SAS Doctors’ Framework for Continuing Professional Development

East Kent Hospitals University NHS Foundation Trust
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Foreword

If you are involved in treating patients, managing and/or improving health services or supervising and training those that do, you will understand the importance of providing the best care possible for all our patients. As important as being treated at the right time and in the right place is being treated by the right staff. SAS doctors have a vital role to play in the provision of the best care for our patients.

Great progress has been made in recognising the contribution of SAS doctors nationally, regionally and locally in East Kent Hospitals University NHS Foundation Trust (EHUFT). Recent drivers such as the SAS Doctors’ Charter and the SAS Doctor Development Guide have not only recognised that contribution but have laid out clear guidelines for the development of SAS doctors. Development that not only ensures up-to-date best practice and safety but that ensures extended development, further roles and career development and in those areas essential to the NHS.

Building on initiatives locally to develop SAS doctors, EHUFT has developed a framework for the continuing professional development of our SAS doctors. The intention is that the framework, aligned to national and regional standards and drivers, will build and support aspiration, recruitment, retention and those capabilities that are essential to 21st century medical practice.

The SAS Doctors Framework for Continuing Professional Development can be used by any SAS doctor, regardless of experience, and not only allows for the mapping of existing capabilities but helps identify areas for potential development.

The Framework is about supporting an environment in which professional development, change and improvement can flourish. It is about building the skills and attitudes that build on the values of our Trust, that help foster a culture of leadership, innovation and digital transformation. Mostly, it is about providing staff with the support, recognition and rewards that will enable them to take ownership of improving quality of care.

I hope that the Framework pulls together recent directives and initiatives in a coherent guide that is mapped to existing standards and that will prove a useful tool for individual doctors, their teams and directorates. It is intended that the Framework provides the basis for ongoing support, recognition and valuing of the significant and vital work that our SAS doctors undertake.

Adrian Simoes
Introduction

East Kent Hospitals University NHS Foundation Trust (EKHUFT), as all trusts, employs a significant number of SAS Doctors. These doctors, vitally important in the provision of care to our population, are specialty doctors, associate specialists, staff grades, hospital practitioners, clinical assistants, senior medical officers and clinical medical officers who are neither consultants nor doctors-in-training.

In addition to SAS Doctors, NHS Trusts employs Trust grade doctors who are again neither consultants nor trainees. The Trust grade doctors follow local employment contract while SAS Doctors are on national terms and conditions. Hence, Trust grade doctors are a more diverse group who have diverse clinical experience and may become a SAS Doctor or get back into formal training. Trust grade doctors are on fixed term contracts and they are termed as “locally employed doctors”.

SAS doctors work both independently and in teams and partnerships with consultants and other members of the healthcare workforce. They significantly contribute to our clinical services with a wide range of knowledge, experience and expertise, also contributing their leadership, research, educational and other skills.

Increasingly, there are doctors that are unable to go into higher specialty training and become SAS doctors; and there are others that do so by choice. With a growing SAS workforce and a history of a workforce that has been historically under-valued, there is increasingly need for this highly skilled group to be supported, developed and championed.

EKHUFT is committed to providing the support, resources and culture that ensures sound professional development together with the proper acknowledgement and respect that the role and all individual doctors are entitled to. This paper introduces the EKHUFT SAS Doctors’ Framework for Continuing Professional Development; this is a document produced to provide practical guidance for SAS doctors in their own planning and development and to anyone responsible for planning, supporting or implementing learning and development for SAS doctors. The framework aims to provide the basis for quality assurance monitoring of the support, learning resources, learning and professional opportunities, professional and career development provided for SAS doctors within the Trust.

The framework itself is presented firstly with accompanying chapters outlining context, drivers, existing provision and initiatives and the mapping of the framework.
The Framework

Continuing professional development (CPD) involves a range of learning activities that enable both the maintenance and enhancement of the professional’s capacity to practice legally, safely, professionally, ethically and effectively.

This framework can be used by any SAS doctor with many years of experience and development to map an array of skills and knowledge against its domains. Alternatively, the framework equally suits an early career SAS doctor looking for guidance on ways to develop in or beyond the role. Whatever the level of knowledge and experience, whatever the differing roles undertaken or aspired to, the framework provides opportunities to map existing competencies and identify new areas for continuing professional development.

CPD must not simply be about maintaining competence but should ensure a commitment to life-long learning, flexibility and adaptability in ever-changing healthcare landscape and the continuous desire to improve either within an existing role or to support career progression.

