



Wales
Deanery
Deoniaeth
Cymru



Revalidation Support Unit

Annual Review 2015—2016

WHAT WE HAVE ACHIEVED

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QUICK LINKS

- [CPD for General Practitioners](#)
- [GP One](#)
- [General Medical Council \(GMC\)](#)
- [Medical Appraisal & Revalidation System \(MARS\)](#)
- [Revalidation in Wales](#)
- [Wales Deanery Website](#)

WORKSTREAMS

- [CPD](#)
- [GP Appraisal](#)
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- [Medical Appraisal](#)
- [Quality Management](#)
- [Revalidation](#)



CPD

Contributing to the delivery and support for continuing professional development (CPD) that meets the needs of the Welsh medical workforce and the Designated Bodies.



MEDICAL APPRAISAL

Supporting secondary care doctors and their Designated Bodies to provide a high quality appraisal in Wales



GP APPRAISAL

Supporting doctors' development, through the provision of a high quality annual appraisal to all General Practitioners



QUALITY MANAGEMENT

Ensuring that quality management is integrated into all areas of work within the Revalidation Support Unit (RSU) to promote quality and best practice.



MARS

Provision, management and development of MARS for all doctors in Wales with a prescribed connection.



REVALIDATION

Maintaining, supporting and improving professional standards through appraisal.

PREFACE 2015-16

It is a pleasure to introduce the 2015-16 Annual report of the Wales Deanery's Revalidation Support Unit (RSU). Now that we are over three years into the first revalidation cycle with almost all doctors in Wales having been appraised and revalidated through the all Wales Medical Appraisal and Revalidation System (MARS), it might be worth a moment of reflection on the history and purpose of medical appraisal in context.

In 2001 annual appraisal became a contractual requirement for consultants across the UK. The requirement for GPs came first to England in 2002 and Scotland 2003. It was not a requirement for GPs in Wales until the 2004 GP contract was introduced in April 2004 – this made GP appraisal a contractual requirement across the UK. The timing coincided with the introduction of the (old) primary care LHBs in Wales.

It had already become clear in 2001-2 that appraisal would somehow form an important part of the route to revalidation and the GMC's proposals for a combined appraisal/clinical governance sign-off were submitted to and agreed by GMC Council in advance of the 2003/4 Shipman Inquiry.

With this in mind, the GP section of the Wales Deanery had constructed an appraisal pilot for GPs in Wales in 2001-2. This was successful and formed the basis of the Welsh Assembly Government's decision to ask the Deanery to run all aspects of GP appraisal in Wales, on behalf of the LHBs. This formed the basis of a service level agreement between Welsh Government and the Deanery, supported by an annual budget allocation.

Work began on building the team that is now the RSU. The fundamental principle of appraisal being a vehicle for demonstrating, discussing and planning educational activity around personal and practice development has been at the heart of the work and the advent of revalidation has been an almost seamless by-product of GP appraisal in Wales. The drivers of demonstrating learning and change through appraisal are fundamental aspects of postgraduate education and formed the primary reasons, accepted by Welsh Government, for placing this activity within the postgraduate deanery. The design of revalidation and the nature of revalidation requirements have fitted well into the system developed for medical appraisal in Wales. None of this was left to chance and close attention to the development of revalidation and how appraisal would fit in has been on the RSU agenda since the time of the early pilots in 2001.

It became apparent in the early days that an electronic interface was by far the most efficient way of collating and storing appraisal information. The web-based system was running in 2003 and was compulsory for all GPs by 2005.

The system worked well for a number of years but required a rebuild in order to create the access points that revalidation would demand (revalidation dashboard, responsible officer view etc).

At this time, after discussion with at the Wales Revalidation Delivery Board and with the Health Board Medical Directors, it was decided for future needs and economy of scale, to build capacity and access for secondary care doctors. MARS was piloted in General Practice and at three hospital sites in Wales. The pilots were reviewed by Wales Revalidation Delivery Board and having been successful, MARS was recommended by the WRBD as the single IT system for all medical appraisals in Wales. The unit was asked to extend its remit to provide additional support to the HBs relating both to the IT system and also the infrastructure required in order for this to be implemented effectively e.g. appraiser training, policy development etc.

Registration of doctors in Wales on the MARS site is now at 99% and appraisal figures continue to rise, resulting in a seamless facility for responsible officers to assess progress towards revalidation recommendations.

From the beginning, equity of access, consistency, quality and quality assurance are the drivers for our system in Wales with central support provided by the RSU office team and with well-established links with clinical governance and with provision of CPD.

Running a system on this scale is not always easy, for example, the help-desk activity at RSU handles 20-30 queries from doctors every day, sometimes in an anxious atmosphere. But I think we can safely say that the benefits of a single system and the drivers referred to above have come together to successfully deliver a common purpose for all doctors in Wales.

I hope you enjoy this year's report.

Professor Malcom Lewis
Director of General Practice

MEET OUR TEAM



Professor Malcolm Lewis OBE MBBS(Lon) LLM DRCOG FRCGP FAcadMedEd

Director of General Practice

I have been a GP in Swansea since 1988 and was a member of the General Medical Council for 13 years.

