

Developing Postgraduate Medical Education **Through Innovative Practice**

Severn Postgraduate Medical Education
October 2013



**THE NHS
CONSTITUTION**
the NHS belongs to us all



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Introduction to this document

Severn Postgraduate Medical Education leads on the provision and quality management of postgraduate medical and dental education for a junior doctor trainee population of approximately 2,300 in four counties in the South West of England. These trainees are at the front line of delivering high quality care to patients.

As such, our group of committed staff, junior doctors and associates are always looking for new, original and ground-breaking practices, techniques or methods. Severn Postgraduate Medical Education has won many awards and plaudits, which we are very proud of.

This document therefore aims to celebrate Severn's commitment to innovation and demonstrates our innovative practices.

Severn Postgraduate Medical Education has developed seven Core Values, which guide everything that we do and provides the framework for this document.

The Core Values of Severn Postgraduate Medical Education:

- Integrity and Honesty**
We can be relied upon to be plain speaking and truthful
- Striving for Excellence**
In everything we do to ensure superior patient care and the best medical education
- Working Together**
Building relationships and trust for the long-term
- Empowering**
Respecting individuality, promoting learning and developing people to achieve their full potential
- Leadership**
Inspiring, enabling and supporting
- Courageous and Judicious**
Making the difficult decisions well and taking positive risks
- Creativity and Innovation**
Actively encouraging new ways of doing things and being at the forefront of medical education

“Innovation distinguishes between a leader and a follower”

▶ Steve Jobs



Introduction to **Severn Postgraduate Medical Education**

The Severn Postgraduate Medical Education faculty consists of 140 senior educators and approximately 1,800 Educational and Clinical Supervisors. They also have responsibility for supporting the Continuing Professional Development of all junior doctors, including Staff Grade, Associate Specialist and Specialty (SAS) doctors and General Practitioners.

Severn's wide geographic span is across 12 acute and mental health Local Education Providers in the South West of England - covering Bristol, Bath, Swindon, Weston-Super-Mare, Taunton, Yeovil, Cheltenham and Gloucester.

Severn Postgraduate Medical Education keeps patient safety at the forefront of both the commissioning and provision of postgraduate medical education and training.

“Securing development
and training of excellence
to create the clinicians
we need for patients
today and tomorrow”

Severn Postgraduate Medical Education's Vision



Foreword

by Derek Sprague, Director of Education and Quality,
Health Education South West

I fully support Professor Sandhu, the wider faculty and staff with the inspiring, energising and exciting work which Severn Postgraduate Medical Education is pursuing.

The formation of Health Education England in April 2013 and the development of Health Education South West has provided us with the opportunity to grow and evolve. This document is an excellent starting point to showcase and further embed ways in which this region is currently embracing and living Health Education England's strategy and mandate.

Health Education England is not about 'more of the same'. It is about recognising and championing the right NHS values. These are clearly apparent in this document, in terms of our passion to improve patient care through high quality training, academic excellence, the use of technology and cutting edge-innovative practices.

We are an outward-facing organisation and our aim is to encourage partnership working with interested organisations in all sectors. To that end, Professor Sandhu and I encourage you to liaise with us on items you may wish to explore further with a view to wider participation and the sharing of best practice. Our intention is that this document inspires others across both the medical and non-medical education spheres and is a catalyst for driving change.

Many congratulations to everyone who has worked so hard to put such a strong foundation in place for the future, with such a clear focus on improving the quality of patient care in the South West.

Derek Sprague
Director of Education and Quality,
Health Education South West

September 2013

“Health Education England is not about ‘more of the same’. It is about recognising and championing the right NHS values.”



Foreword

by Professor Davinder Sandhu, Severn Postgraduate Dean,
Severn Postgraduate Medical Education

How does an organisation successfully innovate?

This is Severn Postgraduate Medical Education's innovation document, which showcases excellence in the delivery of postgraduate medical education at Severn.

2013 is an exciting and challenging year for us, with the formation of Health Education South West. We are pleased to say that we have continued to function at the highest possible standard during this period of transition. Our goals are: value for money and quality of education and patient care. To achieve this, we have to be efficient, effective and embed our creative ideas so that we can innovate.

This document illustrates how we deliver on the NHS's directive: Innovation Health and Wealth, accelerating adoption and diffusion in the NHS (Dec. 2012).

Key performance areas where we have excelled are in the growth of the Postgraduate Medical Education Schools, faculty development, support to trainees and encouraging strong links with both local and national partners. Quality has also become a pivotal part as Severn develops further to deliver Health Education England and General Medical Council standards.

Severn Postgraduate Medical Education is a learning organisation and is keen to share our ideas and learn from the best practice of others. I would encourage anyone interested in the information that follows to contact us if you wish to find out more.

“As Postgraduate Dean, I am committed to encouraging staff, at all levels, to aspire to work at the highest standards possible and incorporate innovative practice to their work wherever possible. I am very proud of our large number of achievements. I genuinely feel we have become an ideas-rich organisation whose creativity has allowed transformation to proceed to innovation.”

May I take this opportunity to thank everyone who has put such a great foundation in place for success and wish them the best of luck with their future projects and innovations as I move to my new role as part of Medical Education with the University of Bristol Medical School.

Best wishes,

Professor Davinder Sandhu
Severn Postgraduate Dean, Severn Postgraduate
Medical Education

September 2013



Acting with
**Integrity and
Honesty**



} What do we mean by **Integrity and Honesty?**

*'Integrity' is "adherence to moral principles" and
'Honesty' is "sincerity or fairness".*

Collins English Dictionary

Here at Severn Postgraduate Medical Education we hold ourselves to the highest standards of integrity and ethical behaviour. We are committed to acting with honesty and respect and this underpins everything that Severn does and every interaction that we have with our colleagues, associates, partners and friends.

These principles are a running theme throughout each of the following sections.

“ A person is not given integrity.
It results from the relentless
pursuit of honesty at all times. ”

➤ **source unknown**

Striving for **Excellence**



What do we mean by **Excellence?**

'Excellence' is being "exceptionally good"

- Collins English Dictionary



Our High Standards in Medical Education and Training

Great results in the 2013 GMC Training Survey

Each year Severn Postgraduate Medical Education supports the General Medical Council (GMC) with their National Training Survey which monitors the quality of medical education and training in the UK.

We are very proud to report that Severn was ranked third in England for 'overall satisfaction' and that 98% of our programmes have achieved an 'overall satisfaction' rating of at least 70% (with almost three-quarters of programmes achieving an 'overall satisfaction' rating of 80% or more).

Other notable 2013 GMC Training Survey results that we are delighted with are:

- Our Psychiatry of Learning Disability and Genito-urinary Medicine programmes are ranked first in the UK for 'overall satisfaction'
- Our Occupational Medicine and Ophthalmology programmes are ranked second nationally for 'overall satisfaction'
- 69% of our programmes are in the top 10 nationally in terms of 'overall satisfaction' (a fifth are in the top three)

Severn is pleased that for five consecutive years we have improved the rate of responses from trainees to this survey. In 2013 Severn has the second highest response rate in the country at 99.7%. The national average was 97.7%. Our high response rates ensure that the data is valid, reliable and can be widely used by stakeholders. It also helps provide results for smaller specialties with low numbers of trainees, which may not otherwise be reported.

We wish to take this opportunity to thank all those stakeholders who have made the excellent results and response rates possible over many years and also to the trainees for their levels of engagement which are essential to the improvement of placements at Severn Postgraduate Medical Education.

For more information about GMC surveys, please contact:



Allegra Etheridge
Quality Manager

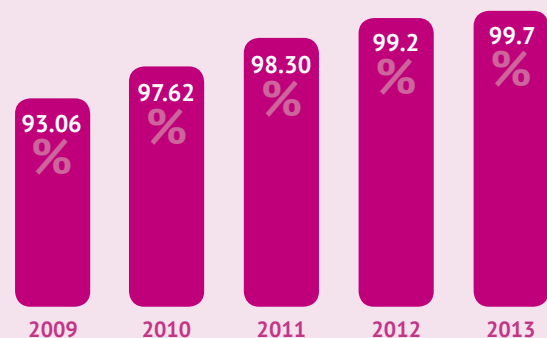
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Andy Gadsby
Quality Data Analyst

Andy.Gadsby@southwest.hee.nhs.uk

GMC Training Survey Response Rate





Excellent Exam Results

School of Ophthalmology

- Part 2 FRCOphth is the exit examination for the Royal College of Ophthalmologists. Since its introduction in 2010, Severn is the only postgraduate medical education centre that has a 100% pass rate for the oral examination.
- The general pass rate for the written FRCOphth examination is 60-65%. Severn is pleased to report an 88% pass rate for our trainees in this written examination.

School of Medicine

- Our renal trainees have achieved a 100% pass rate in the Renal Medicine Specialty Certificate Exam since its inception.

Intensive Care Medicine

- All three Severn candidates passed the new FICM (Faculty of Intensive Care Medicine) written exam which was held for the first time in 2012.
- Severn's FRCA (the Primary Examination of the Diploma of Fellowship of the British Royal College of Anaesthetists) results remain in the top three in the UK.

School of Surgery

- In 2012, all Severn trainees passed the Fellowship of the Royal College of Surgeons exam in Ear, Nose and Throat surgery and Severn trainee, Phillip Clamp, was the Gold Medal winner.

School of Primary Care – MRCGP (Member of the Royal College of General Practitioners) exams

- For the AKT (Applied Knowledge Test) and CSA (Clinical Skills Assessment) results from 2011, Severn Postgraduate Medical Education recorded the highest scores in Great Britain, and the second highest in the UK.
- 91% of Severn candidates passed the CSA exam in 2012.
- Three Severn candidates had scores of over 100 (the mean score for the cohort was 76 out of 117) in the CSA exam.
- One Severn candidate had the top score of 106 out of all 815 candidates in the CSA exam.

The School of Obstetrics and Gynaecology

- The Royal College of Obstetricians and Gynaecologists (RCOG) have awarded their RCOG medal for the highest mark in the Part 2 MRCOG Examination to a Severn Obstetrics and Gynaecology trainee twice in the past three years (2010 and 2013).

Our Achievements

Celebrating Excellence With Our Own Specialist Awards

Severn Postgraduate Medical Education is keen to celebrate trainee success.

One way in which we do this is through a number of our Schools holding their own individual awards events. These events commend significant achievements, reward excellence and recognise the high-quality calibre of Severn's trainees.

These include:

The School of Obstetrics and Gynaecology

- ST1-2 Trainee of the Year
- ST3-7 Trainee of the Year

School of Anaesthesia and Intensive Care Medicine

- All three Severn candidates passed the new FICM (Faculty of Intensive Care Medicine) written exam which was held for the first time in 2012.
- Severn's FRCA (the Examination of the Diploma of Fellowship of the Royal College of Anaesthetists) results remain in the top three in the UK.

