Medical Appraisal Scotland

Annual Report (2018/2019)

**Graphical version of this report can be located at:**
<http://www.appraisal.nes.scot.nhs.uk/resources/AnnualReport-18-19/index.html>

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# Foreword

I have been involved with appraisal since 2003 initially as a GP appraiser, then GP appraisal lead and culminating in my role as GP Responsible Officer for Wolverhampton. I have always felt that it was a privilege being an appraiser and to have educational conversations with colleagues not only helping them navigate through challenging times but also learning from them. This learning is further emphasised by the GMC who clearly state that appraisal is not a ‘pass or fail’ exercise but developmental.

Scotland has a system in place which is the envy of many not only in the UK but internationally. A national SOAR system with dedicated staff headed by William Liu is the centre piece to ensure quality and consistency in appraisal processes across all specialties. We also have new and refresher appraiser courses delivered by an enthusiastic and experienced team of tutors from primary and secondary care. In the coming year, we will work with our appraisal teams and the Revalidation Delivery Board for Scotland to ensure that our courses continue to be fit for purpose and meet any changes in revalidation requirements both for appraisers and Responsible Officers.

This report highlights the tremendous work undertaken by appraisal teams and Responsible Officers across Scotland in ensuring timely appraisal and revalidation, but I also hope it is informative.

**Dr Amjad Khan***Director of Post Graduate GP Education, Revalidation Lead NHS Education for Scotland*

# Overview of Medical Appraisal in Scotland

Now that we are into the second revalidation cycle, evidence from the [Pearson report](https://www.gmc-uk.org/-/media/documents/taking-revalidation-forward---improving-the-process-of-relicensing-for-doctors_pdf-68683704.pdf) shows that the annual whole practice appraisal process is well embedded. Scotland has taken a national approach to supporting appraisal and revalidation via the electronic SOAR platform, and by providing the training and updates for new and established appraisers through NES. This gives great consistency here. Niall Cameron in his time as National Appraisal Adviser has been instrumental in leading the development of much of this and I want to thank him for this and for the comprehensive handover he has given me.

One of the recommendations from the Pearson report is driving up the quality and consistency of appraisal. Scotland is well placed to take on this challenge. We have a fantastic team of committed course tutors delivering the training across the country. This consistently receives good feedback. There is an active network of appraisal leads that is regularly reviewing appraisal provision, provides peer support and is a forum to discuss any issues that arise at a national level. This is supplemented by the annual Appraisers Conference, a space for appraisers to network, find out about any new developments and deepen their knowledge and skills.

Revalidation has helped strengthen governance processes. All doctors understand the need to provide evidence to show they are up-to-date and fit to practise and discuss how they are doing that with their appraiser. This has also led to some doctors feeling the process has become quite burdensome, and some of the initial advantages of appraisal in supporting personal development and improvement are not as prominent. At times when people working in the NHS are under significant pressure there can be a tendency to just concentrate on what needs to be done and not make the most of this protected space and time to reflect on the previous year and plan for the future that appraisal offers.

Meeting the regulatory requirements will continue to remain an important part of appraisal and revalidation. In order to increase the value for doctors of having annual appraisals we can work towards giving more time and reflective space to a discussion of achievements, challenges and aspirations. This will extend the opportunities to talk through the improvements in patient care doctors are making and the challenges they are facing. Exploring this with a colleague in a 1:1 situation in the appraisal and discussing the aspirations doctors have will support them consider their personal development plans, and ensure they are achievable and relevant to them.

The last twelve months have seen a significant change in the team supporting appraisal and revalidation at NES. When I took over as Associate Postgraduate Dean for Appraisal and Revalidation in January, I was made to feel very welcome. I want to thank the NES team and the Appraisal Leads and Responsible Officers as well as the various other people who have given me their time and have shared their experience with me. I look forward to working with everyone involved in appraisal and revalidation in Scotland to make an excellent system even better.

**Dr Christiane Shrimpton***Associate Postgraduate Dean for Appraisal and Revalidation*

# 2018-2019: Start of a New Era

2018/2019 has been a significant year of change for Medical Appraisal in Scotland. We said fond farewells to the old guard, greetings to fresh faces and new ideas, and a welcome back to an old face.

## New Appointments

### Training Manager (Medical Appraisal)

Following Harry Peat’s move to the NES Dental team, **William Liu** returned to the team and took over the role of Training Manager (Medical Appraisal) from mid-October 2018. Prior to his move to NES Digital, William was previously the team’s Information Manager from December 2006 until February 2017. William will continue to have overall responsibility for SOAR (Scottish Online Appraisal Resource), in addition to the new responsibilities for managing the Appraiser training programme.

### Associate Postgraduate Dean for Appraisal and Revalidation

Following Dr Niall Cameron’s retirement from NES as National Appraisal Adviser, **Dr Christiane Shrimpton** was appointed to take up the role of Associate Postgraduate Dean for Appraisal and Revalidation from January 2019. Dr Shrimpton is an Associate Medical Director in Dumfries & Galloway and her specialty is Ophthalmology. She was more recently the Clinical Appraisal Lead in University Hospitals of Morecambe Bay NHS Foundation Trust where she was responsible for the improvement of appraisal processes and training.

### Director of Post Graduate GP Education

Following the retirement of Professors Bill Reid and Ronald MacVicar, **Dr Amjad Khan** took up the role of Director of Post Graduate GP Education in NES, taking over the responsibility for Appraisal and Revalidation, and Recognition of Trainers respectively (amongst others). Dr Khan was previously a GP Appraisal Lead and Responsible Officer in Wolverhampton. He has been an experienced Appraiser (GP and RO) since 2003 and brings with him a wealth of knowledge and experience that is invaluable to NES.

### Administrative Officer (Medical Appraisal)

**Rachel Brand-Smith** took up the Administrative Officer post vacated by Elaine Green following her move to the NES Dental team in mid-October. Rachel joins the Medical Appraisal team from the wider NES Medical directorate where she has been working on the new NPCCD (National Primary Care Clinical Database) online system. Her timely arrival in January 2019 has helped us prepare for the new training programme in 2019/2020.

## The work goes on…

Even though it has only been months since the new team was assembled, with the help and dedication of the existing team (Joyce McCrae and Stacey Lucas, Admin Officers), we were able to hit the ground running very quickly and achieved many targets and milestones during this short period.

