

Training our Medical Workforce for the Future -

A Strategic Framework for Postgraduate Medical Training in Ireland 2021-2030

THE FORUM OF IRISH POSTGRADUATE
MEDICAL TRAINING BODIES

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Contents

About the Forum of Irish Postgraduate Medical Training Bodies	04
Foreword from Mr Kenneth Mealy, Chair, Forum of Irish Postgraduate Medical Training Bodies	05
Foreword from Co-Chairs, Dr Justin Brophy and Ms Mary Doyle	06
Glossary	07
Our Vision	08
Our Mission	08
Guiding Principles	09
Our Strengths and our Challenges, Martin Mc Cormack	10
Crafting Effective Responses - The Strategic Framework for Action (2021-2030)	11
Strategy Framework	12
STRATEGIC OBJECTIVE 1 Accelerated, targeted improvements in training for trainees and trainers in providing high quality medical care.	13
STRATEGIC OBJECTIVE 2 Greater collaboration to support more effective teamwork and use of technology to serve patient need	15
STRATEGIC OBJECTIVE 3 Champion the collection and use of data to measure training and develop actionable insights to improve training and patient safety.	17
STRATEGIC OBJECTIVE 4 Greater alignment on future planning, growth and development of postgraduate training in Ireland	18
STRATEGIC OBJECTIVE 5 The development of a programme for strategic investment in Postgraduate Training and education.	19
Implementation and Governance Arrangements	20
APPENDIX 1 - Adopting a Network Approach to Supporting the Implementation of the Strategic Framework	21
Steering Group membership	22

About The Forum of Irish Postgraduate Medical Training Bodies

The Forum of Irish Postgraduate Medical Training Bodies (Forum) was established in December 2006 with the aim of supporting the postgraduate training bodies in maintaining the highest standards in Medical Education and Training in Ireland. The postgraduate training bodies, through the Forum, provide a key leadership role in the promotion of a common strategic policy with a shared vision and common goals for excellence in postgraduate medical education and training.

The focus of the Forum is on the training of doctors in high quality postgraduate medical programmes to meet service needs of the health service and specifically to:



Adapt and strengthen medical training to meet society's health needs.



Support doctors throughout their education and entire professional career.



Advance specialty medical education and life-long learning.



Build the capacity, effectiveness and accountability of the postgraduate medical education and training programmes.

Postgraduate medical specialists are key to the effective provision of the Irish healthcare sector. The COVID-19 pandemic has dramatically highlighted important fault lines within the Irish health service and the medical workforce now faces profound challenges within a difficult healthcare environment. This calls for speedy and effective action to support recruitment and retention of a skilled medical workforce. Hence, there is a pressing need to ensure that the postgraduate medical training programmes are responsive to the changing healthcare needs of the Irish population. In addition we must support the career aspirations of medical trainees and those working within the health sector in order to deliver high quality medical care within the Irish health and social care system now and into the future.

HELPING US TO PLAN THE FUTURE - A STRATEGIC FRAMEWORK FOR ACTION (2021 - 2030)

The Forum has now developed a Strategic Framework in order to guide the strategic development of postgraduate medical education and training in the decade to 2030. This Framework aims to identify the key areas for immediate and longer term action and outline a roadmap for postgraduate medical training with quality assurance measures which will align with identified workforce planning needs and major policy initiatives across the health system in Ireland. The Framework is designed to provide leadership and direction while allowing maximum flexibility for implementation over time as circumstances change and develop.

The Forum has now developed a Strategic Framework in order to guide the strategic development of postgraduate medical education and training in the decade to 2030.



Foreword from Mr Kenneth Mealy

Chair, Forum of Irish Postgraduate Medical Training Bodies

All healthcare systems require a skilled and motivated medical workforce who respond to the constantly evolving healthcare landscape. In recent years, the explosion of scientific, technological and IT advances in addition to patient and societal expectations have all challenged medical educators in preparing doctors for the future. The recent COVID-19 pandemic and the cyber-attack on the Irish health service have also highlighted the need that doctors must be adaptable in responding to unforeseen challenges in healthcare delivery.

Doctors of the future will need a skill set which differs from those held by previous generations. Future doctors will need to work more closely within a multidisciplinary team, not only will they need to communicate more effectively with other team members but also more importantly with patients, who will increasingly demand a greater understanding and say in their own health care treatments. Evolving medical, scientific and technological discoveries will also demand that doctors have a better understanding of medical research so that they can constantly interpret and deliver medical developments to meet societal and patient needs.

