

## Appendix 7: Quality Management of the Curriculum

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The Joint Committee on Surgical Training (JCST) works as an advisory body to the four surgical Royal Colleges of the UK and Ireland for all matters related to surgical training. It is the parent body of the Specialty Advisory Committees (SACs) and the Training Interface Groups (TIGs) and works closely with the Surgical Specialty Associations in Great Britain and Ireland. The JCST sets out a curriculum quality framework directed at evaluating and monitoring curriculum delivery against curriculum standards whereby a range of qualitative and quantitative measures inform continuous improvement. The JCST is also the umbrella organisation for the Intercollegiate Surgical Curriculum Programme (ISCP), the curriculum training management system. Through the variety of mechanisms outlined below, the JCST complies, and ensures compliance, with the requirements of equality and diversity legislation set out in the Equality Act 2010.

The quality system includes the following components:

- Quality assurance (QA): the development and maintenance of the curriculum links with the GMC's role in providing standards for training and for curricula.
- Quality management (QM): the implementation of training and curriculum standards by Deaneries/HEE Local Offices through training programmes and post locations approved by the GMC. The system includes processes for recruitment and selection and mechanisms to address concerns. SAC Liaison Members provide externality and support for local quality management.
- Quality control (QC): the implementation of training standards by local education providers (LEPs). The local delivery of curriculum is through the trainers recognised by the GMC.

### Internal Quality Review

The following mechanisms provide sources of information that, together, provide complementary information which informs quality management and quality improvement.

#### *Specialty Advisory Committees (SACs)*

There is one SAC for each GMC recognised surgical specialty and a Core Surgical Training Advisory Committee (CSTAC) which oversees core surgical training. Each SAC will comprise appointed Liaison Members to cover all training regions in the UK, the Lead Dean for the specialty, a trainee representative, the Chair of the Intercollegiate Specialty Board (ex officio), the President of the Specialty Association or deputy, a representative of Royal College of Surgeons in Ireland and additional members may be co-opted for a time-limited period to provide specific expertise as necessary. The skill set and experience of SAC members will reflect the breadth of the specialty. The Liaison Members act on behalf of the SAC by overseeing training in a particular region(s) other than their own. Duties include contributing to the local quality management systems, the ARCP and to the regular reporting through first-hand independent knowledge of training programmes.

#### *Curriculum development*

The SACs, working with their Specialty Associations, are responsible for curriculum development and maintenance. They monitor innovations in clinical practice and, when these become established components of service delivery, they can be incorporated into an approximately three yearly review of the specialty curriculum. Similarly, the JCST, ISCP Management Committee, JCST Quality Assurance Group and the SACs monitor developments in training delivery and incorporate these into formal curriculum reviews. Curriculum updates are made in consultation with all stakeholders, including trainees, trainers, speciality organisations, deans, employers, patient and lay representatives and the GMC including specific trials and pilots when required.

Equality and diversity implications are considered throughout the development of curricula in association with trainees and trainers through specific development events, which feed into impact assessments, noting any potential adverse effects on learners with protected characteristics as defined by the Equality Act 2010. Curricula are also developed through regular meetings with the GMC, helping to refine the curriculum approach and ensuring that the standards for curricula are met and identify future developments.

### *GMC Survey*

The GMC undertakes a national training survey of trainee views on their training. The findings of the survey are available by country, postgraduate body, LEP, training level and graduating medical school. The GMC also conducts a survey of educational and clinical supervisors in the UK, which aims to collect evidence on whether trainers are able to undertake their duties as trainers effectively; have support for training including trainer development and the formal recognition of their duties in job plans; are implementing curricula and assessments appropriately.

The JCST analyses the GMC's published reports on these surveys, drawing out the key messages for surgery to feed into each SAC and QA Group meeting. SAC Liaison Members are responsible for consulting on the outcomes of these discussions with those responsible for curriculum delivery in their regions including TPDs and Specialty Training Committees (STCs). They also report key learning points through their Liaison Member Reports. The JCST uses the initial analysis and feedback from these processes to help address ad hoc queries and inform projects, pilots, monitoring and evaluation work. The outcomes of these processes are to report the specialty and national view of postgraduate surgical training through a continuous model of reporting to the GMC at regional and national level.

The GMC also provides a progression data portal, which colleges and faculties can use to consider data on the progression of trainees by specialties and regions. The JCST uses these data to help identify system or policy changes that might need review in order to ensure equality, diversity and fairness. See also below – External Quality Review (the GMC and postgraduate bodies use the GMC survey findings in external quality review).

