



**SAS Development Programme  
End of Year Programme Report  
April 2016 – March 2017**

**1.0 Overview and Key Achievements**

The SAS Project Board agreed that as the work of the SAS development project is now firmly established within NES and NHS Scotland, the SAS Project would be referred to as the SAS Programme, in order to more accurately reflect both the sustained work of the project, as well as its intentions moving forward.

As we approach the end of our fifth year of funding, we would like to reflect upon and share some of our key achievements to date. They are:-

- 1) We have an experienced Programme Team in place who are passionate and committed to raising the profile of their SAS colleagues across NHS Scotland. This Programme Team will continue to support their SAS colleagues to enable them to reach their full potential in the interests of clinical service provision and patient care and safety.
- 2) We have received 41 applications for funding this year, of which 26 were for new proposals, and 15 were applications for further funding e.g. year 2 of a course. This makes a total of 206 new applications to date, of which we have approved 84%. These include funding for enhanced training courses, accredited training programmes, experiential training for CESR purposes, experiential supervised training secondments and postgraduate qualifications in specialty specific disciplines. Four future funding panels have been agreed for 2017-18.
- 3) We have supported 94 SAS grades through the original NES LaMP programme. 194 SAS grades have registered for the new LaMP programme, of which only 36 SAS grades have been able to access course places and 23 have completed this programme over the last year. We are currently awaiting more 'trained doctor' cohorts to be scheduled throughout this year by the FDA team.
- 4) We have supported 55 applications for funding for Faculty Development Alliance: Train the Trainers courses, and 1 SAS grade has completed this course over the last year. These courses support SAS grades who have teaching and training responsibilities and underpin the implementation of GMC Recognition and Approval of Trainers standards. We are currently awaiting more courses to be scheduled throughout this year by the FDA team.
- 5) We have supported 33 applications for funding for various simulation courses to date, commissioned by us through the Scottish Simulation Centre in Larbert. We do not propose to commission any further courses as demand has ceased for these at present, but will support individuals for whom this training is relevant to apply for funding on a case-by-case basis throughout 2017.

<b>Course</b>	<b>2015 / 16</b>	<b>2016 / 17</b>	<b>Total</b>
Paediatric Emergencies	20	0	<b>20</b>
Obstetric Emergencies	7	0	<b>7</b>
Safe Sedation	6	1	<b>7</b>

- 6) We have supported 94 applications for funding for Human Factors and Patient Safety training delivered by NES Patient Safety Programme. Further workshops have been agreed for September and November 2017.

<b>Course</b>	<b>2015 / 16</b>	<b>2016 / 17</b>	<b>Total</b>
Human Factors & Patient Safety	62	32	<b>94</b>

- 7) We have worked in collaboration with the GMC CESR Team in Manchester to host workshops for SAS doctors to learn more about the CESR process, and how to take forward an application. We have supported 162 individuals to attend these courses. Further workshops are scheduled for November 2017.

<b>Course</b>	<b>2014 / 15</b>	<b>2015 / 16</b>	<b>2016 / 17</b>	<b>Total</b>
GMC CESR workshops	103	44	15	<b>162</b>

- 8) We have supported 11 applications to undertake Court Familiarisation training and 13 applications to undertake Court Report Writing training in collaboration with the Faculty of Advocates. Further training for 2017 is being developed in association with the Central Legal Office (CLO).

<b>Course</b>	<b>2016 / 17</b>	<b>2017 / 18</b>	<b>Total</b>
Court Familiarisation Skills	11	2 courses scheduled, combining both themes	<b>11</b>
Court Report Writing Skills	13		<b>13</b>

- 9) We hosted a series of local SAS Educational Events, organised by the local SAS Educational Advisers in their Health Board areas in association with local BMA representatives with respect to job planning advice and appraisal and revalidation guidance. We plan to continue to increase our visibility within the boards through future local events organised by our network of Educational Advisers in 2017-18.

<b>Health Board</b>	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>Total</b>
NHS Borders		15		13	<b>28</b>
NHS Greater Glasgow & Clyde	51	12	45	37	<b>145</b>
NHS Lothian	46	32	42	35	<b>155</b>
NHS Dumfries & Galloway				18	<b>18</b>
NHS Ayrshire & Arran				24	<b>24</b>
NHS Grampian			18		<b>18</b>
NHS Fife		5			<b>5</b>

- 10) On 8th March 2017, we hosted our second SAS Annual Conference in association with the Royal College of Physicians and Surgeons of Glasgow. This conference was fully subscribed with 123 SAS grades in attendance. Keynote speakers from the Scottish Government and BMA covered pertinent topics. A host of interactive workshops were provided by subject matter experts such as GMC, BMA, NES and RCPSG.

