


Programme Management

TPD Development Session – 11 January 2022



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for health and
healthcare

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What is Programme Management?

- Coordinated management of business activities and projects to allow our programmes to take place and achieve beneficial change within HET
- Management of several complex projects and processes to support specialty training
- How we move trainees through their training pathway

Context

- **Stakeholder management (underpins everything we do)**
 - **Internal affairs**
 - Head of School (HoS), Foundation School Directors (FSDs), Associate Deans (AD) & Training Programme Directors (TPDs)
 - Recruitment team
 - Working groups
 - Workstream leads
 - Quality and commissioning
 - Post management team
 - **External Stakeholders**
 - Trusts (DMEs, MEMs, MSMs, College Tutors, Scheme Administrators)
 - Royal Colleges / Faculty
 - GMC/GDC

Elements of Programme Management

- Rotations & Post management
- IDT
- Deferrals
- Academics
- LTFT
- OOP
- Parental leavers
- ARCPs & Extensions
- Period of Grace (PoG) & Acting up
- Visas
- Revalidation
- Military Trainees
- Trainees in difficulty
- Events & school budgets
- Stakeholder management

HET Trainee Management Structure

Region = London and Kent, Surrey & Sussex (aka KSS)

School = Linked to a Royal College or Faculty

Specialty = Branch of Medicine or Surgery

Posts = Jobs

Placements = how long a trainee spends in a job.

HET in numbers

16 Schools

90 Specialties

253 Programmes

16,830 Posts ← **This is essential information!**

13,938 Trainees

Trainee Management Structure - Example

Region	London and KSS				
School	Medicine				
Specialty	Internal Medicine Training (IMT)				
Programmes/ Rotations	IMT NW LDN	IMT NCEL	IMT SE LDN	IMT SW LDN	IMT KSS
Post Numbers	169	197	132	77	234
Trainees	164	204	119	86	225

Example Grid

Rotation Number	Lead TPD	Local TPD	Sector	NPN numbers	Trust	Site	Specialty on TIS	Rotation Length	
NE-01	Roshan Weerackody	Matthew Guinane	NE	LDN/R1HNH/IMT/LT/002	Barts Health NHS Trust	Newham General Hospital	Geriatric Medicine/GIM	6 months	CT1
NE-01	Roshan Weerackody	Matthew Guinane	NE	LDN/R1HNH/IMT/LT/008	Barts Health NHS Trust	Newham General Hospital	Gastroenterology/GIM	6 months	CT1
NE-01	Roshan Weerackody	Roshan Weerackody	NE	LDN/R1HM0/IMT/LT/023	Barts Health NHS Trust	St Bartholomews Hospital	Cardiology/ITU	6 months	CT2
NE-01	Roshan Weerackody	Salim Cheeroth	NE	LDN/R1H12/IMT/LT/029	Barts Health NHS Trust	Royal London Hospital	Acute Medicine/GIM	6 months	CT2

Rotations Management

Highlights from December 2021 session

- ✓ TPD Deadline is 15 weeks before the rotation date
- ✓ Maintain contact with your specialty Officers
- ✓ Post establishment
- ✓ Trainee establishment
- ✓ Grids capture the minimum rotational information
- ✓ Every trainee must have a post
- ✓ Every post must be filled or released as a vacancy

Rotations Management

Recruitment numbers

Trainees on an extension

Inter-Deanery Transfers

Deferrals

Academic trainees

Less than full time

Out of Programme

Parental leavers and returners

Period of Grace

Acting up

Trainees requiring additional support

Long term sick leave

Priority order

1. Parental leave returners
2. Special circumstances
3. LTFT trainees
4. All other trainees
5. Period of Grace (PoG)

Rotations management

Matching (preferencing)

After trainees are recruited or as they progress to the next stage of training

1. Avoid interviews where possible, reducing admin costs, time and consultant & trainee time
2. A standard approach within programmes
3. Core trainees should be recruited to posts for 2/3 years
4. For non-run through – ST4/5 could use ST3 recruitment scores to help with allocations

Rotations Check Point

- What do you find most challenging about managing your rotations?

- How is the working relationship with the specialty team?

