

# Royal Free London NHS Foundation Trust (Royal Free Hospital)

Obstetrics and Gynaecology

Risk-based Review (education lead conversation)



## Quality Review report

16 July 2019

Final report

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## Quality Review details

<b>Training programme</b>	Obstetrics and Gynaecology
<b>Background to review</b>	<p>HEE was particularly disappointed with the Trust's performance for Obstetrics and Gynaecology (O&amp;G) in the General Medical Council (GMC) National Training Survey (NTS) 2018 survey following the full on-site visit to both Barnet Hospital and the Royal Free Hospital in January 2018.</p> <p>Whilst HEE was satisfied that the O&amp;G department at Barnet Hospital had put in place a number of effective steps to address the issues at that site at an education leads conversation (ELC) on 8 May 2019, as was later borne out by the GMC NTS 2019 results, concerns remained in relation to the Royal Free Hospital. This further ELC was called to give the department at the Royal Free Hospital the opportunity to set out the steps it had already taken, and plans to take, to improve trainee experience in O&amp;G.</p> <p>The red outliers in the 2018 survey were:</p> <ul style="list-style-type: none"> <li>– Overall Satisfaction</li> <li>– Reporting Systems</li> <li>– Adequate Experience</li> </ul> <p>There were also pink outliers for: clinical supervision; teamwork; handover; supportive environment; curriculum coverage; Educational Governance; and feedback.</p> <p>Since this ELC had been called for, the GMC NTS 2019 results were published, showing further significant deterioration in trainee experience. There were the following red outliers:</p> <ul style="list-style-type: none"> <li>– Overall Satisfaction</li> <li>– Reporting Systems</li> <li>– Supportive environment</li> <li>– Induction</li> <li>– Adequate Experience</li> <li>– Curriculum Coverage</li> <li>– Educational Governance</li> <li>– Feedback</li> </ul>
<b>HEE quality review team</b>	<p>Dr Gary Wares, Deputy Postgraduate Dean, North Central and East London</p> <p>Dr Greg Ward, Head of School, London Postgraduate School of Obstetrics and Gynaecology</p> <p>John Marshall Quality, Patient Safety &amp; Commissioning Team Health Education England (London)</p>

<b>Trust attendees</b>	<p>The review team met with the following representatives from the Trust:</p> <ul style="list-style-type: none"> <li>– Director of Medical Education, Royal Free Hospital;</li> <li>– College Tutor;</li> <li>– Clinical Service Lead; and</li> <li>– Head of Quality, Postgraduate Medical Education Centre</li> </ul>
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### Conversation details

Item	Summary of discussions	Action to be taken? Y/N
	<p><b>Royal Free Hospital</b></p> <p>The review team heard that the recently published GMC NTS 2019 results had been disappointing and had not been anticipated by the Trust. It was felt that the measures put in place following the 2018 GMC NTS would have had greater impact in terms of improving the specialty trainee experience in O&amp;G at the Royal Free Hospital.</p> <p>The review team heard that following the issues raised at the HEE on-site visit in January 2018 and the red outliers from the GMC NTS 2018 the department had addressed trainee concerns around taking consent. At the visit in January 2018 it was reported that junior doctors had been taking consent for c-sections in the day assessment unit and it was felt that this was unsafe practice. In response the review team heard that all consenting for c-sections was taken by either a consultant or suitably experienced trust or training grade doctor in the antenatal clinic. This was a two-stage consenting process, with a consultant checking the consent prior to the procedure taking place. It had been made clear to trainees that they could not and should not take consent for procedures that they would not be undertaking and that they were encouraged to report any instances where they had felt the need or pressurised to do so. The review team heard that trainees upwards of specialty training year one (ST1) could be expected to perform c-section procedures.</p> <p>To address concerns from both ST3-5 and ST6-8 trainees that they were not spending enough time in either obstetric or gynaecology settings that the on-call arrangements were amended to allow both cohorts to alternate between both with a view to allowing each sufficient exposure to both practices. It was reported that the onus was on trainees to arrange this alternation between themselves and that when this was not evident that this was made to be mandatory.</p> <p>It was felt that within the department that more could be done to maximise the potential training opportunities it had to offer, particularly by making use to the simulation suite on-site. The review team heard that there were workforce structural changes that could be considered to improve trainee experience – as had been demonstrated by the inclusion of ST2 trainees on to the higher specialty trainee rota for short periods to allow them more opportunities to work with and learn from senior colleagues.</p>	

