



The Scottish Staff, Associate Specialist and Specialty (SAS) Doctors and Dentists Development Programme was established in 2012. Initially funded by the Scottish Government as a 3-year pilot project to develop SAS doctors and dentists working in NHS Scotland, the programme has now been added to NES's baseline funding. It recognises that taking up a SAS post should not mean cessation of career development. Rather, it is envisaged that while these doctors and dentists will provide practice in areas of learned competencies, they will also continue to develop new skills to support changing specialist service development.

## Overview

The Scottish SAS Development Programme aims to direct national funding to those SAS doctors and dentists whose clinical teams are seeking to develop new or improved clinical services, or to enhance their role within the clinical team, and where funding is not otherwise provided by the employing Health Board via study-leave funding.

Applications for funding are prepared by the applicant together with the local SAS Education Adviser for their health board, and must be supported by the individual's Clinical Director and Director of Medical / Dental Education. The SAS Programme Board reviews all applications on a quarterly basis and awards funding to those individuals whose proposals clearly demonstrate that this training will lead to improved Clinical Services and improved patient care.

In addition, those individuals who have a clearly identified gap in their knowledge or training may be supported so they can be released for "top-up training" towards a CESR application. Furthermore, the SAS programme also offers generic courses informed by the training needs identified by SAS themselves (e.g. quality improvement and leadership & management), thus helping to develop the essential skills required by all SAS to work in Scotland's NHS.

## SAS Programme Board

The SAS Programme Board meets quarterly to discuss operational issues and considers all applications for funding based on individual merit and set criteria. The Programme Board includes representation from NES, Directors of Medical Education (DME), and the BMA.

Professor Ronald MacVicar provided overall strategic responsibility for the programme, retiring from his role as Postgraduate Dean (North region) in March 2019. Professor MacVicar chaired the quarterly SAS Programme Board meetings for this reporting period, supported by Mr Adrian Dalby, General Manager, Professional Development Workstream, NHS Education for Scotland. Dr Lynne Meekison continues to lead the programme as Associate Postgraduate Dean (SAS), and manages the network of SAS Education Advisers across NHS Scotland.

The team is supported by Nicola Armstrong (NES offices, Glasgow) and Phil Smith (NES offices, Edinburgh), SAS Programme Officers.

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## Education Adviser team/managed Educational Network

We have an experienced Programme Team in place who are passionate and committed to raising the profile of their SAS colleagues across NHS Scotland.

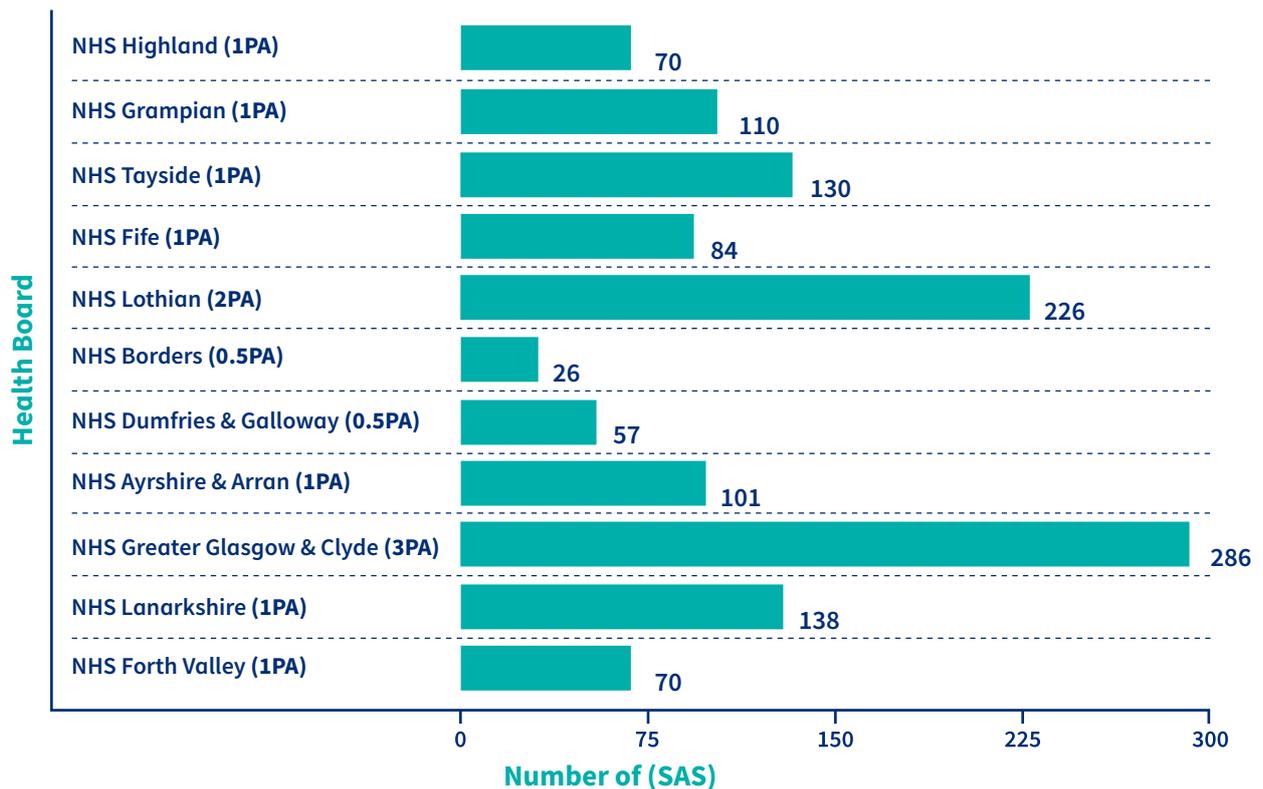
The SAS Education Advisers will continue to support their SAS colleagues to enable them to reach their full potential in the interests of clinical service provision and patient care and safety.



## SAS numbers

The support that these Education Advisers provide locally in the Health Boards is vital for SAS across Scotland. In 2015, the number of Education Adviser sessions (1 PA is equivalent to 4 hours per week) was reduced to reflect the accurate numbers of SAS grades that had been identified in each of the Health Board areas. The allocation of sessions may need to be adjusted going forwards, according to the agreed set criteria, as the numbers of SAS grades in some Health Boards has altered over time.

### Headcount of SAS per Health Board & Education Adviser sessional allocation (PA)



## Education Adviser-led local events

In 2018/19, we hosted a series of 8 local SAS Educational Events in various health boards. These events were organised by the local SAS Education Advisers in their Health Board areas, some in association with local British Medical Association (BMA) representatives with respect to, for example, job planning advice.

We saw a 44% increase (from 2017-18) in SAS delegates attending these local events - a total of 205 attendees.

We plan to continue to host local events to increase our visibility and support within the boards.

Health Board	Date	Attendees
Ayrshire & Arran	June 2018	21
Greater Glasgow & Clyde	June 2018	16
Greater Glasgow & Clyde	Dec 2018	37
Highland	Nov 2018	25
Lanarkshire	May 2018	22
Fife/ Tayside	Sept 2018	36
Lothian	Jan 2019	30
Forth Valley	Feb 2019	19

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Of the 77% of delegates who provided feedback for these events, 100% of attendees would recommend these events to SAS colleagues.

