

Quality Management Visit Outcomes Report



CircleNottingham
NHS Treatment
Centre

Visit Date: 14th April 2016



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2016 QMV Report – CircleNottingham NHS Treatment Centre

1. Executive Summary

Health Education England working across the East Midlands (HEE-EM) visited CircleNottingham NHS Treatment Centre on April 14th 2016.

The visiting team encountered a vibrant organisation with enthusiastic and committed learners and educators. The team met trainee doctors and learners from different professions. The team was able to have open discussions with multi-professional groups in discussion sessions, a discussion session with the senior management team, visits to clinical areas and a showcase.

The senior management team at CircleNottingham has engaged very positively with the Quality Management visit process, particularly in the planning of the visit.

This was the first HEE-EM Quality Management visit to CircleNottingham looking at training and education across the multi-professional environment.

HEE-EM was very impressed by the strong leadership of CircleNottingham, the calm environment conducive to learning, welcoming and enthusiastic staff and the significant opportunities for trainers and learners.

The organisation was also honest about the challenges it faces and the teams had the opportunity to discuss these during the visit.

This report contains a number of recommendations that HEE-EM believes will further improve education and training at CircleNottingham and HEE-EM requests that these are built into an action plan and regular updates on progress are made to HEE-EM.

HEE-EM would like to thank all those from the organisation who participated in the visits. In particular, HEE-EM would like to thank the learners, trainees, trainers, mentors and others who joined the sessions for their feedback.

2. Introduction

Health Education England working across the East Midlands (HEE-EM) is responsible for managing the quality of multi-professional education and training across the East Midlands. We have specified the standards we expect providers to meet in East Midlands Multi-professional Quality Standards for local training and education providers.

This is the second year of our new approach to quality management visits, which look at the quality of education and training of all healthcare professionals within the region. This is to comply with our requirements to improve patient care through the effective management of the quality of healthcare education and training, for both Health Education England and the General Medical Council (GMC).

The HEE-EM visiting team comprised:

Dr Dan Kinnair, Associate Postgraduate Dean and Lead Visitor

Dr Mark Ehlers, Deputy Director of Medical Education, Nottingham University Hospitals Trust

Jill Guild, Head of Education Commissioning and Quality

Jim Coggan, Lay Representative

Jo Beckwith, Education Commissioning and Development Manager

Lucia Chimenti, Quality Administrator

Kirsty Neale, Quality Manager

3. Trust Presentations and Updates

CircleNottingham is a non-NHS provider of NHS treatments and the Circle team provided the visiting team with an excellent overview of the organisation, services provided, culture and opportunities for training and education.

CircleNottingham shared the following **highlights**:

- A clear focus on patients and patient care and a multidisciplinary team approach to care and training.
- Opportunities in research with 110 studies completed since CircleNottingham opened in 2008.
- Circle Credo and behaviours.
- Circle Operating System and a culture of empowering staff to challenge. For example the “Stop the Line” process whereby any member of staff can stop a procedure if it felt patient safety could be compromised; this triggers immediate escalation and resolution of the issue. This is being further

2016 QMV Report – CircleNottingham NHS Treatment Centre

developed to empower patients to challenge and ask questions.

- Partnership days which take place every quarter and encompass team building, mandatory training and learning based on real scenarios.
- Excellent work experience opportunities.
- Access to companywide expertise and resources.
- CircleNottingham was a pilot site for the Care Certificate and their first group of Healthcare Assistants successfully completed the certificate in June 2015.

HEE-EM was impressed by the ethos of the organisation to rethink traditional models of workforce planning with a focus and investment in developing their own staff to deliver patient care, for example Operating Department Practitioners, Assistant Theatre Practitioners and Nurse Endoscopists.

The visiting team felt this development of staff and the responsiveness to the needs of patients and their care, for example moving services into the community such as the mobile hysteroscopy unit has been one of the best examples of the five year forward view that has been seen by HEE-EM during Quality Management visits.

