



# Quality Management Framework Descriptor

## Context:

The application of a quality framework for postgraduate medical and dental education in Wales is essential not only to ensure compliance with national training standards but also ultimately to ensure a patient centred approach which safeguards safety. The Wales Deanery is responsible for the quality management of postgraduate medical and dental education and training in Wales. This responsibility is discharged through the application of the Wales Deanery's Quality Management Framework which is represented diagrammatically. The purpose of this document is to contextualise the diagram through the provision of a brief narrative of the following:

- The organisations with whom the Wales Deanery interacts in terms of the governance structures within which the Wales Deanery's quality activity is undertaken.
- The key stakeholders with whom the Wales Deanery interacts in the process of quality managing postgraduate medical and dental education in Wales. These stakeholders are represented by a green circle on the left hand side of the diagram. The dotted line is to represent the fact that these stakeholders also have an indirect link into quality assurance and quality control activity.
- The principal processes which are utilised to quality manage postgraduate education and training.

## Organisations:

The quality management framework diagram illustrates a range of organisations who, in combination, are key in the execution of postgraduate medical quality activity. These organisations are represented by a circle on the diagram the colour of which is dependent upon the relationship with quality as explained below:

### (a) Principal Stakeholders:

The Deanery has a comprehensive list of stakeholders in the management and delivery of postgraduate medical and dental education. These organisations are represented by a dark green circle on the diagram and have links to quality control, quality management and quality assurance activity. A brief explanation of each organisation is provided below:

- **Welsh Government**

The Wales Deanery is funded by the Welsh Government as the commissioner of postgraduate medical and dental education within Wales. The Deanery has an all Wales remit which is reflected

within the Service Level Agreement that exists between the Wales Deanery and Welsh Government.

- **Royal Colleges**

Medical Royal Colleges are responsible for writing the curricula for medical education and training and this is approved by the GMC as the regulator. Royal Colleges also have representatives based within Local Education Providers (LEPs) such as College Tutors who provide local training support.

- **Medical Schools**

The GMC have responsibility for quality assuring the continuum of medical education from undergraduate to postgraduate training. Therefore the Wales Deanery has established relationships with both Cardiff and Swansea Medical Schools in order to collaborate on the quality of medical education and training where appropriate.

- **Local Education Providers (LEPs)**

Local Education Providers (LEPs) are those Health Boards/Trusts whom the Wales Deanery commissions to provide postgraduate medical and dental education across Wales in line with national standards. An annual Service Level Agreement between the Wales Deanery and each LEP is the mechanism which confirms the LEP's accountability to the Wales Deanery for the provision of educational services to all training grades.

### **(b) Regulatory Organisations:**

The Wales Deanery is hosted within the School of Postgraduate Medical and Dental Education of Cardiff University. Given the Wales Deanery's responsibility for doctors and dentists and the clear interrelationship between service and training provision, interaction with the regulatory bodies outlined below is essential. These organisations are represented by a navy blue circle on the diagram:

- **The General Medical Council (GMC)**

The GMC have sole statutory responsibility for the quality assurance of postgraduate medical education and training. In discharging this responsibility the GMC has authorised Deaneries/LETBs as the organisations who have accountability for the quality management of postgraduate medical education and training. Therefore all quality management activity for postgraduate medical education and training is undertaken within the context of the GMC's regulatory framework. In undertaking its quality assurance activity the GMC has endorsed the Wales Deanery's approach to quality management.

- **The General Dental Council (GDC)**

The GDC has responsibility for the regulation of dentistry within the UK although comprehensive standards have yet to be finalised. Whilst the GDC's approach to the regulation of education and training is less well developed than in medicine it is anticipated that this will increase in the future and this will be supported by a single Wales Deanery quality framework.

- **Healthcare Inspectorate Wales (HIW)**

Healthcare Inspectorate Wales is the independent regulator of healthcare in Wales and its inspection activity therefore includes the service within which medical training takes place.

Whilst the Wales Deanery is not accountable to HIW, given the clear interrelationship between service and training a link has been formulated. This link provides the Wales Deanery with a mechanism to share appropriate information in recognition of the need for a patient-centred approach to quality management.

### **(c) Quality Control Bodies:**

The Wales Deanery's evidence based approach is underpinned by training programme and local faculty structures both of which generate evidence and undertake action planning, the outputs of which should feed into the Deanery's monitoring system. These structures have a role in identifying and addressing quality concerns at a local/training programme level and linking into the Quality and Postgraduate Education Support Unit where appropriate.

## **Principal Quality Processes:**

### **(a) Wales Deanery Governance Structure:**

The Wales Deanery's internal governance structures are represented by a purple box on the diagram. There are two key committees which provide an internal governance function to the Wales Deanery's quality management activity, details of which are provided below:

- **Quality & Postgraduate Education Support (PGES) Committee**

The Quality and PGES Committee is the Wales Deanery's governance structure for the Deanery's quality activity. The Committee is responsible for advising the Postgraduate Dean, (via Management Executive) on matters pertaining to the quality of postgraduate medical education and training in Wales. Given that the Committee's primary responsibility is focused upon governance arrangements, the Committee would consider the strategic direction and processes by which matters pertaining to the quality of training are handled rather than having a specific focus upon outcomes. Consequently, the diagram illustrates that the responsive and scheduled components of the framework can report directly to the regulator on occasions rather than always going through the Quality and PGES Committee. Further information on the remit of the Committee including membership is available within the Terms of Reference.