My main role is as Director of General Practice and Revalidation at the Wales Postgraduate Deanery, providing leadership and oversight of GP Specialty Training and revalidation support. The Wales Deanery has developed unique roles in relation to GP and hospital based medical appraisal as well as links with GP Clinical Governance and remedial support for doctors in difficulty. I am past-chair of the UK Directors of Postgraduate GP Education and of the GMC's Continued Practice, Revalidation and Registration Board. I currently Chair of the Examination Board for the Medical Education Programmes at the Wales Deanery and am Honorary Professor of Primary Care at the School of Medicine, Swansea University. I also chair's the GMC's Equivalence Advisory Group and sit as an independent contributor to the UK Revalidation Implementation Board.



Dr Christopher Price

RSU Deputy Director

I am a GP in Cwmbran and combine working part time in the practice with my work in the RSU.

I have had a long interest in the continuing professional development aspects of medical education, having worked for the deanery for 22 years. My current role is multifaceted and involves GP appraisal, Secondary Care appraisal support, the MARS website (both Primary and Secondary care), contributing to revalidation systems, writing and editing modules on the GP CPD website, these are combined with sitting on a number of internal and external committees.

The workstreams I am involved with are described in this report. Our achievements are listed and, where “work in progress” is highlighted, I can assure you we will deliver. I am confident to state this as I have many industrious, productive and valued colleagues – please visit the staff pages to meet the people “behind the scenes” delivering on these important workstreams. I would like to thank all the staff of the RSU, the Appraisal Coordinators, the Appraisers and the colleagues I work with externally for a productive year.



Katie Laugharne

RSU Organisational Lead

I was the Revalidation Support Unit's Organisational Lead.

I joined the Unit in 2013 to introduce the system of appraisals for GPs, and subsequently the roll out of the system, and the associated online system (MARS), for all doctors in Wales. I provided project management to the Welsh Government for the introduction of revalidation in 2012, and continued to support this as the Organisational Lead alongside my work on the Deanery Management Executive Team as the Staff Representative. I have now left the Unit to take up post as Head of Welsh Affairs for the General Medical Council.



Julie Nallon

RSU Deputy Organisational Lead

I first joined the Unit in 2006 supporting the GP Appraisal workstream. I subsequently moved to other roles in the Deanery's Quality and Specialty Training Unit's before making a return to the RSU in 2010 as Revalidation Support Manager. I successfully project managed a hospital appraisal pilot which led to the roll out of MARS to all doctors in Wales, as well as supporting the implementation of revalidation and the development of the Revalidation Appraisal Implementation

Group (RAIG).



Katie Leighton

RSU Manager (Medical Appraisal)

I am currently covering Julie Nallon's maternity leave as Deputy Organisational Lead. I support the RSU by working with Malcolm and Chris to oversee the strategic direction of the Unit.

I work with our stakeholders to develop and implement processes to support designated bodies in delivering appraisal and revalidation in Wales.



Joanne Small

RSU Manager (CPD and Appraisal Training)

I oversee the delivery of GP CPD in Wales, in addition to supporting the delivery of appraisal training, alongside RSU staff and the Designated Bodies in Wales.

I have worked at the RSU for 9 years and witnessed the great changes that GP CPD has encountered. My background is in Graphic Design and I have an interest in e-learning and design.



Steffan Biggs

RSU Manager (GP Appraisal)

I manage all aspects of GP Appraisal in Wales. This includes supporting our GP Appraisal Coordinators and managing all of our GP Appraisers and office staff. I have worked in various roles in the Deanery since 2007. I worked in the GP Speciality Training Department for 6 years before moving to the Revalidation Support Unit in 2013.

I enjoy playing a number of competitive sports including squash and football. The only time I'm not enjoying myself is when I'm losing!



Sian Parker-Hornsey

RSU Manager (MARS Support)

I have worked in the Deanery since 2003 in a number of posts and notably as the GP Appraisal Manager. In my current post I am primarily responsible for the maintenance of the Medical Appraisal and Revalidation System (MARS) and its daily operation and upgrades. I am currently working alongside Rhian (MEP Project Manager) on the eagerly awaited enhancement project. I will be actively leading on the testing and training phrases of this project. It will also be key at the time of release to have an effective and efficient Service Desk model and therefore

I am currently undertaking a review of the current provision. Additionally I have a keen interest in HR aspects at the Deanery and within the RSU Unit.



Sarah Holmes

RSU Manager (Revalidation Research)

Researcher for Wales for the Umbrella project, investigating the impact of revalidation. Also, working alongside Designated Bodies in Wales, to support them with procedural aspects of revalidation. I have worked at the RSU for 5 years my background is in Law, Human Resources and Project Management. I am currently running several research projects within the RSU, and have recently had a collaborative paper on the impact of revalidation on GP appraisal in Wales

published.



Rhian Jones

RSU Manager (MEP Project)

I am the MEP Project Manager, supporting the enhancement of MARS. Working towards building an intuitive, user friendly and accessible website.



Rebecca Newton

RSU Officer (GP Appraisal)

I work closely with our GP Appraisal Coordinators and all Health Boards in Wales to monitor GP engagement with the appraisal process in Wales. I started with the RSU in April 2015 originally within the Medical Appraisal and Revalidation workstream before covering the GP Appraisal Officer role from November 2015 and permanently from May 2016. I enjoy eating out, spending time with family and friends and also most sport.