The full 2019/2020 Appraiser training programme was organised and published by December 2018; the organising and running of the 2019 Annual Appraisers Conference; successful piloting and implementation of revamped training course materials; and the organisation of the next MARQA Review.

Not to mention the organising and running of seven Appraiser training courses, all within a few months.

## Fond Farewells

**Professor Bill Reid** played an important role in shaping the Revalidation process for Trainees in Scotland; and was one of the first individuals to recognise the need to pull together various different NES IT systems. His vision helped bring about a more joined-up approach to working within the Medical Directorate.

**Professor Ronald MacVicar** took over the Recognition of Trainers (ROT) project following NES’ initial GMC submissions in 2016/2017. Under Ronald’s guidance, he ensured ROT maintained its one-system approach with all the universities and was instrumental in ushering in the “Year of the Trainer” prior to his retirement. His calm and unflappable personality will be greatly missed.

In his tenure as Training Manager, **Harry Peat** implemented many new ideas and protocols which has helped the new team settle in. Harry had also been extremely generous with his time and helped with the transition of the MARQA Review process after his move to his new role.

**Elaine Green** was the lynchpin of the SOAR helpdesk support for the better part of two years. Her attention to detail and willingness to learn had provided the helpdesk with a reliable presence whilst the SOAR team underwent re-training.

**Dr Niall Cameron** had been the National Appraisal Adviser for more than a decade, and it would not be unfair to say that it was his vision and leadership that helped shape Medical Appraisal in Scotland into the successful platform that it is today. Working closely with national stakeholders, he ensured that Scotland had a one-system pathway to Appraisal and Revalidation to ensure consistency in approach and quality, including the setting up of a national Appraiser Training programme. Without Dr Cameron’s wisdom and guidance, Medical Appraisal in Scotland would not be in the healthy state that it is in today.

Our sincerest gratitude to everyone for their significant contributions and we wish you all the very best in your future endeavours.

**William Liu***Training Manager (Medical Appraisal)*

# Medical Appraisers Training and Recruitment

## Appraiser training courses in 2018/2019

2018/2019 has been a busy and challenging year for the training team, with 23 training courses scheduled in the year (most we have ever done) as we strive to meet ongoing demand for training of New Appraisers, from both within and outwith Medical Appraisal.

A breakdown of the 23 training events this year across Scotland are as follows:

* 2-day New Appraiser Training (x11)
* 1-day Refresher Training (x7)
* 1-day Tutor Training Day (x1)
* 2-day New Dental Appraiser Training (x4)

Of the 11 New Appraiser Training courses successfully run, 122 New Appraisers were trained; with 28 from Primary Care (GP) and 94 from Secondary Care.

In Scotland, it is a Revalidation requirement for all appraisals to be completed by a NES-trained Appraiser. The Medical Appraiser Refresher training offers an opportunity for experienced appraisers to refresh their skills and allow them to continue in their role as an appraiser. Refresher training (1-day events) is recommended to be undertaken once every 5 years by active appraisers.

During the 2018/2019 period a total of 56 Secondary Care Appraisers and 10 Primary Care Appraisers attended our Refresher training events.

The following tables give a further breakdown of course numbers.

### New Medical Appraiser Training Courses

The below table illustrates the attendance at the 2-day New Appraiser courses, which are designed to run with maximum 18 participants capacity. (Due to venue restrictions, only two courses were scheduled with the max 18-participants capacity.)

|  |  |  |  |
| --- | --- | --- | --- |
| **Course** | **Course capacity** | **Participants** | **Unfilled slots** |
| **Primary Care** | **Secondary Care** | **Total** | *DNAs* |
| N42 - 8 & 15 May 2018, Aberdeen | 15 | 4 | 7 | 11 (73%) | *1* | 4 |
| N43 - 21 & 28 May 2018, Inverness | 9 | 2 | 6 | 8 (89%) | *1* | 1 |
| N44 - 17 & 24 September 2018, Edinburgh | 15 | 5 | 7 | 12 (80%) | *1* | 3 |
| N45 - 18 & 25 September 2018, Edinburgh \*\* | 9 | 0 | 9 | 9 (100%) | *0* | 3 |
| N46 - 2 & 9 October 2018, Glasgow | 15 | 3 | 11 | 14 (93%) | *1* | 1 |
| N47 - 8 & 16 October 2018, Glasgow | 12 | 3 | 6 | 9 (75%) | *1* | 3 |
| N48 - 5 & 14 November 2018, Edinburgh | 12 | 1 | 8 | 9 (75%) | *1* | 3 |
| N49 - 28 Jan & 4 Feb 2019, Edinburgh | 18 | 3 | 15 | 18 (100%) | *0* | 0 |
| N50 - 8 & 15 February 2018, Glasgow | 18 | 2 | 10 | 12 (67%) | *0* | 6 |
| N51 - 26 Feb & 5 Mar 2019, Inverness | 12 | 1 | 10 | 11 (92%) | *0* | 1 |
| N52 - 14 & 21 March 2019, Stirling | 15 | 4 | 5 | 9 (60%) | *1* | 6 |
| **Total** | **150** | **28** | **94** | **122 (81%)** | ***7*** | **31** |

*\*\* N45’s capacity was reduced from 12 to 9 following an unexpected tutor dropout due to ill-health.*

Participants’ feedback from the courses was very positive:

*“… Tutors helped in building confidence when reviewing your colleague's performance and giving them feedback in a proper and dignified manner. The tutors were very knowledgeable, very approachable and helpful. They put us at ease and when presented with positive and negative feedback it was constructive. Their approach made the process most enjoyable and informative.”*

*“The most valuable aspect of the course was the mini appraisal session. This course was very interactive and thought provoking. It has given clear information/guidance on what appraisal is - a positive process to give someone feedback on their performance, continuing progress, and to discuss development needs. The course fulfilled my expectations and needs to become an appraiser, it challenged me, and made me look at my shortcomings and qualities to help in the appraisal process.”*

N44 participants, 24 September 2018

*“The course was very well organised. The small group meetings were organised so that we had the opportunity to work with a variety of colleagues which was interesting and instructive. The tutors were entertaining and enthusiastic.”*

N46 participant, 9 October 2018

*“I felt that the environment generated by the tutors contributed positively to learning. In addition, the opportunity to adopt the appraiser role in a safe and non-confrontational environment was a very useful exercise in enhancing facility with the process and bolstering confidence in conducting an appraisal. By far, I found the mini-appraisal the most stimulating, challenging and useful aspect of the course.”*

