

HEE Quality Interventions Review Report



**London North West University Healthcare NHS Trust (Northwick
Park Hospital)
Obstetrics and Gynaecology
Senior Leader Engagement Visit**

**London – North West London
Date of Review/Intervention: 28 November 2022
Date of Final Report: 24 January 2023**

Review Overview

Background to the review

This review was a follow up risk-based Senior Leader Engagement Visit following series of reviews of Obstetrics and Gynaecology (O&G), the most recent being a Learner and Educator Review that took place in March 2022. The review panel acknowledged several areas of good practice, including induction, supportive environment, and inclusion of trainees in the chairing of Local Faculty Group (LFG) meetings. The review panel was also pleased to hear that there had been a profound change in the culture in the department and commended the involvement and support from the senior leadership and Trust Board.

The review panel noted several areas requiring further improvement including:

- Longstanding trainee rota gaps which had made access to teaching, including simulation, and other educational opportunities, such as scanning acute gynaecology patients, difficult.
- Several concerns with the acute gynaecology referral pathway and communication with the emergency medicine department.
- Availability of supervision and continuity of care for the ante-natal and post-natal wards.
- The labour ward scanner was not working properly, and trainees felt this was a patient safety issue.

It was acknowledged that the Trust was aware of these issues and was taking steps to make changes, however it was felt that more work was needed to resolve these issues promptly. In order to monitor progress of these issues and the sustainability of the changes made the review panel requested for a follow-up Senior Leader Engagement Visit to take place. The GMC was involved in the review as the department has been under enhanced monitoring since June 2021.

Subject of the review:

Obstetrics and Gynaecology

Who we met with

Chief Executive Officer
Medical Director
Associate Medical Director (Education, Research and Development)
Director of Medical Education
Guardian of Safe Working Hours
Clinical Director
Clinical Lead
College Tutor
Deputy College Tutor
Freedom to Speak Up Guardian
Freedom to Speak Up Champion - Maternity
Postgraduate Centre Manager Northwick Park & Central Middlesex

Medical Education Manager

Six Doctor in Postgraduate Training (DPTs) Representatives Trainee Representatives for specialty higher training and General Practice (GP) training.

Evidence utilised

Action Plan- May 2022

Local Faculty Group (LFG) Minutes- April 2022, May 2022 and July 2022

LFG Action Logs- February 2022, March/April 2022, and May 2022

Information for Teaching Documents provided

Attendance tracker- learning from incidents and good practice

Women's Health Audit Morning Agenda- May 2022 and July 2022

Foetal monitoring tracker - summary - clinical governance

Johnson and Johnson Grass Roots Education Simulation Course Agenda- March 2022-May 2022

Maternal Medicine Study Day- Programme- May 2022

Evidence of attendance at Morbidity and Mortality Meetings- May 2022, June 2022 and July 2022

Teaching Programme April 2022-July 2022

List of Audit Meetings which DPTs presented at in 2022

August 2022 Maternity Improvement Tracker

Friends and Family Test Report- July 2022

Women's Staff Survey Results and Action Plan

Guardian of Safe Working Report April 2021- March 2022- O&G Highlights

Breakdown of Clinical and Educational Supervisors

Rota Information

Rota Proposal for Ealing GP DPTs

GP DPT Induction Feedback

GMC NTS Self Report for Ealing Hospital General Practice- O&G

This information was used by the review panel to formulate the key lines of enquiry for the review. The content of the review report and its conclusions are based solely on feedback received from review attendees.

Review Panel

Role	Name, Job Title
Quality Review Lead	Dr Elizabeth Carty, Deputy Postgraduate Dean, Health Education England (London)
Specialty Expert	Dr Karen Joash, Head of the London Specialty School of Obstetrics and Gynaecology, Health Education England (London)
General Medical Council Representative	Kevin Connor, Education Quality Assurance Programme Manager, General Medical Council
HEE Quality Representative(s)	John Marshall, Deputy Patient Safety & Commissioning Manager, Health Education England (London) Rebecca Bennett, Learning Environment Quality Coordinator, Health Education England (London)

	Christine Valcarcel Learning Environment Quality Coordinator, Health Education England (London) (Observing)
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Executive Summary

The review panel thanked the Trust for facilitating this review and for the supporting documentation submitted ahead of the review taking place.

The review panel was pleased to hear that the improvements previously made had been sustained and the measures put in place were resulting in positive feedback. It was particularly encouraging that positive feedback from Postgraduate Doctors in Training (DPTs) spanned two DPT cohorts due to the rescheduling of this visit from 19 September to 28 November, which provided the Trust with the opportunity to source additional feedback from those who rotated into the department following the October changeover.