Celia Lloyd

RSU Officer (Quality Management)

I oversee the quality management within the Revalidation Support Unit.

Quality and best practice have become second nature and I bring these core values into my role. Over the last year I worked closely with Appraisers and Designated Bodies to facilitate the inaugural Regional Quality Assurance and Regional Appraiser Conferences.



Natalie House

RSU Administrator (GP Appraisal)

I have recently taken up a new role in the RSU as Revalidation Officer. In this role I provide support for Medical Appraisal and Revalidation in Wales.

Continuing Professional Development (CPD)

Joanne Small, Celia Lloyd and Deborah Bradley

Contribute to the delivery of and support for continuing professional development (CPD), that meet the needs of the Welsh medical workforce, the Health Boards and Regulatory Bodies.

WORK UNDERTAKEN

THE OBJECTIVES FOR 2015-2016 WERE:

To continue to develop the RSU CPD website and publicise to all doctors via various events and external communications

We have ... Developed new modules on engaging and influencing skills and restless leg syndrome. We have also and updated several sections of the MOAT and Motivate to Move modules. The CPD webpages were viewed 124,285 times this year.

To continue delivering CPD clinical update days

We have ... Delivered 26 GP CPD events up to March 2016

To deliver two GP Update courses

We have ... Delivered two GP Update courses, in Cardiff and Wrexham to almost 300 attendees.

To conclude and evaluate the Developing Doctors to Deliver (3D) programme for 2014-15 and deliver the 3D programme for 2015-16

We have ... Evaluated the 3D programme for 2014-15 and a report can be found here. There are 38 participants on this year's programme.

MILESTONES/ACHIEVEMENTS

The CPD study days: facilitated by three CPD Leads (who are also GP Appraisers) have continued with regional events held throughout Wales. Individual topics were chosen from feedback received from GPs at previous events.

We ran a total of 26 events, which attracted over 1200 attendees. Topics included:

Child Protection, Cardiology, Women's Health, Cancer and Care of the Elderly.

We have raised over £10,000 in aid of the Wales Air Ambulance in donations from GPs, who attended our CPD events.

Deanery's CPD review: We have contributed to this review, providing data as required and implemented various improvements to our data management procedures.

Developing Doctors to Deliver (3D): We have evaluated the 3D Programme for 2014-15 and a report can be found here. The 2015-2016 3D Programme was advertised to all doctors in Wales. 152 round one applications were received in South Wales, of these, 24 doctors were invited to attend the South Wales Programme. In North Wales, 13 new applicants, were invited to attend. In total there are 41 participants on this year's programme, with a broad range of doctors from Primary and Secondary Care. Further information on the programme can be found here.

GP Update Days: These events were delivered by Red Whale who are a GP led company and provide updates on the latest issues, literature, research and guidelines in General Practice. These events proved extremely popular, 298 doctors attended in total. Feedback included:

"Very good update on management of most important chronic diseases"

"Good review - relevant to day to day GP issues..."

"Thank you Wales Deanery for arranging this for us!"

OBJECTIVES

OVER THE COMING 12 MONTHS

To maintain the RSU CPD website and add a further 4 online modules	To continue delivering GP CPD clinical update days
To conclude and evaluate the 3D programme for 2015-16. Recruit to and deliver the 3D programme for 2016-17	To manage the GP Retainer Scheme which supports GPs who have specific circumstances that restrict their working week in General Practice

Links for further information:

[Developing Doctors to Deliver – The 3D Programme](#)

[3D Annual Report 2015-2016](#)

[CPD Web pages](#)

[GP CPD Project Report](#)

GP Appraisal

Steffan Biggs, Rebecca Newton and Natalie House

We support doctor development through delivery of high quality annual appraisal.

WORK UNDERTAKEN

THE OBJECTIVES FOR 2015-2016 WERE:

To deliver a high quality appraisal on request to every GP with a prescribed connection in Wales

- **We have** ... Achieved this thanks to the commitment and hard work of our Appraisers and their willingness to undertake appraisals over and above their contracted number. We were able to offer an appraisal to every GP in Wales who requested one.

To maintain Appraiser capacity at a minimum of 110 sessions

- **We have** ... Maintained Appraiser capacity above the minimum amount of sessions through frequent reviews of our capacity and active management of our GP Appraisers. This is facilitated via regular meetings with our regional GP Appraisal Coordinators to discuss capacity and Appraiser issues.

To appoint and train new GP Appraisers to ensure sufficient capacity to deliver appraisal

- **We have** ... Appointed 12 new GP Appraisers in 2016 (out of a pool of 40 applicants) to ensure sufficient capacity to deliver appraisal. We were pleased to be able to recruit to our Appraiser vacancies and provide high quality training to all new Appraisers. The New GP Appraiser Training has been evaluated and found to be of a high standard. Feedback from the attendees included:

"Role play sessions were all excellent and contributed greatly to learning."

"Great overview of what to expect, supportive and great practical hands-on training using MARS."

"Actually doing the processes required for preparing for, carrying out and writing up an appraisal, is invaluable for both gaining confidence and ironing out glitches."

To address recommendations arising from the report on the impact of revalidation on GP Appraisal in Wales

Including: Any indications of increased time pressures for GPs need to be addressed as soon as possible for revalidation to have a positive impact on work, learning or morale.