Trainee exceptions

- **Inter-deanery transfer (IDT)**
 - 2 application windows p/year/Short windows confirmation windows/anonymity/exceptional IDTs - PGD approval required/not to include in recruitment numbers/support required /internal process/national IDT team
- **Deferrals**
 - 12 months (for GP the limit is 6 months) Statutory reasons only
- **Academic trainees**
 - TPD responsible for clinical capacity from educational point of view as posts are in addition/ CLs appointed ad-hoc windows thru year/OOP ends academic award/ACF & CL to have clinical placements at end of the awards/Academic/clinical split time

Other things to consider

- **Parental leavers**

- Maternity and paternity leave which needs to be factored into post management/same trust unless otherwise agreed/SRTT

- **Period of Grace (PoG)**

- Higher trainees who have completed training and have not secured a consultant job to maintain their trainee status for up to 6 months although they are no longer training
- 6 months notice of their intentions, posts are for service and individuals are no longer considered to be in training. Posts can be across a programme *****

Progression

- **Acting up**

- Trainees within 1 year of their CCT date are eligible to 'Act up' as a Consultant for a max of 3 months or pro rata if LTFT. 16 weeks notice required
- **Annual Review of Competence Progression (ARCP)**
- Formal process to review of a trainee's progress undertaken at least annually whether full time or LTFT
- Annual process through which trainees meet medical revalidation requirements – most in next session

Training extensions

When a trainee requires additional training time to achieve competencies or experience in line with curriculum needs

Starts with the ARCP

1. Review progress
2. Assign an outcome 10.2 or 3
3. Confirm the length of the extension
 - 0-6 months = Head of School approval
 - 6-12 months = Dean approval
4. Allocate the trainee to a post
5. Agree the interim review date at a midpoint during the extension

Revalidation

GMC process to regulate licensed doctors to ensure they are fit to practice.

This is a process that HET manages but TPDs should be aware. The teams will check a trainee has submitted a form R at each ARCP

TPD responsibilities:

- Check the form R for concerns and serious incidents,
- Training concerns should not be put on the ARCP form unless they are actual causes for concerns. If information is entered in the CFC area it goes to the GMC (can cause issues if these are not CFCs)

Visas

- HEE is responsible for sponsoring doctors and dentists who require sponsorship as part of their training programme.
- The Overseas Sponsorship Team (OST) coordinate this centrally for all of England.
- As a Sponsor licence holder, HEE can sponsor trainees who have been provided with an offer of training to enable them to obtain a Skilled Worker visa for the duration of their training.
- There are various sponsor licence requirements to meet the Home Office policy and regulation which must be fully met to ensure HEE can continue to maintain its sponsor licence.

Visa - OOPs

- Can be approved but please be aware that most OOPs then stop sponsorship
- HET are responsible for notifying the sponsorship team but please remind trainees of this when they apply as they need to be made aware
- If HEE cancels their sponsorship during the OOP period, when they return from OOP, sponsorship can start up again

OOP Situation	OOP Type	What visa will they be on whilst on OOP?	UK or outside the UK?	Outcome
HEE will remain responsible for the trainee's day to day activities	OOPT	Skilled Worker/ Tier 2	UK Outside the UK	No impact No impact
HEE Future Leaders Programme	OOPE	Skilled Worker/ Tier 2	UK	No impact
A UK Trust will be responsible for the trainee's day to day activities	OOPE	Skilled Worker/ Tier 2 Another visa e.g., a dependant visa	UK	HEE will cancel sponsorship
A UK Trust will be responsible for the trainee's day to day activities	OOPP	Skilled Worker/ Tier 2	UK	HEE will cancel sponsorship
They are going to study for a Masters	OOPR	Student Visa/ Tier 4 Another visa e.g., a dependant visa	UK Outside the UK	HEE will cancel sponsorship
They are going onto a career break	OOPC	Will require another UK visa N/A	UK Outside the UK	HEE will cancel sponsorship

Visas - LTFTs

- Cannot train less than 80% to meet min salary requirements, please make sure trainees are aware of the implications

Visas - Extensions

- Extensions to training, CCT extensions & Period of grace
- Application for a different Specialty at the end of their current visa
- Gaps in training due to ill health, maternity leave etc

Trainees should contact the OST who will process extension applications and issue a further CoS.