It was reported that consultant engagement with the postgraduate medical education team to implement changes with a view to improving the culture around education within Obstetrics and Gynaecology (O&G) continued to be good. However, the Trust noted that there were still some concerns to address around the continuity of round the clock consultant supervision due to gaps in the consultant workforce. The review panel was also pleased to hear that two further substantive O&G consultants had been appointed since the previous HEE quality visit in March 2023. Despite this, the review panel heard that the clinical supervision arrangements on the antenatal and postnatal wards had become more robust, with support for junior grades coming from the registrars.

The review panel was also pleased to hear that pathways and handover between O&G and the Emergency Department (ED), including the acute gynae pathway, was working better.

Following this review, it was agreed that the Intensive Support Framework (ISF) risk rating be deescalated from ISF3 to ISF2. It is also the view of the review panel that a recommendation to lift the General Medical Council Enhanced Monitoring status from O&G across the Trust was appropriate.

Review Findings

This is the main body of the report and should relate to the quality domains and standards in HEE's Quality Framework, which are set out towards the end of this template. Specifically, mandatory requirements in the sections below should be explicitly linked to the quality standards. It is likely that not all HEE's domains and standards will be relevant to the review findings.

Requirements

Mandatory Requirements

Requirement Reference Number	Review Findings	Required Action, Timeline and Evidence
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N/A

Immediate Mandatory Requirements

Requirement Reference Number	Review Findings	Required Action, Timeline and Evidence
N/A		
Requirement Reference Number	Progress on Immediate Actions	Required Action, Timeline and Evidence
N/A		

Recommendations

Recommendations are not mandatory but intended to be helpful, and they would not be expected to be included within any requirements for the placement provider in terms of action plans or timeframe. It may however be useful to raise them at any future reviews or conversations with the placement provider in terms of evaluating whether they have resulted in any beneficial outcome.

Reference Number	Related HEE Quality Framework Domain(s) and Standard(s)	Recommendation
N/A		

Good Practice

Good practice is used as a phrase to incorporate educational or patient care initiatives that, in the view of the Quality Review Team, enable the standards within the Quality Framework to be more effectively delivered or help make a difference or improvement to the learning environment being reviewed. Examples of good practice may be worthy of wider dissemination.

Learning Environment/Professional Group/Department/Team	Good Practice	Related HEE Quality Framework Domain(s) and Standard(s)
N/A		

HEE Quality Domains and Standards for Quality Reviews

HEE Standard	HEE Quality Domain 1 Learning Environment and Culture	Requirement Reference Number
1.1	<p>The learning environment is one in which education and training is valued and championed.</p> <p>The review panel were pleased to hear that consultant engagement with the postgraduate medical education team to implement changes with a view to improving the culture around education within Obstetrics and Gynaecology (O&G) continued to be good.</p> <p>It was particularly encouraging that positive feedback from Doctors in Postgraduate Training (DPTs) spanned two DPT cohorts as the rescheduling of this HEE quality visit from 19 September to 28 November provided the Trust with the opportunity to source additional feedback from those who rotated into the department following the October changeover. Feedback from DPTs acknowledged and recognised the positive impact of the steps taken by the Trust to address issues around the departmental culture in relation to education and training in O&G.</p>	
1.3	<p>The organisational culture is one in which all staff are treated fairly, with equity, consistency, dignity and respect.</p> <p>The review team heard that whilst there were isolated incidences where tensions between consultants and DPTs surfaced, with some behaviours still to be addressed, there was not a culture of bullying and undermining within O&G.</p>	
1.5	<p>Learners are in an environment that delivers safe, effective, compassionate care and prioritises a positive experience for patients and service users.</p> <p>From its discussions with the Trust, the review panel had no concerns for patient safety, noting that the pathway between O&G and the ED were working more efficiently, with an O&G consultant leading on this improvement work. It was pleasing to note that previous issues around acute gynae checks taking place in an open ED environment had been resolved with a dedicated room to discreetly triage or review suspected acute gynae conditions.</p> <p>In the event of an emergency the review panel heard that DPTs were confident of what they were supposed to do and where and</p>	

	<p>how to access the resuscitation trolley. The learner representative expressed that O&G felt like a safe environment to work in, noting that feedback was acted upon by the Trust to improve clinical flow and efficiency. The review panel heard that the addition of a central monitor displaying patient status in the handover room had aided patient handover and referrals.</p> <p>The review panel was pleased to hear that the Trust had found its Ockenden Review (OR) site visit to be a reassuring and positive experience. The review panel was encouraged by the OR site visit highlighting a good multidisciplinary team (MDT) culture within the Trust's maternity unit where there was an openness around raising and addressing concerns. As well as this, the review panel welcomed the Trust acting upon the subsequent report recommendations around rota design to free up consultant time to improve senior supervision.</p>	
1.10	<p>There are opportunities to learn constructively from the experience and outcomes of patients and service users, whether positive or negative.</p> <p>The review panel was encouraged to hear that pastoral support was offered to DPTs that had been involved in clinical incidents. It was reported that DPT feedback was good in this area with consultant support for any written statements required. The learner representative present confirmed that 'hot' and 'cold' debriefs were in place in the event of clinical incident. The Trust stated that it was keen to use such episodes as an educational opportunity in a no blame culture.</p>	