“

Great to have a meeting for SAS doctors about professional issues; wonderful that it is held locally within NHS board areas.

I thought that the content was all relevant and well presented. I enjoyed the day and hope that a similar meeting can be held on an annual basis.

It is a fantastic opportunity to meet other SAS doctors, exchange opinions and experiences and hear about other's difficulties and network.

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## SAS Training Calendar

### GMC-led CESR workshops

Every year, we work in collaboration with the General Medical Council (GMC) Certificate of Eligibility for Specialist Registration (CESR) Team to host workshops in Scotland for SAS doctors to learn more about the CESR process, and how to take forward an application.

We ran 2 such workshops this year, guiding and supporting 25 SAS grades at various stages of the CESR process. Some individuals will thereafter apply to the SAS development fund to support a short period of top-up training that should enable them to make a successful CESR application.

“

Excellent course with lots of explanations and tips how to complete forms.

Lots of my misconceptions have been cleared up.

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## Quality Improvement

Working alongside the NES Quality Improvement team, we rolled out an “Introduction to the principles of quality improvement” workshop, which included practical, take-home tools to encourage QI projects at local level. 114 individuals undertook this training, across 2 interactive full-day workshops.

89 attendees provided us with feedback on these sessions and of these individuals, 94% would recommend this training to SAS colleagues.

— 66 —

I really liked the afternoon session where we used the coins spinning to have a practical experience of run chart. This gave me more clarification and would definitely help me to retain more information.

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The skills learned at the training & some further reading that the day has prompted will allow me to implement changes to my practice & hopefully departmental policy in a more robust & effective way, hopefully resulting in more sustained improvement in clinical practice.

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I will start a quality improvement project very soon with this new knowledge I acquired.

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## Court Skills

We ran 2 fully subscribed Court Experience courses, developed in association with the Central Legal Office (CLO), attended by a total of 30 individuals. The training aimed to provide a general understanding of the procedures and circumstances in which a clinician may be asked to attend court; practical assistance to those who may have to give written evidence in the court process, such as reports to court; and also aimed to enhance clinicians' experience of what it is like to give evidence in court in a bid to increase participants' levels of comfort whilst decreasing concern and anxiety.

— 66 —

As giving evidence is part of my job I feel that I am now more prepared to do this. Understanding how justice works will help me write statements and keep patients notes as if I was to write a statement for every patient.

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The format was great and held my attention. The content was good and pitched at the right level. I enjoyed having the theory presented in the morning and then the mock FAI in the afternoon enabled us to put into practice what we had learned.

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## GMC Professionalism workshop

We continued to fund a course for SAS jointly run with GMC on Professionalism (Leadership & Management / Raising & Acting on Concerns); 21 individuals attended a full day workshop on this.

— 66 —

It was a good forum to meet fellow SAS doctors and to discuss our different but similar challenges at work.

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The training has encouraged me to reflect on different leadership patterns and improve the team working together.

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These skills will help me to engage more with colleagues throughout the organisation, try to establish a friendly way of raising a concern in the unit with a blame free approach and fully utilise the available resources to raise the standard of the service as a team.

— 99 —

## LaMP courses

21 SAS doctors and dentists have completed the Faculty Development Alliance (FDA) Leadership and Management training programme over this year supported by the SAS Programme; a further 10 SAS have attended the initial workshop with the date for the second workshop scheduled later in 2019. This training aims to support individuals as they develop a range of personal and professional skills and behaviours which will contribute to their effectiveness as a clinician, equips SAS with the skills and knowledge both to work more effectively in their teams and potentially to take up leadership positions.

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## Forth Valley Simulation Centre courses

We have also supported 4 individuals to have simulation training delivered at the Scottish Simulation Centre in Larbert.

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I will never forget some of the learning points that came from watching other attendees manage their clinical situations. A truly meaningful and memorable learning experience. I couldn't recommend it highly enough.

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## Scottish National SAS Conference 2019

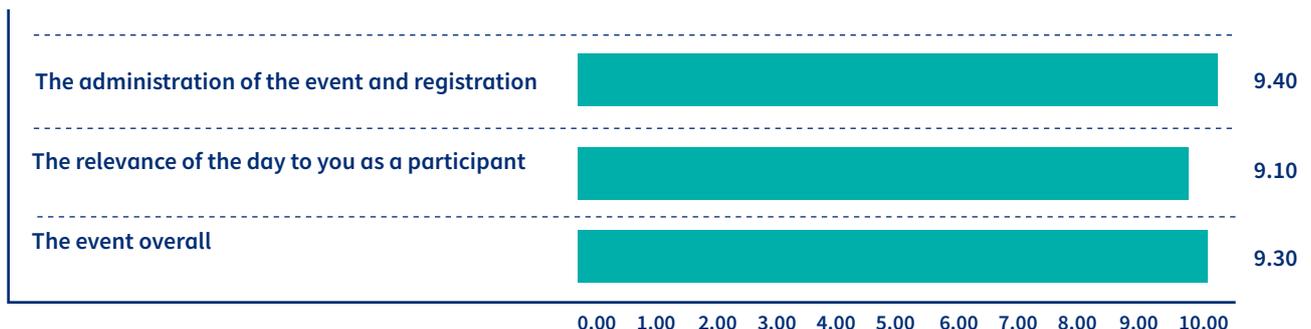
On 26th March 2019, we hosted our fourth Scottish National SAS Conference at the Royal College of Surgeons of Glasgow. This conference was fully subscribed with 139 individuals in attendance.

Plenary topics included 'Medics Against Violence', 'Demystifying Litigation', 'Supporting a professional under pressure' and 'What is Compassionate Care'. We also ran a Schwartz Round delivered by the Point of Care Foundation, and workshops on raising concerns about patient safety (in conjunction with the GMC), on assertiveness (with the BMA), and on job planning, Brexit, pensions, and financial planning for retirement.

The conference also enabled us to update the SAS group on opportunities for developing their clinical services using the SAS fund.

### Feedback (84% response rate)

Please rate the following general aspects of the day on a scale of 0 to 10, where 0 is very dissatisfied and 10 very satisfied



## Scottish National SAS Conference 2019

What did you find most useful about the event?

“

I am just about to start a post as a Specialty doctor and wasn't really sure what to expect. But every session was relevant and thought provoking. I feel I was given information, resources and strategies to start my new post with enthusiasm and knowledge.’

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I had no idea that as a SAS grade I had so many opportunities and was so supported to progress my career/development. From the event it was just good to be aware of what other SAS grades felt too.

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This event was so professionally organised and addressed really relevant topics for us as SAS doctors.