The School of Primary Care Trainee Awards

- Learning and Development Award
- Academic/Research Award
- Clinical Excellence Award
- Green Practice Award
- Leadership Excellence Award
- Excellence Award for medical work undertaken outside the Primary Care training programme
- Excellence Award for personal achievement outside medicine
- Patch awards for each ST3/4 trainee who has made the greatest contribution to Primary Care training
- Award for the Severn Primary Care Trainee of the Year

The School of Surgery Awards

- Core Surgical Trainee of the Year
- Surgical Trainee of the Year
- Surgical Trainer of the Year
- Distinguished Teacher Award
- Research Prize for Full-time Clinician
- Research Prize for Full-Time Researcher
- Audit Prize
- Patient Quality Improvement Prize

“We are what we repeatedly do. Excellence, then, is not an act but a habit”

➤ **Aristotle**

Our Achievements

External Awards and Achievements 2011 - 2013

2011 } **Dr Karen Prees** (Primary Care Training Programme Director for the Bath patch) won third place in the UKCEA (UK Conference of Postgraduate Educational Advisors in General Practice)/NAPCE (National Association of Primary Care Educators)/UKAPD (UK Association of Programme Directors) 'tri-badge' awards for excellence and innovation in primary care education

A General Practice Speciality trainee, **Dr Emma Rhodes**, was awarded the Fraser Rose Medal for the best performance in the MRCGP (Member of the Royal College of General Practitioners) exam

Dr Damian Kenny (General Practice Educationalist) was nominated for the RCGP (Royal College of General Practitioners) Paul Freeling Award which recognises educational excellence

A Severn Obstetrics and Gynaecology trainee won Best Overall Oral Presentation at the 2011 Royal College of Obstetricians and Gynaecologists' International Scientific Meeting

Public Health trainee, **Dr Kyla Thomas**, was awarded the National Institute for Health Research Fellowship and is now working towards a PhD

2012 } **A Severn Obstetrics and Gynaecology trainee** received the Best Research Award at the 2012 9th Annual Simulation Technology in Healthcare Conference

Dr Martyn Hewett and **Dr Tom Gamble** from the Swindon patch of the Severn School of Primary Care were awarded third place in the UKCEA (UK Conference of Postgraduate Educational Advisors in General Practice)/NAPCE (National Association of Primary Care Educators)/UKAPD (UK Association of Programme Directors) 'tri-badge' awards for excellence and innovation in primary care education

Dr Paul Main and **Dr Jim Morison** were awarded Honorary Senior Clinical Lectureships at the Department of Health Sciences, University of Bath

Severn General Practice trainee, **Dr Nicholas Snelling**, was the regional winner of the Arthritis Research UK GP Trainee Prize in Musculoskeletal medicine

Severn General Practice trainee, **Dr Sarah Macrow**, won the prize for Best GP Teacher in Year 3 of the MB ChB programme (Bachelor of Medicine and Surgery) at Bristol Medical School

Public Health trainees, **Dr Charlotte Chamberlain** and **Dr Tamsin Newlove-Delgado**, were awarded the National Institute for Health Research Fellowship and are now working towards PhDs



2013 } Severn's **'Green Team'** has been placed in the top three of Bristol Zoo's 'Green Team' award. The award recognises community groups that have shown outstanding commitment, innovation or achievement in working towards a better environment

Psychiatry trainee, **Dr Arulandam**, has been shortlisted for Advanced Trainee of the Year 2013 by the Royal College of Psychiatrists

Renal Medicine trainees have a track record for being awarded research grants from prestigious national organisations (Wellcome, National Institute for Health Research and Diabetes UK), most recently Dr Phillipa Bailey (2013), Dr Rhian Clisshold (2012) and Dr Richard Oram (2011)

Public Health trainee, **Dr Gemma Morgan**, was awarded the National Institute for Health Research Fellowship and is now working towards a PhD

Our Outstanding Faculty

The School of Anaesthesia's Improvement Initiatives

We have a strong and lively School of Anaesthesia with 140 trainees at Core and Specialty level. In line with Severn's Core Values and drive for improvement and innovation, a strong series of training and support events for trainees at all levels is run in order to maintain the School's high standards. These include:

- A novice Anaesthesia day at the Bristol Medical Simulation Centre one month after the start of training
- 12 primary teaching days for core trainees approaching the first part of the FRCA examination (the Primary Examination of the Diploma of Fellowship of the Royal College of Anaesthetists) and 17 final study days for those working towards the final FRCA exam
- Senior trainees, supervised by a tutor, run weekly practice written answer sessions, known as Bristol Q. Also local consultants offer viva practice each evening for three weeks in the run up to the FRCA exam date
- Other courses that have been devised, set up/ run by senior trainees include: Anatomy for Anaesthetists, New-2-ICU course for Foundation and Core trainees starting Intensive Care Unit training, One Lung Thoracic Anaesthesia course (now running nationally) and Difficult Airway Rescue course.

In addition, trainees have put together an Intensive Care Audit Group which run projects across Severn. For example, following an audit, the group have devised a standard protocol for intubation in intensive care. It was reviewed in several units before disseminating to all hospitals in the region. The results have since been published and have changed practice to improve patient safety.

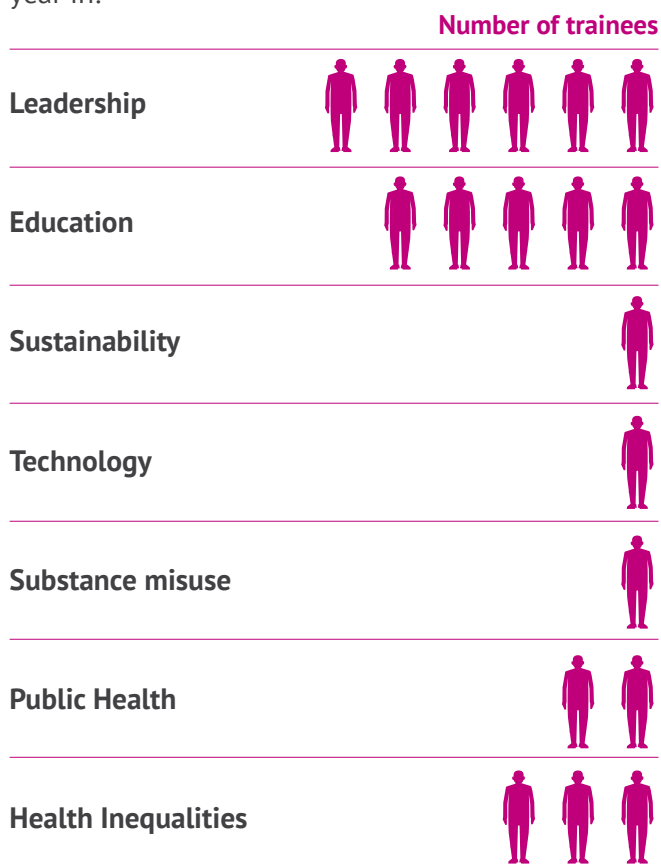
For more information about the School of Anaesthesia, please contact:



Ted Rees
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 Ted.Rees@glos.nhs.uk

A Strong Community of Education in Primary Care

Severn Postgraduate Medical Education has over 450 trainees in the School of Primary Care. The School has worked hard to build a strong education community and to this end have developed a Primary Care Specialty Training (Year-3) Scholarship Programme. The School now has Scholars each year in:



Furthermore, the School of Primary Care also has Education Fellowships for post-CCT General Practitioners (GPs) and have therefore been able to grow their own talent pipeline. As a result:

- Three Education Scholars have become Education Fellows
- Two Leadership Scholars have become Education Fellows
- Twelve Fellows have progressed to Training Programme Director posts

Other examples of the School's community of education include:

- Dr Graham Rawlinson is a national Trainer of Examiners for the CSA (Clinical Skills Assessment) part of the MRCGP examination (Member of the Royal College of General Practitioners)
- International assessment of ST1 and ST3 teaching by a visiting doctor from Egypt
- A focus group evaluation of small group teaching has been piloted and is currently being prepared for publication
- Dr Huw Morgan runs advanced Small Group Skills Workshops and ran a Masterclass on 'Spirituality, Teaching and Healing' in May 2011

For more information about the School of Primary Care, please contact:



Dr Bill Irish
Director of General Practice Education and Head of School
Bill.Irish@southwest.hee.nhs.uk

Excellence in the School for Clinical Academic Training

Severn Postgraduate Medical Education is one of only a handful of centres that has a dedicated School for Clinical Academic Training. The School attracts high-calibre trainees in a variety of specialties into Academic Clinical Fellow and Clinical Lecturer posts.

The School offers a focus for academic trainees from all specialties by providing regular research, bulletins regarding courses and conferences as well as up-to-date information on funding for fellowships and grants. It also encourages the development of mentorship relationships both within Severn and outside. In addition, showcase evenings are arranged twice yearly at which trainees make presentations followed by a key note speaker. This celebrates the high quality research being undertaken by the trainees.

Since 2010 the School has seen great success in terms of supporting these trainees into their next posts. Future pathways for Academic Clinical Fellows include:

- A National Institute for Health Research Doctoral Research Fellowship
- A Wellcome Trust Training Fellowship
- A Medical Research Council Clinical Research Fellowship or similar from a variety of charities

The Clinical Lecturer trainees have been supported into further academic positions, such as substantive Senior Lecturer or Clinician Scientist posts.

For more information about the School of Clinical Academic Training, please contact:



Dr Debbie Sharp
Head of School of Clinical Academic Training
debbie.sharp@bristol.ac.uk



Working Together



“ In the long history of humankind (and animal kind, too) those who learned to collaborate and improvise most effectively have prevailed ”

▶ Charles Darwin

What do we mean by **Working Together?**



“Working’ is “to be engaged in physical or mental activity in order to achieve a result” and ‘together’ is to be “in close companionship or close association”

- Collins English Dictionary

Our Links Across the World

Our Partners in China

For the past two years Severn Postgraduate Medical Education has worked with the organisation, Sinolink, to organise placements for consultants from Zhejiang Province, China in acute hospitals in the Severn footprint.

Our Postgraduate Dean, Professor Sandhu, is keen to develop international collaborative exchanges and is delighted to act as host to the visiting doctors. The doctors stay in the UK for about two months, working with experienced consultants in the capacity of observer to enhance their clinical experience. The doctors are also keen to learn more about the School of Primary Care in order to share best practice about our system when they return to China.