HEE Standard	HEE Quality Domain 2 Educational Governance and Commitment to Quality	Requirement Reference Number
2.4	<p>Education and training issues are fed into, considered and represented at the most senior level of decision making.</p> <p>The review panel heard that following DPT feedback the previous issues identified around a faulty scanner and lack of scanning opportunities had been addressed, with DPTs now positively feeding back on this issue.</p> <p>It was also reported that there were monthly multi-faculty educator meetings, as well as an O&G local faculty group, in place for Educational and Clinical Supervisors (ES/CS) concerns to be raised. The review panel heard that the Associate Medical Director (AMD) with responsibility for Education also met regularly with educators and education leads across the Trust.</p>	

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	<p>The AMD further noted that they had previously had to regularly ‘troubleshoot’ within O&G but that this was no longer the case.</p> <p>Due to the support now in place for educators, the review panel heard that the Trust felt that it had the potential to become established as a place with sought after training posts for O&G.</p>	
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HEE Standard	HEE Quality Domain 3 Developing and Supporting Learners	Requirement Reference Number
3.5	<p>Learners receive clinical supervision appropriate to their level of experience, competence and confidence, and according to their scope of practice.</p> <p>The review panel were pleased to hear that the clinical supervision arrangements on the antenatal and postnatal wards had become more robust, with support for junior grades coming from the registrars if a consultant was not available. However, the Trust noted that there were still some concerns to address around the continuity of round the clock supervision due to gaps in the consultant workforce. It was also noted that two further substantive O&G consultants had been appointed since the previous HEE quality visit in March 2023.</p> <p>The review panel heard that there were plans in place to separate the shared supervision arrangements between the Day Assessment Unit (DAU) and the antenatal ward. It was noted that the Trust was looking at how best to achieve this to ensure the best outcomes for patients and learners.</p>	

HEE Standard	HEE Quality Domain 4 Developing and Supporting Supervisors	Requirement Reference Number
4.2	<p>Formally recognised supervisors are appropriately supported, with allocated time in job plans/ job descriptions, to undertake their roles.</p> <p>The review panel were assured that support for ES and CS was in place. It was noted that ES had protected time in their job plans to cover their duties as educators and that refresher training on good practice for managing and signing off DPT e-portfolios.</p>	

HEE Standard	HEE Quality Domain 5 Delivering Programmes and Curricula	Requirement Reference Number
5.1	<p>Practice placements must enable the delivery of relevant parts of curricula and contribute as expected to training programmes.</p> <p>The Trust informed the review panel that the General Practice DPTs at Ealing Hospital (EH) made up for the lack of exposure to obstetrics at the EH site by undertaking a six-week block at Northwick Park for labour ward triage and antenatal educational opportunities. It was noted that further integration between the two sites was required to maximise learning opportunities.</p>	
5.4	<p>Placement providers proactively seek to develop new and innovative methods of education delivery, including multi-professional approaches.</p> <p>The review panel were pleased to hear that MDT educational sessions provided additional learning opportunities, with the added benefit of encouraging inter-profession cohesiveness and different perspectives. It was also reported that consultant midwife-led ward rounds for complex care cases also provided valuable learning opportunities.</p>	
5.6	<p>Timetables, rotas and workload enable learners to attend planned/ timetabled education sessions needed to meet curriculum requirements.</p> <p>The learner representative informed the review panel that they helped to coordinate the Registrar rota to lend rota design DPT input to ensure that the rota fairly balanced service provision with educational opportunities. However, it was noted that gaps in the rota still often meant that some were not able to undertake all of the educational opportunities they would have otherwise.</p> <p>The learner representative also noted that on the job learning was encouraged and supported by the consultants, with feedback readily available and a willingness to sign-off DPT curriculum competencies. The review panel also heard that theatre lists were prioritised for DPTs requiring surgical opportunities.</p> <p>The Trust informed the review panel that scheduled teaching was timed for maximum attendance, either between 08:00 and 09:00, or at lunchtime. It was also noted that there were no concerns around DPTs accessing their regional programme teaching.</p>	

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HEE Standard	HEE Quality Domain 6 Developing a sustainable workforce	Requirement Reference Number
	Not covered at this review	

Report Approval

Quality Review Report completed by	
Name	John Marshall
Role	Deputy Quality, Patient Safety and Commissioning Manager

Review Lead	
Name	Dr Elizabeth Carty
Role	Deputy Postgraduate Dean, North London
Signature	Elizabeth Carty
Date signed	21 December 2022

HEE Authorised Signatory	
Name	Dr Gary Wares
Role	Postgraduate Dean for North London
Signature	Gary Wares
Date signed	24 January 2023

Final Report submitted to organisation	24 January 2023
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