*“I found the material challenging and stimulating, the tutors knowledgeable, approachable and insightful and the entire ethos generated to be safe and open for learning. I'd recommend it without hesitation to others.”*

N48 participants, 14 November 2018

### Refresher Medical Appraiser Training Course

The following table illustrates the attendance at the 1-day Appraiser Refresher courses, which are designed to run at maximum 24 capacity.

|  |  |  |  |
| --- | --- | --- | --- |
| **Course** | **Course capacity** | **Participants** | **Unfilled slots** |
| **Primary Care** | **Secondary Care** | **Total** | *DNAs* |
| R24 - 4 June 2018, Edinburgh | 24 | 2 | 14 | 16 (67%) | *1* | 8 |
| R25 - 21 June 2018, Edinburgh | 24 | 1 | 7 | 8 (33%) | *1* | 16 |
| R26 - 10 September 2018, Glasgow | 18 | 1 | 7 | 8 (44%) | *0* | 10 |
| R27 - 11 September 2018, Glasgow | 18 | 2 | 12 | 14 (78%) | *0* | 4 |
| R28 - 20 September 2018, Glasgow - **CANCELLED** | - | - | - | - | *-* | - |
| R29 - 20 January 2019, Edinburgh | 12 | 2 | 5 | 7 (58%) | *2* | 5 |
| R30 - 21 February 2019, Glasgow | 15 | 2 | 11 | 13 (87%) | *1* | 2 |
| **Total** | **111** | **10** | **56** | **66 (59%)** | ***5*** | **45** |

Participants’ feedback from the courses was very positive:

*“I gained reassurance that my own technique and style was good, and I learned that the interview can be conducted in a different way from my own which allowed me to reflect on any changes I might make in future.”*

R24 participant, 4 June 2018

*“The tutors were excellent and gave really helpful hints, as well as encouraging us to try different approaches.”*

R25 participant, 21 June 2018

*“The course was excellent. I thoroughly enjoyed the initial enhanced appraiser training 5 years ago, and this course was equally enjoyable. I believe it should be mandatory for all appraisers.”*

*“I like that the specialties were mixed. It is always interesting to see how different types of doctors approach a problem, and how their interview style is. Having another totally different perspective on your own style is very informative.”*

R26 participants, 10 September 2018

*“Excellent course, wonder why I took so long to go on it!”*

R29 participant, 30 January 2019

### Dental Appraiser Training Course

To help dental appraisal progress in Scotland, Medical Appraisal organised four bespoke Dental Appraiser courses in 2018.

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Course** | **Course capacity** | **Participants** | *DNAs* | **Unfilled slots** |
| DX1 - 4 & 11 May 2018, Aberdeen | 6 | 3 | 0 | *3* |
| DX2 - 22 & 28 May 2018, Glasgow | 12 | 10 | *0* | *2* |
| DX3 - 21 & 28 June 2018, Inverness | 9 | 9 | *0* | *0* |
| DX4 - 10 & 17 July 2018, Edinburgh | 9 | 6 | 1 | *3* |
| **Total** | **36** | **28** | **1** | *8* |

We successfully trained 28 dentists to become Dental Appraisers.

Due to the ongoing demands for Medical Appraisers, we were unable to offer further bespoke dental courses; however, dental (and other disciplines) are welcomed to apply and attend the Medical Appraiser courses. Priority will be given to medical colleagues first to ensure Medical Revalidation requirements are met; but we will try to cater for everyone wherever we can.

## Interested in becoming an Appraiser?

If you are interested in becoming an Appraiser, you can find further details via the Medical Appraisal Scotland website:

<http://www.appraisal.nes.scot.nhs.uk/>

Training course details available under the “Be an Appraiser” link in the menu.

Please discuss further with your local Appraisal Lead as the first port of call. Appraisal management processes (and vacancies) vary across the Health Boards in Scotland and it is important that you understand the requirements of your Health Board, and that they can guide and support you in the Appraiser role.

## Distribution of trained Appraisers across Health Boards

Of the 122 New Appraisers trained, and the 66 Appraisers who attended the Refresher courses during 2018/19, below is a breakdown of the spread across the health boards:

|  |  |  |
| --- | --- | --- |
| **Health Board** | **New Appraisers** | **Refreshers** |
| **Primary Care** | **Secondary Care** | **Primary Care** | **Secondary Care** |
| Argyll & Bute | 0 | n/a | 0 | n/a |
| Ayrshire & Arran | 4 | 6 | 0 | 4 |
| Borders | 0 | 4 | 0 | 2 |
| Dumfries & Galloway | 0 | 1 | 0 | 2 |
| Fife | 0 | 3 | 1 | 2 |
| Forth Valley | 3 | 4 | 1 | 2 |
| Gt Glasgow & Clyde | 3 | 18 | 3 | 15 |
| National Waiting Times Centre (Golden Jubilee Hospital) | n/a | 1 | n/a | 0 |
| Grampian | 6 | 13 | 0 | 9 |
| Highland | 4 | 15 | 0 | 1 |
| Lanarkshire | 4 | 0 | 1 | 2 |
| Lothian | 4 | 16 | 3 | 15 |
| National Services Scotland\*\* | 0 | 5 | 0 | 0 |
| Orkney | 0 | 0 | 0 | 0 |
| Shetland | 0 | 0 | 0 | 0 |
| Tayside | 0 | 7 | 1 | 2 |
| The State Hospital | 0 | 0 | 0 | 0 |
| Western Isles | 0 | 0 | 0 | 0 |
| Non-NHS Bodies | 0 | 1 | 0 | 0 |
| **Total** | **28** | **94** | **10** | **56** |

*\*\* Of the five New Appraisers trained and added to NSS, one was from NES.*

**Following national agreement, NSS has taken over the appraisal administration responsibilities for specialty health boards/areas with smaller numbers of medical staff (e.g. NES, Health Scotland, HIS, Scottish Government etc), pooling together all Appraisers to ensure Appraisees in these organisations have access to at least 2 different appraisers within a 5-year Revalidation cycle.**

## Challenges in the delivery of training

Following the unprecedented number of training course cancellations last year, I am happy to report that only one Refresher course was cancelled in 2018/2019 (compared to three New Appraiser courses and four Refreshers in the previous year). However, whilst we have bucked the trend in course cancellations, we have encountered two issues: course capacity and attendance rates.