Severn also offer the visiting doctors a number of educational days run by our Education and Faculty Development department. They aim to equip the doctors with new skills and create an opportunity to reflect on how to transfer this learning experience back to China. The course focuses on developing clinical leadership skills. They are also invited to attend national NHS conferences and an ‘End of Placement’ workshop and ceremony.

The exchange programme has been very successful and has led to increased links between the two countries. Visiting doctors have gained many skills, including both clinical and cultural awareness. Feedback from both sides has been highly positive and Professor Sandhu is keen to cultivate such exchanges in the future, particularly as the programme has been so deeply appreciated and of great value to all concerned. A number of delegates from China are due to visit again in the Autumn of 2013.

For more information about the placements, please contact:



Professor Davinder Sandhu
Postgraduate Dean

Davinder.Sandhu@southwest.hee.nhs.uk



Alan Cook
Head of Education
and Faculty Development

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The visiting doctors in Bristol

Exciting and Rewarding Out of Programme Experiences

Severn Postgraduate Medical Education is committed to ensuring that all of our trainees in higher specialist training have the opportunity to experience a variety of Out of Programme (OOPE) training experiences.

Wherever our OOPE trainees are based, we establish strong links with the local medical bases there. We are proud to have had Severn trainees work in the following countries:

- Australia
- Afghanistan
- Canada
- The Cook Islands
- Costa Rica
- Egypt
- India
- Italy
- Kenya
- Madagascar
- Malawi
- Myanmar
- Nepal
- New Zealand
- Nicaragua
- The Solomon Islands
- South Africa
- Sweden
- Uganda
- USA
- Zambia

OOPE placements hold various challenges which can vary from basic equipment and infrastructure tests to language barriers. Many OOPE trainees report that through facing adverse conditions and stretching themselves, they develop resilience, flexibility, adaptability, lateral thinking and self-reliance. They also increase their confidence in their ability to handle difficult situations. Many trainees also acquire teaching, management and communication skills and gain greater experience in specialties not included in their UK training. For all there is an increased understanding of the challenges facing healthcare providers in developing countries. Despite the complexities of the cultural, political and economic issues involved, difficulties and barriers are gamely met by our junior doctors.

“Learning to adapt to and work within Malaitan culture was one of the most challenging but also one of the most rewarding things I had to do in the Solomons... Cultural issues coloured communication, and local concepts and ideas of disease and causation, and acceptance of modern medicine, were sometimes barriers that had to be overcome.”

Dr Layla Derweesh spent six months in Kilu’ufi Hospital on an island called Malaita in the Solomon Islands

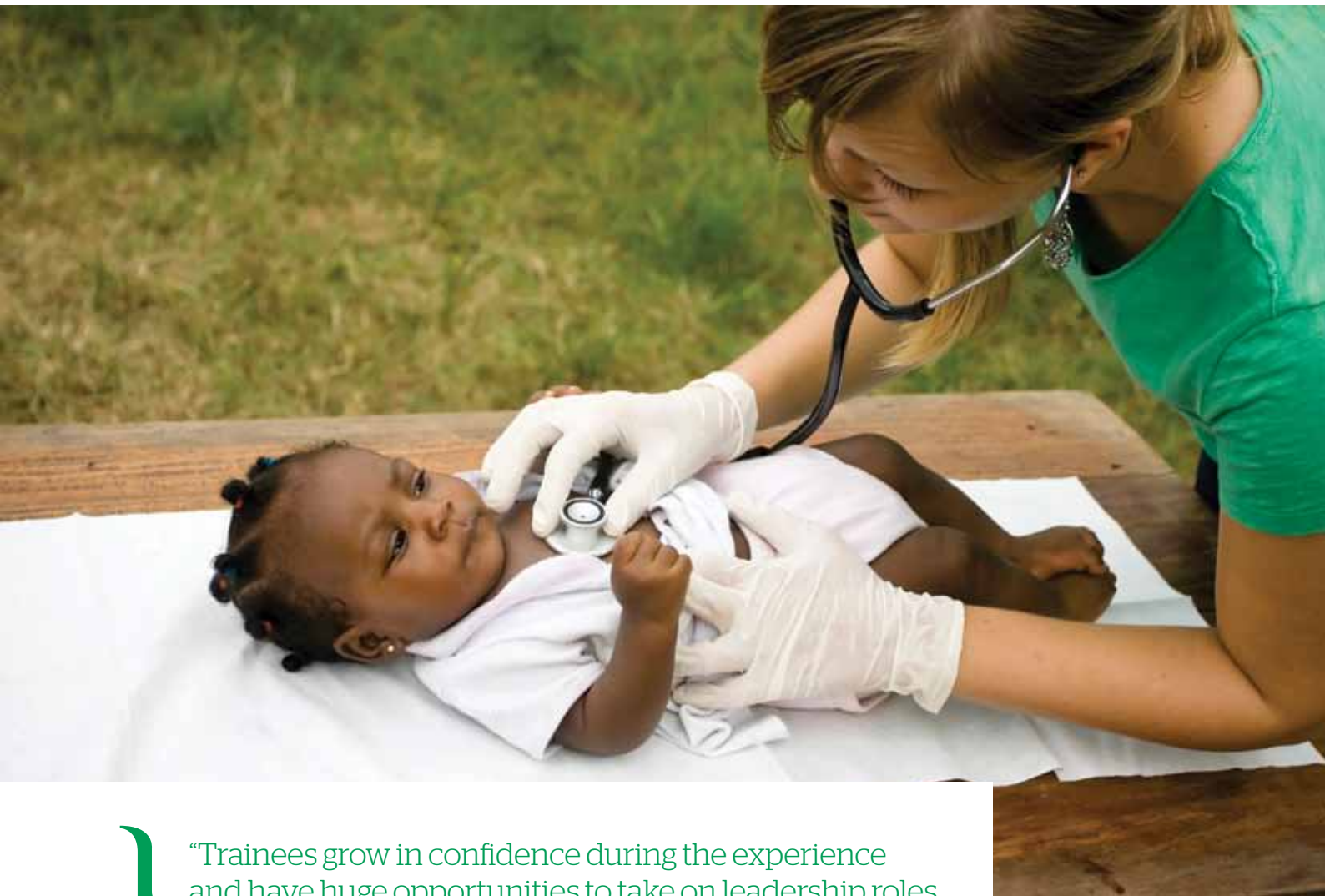
Whilst OOPE placements are available to all of our trainees in higher specialist training, we are particularly proud to report that, outside of London, Severn has the only School of Primary Care (SoPC) that actively promotes OOPEs. Since 2009 our SoPC offers the opportunity for General Practice trainees between ST2 and ST3 training years to work in low to middle income countries such as Uganda, Malawi, Solomon Islands, Northern India, Nicaragua and Myanmar.



Trainee, Layla Derweesh in the Solomon Islands



Trainee, Kuki Avery in South Africa



“Trainees grow in confidence during the experience and have huge opportunities to take on leadership roles during their time in a low or middle income country.”

Dr Paul Main, Deputy Director of General Practice Education

Case Study

Some OOPE experiences have their own unique set of challenges. Two General Practice trainees have worked in a rural part of north eastern South Africa (Kwazulu Natal, 10 minutes from the Mozambique border), which is the world centre of the AIDS epidemic. Terminal presentations to the outpatients department are common. With scarce local expertise, trainees can also find themselves working as anaesthetists and surgeons during their placements.

For more information about OOPEs, please contact:



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Associate Dean
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Dr Paul Main
Deputy Director
of General Practice Education
Paul.Main@southwest.hee.nhs.uk

Overseas Connections for Newly Qualified GPs

Severn Postgraduate Medical Education and the Australian Medical Association (Western Australia) are working together to provide a Professional Placement Scholarship. The Scholarship provides newly graduated General Practitioners (GPs) with an opportunity to undertake a six-month placement in Western Australia. Severn are the first to initiate such a programme.

For more information about the Professional Placement Scholarship, please contact:



Dr Paul Main
**Deputy Director
of General Practice Education**
Paul.Main@southwest.hee.nhs.uk

Our Links Across the UK

Severn Postgraduate Medical Education's Key Representation in the UK Foundation Programme Office

Our strong links with the UK Foundation Programme Office (UKFPO) continue to grow with key appointments for Severn staff.

The Severn Foundation School Director, Dr Clare van Hamel was appointed as Clinical Advisor to the UKFPO. In addition, a Severn foundation trainee, Dr Matko Marlais, is their national trainee representative.

For more information about the Severn Foundation School, please contact:



Clare van Hamel
**Associate Postgraduate Dean
and Director of Foundation School**
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Clare Moorcroft
Foundation School Manager
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Primary Care Working Collaboratively Across the UK

The School of Primary Care is keen to build a strong community of education so that the quality of teaching can be maintained and improved through the sharing of ideas, policies and best practice. A number of key initiatives that we are proud of are:

Dr Jill Wilson (Training Programme Director, Somerset) has taken a lead role in merging two national organisations for Primary Care educators. Dr Wilson is the co-chair of the newly formed Association of Primary Care Educators (APCE) which brings together the two groups of NAPCE (National Association of Primary Care Educators - for Primary Care tutors and appraisal leads) and UKAPD (UK Association of Programme Directors - mainly for Training Programme Directors). The merge is a significant move which provides access to a wide range of more generic educational skills and resources, as well as the preservation of specific 'crafts' (such as Training Programme Directors, Appraisal Leads and CPD Tutors).

Shara Paulo (Severn General Practice Education Manager) is the chair of the Forum of GP Education Managers (FOGPEM), a network of Primary Care managers who aim to improve the quality of Primary Care education management. The Forum works across the region's postgraduate medical education centres to create a commonality of understanding, provide a 'single voice', provide personal development opportunities and recognise and learn from the differences between postgraduate education providers.

For more information, please contact:



Shara Paulo
**Severn General Practice
Education Manager**
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Working Closely with the Medical Royal Colleges

Severn Postgraduate Medical Education is proud of the strong links that have been made between our Schools and their associated Medical Royal College. These links enable Severn to easily access their excellent resources and expertise, as well as affording Severn a national voice and opportunity to influence nation-wide issues and policy.

Examples of our links with various Medical Royal Colleges are:

- The Training Programme Director for Clinical Pathology, Dr Andrew Day, is an active member of the Royal College of Pathologists' Year 1 Assessment Committee, Panel of Examiners in Chemical Pathology as well as the joint Royal College of Physicians and Royal College of Pathologists' Specialist Advisory Committee in Metabolic Medicine.
- The Primary Care Training Programme Director for Somerset (Dr Jill Wilson) has been the chair of the local Severn Faculty of the Royal College of General Practitioners since May 2011 and was recently elected as a Fellow of the college. Dr Jim Morison (Associate Postgraduate Dean for Gloucestershire and Continuing Professional Development) is the Provost of the local Severn Faculty and Dr Steve Holmes (Associate Postgraduate Dean, Somerset) is the local faculty representative on the central council.
- Head of School for Acute Care Common Stem (ACCS), Anne Whaley, represents the Royal College of Anaesthetists on the Intercollegiate Committee for ACCS Training, which is the steering committee for the ACCS programme around the country.