HEE-EM would also like to thank CircleNottingham for organising the showcase. The visiting team enjoyed learning more about the development of staff, career development and the leadership course being delivered.

The tour of the facilities and visit to departments highlighted to the visiting team the welcoming and calm environment conducive to learning opportunities with friendly and enthusiastic members of staff. The visiting team appreciated the focus on patients with confidentiality considered and supported with the use of gateway letters rather than specialties and a buzzer-call system to avoid patients being called by name.

CircleNottingham shared the following **challenges**:

- Gaining feedback from trainee doctors about their experiences at CircleNottingham as this is dependent on Nottingham University Hospitals Trust where the trainees are based.

- Clarity around funding streams and requirements for resources and facilities.
- Access to resources as an independent provider, e.g. OpenAthens online resources.
- Ability to influence the education and training agenda.
- Allocation of medical trainees.

Trainer Recognition and Nurse Revalidation

CircleNottingham advised they are developing a clear understanding of who their medical trainers are and that they also have good relationships with universities.

The first nurses have successfully completed the Revalidation process and update sessions are being held to ensure staff are ready for the new requirements. There is also an annual 360 degree appraisal for all substantive staff.

4. Discussion Sessions

Meeting with Trainees and Learners representing different specialties

The visiting team met with a multi-professional group of trainee doctors and learners including student nurses, Radiotherapy students and trainee doctors that attend CircleNottingham for differing periods of time from short sessions to much longer term placements.

Trainees and learners talked about a clear focus of the organisation on patient care. They spoke highly of the environment and the support they receive. All of the trainees and learners said they would be happy for friends or members of their family to be treated there.

The visiting team heard about a welcoming environment which allowed them to learn in a calm atmosphere where they felt there was more time to learn and ask questions. Student nurses described individual approaches to learning with mentors focussing placements on individual objectives.

Learners described feeling valued and part of the team. The Radiography team was highlighted as “going the extra mile” to ensure students got what they needed out of their placements.

2016 QMV Report – CircleNottingham NHS Treatment Centre

Trainee doctors described very supportive consultants and good supervision. Concerns were raised about a lack of flexibility of clinics so that trainees at different levels of training are treated the same. The example discussed was the numbers and complexity of patients in clinics, with trainees attending similar clinics but having differing levels of training requirements. HEE-EM understands that the difficulty for CircleNottingham is that they do not always know which trainee doctor will be attending the clinic and the visiting team felt there is room to improve communication in this regard between CircleNottingham and Nottingham University Hospitals Trust.

Recommendation: Explore with trainees and trainers, whilst ensuring appropriate levels of patient care, how training and education opportunities, particularly in clinics, can be more flexible to ensure they meet the needs and competency requirements of individual doctors in training.

The visiting team heard that for most trainees and learners there had been no formal induction to Circle as a separate organisation, this was reflected by trainees and learners in a later session also. There also appeared to be very different levels of understanding of Partnership days, “Stop the Line”, how to raise a concern and Circle policies. Additionally, some of the group advised that they were unaware of the work in gateways other than the one in which they worked, which appeared to the visiting team to be a missed opportunity for learning.

Recommendation: Ensure all learners and trainees receive a formal induction to CircleNottingham as an organisation.

Meeting with Trainees and Learners from Obstetrics and Gynaecology

The visiting team met with a group of doctors in training and medical students.

Trainee doctors described good relationships and support from supervisors and a good relationship with the School of Obstetrics and Gynaecology.

Trainees explained that teaching was of a good quality at Circle but occasionally may not cover all of the complexities required to meet their

competencies. However, it was felt these could be obtained across Nottingham University Hospitals Trust where they are primarily based. Trainees also felt that clinics can be very busy and not always the best environment for learning due to the number of patients seen and can impact on other learning opportunities such as attendance in theatre.