With resources already stretched, a conscious effort was also made to run Appraiser Training courses utilising NHS offices wherever possible following the successful trial the year before. Whilst money was saved through venue hire and catering, it has meant on several occasions we were unable to run the courses at our designed full capacity: 18 participants on 2-day New Appraiser courses and 24 participants for 1-day Refreshers respectively.

Also, the combination of Appraiser retirement and clinicians’ continued service pressures has had a significant impact on the training courses’ attendance rates. Despite the high demand for New Appraisers, we have had significant participant drop-outs (often at short notice) and DNAs which led to many courses running at less than full capacity.

Of all the New Appraiser courses run last year, only one course (out of 11) was run at full capacity as scheduled. Five courses (factoring reduced capacity per course) were run at less than 75% capacity.

The Refresher courses were particularly disappointing, with four of the six 1-day events running at less than 70%; two of which were run at less than half (33% and 44% respectively).

**Whilst Refresher training is not yet a mandatory requirement, it is strongly recommended for existing Appraisers to ensure they are supported in their role as Appraiser. The Refreshers also offers the experienced Appraisers a chance to network and share best practices with colleagues outwith their health board and specialties.**

If courses were run at full capacity as scheduled, the 2018/2019 training programme would have seen us train 150 New Appraisers, and 111 experienced Appraisers attend the Refreshers; instead, only 122 New Appraisers were trained (81%) and 66 attended the Refreshers training (59%).

The reduced attendance has meant the courses were run at less than optimal efficiency, as well as reduced ROI (Return On Investment) on the resources.

In an effort to address this, we have avoided Mondays and Fridays (following feedback from course tutors and participants) in the 2019/2020 schedule. Additionally, we have also organised the majority of the training courses in the local health board areas, rather than through central-belt NHS premises. Hopefully the combination of the two will help improve the course attendances.

# Medical Appraiser workforce in numbers

*Data taken from inhouse Applications Tracker database and SOAR, downloaded on 17/05/2019. Excludes dental and other disciplines and non-NHS bodies).*

Due to NES’ involvement with the MARQA report (see Events & News section), we will no longer publish appraisal completion data from SOAR. Instead, we will further explore statistics on the Medical Appraiser workforce.

## Key Numbers

### Since 2003:

* 90 New Appraiser courses were run;
* 1905 Medical Appraisers trained (excludes dental and other disciplines).

### Since 2010:

* 54 Experienced/Refresher courses were run;
* 802 Appraisers attended.

### In the last 5 years:

* 47 New Appraiser courses were run training 572 New Appraisers; and
* 30 Refresher courses were run attended by 370 Appraisers.

### Currently:

* PC Appraiser in more than one health board = 39
* SC Appraisers in more than one health board = 62 (mostly pooled appraisers from NSS)
* PC and SC Appraisers appraising in same health board = 32 (mostly in NHS Grampian)
* PC and SC Appraisers appraising in different health boards = 5

## Total number of Appraisers and Appraisees (on SOAR), and Average Appraiser to Appraisees ratio

|  |  |  |
| --- | --- | --- |
|  | Primary Care | Secondary Care\*\*\* |
| Health Board | Appraisers | Appraisees | *Avg Ratio* | Appraisers | Appraisees | *Avg Ratio* |
| Argyll & Bute | 7 | 118 | *1:17* | n/a |
| Ayrshire & Arran | 14 | 355 | *1:25* | 56 | 495 | *1:9* |
| Borders | 32\* | 128 | *1:4* | 24 | 169 | *1:7* |
| Dumfries & Galloway | 9 | 159 | *1:18* | 14 | 198 | *1:14* |
| Fife | 18 | 328 | *1:18* | 44 | 394 | *1:9* |
| Forth Valley | 11 | 295 | *1:27* | 31 | 302 | *1:10* |
| Grampian | 26 | 588 | *1:23* | 129 | 772 | *1:6* |
| Gt Glasgow & Clyde | 35 | 1232 | *1:35* | 456\*\* | 2330 | *1:5* |
| Highland | 18 | 342 | *1:19* | 56 | 362 | *1:6* |
| Lanarkshire | 20 | 495 | *1:25* | 121 | 681 | *1:6* |
| Lothian | 41 | 1027 | *1:25* | 323 | 1582 | *1:5* |
| National Services Scotland (NSS) \*\*\*\* | n/a | 11 | 46 | *1:4* |
| National Waiting Times Centre(Golden Jubilee Hospital) | n/a | 22 | 133 | *1:6* |
| Orkney | 11\* | 38 | *1:4* | 13 | 24 | *1:2* |
| Shetland | 6\* | 30 | *1:5* | 3 | 25 | *1:8* |
| Tayside | 17 | 462 | *1:27* | 106 | 612 | *1:6* |
| The State Hospital | n/a | 6 | 16 | *1:3* |
| Western Isles | 3 | 34 | *1:11* | 5 | 30 | *1:6* |
| NSS Partner Boards \*\*\*\* | *Pooled Appraisers:* | 22 | 68 | *1:3* |
| *Health Scotland* | n/a |  | 8 |  |
| *Health Improvement Scotland* | n/a |  | 11 |  |
| *NES* | n/a |  | 12 |  |
| *Mental Welfare Commission for Scotland* | n/a |  | 3 |  |
| *Scottish Government (& ROs)* | n/a |  | 34 |  |

*\* These health boards have more Primary Care Appraisers on SOAR, but not all are assigned to an Appraisee.*

*\*\* Please note that that a proportion of these are Educational Supervisors and University Appraisers who are not NES-trained.*

*\*\*\* There are some Secondary Care Appraisers added to SOAR by health boards for the purposes of joint appraisals with Academic Medicine only.*

*\*\*\*\* NSS is now responsible for appraisal admin for all smaller specialty health boards, e.g. NES, Health Scotland, HIS, Scottish Government.*

Excluding dental and other disciplines, 1905 New Medical Appraisers have been trained since 2003 (up to March 2019).