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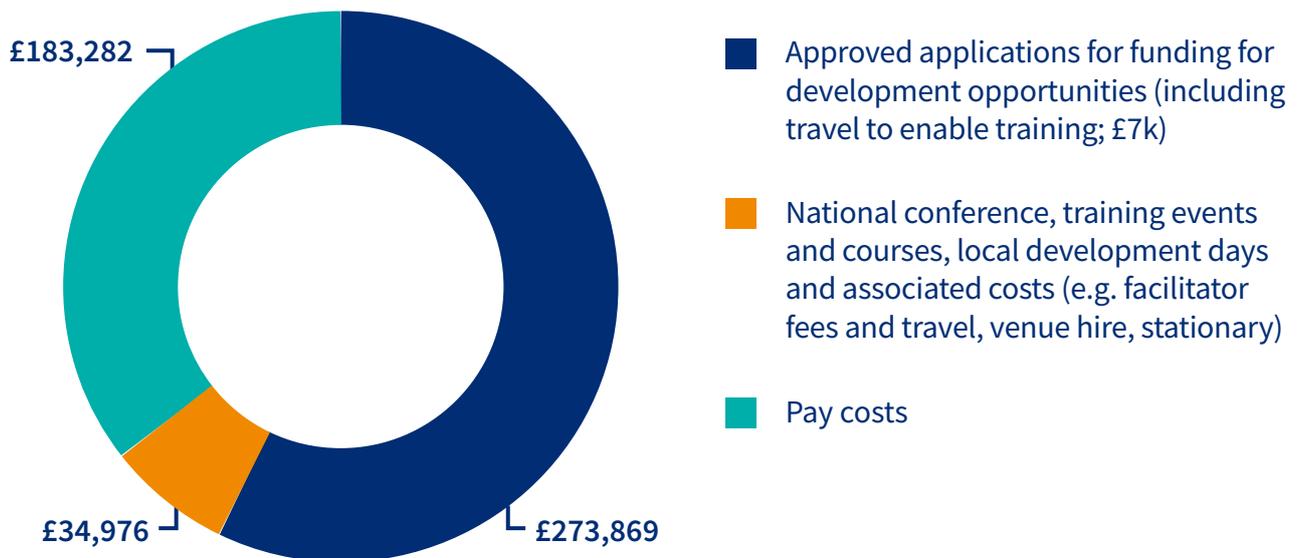
The speakers were fantastic and inspirational.

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## Individual Applications for Training and Development

Total expenditure £492,127



Individual SAS doctors and dentists have been supported by their local SAS Education Advisers to apply for funding for bespoke training and development. The SAS programme team has carefully managed the available SAS funding to ensure as many SAS as possible have been supported in 2018-19 via the potential training options offered.

We then seek feedback three months after completion of the training, to check that such training shows demonstrable benefit to patient care and clinical services.

Clinical Director feedback highlights extension of roles; increased independence; improved skills and services; accreditation of skills; better service availability; and improved efficiency/team capacity (see Appendix 2, page 16).

Following their training, the SAS applicants themselves highlighted their increased knowledge, skills and independence, and more effective treatment and condition management; all vital skills in Scotland's NHS. (see Appendix 3, page 20).

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## National work

As well as leading the Scottish SAS Development Programme, the SAS Associate Postgraduate Dean (SAS APGD) also represents Scottish SAS and contributes to work on broader themes in Scotland and the UK.

In Scotland, the SAS APGD has been part of a team working with Scottish Government, NHS Employers and BMA as part of the “Improving Working Lives” group on behalf of NES. This group has surveyed all of the Scottish Health Boards to identify issues of SAS recruitment and retention and to determine whether the **Scottish SAS charter** is being fully implemented.

The GMC in Scotland invited the APGD to join both the GMC UK Advisory forum in Scotland and the GMC Education Round Table. In 2018-19, of particular relevance to SAS has been the GMC’s consultation on Credentials. We have also run Scottish SAS focus groups as part of the preparatory work to design the first GMC survey of SAS doctors, due to be launched in May 2019. In addition, the SAS APGD has also been included in the GMC / NES working group looking into the “Wellbeing of the Medical Profession”.

Finally, the SAS APGD also represents Scotland in the SAS subgroup of the Conference of Medical Deans (COPMed), known as COPSAS, ensuring that Scottish SAS are well represented in UK matters.

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## Looking to 2019-20 and beyond

In 2017, the SAS Development Programme surveyed all 1260 SAS Doctors and Dentists employed across Scotland. This provided vital information on SAS training needs and demonstrated the ongoing requirement for SAS funding, as summarised in the [Training Needs Analysis \(TNA\) executive report](#). This data helped to shape the support we currently provide for SAS, both across Scotland and also within the individual Health Boards, allowing SAS to develop new skills to enhance services and improve patient care.

Since the TNA 2017 survey, 34% of SAS Doctors and Dentists have directly accessed training which has been supported by the SAS Development Programme. We continue to ask SAS for feedback after attending training courses or having been supported by our fund; this ensures that we continue to adapt and respond to SAS training needs and ensure that both the programme and the support we offer remains relevant to this grade.

As detailed above, we have been closely involved in the design of the first GMC survey of SAS doctors, which will launch in May 2019. We intend to collaborate with the GMC to analyse the Scottish results of that survey. This, together with input from our partner organisations, will help us identify further training and support required for the Scottish SAS cohort, as their individual needs, and those of the NHS in Scotland, evolve.

Supporting the development of SAS grades through the programme has a direct, positive impact on patient care and safety, and clinical services across NHS Scotland. SAS doctors and dentists play a vital role in today's Scottish NHS, and the continued funding of the Scottish SAS Development Programme is essential for retaining and optimising the contribution of these valuable staff.

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## Appendix 1: Applications to the Fund

We collected data on applications and awards to the development fund by the characteristics of: gender, age, disability, nationality, ethnic origin, religion or belief, sexual orientation, caregiving responsibility, remoteness/rurality. We compared the profiles of all applicants against those whose funding was approved, and found that the profile of those whose applications were successful reflected the profile of applicants in all categories.

NHS Health Board	New applications submitted	New applications approved	Repeat applications submitted	Repeat applications approved	Overall total applications submitted	Overall total applications approved
NHS Ayrshire & Arran	5	5 (100%)	1	1 (100%)	6	<b>6 (100%)</b>
NHS Borders	1	1 (100%)	0	N/A	1	<b>1 (100%)</b>
NHS Dumfries & Galloway	1	0 (0%)	0	N/A	1	<b>0 (0%)</b>
NHS Fife	0	N/A	0	N/A	0	<b>N/A</b>
NHS Forth Valley	2	2 (100%)	0	N/A	2	<b>2 (100%)</b>
NHS Grampian, Orkney & Shetland	1	1 (100%)	0	N/A	1	<b>1 (100%)</b>
NHS Greater Glasgow & Clyde	2	2 (100%)	1	1 (100%)	3	<b>3 (100%)</b>
NHS Highland & Western Isles	0	N/A	0	N/A	0	<b>N/A</b>
NHS Lanarkshire	2	1 (50%)	0	N/A	2	<b>1 (50%)</b>
NHS Lothian	6	6 (100%)	1	1 (100%)	7	<b>7 (100%)</b>
NHS Tayside	0	N/A	1	1 (100%)	1	<b>1 (100%)</b>
<b>Total number of applications</b>	<b>20</b>	<b>18 (90%)</b>	<b>4</b>	<b>4 (100%)</b>	<b>24</b>	<b>22 (91.7%)</b>