Understanding the cultural changes taking place in Irish society, Irish doctors must also find fulfilling careers despite the challenges facing both society at large and within the medical profession. Supporting doctor wellbeing is vital if we are to realise and support greater ethnic and gender diversity, matching the aspirations of those within the

profession and the communities that they serve. As we are constantly told, Ireland is a small island nation positioned in a global world; this is reflected in the multi-national medical community working in Ireland, all of whom need a better understanding of population and global health issues. However, the medical training environment is complex and postgraduate medical training does not take place in a vacuum. Numerous stakeholders including the Medical Schools, the Medical Council and HIQA as regulators, health care providers such as the HSE and the private sector in addition to the Department of Health who define health care policy, all have a role to play in providing a supportive environment in which medical training can flourish. Empathic patient centred care can only occur if these numerous agencies work together to provide the structures required for optimal training.

The aim of this Strategy is to demonstrate our commitment to supporting high quality postgraduate medical education in partnership with these other stakeholders over the next 5 – 10 years. We believe that this Strategic Framework is timely as implementation of Sláintecare with its vision of future Irish health care delivery can only occur with a skilled, motivated and flexible workforce, in order to satisfy the expectations of both those within the profession itself and society at large.

Kenneth Mealy,
MD FRCSI Chairman Forum of Irish Postgraduate Medical Training Bodies.

The aim of this Strategic Framework is to demonstrate our commitment to supporting high quality postgraduate medical education in partnership with these other stakeholders over the next 5 – 10 years.

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Foreword from Co-Chairs, Dr Justin Brophy and Ms Mary Doyle

The Forum of Irish Postgraduate Medical Training Bodies makes a very important contribution to the Irish healthcare system through its leadership role in advancing a shared vision and common goals for excellence in postgraduate medical education and training in Ireland. The Irish system of healthcare is currently faced with unprecedented challenges in a post pandemic world but also with significant opportunities for change and development. We were pleased and honoured to be asked to develop this Strategic Framework for Postgraduate Medical Training in Ireland (2021-2030) which seeks to establish and assert agreement on the direction and objectives of medical postgraduate training in Ireland for the next decade. The issues identified and the steps proposed in this Strategic Framework will act as a strong and integrated programme to ensure Postgraduate medical training continues to best serve the needs of the patient and play its role in ensuring that our healthcare system performs at the highest standard.

Postgraduate medical education in Ireland operates in a complex environment with a range of stakeholders. We have seen this very clearly indeed throughout the development of this Strategic Framework. While work on the Framework was initiated prior to the COVID-19 pandemic, it was largely developed over the course of 2020/2021 when the Irish health system was confronted with and responded to its greatest challenge in more than a century. The Framework is designed to chart a way forward based on effective co-operation, greater alignment and more effective mobilisation of resources. In

implementing the Framework, the ground for cooperation is already in place through the Forum. Deepening and strengthening this co-operation is now required, as is growing collaboration with the other training stakeholders. Investment of effort, expertise, goodwill, and funding will also be required to deliver the Framework's objectives through collaborative initiatives and programs. We recognize this requires a willingness and commitment to collective engagement on the steps involved, new interfaces of communication and decision making and clear governance arrangements. We also recognize this requires greater joined policy and decision making. We are confident that with the support of stakeholders what is being proposed is both necessary and feasible.

We would like to thank all those who have guided and contributed to our discussions and most especially those who assisted us greatly in the writing of this Framework. We look forward to the process of implementation which will take forward in a focused and sustained way the roadmap set out in the Framework and we wish the stakeholders every success in this important work

Dr Justin Brophy, FCPsychI, FRCPsych is the former Chairperson of the Forum of Irish Postgraduate Medical Training Bodies and was the Foundation President of the College of Psychiatrists of Ireland.

Ms Mary Doyle, Bcs (European Studies), MSc (Mgt) in Public Sector Strategic Management. Former senior civil servant in the Departments of the Taoiseach, Health and Children and Education and Skills

We were pleased and honoured to be asked to develop this Strategic framework which seeks to establish and assert agreement on the direction and objectives of medical postgraduate training in Ireland for the next decade.



