

**LONDON DEANERY  
STRATEGIC BUSINESS  
& INVESTMENT PLAN**

**2008 - 2011**

## Introduction

This plan aims to provide the London Deanery with a strategic direction from 2008- 2011 that aligns with and contributes to NHS London's strategic priorities for this period. London Deanery and NHS London have developed the plan in partnership using a structured process addressing five key questions:

- Where are we now?
- Where do we want to be?
- What will it look like when we get there?
- What do we need to do?
- When do we need to do it?

This has been achieved by:

- Assessing the current business model
- Identifying what the Deanery's stakeholders require of it to provide
- Defining an overall vision and supporting visions for each process to articulate the outcomes to achieve by 2011 in order to meet stakeholder goals
- Identifying the projects to achieve the vision

The plan provides the framework for the Deanery to align its resources and projects to the strategic priorities. It is a living document and will be adjusted to meet changing priorities and circumstances. The plan also provides an overview of the purpose and intent of the Deanery and how it intends to deliver and is thus a key communication document for all stakeholders.

## Our Vision

### “World-class education for world-class healthcare”

We intend to be recognised for the excellence of postgraduate medical and dental education in London. We will do this by producing doctor’s and dentists with the potential to be tomorrow’s clinical leaders. They will be equipped to provide leading edge care to their patients and exceed expectations in their overall contribution to national healthcare.

Everything we do will be based on the best available evidence and our aspiration that the training we provide is sensitive to individual needs. Our training will be responsive to both current and emerging service needs and will equip trainees to provide the highest quality of patient care through maximising the unique learning resources and opportunities within London. We will also support qualified GPs and dentists, and their teams, to achieve their full potential through continuing professional development.

### Key strategic ambitions for 2011

- We will have robust evidence of the value we add to London and the NHS nationally through delivery of excellence in our services over and beyond compliance with PMETB/SDEB.
- Our training programmes will be aligned to the emerging models of care set out in **Healthcare for London** and our priorities will be agreed collaboratively with NHS London.
- Our selection process will be recognised as being efficient, fair and equitable and will result in London attracting the calibre of trainees to provide the workforce as defined by NHS London and the London health economy.

## NHS London Vision

### “World-class health and healthcare for Londoners”

The Deanery’s work is carried out within the overall framework of NHS London’s vision and strategic objectives. An overview and basic read across of strategic objectives follows:

#### NHS London’s Mission:

Our role is to:

- Provide strategic leadership for the NHS in London
- Build an affordable and sustainable health service in London
- Encourage the NHS in London to work in partnership with stakeholders

#### NHS London Values

- Innovative
- Collaborative
- Proactive
- Outcome focussed
- Inspiring

#### NHS London aims and strategic objectives relevant the Deanery

Work in Partnership with pan London organisations to improve health and reduce health inequalities:

- Number of GPs per population greatest in most deprived wards

Support NHS employers to attract, retain and develop a high-quality workforce with appropriate skills:

- Minimum of 20% year-on-year increase in MPET spending on continuous professional development.
- To effect a 20% shift in the number of medical and nursing staff based in secondary to community care settings

## The Deanery has to adapt to both increasing volumes of business and to higher expectations of how it performs

### Increasing volumes of business

- Need to assimilate and utilise increasing numbers of UK medical and dental graduates
- Need to respond to recent significant increase in volume of business resulting from taking on the responsibility for the SHO grade and converting this to core medical training. **Directly managed trainees increase by a third (from 7,500 to 10,000 in one year).**

### Increasing expectations

- Patient expectations are changing – patients want information and choice
- Need to respond to the requirements of the new regulatory organisations, PMETB and SDEB
- Trainee doctors and dentists are becoming more demanding – more flexibility, 'right' to employment and quality of training
- As policy and priorities for healthcare continue to change the Department increasingly requires the Deanery to respond effectively and appropriately within a political context

### Increasing need to adapt to a changing environment – significant recent changes

- Modernising Medical Careers and the introduction of PMETB
- A continuing horizon of change in policy and processes
- The Tooke recommendations require agility, flexibility and responsiveness from the Deanery

## The Deanery needs to grow its organisational capability to enable it to meet the challenges of the next three years

Historically the Deanery's organisational capability has been appropriate for the scale of operations expected from it. However consolidation into a single Deanery for London has created a different scale of operations - one that is significantly greater than for any other Deanery in the country. In addition, the workload is significantly increasing and the Deanery needs the capability that will allow it to flex to changing demands and adapt rapidly to changes in national policy.

