioning organisation as well as within the LPs and in LEPs.

**Commissioner level**
Trainees who wish to get involved in the quality management and the commissioning process of training programmes should go through their Specialty School (including GP). Ask your training programme director or Head of School about joining a trainee committee or acting as a trainee representative for the School Board. Through the Trainee Forum (made up of School Board representatives), trainees will have representation on the Commissioning Board and will be influential in determining what gets commissioned, how quality is measured and how actions to improve training are implemented.

**Lead provider level**
Ask your Director of Medical Education how you can get involved in the training structures within your organisation.

**All trainees**
All trainees need to fill in the GMC Trainee Survey and any Specialty School surveys. Whilst this may seem time-consuming, it is one of the most effective ways to get your opinions and experiences listened to and acted upon. Outcomes from these surveys will directly affect commissioning decisions. The Royal Colleges have trainee committees that you can apply to sit on.

Use Synapse (www.synapse.nhs.uk) to stay abreast of changes and to discuss your opinions on the online forums.
FREQUENTLY ASKED QUESTIONS

Who will be in charge of the curriculum?
Development of specialty curricula will remain the responsibility of the Royal Colleges and approved by the GMC. The Lead Providers will be responsible for making sure that all aspects of the curriculum are delivered during the London PGMDE Programme.

Will the recruitment process change?
The recruitment process will remain centralised for London and will be carried out by London Deanery (Shared Services) on behalf of LPs.

What will happen to ARCPs?
These will be co-ordinated through London Deanery (Shared Services) on behalf of the LPs. The documentation for the ARCP will remain local with your educational supervisor and the Training Programme Director for the Lead Provider.

How will I apply for out of programme experience?
Again this will be managed by London Deanery (Shared Services) on behalf of LPs. As with the current system, you will need to get sign off from both your Training Programme Director (based in the LP) and your Head of School. Forms and guidance are on Synapse (www.synapse.nhs.uk).

What will happen if I run into difficulty with my progression through training?
London Deanery will work with LPs to continue to support trainees in difficulty. London Deanery (Shared Services) will retain centralised services such as careers advice and mentoring.

What will happen if I have a concern or complaint about my training?
In the first instance you should approach your educational supervisor or Training Programme Director. After this you could approach the Director of Medical Education in your Trust / LEP or for your Lead Provider. If you feel unable to do this, the next route would be through your Head of School.

Will there be a “liaison” service to help support trainees through the changes?
Trainees can email communications@londondeanery.ac.uk with queries about the commissioning changes. There will also be a constantly updated list of FAQs and general information on Synapse (www.synapse.nhs.uk). Medical workforce officers will still be available to provide advice on specialty queries.

What choice will I have within the system?
As with the current system, training programme allocations are based on trainee preference, trainee learning requirements and service needs. These will be determined by your LP Training Programme Director with your educational supervisor/specialty lead in the LEP.

What happens if I want to change Deanery or move Training Programme?
Inter and intra-Deanery transfer processes will be managed by London Deanery (Shared Services) on behalf of LPs. More details and forms are available on Synapse (www.synapse.nhs.uk).

How will the quality of training be monitored in the new system?
The Local Education Providers (LEP – mostly the Hospital Trusts) will be expected to collect information on the training they deliver through their local faculty groups (the local specialty trainers and trainees committee) against performance requirements laid down by the Deanery as Commissioner. Some of these will apply to all specialties but some will be specialty specific determined by the Heads of School and their School Boards. This information will be considered by the LEP Postgraduate Medical Board and then the Trust Board so they have a discussion about postgraduate medical education at a high level on a regular basis. The LEP will then pass this information to the Lead Provider who will collate it and report to their board on the programmes they have been commissioned to provide and whether standards of training are being met in the LEPs. The Lead Provider will therefore be the organisation that monitors the training.
provided by the LEPs. If they are a LEP themselves then they will be expected to have an external assessment of their training so they are treated the same as the other LEPs. These reports will then be reported to the Deanery. If any problems are identified and/or programmes are below the level expected by the Deanery as commissioner then the Deanery will work with the Lead Provider to identify the problems and improve the training. The Deanery will also share best practice across lead providers to help providers continually improve their training. If the LEP or LP does not improve the training in a suitable timeframe then the commissioner (Deans and Heads of School) will engage in discussions about how training should continue in the best interests of all parties, this may include withdrawing the trainees from a LEP and/or withdrawing the responsibility for training from the Lead Provider.

