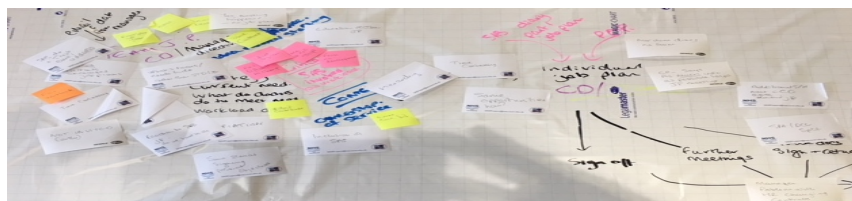


## Improving Knowledge and Confidence in Job Planning for Staff Grade, Associate Specialist and Specialty Doctors [SAS] in the Royal Bournemouth and Christchurch Hospitals NHS Foundation Trust [RBCH]

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### Background

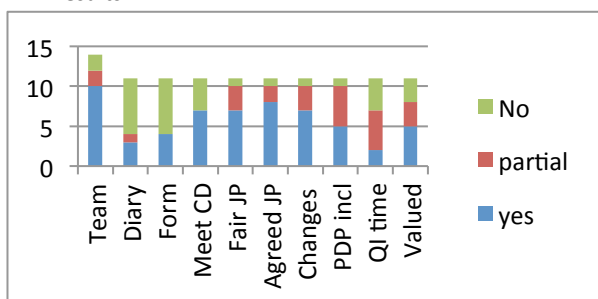
An annual job plan is contractual for SAS doctors, setting out their duties and responsibilities, objectives and development. National bodies have proposed standards in 'A charter for SAS doctors' 2014, and best practice benchmarks in 'SAS doctor development' 2017. Survey of RBCH SAS doctors showed that Job Planning was the least satisfactory area of development. Job planning is a systematic, complex process, documented in RBCH Briefing-Job Planning for Consultants & SAS doctors 2015.

### Aims and Method

To examine the job planning process from the doctors' and organisations view, and devise an intervention to improve satisfaction with the process.

We surveyed the SAS group on all domains of development, and specifically on job planning, followed by 8 individual interviews across the 3 care groups. We approached the Medical Director, and Director of Operations for each of the 3 Care Groups. Their comments were placed, along with a brain storming process with the team, on our simplified process map. HR supplied data on the number of logged job plans, signifying a mutually agreed and signed off plan. We devised a short education package for SAS doctors with a questionnaire before and after on confidence and knowledge.

### Results



Initial survey completed by 21/42 doctors showed satisfaction with job planning at an average of 6.5/10, with low scores in Medicine 5.5/10 and Surgery 4.3/10, with no logged job plans in these 2 care groups. Specialist services had a satisfaction of 7.9/10 with 8 logged SAS job plans.

### Chart A

Job Planning survey with 14/42 doctors showed 60-70% of doctors were not using a work diary or job planning form, and PDP plans and QI projects were not discussed in 54% and 81% respectively. 8 Individual doctor interviews revealed 75% were not involved in team job planning, 62% without diary, but that study leave and CPD time were well protected. There was a difference between care groups in diary use, time for QI and extended roles. Some were relieved that more was not

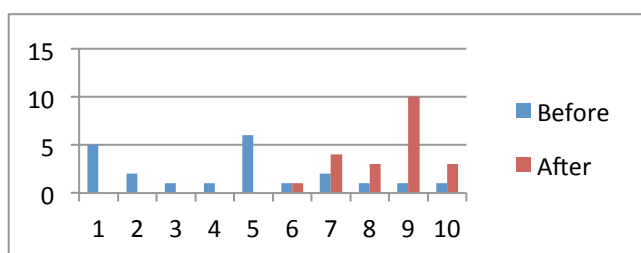
demanded, others did not discuss their need for administration time, so went out with unresolved issues. With all information in, the team identified the system and behaviours as the principle barriers. This systemic failure was in educating doctors on the process, resulting in poor preparation and lack of confidence.

A short education intervention was developed and delivered to 21/43 SAS doctors as individual or group sessions. The level of confidence and knowledge was measured before and after the 15-20 minute education session.

### Chart B

Question	Mean score before	Mean score after	Increase and 95% Confidence Intervals	P value
Confidence in preparing for job planning meeting	6.33	7.86	1.52 [3.11-2.33]	P<0.001
Confidence in completing a diary of activity and on call	6.86	8.43	1.57 [0.97-2.17]	P<0.001
Awareness of team job planning and role in team objectives	4.52	8.67	4.14 [2.69-5.59]	P<0.001
Confidence in job planning form	5.76	8.0	2.24 [1.11-3.36]	P<0.001

### Chart C



### Job Planning knowledge before and after intervention

This chart shows that some doctors felt they knew very little beforehand, and some were very confident. These confident doctors also scored highly for having learnt something about job planning after the intervention.

The t- tests show significant improvement in all domains, particularly in Team job planning. HR now has 36 logged SAS job plans.

### Conclusion

A short education package using available information can significantly improve confidence and knowledge in SAS job planning.

**Learning from Quality Improvement:** Taking time at the start of the project to engage all the stakeholders in the Trust was essential.

### References

- BMA Charter for staff and associate specialist and specialty doctors. Dec 2014
- NHS Employers: SAS doctors development. Feb 2017