

Developing Doctors
to Deliver (3D)
Programme
Interim Report
2016-2017



The 3D Programme: Interim Report 2016-17

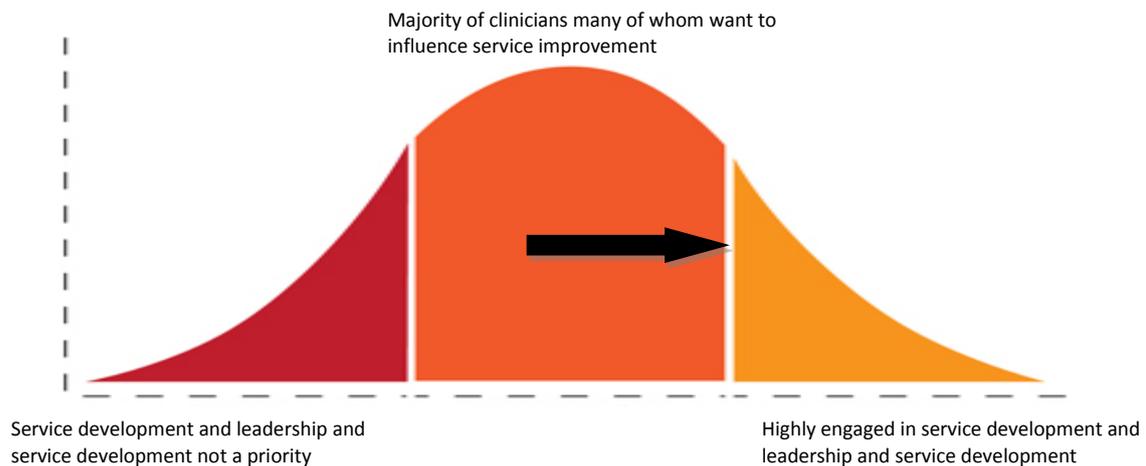
Introduction

The Developing Doctors to Deliver Programme (3D) is provided by the Revalidation Support Unit of the Wales Deanery. It is designed to address the educational requirements of doctors in all parts of the NHS in Wales who wish to extend their abilities in engaging with and influencing the service improvement agenda in NHS Wales. The Programme is now in its fifth year.

The recent "Independent Review of Continuing Professional Development Activity Provided by the Wales Deanery" made a number of recommendations. This included an enlargement of project-based quality improvement centred CPD. In addition, it recommended the development of collaborative delivery of CPD activities to multidisciplinary teams. One of the main strands of the 3D Programme is to facilitate participants to engage in a project which is based upon health care improvement. The 3D is the only educational programme in Wales which draws participants from doctors and dentists working within all aspects of health care in Wales. Therefore, the 3D programme is already addressing the Reviews' suggestions.

What is the 3D trying to achieve?

The 3D aims to influence clinicians who do not see themselves as leaders in the traditional sense. Many clinicians want to make systems of care work effectively in their individual area of practice. This maybe in response to changing clinical demand, diminishing resources or new developments in service provision. Time, confidence and the skills to instigate and sustain improvements are often the limiting factors in achieving success. The 3D programme is aimed at increasing the skills and confidence of those clinicians, who make up the majority of the clinical workforce, that wish to implement and influence change within their clinical area.



The 3D provides a concise range of theoretical sessions to support skills and knowledge in addition to the time for clinicians to meet and discuss progress and problems with their projects.

Intended Educational Outcomes

- Increased capacity to engage in the improvement of the NHS in Wales;
- Enhanced ability to work within and to lead teams;
- Recognise and manage the barriers to improvement of patient care;
- Develop opportunities which can lead to improvements in the quality of care;
- Apply aspects of organisational theory to work place and project;
- Gain insights into the local NHS organisational development by working to improve the delivery of care
- Become part of a network of clinicians with a broadened understanding of the NHS with experience of trying to effect change at a local or national level.

Educational Framework.

The programme is based around three educational themes.

1. **Personal Development/Self Awareness** – a key aspect of the programme is to encourage participants to reflect on how their personality and behaviours affect others and how others affect them. This knowledge can then be applied constructively to future challenges.
2. **Project skills** – the skills and methods needed to plan and deliver the service development project are fundamental to the programme.
3. **Organisational Understanding** – an appreciation of the context within which doctors operate and the various interfaces that influence change across the NHS in Wales.