Further research into the effects on morale, motivation, learning and practice.

- **We have ...** Direct involvement in the UMBRELLA project, which is a major evaluative research study into the regulatory impacts of medical revalidation, commissioned by the General Medical Council.
- **We have ...** Circulated a questionnaire to all of our GP Appraisers to explore the potential issues that were highlighted in the recommendations. An action plan will be formulated to deal with any issues identified in the questionnaire's results. In anticipation of this, we are facilitating workshops at our next National GP Appraiser Conference in June 2016 that will focus on the resources available to support GPs and explore resilience and mindfulness techniques to support them.
- **We have ...** Fed into the development of Mars Enhancement Project (MEP) to improve usability and minimise time spent on the online appraisal system.

MILESTONES/ACHIEVEMENTS

Number of GP appraisals completed (note that the data has been reconciled against Doctors with a prescribed connection to a Designated Body in Wales)

	Total doctors on MARS	% of Appraisals Completed
Abertawe Bro Morgannwg University Health Board	426	97%
Aneurin Bevan University Health Board	440	93%
Betsi Cadwaladr University Health Board	506	99%
Cardiff & Vale University Health Board	412	94%
Cwm Taf University Health Board	221	93%
Hywel Dda University Health Board	304	91%
Powys Teaching Health Board	106	85%

(This does not include Doctors with extenuating circumstances)

- Piloting a combined Regional Appraiser Conference and Internal Quality Assurance Day, delivering it across 3 locations in Wales.
- Successful National Training Day (NTD) 2015 in Cardiff:
 - NTDs have been an essential part of delivering training and support to all our GP Appraisers on various aspects of appraisal and revalidation. The overall focus was on, 'Recapturing the Educational Roots of the Appraisal Process'. Each session and workshop were structured to be as interactive as possible whilst encouraging contributions particularly in relation to MARS Enhancement Project (MEP) development and the impact of revalidation on GP appraisal in Wales
 - The feedback received from delegates about the day was positive. Highlights included:

'The opportunity to network with other Appraisers'

'The workshops were very useful and challenged me to think about my approach to appraisal'

'Excellent, keep up the good work!'

OBJECTIVES

OVER THE COMING 12 MONTHS

<p>To deliver high quality appraisal to every GP with a prescribed connection in Wales, with a target of 90% completion</p>	<p>To maintain Appraiser capacity at a minimum of 110 sessions and appoint and train new GP Appraisers to ensure sufficient capacity to deliver appraisal</p>
<p>To manage the allocated quarter process and produce regular reports on behalf of the Health Boards</p>	<p>To contribute to the governance of appraisal through regular meetings with all Health Board Primary Care Assistant Medical Directors</p>

Medical Appraisal Revalidation System (MARS)

Julie Nallon, Katie Leighton, Sian Parker-Hornsey, Rhian Jones

Provision, management and development of MARS for all doctors in Wales with a prescribed connection. RSU provides an online platform which enables all doctors in Wales to undertake a positive appraisal and support the revalidation process.

WORK UNDERTAKEN

OUR OBJECTIVES FOR 2015-2016 WERE:

To provide MARS to all doctors who have a prescribed connection to a Designated Body in Wales (excluding trainees)

- **We have...** 2530 General Practitioners (GP) and 4146 Secondary care doctors with a prescribed connection in Wales registered on MARS. In the last 12 months there has been minimal downtime of the system equating to 1% of total time.

To provide high quality service desk support to users during office hours

- **We have...** Providing the MARS Service Desk team of RSU administrators who have received a minimum of 1 month's intensive training. They are trained on all aspects of MARS, appraisal and revalidation and the processes around them. The Service Desk supports all MARS users with technical queries and signposting to support resources.
- Over the last year the Service Desk received a total of 4985 queries and 100% of these were resolved within agreed timeframes.

The breakdown of this was made up of:

GP 1109 queries Medical 3814 queries Combined 62 queries

"I would like to say that MARS and Appraisal support unit are very helpful and supportive at all times" quote from Appraisal Survey.

To manage a programme of communication relating to MARS, providing users with updates and co-ordinating the user development group

- **We have...** Ensured all communications concerning MARS Enhancement Project (MEP) and other MARS related issues were sent to relevant users. Information for users included notice of consultation events across Wales, how users can become involved in the project

and key themes highlighted by feedback. Additional consultations with the user development group were arranged to view the proposed MEP interfaces.

To work with Business Support Services Unit (BSSU) to develop and maintain a robust change management system and technical development work programme

- **We have...** Weekly meetings with BSSU to discuss any operational concerns or issues with current MARS or MEP and work collaboratively to resolve them.
- After a successful pilot period, a change management system was released. This enables us to record and track any change requests made, and we continue to develop and maintain the system. A technical development work programme has been created and BSSU are working through the changes to support MARS.

To ensure appropriate external and internal governance mechanisms are in place

We have... Amended and reviewed the terms of reference for both the BSSU/RSU management meetings and the Service Management Board (SMB).

The internal governance BSSU/RSU management meetings discuss progress with MEP, monitor the service level agreement between BSSU, RSU and consult on any change requests raised.

