

London North West Healthcare NHS Trust Risk-based Review (Education Lead Conversation)



Quality Review report

14 September 2017

Final Report

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Quality Review details

Training programme	Haematology
Background to review	<p>Health Education England (HEE) took the decision to undertake a programme review of haematology training across North West London following the specialty's receipt of red outliers in the General Medical Council National Training Survey (GMC NTS) 2017 results and its significant deterioration since previous years.</p> <p>A focus group, open to all haematology trainees across North West London Trusts, which included Chelsea and Westminster Hospital NHS Foundation Trust, Imperial College Healthcare NHS Trust, London North West Healthcare NHS Trust and The Hillingdon Hospitals NHS Foundation Trust, was held on 31 August 2017, where the training environment of haematology across the Trusts was reviewed. The review team had the opportunity to meet with haematology trainees at the above Trusts. There was representation of trainees from all sites and at the Programme Review, the following grades were interviewed:</p> <ul style="list-style-type: none"> • specialty training year one (ST3) • specialty training year two (ST4) • specialty training year three (ST5) • specialty training year four (ST6) • specialty training year five (ST7) <p>At this review, significant concerns were raised in relation to the training and learning environment for haematology trainees at Northwick Park Hospital. Subsequently a Risk-based Review (education lead conversation) was held at London North West Healthcare NHS Trust on 14 September 2017 to feedback the findings of the focus group to the Trust's Senior Management Team and educational and clinical leads and to review the poor results received in the GMC NTS 2017.</p> <p>At the programme review, the trainees reported that there were historic cultural issues in the haematology department, with bullying and undermining behaviours exhibited by members of the consultant body.</p> <p>The quality review team was keen to explore the concerns raised at the programme review regarding the training and learning opportunities offered at Northwick Park Hospital and to identify the Trust's plans in order to improve the negative culture within the haematology department.</p>
HEE quality review team	<ul style="list-style-type: none"> • Review Lead: Dr Martin Young, Head of the London Specialty School of Pathology • Postgraduate Dean: Dr Julia Whiteman, Health Education England North West London • Deputy Postgraduate Dean: Dr Orla Lacey, Health Education England North West London • External Clinician: Dr Deepti Radia, Deputy Head of the London Specialty School of Pathology • Scribe: Jannatul Shahena, Quality Support Officer, Health Education England London and the South East

Trust attendees	<ul style="list-style-type: none"> • Scribe: Elizabeth Dailly, Learning Environment Quality Co-ordinator, Health Education England London and the South East
	<ul style="list-style-type: none"> • Dame Jacqueline Doherty - Chief Executive Officer • Dr Charles Cayley - Medical Director • Dr Roger Sharpe - Associate Medical Director, • Director of Human Resources - Clare Gore • Dr Bhanu Williams - Director of Postgraduate Medical Education (DME) (Northwick Park Hospital) • College Tutor - Belen Sevillano • Dr Nicki Panoskaltis –Consultant Haematologist

Conversation details

GMC Theme	Summary of discussions	Action to be taken? Y/N
1	<p>The review team would like to thank the Trust for accommodating the Education Lead Conversation on 14 September 2017. The review team met with the Chief Executive, Medical Director, Director of Human Resources, Associate Medical Director, Director of Medical Education (DME), College Tutor and a senior member of the consultant body to discuss and review the findings of the North West London Haematology Programme Review (focus group).</p> <p>Rotas</p> <p>The Trust reported that although the haematology department achieved a red outlier for supportive environment in the GMC NTS results, it had made improvements to the trainees' workload by ensuring trainees were compliant within the European Working Time Directive (EWTD) guidelines. It was reported that locum junior trainees and Trust doctors had been recruited to provide additional support with relation to trainee workload. However, it should be noted that at the focus group that had taken place two weeks earlier, the trainees indicated that despite the additional support provided; the learning environment remained poor. In particular, the trainees did not feel well supported by some consultants when covering the out of hours shift. Moreover, they felt they were unable to discuss the clinical decision making process.</p>	
2	<p>Work undertaken should provide learning opportunities, feedback on performance, and appropriate breadth of clinical experience</p> <p>The quality review team informed the Trust that the trainees, especially the more senior trainees, were extremely complimentary of the potential learning opportunities the department offered, in the form of the different pathologies and the range of clinical cases they were exposed to. The trainees indicated that despite the challenges the department faced, they were keen to work with the consultant body and make it a good place to train as a haematologist.</p>	