Our first Annual Conference in March 2016, also held in RCPSG, attracted 125 SAS grades.

Ongoing annual funding is critical to support the continuing development of the 1250 SAS grades across NHS Scotland to optimise patient care within the services they provide.

## **2.0 Programme Board and Managed Educational Network**

Professor Anthea Lints, GP Director of Education and Chair of the SAS Programme Board retired in March 2017. Professor Ronald MacVicar will assume overall strategic responsibility and will chair the quarterly SAS Programme Board meetings from April 2017 onwards, supported by Mr Adrian Dalby, General Manager, Professional Development Workstream.

Dr Lynne Meekison (NHS Lothian) and Dr Sue Robertson (NHS Dumfries and Galloway) remain in post as SAS Programme Leads on a job share basis, as well as continuing to work as SAS Educational Advisers in their own health board regions.

Gill Campbell, SAS Programme Officer, continues to provide daily support to the Programme Board, SAS Programme Leads, SAS Educational Advisers and wider SAS community, but her time on the SAS Programme has reduced significantly, as her portfolio of work has expanded across other Scottish Government funded education initiatives managed by NES Medical Directorate.

The SAS Programme Board meets quarterly to discuss operational issues and considers all applications for funding based on individual merit and set criteria. The Programme Board includes representation from NES, Directors of Medical Education (DME), Director of Dental Education, Scottish Association of Medical Directors (SAMD), and BMA.

### **SAS Educational Adviser Managed Educational Network Structure below**

When the SAS Programme was established, the number of SAS grades in each Health Board area was estimated and this estimation provided the basis of the allocations of Educational Advisers to each Health board territory.

In 2015, the number of Educational Adviser sessions was reduced to reflect the accurate numbers of SAS grades that had been identified in each of the Health Board areas, according to a set formula. The allocation of sessions may need to be adjusted going forwards, according to the agreed set criteria, as the numbers of SAS grades in some Health Boards has altered over time.

<b>NHS Health Board</b>	<b>Current EA PA commitment</b>	<b>Approx no of SAS grades in 2015</b>	<b>Approx no of SAS grades in 2017</b>
NHS Dumfries & Galloway	0.5	52	56
NHS Lothian	2	220	242
NHS A&A	1	112	105
NHS Forth Valley	1	61	60
NHS Fife	1	90	89
NHS Highland & Western Isles	1	81	68
NHS Greater Glasgow & Clyde	3	270	239
NHS Borders	0.5	31	23
NHS Tayside	1	108	110
NHS Lanarkshire	1	100	143
NHS Grampian, Orkney, Shetland	1	125	105
<b>Total number</b>	<b>13</b>	<b>1250</b>	<b>1260</b>

Lynne Meekison &  
Sue Robertson,  
Programme Leads  
0.5 PA                      1.0 PA  
SAS Programme Officer    40%

**Model and rationale for identifying proposed reduction in EA PA sessions in 2015:-**

0-50 SAS grades	0.5
51-100 SAS grades	1
101-150 SAS grades	1.5
151+ SAS grades	2
250+ SAS grades	3

**3.0 Priorities for SAS Funding**

In 2015, the SAS Programme team met with Scottish Government to review and re-evaluate our funding criteria. We prioritise and channel SAS funding towards applications which clearly demonstrate the aims to improve service and patient related outcomes, for example; hands-on procedural based training, experiential supervised training secondments, training SAS grades to improve their clinical skills such that they can then take on increased responsibility for delivering clinical services and procedures (particularly in clinical areas under the most pressure), and also training which leads to more independent practice. We are able to demonstrate that our funding panels rigorously uphold these updated criteria when considering applications for funding.