External governance meetings take place quarterly in the form of SMB, representatives at SMB includes RSU, BSSU, NHS Wales Informatics Service (NWIS) and Designated Bodies. The aim of the meeting is to ensure that changes and enhancements made to MARS are in the best interest of users.

The distribution list for SMB was updated and subsequently engagement from NWIS was agreed allowing us to receive notification on any proposed changes that may affect the provision of MARS within NHS Wales.

To consult with end users on the development of MARS through the MARS Enhancement Project

We have... Undertaken over 30 consultation events with 170 doctors attending from all over Wales to review the new proposed interfaces. The valuable feedback received was analysed and passed on to BSSU to implement. Consultations with Designated Bodies were held and as a result a new administration role for MARS was created to meet their needs in line with the agreed scheme of access.

To work with BSSU, completing the MARS Enhancement Project and successfully launching an upgraded version of MARS

We have... Been working closely with BSSU to create an upgrade of MARS which is accessible, user friendly and sustainable. Key milestones achieved during 2015- 16 include:

- Sign off against the Business Mapping document,
- Implementation of the communication and engagement plan,

- Continuation of software and database coding,
- Initial consultations with Doctors, Appraisers, Designated Bodies and Responsible Officers.

ADDITIONAL WORK UNDERTAKEN DURING THE PREVIOUS 12 MONTHS

To provide a version of MARS for Severn Deanery GPs (SAT) and a version for a Nursing Appraisal Pilot (PNSAT)

We have... Provided regular version releases for SAT under the Memorandum of Understanding 2014-15. In addition to providing SAT for GPs, a version of SAT has been provided to support a Nursing Appraisal Pilot Study within Bath, Gloucestershire, Swindon and Wiltshire.

OBJECTIVES

OVER THE COMING 12 MONTHS

<p>To continue to provide MARS to all doctors who have a prescribed connection to a Designated Body in Wales (excluding trainees)</p>	<p>To provide high quality service desk support to users during office hours</p>
<p>To manage a programme of communication relating to MARS, providing users with updates and co-ordinating the user development group</p>	<p>To consult with all end user groups on the development of MARS through the MARS Enhancement Project. Working with BSSU, completion of the MARS Enhancement Project and successfully launching an upgraded version of MARS</p>

Medical Appraisal

Katie Leighton, Sarah Holmes, and Natalie House

Supporting the establishment of appraisal systems for all doctors in Wales.

To contribute to the review of the All Wales Appraisal Policy and implement its standards

- **We have ...** Reviewed the policy as a sub group of the Revalidation Appraisal Implementation Group (RAIG), making recommendations for improvement and following consultation the guidance documents have been agreed by the Wales Revalidation Delivery Board (WRDB). The document is available on the Revalidation Wales Website

To contribute to the development of the Secondary Care and Public Health Appraisal Exceptions Guidance

- **We have ...** Developed the Secondary Care and Public Health Appraisal Exceptions Guidance as a document which provides Designated Bodies with a suggested process when doctors do not complete annual appraisal. The document has been reviewed by RAIG.
- This operational guide is available on the Revalidation Wales Website

To deliver MARS training to Appraisers

- **We have ...** Delivered MARS training throughout the year in the form of webinars. The webinar format for training allows doctors to access the session from anywhere in Wales, saving on time and resources.

Initial training webinar sessions held - 4

Refresher training webinar sessions held - 6.

Total Appraisers trained – 116

To deliver Appraisal Skills training to all Secondary Care Appraisers

- **We have ...** Delivered appraiser skills training throughout the year, on site and also locally within Betsi Cadwaladr University Health Board. The training sessions for those new to the Appraiser role and also refresher sessions for experienced Appraisers.

On site initial training sessions held – 7

Local initial training sessions held - 2

Refresher training sessions held - 1

Total Appraisers trained – 113

To support Clinical Academic appraisals

- **We have ...** Supported Clinical Academic appraisal by facilitating the process of joint appraisers via MARS for those who request to do so. This process included the manual addition of a second academic Appraiser on to MARS, enabling them to add comments to the appraisal summary alongside the clinical Appraiser.
- 11 Clinical Academic appraisals were supported last year.
- Guidance has also been produced by the RSU in collaboration with Cardiff Medical School to ensure Clinical Academics are clear on the process and options they have to satisfy appraisal and revalidation requirements. This information is available on the web pages

Additionally the RSU has undertaken the following to support Designated Bodies in developing their own robust appraisal and revalidation systems:

- Produced monthly appraisal rate progress statistics to Welsh Government and Designated Bodies
- Developed a reconciliation process between GMC Connect lists and doctors on MARS
 - Provided ongoing support for Responsible Officer appraisals on MARS

OBJECTIVES

OVER THE COMING 12 MONTHS

To contribute to the annual review of the All-Wales Appraisal Policy and implement its standards	To contribute to the annual review of the Secondary Care and Public Health Appraisal Exceptions Guidance
To deliver MARS training to Appraisers	To deliver Appraisal skills training to secondary care Appraisers
To support Designated Bodies in delivering refresher training for all secondary care Appraisers	To collaborate with Designated Bodies to deliver Regional Appraisal Conferences (RACs)
To provide ongoing support to designated bodies in appointing and training Appraisal Leads or equivalent role	

Quality Management

Celia Lloyd and Joanne Small

We will ensure that quality management is integrated into all areas of our work.