Glossary

Forum	The Forum of Irish Postgraduate Medical Training Bodies
HSE NDTP	National Doctors Training and Planning
Clinical Care Programmes	The National Clinical Programmes with a number of supporting initiatives are tasked with improving specific areas within the health service. This is achieved by designing and specifying standardised models of care, guidelines, pathways and associated strategies for the delivery of clinical care.
CSCST	Certificate of Satisfactory Completion of Specialist Training
DFHERIS	The Department of Further and Higher Education Innovation and Science
DOH	Department of Health
ePortfolio	eSystem used to record a trainee's training records
Fellowship	Training post-higher specialist training
Flexible Training	Less than full time training, multiple possible configurations such as job-sharing or a 0.6 part post.
HIQA	Health Information and Quality Authority
HSE	Health Service Executive
ICAT	The Irish Clinical Academic Training Programme
IMGTI	The International Medical Graduate Training Initiative
LTFT	Less than full time training
MCI	Medical Council of Ireland
NTSD	Non-Training Scheme Affiliated Doctors
PGTBs	Postgraduate Training Bodies
Postgraduate Training	In the context of this paper, this refers to medical training that is undertaken from internship, through higher specialist training and fellowship training.
Primary Care	Primary care is all of the health or social care services that you can find in your community, outside of hospital. It includes general practitioners (GPs), public health nurses and a range of services.
Sláintecare	The Oireachtas Committee on the Future of Healthcare was established to devise cross-party agreement on a single, long-term vision for health and social care and the direction of health policy in Ireland. The committee produced the Sláintecare Report, which was adopted by the government and published in May 2017.
Trainee	A non-consultant doctor who is currently enrolled in an accredited medical training programme leading to CSCST.
Trainers	Consultant on specialist division of register, who is certified by the relevant Training body as a supervisor of learning/ education to a trainee.
Training Bodies	Refers to the Postgraduate Training Bodies, as accredited by the Medical Council of Ireland.

A Strategic Framework for Postgraduate Medical Education and Training – *A 10 year perspective*



OUR VISION

To enhance the effectiveness of the Postgraduate Medical Education and Training system in Ireland to ensure that the healthcare system is responsive to the changing healthcare needs of the population, to trainees and to the service delivery arrangements of the Irish health and social care system now and in the future.



OUR MISSION

The Forum of Irish Postgraduate Medical Training bodies will support the alignment of medical education and training in partnership with other major stakeholders in promoting excellence in healthcare provision for the Irish population.

GUIDING PRINCIPLES



PATIENT FOCUS

We are inspired to act with commitment and tenacity to improve patient safety and quality of care. Highly skilled, professionally fulfilled and mentally resilient medical specialists are most likely to deliver safer, better, and more suitable healthcare. Trust and confidence in our medical workforce are central to all high quality health services. These are the core outcomes of a quality training system, one which is deeply integrated into the healthcare delivery system.



TRAINEE CENTRED

Medical Trainees are our future medical leaders. The postgraduate training environment must adapt to trainee needs with meaningful improvement in training structures and trainee experience and outcomes. This will require an emphasis on consistently good training which is quality assured across all training sites. This requires greater collaboration between healthcare providers and the PGTBs, not just in prioritising training, but also to create structures that evidence real commitment to meet the challenges of more flexible and family friendly contracts, as well as flexible training and career paths, eliminating gender, age, or ethnic bias in training, and making adequate provision for the health and wellbeing of trainees throughout.



ALIGNMENT AND FIT WITH OUR HEALTHCARE SYSTEM

A system that supports excellence in the training environment will yield clear benefits in patient outcomes and justify the necessary public investment and expenditure. Learnings from human factor training, healthcare error, systems and risk management and quality improvement science if sufficiently integrated into postgraduate medical training offer the potential for the cultural change required to deliver high quality care in the context of patient and societal expectations. Addressing these issues can only come about by the collective focus and collaboration of the healthcare and medical regulators, health service providers and the PGTBs.



ETHICAL COMMITMENT HONOURING OUR GLOBAL HEALTH RESPONSIBILITY

Recruitment and retention of a skilled medical workforce poses challenges in all countries. Understanding that the Irish health service is overtly reliant on international medical graduates we will endeavour to balance the needs of our health service with our global health responsibilities. Through our International Medical Graduate Training Initiative and global health collaboration (in line with WHA73/9- WHO Global Code of Practice on the International Recruitment of Health Personnel) we will balance the needs of our health service with our global health responsibilities.

Our Strengths and our Challenges

Martin Mc Cormack, Hon Secretary, Forum of Irish Postgraduate Training Bodies

A highly trained medical workforce is central to all high quality health systems. As a nation, we can be proud of the contribution that Irish doctors have made to innovations in health care research and discovery and health care provision both in Ireland and throughout the world.