#### 4.0 Financial Spend

<b>Total Budget (2016-2017)</b>	<b>£500,000.00</b>
<b><u>Managed Educational Network</u></b>	
SAS Programme MEN (salary costs)	£140,027
<b><u>SAS Training support</u></b>	
Development Fund applications	£196,700
SAS Courses	£3,423
SAS National Development Day	£7,000
Travel and subsistence costs	£17,876
Administration	£5,871
<b>Estimated total spend</b>	<b>£377,897</b>

#### 5.0 Summary of SAS Funding Applications Received

- 1) Applications received in this reporting period (April 2016 – March 2017)

<b>NHS Health Board</b>	<b>Total no of new applications</b>	<b>Total number approved</b>	<b>Percentage of new applications approved</b>	<b>Total no of apps for further funding</b>	<b>Percentage of apps for further funding approved</b>
NHS Lothian	5	5	100%	2	100%
NHS Greater Glasgow & Clyde	15	15	100%	7	86%
NHS Dumfries & Galloway	0	0	N/A	0	N/A
NHS Ayrshire & Arran	1	0	0%	2	100%
NHS Forth Valley	3	3	100%	0	N/A
NHS Fife	1	1	100%	0	N/A
NHS Tayside	0	0	N/A	0	N/A
NHS Highland	0	0	N/A	0	N/A
NHS Grampian	1	0	0%	1	100%
NHS Lanarkshire	0	0	N/A	1	100%
NHS Borders	0	0	N/A	2	100%
NHS Orkney	0	0	N/A	0	N/A
NHS Shetland	0	0	N/A	0	N/A
NHS Western Isles	0	0	N/A	0	N/A
<b>Total number of applications</b>	<b>26</b>	<b>24</b>	<b>92%</b>	<b>15</b>	<b>93%</b>

<b>SAS Funding Application Type</b>	<b>Total no of new applications</b>	<b>Total no of new applications approved</b>	<b>Percentage of new applications approved</b>	<b>Total no of apps for further funding</b>	<b>Percentage of apps for further funding approved</b>
Postgraduate Qualification	2	2	100%	8	100%
Training course	20	18	90%	1	100%
Experiential training (non CESR)	0	0	N/A	1	100%
Experiential training for CESR	4	4	100%	3	100%
Accredited training programme	0	0	N/A	2	50%
Training course + supervised training	0	0	N/A	0	N/A
<b>Total number of applications</b>	<b>26</b>	<b>24</b>	<b>92%</b>	<b>15</b>	<b>93%</b>

2) Applications for new proposals received to date (as of March 2017)

<b>NHS Health Board</b>	<b>Total no of new applications submitted to date</b>	<b>Total no of new applications approved</b>	<b>Percentage of new applications approved</b>
NHS Lothian	46	43	93%
NHS Greater Glasgow & Clyde	48	43	90%
NHS Dumfries & Galloway	22	14	64%
NHS Ayrshire & Arran	19	17	89%
NHS Forth Valley	18	16	89%
NHS Fife	14	9	64%
NHS Tayside	11	11	100%
NHS Highland	10	4	40%
NHS Grampian	8	6	75%
NHS Lanarkshire	5	5	100%
NHS Borders	5	5	100%
NHS Orkney	0	0	0
NHS Shetland	0	0	0
NHS Western Isles	0	0	0
<b>Total number of applications</b>	<b>206</b>	<b>173</b>	<b>84%</b>

<b>SAS Funding Application Type</b>	<b>Total no of new applications submitted to date</b>	<b>Total no of new applications approved</b>	<b>Percentage of new applications approved</b>
Postgraduate Qualification	64	50	78%
Training course	80	67	84%
Experiential training (non CESR)	17	12	71%
Experiential training for CESR	26	26	100%
Accredited training programme	9	8	89%
Training course + supervised training	10	10	100%
<b>Total number of applications</b>	<b>206</b>	<b>173</b>	<b>84%</b>

## 6.0 SAS Development Fund Evaluation - Impact Analysis and Benefits Realisation

We have requested individual feedback from 115 SAS doctors/dentists following successful completion of any approved development to date. We had an 84% response rate, having received information from 96 SAS doctors/dentists.

Of these successful applicants, 96% felt that it had contributed to their personal development plan (PDP) from their previous appraisal, 98% felt it had been value for money and 99% would recommend it to others. 98% felt it had contributed to improving the quality of patient care.

When asked about contribution to new clinical services, a particular aim of the Scottish Government in providing funding, 60% said that their development contributed to new initiatives at work. The table below shows which new services have been provided as a direct result of the SAS Programme funding.