HET can then provide the supporting information

Other types of trainee

- **Military Trainees**

- Trainees recruited by the Ministry of Defence (MoD) and are funded by the military. They are supernumerary but they are managed in the same way as all other trainees

- **Trainees requiring additional support**

- Some trainees require additional support for a variety of reasons, the case management team supervise the management of these trainees

Flexible working - LTFT

- Slot share: funding is in addition to any post funding, provides funding for the WTE above 1.0 (therefore up to a maximum of 0.6) plus a slot share incentive which we believe will be reduced in 2022-23 from 0.2 WTE equivalent to 0.1 WTE
- Employer issues: e.g on-call v in-hours working
- Applications: 16 weeks ahead, online form, Cat 2 should to be reviewed annually. Cat 3 'pilot' all specialties by August 2022 - windows

Flexible working - OOP

All trainees can take time out of training excluding the first and final training years

OOP Panels

- HoS & TPDs discuss applications and consider posts and capacity issues across the programme. Several schools already manage OOPs this way.
- 6-months ahead - late apps by exception e.g OOPC
- Windows in line with rotation dates
- New applications and extensions
- 1 OOP per programme
- 3 years max
- SRTT process

Events and Finance - Matt

- **Events**

- Each school runs its own training days (RTDs) and conferences
- different ways TPD to have oversight

- Each School has STCs and School boards to support the management of the specialty school – TPDs are obliged to attend as per JD

- **School budgets**

- HoS submits budget requests – TPDs should liaise with HoS



Role of Post Management Team

- Manage all established posts on TIS and post funding master data, keeping the two data sources aligned
- Arrange approvals for post commissions, decommissions and other significant changes
- Implement approved post changes
- Create post schedules to explain to Trusts their post funding and clarify their post portfolios
- Create scheme schedules for GP and Psychiatry to clarify the scheme post portfolios
- Maintain post change archive & audit trail
- Deal with post & funding queries from TPDs, etc.
- Contact address: PostIssues.lase@hee.nhs.uk

What is an Established Post?

- Post numbers strictly controlled
- Significant changes need SLT, PGD, HoS and Trust approval
- Employers are London or KSS NHS Trusts
- Only 1 trainee at a time or slot-share (maximum WTE 1.6, both trainees LTFT)
- NPNs will usually start LDN/ or KSS/
- Reported in post and scheme schedules

Posts and Training Opportunities

- A training opportunity (sometimes called a “post” by Trusts”) is a combination of site, specialty and educational supervisor
- Often Mental Health Trusts (especially in KSS) have more training opportunities than they have Posts (as HEE understands the term)
- So we map multiple training opportunities into one post by giving that post multiple sites (a main site plus Other Sites) and if necessary Other Specialties too
- Placements may use any of the sites, main or other – a placement is putting a trainee into a training opportunity within a post

NPNs - 1

- Each post is uniquely identified by its NPN (National Post Number)
- Structure: <region>/<site code>/<specialty code>/<grade code>/<number for uniqueness>
- <region> e.g. KSS, LDN or WES
- <site code> - the ODS code from the ODS portal and as used on the GMC approval list. For hospital and clinic sites it will be a 5 character code where the first 3 characters identify the Trust. E.g. RX205 is the code for Aldrington Centre where RX2 means Sussex Partnership

NPNs - 2

- <specialty code> - usually 3 digit code as the GMC code of the main specialty, e.g. 052 General Psychiatry, 056 Old Age Psychiatry, but for core psychiatry is CPT
- <grade code>
 - In London usually CTP for core training posts and HTP for higher training posts
 - in KSS usually STR(L) for a lower training post, or STR(H) for a higher training post
 - but sometimes you may see LT or HT, the TIS defaults for these same grades

Site Approval

GMC Approval of each site for the given training programme

- Requires TPD assurance of educational supervision
- Requires correct site name as on ODS portal or GMC register and the relevant ODS code
- Post Management Team requests new site approvals through the London or KSS Quality Team

Post Change Approval

Significant post changes, transfers, commissions or decommissions

- Post Management Team arranges to collect the necessary approvals from within HEE, HoS and Trusts as needed – also Jon Nodding for KSS posts
- 6 months notice needed for Commissions or Decommissions, including Transfers between Trusts
- Trust approval should cover Medical Education and Finance (of both Trusts for a post Transfer)
- Approval needed from HoS, RO for investment plan and if funding change PG Dean too
- Takes time to obtain – allow minimum of 2 weeks

Approval Processes

When do we not need such authorisation? Post Management Team has delegated authority for:

- Corrections to errors
- Very minor changes
- Transfers between sites in a single Trust at the explicit request of the Trust – NOT from a TPD
- Switching funding between two posts at same Trust and Grade
- Required NPN restructuring – e.g. as a result of national decision on structure of Dental NPNs

Post Change Forms

We recommend you email PostIssues.lase@hee.nhs.uk to get the latest post change form, as the forms are changed from time to time. There are different forms for London and KSS.