Today, more than ever before as the COVID-19 pandemic has demonstrated, we can see the exceptional impact of Ireland's medical training and education system in responding to the needs of patients. Our highly educated and adaptable medical workforce has enabled a rapidly adapted response to the COVID-19 pandemic crisis. The medical expertise across numerous Faculties and the clinical leadership and unique collaboration demonstrated between the PGTBs, the Department of Health and the HSE have been to the forefront of Ireland's crisis response to the pandemic. The COVID-19 pandemic, however, has also demonstrated clear 'fault lines' within the health service. The pandemic has shown that integrated care bridging primary care within the community and hospital services will be essential to manage the health care needs of our ageing population. Doctors of the future will need to work in ways different to previous generations. All of these changes will require changes in postgraduate medical training.

Ireland is an internationally recognised centre for medical education. Medical training institutions (undergraduate and

postgraduate) have developed international relationships through training doctors which have benefited the individual doctors, the host countries to which these doctors return, the hospitals in which these doctors train, and the training institutions which provide this training. This Strategic Framework will facilitate and support the further development and expansion of both the International Medical Graduate Training Initiative (IMGTI) Scholarship and Sponsored Programmes in support of our commitment to the WHO Code of Practice on International Recruitment of Health Personnel in line with national workforce planning projections and training capacity, with the objective delivering the highest quality training, fully integrated with our national training schemes.

These are complex issues and require alignment and mobilisation of resources across a range of stakeholders including the Department of Health, the Health Service Executive, the Medical Council and the Training Bodies. The Forum will work collaboratively to capitalise on the new opportunities to support patient safety and quality of care and to ensure Ireland's future resilience and capacity to handle medical crises is enhanced.

Martin Mc Cormack *C Dir, MA (Dubl.), MA (UCD) is Honorary Secretary of the Forum of Irish Postgraduate Medical Training Bodies and CEO of the College of Anaesthesiologists of Ireland .*

Today, more than ever before as the COVID-19 pandemic has demonstrated, we can see the exceptional impact of Ireland's medical training and education system in responding to the needs of patients.

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Crafting Effective Responses - The Strategic Framework for Action (2021-2030)¹

The Sláintecare programme has as a central objective to move towards integrated care models. This will require enhanced strategic and functional cooperation between the Department of Health, the HSE and professional medical training bodies. As the HSE and Department of Health create a workforce plan to support that vision, the Forum now sets out this Strategic Framework for Postgraduate Medical Specialist Training to support the development and production of the doctors of the future to meet our workforce requirements.

The Strategic Framework is designed to support the type of changes that patients and citizens have been promised, one which supports greater homecare, an emphasis on prevention, greater connectivity and integration of governance, on the 'continuum of care', embracing new arrangements with community partners, as well as

programmatic and theme -based healthcare. This Framework supports the challenges and opportunities of healthcare reform including cost containment, chronic disease management and increasing hospital productivity as well as enhancement of community care and the rationalisation of tertiary care.

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¹ The authors adopted the 'Strategic Framework' approach for this work. A framework provides the structure within which organizations can operate. A strategic plan tends toward short-term, actionable tasks. A strategic framework, while focused, allows the flexibility to adapt to changing global trends, policy mandates, and sectoral needs. Plans are often too rigid and precise to adapt quickly enough to meet emerging needs and shifts in policy. Frameworks provide clear guidance without being too prescriptive. Importantly, frameworks provide an umbrella for all organizational activities and allow stakeholders see a connection to the greater outcomes. Critically, this is a rapidly evolving landscape which requires not only greater connection and integration. It will also require considerable flexibility and agility to respond to inevitable changes.

STRATEGY FRAMEWORK

The Strategy Framework contains 5 primary initiatives focused on delivering the following:

1.	Accelerated, targeted improvements in training for trainees and trainers in providing high quality medical care
2.	Greater collaboration to support more effective teamwork and use of technology to serve patient needs
3.	Collection and use of data to measure training and develop actionable insights to improve training and patient safety
4.	Greater alignment between future healthcare planning and developments within postgraduate training in Ireland
5.	Provide oversight to a programme of strategic investment in Postgraduate Education and Training.

STRATEGIC OBJECTIVE 1

Accelerated, targeted improvements in training for trainees and trainers in providing high quality medical care.