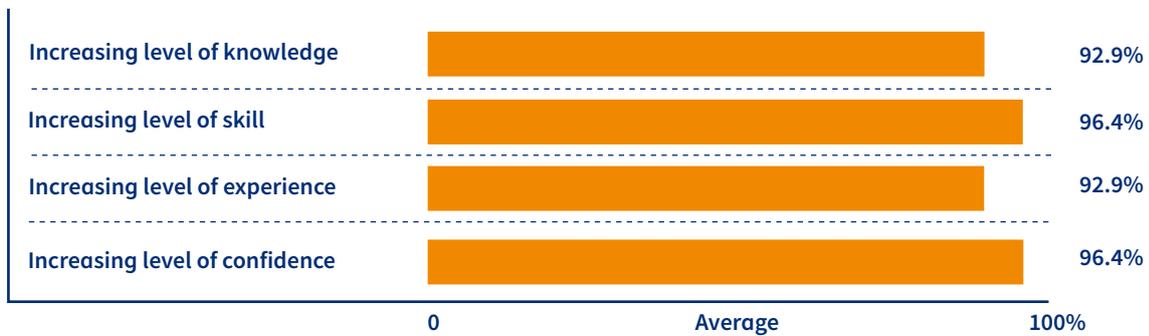
## Appendix 1: Applications to the Fund

SAS Funding Application Type	New applications submitted	New applications approved	Repeat applications submitted	Repeat applications approved	Overall total applications submitted	Overall total applications approved
Qualification	9	7 (78%)	2	2 (100%)	11	<b>9 (82%)</b>
Training Course	8	8 (100%)	0	N/A	8	<b>8 (100%)</b>
Top up training for CESR purposes	1	1 (100%)	1	1(100%)	2	<b>2 (100%)</b>
Secondment for additional experience (Non CESR)	0	N/A	1	1(100%)	1	<b>1 (100%)</b>
Training course + secondment	2	2 (100%)	0	N/A	2	<b>2(100%)</b>
<b>Total number of applications</b>	<b>20</b>	<b>18 (90%)</b>	<b>4</b>	<b>4 (100%)</b>	<b>24</b>	<b>22 (92%)</b>

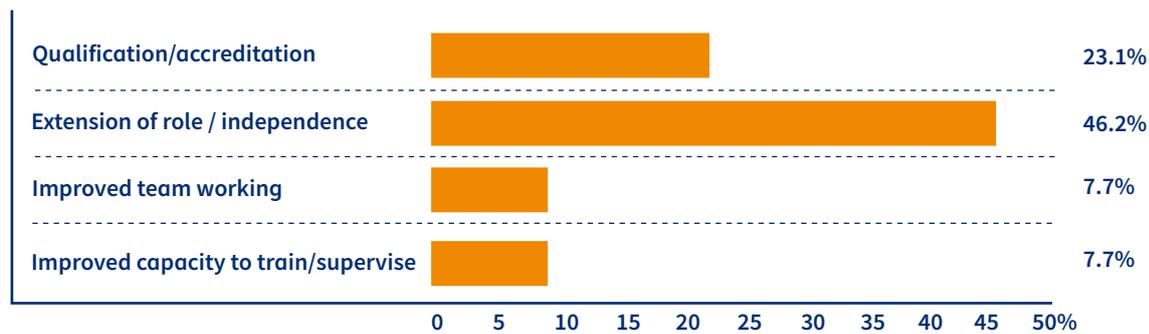
## Appendix 2: SAS Development Fund Impact Assessment Feedback from Clinical Directors & Leads, 2017-18

The SAS Programme requires the Clinical Leads or Clinical Directors of applicants to the fund to provide feedback three months after completion of the applicant’s training, in order to measure the benefit to clinical services and patient care. Therefore, there is always a time-lag from applying for funding until feedback can be given; the following report consists of feedback obtained for applications from 2017-18.

### 1. How has this development benefitted this individual and their practice?

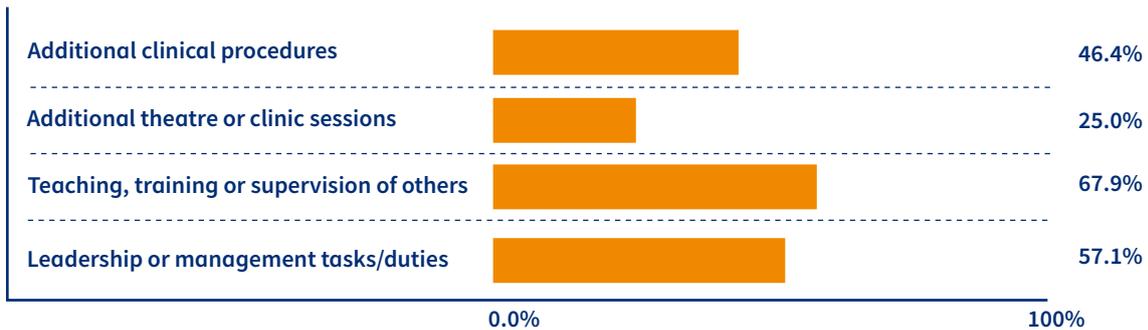


### 2. If this development has benefitted this individual and their practice in any other way, please specify. (free text responses summarised by theme)

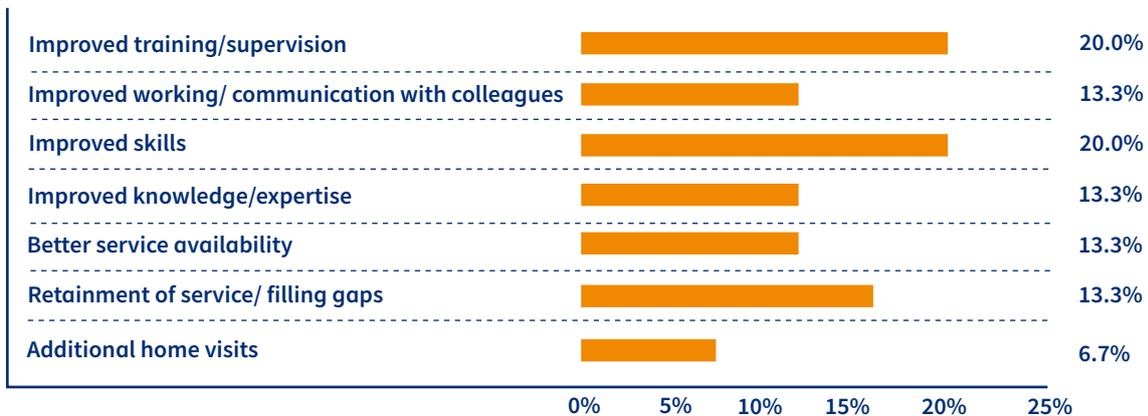


## Appendix 2: SAS Development Fund Impact Assessment Feedback from Clinical Directors & Leads, 2017-18

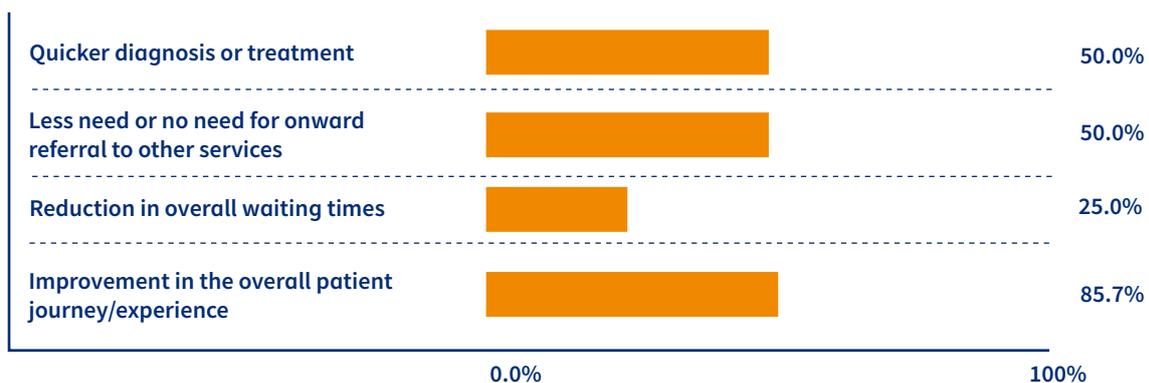
### 3. How has this development benefitted clinical service delivery?