Whereas in the past the Deanery's organisational capability was sufficient to make the transactional operations of the Deanery appear to happen "effortlessly", the changing environment means that the Deanery's organisational capability requires development to meet the challenges going forward. It has reached a scale where more formal frameworks and working practices are needed to deliver robustly.

Six priority areas for development have been identified for organisational development. Five of these have already been reported to NHS London and approved and the sixth also stems from the Pa Consulting review and involves the creation of the committee secretariat to formalise governance arrangements. Action is already in hand to take these priority areas forward in a number of areas. The table on the next page sets out these areas and defines the actions proposed in 2008/9 to build the capability required.

The Deanery has identified six key priorities for organisational capability development in 2008/9

	Capability issue	Action proposed for 2008/9
1.	The Deanery needs to strengthen its capability to deliver transactional operations and to develop a more formal management framework that holds all members of the Deanery to account for delivery	<b>Recruit a Chief Operating Officer</b> to be tasked with developing the management framework required and building the team to deliver it effectively. The COO will hold the organisation to account for delivery.
2.	The Deanery has to deliver significant change over the next three years and it needs to develop the project management capability to ensure this change is delivered	<b>Establish a central Project Office</b> to provide project management support across the Deanery. The Project Office will: <ul style="list-style-type: none"> <li>- Ensure consistent project management across all projects and promote consistent good practice</li> <li>- Provide hands on PM support to projects</li> <li>- Coordinate and consolidate project performance to ensure activity remains aligned to its strategic priorities</li> </ul>
3.	The Deanery now collects large quantities of data, but does not have the analytical capability to ensure that the intelligence is extracted out of this data to inform the actions and decisions of Deanery	<b>Establish dedicated analytical capability</b> within a small team to ensure that the Deanery makes effective use of the information available to it and develop evidence of excellence and value. This team will be responsible for extracting business intelligence from the Deanery's data warehouse, they would not be responsible for the technical running of the system.
4.	The scale of the Deanery now demands a more structured approach to communications – inwards to employees and outwards to all stakeholders. Historically this has been done by Board members, but this is no longer practical	<b>Recruit a dedicated communications manager</b> to bring a planned approach to communication and to provide a professional support to the development of communication content
5.	The introduction of Schools and the acquisition of the quality management role requires that the Deanery has a more formal structure to assist with its governance.	<b>Establish a small Committee Secretariat</b> to ensure appropriate appointments to Boards, clear minuting of decision making and communication between Boards based on delegated authority and clear terms of reference.
6.	The scale of the Deanery requires a more structured approach to managing part time associate clinical staff to ensure these resources are used to best effect.	New structures to manage clinical associates have been introduced in 2007/8 and early indications are that these are working. This will be reviewed mid-year 2008/9.

**This will mean the following key process outcomes are realised in each year of the planning period**

<b>Activity</b>	<b>2007/8</b>	<b>2008/9</b>	<b>2009/10</b>	<b>2010/11</b>
Developing the process for contributing to national and international policy	A formal process is established and agreed by the Deanery Board and NHS London			
Developing & implementing a collaborative process for agreeing priorities with NHS London	Project owner and project team established to develop process Process developed and signed off by both Deanery board and NHS London	Process developed	Process embedded	Process embedded
Managing progress against the internal business plan		Clear roles & responsibilities established and put into practice Progress against the plan considered at Deanery Board meetings	Progress reported and addressed at Deanery Board meetings Progress highlights provided to NHS London	
Constructing and overseeing training programmes		New training programmes designed	Evidence of value from world-class training programmes is readily available	Evidence of value from world-class training programmes is readily available
Develop, deliver, and embed the selection processes		2008 recruitment is delivered Recruitment process for 2009 is designed	Agreed recruitment process is implemented for all specialties	Agreed recruitment process is embedded for all specialties