WORK UNDERTAKEN

OUR OBJECTIVES FOR 2015-2016 WERE:

To co-ordinate the Unit's quality management activities

- **We have ...** Co-ordinated quality management activities relating to appraisal including, analysis and reporting of annual quality assurance events. These include the newly combined Regional Internal Quality Assurance Events / Regional Appraiser Conferences, held between October and December in three key locations around Wales – (View full report here).

To analyse and report on the outcomes of the MARS feedback survey

- **We have ...** Collated and evaluated all MARS feedback surveys

To report on doctor constraints

- **We have ...** Reviewed on an all-Wales level, constraints identified by doctors during the appraisal process, reporting on these to the relevant Designated Body

To report and act on quality improvement findings

- **We have...** Implemented changes through training and projects and reported on these to all Designated Bodies, RAIG and other relevant stakeholders.

To progress current projects and identify new ones

- **We have ...** Strived to enhance quality and best practice within appraisal and revalidation, for example by developing an ST3 Appraisal and Revalidation Tutorial.

To analyse and act on recommendations received

- **We have ...** Reviewed previous recommendations and where appropriate, ensured these are actioned. Feedback is reported on in the 'Quality Management Report' ([View full report here](#))

To be receptive and proactive to recommendations

- **We have ...** Continued to review all quality improvement activities which have taken place over the past year. These are disseminated, where appropriate, to the various workstreams within the RSU.

MILESTONES/ACHIEVEMENTS

MARS Feedback Surveys

As part of the Unit's QA processes we ask doctors who undertake their appraisal to provide feedback when they agree their appraisal summary. As part of that feedback doctors are asked to rate various aspects of the appraisal process, including:

- The Appraiser's skills
- Collecting information for revalidation
- The administration of appraisal

The survey provides an opportunity for Appraisee's to enter comments regarding their experiences and recommendations for the whole of the appraisal process.

Constraints

As part of their appraisal every GP is asked to identify issues which have constrained their personal development or service delivery over the appraisal period. These constraints are recorded by the Appraiser and broken down into three main categories: personal, workplace and service level constraints. These constraints are then further sub-divided.

This data is a rich source of information, providing an insight into the constraints facing doctors throughout Wales.

Regional Internal Quality Assurance (RQA) Events 2015

This year we held 3 events regionally, North, South and West Wales. Each run as a half day event, with the second part of the day dedicated to Regional Appraiser Conferences (RAC). The QA criteria was used to analyse summaries. The Appraisers in groups of either two or three were given a pack with 5 different anonymised summaries from outside their own Designated Body to collectively score against the set criteria.

Where possible groupings were cross discipline (GP, Secondary Care, Public Health) thus enabling networking and shared viewpoints.

Findings

Primary Care Highlight Data	2015	2016
Highest Scoring Summary	100%	100%
Lowest Scoring Summary	51%	69%
Average Scoring Summary	86%	91%

Secondary Care Highlight Data	2015	2016
Highest Scoring Summary	100%	94%
Lowest Scoring Summary	7%	19%
Average Scoring Summary	50%	49%

Full report can be found [here](#)

QUALITY IMPROVEMENT

OUR QUALITY IMPROVEMENT ACTIVITIES FOR 2015-2016 INCLUDED:

Completed Projects

[PDP Review](#)

Review of Personal Development Plans (PDP) for MARS Enhancement Project (MEP)

[Appraisal Insight Monitoring \(AIMS\)](#)

Publicise a paper on the process and learning to date

[ST3 Tutorial Package](#)

Appraisal guidance package for ST3 trainees moving into post CCT General Practice

[Enhanced Appraiser Skills](#)

A package promoting 'Challenge in Appraisal' module for CPD

[Cross-sector Appraisal](#)

Develop a pilot study of cross-sector appraisals

[Restless legs Syndrome \(RLS\) CPD module](#)

Develop RLS e-module for CPD website

Projects in progress

[Calibration Exercise](#)

Online calibration exercise for Appraisers prior to QA sessions

[Management of wounds in General Practice](#)

E-learning tool for GPs and Practices Nurses

[Coeliac Disease](#)

E-learning resource for GPs

[Resilience Training](#)

E-learning resource for GPs

[WTTC – Wales Therapeutic and Toxicology](#)

Development of an e-module for GPs

[3D Impact Review](#)

Impact of 3D projects on service delivery and patient care

[Oral Cancer](#)

Collaboration e-module with Postgraduate Dental Department

[Facial Pain](#)

Develop an e-module in collaboration with Dr Mick Allen

[Cancer](#)

Create an e-module on prevention and detection of cancer

[Pharmacy and Dental Collaboration](#)

Meet with both departments to discuss info-sharing and explore collaborative opportunities

RSU RECOMMENDATIONS 2015 - 2016

Recommendations and suggestions are collated throughout the appraisal year through feedback and comments from various CPD and training events as well as quality improvement activities. The senior management team meet annually to agree a course of action for the recommendations. The Unit also exercises a change request process for improvements to MARS, where individual requests are considered and implemented where appropriate and practicable.