### 4. If this development has benefitted clinical service delivery in any other way, please specify below. (free text responses summarised by theme)

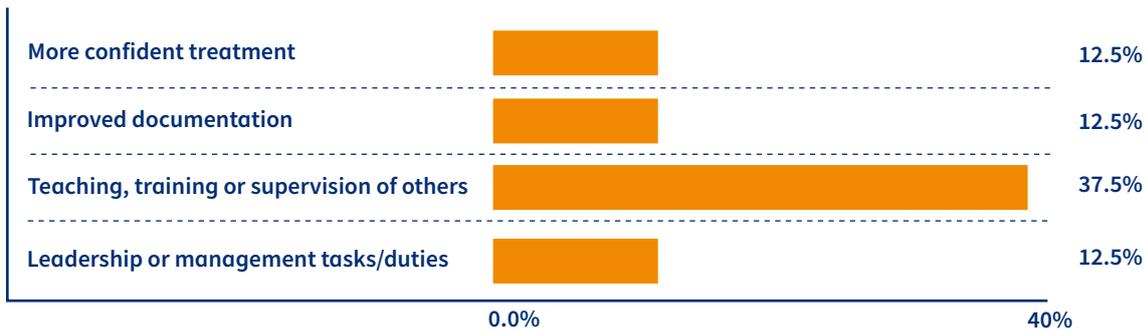


### 5. How has this development benefitted patient care?

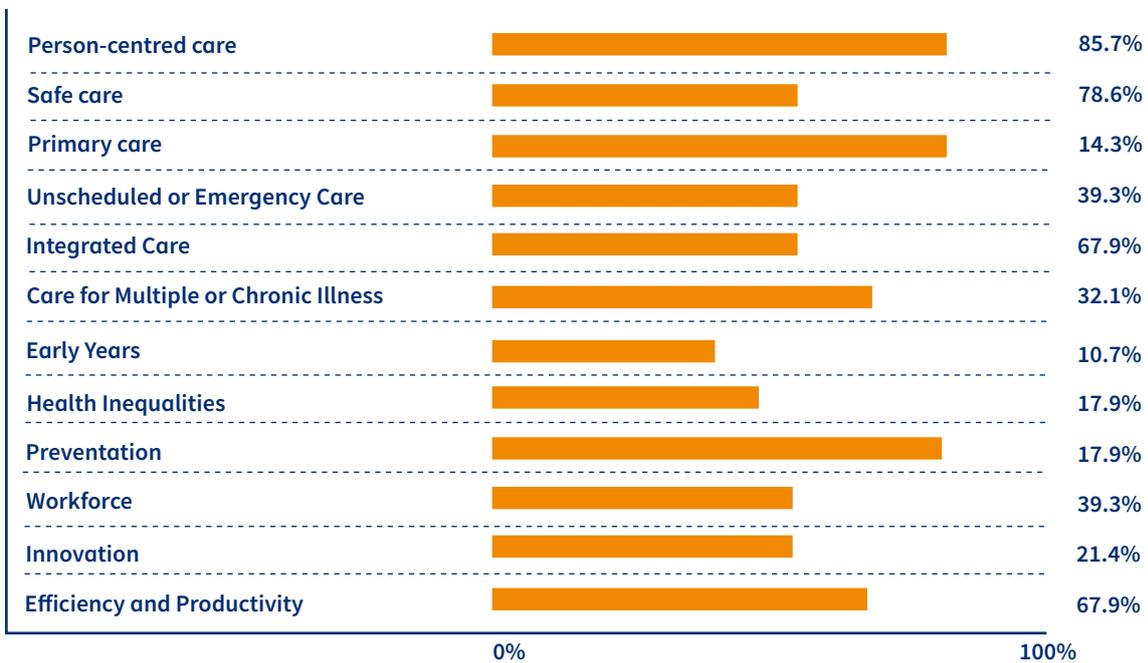


## Appendix 2: SAS Development Fund Impact Assessment Feedback from Clinical Directors & Leads, 2017-18

6. If this development has benefitted patient care in other ways, please specify below.  
(free text responses summarised by theme)

