PLYMOUTH HOSPITALS NHS TRUST
KTP ADDRESSES TIME EFFECTIVENESS OF JUNIOR DOCTORS

ABOUT THIS CASE STUDY
Plymouth Hospitals NHS Trust collaborated with the University of Plymouth on this three-year Knowledge Transfer Partnership (KTP) project which aimed to provide analytical and decision support to senior Trust management, in order to reconcile the needs of clinical training for junior doctors and the requirements of the EU Working Time Regulations.

ABOUT THE SPONSORS
The South West Strategic Health Authority - NHS South West, is one of ten new strategic health authorities across England. NHS South West oversees the largest geographical region in England - stretching from Land's End to Tewkesbury, with a total population of over five million. The organisation oversees a £7 billion regional budget, and is responsible for ensuring that NHS patients in the region secure the best services, care and treatment.

The Economic and Social Research Council (ESRC) is the UK’s leading research funding and training agency addressing economic and social concerns, providing high quality research to business, the public sector and Government.

FAST FACTS
- Improved quality of training at the Trust
- Provision of data to assist decision-making and knowledge surrounding time ‘effectiveness’ of junior doctors
- £106k secured from Strategic Change Fund
- £270k p/a cost savings made through improved technological and structural support at the Trust
- Retention of the Associate in key management post
- Presentations at International Conferences and journal publications with progress towards PhD

Sonja’s (the Associate) tremendous achievements through the partnership with the University of Plymouth have enabled us to more effectively reconcile the training and service delivery needs of 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.

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, 450 of whom are junior doctors.
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 training and service needs within the constraints of the EU Working Time Directive.

Working with the University of Plymouth, this KTP project addressed long-term strategic issues related to the educational experiences of junior doctors.

**BENEFITS**
The Associate’s work largely focussed on establishing a baseline of training practices; she developed a Training/Service Continuum, highlighting the balance of education and service in junior doctors and factors affecting this balance. The importance of this work was recognised nationally.

The Associate 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. The Associate also developed spreadsheets and systems dynamics models to investigate the impact of change to junior doctor’s activity. These models enabled management to experiment with different future scenarios, providing valuable insights and recommendations to top level Trust management.

**RESULTS**
The work greatly assisted the Trust in achieving a cultural shift towards training, embedding the importance of quality. Increased awareness of issues surrounding ‘effectiveness’ and knowledge of cognitive mapping and its use in decision-making was facilitated. Through training sessions the Associate’s work also helped junior doctors to identify best use of their time.

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**The Associate**

“When I applied to be a KTP associate, I was looking for something different and interesting to do, which would allow me to make a difference. What I found was much more: a unique chance to gain professional experience of a very senior nature within a relatively short time, develop my research interests, gain additional qualifications and fast-track my career, all at the same time”.

Sonja Derrick, KTP Associate

KTP Associate, Sonja Derrick is a Masters graduate in Management Sciences, with a strong background in operational research and business modelling.

**BENEFITS**
Her time as KTP Associate has greatly benefited Sonja, in terms of the knowledge and skills she gained, which has led to significant career enhancement, securing her post of Foundation Years Manager at Derriford Hospital.

**RESULTS**
As a result of the KTP, Sonja took advantage of the personal and professional development opportunities of working with a wide range of medical staff and senior Trust management. She was able to achieve a Postgraduate Diploma in Social Research, an NVQ level four in management and the PRINCE 2 project management practitioner’s status. She has had papers published in The Medical Education Journal and has presented her project findings at the International Systems Dynamics Conference in Boston, USA, as well as appearing as a guest lecturer at The London School of Economics and Southampton University. Sonja’s work on her project has significantly contributed to her PhD thesis completed within 6 months of the project ending.

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**The Academic Partner**

“Sonja was an exceptionally able Associate. She has excellent research and analytic skills and successfully combined her role on the project within the NHS with her study in gaining a PhD”.

Dr Joan Chandler, Dean of the Faculty of Social Sciences and Business at the University of Plymouth supervised this KTP project along with Beryl Badger and Prof Graham Winch from the Faculty of Social Science and Business.

**BENEFITS**
The KTP has enhanced the University’s experience in areas of strategic focus, including healthcare organisation and management, employment, education and training. The Faculty also had the opportunity to expand its expertise of using quantitative and qualitative analysis and dealing with dynamic complexity and problem structuring using modelling techniques. Importantly, the University benefited from working closely with senior NHS Consultants on key issues at an exciting and critical time in junior doctor training.

**RESULTS**
Four International and three UK Conference presentations and two journal publications directly supporting the University’s Research Academic Rating (RAE)

KTP has provided case study material and project outcomes has fed into courses, particularly of value to the Learning and Development courses taught at the University

Wide range of conference presentations and publications on the KTP, which has raised the profile of the University.

Achievement of Postgraduate Diploma in Social Research and submission of Associate’s PhD thesis