Recommendation	Actions/Notes	Progress Made
One page where doctors can view all entries, like the evidence review page for Appraisers	MARS Enhancement Project (MEP)	Added to MEP Specification
Have previous and next revalidation date showing on MARS	MEP	MEP
Order of entry numbers to reset chronologically once an entry is deleted so it is easier to keep track of how many entries are in the folder	Change request to allow the entry numbers to reset when an entry is deleted / Change to be implemented in MEP / Hide all number entries	No entry numbers in MEP - Completed
MARS feedback survey is not clear as the instructions are only on the front page (1-5) good or bad?	Change the survey – this is a historic issue and would need a change to the survey / MEP	Resolved with MEP - Completed
Send reminders 1 and 2 weeks before the Appraiser is locked out of their folder	On front page of the website when maintenance takes place	Set as part of MEP Notifications Project
Tell us when there are technical problems	Reminders are sent 30 days, 3 days before and on the day of closure. / MEP will have an appraisal countdown?	Process now in place - Completed
MARS to send regular reminder emails out to remind doctors to engage in uploading appraisal information	This could be an opt in / opt out, as many doctors would not want regular emails	Added to MEP specification – Notifications Project
MARS could auto save information at intervals	MEP	Making save buttons more accessible and pop up before navigation away from page – In MEP specifications
Confusion that some parts of the Revalidation Progress Page stay amber until the summary is agreed (PDP and review of previous PDP)	Is there a way of altering this – Possible Change Request / MEP	Added to MEP specification

RECOMMENDATIONS

THE OBJECTIVES FOR 2015 - 2016 WERE

GP Appraisal - Staff / Appraisal Coordinators

Recommendation	Actions/Notes	Progress Made
More Welsh Appraisers to allow greater choice of dates and destinations	Welsh speaking is a criteria point on the application, Appraisers to put ability to undertake appraisal in Welsh	Appraisers reminded to add to their biopic
More guidance, local support/mentoring around appraisal and revalidation	Projects/CPD/RAC	ST3 Project – near completion, New resource developed for new doctors, on CPD website. 4 yearly meetings and Annual National Appraiser Conference delivered
More Appraiser availability	Manage Appraiser time effectively	Complete – new Appraisers commenced 1 June 2016

Medical Appraisal

Recommendation	Actions/Notes	Progress Made
More guidance, local support/mentoring around appraisal and revalidation	Projects/CPD/RAC	ST3 Project – Near completion MARS webinars, 3 Regional Appraiser Conferences completed in 2015
More guidance on the amount of information a doctor should put in their entries	FAQ on this from the MARS help pages – Refer to the GMC guidance	Complete – FAQ

CPD

Recommendation	Actions/Notes	Progress Made
More online modules	Commission more projects	Engaging & Influencing Skills, Restless Legs completed, 3 others being finalised
MARS to link with CPD pages to show local CPD events available		Change of process, CPD updated MARS Events Calendar regularly

Quality Management

Recommendation	Actions/Notes	Progress Made
MARS feedback survey is not clear as the instructions are only on the front page (1-5) good or bad?	Change the survey – this is a historic issue and would need a change to the survey	Added to MEP specification – currently browser issue – guidance circulated
More guidance, local support/mentoring around appraisal and revalidation	Projects/CPD/RAC	Ongoing – 4 new projects have approved budget (3 more pending Management Executive decision)
The talk by RO would be useful for all Appraisers	Possibility of having a video, PD/RO answering specific questions on RO expectations...	Complete – available

RAIG

Recommendation	Actions/Notes	Progress Made
Replicate 14 day folder lock out for doctors in Secondary Care, instead of current 3 day lock out	Take to RAIG for consideration	7 day folder lockout approved by RAIG for doctors in Secondary Care
Consider the viability of GP Appraisers appraising Secondary Care doctors and vice versa	Take to RAIG for consideration	Ongoing

RSU Recommendations

FOR THE COMING 12 MONTHS

<p>MARS</p> <ul style="list-style-type: none"> To review the current lockout period timescales to bring secondary care MARS in line with GP MARS To review ongoing MARS service desk trends and find appropriate method of collecting information 	<p>GP Appraisal</p> <ul style="list-style-type: none"> To consider whether attendance at quality assurance events should be compulsory for Appraisers To create a 'useful tips' guide for Appraisers
<p>Medical Appraisal</p> <ul style="list-style-type: none"> To consider whether attendance at quality assurance events should be compulsory for Appraiser (once every 3 years) To make MOAT mandatory training to all new secondary care Appraisers To provide MARS training to newly qualified doctors 	<p>Revalidation</p> <ul style="list-style-type: none"> To regularly review the Appraisal Exceptions Management Protocol To review the Revalidation Wales website To continue our involvement in GMC-funded evaluative projects, such as UMbRELLA
<p>Quality Management</p> <ul style="list-style-type: none"> To review scoring criteria for quality assurance events and simplify the process for reviewing best practice and quality of appraisals To standardise the percentage of summaries reviewed across both primary and secondary care To produce an online calibration exercise for Appraisers to complete prior to attending the quality assurance events To review the impact of 3D outcomes To review doctors attendance at CPD events and determine whether it has a positive impact on service delivery in Wales 	<p>CPD</p> <ul style="list-style-type: none"> To review Appraiser Workshops at Regional Appraiser Conferences that focus on significant events activities, challenging situations, PDP, CPD, use of revalidation templates on MARS, and writing reflective entries To develop additional modules on our GP CPD website To consider adopting new methods of notifying attendees when events are amended/cancelled