Using the framework

Any SAS doctor can use this framework:

- For self-assessment
- To identify learning and development needs
- To construct or maintain an ongoing personal and professional development plan
- To guide formal, informal, directed and self-directed learning
- For reflection and goal-setting
- For ongoing evaluation of progress and performance

SAS tutors, the Medical Education Directorate, the Medical Director, appraisers and others can use this framework:

- To support the continuing professional development of all SAS doctors
- To support and create new development opportunities and initiatives
- To create, identify, commission, signpost appropriate learning and professional development resources
- To support SAS doctors into taking on varied and extended roles
- To support SAS doctors' job planning, appraisals, personal development planning and career aspirations
- To support appropriate SAS doctor mentoring
- To support the implementation of the SAS Doctor Charter
- To challenge outdated ideas and prejudice regarding SAS doctors
- To actively innovate in the development of SAS doctors in support of Trust strategies
- To support and implement the Trust's People Strategy
The framework domains

The framework consists of 8 domains that describe the areas in which SAS doctors should develop specific capabilities. Under each domain are key competency indicators.
The competency indicators

Professionalism
- Acting with integrity
- Managing self
- Developing self-awareness
- Reflecting on practice

Medical practice
- Practising medicine within defined scope of practice and expertise
- Practising patient-centred care
- Ensuring patient safety
- Providing effective care

Leadership and management
- Demonstrating leadership
- Managing performance, people, projects and resources
- Planning for the future
- Managing change

Service improvement
- Facilitating transformation and improvement
- Raising concerns
- Improving patient safety
- Maximising clinical effectiveness

Teaching, learning and self-development
- Continuing personal and professional development
- Teaching
- Integrating evidence into practice
- Supervising, coaching and mentoring
Research and innovation

- Undertaking academic research
- Undertaking audit and quality improvement
- Championing innovation
- Understanding, undertaking and utilising research to innovate

Communication and collaboration

- Working within teams and networks
- Building and maintaining relationships
- Using strong interpersonal skills to communicate effectively
- Working collaboratively towards shared goals

Digital leadership

- Developing own digital capabilities
- Supporting digital transformation
- Acting on the risks and opportunities technology presents
- Using digital to improve patient care

As the framework is adopted and developed, further detail and examples can be provided for each of the competency indicators.
The competency indicators diagram
Drivers for improvement

Over recent years there have been several drivers at national level which have prompted renewed focus on the role, contribution, development and recognition of SAS doctors. In addition, a challenging national context has provided yet further impetus for improvement.

SAS Doctors’ Charter (2014)

The SAS Doctors’ Charter lays out clearly what can be expected of employers and what employers can expect from their SAS doctors. Drawing from an original BMA document (2004), it has been jointly produced by the Academy of Medical Royal Colleges (AoRMC), Health Education England (HEE) and NHS Employers (NHSE).

The full document can be found [here](#) but the key recommendations cover these areas:

1) **Ensuring patient safety and care**
2) **Recognition for the SAS group**
3) **Minimum conditions**
   a) Appropriate contract, job plan and activities
   b) Support
   c) Development
   d) Involvement in organisational structures
   e) Recruitment

It is with 3c particularly in mind that this SAS Doctors’ Framework for Development has been written.


This guidance was produced jointly by the British Medical Association (BMA), HEE, the AoRMC and NHSE in February 2017 to further support and provide guidance in ensuring that SAS doctors remain fit to practice and are developed in their careers.

The guidance can be found [here](#) and should be referred to by anyone involved in the development of SAS doctors.

Key areas in the guidance refer to:

1) **Autonomy.**
   a) Many SAS doctors are already autonomous practitioners.
b) Autonomous practice should be encouraged and enabled.
c) Supervision, dependent on personal competence and agreed accountability arrangements, may be required in the interests of patient safety but there is no contractual requirement for SAS doctors to be supervised by consultants.

2) Certificate of Eligibility for Specialist Registration (CESR) and Certificate for Eligibility for General Practice Registration (CEGPR)

   a) Many SAS doctors are keen to obtain CESR or CEGPR
   b) Employers are expected to assist SAS doctors in meeting the requirements of a CESR/CEGPR application.

3) Development opportunity

   a) Employers are expected to support and help create development opportunities.
   b) HEE in its regional offices looks for innovative ways to progress training for SAS doctors and expects engagement with associate deans, SAS tutors, SAS doctors and local service providers.

