

Guy's and St Thomas' Hospital NHS Foundation Trust

Clinical Oncology

Urgent Concern Review (senior leader
conversation)



Quality Review report

16 August 2019

Final report

Developing people
for health and
healthcare

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Quality Review details

Training programme	Clinical Oncology
Background to review	<p>Health Education England (HEE) conducted an Urgent Concern Review (focus group) on 23 July 2019 to discuss the General Medical Council National Training Survey (GMC NTS) red outliers for 2019 with the current cohort of trainees who completed the survey. Three Immediate Mandatory Requirements (IMRs) were issued with regards to supervision, clinics, and bullying and undermining. This review was arranged as a follow up to review the progress made by the Trust.</p> <p>The GMC NTS 2019 results showed red outliers in clinical oncology in overall satisfaction, clinical supervision out of hours, reporting systems, work load, teamwork, handover, supportive environment, induction, adequate, experience, curriculum coverage, educational governance, educational supervision, local teaching and rota design. The results also show pink outliers in clinical supervision and feedback.</p>
HEE quality review team	<p>Geeta Menon Postgraduate Dean Health Education England (South London)</p> <p>Jo Szram Deputy Postgraduate Dean, Health Education England (South London)</p> <p>Suzy Mawdsley Head of School for Clinical Oncology</p> <p>Emily Saldanha Education Quality Assurance Manager (South of England)</p> <p>Andrea Dewhurst Quality, Patient Safety & Commissioning Manager Health Education England (London)</p> <p>Jane Gregory Lay Representative</p> <p>Bindiya Dhanak Learning Environment Quality Co-ordinator Quality, Patient Safety & Commissioning Team Health Education England (London)</p> <p>Gemma Berry Learning Environment Quality Co-ordinator Quality, Patient Safety & Commissioning Team Health Education England (London)</p>

Trust attendees	<p>The review team would like to thank the Trust for the excellent attendance at the meeting. The review team met with the executive team within the including:</p> <ul style="list-style-type: none"> – Chief Executive Officer – Chief People Officer – Director of Operations – Director of Medical Education – Medical Education Manager – Clinical Director for Clinical Oncology – General Manager for Oncology – College Tutor for Oncology – Training Programme Directors.
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Conversation details

GMC Theme	Summary of discussions	Action to be taken? Y/N
CO1	<p>Progress since last review</p> <p>The Chief Executive Officer (CEO) explained that the Trust recognised the importance of the learning environment for the trainees and assured the review team that the requirements and recommendations made by Health Education England (HEE) had been implemented. The Postgraduate Dean (PGD) fed back to the Trust representatives that the trainees felt the Immediate Mandatory Requirements (IMRs) issued at the focus group in July 2019 had not been fully addressed. It was reported that there was still no consultant supervision in clinics, some of which included new radiotherapy patients and required trainees to take formal consent for these treatments for the first time. The Director of Operations (DoO) reported that all clinics had been mapped and consultants had been allocated to each clinic. The review team recognised that the senior team had put arrangements in place but felt there was a disconnect in communication between the senior team and trainees.</p> <p>The consultant group proposed a number of changes designed to improve the training experience in clinical oncology. This included a plan to extend trainees’ induction periods in each tumour sub-specialty team to allow them to develop familiarity with the specialty and their colleagues. It was noted by the DoO that clinic templates had been restructured with the aim of improving educational opportunities. The review team heard that the consultants had given up some office space to provide more space for trainees’ offices, but that this had not improved access to the wards as the offices were in a separate building.</p> <p>The Clinical Director (CD) for oncology informed the review team they had met with the trainees in an open forum before the review to discuss trainees’ concerns and the actions to be taken to address these. It was proposed that these meetings should be held on a monthly basis to keep trainees updated. The review team informed the Trust representatives that trainees felt uninvolved in the action planning and monitoring process. The Trust representatives provided a document outlining the actions which were planned or in progress. The review team suggested that the CEO, alongside other members of the executive team, should meet with the clinical oncology trainees to provide reassurance and to discuss open action items. The Director of Medical Education (DME) informed the review team that a new senior Chief Registrar was due to start work in the department and that part of their remit was to support trainees and keep them updated on improvement work being done by the Trust.</p>	<p>Yes, please see CO1.1</p>

	The Chief People Officer (CPO) informed the review team the department had held a listening session between the Freedom to Speak Up Guardian and the clinical oncology trainees, to allow trainees to discuss any patient safety or bullying and undermining issues. It was noted that specific examples had been given and that these were to be followed up with the trainees separately.	
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Next steps

Conclusion
<p>The General Medical Council (GMC) notified the Trust that the clinical oncology department would be put under GMC enhanced monitoring following this review. It was agreed that the concerns raised at the focus group would be monitored through action plans and that HEE would conduct a follow-up review with the relevant Trust representatives in November 2019 to further assess progress.</p> <p>HEE remains committed to working with the Trust to improve the learning environment.</p>

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.
CO1.1	HEE suggests the executive team meets with the clinical oncology trainees to reassure them and involve them in the action planning and monitoring process.	HEE recommends arranging a meeting with the clinical oncology trainees.	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:	Professor Geeta Menon, Postgraduate Dean for South London
Date:	30 October 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.