3	<p>Appropriate system for raising concerns about education and training within the organization</p> <p>The review team heard that the haematology department at Northwick Park Hospital had appointed a new college tutor in June 2017. The college tutor informed the quality review team that since their appointment in June 2017, two local faculty group (LFGs) meetings had taken place which had good trainee representation and presented the review team with the list of trainees and their allocated educational supervisor (ES). The college tutor reported, that on an overall basis, they felt that all the haematology trainees seemed happy with their training and learning experience at Northwick Park Hospital and stated that they had not received any negative feedback regarding any bullying and undermining concerns, other than concerns about the handover room arrangements, which were being dealt with.</p> <p>The college tutor informed the review team that they had four specialty training year two (ST4s) and two specialty training year one (ST3s).</p>	
4	<p>Behaviour that undermines professional confidence, performance or self-esteem</p> <p>The quality review team informed the Trust representatives that the junior trainees felt that the teaching and learning environment at Northwick Park Hospital was hostile and although they recognised the efforts of the consultant body in making positive change within the department, some of the behaviour from consultants including undermining behaviour made it a very difficult place to train and learn in.</p> <p>The quality review team were presented with a list of all consultants; both locum and substantive members of the haematology consultant body over the last few years prior to September 2017. The quality review team heard that the haematology department had a turnover of 14 consultants within the 16 months prior to the review.</p> <p>The Trust reported that that the haematology consultant body was a committed group of consultants, who were very engaged with teaching and learning. However, as a result of the recent challenges and pressures within the department, this had a negative impact upon the behaviour of some of the consultants, which had at times resulted in poor interaction amongst the consultant body and members of staff. The review team heard that some consultants did not understand how their behaviour towards each other was perceived and the negative effect these behaviours had on others within the department.</p> <p>The quality review team shared feedback from trainees that they were discouraged from and criticised for seeking advice from the microbiology department. The Trust acknowledged that there had been a breakdown in relationships between the two departments. The postgraduate dean made it clear that no trainee should be prevented from following best practice with regard to antimicrobial stewardship.</p> <p>The DME acknowledged that the Trust needed to address the concerns raised regarding the difficult interactions between members of the haematology consultant body. The review team heard that the consultants were stressed, and their behaviour filtered down to trainees, which was not ideal for teaching and learning.</p> <p>The Trust reported that a full day of mediation was held on 11 May 2017 at the request of one of the consultants, who subsequently resigned to take a consultant post elsewhere. The next planned mediation did not go ahead. The quality review team heard that the few months following this mediation was an unpleasant time for the department and they were shocked that some trainees left Northwick Park Hospital without saying goodbye to their educational supervisors. The quality review team reiterated to the Trust that they were concerned that trainees within the department did not feel confident enough to speak up or raise any queries regarding clinical decisions in the hostile environment and felt that when they did question anything, they were</p>	<p>Yes, please see H4.1 below</p> <p>Yes, please see H4.2 below</p> <p>Yes, please see H4.3 below</p>