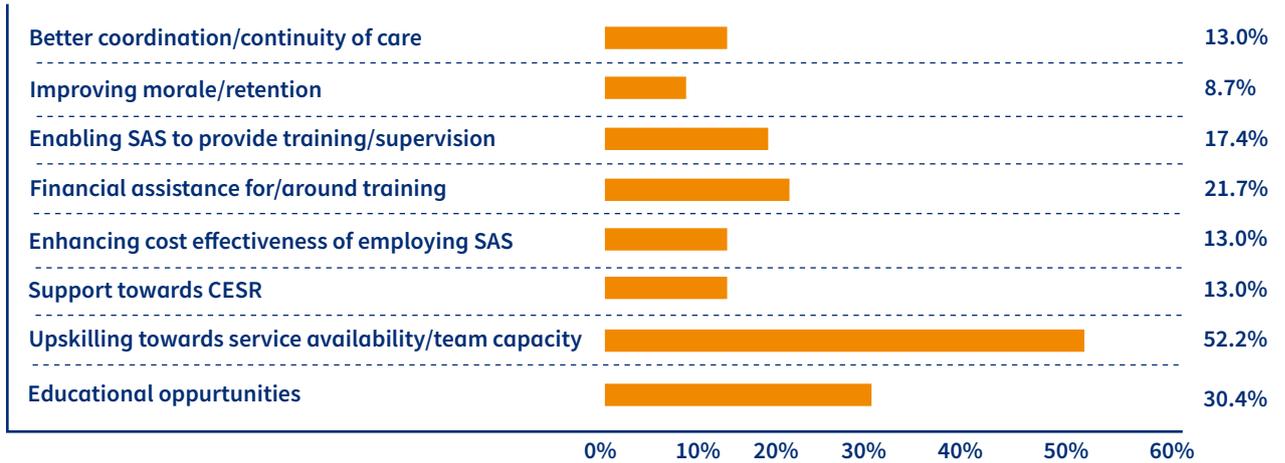


7. Please indicate which 2020 vision areas best map to this development?



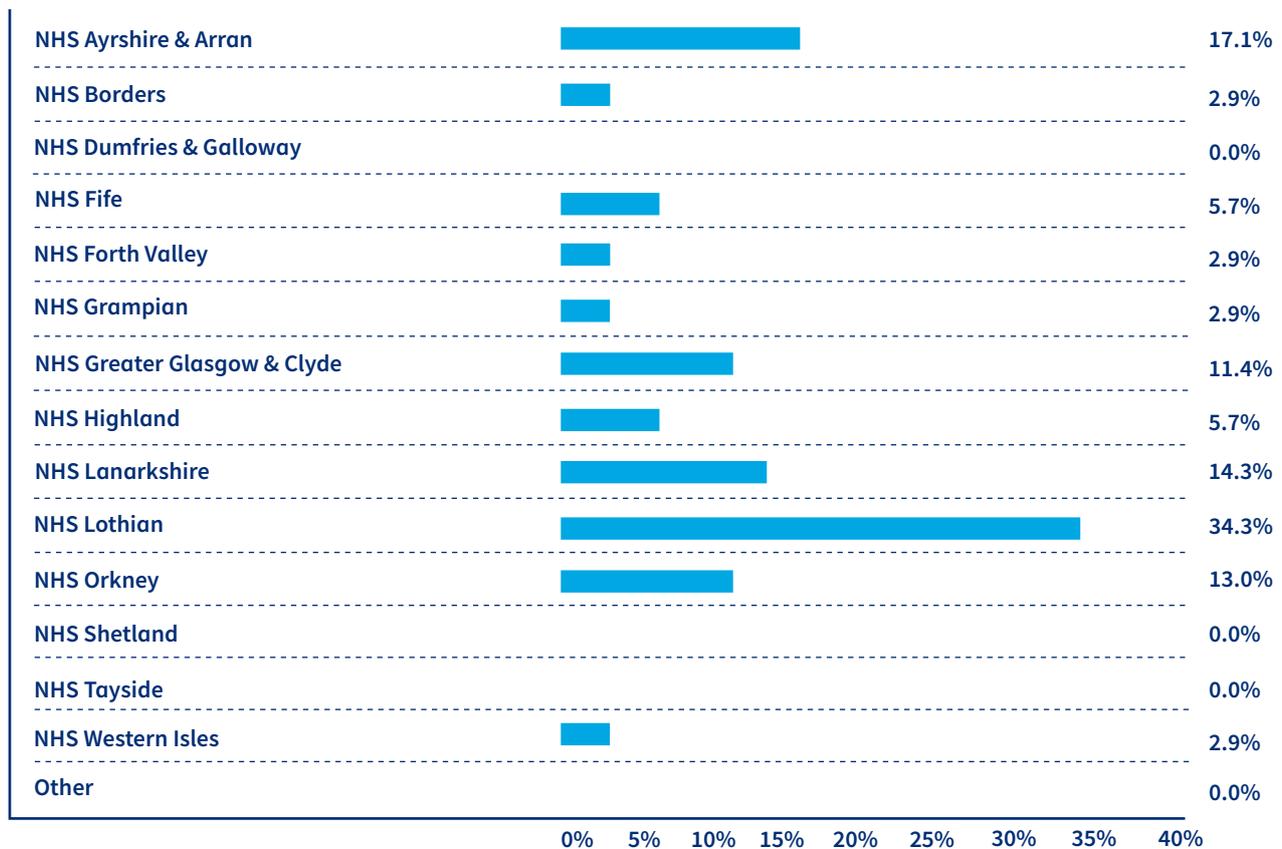
## Appendix 2: SAS Development Fund Impact Assessment Feedback from Clinical Directors & Leads, 2017-18

8. In what future ways could enhanced SAS development support local service delivery?  
*(free text responses summarised by theme)*



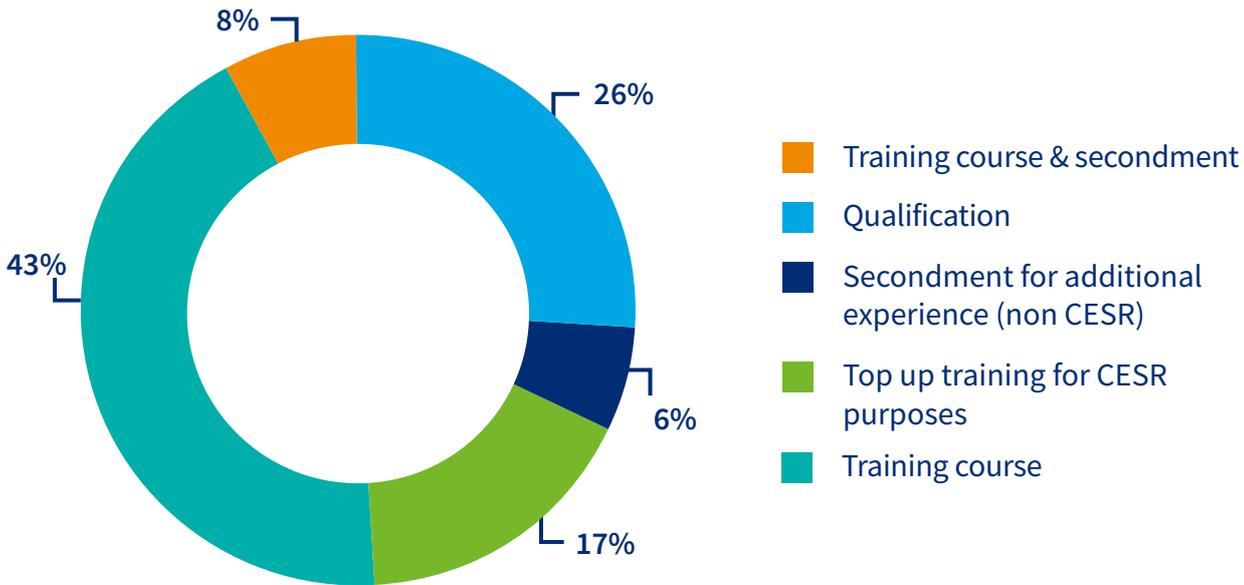
## Appendix 3: SAS Development Fund Impact Assessment Feedback from Applicants, 2017-18

The SAS Programme requires all successful applicants to the fund to provide feedback three months after completion of the episode of training supported in order to measure the benefit to clinical services and patient care. Therefore there is always a time lag from applying for funding until feedback can be given; this report consists of feedback obtained for applications from 2017-18.



## Appendix 3: SAS Development Fund Impact Assessment Feedback from Applicants, 2017-18

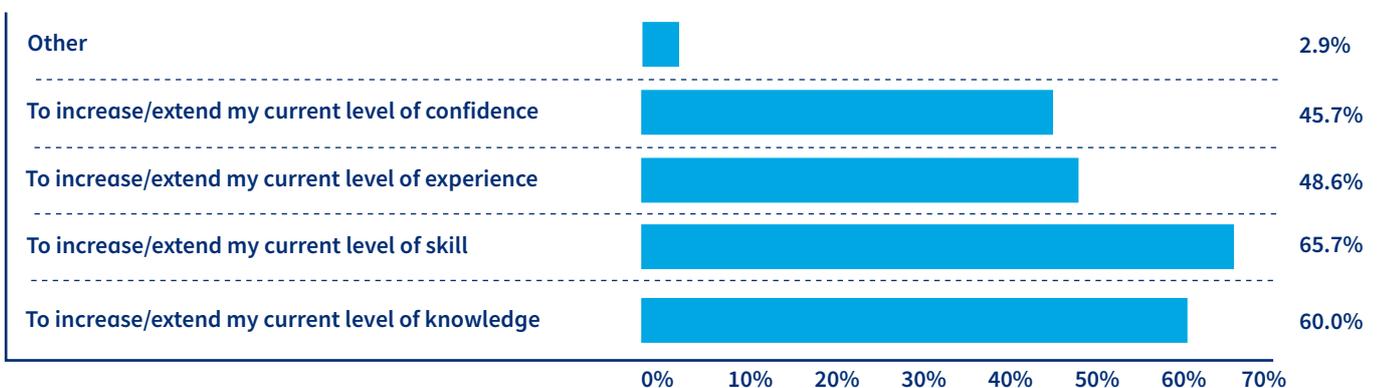
Types of training supported



SAS doctors and dentists utilised the funding for a variety of developmental activities. Whilst we did fund courses to develop skills, we also supported training courses partnered with a period of supervised training in order to embed such knowledge.