### Quality Indicators

The JCST Quality Indicators are the JCST and SACs' guidance on the attributes of good quality training posts. They are not an assessment for measuring the achievements of individual trainee. They are a tool to monitor the quality of training posts and drive quality improvement.

### JCST Survey

The JCST trainee survey measures training post compliance with the JCST Quality Indicators across all UK training programmes. The anonymised survey responses are pivotal to the JCST's quality processes. Trainees complete one survey for each training placement prior to their ARCP. As part of its five-year strategy, the JCST shares this information in the form of annual reports. The JCST also conducts a biennial survey of surgical Assigned Educational Supervisors to gather information on issues particularly relevant to surgical trainers, such as use of the web-based ISCP, time and support available to undertake training and other related activities. Analysis of the findings from these surveys are key to the work of the SACs and QA Group. This informs their meetings and the consultations SAC Liaison Members have with those responsible for curriculum delivery within their regions including TPDs and STCs. The learning points drawn from the analysis and feedback

inform all JCST work including projects, pilots and evaluation and help report the specialty and national view of postgraduate surgical training.

#### *JCST and ISCP data*

Training data collected through the JCST and ISCP are used to review quality. These include curriculum delivery, adherence to quality indicators and equality and diversity issues. The ISCP is used to monitor curriculum delivery, trainee progression and WBA performance. The ISCP Management Committee undertakes and supports qualitative and quantitative research and recruits external Research Fellows to conduct specific studies to support curriculum and assessment change.

#### *Trainee views*

Representatives of trainee associations are members of the JCST committees and have specific sections of meetings to report on training issues and raise concerns. Trainee representatives are involved in working groups, curriculum review and the development of the ISCP training management system, including, where necessary, cascading training, testing and piloting.

### **External Quality Review**

#### *Postgraduate Deans*

The responsibility for the quality management of specialty training programmes rests with the Deans. They ensure posts and programmes are approved by the GMC, oversee the appointment of trainees and of TPDs. They ensure that training in the regions is implemented in accordance with GMC-approved curricula. Deans work through STCs and Boards, seeking advice from the JCST, the surgical Royal Colleges and SACs on curriculum delivery, the local content of programmes, assessment of trainees, remedial training and the recognition and training of trainers. The Deans contract LEPs through Service Level Agreements to deliver training to agreed standards. Working alongside Postgraduate Deans, education providers must take responsibility for ensuring that clinical governance and health and safety standards are met. This includes the provision of a system of training including in equality and diversity, a process of revalidation and annual appraisals of trainers by employers set against the professional standards for Good Medical Practice.

#### *Schools of Surgery*

The co-ordination of surgical training is through Schools and their devolved nation equivalents, which are accountable to the Deaneries/HEE Local Offices. They bring together networks of lead providers of postgraduate medical education in a particular specialty or group of specialties to decide how educational initiatives are best delivered and ensure consistency of approach. Each School is led by the Head of School who acts as a workforce adviser to the education commissioners, leads on quality management of surgery, supports and develops lead providers, provides regional representation in national fora and an interface with other disciplines. The Head of School or their devolved nation equivalent also oversees the quality of training posts provided locally. The national Heads of School and their devolved nation equivalents meet through their Confederation of Postgraduate Schools of Surgery (CoPSS), which is also attended by the Chair of the JCST and ISCP Surgical Director.

### *Training Programme Directors*

Training programmes are led by TPDs or their designated equivalent. TPDs have responsibility for managing individual specialty training programmes. Their responsibilities include allocating trainees to training placements and rotations, providing systems for career management, flexible training, academic training and remedial training as well as organising the recognition and training of trainers and co-ordinating the ARCP. TPDs, working alongside Heads of School, are also introducing a standardised form for the evaluation of AES reports in order to offer feedback to AESs about the quality of their feedback to trainees, along with mechanisms for development.

### *Statutory Education Bodies*

Co-ordination and alignment of policy on medical education is devolved from health ministers to bodies governing the health services in the four nations of the UK (Health Education England (HEE), NHS Education for Scotland (NES), the Northern Ireland Medical and Dental Training Agency (NIMDTA) and Health Education and Improvement Wales (HEIW)) and Ireland (the Health Service Executive (HSE)). These organisations are responsible for healthcare, education, training and workforce development. They take advice from the JCST and the surgical Royal Colleges in order to ensure consistent regional delivery. These organisations can undertake visits to LEPs and visits can be triggered by specific concerns. They highlight any areas for improvement, agree the timetable for any appropriate action and identify areas of notable practice. SAC Liaison Members may be involved in the visits to provide both specialty-specific input and externality.