Our Links Across the South West Region

Severn's Key Partnerships in the South West Region

Severn Postgraduate Medical Education firmly believes in collaborative working and is proud to be involved with a number of key and innovative partnerships across the South West region.

Severn Postgraduate Medical Education is pleased to be a part of one of the first aligned projects which supports the new, reformed NHS organisation and mutual education outcomes – the South West Technology Enhanced Education and Research (STEER) Strategy.

STEER was born as a result of the desire to create a more integrated approach to simulation provision than the traditional silo practice of those responsible for non-medical and medical undergraduate and postgraduate training.

The STEER Strategy was established to create a regional, quality assured and efficient approach to simulation and technology enhanced education provision. It combines work from across the region involving innovation, education and research. STEER aims to aid collaboration, promote ideas, encourage resource sharing and ensure sustainability for the future.

Severn Postgraduate Medical Education plays an integral part in the STEER Strategy and is pleased to have been involved in the delivery of a joint conference that is focussed on education and patient safety for teams in the South West in January 2013.

For further information about the STEER Strategy, please contact:



Alan Cook
**Head of Education
and Faculty Development**
Alan.Cook@southwest.hee.nhs.uk



David Grant
Simulation Lead
David.Grant@southwest.hee.nhs.uk

Severn Postgraduate Medical Education are also pleased to be working collaboratively with local universities, public health, primary care and local authorities in their role as a founding associate of the new West of England Academic Health Science Network.

The Network has an important role in:

- Enforcing the adoption of National Institute for Clinical Excellence (NICE) quality standards and guidance
- Encouraging rapid adoption of new technologies, including pharmaceuticals, where the evidence is supportive
- Working with industry so that the NHS makes a contribution to UK's Gross Domestic Product

Severn Postgraduate Medical Education looks forward to working jointly with other stakeholders to make a success of this new Network.

For further information about the new West of England Academic Health Science Network, please contact:



Professor Davinder Sandhu
Postgraduate Dean
Davinder.Sandhu@southwest.hee.nhs.uk

Furthermore, we are proud of the School of Primary Care's links with local universities. The School is working with Bath University to offer an MSc in Primary Care and have appointed an academic from the university, Dr Tim Bilham to become an honorary Associate Postgraduate Dean.

The School is also working with the University of the West of England on various research projects such as the GP 'Retainer' scheme which aims to preserve the skills of doctors who reduce their clinical commitment.

For further information, please contact:



Dr Bill Irish
**Director of General Practice Education
and Head of School**
Bill.Irish@southwest.hee.nhs.uk

Our Invaluable Trainee Support Team

Severn Postgraduate Medical Education is delighted to have a proactive Trainee Support Team, which really does make a difference to trainee doctors in the Severn region who may run into personal or professional challenges during their training programme.

Trainee Support promotes trainee well-being and personal development by providing support and assistance in tackling obstacles or key transitions – whether they are professional or personal. Research being conducted by Trainee Support demonstrates that performance issues are rarely due to clinical competence alone, but rather are the result of a complex array of issues, including health, behaviour, the work environment and the home environment. Trainee Support takes an innovative approach by using principles of coaching to help trainees to be resourceful and find the answers from within themselves, resulting in a greater chance of future change.

The team help trainees to develop a bespoke action plan, identifying and putting in place appropriate resources in order to help them move forward. Trainee Support have access to a wide network of support providers (who are specially skilled in working with trainee doctors) such as counselling, Occupational Health, careers advice, language and communication skills, study skills, dyslexia support and psychometric development tools.

Trainee Support work closely with Educators and are part of the faculty delivering training courses to supervisors on 'How to Support Trainees'. This has helped to increase Educators' awareness and confidence when supporting a trainee. Trainee Support also deliver workshops directly to trainees which focus on how to deal with difficult situations and helping them to recognise that they should ask for additional support early, before their performance is impacted.

“I was referred to Trainee Support after finding myself in difficulty managing at work. I went to my first appointment not knowing what the team could provide. It was really helpful to be able to speak to somebody outside of the work environment and to help me start processing what I was actually finding difficult. Additional suggestions for extra support were made and put in place, which helped me get through an exceptionally difficult period in my career. Without this additional support I think I would have certainly left medicine. The help and support they provide is invaluable to trainees in difficulty.”

Severn Foundation Trainee (anonymous)

For further information about Severn's Trainee Support service, please contact:



Dr Michael O'Connor
Associate Dean for Support and Development

Michael.OConnor@southwest.hee.nhs.uk



Tailte Breffni
Support and Development Manager

Tailte.Breffni@southwest.hee.nhs.uk

Our New Professional Support and Development Service

Severn Postgraduate Medical Education is very pleased to have recently launched the new Professional Support and Development (PSD) service. The service provides support and development resources for all qualified (post-CCT) doctors within the Severn region. Severn are the only postgraduate medical education centre in the South West that offers a comprehensive support service to all established doctors (including GPs, consultants, Staff Grade, Associate Specialist and Specialty (SAS) doctors and clinical fellows).

PSD builds on the success Severn has had with the Trainee Support service and uses new and inventive methods to help practitioners reach their full potential.

A key innovative approach that is used by PSD is training established doctors to become ‘Support Coaches’ who, through directive coaching methods, provide confidential support to practitioners who access the PSD service. The advantage of this is that PSD’s Support Coaches understand the pressures and difficulties faced by practitioners today.

Severn is also pleased that PSD has recently been recognised by the Institute of Leadership and Management (ILM) as a ‘development provider’ for the Support Coach training programme that all Support Coaches must attend. Furthermore, there are plans to become an ILM Accredited Centre to deliver specific ILM Coaching courses in order that the talent pipeline for Support Coaches (and indeed coaches across the Severn region) can be maintained and enhanced.

The delivery of accredited coaching programmes by Severn will support organisational development programmes which are taking place in the surrounding healthcare community.

“Having experienced periods of stress and difficulty at times in my career, and been helped by others to overcome them, I was taken with the idea of giving something back by becoming a Support Coach. A lot of the skills needed are things that we do all the time as GPs and trainers, but the additional training has built on these goals to create and enable me to develop a much wider and deeper range of ways to help others reach their goals”

Dr Lisa Horman, PSD Support Coach and PSD

At the core of both the Trainee Support and Professional Support and Development services is the belief, backed up by research evidence, that looking after trainees and practitioners in a holistic, supportive, non-judgmental and developmental way is vital to practitioner well-being, patient safety and the provision of high-quality healthcare.

For further information about Severn’s Professional Support and Development service, please contact:



Dr Michael O'Connor
Associate Dean for Support and Development
 Michael.OConnor@southwest.hee.nhs.uk



Dr Martyn Hewett
Associate Dean for Appraisal, Revalidation and Support and Development (Primary Care)
 Martyn.Hewett@southwest.hee.nhs.uk



Lynn Hodgson
Support and Development Manager
 Lynn.Hodgson@southwest.hee.nhs.uk

Our Strong Links with Other Centres for Postgraduate Medical Education

Severn Postgraduate Medical Education is very keen to work with our neighbouring Centres to encourage an environment of collective working across the South West region. Below is a selection of our collaborative initiatives:

Severn's School of Obstetrics and Gynaecology has a long tradition of joint training days with South West Peninsula Postgraduate Medical Education's School of Obstetrics and Gynaecology on topics such as urogynaecology, mentoring, coaching and conflict. The most recent joint initiative between Severn, Wessex and South West Peninsula Postgraduate Medical Education has been the delivery of the Royal College of Obstetricians and Gynaecologists' theoretical course for the Advanced Training Skills Module (ATSM) on Advanced Labour Ward Practice for senior trainees.

Trainees from our School of Palliative Medicine have been working with their counterparts in South West Peninsula Postgraduate Medical Education for a number of years to organise and run two joint study days per year. The aim is to promote relationships across a very large geographical area to reduce feelings of isolation and to attract high-calibre speakers. Recently, the study days have opened up links with other Medicine schools.

For more information about the School of Obstetrics and Gynaecology, please contact:



Dr Dina Bisson
Head of School of Obstetrics and Gynaecology
Dina.Bisson@nbt.nhs.uk

For more information about the School of Palliative Medicine, please contact:

Dr Clare Kendall
Palliative Care TPD
Clare.Kendall@nbt.nhs.uk

Severn's School of Surgery Regional Training Days

The School of Surgery run a very popular programme of regional training days for each speciality. Of particular note are the regional training days for Core Trainees, largely because of the high number of technical skills courses that have been developed to run in addition to the regional training days.

Furthermore, Dr Robert Longman, Chair of the Skills and Courses Committee, has set up a formal system for trainees to follow if they identify a training need. This is a great innovation that has led to a host of new courses for surgical trainees which is very positively received by trainees. Currently approximately six new courses are coming on stream each year.

For more information about the School of Surgery, please contact:



Professor Richard Canter
Head of School of Surgery
Richard.Canter@southwest.hee.nhs.uk



Mr Robert Longman
Chair of the Skills and Courses Committee
Robert.Longman@UH Bristol.nhs.uk



Severn's Commitment to Career Development Within Local Secondary Schools

Research and anecdotal evidence has indicated that there is limited knowledge in statutory school-age pupils of the wider range of career opportunities within the NHS. Local knowledge and awareness of non-medical organisations (i.e. postgraduate medical education centres) is also limited.

Therefore, in order to give Severn a more prominent profile in the community, Severn's Executive Team are actively supporting engagement with local schools.

A group of Severn colleagues are working together to deliver engagement activities, which include:

- Student placements
- Student learning events (e.g. communication skills, CV preparation, mock interviews)
- Teacher job-shadowing
- Sponsoring events (e.g. a schools poster competition)
- Head Teacher/Deputy Head being invited to attend appropriate training events

For more information about career development within local schools, please contact:



Heather Samuel
Careers Advisory Lead
Heather.Samuel@southwest.hee.nhs.uk

Our Links Within Severn Postgraduate Medical Education

Excellent Support in the School of Clinical Academic Training

Working with the National Institute of Health Research Trainees Coordinating Centre (NIHRTCC), Severn is proud to support nearly 60 trainees undertaking integrated academic and clinical training across a range of medical specialties. Our commitment to supporting academic trainees has ensured that we have been in a strong position nationally to successfully bid for academic posts at both Academic Clinical Fellowship (ACF) and Clinical Lecturer (CL) level.