MAJOR OBJECTIVES

1.	Professionalise structures to support training at clinical site level.	6.	Work to streamline process of inspection and accreditation of training sites.
2.	Develop a common core curriculum to include patient safety, quality improvement, global health and communication and professionalism.	7.	Create a range of clinical and non-clinical Fellowship opportunities in consultation with employers to meet population need.
3.	Align with national workforce plan to ensure trainer to trainee ratio and training capacity protected.	8.	Identify enhancements to support the continuum of training from medical school, through internship to postgraduate training.
4.	Establish structure to ensure that developments in clinical care programmes and models of care are incorporated into training programmes.	9.	Further develop the International Medical Graduate Training programmes.
5.	Align with Sláintecare vision of integrated care and work in partnership with HSE and DOH to support reconfiguration of services plan with training programmes to meet future patient need.		



PRIORITY ACTIONS

A key focus in the initial implementation period will be on development of clinical educator posts at training site level to support professional clinical postgraduate education.

The Forum will lead a process to implement the following actions:

- develop a “memorandum of understanding” between the training bodies, HSE NDTP and clinical training sites.
- create structures to address issues relating to a national employment record, improving communication and interventions to promote respect and safety culture.
- establish a joint forum to include the Clinical Care Programme Leads, the Forum of Irish Postgraduate Medical Training Bodies and the HSE to ensure integration between nationally approved models of care, workforce planning and the training programmes.
- collaborate with key stakeholders to reduce the administrative burden on clinical sites regarding inspection and accreditation of training.
- develop partnerships with key stakeholders nationally and internationally to enhance the content and delivery of training, by building capacity in advanced educational technology.

STRATEGIC OBJECTIVE 2

Greater collaboration to support more effective teamwork and use of technology to serve patient need

MAJOR OBJECTIVES

1.	Play a leadership role in Trainee wellbeing, targeting improvements that enhance the wellbeing of trainees and support safer patient care.
2.	Design, develop and implement a Forum Diversity and Inclusion Strategy for Training.
3.	Develop a standardised approach to career guidance for doctors and match aptitudes to speciality choice.
4.	Develop measures to support civil, respectful and a mutually supportive workplace.
5.	Incorporate training objectives that require multidisciplinary experience.
6.	Drive the implementation of competency based education and training over the lifetime of this strategy. We will constantly review the model, duration and efficacy of training to support future health care needs in Ireland
7.	Embrace the principles of less than fulltime training (LTFT) and explore measures designed to reduce barriers to LTFT.

PRIORITY ACTIONS

We expect Postgraduate Training Bodies (PGTBs) to continuously revisit the model, efficacy and duration of training within each speciality. We endorse the principle that PGTBs share common direction regarding a model of progression in training which is based on well-defined programmes of assessment. Discipline-specific programmes of assessment include elements which provide valid and reliable measures of predefined competencies.

Professional competence systems will evolve increasingly toward competency-based professional development but will provide for a hybrid model where elements of time based training are required. By working together and using similar approaches to competency and proficiency measures of trainees, PGTBs can demonstrate equivalence of training programs and assure trainees and employers, both here and internationally, of the continued high standards of all Irish postgraduate training programs regardless of speciality.

We recommend enhanced content of training in patient safety, leadership, quality improvement and professionalism to be organised collectively and delivered by the postgraduate training bodies in ways that deliver inter-specialty encounters and understanding, leading to inter-institutional and national sharing of training infrastructure. Aspects of design and standards of this common curriculum will be informed by the review of accreditation standard being undertaken the Medical Council of Ireland, which in time will also encompass common standards and design of training programme curriculum.



We will develop and consolidate initiatives to improve trainee health and wellbeing. We will extend and develop programmes balancing training requirements with healthy lifestyles, Fighting Fatigue, and stigma around doctor's health and wellbeing. We will collaborate with clinical sites in Ireland to implement the WHO Healthy Workplace Framework as part of accreditation for training. A key focus over the duration of this Strategic Framework will be the enhancement of organisational enablers to support diversity, inclusion and equity within postgraduate training. This will include monitoring gender diversity in all aspects of postgraduate training.

Work-life balance and flexible work options are key priorities in all areas of employment. Trainees face particular challenges in balancing training, research, service and domestic demands. We will embrace the principles that support enhanced less than full time working options.

We will support an initiative to help build greater connectivity between all trainees in Ireland, including social networking technologies to support collaboration and connectivity on wellbeing with due care to their professional use and confidentiality.

We will promote and strengthen collaborative links with UK, European and international counterparts on efforts to uphold alignment with global best practice in postgraduate training and education. We will also collaborate with stakeholders to extend training to the independent healthcare sector where patient care will benefit.

The Forum will support greater emphasis on strengthening the educational continuum for trainees and transitions along their undergraduate, internship and postgraduate journey. Key stakeholders within the HSE, DOH, DFHERIS, the Medical Schools, the Medical Council and private health care providers will be approached to more clearly define future medical skill mix requirements.