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Data Breakdown | 2003 – 2009 | 2010 – 2016 (March) | 2016 (April) – 2019 (March) | Total |
| New Appraiser courses | 19 | 39 | 32 (excludes 3 cancelled) | 90 |
| Experienced / Refresher courses | n/a | 41 | 13 (excludes 7 cancelled) | 54 |
| New Primary Care (PC) Appraisers trained | 271 | 137 | 66 | 474 |
| New Secondary Care (SC) Appraisers trained \*\* | n/a | 1109 | 322 | 1431 |
| PC Appraisers attended Experienced / Refresher courses | n/a | 39 | 34 | 73 |
| SC Appraisers attended Experienced / Refresher courses | n/a | 580 \*\* | 149 | 729 |

*\*\* Some pre-existing SC Appraisers were recognised as NES-Trained Appraisers via Experienced/Refresher courses (instead of the New Appraiser courses)*

NES took on responsibility for training Secondary Appraisers from 2010 ahead of formal introduction of Medical Revalidation. As part of this, a number of existing SC Appraisers were allowed to attend a 1-day Refresher/Experienced course (instead of the 2-day courses) to make them eligible to be recognised as a NES Trained Appraiser rather than attend a 2-day New Appraiser course.

This practice has ceased following the conclusion of the first cycle of Revalidation. All new Appraisers must now be NES-trained via the 2-day New Appraiser courses.

Since 2003 NES has trained 1905 New Appraisers, of which 1293 (67%) are still active with an Appraiser role on SOAR; 625 are no longer active (33%).

## NES Trained but not used?

|  |  |  |
| --- | --- | --- |
| Years | 2010 – 2016 (March) \*\* | 2016 (April) – 2019 (March) |
| ***PC*** | ***SC*** | ***PC*** | ***SC*** |
| New Appraisers Trained | 137 | 1109 | 66 | 322 |
| *Still Active (with Appraiser role on SOAR)* | *74 (54%)* | *790 (71%)* | *64* | *290* |
| *Inactive (No Appraiser role on SOAR)* | *63 (46%)* | *319 (29%)* | *2* | *32* |
| No Appraisals carried out | 8 (5.8%) | 41 (3.7%) | 9 (13.6%) | 65 (20.2%) |

*\*\* Pilot Secondary Care Appraiser courses (2010) and First cycle of Revalidation (2011-2016)*

Prior to the formal introduction of Medical Revalidation in 2011, NES ran a number of pilot courses for the training of Secondary Care Appraisers. Including these, NES trained 1246 New Appraisers in the first cycle of Revalidation (from 2010 – 2016).

However, 49 of the 1246 NES-trained Appraisers did not carry out an appraisal on SOAR. Reasons for this could vary from ill health, to lack of vacancy, to unexpected increase in workload. It is difficult to track and monitor this, but we hope to be able to address this by future SOAR development, which should help improve our planning and adjust our training courses as appropriate.

Generally, Health Boards are asked to organise matching Appraisees to newly trained Appraisers as soon as possible to ensure they put their new skills into practice and reinforce their learning from the course. However, this may not always be the case if Appraiser allocation has been completed early in the year, or there are no vacancies or Appraisees to appraise.

The data above was taken in mid-May 2019, which includes those who became Appraisers in the latter half of the year (where they may not have been allocated an Appraisee yet). If we exclude the latter half of the 2018/2019 period (so from April 2016 to June 2018), the number of NES-trained Appraisers who have not conducted any appraisals on SOAR is reduced from 49 to 14 (5.4%); suggesting 35 newly trained Appraisers awaiting Appraisees allocation:

|  |  |
| --- | --- |
| Years | 2016 (April) – mid-2018 (June) |
| ***PC*** | ***SC*** |
| New Appraisers Trained | 45 | 258 |
| *Still Active (with Appraiser role on SOAR)* | *43* | *230* |
| *Inactive (No Appraiser role on SOAR)* | *2* | *28* |
| No Appraisals carried out | 0 | 14 (5.4%) |

# Annual Scottish Medical Appraisers Conference 2019

***(Incorporated as part of the Scottish Medical Education Conference)***

The annual Scottish Medical Appraisers Conference was once again held in parallel with the Scottish Medical Education Conference at the EICC, Edinburgh. The Medical Appraisers Conference took place on 10th May 2019, with “Reflection” being the key theme this year.

Drs Maurice Conlon (Clinical Advisor, Professional Standards Team, NHS England) and Rob Hendry (Medical Director, Medical Protection Society) were the guest speakers and presented on “Appraisal: A Soft Reboot” and “Reflective Practice” respectively.

Six workshops were organised and all of them repeated to give delegates the opportunity to attend as many of the workshops as possible:

* Difficult Appraisals
* GMC update on Supporting Information guidance and consultation on changes to patient feedback requirements for revalidation
* Role of Reflection in Quality Improvement Activities
* Humanising Health Care through Values Based Reflective Practice
* Supporting doctors who undertake a low volume of clinical work
* Supporting Doctors in Difficulty

Details of the workshops, along with materials and presentations on the day, are available on our website:

<http://www.appraisal.nes.scot.nhs.uk/i-want-access-to/appraiser-conferences/20192020.aspx>

## Conference feedback

87 of the 165 conference delegates provided feedback about the day. The two objectives for this year’s conference were:

1. To review and discuss current issues and concerns surrounding Appraisal and Revalidation, and the role of Reflection.
2. To provide delegates with the opportunity to network with fellow Appraisers outside their health board and specialty.

84% of respondents agreed that we achieved this, while 16% felt it was partially achieved.

The one overwhelming feedback from facilitators and Appraisers was that the workshops were too short. We will take this (and other feedback) on board and incorporate it into our planning to try and strike the right balance for next year’s conference.

Both Drs Conlon and Hendry were very well received by our Appraisers, with 85% of the audience providing a positive score in both sessions.

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Plenary | Respondents | Good (%) | Average (%) | Poor (%) |
| Appraisal “A Soft Reboot” | 82 | 85.4 | 14.6 | 0 |
| Why Reflective Practice Still Matters | 85 | 83.5 | 16.5 | 0 |

Comments included:

*“Liked the focus on achievements, challenges and aspirations without losing the need for the assessment element required for the GMC.”*

*“Good speaker (Dr Conlon) - refreshing to hear appraisal being described as a potential force for good and a means of retaining doctors.”*

*“Helpful to have clarity around some of the recent issues in reflective practice from Dr Hendry who clearly has a lot of experience. I feel more confident in talking to appraisers and appraisees about the need for reflective practice and the fact that this can be done in a safe and confidential manner.”*

### Workshop feedback

The workshops were well received as well.