We recognise that trainees undertaking a combination of clinical and academic work can experience conflicting demands on their time and this makes them unique in their training experience. To ensure our trainees are as well-supported as possible, Severn has appointed a Head of Clinical Academic Training, Professor Debbie Sharp. This position provides a strong and dedicated support resource and also demonstrates our commitment to the quality assurance of medical academic training programmes.

“Working with the National Institute of Health Research Trainees Coordinating Centre (NIHRTCC), **Severn is proud to support nearly 60 trainees...**”

Severn is keen to ensure a high-level of engagement with the latest academic thinking. Regular events held by Severn include:

- Showcasing inspirational internal and external speakers
- Providing high-quality training events (e.g. around writing for publication, Good Clinical Practice etc.)
- Maintaining a regular flow of useful information about securing external fellowships, conferences, mentorship etc.

Trainees have reported that these events have created a sense of shared purpose and vision. Feedback has shown that the Clinical Academic Training School provides a valuable focus and identity for trainees and that, in particular, meeting other academic trainees outside their specialty is helpful.

For further information about the Clinical Academic Training School, please contact:



Professor Debbie Sharp
Head of the Academic School
Debbie.Sharp@bristol.ac.uk





Empowerment





What do we mean by **Empowerment?**

“Empowerment’ is giving (someone) the authority or power to do something”

Oxford English Dictionary

The empowerment of trainees and staff is what we strive to achieve throughout all that we do here at Severn Postgraduate Medical Education; it is the cornerstone of everything that we do.

This section details a range of our innovative empowerment initiatives.

Our Empowering Development Opportunities

South West Public Health’s Interactive Development School

The South West Public Health Development School, which successfully brings trainees and qualified practitioners together to learn and network, is highly valued for individual development and spreading innovative practice.

The School uses participative workshops to introduce cutting-edge ideas and technologies into Public Health thinking. In 2012 the School included:

Simulation: exploring how virtual environments developed by the University of the West of England enable more lifelike training experiences of acute incidents.

Developing working partnerships with marginalised groups: The award-winning Bristol-based ‘Misfits’ drama company of people with learning disabilities challenged discrimination and power imbalance in society by becoming educators through performance.

Resilience and sustainable health and healthcare for an unpredictable future: building and planning for scenarios relating to the combination of economic shocks, natural resources depletion and climate change that lies ahead.

The workshops are facilitated by leaders who are invited on the basis of their reputation (within the South West and further afield), thereby strengthening links across the region and emphasising Severn’s desire for collaborative working.

For more information about the South West Public Health Development School, please contact:



Dr Christine Hine
Head of School, South West School of Public Health
Chris.Hine@bristol.gov.uk

“An empowered organisation is one in which individuals have the knowledge, skill, desire and opportunity to personally succeed in a way that leads to collective organisational success.”

➤ **Stephen Covey**



Severn's Award-winning Junior Business Manager Placement

Severn Postgraduate Medical Education works with the University of the West of England (UWE) to recruit a “sandwich” student to work at Severn on a year’s placement. From its inception in 2009, the placement was an immediate success for both organisations and the student and it created strong working links.

“I am keen to support students by exposing them to a number of training and development activities as well as their on-the-job learning. These experiences include psychometric testing, attendance at Executive-level meetings and giving regular feedback on performance. I also encourage students to embark on high-quality research projects, which both benefit Severn and also provide a strong academic component to the student’s studies.”

Quality Manager, Allegra Etheridge, who has been managing the Junior Business Managers

Severn has now had four consecutive years of high-quality undergraduate placement trainees studying for degrees in Business Studies, Finance and Human Resources. In recognition of the standard of the placements, Severn won UWE’s award for having an “exceptional, comprehensive and well supported student placement” in 2010 and was also shortlisted for placement of the year. Severn was up against strong competition from blue-chip organisations including Microsoft, Airbus and BskyB, all of whom have long-established placement programmes, which made Severn’s win even more of an achievement.

Severn Postgraduate Medical Education is also pleased to report that all of our Junior Business Managers have achieved first-class honours degrees. We have also recruited the Junior Business Manager 2010 into a permanent role at Severn, and we welcome her to the team.

For further information about Junior Business Managers, please contact:



Allegra Etheridge
Quality Manager

Allegra.Etheridge@southwest.hee.nhs.uk

The Severn-Led Induction Programme for International Medical Graduates

Severn Postgraduate Medical Education is keen to be inclusive and ensure that colleagues are comfortable and settled in their role.

As such, Severn Postgraduate Medical Education and Trust colleagues have had a pioneering role in collaborating with the General Medical Council (GMC) to create an induction programme for doctors who are new to the UK medical register, with particular reference to international medical graduates.

The programme, which first took place in February 2013 with 14 international medical graduates who had been on the medical register for two years or less and were from varied countries, specialties and levels of seniority. The in-depth evaluation was very positive from those involved.

For further information international medical graduates, please contact:



Geoff Wright
Associate Dean
for Modernising Medical Careers
Geoffrey.Wright@southwest.hee.nhs.uk

The School of Obstetrics and Gynaecology's National Trainee Empowerment Event

In May 2012 the national meeting for Obstetrics and Gynaecology (O&G) trainees (SpROGS) was organised and hosted by trainees from Severn's School of O&G. Keen to empower O&G trainees, the events welcome trainees from across the country to listen to nationally acclaimed speakers.

The event was highly successful, well regarded by O&G trainees and received excellent feedback. For more information about the School of Obstetrics and Gynaecology, please contact:



Dr Dina Bisson
Head of School of Obstetrics and Gynaecology
Dina.Bisson@nbt.nhs.uk



Our Empowering Support and Advisory Resources

Our Popular Careers Advisory Service

Severn Postgraduate Medical Education is proud to offer our trainees an opportunity to access bespoke and individual career planning from our Careers Advisor, Heather Samuel.

Our popular service has provided specialist careers advice to over 400 Foundation and Specialty trainees over the last two years on important topics such as:

- Choice of medical specialty
- Recruitment and selection advice: including developing an effective CV and portfolio, interview guidance and tips
- Advice about Out of Programme opportunities and career implications
- Career options, including alternatives to a career in medicine

“I wanted to say a big thank you for your help and support during our meetings as I came away feeling inspired and motivated to make a change to my current career situation.”

Anonymous, ST4 Trainee

Severn’s Careers Advice service is particularly innovative in the vast range of career-related events and activities that they organise. Such events include:

- A one-day Regional Teaching programme for second year Foundation trainees to equip them with the knowledge and skills required to navigate their way through the recruitment and selection process for specialty training. It proved so successful that this has now been embedded into the Regional Teaching Programme for second year Foundation trainees

- A popular and often over-subscribed Career Management module which is delivered across the Severn region
- The ‘Who Do You Think You Are’ project for Foundation Year 1 trainees which explores team communication, self-health and conflict management style in a non-judgemental and confidential environment
- Various psychometric assessment methods (MBTI, NEO PI-R and Hogan assessments) to help trainees improve communication skills, resolve conflict, enhance stress management skills and develop leadership and career management skills
- Training sessions to Educational Supervisors on making career conversations effective

A unique feature of Severn’s Careers Advisory service is the innovative ‘Keeping in Touch’ (KIT) project. Launched in 2010, the service has the two-fold aim of ensuring former Foundation Year 2 trainees who are taking a break from training are kept up to date with specialty recruitment information and also to track the career implications of taking time out.

For more information about our Careers Advisory service, please contact:



Heather Samuel
Careers Advisor

Heather.Samuel@southwest.hee.nhs.uk

School of Primary Care's Excellent Support for Qualified GPs Returning to Work

It is very important that General Practitioners (GPs) returning to work in the UK after an absence are aware of and understand current regulations and guidelines. Severn Postgraduate Medical Education is therefore proud of the comprehensive support network that the School of Primary Care (SoPC) have developed for qualified GPs wishing to return to General Practice after a prolonged absence. One such example is our Induction and Refresher Scheme.

The School's Induction and Refresher Scheme (previously known as the GP Returners Scheme) is a practical workplace-based scheme that aims to attract qualified GPs back into General Practice once they have been out of the speciality for a significant period (usually in excess of two years). The Scheme offers assessments of competence and, if necessary, placement in a training practice.

Over the last five years the SoPC has responded to over 100 requests from qualified GPs wishing to re-enter UK General Practice and has successfully returned 36 to General Practice. This is a testament to our network of enthusiastic Primary Care trainers who provide remedial training and have developed bespoke policies in this field.

After the London Deanery, Severn is the most active postgraduate medical centre in the country in helping to maintain the GP workforce.

For more information about the GP Induction and Refresher Scheme, please contact:



Dr Martyn Hewett
Associate Dean for Continuing Professional Development
Martyn.Hewett@southwest.hee.nhs.uk

Less-Than-Full-Time Training Opportunities

Severn Postgraduate Medical Education is forward-thinking and flexible which enables us to promote work-life balance for doctors in training. Severn has therefore consistently provided a strong commitment to helping doctors to continue their training on a Less-Than-Full-Time (LTFT) basis.

We have consistently higher numbers of trainees who are being supported to train in a LTFT capacity compared to other postgraduate medical education centres, recognising their vital importance to the talent pipeline.

Severn has supported trainees with individual circumstances on a LTFT basis including those with disabilities, ill health (including in-vitro fertility programmes) and trainees with caring responsibilities e.g. for children, ill or disabled partners, relatives or other dependents.

For further information about LTFT training, please contact:



Dr Geoffrey Wright
Associate Dean for Less-Than-Full-Time Training
Geoffrey.Wright@southwest.hee.nhs.uk



Our Empowering Quality Improvement Initiatives

Our Engaging Quality Management Processes

There are 69 training programmes within Severn Postgraduate Medical Education (one of the highest number of programmes nationally) and each has its own set of challenges. In order to effectively monitor and improve the quality of junior doctor training placements across all programmes, Severn has created an innovative quality management process – by establishing Quality Panels.

Attending Quality Panels are: the relevant Training Programme Directors, an Associate Dean for Primary Care, trainees from a range of grades and trainers from the programme being assessed. The Panels are also chaired by Severn's active team of lay advisors, who come from highly skilled backgrounds, usually outside the NHS, providing an expert external perspective. Quality Panels are very productive as the panel comprises those people who are the most familiar with the practicalities of working in the programme and, crucially, know what solutions are most appropriate and effective.

Stakeholder feedback has shown that trainees in particular find the process a great mechanism for engagement. Quality Panels complement and support other quality management processes.