Programme structure

The programme is designed to be flexible and can be done over either 1 or 2 years and is made up of two main elements:

- six one day modules are held in South Wales each year and three per year in North Wales
- A 3D Project.

Modules.

The three educational themes are represented across the modules and they provide the theoretical and knowledge basis of the programme. The time participants spend at the modules also provides the opportunity for group discussion. This group discussion facilitates reflection on the content of the modules and allows the participants to discuss their experiences of delivering their projects. This aspect of group reflection and support is central to the modules aims.

Programme development

The 3D Programme has developed since its inception in 2011. In 2013 there was a need for the programme to become more closely aligned to the strategic direction of NHS Wales including improved working across primary and secondary sectors of care. In order to do this 3D was opened up to all doctors working within Wales. The aim of broadening the access beyond just GP's was to:

1. Maximise the numbers of participants and therefore increase the impact on service improvement.
2. Magnify educational gains for clinicians in primary and secondary in learning about service improvement together.

Providing an educational programme which aims to get to the heart of the engagement and collaboration agenda is vital for the future progress of clinical leadership and management across the NHS in Wales. This strengthens the skills of participants as well as providing new insights into the interface issues that often cause health service improvements to falter.

The 2016-2017 programme has built on the successful model which was refined in the previous years. The scope of the modules have stayed the same with some changes in speakers and facilitators in response to feedback from previous cohorts.

The Modules for 2016-2017:

Module 1: "I'm a doctor – Why don't these people understand me?"

An insight for doctors into how the culture of an organisation can be used to positively influence it.

Module 2: Project skills for doctors:

Identify obstacles and finding ways to overcome them in order to make a project successful.

Module 3: Negotiating skills for doctors:

Ways of creating a win-win situation within the workplace.

Module 4: Practical business skills for doctors:

How to get the most from meetings. The principles of writing an effective business case.

Module 5: Leadership skills for doctors:

Developing leadership skills which enable clinicians to respond to a variety of situations.

Module 6: Presentation skills for doctors:

Persuading people that you are right.....!

The 2016-2017 3D Programme was advertised to all doctors in Wales. In the first round, one hundred and twenty-six applications were received from clinicians within South Wales. Forty-three applicants asked to forward their project proposal for Round Two of the recruitment process. Of these, twenty five clinicians were invited to attend the South Wales Programme. In North Wales there were thirteen applicants, all of whom were invited to attend. There is a broad range of doctors from different specialities represented in the 2016-2017 cohort.

3D Project

All participants are required to design and implement a 3D Project to enhance delivery of care in the Welsh Health Community. The choice of project comes from the participant. This ensures that there is a high degree of ownership of the project and contributes to sustaining enthusiasm over the 12 months. The project gives the participant the opportunity to apply, test and evaluate their newly learned theory in the clinical setting. (Appendix 2)

The participants are asked to submit short updates to their project during the morning session of each module. This is an opportunity for each participant to discuss their project in small groups focusing on what progress has been made towards their goals. It also provides a forum for discussion of any barriers or difficulties encountered. The small groups then draw on their own clinical backgrounds and experiences to generate possible solutions.

The morning session also provides an opportunity for a small group to reflect on the content of the previous module. This is known as the "Theory into Action or TIA". The aim is to consolidate learning. The group discussion is learner-led, therefore the discussion may focus on how specific topics and how they can be utilised in influencing their project or in some aspect of their practice. (An example of the TIA session proforma can be found in Appendix 1)

Conclusion:

The 2016-2017 3D Programme has continued to attract high numbers of applications. There has been much interest from across the medical community within NHS Wales. There is an even division of doctors from both primary and secondary care.