<p>It was also noted by the department that there were 16 trainees working in 11 whole time equivalent posts. It was felt that meeting the training needs of a significant number of less than full-time trainees presented challenges that impacted upon the department and could be a source of trainee dissatisfaction.</p> <p>The review team heard that some behavioural and cultural factors may have contributed to negative trainee feedback via the GMC NTS 2019 survey. It was reported that there had been issues around the conduct and attitude of some within the midwifery team at the night handover toward trainees, especially the more junior trainees. However, it was felt that the necessary interventions had been made and that the issue was no longer apparent.</p> <p>It was recognised however, that addressing the cultural issues within the consultant body and the wider department could not be addressed so quickly. The review team heard that there was a perceived lack of engagement from some within the consultant body with regard to education and training and their roles as educational supervisors. By the department’s estimation this amounted to approximately 20 percent of those currently in post. This, in part, was attributed to some within the department not being attuned to the needs and sensibilities of modern trainees, including some displays of what could be construed as bullying or undermining behaviour. To address this, it was reported that trainee and trainer champions had been nominated who would collate and feed back the views of their respective cohorts to the postgraduate medical education team and clinical management as part of a constant dialogue with trainees. Additionally, it was reported that the department planned to hold a workshop with the consultant body focused on workplace behaviours and culture in September 2018. Anecdotally, it was made known to the review team that recent feedback from the trainee champion had been positive as they had felt their concerns were being listened to.</p> <p>It was also noted that the departmental induction had been redesigned and was now part of a three-day process that encompassed the Trust-wide induction. The review team heard that this new induction had been piloted in April and was expected to be used for the August 2019 cohort of trainees.</p> <p>The review team was concerned that the department had yet to identify the root cause of the issues still evident with relation to education and training. There was recognition of the work that had been undertaken to date, but it was felt that the department needed to do more to reassure HEE that the education and training environment could deliver positive outcomes for learners. The review team suggested that the department look at the work it had done to improve trainee experience for General Practice trainees in O&amp;G, as well as the turnaround in performance in the GMC NTS 2019 survey results for their colleagues in Barnet for examples of good practice that could be adopted and tailored to the needs of trainees at the Royal Free Hospital.</p>	
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## Next steps

### Conclusion

The review team was not reassured that the department had the necessary processes in place to address the issues identified at the on-site visit in January 2018, or the subsequent GMC NTS surveys for 2018 and 2019.

As a result, HEE intends to conduct a comprehensive on-site review of the education and training environment to assess the impact of the proposed measures discussed at this education leads conversation in early 2020.

## Requirements / Recommendations

Mandatory Requirements			
Req. Ref No.	Requirement	Required Actions / Evidence	GMC Req. No.
	N/A		

Recommendations			
Rec. Ref No.	Recommendation	Recommended Actions	GMC Req. No.
	N/A		

Other Actions (including actions to be taken by Health Education England)	
Requirement	Responsibility
The Trust is recommended to undertake in-depth work to understand the drivers for the current red flags and the year on year deterioration in the learning environment in addition to the requirements of HEE in relation to the GMC 2019 NTS.	Royal Free Hospital

Signed	
By the HEE Review Lead on behalf of the Quality Review Team:	Dr Gary Wares, Deputy Postgraduate Dean, North Central and East London
Date:	30 July 2019

## What happens next?

We will add any requirements or recommendations generated during this review to your LEP master action plan. These actions will be monitored via our usual action planning process. An initial response will be due within two weeks of receipt of this summary report.