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Plenary | Respondents | Good (%) | Average (%) | Poor (%) |
| Difficult Appraisals | 68 | 64.7 | 30.9 | 4.4 |
| GMC Update on Supporting Information Guidance and Consultation on Changes to Patient Feedback Requirements for Revalidation | 63 | 54 | 36.5 | 9.5 |
| The Role of Reflection in Quality Improvement Activities | 58 | 56.9 | 34.5 | 8.6 |
| Humanising Health Care Through Values Based Reflective Practice | 36 | 61.1 | 36.1 | 2.8 |
| Supporting Doctors Who Undertake a Low Volume of Clinical Work | 67 | 62.7 | 26.9 | 10.4 |
| Supporting Doctors in Difficulty | 65 | 61.5 | 32.3 | 6.2 |

Other comments included:

*“always good to openly discuss challenges and experiences in appraisal”*

*“useful to hear GMC thoughts and get ideas from colleagues”*

*“I was amazed at how the small group exercise appeared to be beneficial to all present.”*

*“Both these sessions were interesting and informative - actually told you something that would be of use to you. I thought the explanations before and after the obviously compulsory audience participation was really good”*

*“Really useful practical advice regarding low clinical volume work.”*

## SAVE THE DATE!

Next year’s Scottish Medical Education Conference (SMEC) will be held on 30th April and 1st May 2020 at the EICC, Edinburgh. **The Scottish Medical Appraisers Conference will take place on 1st May 2020 as part of the SMEC.** If you have suggestions for Appraiser workshop topics, please send them to us no later than end of October 2019. Visit the website for more details:

<http://www.appraisal.nes.scot.nhs.uk/i-want-access-to/appraiser-conferences.aspx>

# Events and News

## Support for Appraisal Leads and ROs

Two National Appraisal Leads meetings were organised in 2018/2019. The first was held on 30 May 2018 at Murrayfield Stadium, Edinburgh; and the latter one was held on 24 January 2019 at the Grand Central Hotel, Glasgow.

Following feedback from Appraisal Leads, the latter meeting was restructured so that a joint meeting was had in the morning, and a split Primary and Secondary Care meeting was had in the afternoon, allowing further detailed discussions on non-overlapping matters. This format was well received and will be carried forward into future meetings.

Unfortunately, due to logistics and other unforeseen factors, a Responsible Officers (RO) Development Day was not organised in 2018/2019. But plans are in place to address this, and we are aiming to schedule one in 2019/2020.

## National Appraisal Administrators Meetings

Similar to the Appraisal Leads, two National Appraisal Administrators Meetings were also held, on 6June 2018 in Stirling and 22 January 2019 in Forth Valley respectively. The meetings were attended by Health Board Administration teams and the Medical Appraisal Scotland team.

Colleagues were able to attend in person or via VC, and both meetings were well represented.

The meetings offered an opportunity for the local teams to network with each other and share best practices; and it also allows the Medical Appraisal team to be kept informed of local developments and emergent items that could influence future training delivery and development.

## Tutors Training Day 2018

A Tutors Training Day was held on 4 October 2018 at the NES offices in West Port, Edinburgh. The event successfully trained 12 new Tutors to join the Training Course Tutors cohort, increasing the pool to 53 (although some tutors are more active / have more availability depending on their clinical commitments and personal situations).

## Course Tutor Conference

The third annual Appraiser Course Tutors Conference was held on 24 October 2018 at Murrayshall Hotel. Guest speaker on the day was Dr Rob Hendry from the Medical Protection Society, who spoke on “Reflective Practice – Lessons for Appraisal”.

This was well attended, and the day was structured to be an interactive and informative process for the tutors with updates on developments, skills training, and active discussion around a series of topics and experiences. Feedback from those who attended was very positive.

# MARQA Report 2017/2018

Medical Revalidation was introduced as a legal requirement across the UK from December 2012.

NHS Health Improvement Scotland (HIS) had been producing annual reviews/reports (commissioned by Scottish Government) on Appraisal and Revalidation in Scotland since 2010.

NHS Education for Scotland (NES) took over the responsibility of producing the annual report for the first time this year, when it was re-named “Medical Appraisal & Revalidation Quality Assurance” (MARQA) Review.

As part of the process, a self-assessment pack (consisting of a data sheet of appraisal and revalidation completion rates; and a declaration of appraisal and revalidation governance) is sent to all designated bodies in Scotland for their completion.

The 2017/2018 report was published in December 2018, and is available on the website: <http://www.appraisal.nes.scot.nhs.uk/i-want-access-to/marqa-reports.aspx>

**We would like to thank the NHS HIS team for their supporting during this transitional period.**

Planning for the 2018/2019 MARQA review is underway and the report is due to be published in late-2019.

# Plans for 2019/2020

2019/2020 heralds an exciting new chapter for Medical Appraisal in Scotland. Below are some of the projects to look forward to:

**Updating of Training Course Contents**

With the help of the Course Validation & Review (CVR) group, the structure and content of the New Appraiser courses were updated. The new changes were piloted with the courses in the last quarter of 2018/2019. These have since been made live and we will continue to monitor and review this as we progress into the new fiscal period.

We intend to engage with the CVR group and our course tutor cohort to review and further update the content and structure for both New Appraiser and Refresher courses in the coming year.

## Application process via SOAR

Currently the Appraiser courses’ application process and data is managed outside of SOAR. We have an ambitious project to integrate this into SOAR to help with Appraiser tracking and, by combining the two data sources, to ensure there are no duplicate records and allowing the data to be updated collaboratively between NES and the health board teams.

Additionally, it will also help better inform future MARQA reports; maintain a better and more accurate Appraiser dataset; and it will certainly streamline the application process and help us set up a platform for other future development.

## MARQA 2018/2019

At the time of writing, the next MARQA review is well on its way.

Following feedback and suggestions from designated bodies, several small changes were made to the 2018/2019 MARQA Self-Assessment pack. This was sent out to all designated bodies in Scotland in April, and we look forward to receiving the returns in June, prior to the review panel meeting up in July. The final report, when published, will be available on the Medical Appraisal Scotland website.

## Appraiser Course Tutors

Despite training up 12 new Appraiser Course Tutors on 4 October 2018, we lost a number of experienced course tutors through retirement and other clinical commitments. Whilst the total number of tutors we can call upon has increased to 53, only around 40 are active. As such, another Appraiser Tutors Training Day has been organised to take place on 4 September 2019.