The 3D Programme has identified that there are generic learning needs across all areas of clinical practice. These specific learning needs can be delivered via a carefully designed educational input. The opportunity for professionals from across the range of disciplines within clinical care to learn together is limited within NHS Wales. The 3D programme provides a unique learning environment (Appendix 3). Finally the 3D programme addresses the recommendations made by the "Independent Review of Continuing Professional Development Activity Provided by the Wales Deanery"

Appendix 2

Project Proforma for 3D Doctors attending the South Programme

Doctors Name	Role/Speciality	Project Proforma Title
Eleri Murphy	ST5 CAMHS	Setting up a sleep management clinic
Emma Mason	Consultant in Acute Medicine	Development of an Ambulatory Care Service for Medical Assessment Units (MAU) at the Royal Gwent Hospital
Farah Mushtaq	Substantive Consultant	Write up a business case for the essential equipment for our Paediatric High Dependency Unit
James Grose	GP- Speciality Doctor	Impact of living with cancer
James Lewis	Substantive Consultant	Development of a virtual fracture clinic
Kiran Kumar Dantu	ST5 Old Age Psychiatry	Assessment and Management of Elderly patients and younger patients with memory problems – A general Adult Clinicians Perspective. I am doing a survey to identify training and management needs in this area and am organising a workshop to improve cognitive assessment skills of General Adult Psychiatry staff. I will then repeat survey to measure progress
Nicholas Mason	Consultant in Intensive care medicine	Improving the quality of mechanical ventilation in the critically ill: a multimodal approach.
Patricia Hanna	General Practitioner	So, you want to set up a community skin cancer clinic?
Pranav Kumar	Speciality Registrar Diabetes and Endocrinology	Insulin self-administration in hospital in-patients(part of 'think glucose' project)
Rachel Frost	Substantive Consultant	Working with GPs and allergies
Richard Swain	GP Principal	Introducing nurse led chronic disease management in Primary Care
Sian Clement	GP Partner	Streamlining repeat prescribing to improve safety and reduce workload. Description: I am looking at our repeat prescribing processes to ensure that medication on repeat prescriptions is prescribed safely and that inefficiencies in the system are resolved reducing the workload meaning that less decisions are being made when GPs are tired which could compromise safety.
Sugandha Kumar	Consultant Orthopaedic Trauma	Review of Emergency Hotline for GPs in Mental Health Services for Older people and development of a single point of contact for MHSOP
Vasileios Sarafis	A&E Specialty Doctor	"Do you really need to spend your time waiting in the A&E waiting room?"
Vikki Logan	Lecturer in Medical Education	Simulation in Obstetric Emergencies for medical student
Yusuf Rangoonwala	ST 5 General Adult Psychiatry	Reconfiguration of the community rehabilitation services within Adult Mental Health services in Cardiff and Vale Health Board. The project involves local consultations with two teams and combining them to evolve into a more robust community service. The combination was completed in February 2017.