4) Extended roles for SAS doctors

   a) Educational supervision
   b) Management roles
   c) Appraisal roles
   d) Coding/tariffs for clinical activity

5) Contract/Progression
6) Credentialing
7) Defining the SAS grade

   a) Employers and employees are expected to challenge outdated ideas and prejudices around the role, experience and expertise of SAS doctors.
   b) The guidance explains that the development of the SAS doctor workforce supports improved service and patient care and suggests that investing in that development could and should support local workforce plans and, potentially, be used to address local skills shortages.
   c) Specific advice to boards and medical directors on what they should do to address the recommendation is provided. Similarly, advice to doctors is provided. Critically, SAS doctors are expected to:
      a. Pro-actively support the implementation of the SAS Charter
      b. Take personal responsibility for their appraisal, a portfolio of evidence and their personal development plan (PDP)
      c. Be confident in expressing their ability to work autonomously
      d. Be assertive in taking advantage of opportunities available to them
e. Make use of specialist curricula if applying for CESR or CEGPR
f. Make use of available development funding
g. Engage with seniors
h. Challenge ideas and prejudice about SAS doctors
i. Create/support/participate in a strong network of SAS doctors
j. Challenge the belief that SAS equals no more than service provision
d) The guidance also comments on recommended actions for medical staffing/human resources staff. The guidance provides useful case studies.

Challenging national context

To deliver a first-class health service, the status quo cannot be maintained. With financial and workforce pressures, the severe strain on already overstretched resources is evident and low morale is frequently expressed. The shortage of doctors is a national challenge and all regions are experiencing difficulty in recruiting to vacant posts.

Yet there is much work underway to both alleviate some of the pressures and to ensure that better care can be provided; care that is closer to home, wherever possible and that remains compassionate and patient-centred. Breaking down barriers and putting an end to silo working is intended to deliver the integrated care that will better support patients, their carers and families and staff.

Much work is being undertaken nationally and locally:

1) Sustainability and Transformation Plans (STPs)
2) New roles:
   a) Physician Associates
   b) Nursing Associates
   c) Surgical Care Practitioners
3) Extended roles:
   a) Nurse specialists
4) Increased numbers of medical undergraduates and new medical schools, including the new one in East Kent.
Health Education England (HEE)

HEE is committed to supporting and developing SAS doctors. In terms of workforce development, HEE places the role of SAS doctors firmly at the centre of its education and training offer to all.
In the blue triangle model, all learners must be supported to improve the quality of patient care. By valuing staff, we value our patients and can offer better care through supporting multi-disciplinary teaching, training and working.

Funding

HEE KSS has maintained a specific budget for the support and development of SAS doctors since 2010. Funding decisions, including developmental guidance, are agreed in accordance with national guidance and the national SAS Doctors’ Charter.

SAS Committee

HEKSS has a SAS Doctors’ Committee with representation from all sectors.

SAS Tutors

The purpose of the HEKSS SAS Tutors’ Group is to stimulate, promote and support the continuing professional development and expertise of all SAS doctors with the aim of ensuring improved patient safety and care.
Support with upskilling and career planning

Due to a range of innovative training opportunities in the areas of leadership, human factors, clinical and education supervision amongst others, SAS doctors in the area have been supported in taking up lead roles in education, management, audit, research and governance.

SAS doctors have been supported in their CESR (Articles 14) applications with successful appointments in Ophthalmology, General Surgery, Obstetrics and Gynaecology, Mental Health, Emergency Medicine, Paediatrics and Anaesthetics.

The successful HEKSS Emergency Medicine eLearning Project in 2016 was instrumental in upskilling SAS doctors in this field.

Health Education England’s Star tool

The HEE Star is a tool to support workforce transformation, helping providers understand their workforce requirements and providing a range of solutions.
The Star provides a framework to facilitate and guide local conversations to better understand and define workforce transformation requirements.

With the overarching goal to deliver high quality patient-centred care, the Star’s orange segments symbolise the quadruple aim of the NHS Five Year Forward View with all parts of the Star contributing to the meeting of those four aims:

- Improving the individual experience of care
- Improving the health of populations
- Reducing the per capita cost of healthcare
- Improving the experience of providing care

Each of the domains of the SAS Doctors’ Framework for Continuing Professional Development can be mapped against these four aims.