For more information about Quality Management, please contact:



Stuart Cook
Associate Dean for Quality
Stuart.Cook@southwest.hee.nhs.uk

Our Integral Lay Chairs and Representatives

We recognise that Lay Chairs and Representatives play a vital role in supporting high-quality medical education and representing the patient voice during key postgraduate medical education activities. We are pleased that they participate successfully in trainee recruitment, as Chairs of Selection Panels, in assessment as Lay Representatives on Annual Review of Competence Progression (ARCP) panels, and as part of the Quality Management processes by participating in Severn's visits to Trusts and taking an active role in our School boards and Quality Review panels.

Severn is keen that our Lay Chairs and Representatives add real value as they bring astute and experienced perceptions and judgement that is respected and results in suggestions for clear actions and improvement. In order to support for our Lay Chairs and Representatives, Severn has devised an in-depth induction and ongoing development programme to help increase their effectiveness in their roles.

For more information about Lay Chairs and Representatives, please contact:



Chris Vandeleur
Business and Operations Manager
Chris.Vandeleur@southwest.hee.nhs.uk

Enabling **Leadership**





What do we mean by **Leadership?**

“Leadership is: Challenging the process, Inspiring a shared vision, Enabling others to act, Modelling the way, Encouraging the heart”

Kouzes JM, Posner BZ. The Leadership Challenge. San Francisco, CA: Jossey-Bass; 2002.

Our Staff

Expert Master Classes for Senior Educators

In 2009, Severn created an expert series of Master Classes on topical and emerging ideas of postgraduate medical education for senior levels of the faculty.

The aim of the Master Classes is to develop senior educators by creating a consistent understanding about current developments and issues affecting postgraduate medical education. This is achieved by inviting globally and nationally recognised experts in their field to present their findings and ideas.

Severn is proud to have offered Master Classes on a wide range of topics such as:

- Sustainability (Dr Tim Ballard, Dr Trevor Thompson & Dr Sally Aston)
- Spirituality, Healing and Teaching (Dr Huw Morgan)
- Complexity and Change in the NHS (Ralph Stacey)
- Leadership and Senior Doctors (Dr Kate Mackenzie-Davy & Dr Megan Joffe)
- Faculty Development (Professor Yvonne Steinert)
- Assessments (Professor Valerie Wass)
- Simulation and the Future in Medical Education (Dr Roger Neighbour)
- Patient Safety (Professor Ben Sachs)
- Bringing Out the Best in Professionals (Graham Oppenheimer and postgraduate string quartet)

- Social Entrepreneurship Competencies for Doctors (Ann Porter)
- Motivating Teams (Professor Aidan Halligan)
- Leading Change in Medical Education (Professor Bernard Crump)
- Developing Understanding of Cultural Structures Within the NHS (Professor Arun Singh)
- Intelligence Personality and Educational Strategy (Professor Adrian Furnham)

For more information about Master Classes, please contact:



Alan Cook

**Head of Education
and Faculty Development**

Alan.Cook@southwest.hee.nhs.uk

“Leadership is the process of influencing others to understand and agree about what needs to be done, how it can be done effectively, and the process of facilitating individual and collective efforts to accomplish the shared objectives.”

➤ **Gary Yukl 2002**

Leadership in Action for Staff Grade, Associate Specialist and Specialty Doctors

Severn Postgraduate Medical Education has a dedicated Associate Dean for Staff Grade, Associate Specialist and Specialty (SAS) doctors, Dr Hilary Cooling. In June 2011, she was appointed by the Conference of Postgraduate Medical Deans of the United Kingdom (COPMeD) as Lead Associate Dean for SAS doctors. This leadership role is one which Severn is very proud of. She is now a public speaker on SAS doctors nationally.

In addition to this national role, Hilary also focuses strongly on her local team by evaluating Severn's SAS Tutors who exhibit strong leadership skills. They are encouraged to share their expertise with those Tutors who are less experienced or confident in their role and coach or mentor them.

For more information about Staff Grade, Associate Specialist and Specialty Doctors, please contact:



Dr Hilary Cooling

**Associate Dean for Staff Grade,
Associate Specialist and
Specialty Doctors**

Hilary.Cooling@southwest.hee.nhs.uk



Our Trainees

Our Popular National Foundation Doctor's Presentation Day

The Severn Foundation School has solely created, organised and delivered the National Foundation Doctor's Presentation Day for the past three years. The event is supported by the UK Foundation Programme Office. The event offers trainees a national platform at which to present their work, hear presentations from other trainees and share examples of good practice.

The 2013 Presentation Day was an extremely popular and competitive event. The presentations were on a range of topical and relevant subjects such as:

- Oral Presentation – Ceiling of Treatment documentation (Dr Mark Dahill and Dr Louise Powter)
- Audit/QI Abstract – Cardiovascular Health Monitoring in Patients with Psychotic Illnesses: An audit series comparing performance in both primary and secondary healthcare settings (Dr David Ledingham and Dr Rakesh Modi)
- Original Work Extract – No Laughing Matter: Hyena attacks in Ethiopia (Mr Matt Fell, Professor Mark McGurk)

Severn is pleased that the Foundation School has support from the following bodies for this event:

- UK Foundation Programme Office
- British Medical Association
- National Institute for Clinical Excellence
- Royal College of Physicians
- Medical Defence Union
- Medical Protection Society
- Healthcare Quality Improvement Partnership

Our Pioneering Role in Developing Clinical Leadership (Fellows)

Severn Postgraduate Medical Education appointed a number of Fellows in Severn's Foundation School in a variety of areas/specialties, which is a further demonstration of our commitment to enabling leadership across all areas. Foundation Fellows are specialising in the following areas:

- Education
- Simulation
- Quality Improvement
- Leadership
- Sustainability
- Patient Safety

The Foundation School's Fellows have achieved a significant number of national and international presentations as part of their roles:

- The Patient Safety, Education and Leadership Fellows visited the Maltese Foundation School in June 2013 to share the 'Fellow' concept and their achievements.
- National Foundation Doctors Presentation Day (January 2013) – Are Junior Doctors Best Prepared to Prescribe Insulin? By Dr Kittiya Sukcharoen and Dr Matthew Everson
- National Foundation Doctors Presentation Day (January 2013) – Using Simulation to Enhance Foundation Year 1 Doctors' Induction by Dr Matthew Everson and Dr Kittiya Sukcharoen
- National Foundation Doctors Presentation Day (June 2012) – Fellows are More than Reps by Drs Clare van Hamel, Daniel Eden, Evelyn Cole, Sarah Johnson and Frances Richardson
- National Patient Safety Congress (Birmingham May 2012) – Patient Safety in Severn Deanery – My Bird's Eye View by Dr Sarah Johnson, North Bristol Trust

For more information about the Severn Foundation School please contact:



Clare van Hamel

Associate Postgraduate Dean and Director of Foundation School

Clare.vanhamel@southwest.hee.nhs.uk



Clare Moorcroft

Foundation School Manager

Clare.Moorcroft@southwest.hee.nhs.uk

A further demonstration of how we develop clinical leadership can be found in the School of Psychiatry's Education Fellowships. In a 2009 survey, it was found that advanced trainees felt well prepared for the clinical role but were less prepared for leading, designing and changing services.

In response to these findings, the School of Psychiatry now offers Fellowship opportunities for projects in areas of educational development, quality, review of educational processes, innovation and new ways of working. During their Fellowship, advanced trainees work with a core trainee in their trust, in the role of Research Assistant, and are enrolled on the Teaching, Learning for Health Professionals (TLHP) research methods module. Upon successful completion, the modules are the equivalent of one third of a Masters course.

For more information about the School of Psychiatry please contact:



Dr Rob MacPherson

Head of School of Psychiatry

Rob.MacPherson@glos.nhs.uk



Courageousness and Judiciousness

“ Courage is what it takes to stand up and speak; courage is also what it takes to sit down and listen. ”

➤ **Winston Churchill**



What do we mean by **Courageousness and Judiciousness?**



“To be ‘courageous’ is to do something difficult or dangerous, even though you may be afraid. Being brave and ‘judicious’ is having, showing or doing something with good judgment or sense.”

Oxford English Dictionary

Our Pioneering Technology and Information Management Systems

Advanced Simulation Education

The Severn region is active in encouraging and establishing cutting-edge medical simulation education facilities for trainees. For example, in Trusts in our region you will find:

- **The Bristol Medical Simulation Centre:** in the heart of Bristol, this is a unique facility with a history of delivering expert inter-professional training. www.bmsc.co.uk
- **The Gloucester Academy:** in collaboration with Bristol University, the Academy has significant simulation experience including medical student training.
- **The UTOPIA Course:** at the Royal United Hospital, Bath. This course educates all staff on ‘how to recognise and respond to medical emergencies’ and has widened participation in simulation. www.ruh.nhs.uk/For_Clinicians/simulation_suite/courses.asp?menu_id=1
- **Bristol Robotics Laboratory:** at the University of the West of England (UWE) which aims to improve patient and surgeon experience via robotic technology. www.brl.uwe.ac.uk/researchthemes/medicalrobotics.aspx
- **Simulation in the Foundation Programme curriculum:** an integrated approach to incorporate simulation in the teaching in North Bristol, Bath, Taunton, and University Hospitals Bristol NHS Foundation Trust with a focus on both technical and non-technical skills.

Severn Postgraduate Medical Education is also proud of our advanced simulation education, which is provided across a range of multidisciplinary activities. We are pleased to have appointed Dr David Grant as Associate Dean for Simulation. This is an innovative post, unique to Severn, which recognises our commitment to this area and its importance in the trainees’ portfolio of learning experiences. Dr Grant undertakes a variety of crucial activities to support this innovative programme of work, such as:

- Facilitating the formation of a regional, south-west simulation strategy in collaboration with South West Peninsula Postgraduate Medical Education
- Establishing Simulation Leads for each of the postgraduate schools and Acute Trusts, who are tasked with integrating simulation into their curriculum delivery
- Delivering a Simulation Master Class, with a focus on point of care simulation delivery. This was supported with international input from a medical simulation expert from Boston, USA.

For further information on Simulation Education, please contact:



Dr David Grant

Associate Dean for Simulation

David.Grant@southwest.hee.nhs.uk

Another example of the innovative uptake of simulation education is in Severn's School of Surgery. They have developed simulated skills training with emphasis on patient safety, sustainability of delivery, financial viability and relevance to training practice and curricula, including:

Human Factors Training

Surgical Core trainees and year-5 Specialist trainees separately undertake a compulsory human factors skills training day using simulators and role-playing scenarios at the Bristol Medical Simulation Centre (BMSC). We are pleased to say that the proposed Royal College of Surgeons' of England 'Patient Safety in Theatre Teams' simulated training environment programme is partly based on the Severn Postgraduate Medical Education /BMSC initiative.