Appendix 3

Project Proforma for 3D Doctors attending the North Programme

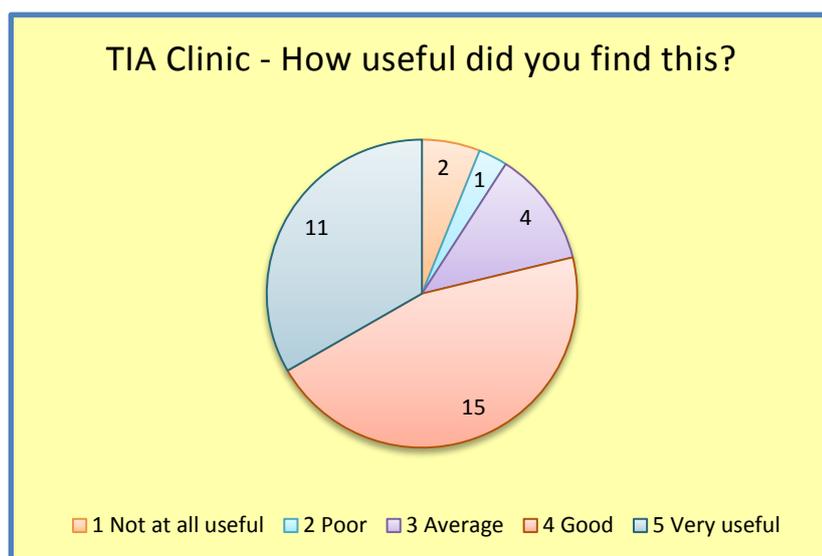
Doctors Name	Role/Speciality	Project Proforma Title
Algar Chandra-Mohan	Hospital Doctor - Consultant for Day care services	Trans Nasal Laryngo Pharyngo Oesophagostomy
Alison Godwin	Speciality Doctor Dermatology	Optimisation of management of Actinic Keratosis in Primary Care - "AK OK"
Anita Naik	ST5 in CAMHS,	Improving service for young people who have co-occurring difficulties of alcohol and drug misuse and ADHD (Attention Deficit and Hyperactivity Disorder).
Claudia Hardy	Hospital Doctor - Clinical Research, Obstetrics and Gynaecology	Implementation of outpatient hysteroscopy clinic at Glan Clwyd Hospital
Elizabeth L Williams	Associate Specialist Palliative Medicine	Improving Coordination of care of MND patients in North Wales
James McGuigan	General Practitioner - Cluster Lead	Fostering closer working of GP practices in South Flintshire
Jamie Bingham	General Practitioner	Developing a primary care weight management program
Jana Schmidt	General Practitioner OOH Service	Facilitating the introduction of treatment escalation plans for Anglesey care home patients - and looking beyond
Jennifer Liddell	General Practitioner Partner	'Developing training opportunities in our practice in North Wales to help improve recruitment'
Karen Sankey	General Practitioner - Wrexham and Cluster lead for North West Wrexham	Project is the development of a primary care centre for the cluster i.e. A building which will act as a central hub to house shared services and resources for the 6 surgeries within the cluster in an attempt to divert some of the workload thereby reducing pressure and demands on the surgeries
Purnima Dalal	Senior Clinical Fellow	Improving Ultrasound Scan training opportunities at Glan Clwyd Hospital
Qamar Jabeen	ST6 CAMHS	Development of SPEED – The CAMHS specialist eating disorder service for BCUHB, it was setup on trial basis to offer a robust, centralized assessment and management of care to eating disorder clients, their families, offered from a range of professionals including medical, dietetic, psychological and family therapists. The aim is to skill staff to use the Maudsley model of care. To identify, treat and possible reduce the number of transitions from CAMHS to adult services
Sandeep Mathews	Consultant in Forensic Psychiatrist	Improving quality of reports to Mental Health Review Tribunals
Sara Bodey	GP Partner and Vice Chair of North Wales LMC	Bringing the North Wales LMC constitution up to date and ensuring the committee is truly representative
Sonya Adhiyaman	General Practitioner	Care planning – chronic disease reviews streamlined to improve access.
Susan Kidd	General Practitioner	Integrated Community Pain Management Service in Primary Care
Tania Bugelli	Consultant Psychiatrist in Liaison	Psychological Medicine Training Series A series of clinical topics in mental health conditions for general hospital staff

Appendix 4

Results received from 33 attendees over 3 sessions:
September, December 2016 and January 2017

Theory in Action (TIA) Clinic

On a scale of 1-5, how useful did you find the TIA clinic session overall? (1=not at all useful, 5=very useful)

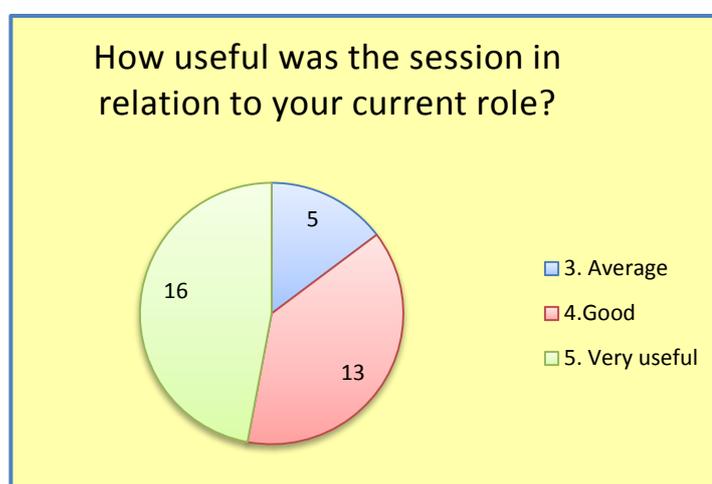


Some of the comments received:

- Useful to review the progress made and very reassuring that others have also made amazing progress
- Always helpful and very good for networking
- Useful to crystallise thoughts
- The offer of help and suggestions from colleagues of other specialities has been invaluable
- The main benefit of this session is to view the problems from the view of others

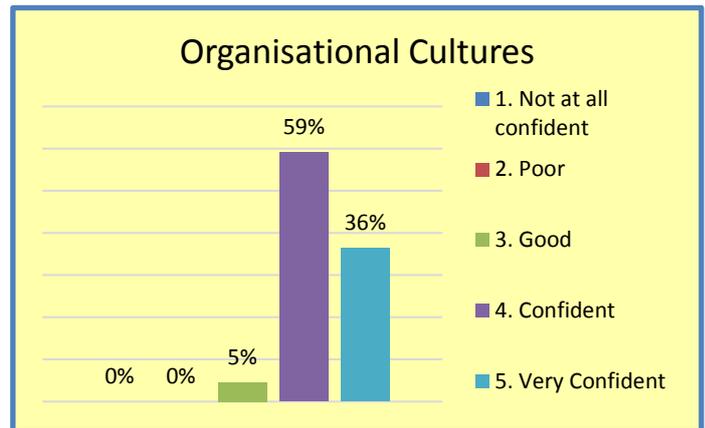
- How useful was the session in relation to your current role?

(No-one selected not useful at all or poor)

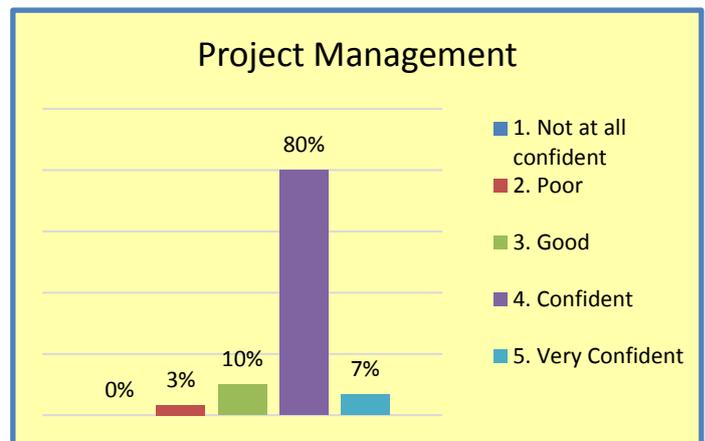


On a scale of 1-5, how confident are you that the objectives set for the Module were met?
(1=not at all confident, 5=very Confident)

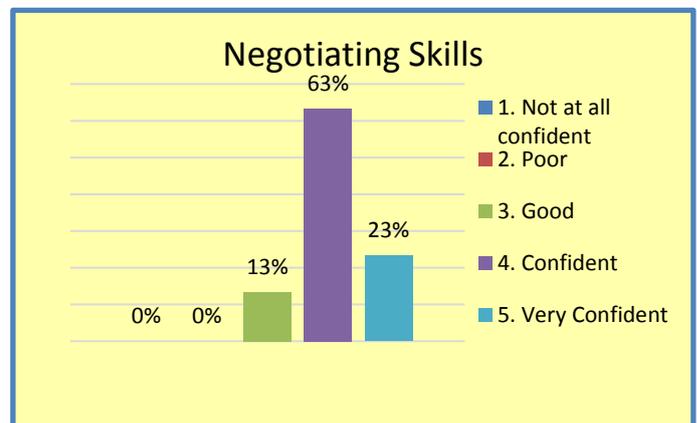
- **Organisational Cultures** - An insightful view of the culture clash that sometimes exists between different sectors of the Health Service



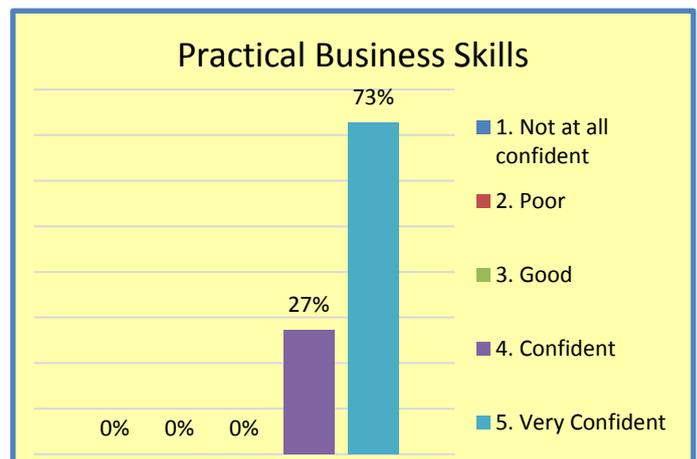
- **Practical approach to Project Management:** Gaining experience of different management tools