Whilst only 23% of applicants used funding to support either top up training for CESR or a secondment for additional experience (non-CESR), these require significant financial support.

### Applicants indicated that their training met the following aims:

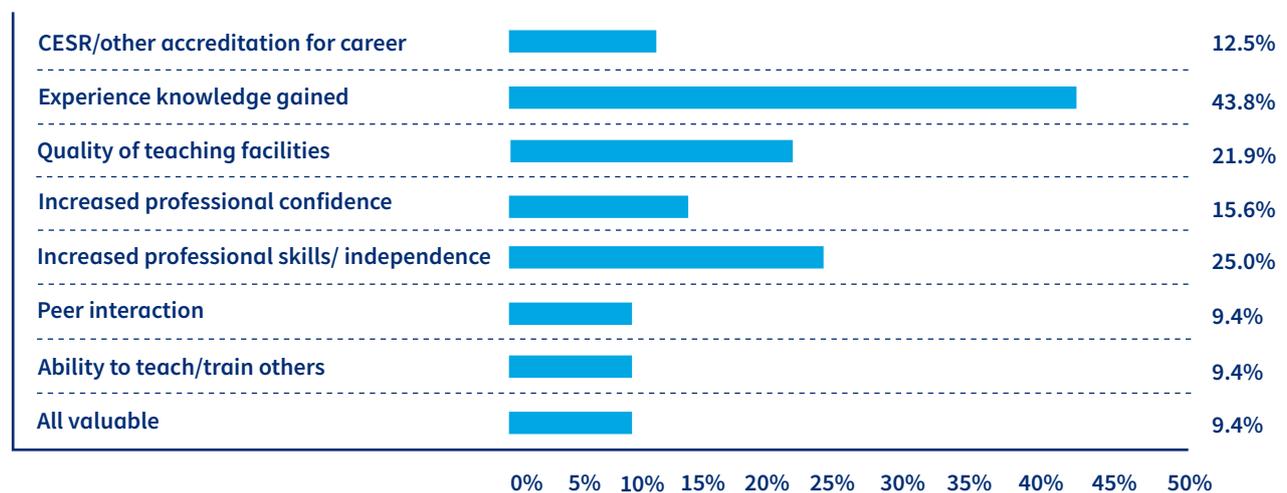


## Appendix 3: SAS Development Fund Impact Assessment Feedback from Applicants, 2017-18

97% of SAS indicated that the development activity undertaken evidenced value for money, with 50% highlighting the knowledge/ experience gained, and 38% indicated increased personal skills and independence. 16% indicated that the funding improved the availability or quality of services, and 6% indicated ongoing cost savings for their service.

100% of SAS indicated that they would recommend this development activity to others.

*Please specify which aspects were most valuable to you [free text responses summarised by theme]*

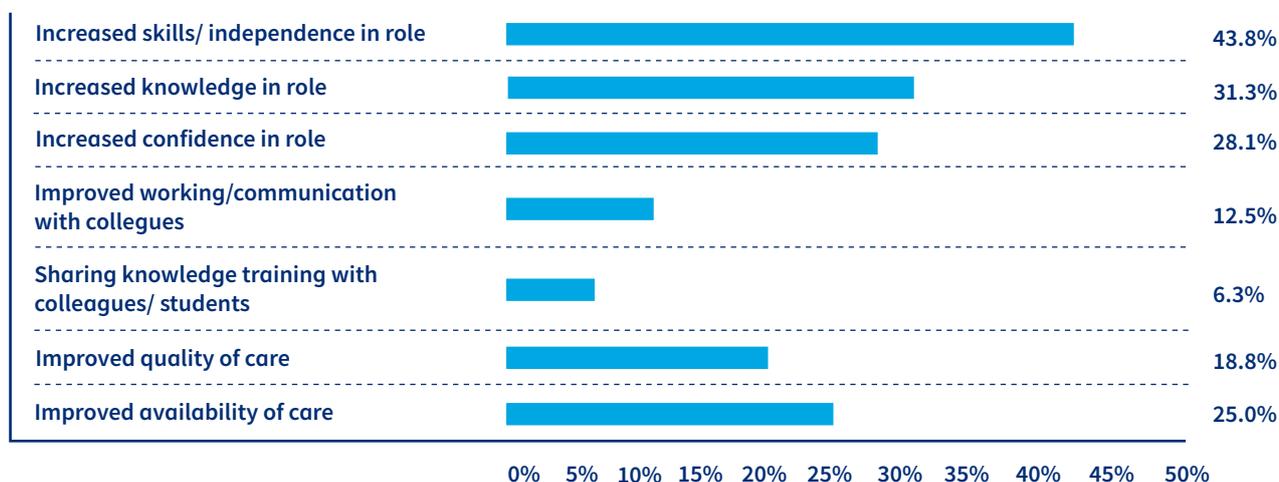


## Appendix 3: SAS Development Fund Impact Assessment Feedback from Applicants, 2017-18

### Benefit to Clinical Practice

100% of SAS indicated that this development activity contributed towards their Personal Development Plan.

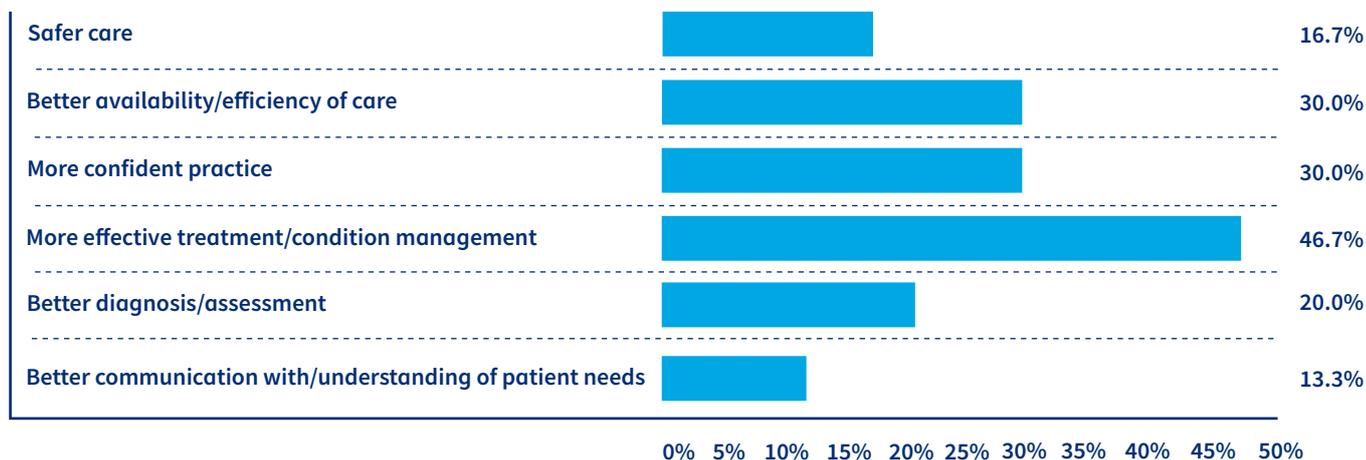
*Please specify how your practice is benefitting from the development activity (free text responses summarised by theme)*



### Improving patient care

97% of SAS indicated that this development opportunity contributed towards improving the quality of their patient care.