- **Management Executive**

The overarching governance structure within the Wales Deanery is 'Management Executive' which meets on a monthly basis. The Sub Dean (Quality & Governance) is a member of Management Executive and also chairs the Quality & PGES Committee thereby providing a direct link into the Deanery's governance structures at the highest level.

- **Externality**

The Wales Deanery has taken steps to ensure that there is externality embedded within its quality activity in terms of Lay Representatives who are there to represent the patient voice and ensure due process. In addition, Royal College representation is utilised where specialty specific scrutiny is required.

## **(b) Quality Management:**

The Wales Deanery's approach to quality management has two key components as outlined below:

- **Scheduled Component:**

The Deanery undertakes annual commissioning visits to LEPs. This process facilitates a strategic discussion around the commissioning and de-commissioning of training posts as well as providing a mechanism to consider the educational environment.

In addition, the Deanery also has an Annual Training Programme Reporting Process which is based upon a self-assessment against the regulator standards. The process includes a feedback process in order to enhance the governance arrangements within training programmes.

- **Responsive Component:**

The Targeted Process is the mechanism by which concerns around the quality of training are managed. The process can be triggered at any stage to enable the Deanery to respond to concerns at the earliest opportunity. A particular feature of the process is that there are varying levels of escalation which enables the Deanery to adopt a proportionate response to concerns. Further details on the process and the triggers for targeted issues are available from the Deanery's Targeted Process Methodology.

- **Risk Management:**

The Wales Deanery utilises a risk based approach to managing training concerns. This enables us to prioritise our activity and assures that our quality activity is focussed where it is needed the most. Risks are identified where evidence sources indicate that a training post or programme may not be meeting national training standards and there is a risk to patient safety. Risks may be raised by anyone either inside or outside of the postgraduate medical and dental education and training community. Risk reports are produced to ensure transparency and these can be used as a tool for local quality control and ratings are regularly reviewed based upon evidence that has been obtained through monitoring. Risk reports are formally disseminated to training programme leads and Faculty Teams three times a year. Further information is available within the Wales Deanery's Risk Management Process.

## **(c) Quality Control:**

The following key quality control components are essential in underpinning the Wales Deanery's quality management framework:

- **Evidence:**

The Deanery utilises multiple sources of evidence which are triangulated in order to assess the quality of training. Evidence may be derived from national sources such as GMC Surveys, or local training programme structures such as ARCP outcomes or end of placement evaluation data. In addition to structured approaches to evidence gathering the Deanery also considers direct feedback from trainees or Local Education Providers which is frequently obtained through local quality control activity.

- **Training Programme & Local Faculty Structures:**

The Wales Deanery's evidence based approach is underpinned by training programme and local faculty quality control structures, both of which generate evidence which feeds into the Deanery's monitoring system. In addition, these structures have a key role in identifying and addressing quality concerns linking into the Quality and Postgraduate Education Support Unit. Whilst quality control is an essential part of the Wales Deanery's quality management framework it is also important to note that low level concerns may be resolved on an ad hoc basis outwith the framework and this is considered to be a normal part of routine programme management or local management and would not therefore automatically be included on the Quality Risk Register. However, where there are recurrent concerns or concerns of a more serious nature which are difficult to resolve locally these should always be escalated to the Wales Deanery's Targeted Process. Centrally the Wales Deanery has regular reviews and liaises with Faculty teams and school structures to ensure that there is an appropriate threshold to escalate concerns to ensure consistency.

## **Definitions:**

Definitions for the key terms used within this document are provided below for contextual purposes:

### **Quality:**

The term quality is used to define the standard that something is measured against. In the context of postgraduate medical and dental education the Wales Deanery utilises standards which are specified by the relevant regulatory body.

### **Quality Assurance:**

Quality assurance is the principal activity which both quality management and quality control feed into. Quality assurance is process orientated and comprises all of the policies, standards, systems and processes which have been implemented to ensure confidence that outcomes will meet quality criteria. Within the context of postgraduate medical and dental education and training in the UK quality assurance activity is the responsibility of the relevant regulatory organisation.

### **Quality Management:**

The term quality management refers to the arrangements that an organisation utilises to ensure that postgraduate medical education and training are meeting national standards. The arrangements are usually conveyed in a quality management framework which provides an overview of all of the structures which have been implemented to enable an organisation to discharge its quality management responsibilities. Quality management is the responsibility of the Wales Deanery.

### **Quality Control:**

Quality control activity is outcome focused and is therefore primarily concerned with the evaluation of whether or not the product meets a set of predefined criteria. Within the context of postgraduate medical education and training quality control is the responsibility of the Local Education Provider and Training Programme Leads to consider quality against national standards.

**Risk:**

Risk is concerned with unknown events that may impact upon the ability of an organisation to meet its objectives. The Institute of Risk Management defines risk as, 'the combination of the probability of an event and its consequences'. Within the context of managing the quality of postgraduate medical and dental education and training a risk is considered to be the extent to which there is or is likely to be a deviation from national standards.