What governance systems will be in place to oversee this system?
The Boards and management of the Lead Providers will provide reports to the Deanery through the Heads of School and the Shared Services. The Heads of School will report to their School Boards who will be responsible for determining the strategy for delivering a high quality specialty training programme, setting the standards expected to achieve this, monitoring and ensuring that these standards are being met, reviewing action plans submitted by Lead Providers to continually improve training and ensure standards are met. This will form the basis of the annual report to the GMC as regulator of all postgraduate medical education to whom the Deanery as Commissioner is responsible. The overall system will be overseen by the management board of the Deanery as commissioner. The final configuration of education commissioning for London as a whole and its governance will be confirmed once the outcome of the consultation on the recent green paper (Liberating the NHS: Developing the Healthcare Workforce, DoH 2010)\(^2\) is published later this year.

\(^2\) Department of Health, 2010: Liberating the NHS: Developing the Healthcare Workforce.

What is the role of the specialty school in all this?
Advised by their School Boards, Heads of Schools will act as specialty experts within London Deanery (commissioning) determining contractual requirements, reviewing quality data, making commissioning and decommissioning recommendations, and generally being responsible for ensuring that high quality training is being delivered by providers in their speciality.

How will the system be evaluated?
The system involves a process of continuous improvement. Feedback from LPs, LEPs commissioners and trainees will be used to shape future decisions about the commissioning system.

**Important:** This document refers to a process that is constantly changing and developing. The details are correct as of August 2011 and refer specifically to the first stage of the commissioning process. Please use Synapse (www.synapse.nhs.uk) to stay abreast of further developments.
USEFUL LINKS AND FURTHER INFORMATION

London Deanery

- **London Deanery**
  - www.londondeanery.ac.uk
- **Synapse**
  - www.synapse.nhs.uk
- **NHS London**
  - www.london.nhs.uk
- **Email enquiries**
  - communications@londondeanery.ac.uk

Lead Providers

- **Barts and The London NHS Trust**
  - www.bartsandthelondon.nhs.uk
- **Guy’s and St Thomas’ NHS Foundation Trust**
  - www.guysandstthomas.nhs.uk
- **Imperial College Healthcare NHS Trust**
  - www.imperial.nhs.uk
- **King’s College Hospital NHS Foundation Trust**
  - www.kch.nhs.uk
- **King’s College London**
  - www.kcl.ac.uk
- **North East London NHS Foundation Trust**
  - www.nelft.nhs.uk
- **South London and Maudsley NHS Foundation Trust**
  - www.slam.nhs.uk
- **South West London and St George’s Mental Health NHS Trust**
  - www.swlstg-tr.nhs.uk
- **St Georges Healthcare NHS Trust**
  - www.stgeorges.nhs.uk
- **UCL Partners**
  - www.uclpartners.com

Royal Colleges

- **Royal College of Physicians**
  - www.rcplondon.ac.uk
- **Royal College of Psychiatrists**
  - www.rcpsych.ac.uk
- **Royal College of Surgeons**
  - www.rcseng.ac.uk

Other useful links

- **British Medical Association**
  - www.bma.org.uk
- **Junior Doctors Guide to the NHS**
- **A Junior Doctor’s Guide to the NHS Guide to Finance for Hospital Doctors**
From August 2011, the first group of specialties will start to have their training programmes provided by Lead Providers, rather than by the Deanery. This group of specialties is Core Medical Training, Core Surgical Training, Core Psychiatry Training and Dental Foundation Year 2.

The LPs across London are shown below by specialty.

WHO IS GOING TO BE AFFECTED?

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