Physiology Teaching

All surgical Core trainees undertake a compulsory four-module physiology-teaching programme at the AIMS CETL Human Patient Simulation Teaching Suites at the University of Bristol. The Suites each house a state-of-the-art, life-sized high fidelity METI Human Patient Simulator (HPS) which can be programmed to model a wide range of physiological, pharmacological and pathological states relevant to surgical practice.

Surgical Skills Teaching

A wide range of surgical skills simulated teaching is undertaken within Severn Postgraduate Medical Education. Surgical Core trainees undertake a programme of compulsory surgical skills training in Bath, Taunton and Gloucester using a range of simulated skills workstations (MIS box trainers, vascular anastomosis jigs, mannequins for urethral catheterisation and CVP line insertions, 'Limbs and Things' hernia repair models, harvested pig bowel for gastrointestinal anastomosis).

For further information on the School of Surgery, please contact:



Professor Richard Canter
Head of School of Surgery
Richard.Canter@southwest.hee.nhs.uk

We are also very proud that here in Severn we are leading the way in the field of ophthalmic surgical simulation. Severn is the only postgraduate medical education centre outside of London that has two EYESi simulators, for cataract and vitreo-retinal surgery.

The EYESi simulators are high fidelity virtual reality simulators that enable trainees to carry out almost every stage of a cataract operation and multiple types of vitrectomy procedures, before they operate on live patients.

As well as this form of high-tech simulation, the School of Ophthalmology is working with Phillips Studios in Bristol to design model heads and eyes which can be used to simulate strabismus (squint), cataract, glaucoma and retinal surgical procedures. Further information on these simulation models can be seen on www.simulatedocularsurgery.com

For further information on the School of Ophthalmology, please contact:



John Ferris
Head of School of Ophthalmology and
Training Programme Director
John.Ferris@glos.nhs.uk

A further example of advanced simulation training in the Severn region is with our School of Obstetrics and Gynaecology (O&G) who have been leading research into the introduction of simulation training in O&G. Obstetric simulation has been shown to improve perinatal care and outcome. As a result, obstetric multi-professional simulation training is a mandatory component of O&G training in all Trusts in the South West and is now being introduced both nationally and internationally.

“Man's most valuable trait
is a judicious sense of
what not to believe”

Euripides

A Pioneering Accreditation System for Educational and Clinical Supervisors

Severn Postgraduate Medical Education recognises the importance of training and development for Educational and Clinical Supervisors. As such we have devised a pioneering training and development programme and online accreditation system which ensures our Supervisors are meeting the GMC's high standards of education. This programme was devised in conjunction with Severn's Quality department and anticipated national accreditation requirements by several years.

So far, about 90% of our Educational Supervisors and 60% of our Clinical Supervisors are fully accredited. The remaining are new supervisors working towards full accreditation. With approximately 1,500 Educational and Clinical Supervisors at Severn, the high percentage of those accredited is an incredible achievement.

We have also developed a self-service website for Educational Supervisors which has been recognised as an example of Best Practice nationally by the GMC and is being adopted by other Postgraduate Medical Education centres. The website allows Severn to monitor the accreditation of all groups of supervisors. It also gives direct, remote access to all supervisors and their Medical Education Managers in the Local Education Providers to view their training against the accreditation requirements.

Furthermore, we have launched a bespoke, online e-learning package for Educational Supervisors in January 2013. The package provides ongoing support for the Continuing Professional Development (CPD) of all Educational Supervisors.

For more information on the IT system to record Educational Supervisor accreditation requirements, please contact:



Adrian Ashley

IT Projects Manager

Adrian.Ashley@southwest.hee.nhs.uk



Severn's Forward-Thinking IT Department

We have a very active and responsive IT department at Severn Postgraduate Medical Education, who are running a variety of innovative projects to support the work of Severn's functions and the wider faculty.

In addition to the ongoing commitment to ensuring a smooth, up-to-date service, the IT team has been managing the following innovative projects:

- **Ophthalmology Recruitment**

National recruitment for the Ophthalmology speciality creates a high volume of paperwork during the selection process. It is essential to ensure that this is accurate and so, to assist with the process, the IT department has been utilising QR codes (Quick Response Codes) which are a type of two-dimensional bar code, first designed for the Japanese automotive industry. These codes aid efficiency and has been a very successful innovation. It is now also being used in ST3 Surgical recruitment.

- **Intrepid 10**

In conjunction with the Wales Deanery, Severn is leading work to create the latest version of the nationwide Intrepid database. The system is used by the majority of postgraduate medical education centres to manage the data concerning trainees, their study leave, Annual Review of Competence Panel outcomes and essential information to manage their performance of placements.

- **Bring Your Own Device (BYOD)**

Severn recognises that increasingly employees use more of their own electronic devices in order to manage their work and personal lives. We are unique in the country to be using the Bring Your Own Device (BYOD) service. This means that we are able to ensure that mobile devices belonging to Severn staff can be appropriately connected to and supported by a managed environment, with complete security.

- **NHS National Patient Safety Agency**

Severn Postgraduate Medical Education is keen to ensure that trainees are given pertinent, timely information. We are therefore at the forefront of an NHS National Patient Safety Agency Initiative. Here, state-of-the-art technology is utilised to inform trainees of the most recent warnings and developments in medical practices. These warning include text and email communications.

For more information about the Severn's Information and Technology projects, please contact:



Vince Goddard
Information and Technology Manager
Vince.Goddard@southwest.hee.nhs.uk

For more information about the development of the Intrepid 10 database, please contact:



Adrian Ashley
IT Projects Manager
Adrian.Ashley@southwest.hee.nhs.uk



Public Health's Technology Enhanced Learning Working Group

The School of Public Health has established a Technology Enhanced Learning Working Group to identify innovative opportunities to improve practice through technology.

They have created a 'Huddle' (cloud workspace) for all Public Health Registrars and the programme team. This provides a discussion forum, file sharing functions, a shared calendar, 'whiteboards', and a number of other features.

An evaluation has found that Huddle has improved communication and collaborative working among the population of trainees, who are dispersed across a geographically large region. Trainees can share resources, example pieces of work and training opportunities as well as collaborating on consultations and campaigns and improve project management and dissemination of information.

For more information about the School of Public Health, please contact:



Dr Christine Hine
Head of School, South West School of Public Health
Chris.Hine@bristol.gov.uk

Embracing E-learning in our School of Dentistry

Over the last two years, the School of Dentistry has developed and implemented a number of innovative on-line formative assessment tools and online course booking for dental nurses and dentists.

- **Online Formative Assessment Tools**

This includes revision material for dental nurses and radiography for dentists. The online software allows greater and easier access to the training material, as well as improving the ease and efficiency for Programme Directors to follow the progress of trainees.

- **Online Courses Booking System**

Over the last decade, Severn Postgraduate Medical Education has developed a very sophisticated online course management system (IDentistry) that includes advanced search facilities, online booking and payments, CPD records and an award-winning car-share system for delegates built into the system. For more information, please visit www.maxcourse.co.uk/swdentalpg

For more information about the School of Dentistry, please contact:



Dr Alasdair Miller
Dental Postgraduate Dean
Alasdair.Miller@bristol.ac.uk

Our Advanced Environmental initiatives

At Severn Postgraduate Medical Education we believe in leading by example, and this is never more true in our strive to be as sustainable as possible. We believe the key to increasing our sustainability credentials is by educating and engaging our staff and colleagues.

Severn's Award-Winning Green Team

Since 2008 sustainable working practices have been gradually embedded into working life at Severn Postgraduate Medical Education. In addition to having an active, enthusiastic and growing 'Green Team', Severn is also fortunate to have an Executive member, Dr Geoff Wright (Associate Dean for Modernising Medical Careers) raising the sustainability agenda at senior level both at Severn and with the South West Local Education and Training Board (SW LETB).

Severn is keen to be responsive to the NHS government target of reducing carbon emissions by 80% by 2050 and we are pioneering in this work when compared with other postgraduate medical education centres nationally. Examples of some of the Green Team's work that we are especially proud of are:

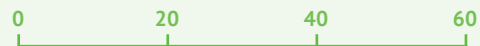
'Green' Survey

The first Severn 'Green' survey was carried out by the Green Team in 2012. The purpose was to help drive forward the sustainability agenda and engage core staff. The survey helped to identify some key development areas for the 'Green Team' to help increase engagement in sustainability, including having managerial support and encouragement, and providing developmental workshops and educational activities for staff.



I am interested in sustainability in my everyday life

(including outside of work)



Carbon Conversations

Severn's 'Green Team' have completed work with a group called 'Carbon Conversations' and have become trained as facilitators in delivering engaging and interactive workshops covering many different aspects of carbon reduction to help educate staff further in this area.

Bristol Zoo's 'Walk of Fame' Green Team Award

Severn is very pleased that our 'Green Team' was placed in the top three for this year's Bristol Zoo's 'Walk of Fame' Green Team Award. The Green Team award is for groups that have shown outstanding commitment, innovation or achievement in working towards a better environment.

For more information about Severn's Green Team, please contact:



Dr Geoff Wright
Associate Dean for Modernising Medical Careers and Sustainability Lead
Geoffrey.Wright@southwest.hee.nhs.uk



Shara Paulo
General Practice Education Manager and member of the Green Team
Shara.Paulo@southwest.hee.nhs.uk



Tailte Breffni
Support and Development Manager (Trainee Support) and member of the Green Team
Tailte.Breffni@southwest.hee.nhs.uk

The Public Health Sustainability Priority Group

Public Health trainees are often required to travel long distances around the south west for their training in locations such as Health Protection Units. A travel audit, coupled with qualitative research with StRs in the Severn region highlighted areas for improvement.

This led to a review of venues for tutorials and procurement and the encouragement and use of web-conferencing.

Furthermore, to improve trainee's awareness of the carbon emissions associated with their travel the Trainee-led Sustainability Priority Group have adapted the standard staff travel claim form to calculate carbon dioxide emissions. This provides trainees with graphs for each month showing their mileage and emissions, in order to encourage more sustainable travel practices.

For more information about the School of Public Health, please contact:



Dr Christine Hine
Head of School, SW School of Public Health
Chris.Hine@bristol.gov.uk

Severn's Sustainability Fellows and Scholars

Primary Care - Sustainability Scholar

Launched in 2010, the School of Primary Care's Sustainability Scholar scheme aims to give high performing Primary Care trainees (at ST3 training grade) an opportunity to work on projects relating to and incorporating the sustainability agenda in the NHS.

These posts, which are unique to Severn, have support from the Centre for Sustainable Healthcare and have been welcomed nationally as innovative practice. A case study on the Sustainability Scholars scheme has also been published on the website of the Centre for Sustainable Healthcare (map.sustainablehealthcare.org.uk/severn-deanery/sustainable-healthcare-gp-registrar-scholarship-programme).