Type of new service provided	Number (% of total respondents)
New clinical procedures	41%
Additional theatre sessions	9%
Additional clinic sessions	22%
Teaching and training of others	56%
Supervision of others	39%
Leadership tasks and duties	33%
Management tasks and duties	19%
Other	20%

## 7.0 Clinical Director Engagement - Impact Analysis and Benefits Realisation

The SAS Programme has prospectively requested feedback from 131 Clinical Directors who supported successful applicants. We have had a response rate of 47%, receiving feedback from 61 Clinical Directors to date. They were asked specific questions about the impact on service delivery and patient care.

1) How has this development benefited this individual and their practice?

Increasing level of knowledge	98%
Increasing level of skill	88%
Increasing level of experience	75%
Increasing level of confidence	80%

2) How has this development benefitted clinical service delivery?

Additional clinical procedures	93%
Additional theatre or clinic sessions	66%
Teaching, training or supervision of others	86%
Leadership or management tasks / duties	64%

3) How has this development benefitted patient care?

Quicker diagnosis or treatment	97%
Less need or no need for onward referral to other services	66%
Reduction in overall waiting times	46%
Improvement in the overall patient journey/experience	67%

This provides clear evidence that the SAS Project is achieving its aims to unlock the potential of SAS doctors and dentists in NHS Scotland and to develop them in order improve the quality of patient care.

## 8.0 Mapping SAS Programme Outcomes to 2020 Vision Deliverables

The Clinical Directors were also asked to consider the 2020 vision with the following question: -

Which 2020 vision areas best map to this development?

Person centred care	71%
Efficiency and productivity	67%
Integrated care	48%
Safe care	44%
Care for multiple or chronic illnesses	38%
Workforce Planning	31%
Unscheduled or emergency care	23%
Health inequalities	23%
Early years	21%
Innovation	17%
Prevention	13%
Primary care	4%

We consider that the above results confirm that the developments funded by the SAS Programme are keenly aligned to the Scottish Government's 2020 vision, with particular respect to Person Centred Care 71%, Efficiency and Productivity 67% and Integrated Care 48%.



## 9.0 Planning for 2017- 2018 and Beyond

In 2016-17 there were fewer SAS able to attend Leadership and Management (LaMP) training due to reduced availability of these courses. The demand for this type of development from SAS remains high, and we hope to be able to offer more courses this coming year.

At all times, there has been prudent management of the SAS Development Programme budget. The significant underspend in 2016-17 reflects this. Some applications for funding which were submitted in 2016-17 will involve secondments in 2017-18, at a cost of £43,453 from the new budget. Although in 2016-17 there were fewer applications to the SAS fund, those applications we received were of high quality and with demonstrable patient benefit.

Individual SAS are keen to develop in their roles and there is support from within their departments for their development; however concerns have been raised that some individuals were unable to be released for secondments due to a lack of trained locum staff to provide the required backfill. Pressures of service and vacant posts have also impacted on individual SAS's time to train.

For 2017-18, the SAS budget has been maintained at the current level, reflecting the importance of this project in Scotland.

The SAS Programme is now firmly embedded in the work of NES and NHS Scotland and continues to provide significant opportunities for SAS doctors and dentists to further develop the service they can provide thereby improving the breadth and quality of care delivered to patients in NHS Scotland. The impact analysis detailed within our annual report provides evidence that the project is successfully delivering these aims.

The Shape of Training review is likely to change the environment of UK medical training. This review highlighted the need to develop opportunities for SAS doctors in the future and the Scottish SAS Programme is recognised as an excellent example of equitable delivery of those development opportunities.

The network of local SAS Educational Advisers (EAs) who are SAS grades themselves and based within the health boards, has been shown to be integral to the success of this programme. These EAs can communicate the development aspirations of the present and future cohorts of SAS grades whilst understanding the needs of service. The programme aims to align the opportunities provided to meet the needs of both SAS grades and service in the next financial year and further into the future.

We aim to be progressive and adaptable in this ever-changing environment and will continue to champion a blended learning approach with both teaching and experiential learning, aiming to maximise the benefit of the funding to successful applicants.

We will also continue to collect data prospectively to assess the impact of the Scottish Government funding on the service delivered to our patients.

We continue to provide a webpage (<http://www.scotlanddeanery.nhs.scot/your-development/specialist-and-associate-specialist-doctors-and-dentists/>) that acts to signpost SAS to useful areas of development and also provides examples of previous successful applicants either by case history or vlogcast.