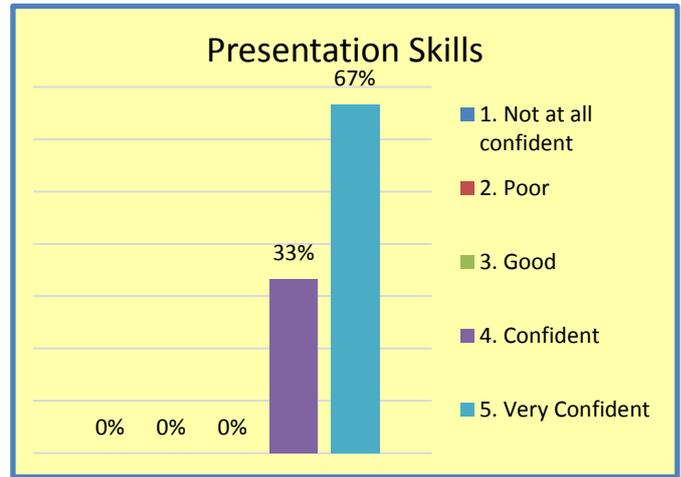
- **Negotiating skills for doctors:** Ways of creating a win-win situation within the workplace



- **Practical business skills for doctors:** How to get the most from meetings. The principles of writing an effective business case.



- **Presentation skills for doctors:** Persuading people that you are right.....!



Additional Comments

- *One of the best sessions I have attended in a very long while. I could listen to Andrew Scowcroft all day!*
- *"It made me realise that a colleague processes information in a different way and is quiet in meetings because they want to think things through before discussing rather than because she has nothing to say"*
- *"Very useful overview of planning tools,"*
- *"One of the most useful sessions so far"*
- *"Excellent overview which made me think about how I present (something I have to do often)"*

Some of the comments received when asked: - What else did you gain from your session?

- *"Understanding of the approaches needed to tackle difficult managerial cultures; was excellent"*
- *"Good study material, suggestions from colleagues to take my plans further"*
- *"An opportunity to think beyond the normal day to day clinical problems"*
- *"Opportunity to discuss my project and network with other clinicians. Especially refreshing to be able to spend time with GPs and hear about the difficulties that they face at first hand."*
- *"Awareness of people with different types of focus and need for flexibility in approach to influence them."*
- *."I have learnt negotiating skills that suite my needs which I am hoping to inculcate in my project as well as day to day work."*
- *"The session was interesting and interactive. The study material provided is excellent. I have already read the pocketbook on PowerPoint presentations. The ideas included in this book are helping me improve my presentation skills."*

How valuable did you find this session and would you recommend this session to your colleagues? How would you describe 3D to them?

- *"3D course is something I have looked forward to for quite some time. It is excellent. I feel it would help me with different skills I never concentrated on improving in the past."*
- *"A mind opening insight into why difficulties exist between managers and clinicians. Highly recommended!"*
- *"Organisational cultures are not always obvious but when we start to dissect it, we understand how to work and who carries the authority in order to work better"*
- *"Highly recommended. Appreciation of individual differences in approach and communication style means we can want the same thing but achieve it in different ways."*
- *"Extremely useful session. This session is the only one of its kind I have ever had in life so far. I am sure it will be useful throughout my career as a Consultant Psychiatrist."*
- *"An excellent session. I was able to break down the project into manageable sections and focus on what was needed to enable to progress with the project"*
- *"Would highly recommend. It has given me tools to understand barriers in bringing about change, and to overcome those (hopefully)."*



For Further information

<https://rsu.walesdeanery.org/cpd-appraiser-training/developing-doctors-deliver-3d>

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