The first two Sustainability Scholars had articles published on sustainability in the British Journal of General Practice and InnovAiT, the Royal College of General Practitioners' journal for trainees. The third Scholar, Dr William Nattrass is halfway through his post and their current projects include:

- Investigating the carbon footprint of 'traditional' metered dose inhalers versus dry powder inhalers
- An 'NHS Forest' project looking at planning a 'health train' around a GP practice with signs and new trees to encourage those who might not otherwise have access to do a health walk 'circuit'.

Furthermore, a paper by Dr Paul Main (Deputy Director of General Practice Education) entitled "A Sustainability Scholarship Programme in the Severn Deanery's School of Primary Care: A case study" will be published in the journal Education for Primary Care.

For more information about Primary Care Sustainability Scholars, please contact:



Dr Paul Main
Deputy Director of General Practice Education
Paul.Main@southwest.hee.nhs.uk

Foundation School - Sustainability Fellow

Following on from the success of the Primary Care Sustainability Scholars scheme, the Foundation School have created a post for a Sustainability Fellow. This year's Sustainability Fellow conducted a study into the disposal of medication in an acute Trust. It was identified that streamlining the procurement processes, assessing disposal methods and control of the generation of prescriptions could make potential environmental and financial savings.

For more information about the Severn Foundation School Sustainability Fellows, please contact:



Dr Clare van Hamel
Associate Postgraduate Dean and Director of Foundation School
Clare.vanhamel@southwest.hee.nhs.uk



Clare Moorcroft
Foundation School Manager
Clare.Moorcroft@southwest.hee.nhs.uk



The School of Dentistry's Green Audit

In conjunction with the University of Bristol and the National Union of Students, Severn Postgraduate Medical Education launched an online Green Audit tool for dental practices this year. The aim of the tool is to understand areas of environmental excellence and to identify areas for development. It has been piloted on over 50 training practices in the South West to great success with over 20% achieving the gold standard.

For more information about the School of Dentistry, please contact:



Dr Alasdair Miller
Dental Postgraduate Dean
Alasdair.Miller@bristol.ac.uk

Professional and Generic Skills – Creating Sustainable Healthcare Systems

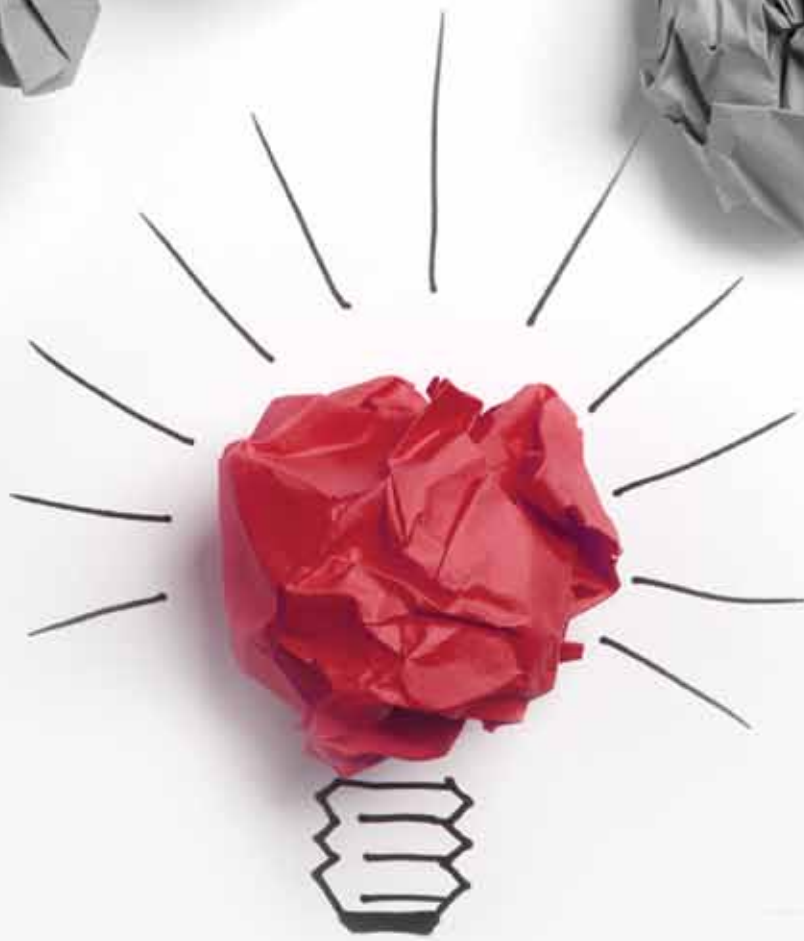
Severn's Professional and Generic Skills is a programme of modules teaching non-clinical skills. It is undertaken by all Core and Specialty trainees. The Educational Development Team, which manages this programme, are piloting a 'sustainability' module over the next year. This module will focus on 'creating sustainable healthcare systems' and will give middle-grade trainees an opportunity to learn about and explore sustainability at a number of levels whilst linking in with leadership and management elements.

The new module, which is set to commence as a pilot in October 2013, is an innovative undertaking and is unique to Severn Postgraduate Medical Education. If the pilot is successful, the module would be offered on a permanent basis along with three others that are also being trialled this academic year on the topics of Dementia Awareness, Behavioural Change for Health and End of Life Care. For more information on Professional and Generic Skills, please contact:



Alan Cook
Head of Education and Faculty Development
Alan.Cook@southwest.hee.nhs.uk





Creativity and **Innovation**



What do we mean by **Creativity and Innovation?**

“Creativity is “characterised by originality of thought; having or showing imagination” and ‘Innovation’ is “a new thing or new method of doing something”

Oxford English Dictionary

Our Innovative Improvement Initiatives

Primary Care Education Podcast Project

Dr Jo Swallow is developing a series of teaching podcasts for Primary Care Trainer’s CPD (Continuing Professional Development) requirements. One example is a podcast on ‘cardiology’ GP diagnosis and management of the metabolic syndrome. It is accessible via the Swindon GP Education site. The future aim is to make a series of 20 minute audio podcasts on clinical topics for Primary Care Trainers.

For more information on the Podcast Project, please contact:

Dr Jo Swallow

**GP Training Programme Director,
Swindon Patch – School of Primary Care**
joannaswallow@yahoo.com

Histopathology’s Innovative Training Approach

Within the Histopathology programme, video-conferencing is now being used at monthly training meetings between trainees at different sites. These sessions include the discussion of difficult and interesting cases. The system incorporates the use of a ‘virtual microscope’ which enables all trainees on all sites to access digital slides prior and during the training session.

Not only does video-conferencing help the School improve the quality of training, with efficient use of resources and optimal training opportunities, it also provides a more sustainable way of working.

For more information about the School of Pathology, please contact:



Dr Andrew Day
Head of School of Pathology
Andrew.Day@nhs.net

“ Innovation is the ability to see change as an opportunity, not a threat. ”

➤ **Anonymous**

Our Creative Training and Recruitment Practices

Our Creative Solution to a Shortage of Doctors in the Severn Region

In 2010 it was recognised that Severn had a shortage of senior trainee-level doctors. Severn Postgraduate Medical Education responded positively to this challenge by supporting our Local Education Providers with an international recruitment drive in India.

Applications were received in response to Severn's advertisements for posts aimed at candidates with at least two years of experience in their respective speciality. A small, speciality recruitment and selection team from Severn Postgraduate Medical Education then travelled to Delhi and Chandigarh to interview candidates. Once back in Bristol, successful applicants were assessed and the details were passed to the Local Education Providers to be considered against the known vacancies.

Severn is very pleased to report that 33 senior trainees from India were placed in the UK as a result of this process. An excellent cohort of doctors has been recruited and the recruitment campaign has proved to be a highly effective way to meet local recruitment needs in an innovative way.

Not only did Severn Postgraduate Medical Education respond to the shortage problem in a creative way, the process was also extremely cost-effective when compared to Trust-based international recruitment initiatives.

The process was so effective that a second recruitment round in 2011 secured further candidates from Bangalore and Kochi.

For further information about our international recruitment drive, please contact:



Chris Vandeleur
Business and Operations Manager
Chris.Vandeleur@southwest.hee.nhs.uk

Our Innovative Mentoring Initiative – School of Obstetrics and Gynaecology

Mentoring schemes are well known for their benefits to mentees, mentors and the employing organisations. Benefits can include:

- Increased motivation
- Enhanced performance
- Better policy implementation
- Knowledge and skills improvements
- Managing change more efficiently
- Improved succession planning

Severn Postgraduate Medical Education is therefore very proud of the successful mentoring schemes that our schools run:

The School of Obstetrics and Gynaecology (O&G) has received excellent feedback from trainees about their mentoring programme. The programme, launched in 2010, allocates a more senior trainee to mentor a junior trainee. 100% of mentored trainees wished to consider acting as mentors once they have progressed to more senior roles.

For more information about the School of Obstetrics and Gynaecology, please contact:



Dr Dina Bisson
Head of School of Obstetrics and Gynaecology
Dina.Bisson@nbt.nhs.uk



NHS
Nurse
BENEDI NURGE

Conclusion

At Severn Postgraduate Medical Education we are very proud of the innovative practices that are embedded in the work that we do every day. We are pleased to be able to share our experiences in this document.

This publication showcases some of the exciting and innovative work that we carry out across the Severn region under the guidance of Severn's seven Core Values. Underpinning those Core Values is the desire to work collaboratively with our colleagues, stakeholders and friends to achieve greater things than we could alone. Our ability to work together enables us to embrace Health Education England's new strategy and mandates with enthusiasm and a passion for improving patient care through high quality education, training, support and technology.

The development of this document would not have been possible without the engagement and enthusiasm of colleagues from across our wide range of faculties and disciplines. We would like to take this opportunity to thank everyone who took the time to contribute to this document.

We are keen to share our ideas and also to learn from the best practice of others to continue to improve and grow. We would be very happy to discuss any part of the document in further detail so we would encourage you to contact any of the contributors to find out more.

Professor Davinder Sandhu

Postgraduate Dean

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The Core Values of Severn Postgraduate Medical Education



Integrity and Honesty

We can be relied upon to be plain speaking and truthful



Striving for Excellence

In everything we do to ensure superior patient care and the best medical education



Working Together

Building relationships and trust for the long-term



Empowering

Respecting individuality, promoting learning and developing people to achieve their full potential



Leadership

Inspiring, enabling and supporting



Courageous and Judicious

Making the difficult decisions well and taking positive risks



Creativity and Innovation

Actively encouraging new ways of doing things and being at the forefront of medical education