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<th>Improving the individual experience of care</th>
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<th>Reducing the per capita cost of healthcare</th>
<th>Improving the experience of providing care</th>
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<td>Professionalism</td>
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<tr>
<td>Medical practice</td>
<td>Y</td>
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<td>Leadership and management</td>
<td>Y</td>
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<td>Service improvement</td>
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<td>Digital leadership</td>
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Of the five key enablers of workforce transformation:

**Supply, Upskilling, New roles, New ways of working** and **Leadership**,

Those that map most closely the Framework are clearly Supply, Upskilling and Leadership.
East Kent Hospitals University NHS Foundation Trust

EKHUFT currently has 169 SAS doctors and is committed to engaging, valuing, supporting and developing them. Of these, 25 are Associate Specialists and 138 are Specialty Doctors or Staff Grade Doctors. In addition to these, there are 55 Trust Grade Doctors.

What our SAS doctors say

In 2017, the Local Faculty Group for SAS Doctors conducted a survey of SAS Doctors and 70 doctors from a total of 170 doctors completed the survey. This survey revealed the following:

- 41% have a designated consultant for their Continuing Professional Development.
- 70% stated that they had no difficulty in availing study leave while 27% indicated that they had.
- 80% had their annual appraisal, 12% were due to have it shortly and 7% did not have an appraisal or a date at the time of the survey.
- 55% SAS Doctors have formal job plans while 45% do not.
- 45% have had a Job Plan review in the last 12 months while 44% have not had one in the last 3 years.
- 77% SAS Doctors are enthusiastic about their job and 72% wished to be autonomous practitioners.
- 83% have good working relationships with Consultants and 60% felt the same with regards to their managers.
- 59% indicated that their morale is quite high to very high.

We do not have results to compare with SAS Doctors from other Trusts or previous similar surveys, but we know that these figures can be improved upon.
Our work to date

Over recent years, there have been a variety of initiatives and interventions designed to demonstrate this commitment.

1) EKHUFT provides all SAS doctors with a Continuing Personal and Professional Development of £1000pa each.

2) Out of the HEKSS development fund, EKHUFT has regularly submitted applications for monies for individual development.

3) EKHUFT itself lays on generic courses for all SAS doctors, collectively e.g. on appraisal, leadership, CESR application. A variety of these courses have run over recent years.

4) With HEKSS support, EKHUFT will be running a pilot CESR project. This project will see 12 SAS doctors being supported through the CESR route. These doctors will be recruited from hard to fill areas, namely A&E, Anaesthetics, Paediatrics, Acute Medicine and must be currently working in these areas. EKHFUT’S bid has been successful in securing funding from HEKSS. Recruiting is underway and the project will begin in earnest in June 2018.

5) EKHFUT are also supporting, in A&E, 10 doctors through CESR as a recruitment incentive. This is a Trust funded initiative although 3 of the 10 will be funded via the HEKSS project above.

6) EKHFUT has supported 8 SAS doctors successfully in achieving CESR in Medicine (1), Obstetrics and Gynaecology (1), Ophthalmology (1) Trauma and Orthopaedics (2) and Surgery (3).

EKHFUT’S People Strategy

The overall vision of EKHFUT’S People Strategy is to provide great healthcare by having high performing staff, with the right skills, in the right place, at the right time. The SAS Doctors’ Framework for Continuing Professional Development is drawn from and is aligned to the strategy.

Attract

EKHFUT must attract, retain and reward high calibre SAS doctors and the framework will demonstrate the Trust’s commitment to, recognition of and valuing of this part of the workforce. The
framework will prove a valuable tool at the recruitment stage in terms of establishing and interrogating the values and behaviours that the Trust requires in all staff and will support the recruitment of high calibre doctors. Induction of SAS doctors will be improved through alignment to the framework with clear expectations outlined. In addition, use of the framework will enable SAS doctors to demonstrate their contribution against the domains and to be recognised and rewarded appropriately.

Develop

EKHUFT is committed to all staff having meaningful development plans, supported by access to relevant and appropriate learning, development and educational opportunities. SAS doctors must be supported in any and all areas of their development. SAS doctors will be able to monitor progress and performance against the framework and use it for wider career planning as well as specific target setting. The framework domains and outlined areas of competence will enable development against the current and future needs of both the Trust and the individual doctor.