<b>Activity</b>	<b>2007/8</b>	<b>2008/9</b>	<b>2009/10</b>	<b>2010/11</b>
Establish a process for tracking posts		A robust process for tracking posts is established	Process for tracking posts provides accurate, accessible data	
Develop, deliver, and embed the assessment process		2008 assessments are delivered Enhanced assessment process is designed	Enhanced assessment process is implemented and embedded	
Faculty Development	Faculty Development processes established	Faculty Development is rolled out quickly to support high volumes of educators	Faculty Development is a well established core business function Trainers are accredited to Deanery's quality standards	
Managing the training environment		A joint Deanery / NHSL mechanism for holding Trusts / PCTs to account		
Develop CPD process		CPD process is a proactive process		
Align post tracking and funding process		Funding is informed by accurate post numbers		
Develop, deliver and embed Quality Management	Quality Management processes designed	Quality Management processes are implemented PMETB / SDEB requirements are met	PMETB / SDEB requirements are met and quality management processes embedded throughout Deanery	

To support realisation of the process outcomes the following enabling activities are key

<b>Activity</b>	<b>2007/8</b>	<b>2008/9</b>	<b>2009/10</b>	<b>2010/11</b>
Establishing Specialty Schools	Heads of Schools appointed Board structures agreed	Specialty Schools established – STCs and recruitment aligned to specialty schools Reorganisation complete	Specialty Schools fully integrated within Deanery organisation structure	Specialty schools able to evidence world-class training
Developing the organisational capability	Associate Deans appointed and senior professional capability developed to support Specialty Schools	Chief Operating Officer appointed and successfully ensuring delivery against objectives. Project Office established Dedicated analytical capability established Communications manager recruited New management arrangements for overseeing clinical associates are reviewed Committee secretariat established		
Defining world-class and excellence	Framework for excellence proposed to the board	Framework for excellence agreed by the Board and NHS London		

Activity	2007/8	2008/9	2009/10	2010/11
Implementing information systems required to support business priorities	Recommendations from IT review considered and priorities agreed Progress initiated against agreed priorities Current development work for recruitment management continues Current development work for document management system continues	Solution for post-tracking Data warehouse for data consolidation and reporting – first stage Development of Trainee databases Document management system established Intranet enhanced to improve contact management system Financial systems developed Learning management system – pilot implementation	Consolidate post tracking solution Data warehouse for data consolidation and reporting – second stage Trainee database work in tandem with data warehouse Document management system Deanery wide Financial system consolidated Learning management system – develop and refine use	Review data warehousing – meeting info needs? Identify long term strategy LMS – review future usage

## Key Deanery Processes: Strategic outcomes and Objectives 2008/9

A review of the Deanery has identified eleven key processes which make up the business of the Deanery. For each of these processes there is a strategic outcome for 2008/11 and objectives and key performance indicators towards this outcome have been identified for 2008/9:

Process	Definition	Strategic outcomes	2008/9 Objectives	Key Performance Indicators (KPIs)
1 <b>Contributing to National and International Policy</b>	Process by which the Deanery engages with national bodies to influence both the policy for educating doctors and dentists but also to influence the way in which agreed policy is implemented	We are clear on the priority areas where we need to influence and are successful in achieving outcomes in these	<b>1a</b> The evidence to support sound national policy decisions is collected and published	Data warehousing is introduced to provide regular trainee data analysis reports to NHS London by Mar 09
			<b>1b</b> Senior Deanery staff are well placed to influence national policy	National roles for by senior team to mitigate against loss of influence as Dean Director demits as Chair of COPMeD, by Mar 09
			<b>1c</b> NHS London's Policies are supported through deanery engagement with stakeholders	Specialty Schools and Quality Management Board, comprising a wide range of stakeholders from SHA, colleges, medical school, and service, are set up by Sept 08

Process	Definition	Strategic outcomes	2008/9 Objectives	Key Performance Indicators (KPIs)	
2 <b>Agreeing what is required of the Deanery</b>	Process through which the Deanery and SHA determine the Deanery's Strategic Objectives	The Deanery's activities are defined, prioritised and agreed with NHS London. The review process ensures that priorities remain aligned to the changing circumstances	<b>2a</b>	The process through which the Deanery's strategic, business and investment plans are developed and signed off by NHS London, it transparent, effective and efficient	A Chief Operating Officer is appointed by April 08 with responsibility for liaison with the SHA
			<b>2b</b>	The Deanery's strategic objectives remain aligned with the strategic objectives of NHS London	Deanery has representation on all relevant NHS London Boards, committees and working groups by Mar 09
			<b>2c</b>	The governance of the Deanery and its accountability to the University of London and to NHS London is updated	An up-to-date agreement between the parties is signed by Aug 08
3 <b>Planning to meet objectives</b>	Internal Operating planning function	The business plan identifies the key activities required, accountabilities for delivery and progress against plan is monitored by the Board.	<b>3a</b>	Develop a procedure for business planning in the Deanery which incorporates the SHA	By May 2008
			<b>3b</b>	To undertake quarterly formal reviews of the business plan progress to inform the Board and the SHA	Reviews in Jun 08, Sep 08, Dec 08, Mar 08
			<b>3c</b>	Produce and publish an annual review document for 2007/8	Published by July 08