### *UK Medical Education Reference Group (UKMERG)*

The UKMERG is a forum for discussion, co-ordination and alignment of matters relating to medical education across the UK. It includes representation from the four UK health departments and the four statutory postgraduate medical education bodies.

### *General Medical Council*

The GMC is responsible for setting the standards for curricula and approving curricula as well as approval of training programmes and training post locations. The Deanery/HEE Local Office submits an application for programme and post location approval. Support for an application is available from the relevant surgical SAC. There is regular reporting to the GMC as part of their quality framework. The GMC activities may include document requests, meetings, shadowing, observations, visits and document reviews. The GMC uses the GMC survey results in quality assurance by monitoring that training meets the required standards. It will escalate issues through other QA activity such as an enhanced monitoring process. Triggered visits investigate possible serious educational failures or risks to patient safety as part of the GMC's enhanced monitoring process. The GMC's QA process includes the ability to impose a sanction in response to a failure to meet its standards including imposing conditions which limit the time or scope of approval, refusing approval, and withdrawing recognition for training.

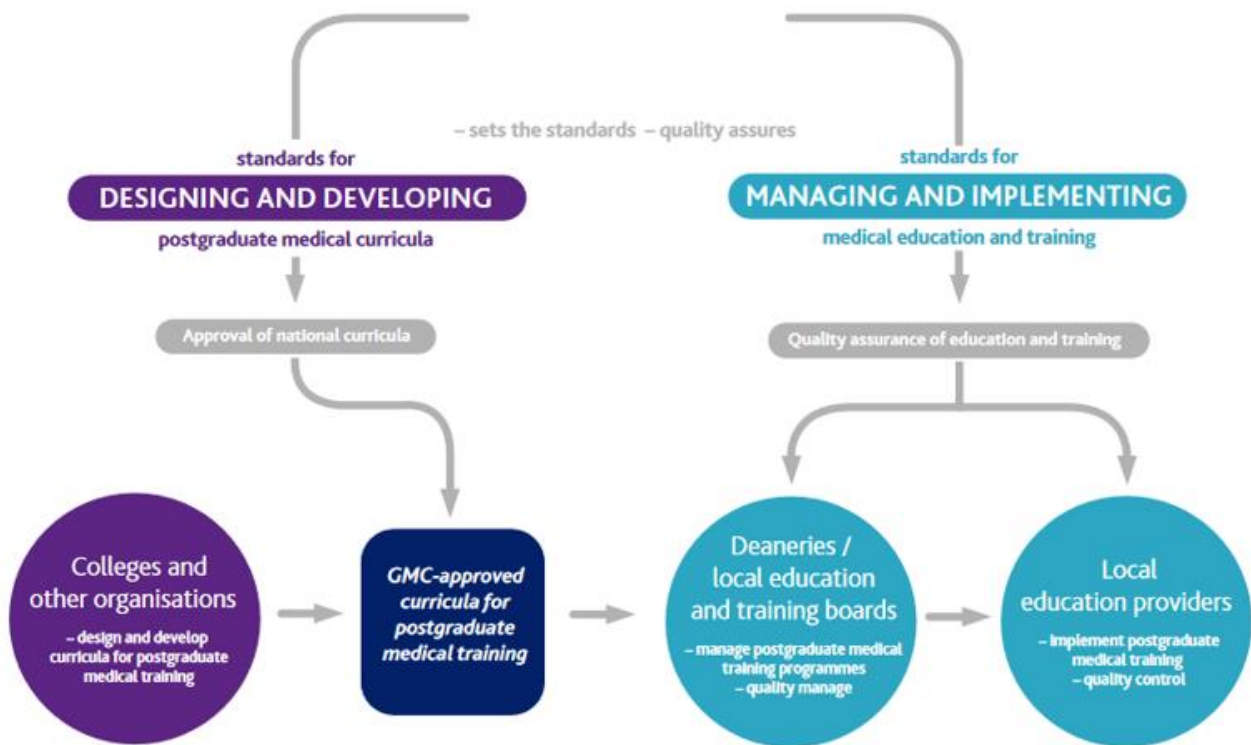


Figure 8: The quality assurance structure of the curriculum (adapted from Excellence by Design, GMC, 2017)