

Success Story



Knowledge Transfer Partnerships

Knowledge Transfer Partnerships (KTP) provides resources and expertise to thriving businesses and organisations throughout the UK who wish to innovate, expand or improve their performance.

Part funded by Government, these Partnerships involve combining the knowledge and expertise of an academic institution, such as the University of Plymouth, with the appointment of a talented graduate who works within the business or organisation on a strategic project. Visit www.ktponline.org.uk

Not Enough Hours in the Day

"Sonja's tremendous achievements through this partnership with the University of Plymouth have enabled us to more effectively reconcile the training and service delivery needs of our junior doctors in line with EU legislative requirements. Her work is valued and respected by Trust staff at all levels and is impacting upon Trust operations both locally and regionally".

Dr Adrian Dashfield, Director of Postgraduate Medical Education, Plymouth Hospitals NHS Trust

Plymouth Hospitals

NHS Trust

The Plymouth Hospitals NHS Trust (PHNT) at Derriford Hospital, Plymouth, provides acute and specialist care services to a population of over half a million people. It has 1,300 beds and employs 6,000 people including 450 junior doctors and has recently become a teaching hospital through its involvement in the Peninsula Medical School (PMS). The Trust's vision for the future is to be recognised as a leading centre of clinical excellence.

Among the many challenges facing NHS Hospital Trusts nationally is the delivery of more effective clinical training and deployment policies for junior doctors with a focus on reconciling the training and service needs within the time constraints of the EU Working Time Directive.



Sonja Derrick, KTP Associate working with PHNT

PHNT turned to the University of Plymouth's Knowledge Transfer Partnerships team and experts from the University of Plymouth's Faculty of Social Science and Business in assisting them in overcoming these issues by providing analytical and decision making support to senior management. With the appointment of KTP Associate Sonja Derrick, a Masters graduate in Management Sciences, with a strong background in operational research and business modelling, this challenging 3-year project addressed long-term strategic issues related to the educational experiences of junior doctors.

Sonja's work focused on establishing a baseline of training practices and she developed a Training/Service Continuum, highlighting the balance of education and service in junior doctors activities and factors affecting this balance. The importance of this unique area of work was recognised nationally. Sonja was influential in leading the local Medical Workforce Skills Mix Analysis group and results from this work led to a successful bid for £106k from the Strategic Change Fund to pilot new ways of working. This project was handed over to corporate management at this stage which then merged with the very successful Hospitals at Night Project which Sonja proactively supported. Sonja then developed spreadsheet and systems dynamics models to investigate the impact of changes to junior doctors activity and the training/service balance and also the impact of changes to postgraduate medical education. These models enabled management to experiment with different future scenarios, providing valuable insights and recommendations to top level Trust management.

Sonja has delivered excellent results through her Knowledge Transfer Partnership and has now been taken on in a full time post by the Trust as Foundation Years Manager. With responsibility for the new Junior Doctor training programme she will be able to continue the excellent work she has done and ensure its effective implementation.

PROJECT OBJECTIVES DEFINED

- 🌀 Analyse current training structures and systems provided for junior doctors within Plymouth Hospitals NHS Trust
- 🌀 Research existing work in workforce planning in the NHS
- 🌀 Undertake a training / service time analysis and develop procedures for ongoing monitoring
- 🌀 Clarify the Trust's meaning of 'effectiveness' and develop related performance criteria
- 🌀 Identify factors and relationships in Junior Doctors system of training and build into a systems model
- 🌀 Investigate revised working patterns and training practices for Modernising Medical Careers
- 🌀 Identify options for more effective utilisation and training of Junior Doctors and make recommendations for implementation routes and follow-on educational research
- 🌀 Disseminate results

THE BENEFITS OF THIS KTP PARTNERSHIP

To the Trust:

- 🌀 Cultural shift in attitudes towards training within the Postgraduate Medical Education Team (PGME)
- 🌀 Embedded understanding of the importance of quality of training rather than just quantity
- 🌀 Knowledge gained in how Systems Dynamics can aid decision making
- 🌀 Increased awareness of the issues surrounding 'effectiveness'
- 🌀 Knowledge of cognitive mapping and its use in decision making
- 🌀 Junior doctors helped to identify best use of their time through a training session facilitated by Sonja entitled 'Best use of Time'
- 🌀 Implementation of more effective ways of ensuring good communication with junior doctors
- 🌀 Appreciation of the need for planning for education and the resources required
- 🌀 Ability to experiment with future scenarios providing valuable insights and recommendations
- 🌀 Retention of the Associate into a key management post ensuring ongoing benefit from the KTP project

To the University:

- 🌀 Widened the scope and depth of research activities of academic staff in exposing them to the complexities of an organisation like PHNT
- 🌀 Development of cross disciplinary expertise and expansion of team's analysis in problem structuring using modeling techniques
- 🌀 Provided an opportunity for close working with senior NHS Consultants on key issues
- 🌀 Development of links between the NHS community and the University of Plymouth
- 🌀 Conference presentations and journal publications directly supporting the University of Plymouth's Research Assessment Rating (RAE)
- 🌀 Academic team have been able to utilise the work on this project to support teaching and research activities
- 🌀 Achievement of Postgraduate Diploma in Social Research and transfer to PhD by the Associate

To the Associate:

- 🌀 Project contributed to PhD thesis completed within 6 months of project ending
- 🌀 Personal and professional development opportunities in working with a wide range of medical staff and senior Trust management
- 🌀 Achieved Postgraduate Diploma in Social Research
- 🌀 Achieved PRINCE 2 project management practitioner's status
- 🌀 Achieved NVQ Level 4 in Management
- 🌀 Paper published in The Medical Education Journal
- 🌀 Papers presented at the International Systems Dynamics Conference in Boston, USA
- 🌀 Guest lecturer at The London School of Economics and Southampton University

For further information on Knowledge Transfer Partnerships and other University services contact:

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March 2006