Process	Definition	Strategic outcomes	2008/9 Objectives	Key Performance Indicators (KPIs)
4 <b>Constructing and overseeing training programmes</b>	Process to determine how we implement the curriculum with training programmes that ensure trainees receive the proper range, depth and quality of experience	Programmes are aligned to the emerging models of care and evidence of the value delivered through programmes exceeding requirements of PMETB/SDEB	<b>4a</b> Training programmes deliver the curricula set by Royal Colleges/Faculties	Database of posts/programmes describing link between posts and the part of the curriculum that the posts delivers. Completed for 60% of the post by January 2009
			<b>4b</b> All schools establish an approach to monitoring/evaluation of their posts/programmes	This approach has been discussed by schools by March 2009. A programme of monitoring has been set up and has been undertaken in at least 6 Trusts for each school
			<b>4c</b> A developmental programme of work/trust based "generic training" is established to develop organisational skills from ST1 through to ST6/7	Trainees are undertaking this programme in at least six trusts by March 2009
			<b>4d</b> Training programmes are linked to NHS London's strategic programme and reflect new ways of working	"Darzi" posts - which are community based - have been established (10 posts) A process for evaluating this posts in comparison with standard posts has been set up by Mar 09

Process	Definition	Strategic outcomes	2008/9 Objectives	Key Performance Indicators (KPIs)
			<b>4e</b> New 4 year GP programmes are developed offering training unique to London	Minimum 20 new programmes identified, developed and advertised by Jan 09
			<b>4f</b> Increase the GP/Dental primary care workforce by increasing training for professions allied to medicine and dentistry	Increase the provision of training for Dental Care Professional to the point where they can register with the GDC by Mar 09 Increase training for GP primary care practice nurses by Mar 09
<b>5 Select candidates</b>	Recruitment of candidates to training programme	Process is accepted as robust by NHS London and seen as fair and equitable by the majority of candidates. Secures the candidates needed to meet London's future workforce requirements	<b>5a</b> Maximise training slot fill with high quality candidates	Provide on our website appropriate and easily downloadable promotional material on the jobs available by Jan 09
			<b>5b</b> A sustainable resource for managing our recruitment in house which will also comply with our national reporting requirements and be compatible with ESR	Sufficient staff and IT support in place for efficient in house recruitment processes by Jan 09
			<b>5c</b> Trusts and TPDs will be given timely information on trainees allocated to them	Rotation details recorded on a Deanery IT system by Mar 09

Process	Definition	Strategic outcomes	2008/9 Objectives	Key Performance Indicators (KPIs)
6 <b>Manage trainee progress</b>	The process by which the Deanery manages both the movement and assessment of trainees	A robust process is in place which tracks trainees through rotations and evidenced assessments demonstrating competence and explicitly including recognition of excellence	<b>5d</b> Dental vocational trainee recruitment policies & procedures established	Evaluate pilot and establish new processes by Jan 09
			<b>6a</b> Work based assessments carried out for August 2007 starters by August 2008	90% of trainees have had work based assessments in Trusts Aug 08 Deanery received 80% of summary data by Aug 08
			<b>6b</b> New work based assessments instruments are introduced, monitored and evaluated.	Each specialty school and the academic dental board encourages the uptake of WBA instruments and report to the Quality Board progress by Mar 09
			<b>6c</b> Annual Review of Competence Progression reports available for all Aug 07 starters by August 2008	ARCP has been completed and outcomes recorded and filed in Deanery for 90% of Aug 07 starters by Aug 08
			<b>6d</b> Record of In-Training Assessments maintained on all SpRs annually	RITA completed and outcomes filed in Deanery by 31 December 2008 for 90% of SpRs last reviewed in 2007.