Again, the visiting team heard from the group that CircleNottingham is not perceived as a separate organisation from Nottingham University Hospitals. As a result HEE-EM was not confident that the students and trainees had received a separate induction to Circle.

Medical students described good support and teaching from a Higher Specialty trainee which was appreciated. Medical students also identified the potential further learning opportunities within Circle in Dermatology, Otolaryngology and Ophthalmology.

Meeting with Trainers from Obstetrics and Gynaecology

The visiting team met with a very enthusiastic group of trainers clearly committed to supporting learners and inspiring the future healthcare workers.

The visiting team learnt that student timetables, rotas, clinics and lists are reviewed to ensure learners and trainees are able to get the best experiences in the specialty. Additionally, the group advised that they have been without a dedicated teaching fellow, but felt the students have not missed out and have received consultant teaching.

The organisation was described as very supportive of trainers and HEE-EM also heard of good relationships and support from Higher Education Institutes.

Recommendation: CircleNottingham must reassure themselves that named Clinical Supervisors and named Educational Supervisors are fully recognised by the General Medical Council either through Nottingham University Hospitals Trust and, for directly appointed Consultant Supervisors, through their own system.

Meeting with the CircleNottingham Senior Management Team

2016 QMV Report – CircleNottingham NHS Treatment Centre

As part of the visit, members of the HEE-EM team were able to discuss opportunities and challenges with members of the Circle Senior Management team. HEE-EM would like to thank Mark Ehlers, Deputy Director of Medical Education at Nottingham University Hospitals Trust for joining the visit team and the discussions.

This meeting afforded the teams the time to explore opportunities for training and education at CircleNottingham which may presently be missed and during the visit the team heard of a number of such opportunities, for example in Dermatology. It also gave the teams the opportunity to consider the potential for more formal arrangements between HEE-EM and CircleNottingham.

As a result of these discussions a number of areas and actions were identified to develop the training and educational opportunities at CircleNottingham:

- Whilst CircleNottingham receive feedback from universities, a mechanism must be developed to obtain feedback from doctors in training. HEE-EM will develop a local survey that can be distributed to trainees identified by CircleNottingham about their experiences whilst at CircleNottingham.
- CircleNottingham will develop a database of named supervisors for the purposes of trainer recognition. HEE-EM will support with information and advice where required.
- CircleNottingham is keen to develop undergraduate medical placements and HEE-EM will facilitate a meeting with the Nottingham Medical School to explore the potential opportunities.
- CircleNottingham, HEE-EM and Nottingham University Hospitals Trust will continue to explore potential opportunities for the education and training of trainee doctors.
- CircleNottingham and Nottingham University Hospitals Trust will develop mechanisms and processes to share concerns and good practice between the organisations and with the Postgraduate Dean at HEE-EM.

- HEE-EM will facilitate meetings for the senior management team at CircleNottingham with relevant HEE-EM teams and ensure CircleNottingham receives postgraduate medical education and training information.

5. Recommendations

1. Explore with trainees and trainers, whilst ensuring appropriate levels of patient care, how training and education opportunities, particularly in clinics, can be more flexible to ensure they meet the needs and competence requirements of individual doctors in training.
2. Ensure all learners and trainees receive a formal induction to CircleNottingham as an organisation.
3. CircleNottingham must reassure themselves that named Clinical Supervisors and named Educational Supervisors are fully recognised by the General Medical Council either through Nottingham University Hospitals Trust and, for directly appointed supervisors, through their own system.

6. Action Plan

A comprehensive action plan has been received by HEE-EM from the Trust. The action plan reports the issue and action required. The Quality Manager from HEE-EM will monitor and support the Trust to produce positive outcomes from this visit.

7. CircleNottingham Response

Circle is proud of the multi-professional education that it provides to its staff, students and doctors in training. We welcome the findings and recognition of this report and look forward to a closer working relationship with Health Education England and the GMC.