Engage

EKHUFT seeks to proactively engage staff and to ensure that they are motivated and empowered to be involved in strategic decision-making, new initiatives and innovation. The framework will support a culture of continuous professional development for SAS doctors that will enable them to feel recognized, valued and supported for their experience, their expertise and their fullest potential.

Retain

The framework recognises both the role of the individual SAS doctor and that of the Trust in creating and maintaining a proactive approach to a working and learning environment in which all can thrive. Patient services can only improve through the valuing and support of everyone in the workforce.

Diversity and inclusion

EKHUFT's People Strategy aims to create a work environment free from discrimination where everyone is valued, supported and treated with respect and dignity. The framework supports the fullest expression of that aim. Pro-active and comprehensive use of the framework will ensure the fair treatment of all SAS doctors in relation to training, development, career progression, reward and recognition on the part of the Trust. For their own part, SAS doctors using the framework actively will offer the fullest personal and professional contribution to a diverse and inclusive culture and workplace.
Our strategy for SAS Doctors

EKHUFT will ensure (as per the SAS Doctor Charter) that:

1) Membership of the Local Negotiating Committee reflects the different staff groups including SAS doctors

2) Every SAS doctor will have:

   a) Appropriate contract, job plan and activities.

   b) A contract of employment which, where appropriate, incorporates national terms and conditions.

   c) An appropriate mutually agreed job plan specific and relevant to their role. This can only be changed by mutual agreement between the SAS doctor and the Clinical Director/ Clinical Line Manager (in accordance with the local procedure for job plan reviews), taking into consideration any recommendations following appraisal. This should be reviewed annually. Any disagreements should be subject to mediation and appeal in accordance with the terms and conditions.

   d) A job plan that contains appropriate SPA time for the role. This may change over time and should be reviewed as appropriate. Recommendations of the relevant Medical Royal College may be considered. The terms and conditions for doctors on the Specialty Doctor or Associate Specialist (2008) contract state there should be a minimum of one SPA for full time doctors, however additional time may be required provided the need is established in the job plan. SPA time underpins Direct Clinical Care and may include amongst other things audit, CPD, local clinical governance activities, training, formal teaching, appraisal, job planning and research. As a doctor becomes more experienced and takes on a broader role the employer will need to keep all elements of the Job Plan under review. Employers should ensure that doctors have the support needed to enable them to meet the requirements of the second threshold and can progress in their career. Threshold two requires evidence of demonstrating a contribution to a wider role which may require reassessment of the balance between Supporting Professional Activities and Direct Clinical Care duties and allocations.

   e) Hours of work which are compliant with Working Time Regulations.

   f) The opportunity to work autonomously with the support of consultant colleagues.

   g) Work commitments and scheduling which recognise the importance of an appropriate balance between daytime and out of hours work depending on specialty/individual job plan.

   h) An up to date appraisal and job plan. This can help provide evidence of a SAS doctor’s current level of practice. It may, with the approval of the employer, include responsibility for patients, lists or clinics, or could specify any extra support the doctor may require.
i) Access to a fair and appropriate mechanism for the award of Optional Points for Staff Grades and Discretionary Points for Associate Specialists. (for those on the pre-2008 contracts)

j) Equal access to the benefits and responsibilities of the NHS Constitution or national equivalent in the devolved administrations.

3) Support

a) Appropriate access to resources such as office accommodation and technology to enable SAS doctors to do their jobs effectively and efficiently. This may include email, other software packages, and suitable storage facilities for confidential work, related papers, books etc. Appropriate secretarial/admin support should be provided.

b) Effective induction into their role and their location. Clear and effective reporting lines. These should be explained as part of local induction policy. Every employer should have a local Whistleblowing/Raising Concerns policy which the doctor should be made aware of.

c) Appropriate IT support to ensure transparency of NHS data and provision of care as well as attribution of work to appropriate clinicians. This will include coding of patients and work activity under a SAS doctor’s name where applicable, guidance on how to code appropriately and access to this data when required.

d) Access to pastoral support (and specialist occupational health provision).

e) Access to appropriate (and individualised where available) data for appraisal & revalidation.

f) As per Academy of Medical Royal College Guidance on Taking Responsibility (June 2014), employers should ensure that where a SAS doctor is the clinician responsible for a patient’s care this should be appropriately displayed. This will be in circumstances where senior SAS doctors have the expertise and ability to take responsibility for patients without consultant supervision.