- Regarding the approval section – leave that to us, unless you have received a form already signed by a Trust or HoS, in which case do provide that evidence

Study Leave

- All trainees have access to this budget unless on OOP (for Public Health, Dental, and GP practice-based trainees their budget is separate from the main study leave budget).
- Trainees apply to their employing trust for reimbursement of expenses, and the trusts are then reimbursed by HEE.
- There is no cap on the amount of study leave funding a trainee can apply for, **provided the course is not international and is listed on the study leave course lists on PSP** and the trainee receives approval to attend from their educational supervisor.
- If the course they wish to apply for is international or not on the course lists, they must seek additional approval from their **TPD and Head of School** via the aspirational route. For these courses there is a **fixed cap of £1000**.

Study Leave: Approval Codes

Mandatory/optional course lists:

- Trainees should enter the relevant course code on their expenses claim (with advice from ES)
- Generic codes at the top of the list can be used for a range of courses. However, trainees should still list the specific name of the course they are attending
- Exam preparation course codes – trainees should only be taking one course per exam component per sitting. Further requests require aspirational approval

Study Leave – International Courses

- International courses **must** have an **aspirational approval** code and, like the generic Aspirational course, they need to be approved by TPD & HoS
- Trainees are asked to provide evidence of both course fee and T&S for international courses in order to demonstrate which is the lower amount.
- If the trainee is unable to demonstrate the amount for the course fee, then up to £500 can be claimed for travel/accommodation.

Leadership & Management Courses

- Only two are pre-approved:
 - Edward Jenner (free online course)
 - LEEP course – curriculum developed by HEE, delivered by your Trust or HEE
- Any others must be applied for as **aspirational**
- This policy is being kept under review

SRTT Courses

- Trainees wishing to go on SRTT courses will seek reimbursement in the same way as for Study Leave courses
- Trainees will continue to fill out the usual SRTT form with the approval process remaining unchanged.
- SRTT trainees doing **study leave courses** will apply for these using the standard study leave procedures. Hopefully, this will avoid study leave and SRTT courses being confused.
- Claims for other SRTT courses should be clearly marked with the approval code **SRTT0001**. This will enable the team to ensure the claims are coded to the correct budget.
- Trusts add SRTT courses to their monthly study leave returns alongside the usual study leave claims, making the reimbursement process simpler.

Study Leave: Locally-Delivered

Locally-delivered courses:

- Trusts are also able to claim funds in bulk for courses that they arrange, rather than charging trainees individually to attend.
- For **curriculum-aligned** courses, Trusts should use the relevant code from the course list to make their claim.
- For courses not on the curriculum lists, Trusts should request approval for funding via the [locally-delivered form](#).

Relocation Expenses

What are relocation expenses?

- To provide reimbursement of Removal or Rotational Travel expenses to assist junior doctors that are required to move or commute due to the nature of their training programme.
- They are not intended to fully cover the costs incurred due to a relocation or commute to new place of work, but aim to offer financial assistance when eligible.
- In addition, GP trainees can claim for home visit travel expenses
- Eligibility is governed by a relatively new national guidance document

Relocation Limits

Relocation is not an allowance

- Trainees can claim up to **£10,000** for the duration of their training from start of training to CCT, irrespective of training region, when the eligibility criteria provided in the policy is met.
- This applies to:
 - Medical Trainees from Foundation Year One onwards including trainees in academic training programmes
 - Dental Trainees from Dental Core Training onwards including trainees in academic training programmes
 - Public Health Trainees including trainees in academic training

Study Leave & Relocation Contacts

If TPDs or Heads of School have study leave or Relocation queries the email addresses are:

- StudyLeave.lase@hee.nhs.uk
- RelocationEnquiries.lase@hee.nhs.uk

Whereas trainees and Trusts should use PSP for their queries.

All documentation and FAQs relating to study leave can be found on our website:

<https://lasepgmdesupport.hee.nhs.uk/support/home?studyleave>

Working together

- TPD regular meetings with Officers - important relationship!!
- HET team SPOC meetings with Heads of Schools and Ops Managers
- HET Team - bitesized training for staff, SOPs

Thank you!!