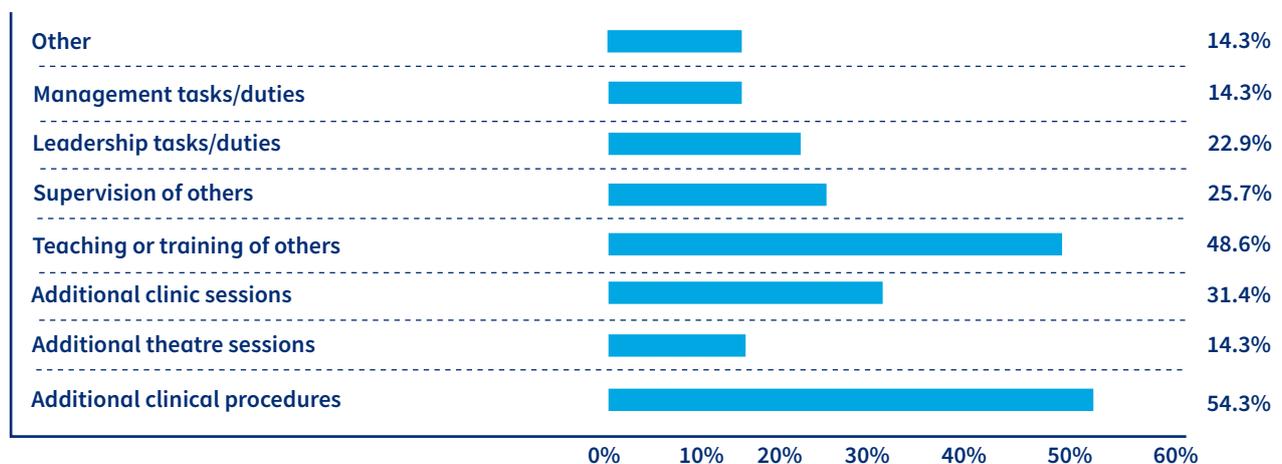
*Please specify how your patients are benefitting from you undertaking the development activity [free text responses summarised by theme]*



## Appendix 3: SAS Development Fund Impact Assessment Feedback from Applicants, 2017-18

**43% of SAS who undertook funded training felt this new development opportunity contributed towards the development of new initiatives at work.**

*Are you now able to undertake any of the following as a result of the development activity, which you weren't doing before?*



### Benefits to the individual applicant

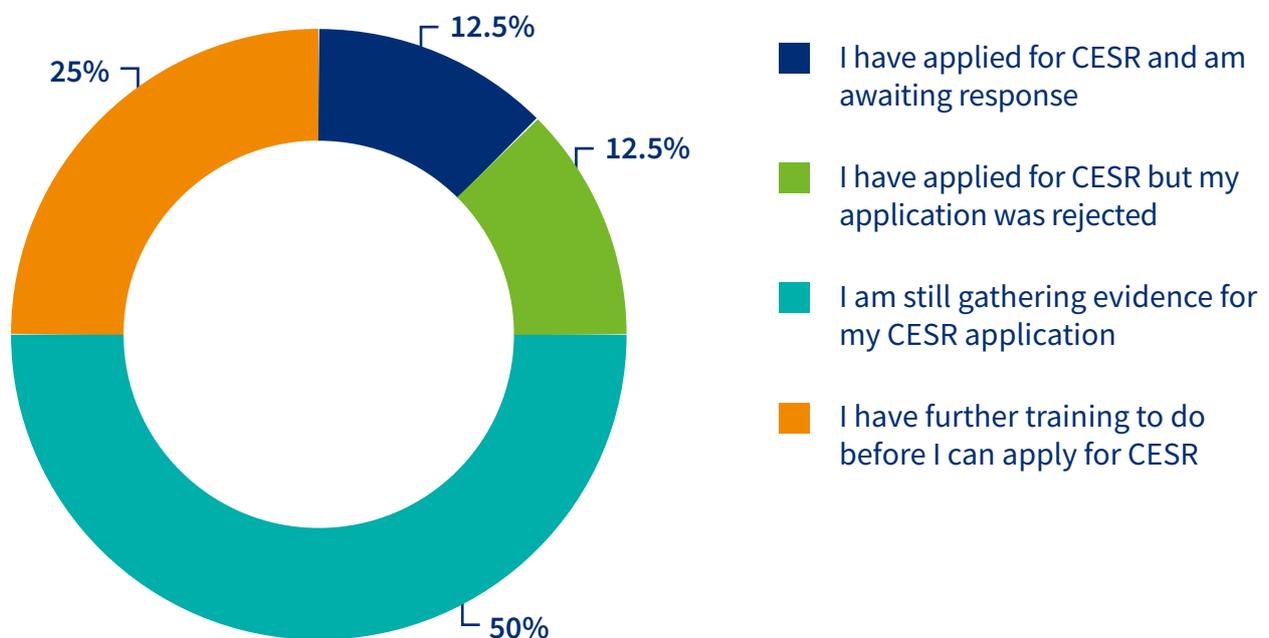
31% of SAS indicated that this development activity enabled them to apply for a promoted post, or seek out other employment opportunities.

## Appendix 3: SAS Development Fund Impact Assessment Feedback from Applicants, 2017-18

### Certificate of Eligibility of Specialist Recognition (CESR)

23% of individuals who have been funded by the SAS fund are considering or would consider applying for CESR as a result of the development activity undertaken.

For those pursuing the CESR pathway, they indicated the following stage in the CESR process:



### Support from the SAS Education Adviser

80% of SAS met in person with their Education Adviser (EA) prior to submitting their application; applicants particularly highlighted the approachability of their EAs. The EAs provided them with encouragement and support (25%), guidance on suitable training options and help with the application process (57%).

## SAS Development Programme Annual Report

This resource may be made available, in full or summary form, in alternative formats and community languages. Please contact us on **0131 656 3200** or email **altformats@nes.scot.nhs.uk**.

Visit the SAS Development Programme's webpages at:

<https://www.scotlanddeanery.nhs.scot/your-development/specialist-and-associate-specialist-doctors-and-dentists/>



NHS Education for Scotland  
Westport 102  
West Port  
Edinburgh  
EH3 9DN  
[www.nes.scot.nhs.uk](http://www.nes.scot.nhs.uk)

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