	undermined. The review team felt that this was an essential part of training with the development of clinical skills and understanding of clinical decision making.	
5	<p>Personal Development and Support</p> <p>The visit team specifically asked about what peer support or mentorship was given to new consultants; what orientation was provided for non UK trained consultants: and what personal development plans or updates were offered to the consultants in haematology. The clinical lead for haematology reported that mentorship support was requested for the new consultants, but that at the time of review this had not happened. As a result of this, the clinical lead personally mentored all new members of the haematology consultant body. It was reported that a consultant meeting took place once a week to discuss departmental issues. The clinical lead felt that senior peer support and orientation for the non UK trained consultants would be very useful. The quality review team advised the DME that the haematology department required both internal and external mentorship, as it was not effective that one person was trying to mentor the whole of the haematology consultant body. The DME confirmed that the Trust had been running a mentorship training programme and was in the process of building up mentors within the Trust. The newly appointed college tutor had recently completed the training.</p> <p>The college tutor reported that they had a very good rapport with all trainees working within haematology and was very complimentary of the haematology consultant body and commented that they were committed to teaching and learning. The review team heard that they felt well supported by the consultant body and had a supportive mentor providing support and guidance at work.</p> <p>The DME reported that they received feedback from both the current and present trainees who commented on the steady improvements that were taking place at the time of the review.</p>	Yes, please see H5.1 below
6	<p>Potential Solutions</p> <p>Despite the challenges that the Trust faced, the review team heard that the learning environment at Northwick Park Hospital had improved significantly. It was reported that there was a lot of positive energy within the haematology department; with better interactions amongst the consultant body and with the trainees. The college tutor reported that interactions had improved and that there was better awareness of the negative effect of poor interactions with each other.</p> <p>However, despite the improvements, the Trust recognised that significant work still needed to be undertaken within the department and a number of potential solutions and interventions were discussed.</p> <p>Firstly, the Chief Executive reported that a Trust-wide piece of work had been undertaken in relation to the Trust's culture and values, which focused upon; honesty, equality, accountability, respect and teamwork. This work included developing behavioural guidance and the review team was informed that any recruitment made was now based upon those values and formed part of the consultants' appraisals, which the Trust anticipated would have a positive impact upon the behaviours displayed by some members of staff within the department.</p> <p>The review team was informed that an external review would also be taking place within the department, which would involve each individual being interviewed anonymously which would create an accurate picture of the issues present. The external review would be taking place in conjunction with formal mediation sessions, which would result in a behavioural contract being developed. The DME advised the quality review team that the external review and mediation was due to be completed by the end of the December 2017. The quality review team heard that the terms of reference for this review had been agreed by the whole of the consultant body.</p>	

	<p>However, the review team felt that not enough detail was included in the terms of reference regarding the issues raised by the trainees within the department.</p> <p>As unprofessional behaviour was often displayed during the Monday clinical meetings, the Trust discussed whether there was an individual who could act as a 'champion' in these meetings and make sure that individuals adhere to the cultures and values expected and stop any inappropriate behaviour.</p> <p>At the North West London programme review, two weeks earlier, the senior trainees clearly articulated that they wanted to be involved in finding the solution to fixing the problems relating to the training and learning environment within the haematology at Northwick Park Hospital. The Chief Executive commented that they would meet with the senior trainees in the first instance to discuss any potential ideas they had.</p> <p>The Trust also recognised that they needed to meet with the trainees regularly in order to gain feedback from them and reassure them that steps were being taken to address the issues. The review team was informed that the DME was meeting with the trainees regularly, but that during this difficult period the frequency of the meetings should be increased.</p> <p>Health Education England offered to provide support and funding to employ an education fellow for 6-12 months to work with the department, to maximise the education and training potential to the benefit of patients and trainees.</p>	
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Next steps

Conclusion
<p>As a result of the above findings, HEE recommended to the General Medical Council that Haematology at Northwick Park should enter GMC Enhanced Monitoring.</p> <p>The review team informed the Trust that a decision had not been made whether haematology training is to be suspended at the Trust or whether it undertakes a phase withdrawal of trainees in February 2018 and that this would be based upon the improvements made by the department, which would be reviewed in November 2017.</p>

Requirements / Recommendations

Mandatory Requirements			
Req. Ref No.	Requirement	Required Actions / Evidence	GMC Req. No.
H4.1	The Trust is required to ensure trainees are able to follow best practice with regards to antimicrobial stewardship.	<p>The Trust is required to submit feedback from trainees to Health Education England.</p> <p>Compliance with this action should be monitored through LFG meetings, as an agenda item.</p>	R1.15

H4.2	The Trust is required to ensure that there is a transparent written governance policy of reporting/escalation of concerns for the haematology department.	The Trust is required to submit copies of the governance policy and escalation of concerns to Health Education England. Compliance with this action should be monitored through LFG meetings, as a standing agenda item.	R2.3
H4.3	The Trust is required to ensure that the haematology consultant body is actively engaged in improving the training and learning environment through mediation.	The Trust is required to submit details of the mediation programme, including timelines.	R1.8, R2.11
H5.1	The Trust is required to ensure that there is a named senior trainee representative working with the college tutor and DME in finding better solutions for haematology training.	The Trust is required to provide evidence of changes implemented.	R2.3

Other Actions (including actions to be taken by Health Education England)	
Requirement	Responsibility
N/A	

Signed	
By the HEE Review Lead on behalf of the Quality Review Team:	
Date:	