Revalidation

Katie Laugharne, Katie Leighton, Sarah Holmes and Julie Nallon

Maintaining, supporting and improving professional standards through appraisal and CPD

WORK UNDERTAKEN

OUR OBJECTIVES FOR 2015-2016 WERE:

To contribute to the development of appraisal for all doctors in Wales and support Designated Bodies revalidation systems

- **We have ...** Supported quarterly Revalidation Appraisal Implementation Group (RAIG) meetings which included contributing papers, reports and recommendations. RAIG is attended by revalidation stakeholders in Wales. RAIG considers agenda items fed down from Wales Revalidation Delivery Board (WRDB) The meetings were therefore arranged to dovetail with WRDB facilitating this process.
- The RSU serviced the RAIG meetings and produced papers for discussion at all meetings.

To support the Responsible Officer (RO) Support Network meeting

- **We have ...** Organised the RO Support Network meeting, which last took place in March 2016. The meeting ran over a full day, and included updates from Ruth Hussey Higher Level RO for Wales, Peter Durning AMD Cardiff and Vale Designated Body, and Judith Chrystie, Assistant Director – Registration and Revalidation – GMC. In addition, three workshops were held, which focussed on issues around fitness to practice, challenging case discussions and the RO functions on MARS Enhancement Project (MEP).

Feedback included

"Another excellent opportunity to go over difficult scenarios"

To facilitate and analyse the Revalidation Progress Report annual returns

- **We have ...** Completed the Revalidation Progress Report annual return process. Analysis papers were produced by the RSU for RAIG and WRDB meetings.

To support the ROs' appraisal process

- **We have ...** Co-ordinated a list of Appraisers from which ROs can choose. The Appraisers were nominated by Designated Bodies on the basis of their experience and awareness of the RO role.

To review the Revalidation Wales website

- **We have ...** Started a review of the current website and are now in consultation with the Business Systems Support Unit (BSSU) in order to update both content and visuals on the Revalidation Wales website.

Additional work undertaken on behalf of WRDB

- **We have ...** Facilitated the review of the All Wales Appraisal Policy
- Reviewed the Revalidation progress report and quality management framework with the aim of combining both documents
- Undertake a Revalidation Quality Assurance Visits pilot to two Designated Bodies in Wales
- Facilitated the first Appraisal Leads Support Network meeting
- Worked with Designated Bodies and BMA to finalise the Secondary Care and Public Health Appraisal Exceptions Guidance – this guidance has been agreed at RAIG and is now available on the Revalidation Wales website
- Supported locum doctors with appraisal and revalidation. In addition, actions have been agreed with Revalidation Managers to produce further guidance for doctors who change their prescribed connection regularly.

MILESTONES/ACHIEVEMENTS

Quality Assurance of Revalidation – The RSU were asked to support a pilot visit looking at revalidation QA in two Designated Bodies. The visits formed part of our overall quality management approach to appraisal in Wales

The aims of the pilot were to:

- Evaluate the extent to which the NHS England revalidation quality assurance (QA) visiting process and paperwork are applicable in Wales
- Evaluate the workload involved in each visit and who is best placed to deliver this
- Evaluate whether the visiting process is an effective way to deliver the aims for QA of revalidation and make recommendations regarding whether any additional QA processes need to be developed
- Explore whether a QA visiting process might be linked with other work to explore drivers of appraisal rates and the evaluation of revalidation

In Wales the visits were envisaged to enable us to achieve other aims in terms of QA of revalidation:

- Consider the consistency of processes across Designated Bodies in Wales both in terms of how information from appraisal and local governance processes is used, and the consistency with which thresholds for revalidation recommendations are applied
- Secure lay representation in QA of revalidation
- Explore opportunities for reciprocal QA of revalidation across the UK

Following the visits the RSU produced a pilot report which is being considered by Welsh Government and a decision will be made regarding a larger scale ongoing revalidation quality assurance process. To date, feedback identifies the participants and visiting team felt that the visits were positive. Where areas for development were identified this was handled in a formative and developmental manner.

OBJECTIVES

OVER THE COMING 12 MONTHS

<p>To ensure Appraisal Exceptions Management procedures are updated and agreed periodically.</p>	<p>To support the revalidation network meetings as required by Welsh Government (WG), in particular as directed by the pending WG review of the RSU. This currently includes RAIG, RO and Appraisal Leads networks.</p>
<p>To consider the application of emerging findings from the GMC funded Evaluation of Revalidation project and their implication on appraisal and revalidation in Wales</p>	<p>To Liaise with BSSU, the reviewing and re-developing the Revalidation Wales website</p>

SHAPING THE FUTURE OF MEDICAL REVALIDATION THE UMBRELLA PROJECT

We are pleased to confirm our ongoing involvement in the GMC funded Evaluation of Revalidation research project, which commenced in spring 2015. The project is into the second year of research and the interim report was released in April 2016.

[View the Interim Report Here](#)



For Further information

<https://rsuannualreport.walesdeanery.org/>

Or email: marswales@cardiff.ac.uk