## RO Development Day

Due to the unusually high turnover of Responsible Officers (ROs) in Scotland in the last 18 months, we are working with Scottish Government and the GMC to organise a development day targeted at the newer ROs. Additionally, we hope to organise a development day for ROs and Appraisal Leads as well, offering them an opportunity to network and discuss any potentially emergent themes.

**Recognition of Trainer (RoT) Quality Assurance**

In the few years I have been involved with Recognition of Trainers, the processes have changed and adapted as we work to bed down this relatively new process with the IT systems.

When originally developed, SOAR was used to facilitate the initial recognition processes. This has now changed and the initial recognition process sits outwith SOAR and Turas (the system where Trainer information is stored).

**SOAR is now used to help facilitate the continuing-recognition processes**, where the Director of Medical Education can review which of their Trainers are due for review (based on the Trainers’ Revalidation Due Date), and make a recommendation, which is countersigned by the Educational Organisations.

**Irrespective of the Trainers’ status, they are expected to complete the RoT Form as part of their annual appraisal submission.**

The “Year of the Trainer” was launched as part of the Scottish Medical Education Conference earlier this year (May 2019). A workshop was run to celebrate successes, and offered delegates an opportunity for their input into the processes and setups. There was a suggestion to reintroduce a development on SOAR that allows Trainers to highlight which of their supporting information belonged to which area of the Trainer framework. Workshops are being organised to explore how we might facilitate this development.

## Course Delivery and Forecasting Potential Course Demand

My predecessor has mentioned this in his past reports, but the biggest challenge we face continues to be the forecasting of potential course demand and developing an appropriate schedule to meet it.

Demands for new Appraisers, particularly in Secondary Care, continue to be an issue for health boards in the challenging climate of sustained service pressures. Obviously we are in no position to influence this but where courses are undersubscribed we do release our course tutors, who are clinicians themselves, back to the service to help ease the pressure wherever we can. But this is not always possible if course participants simply DNA on the day.

The national guidance for Secondary Care Appraisers is to undertake around 10 appraisals per annum; although in practice, from the information in the Workforce numbers section, this is closer to 6. From the same data analysis, there does not appear to be significant Appraiser shortages in any one area as far as we can ascertain. But the analysis would not take into consideration specific individuals who are appraising more than the average ratio in their area; nor would it indicate the number of Appraisers who are close to retirement etc.

Through a different dataset on the Workforce analysis, we found that 30 newly trained Appraisers (from April 2016 to June 2018) no longer have Appraiser roles on SOAR; and 14 of them did not carry out an appraisal on SOAR. These numbers represent a significant loss of resources, and unfortunately we have no easy way to analyse this data further (at this time).

One of my goals for next year is to work with health boards to manage the Appraiser application process better to ensure only suitable people are put forward to the training courses, so that the trained Appraisers are used more efficiently, and we are not training individuals who would not be taking up the role of Appraiser in NHS Scotland.

### Refresher Training Courses

One particular challenge I have experienced in my short tenure is the capacity of Refresher training, with the courses often running undersubscribed.

The original purpose of the Refresher training programme was designed as a QA process, to help ensure that NES-trained Appraisers continue to appraise at a high, standardised level; and more crucially, ensure the Appraisers are supported by giving them a platform to share their experience with colleagues outwith their own specialty and health board.

We are inviting Appraisers to attend a 1-day Refresher training once every 5 years. I would strongly urge all Appraisers who were last trained more than 3 or 4 years ago to consider attending the Refresher training. From my experience of supporting the admin of these events, one of the common comments at the start of the day is around the uncertainty of “how am I doing as an Appraiser?”, and “how to manage difficult appraisals”. If you are in similar circumstances, I hope the feedback below will encourage you to sign up:

*“The most valuable part of the course was being able to test out ways of tackling difficult scenarios with feedback, feeling able to usefully contribute to feedback for others, and being reassured that my practice is in step with others.”*

R24 participant, 4 June 2018.

## New Beginnings

2018/2019 has been a busy year with a number of significant changes as described elsewhere in the report. For me, whilst I am new to the role, my prior experience with Medical Appraisal has helped bring a degree of stability and with everyone’s continued support, I hope we can also bring about the change needed to take Medical Appraisal in Scotland to the next chapter.

I recently told my wife during the anniversary of her mum’s passing that “Life was like driving a car” - you have to check the rear-view mirror every so often, but you cannot drive forward by staring at the mirror.

I like to think that Appraisal is also like driving a car; regardless of what vehicle you drive (i.e. regardless of specialty), the driver (your appraisees) will adhere to the same rules and regulations as everyone else (Revalidation). They will all be taught the same core basics in driving (Medical training), one of which will be the regular checking of the rear-view mirror (annual Appraisals) to ensure they drive safely on in their journey. The Appraiser’s role is not to tell the Appraisee how well they are driving, but simply to remind them to check their mirrors.

I would like to take this opportunity to thank everyone for their warm “Welcome back” messages of support following my appointment; and I look forward to working with everyone as we check the rear-view mirror and drive forward together in the vehicle we call “Appraisal”.

**William Liu***Training Manager (Medical Appraisal)*

# SOARing through 2018/2019 and beyond

**Significant Highlights**

## SOAR inhouse development

2018/2019 is the first year that NES took on maintenance and development of SOAR inhouse. Although we had an SLA (Service Level Agreement) in place with our external developers, we managed all development work without invoking their services.

Following a thorough review of the team’s new capacity, a decision was made to cease the renewal of our Service Level Agreement with our external provider at the end of March 2019.

All SOAR maintenance and further development will now be undertaken by the NES inhouse team.

A note of all development efforts can be found on the Medical Appraisal Scotland website once they have been deployed.

<http://www.appraisal.nes.scot.nhs.uk/help-me-with/soar/about-soar/deployhistory.aspx>

Some of the development highlights are:

* CPD Log change where users can now carry ongoing CPD items into future appraisals;
* A site-wide Autosave function was developed and users can opt in to use this if they choose;
* RoT changes were made to help DMEs and EOs more easily identify Trainers who require continued recognition;
* The PDP function now includes options for Completed, Discontinued, and Progressing; depending on which status you assign, these will be carried forward (or not) into the next appraisal; and
* SOAR’s web hosting provider changed over to the Azure platform at the end of March 2019.

### Webhosting: Microsoft Azure

We successfully changed SOAR’s webhosting over to the Azure platform. The move was completed in March 2019 and has introduced overall cost savings as well as improved efficiency.