Process	Definition	Strategic outcomes	2008/9 Objectives	Key Performance Indicators (KPIs)
			<b>6e</b> Career planning to be available to all doctors working within London	Set up careers team by Aug 08 to provide leadership, high quality materials and a web based information resource by Mar 09 Two careers workshops conducted centrally and support for one workshop within each Trust by Mar 09
<b>7 Faculty Development</b>	Driving excellence within the network of educators by developing the educational expertise of the Deanery's faculty , producing a range of targetted educational resources for clinical teachers, and promoting educational research in postgraduate medical and dental education	By 2011 trainers will be accredited to the Deanery's quality standards and each trust/practice will have an agreed faculty development plan to enhance training standards	<b>7a</b> Guidance and support for Trust based Faculty Development	All Trusts involved in training to have initiated Faculty Development Programmes by Mar 09
			<b>7b</b> Deanery provision of core courses for clinical teachers	70 course days delivered to Deanery's curriculum for clinical teachers by Mar 09
			<b>7c</b> Quality requirement defined	Deanery educational portfolio developed and pilot initiated by Mar 09

Process	Definition	Strategic outcomes	2008/9 Objectives	Key Performance Indicators (KPIs)	
8 <b>Manage the training environment</b>	Process for maintaining and developing the training environment	Standards for excellence are clear, training environments are monitored and Trusts/PCTs are held to account	<b>8a</b>	The delivery of training is modernised through the use of technological advances in education, such as simulation and e-learning	80% of London trainees have access to e-learning packages relevant to their curricula in their place of work or at home by Mar 09 60% of Trusts are regularly using simulation equipment for training Core/Specialty trainees by Mar 09 All Trusts with simulation equipment have staff trained in the use of simulation as a learning tools
			<b>8b</b>	Dental Vocational Trainees have access to e learning packages and e portfolios at their place of work	100% by March 09
			<b>8c</b>	Enhance the capacity of GP and Dental practices to increase the number and range of training opportunities available	Training capacity expanded to accommodate an increase in dental and medical graduate numbers with an emphasis on placement in deprived wards by Dec 08

Process	Definition	Strategic outcomes	2008/9 Objectives	Key Performance Indicators (KPIs)
9 <b>Manage CPD and life long learning</b>	GP & Dental: handling poor performers, providing continuing professional development and advising on the GP appraisal process	CPD is a proactive process which reduces the impact of poor performance and is recognised as helping to retain the workforce needed in London	<b>9a</b> Delivery of CPD supports the NHS London objective	20% increase in CPD uptake in deprived wards/target populations/single handed practitioners by January 2009
			<b>9b</b> Delivery of clinical governance	30% increase in dental practitioners and their teams enrolled on Key Skills course by Jan 09
			<b>9c</b> Appraisal and PDP setting in General Practice	100% of Deanery tutor staff trained in PDP setting and appraisal by Mar 09
			<b>9d</b> Formative Training in Vocational Training & SHO posts (General Professional Training)	60% of trainees in VT & SHO posts (and GPT posts) undertaking formative workbased assessments and completion of e portfolio of experience and progress
10 <b>Manage the Funding process</b>	Managing how the money flows through the organisation	Funding process is robust and based on accurate data on trainees	<b>10a</b> Align the post tracking and funding processes so that funding is informed by accurate post numbers	The post data is complete accurate and up-to-date for all trainees and data can be supplied to the Finance Department in a format that identifies funded posts by grade and trust/employer by 31 March 09

Process	Definition	Strategic outcomes	2008/9 Objectives	Key Performance Indicators (KPIs)
11 <b>Quality Management</b>	Process of developing controls to establish the quality of training and to demonstrate QM procedures	QM meets all the PMETB/SDEB requirements and provides evidence of the value of excellence	<b>10b</b> To support the delivery of NHSL & LD objectives through strategic financial management	The budget is set for 2009/10 with an appropriate allocation of funding according to priorities and objectives by Feb 09
			<b>11a</b> Establish a quality management board with lay and service membership	To have lay people on the Board and hold the first meeting by September 2008
			<b>11b</b> To manage the QAFP visit in June 08 and the PMETB Spring 2009 QA visit	To receive satisfactory reports from both visits and respond positively to the reports within the timescales given
			<b>11c</b> Ensure that Specialty Schools are establishing quality markers that link to PMETB domains	Measures are established for each of these markers and a plan for ensuring high quality information is established by March 09

The business plan will be monitored regularly and altered where necessary to meet changing circumstances.