4) Development

a) Access to support and guidance relating to application for Certificate of Eligibility for Specialist Registration (CESR) should they wish it and support to apply for additional funding for personal and professional development activities where available. If CESR is achieved, this should be recognised and acknowledged in the same way as for new Certificate of Completion of Training (CCT) holders.
c) Adequate support and time allocation to allow SAS doctors to fully participate in the employer’s annual appraisal process including access to appraisee training (and appraiser training where applicable) and the necessary CPD and study leave requirements, which naturally arise from appraisal. SAS doctors should have the same access as their consultant colleagues to internal and external CPD activities and study leave time and funding.

d) Organisations should ensure doctors have access to a SAS tutor (where available), clinical lead and a mentor for professional and personal development needs as well as appropriate support and time to learn new skills. SAS doctors may wish to undertake secondments and this will be considered in line with an organisation’s local policy.

e) Sufficient breadth and depth of clinical work and relevant professional activities to enable the SAS doctors to achieve and maintain relevant competencies and develop as clinicians.

f) Accountability arrangements should be commensurate with the seniority of the practitioner. Local governance systems should consider BMA policy which supports appropriately skilled and experienced SAS doctors working autonomously. NHS Employers and the General Medical Council have confirmed that there is no contractual or regulatory impediment to SAS doctors working autonomously within defined local governance systems.

5) Involvement in organisational structures

a) Encouragement and opportunities for interested senior SAS doctors to get involved in the management of their directorates and in wider corporate duties. All SAS doctors who meet the essential person specification for management posts in their organisation should be eligible for consideration.

b) SAS doctors (permanent staff) should be members of the Medical Staff Committee/ Hospital Medical Board (where it exists) and should be invited to attend these and Directorate meetings and encouraged to do so where other commitments permit. Interested senior SAS doctors should also be supported in taking up academic positions.

c) Access (in the same way as other colleagues) to time off for external, civic and trade union duties.

6) Recruitment

a) Recruitment and appointment processes should be fair, open and effective.

b) Job descriptions which define sessional commitments should be available at the point of application.

c) SAS doctors should be involved in the recruitment of other SAS doctors.
The General Medical Council

The framework is aligned to the General Medical Council’s domains:

- Knowledge, skills and performance
- Safety and quality
- Communication, participation and team working
- Maintaining trust

The Medical Leadership Competency Framework

The framework is also aligned with the domains of the Medical Leadership Competency Framework:

- Demonstrating Personal Qualities
- Working with Others
- Managing Services
- Improving Services
- Setting Direction
Recommendations

Commitment to the SAS Doctor Charter, the SAS Doctor Development Guide, HEE’s commitment to SAS Doctor development is already in place but should be emphasised by the following: (These recommendations are not intended to be comprehensive or exclusive and all initiatives that support the above are to be welcomed.)

1) This framework should be endorsed by the Trust Board and Local Academic Board with a commitment to its establishment and implementation.

2) The development of SAS doctors according to this framework should be integrated into the existing education governance framework. Whilst SAS doctors are not trainees and should be accorded due acknowledgement for their qualifications, experience and expertise, their development should be monitored in order that the fullest support can be provided.

3) SAS doctors should be able to attend appropriate learning opportunities (not prevented by training docs etc given preference).

4) SAS Doctors should be encouraged to record their development against the framework using e-portfolios.

5) The Trust Board, directorates, service managers, HR and others, in preparing workforce strategy/plans and service strategy/plans, should fully explore and exploit SAS doctors’ talent and potential as well as current knowledge and skills against the framework.

6) There should be full investment in and recognition of the SAS Faculty not only as an engine for individual and cohort development of SAS Doctors but for service development and innovation.

7) THE SAS Faculty should develop a set of metrics that can be used for Local Faculty Group, Local Academic Board and Trust Board purposes in monitoring the development of SAS doctors.

8) Use of individual SAS doctor metrics should be used to identify, support, further develop collective skills sets and experience that could potentially form the basis for service plans, business cases, further development initiatives etc.

9) The framework should be used to inform and shape Personal Development Plans and appraisals.
10) All appraisers should be familiar with the framework.

11) The EKHUFT People Strategy, in conjunction with the framework, should be used to fully commit to and invest in SAS doctors.

12) Those supervising SAS doctors should be familiar with this framework, the SAS Doctors’ Charter and the SAS Doctor Development Guide.

13) Actions and initiatives associated with the full development of SAS doctors at EKHUFT should be properly resourced.