The new hosting platform has laid the foundation which will help with future SOAR improvements, such as enhanced login features, and improved connectivity to other NES IT systems on the Turas platform.

Plans are still in place to overhaul SOAR’s coding behind-the-scenes so that we are able to make use of some of the new infrastructure, but rather than a massive project in one go, we will be looking to do this section by section as we work on new development projects.

### Moving Technology

One of the struggles the development teams have had over the years is the challenge of building an online system to cater for older, even obsolete, systems which are still in use in some NHS premises.

Technology moves at such a pace that it is difficult for some NHS IT colleagues to update the local hardware and software to catch up with the latest developments. In line with the “[NHS Scotland ICT Infrastructure Standard and 2021 Operating Model](https://www.ehealth.scot/wp-content/uploads/2019/01/NHSScotland-ICT-Infrastructure-Standard-and-2021-Target-Operating-Model-.._.pdf)” however, we have gradually raised the minimum browser requirements depending on Microsoft’s continued support of their operating systems and browsers.

Microsoft web browsers (Internet Explorer and Edge) are still the default browser in most NHS offices, but globally they only make up 4.9% of all browsers used in 2018/2019. According to [StatCounter.com](http://gs.statcounter.com/browser-market-share#monthly-201804-201903), Google Chrome makes up 60% in the same time period; with Safari, a web browser mainly associated with Apple devices, making up 15%.

Whilst we will continue to support our users to the best of our abilities, we will no longer develop SOAR to work with older unsupported systems and browsers. We simply do not have the resources for this, and continued support for obsolete browsers is not good practice in IT security.

## Review of MSF Options

SOAR continues the provision of MSF via our 3rd party provider, WASP Software. This arrangement has been extended through to the end of March 2020, covering the 2019/2020 period.

The longer-term plan of a multi-disciplinary one-MSF tool is still being discussed. Until that is finalised, NES will continue to provide MSF via WASP Software.

## Supporting SOAR Users

During 2018/2019, the SOAR helpdesk resolved 6457 enquiries[[1]](#footnote-2) – 438 less compared to the year before. Of the queries we dealt with, nearly half (47%) were from Secondary Care users (Consultants and Secondary Care Admin teams); a quarter (25%) were from Primary Care users (including Admin teams); Trainee queries came to 15%; and queries from MSF Raters, Pharmacists, Receptionists, GP Practice Managers, and DMEs (Directors of Medical Education), EOs (Educational Organisations) and Others make up the rest (13%).

A quarter of our overall queries this year related to MSF (1623 / 25%), mostly requests to repeat their MSF in preparation for their next Revalidation. 1130 tickets revolved around helping users log in to SOAR (18%); which is a slight increase (3%) from last year. 1005 tickets (16%) were requests to help correct appraisal details (usually a change in appraisal date, or appraisal periods).

*Please review the graphical version of the annual report for chart breakdown.*

Following last year’s decision to drop the live SOAR demo sessions, video tutorials were created in their place. Two videos were created: one for Appraisers and Appraisees covering the appraisal process on SOAR in a step-by-step guide; the other was an overview for local Health Board Admin teams to go over some of the key admin tasks and functions of SOAR.

The video tutorials can be found on the Medical Appraisal Scotland website.

## SOAR team changes

In August, after 4 ½ years with the SOAR team, **Alistair Bryan** joined the wider NES Digital team working within the Data Warehouse team. Alistair is hardworking and an important part of the team and will be a tremendous asset to NES Digital. We wish Alistair the best of luck in this new step in his career.

Following **William Liu**’s appointment back to the Medical Appraisal team, the previous NES Digital role of Senior Information Analyst was relinquished with the acknowledgement that William will carry forward the management responsibilities for SOAR in the role of Training Manager.

**Michael Teasdale**’s contract has been renewed with NES Digital and he continues to provide technical expertise and support in the continued further development of SOAR.

## Future projects and Impacts

### Appraiser Training Course Applications

As mentioned in the “Plans for 2019/2020” section, we are looking to integrate the existing training course application process into SOAR.

Initial talks are progressing to see if we can utilise the Turas Learn platform in the first instance (to avoid duplication of system functions). It will be a significant project, but we are hoping to prioritise this due to the multiple advantages and positive impact going forward.

### SOAR Helpdesk

The previously proposed change in SOAR’s helpdesk support software remains in the pipeline. However, rather than moving to ServiceNow, a decision was made to switch our helpdesk provider to Jira. This has been implemented within NES for internal use, and we hope to pick up on this in early 2019/2020.

From a user’s point of view, there should be no change or impact on them. All SOAR queries will continue to be sent to SOAR@nes.scot.nhs.uk and they will be picked up and actioned as per normal.

### Multi-Disciplines on SOAR?

We reported last year of increased interest from non-medical colleagues in the use of SOAR for their appraisal process (e.g. dental, public health etc). Due to team changes and resources, this was not carried out in 2018/2019.

Given the change in priorities, this is unlikely to be addressed in 2019/2020 although the situation may change depending on progress and resources. We will keep colleagues updated on the progress of this, if and as it happens.

## SOAR News Alert categories

Following the rollout of GDPR last year, we introduced “categories” of News Alerts sent out via SOAR. All messages are now tagged in a category which users are invited to opt-in to. Users will only receive relevant email notifications if they have opted in to these categories:

* **Local Health Board Updates**
* Appraisal and Revalidation
* **NES run Events**
* Non-NES run Events
* Other

We have received some feedback from users stating that they had not been informed of certain notifications. To avoid missing out on crucial updates, we advise users to opt-in to all categories. But as a minimum:

**We strongly recommend users opt-in to "Local Health Board Update" messages so that you are notified when your Health Board Admins circulate any important messages.**

Additionally, **Appraisers** are asked to opt-in to the **NES-run events** so that you are kept informed about the Annual Scottish Medical Appraisers Conference.

# Meet the Team

**Dr Christiane Shrimpton**Associate Postgraduate Dean for Appraisal and Revalidation

**William Liu**Training Manager (Medical Appraisal)

**Joyce McCrae**Administrative Officer (Medical Appraisal)

**Stacey Lucas**Administrative Officer (Medical Appraisal)

**Rachel Brand-Smith**Administrative Officer (Medical Appraisal)

**Michael Teasdale**
Analyst Business Partner (Digital)

1. Helpdesk figures taken from Zendesk [↑](#footnote-ref-2)