STRATEGIC OBJECTIVE 3

Champion the collection and use of data to measure training and develop actionable insights to improve training and patient safety.

MAJOR OBJECTIVES

1.	Develop an information strategy for national training programmes to support quality improvement, patient safety and clinical risk mitigation at training site level.
2.	Support the creation of a national learning analytics unit to support actionable improvements in formative feedback to doctors in training.
3.	Identify existing and novel data sets that can be used to quality assure and enhance training.
4.	Develop a network of key stakeholders to use data and evidence to realise the potential of improved patient safety for all of Ireland's people. Appendix 2 will clarify this further.
5.	Support the development of a wide range of inclusive training pathways to provide better opportunities for doctors and patients in the future.

PRIORITY ACTIONS

We will support the development of a common data set and information strategy that will support improvements to training.

The Forum will lead on an initiative to secure stakeholder support for the development of a learning analytics tool to facilitate collection and use of learning/training data. This will be used to:

- (a) Record and characterize trainees educational data
- (b) Provide insight into future trainee training and career needs
- (c) Explore psychometric and simulation learning in promoting proficiency standards for technical and non-technical skills.

STRATEGIC OBJECTIVE 4

Greater alignment on future planning, growth, and development of postgraduate training in Ireland

MAJOR OBJECTIVES

1.	Establish a Programme Board to include key stakeholders tasked with overseeing implementation of this Strategic Framework and support targeted investment in priority areas.
2.	Nurture collaboration on design and development of healthcare policy, service delivery and postgraduate training
3.	Ensure alignment between policy initiatives (Sláintecare), Models of Care and the Clinical Care Programmes, workforce planning (including the development of new roles) and training programmes.
4.	Playing a leadership role to support health service configuration to promote both improved training opportunities and patient care.

PRIORITY ACTIONS

We recognise the need for greater connectivity and alignment of all stakeholders involved in postgraduate training. We propose the establishment of a Programme Board to oversee the implementation of this strategic framework. The Programme Board will agree a programme plan with specific measurable deliverables that will realise considerable benefit for improved workforce planning, recruitment and retention of staff aligned with postgraduate training. This will reduce duplication of effort for all stakeholders.

STRATEGIC OBJECTIVE 5

The development of a programme for strategic investment in Postgraduate Training and education.

MAJOR OBJECTIVES

1.	Develop a business case for targeted investment over the duration of this strategic framework.
2.	Develop appropriate metrics to track progress and measure change.

PRIORITY ACTIONS

We recognise the need for targeted strategic investment to support the development of education and training. The case for investment will be developed over three horizons: July 2021-Dec 2021, Jan 2022-Dec 2024 and Jan 2025-Dec 2031 designed to support accelerated improvements as outlined above.

We will develop a dashboard of key metrics to measure outcomes of Training and track and report progress to the Programme Board. These measures will include but are not limited to:

- numbers of trainees in each training programme attaining CSCST,
- gender, diversity and inclusion measures,
- monitor differential attainment within training,
- mandatory course completion,
- core competencies progression,
- proportion of trainers per speciality with train the trainer qualification and CPD appropriate to training role,
- proportion of trainees who have achieved milestones within defined time lines,
- engagement levels with ePortfolio to include trainees and NTSD doctors.

The Strategic Framework is designed to deliver significant efficiencies when aligned with reconfiguration of services.

Implementation and Governance Arrangements

In embarking on this ambitious programme of change, it is essential that the appropriate governance arrangements be put in place at both the strategic and the operational level. At the strategic level, the key stakeholders (The DOH, Sláintecare and the Chief Clinical Directors and ECD's / Regional CEO's, HSE Senior Leadership Team / Board representation, HSE NDTP, and Medical Council) will contribute to delivering the benefits and outcomes of this Strategic Framework.

The Forum will meet with key stakeholders and clarify the most suitable arrangement. This process will necessarily involve further consultation and liaison with other implementation stakeholders, including: HSE Clinical Design and Innovation, HSE Strategic Workforce Planning and Intelligence Unit, with Medical HR Principals, representatives of the Irish Medical schools' and the Medical Intern Board as well as Trainee representatives and the Independent healthcare sector.

At an operational level, it is agreed that the Forum immediately establish a Programme Board, representative of the Training Bodies and reporting to the Forum, to oversee progress on implementation of the Strategic Framework. The Programme Board will agree a work plan following agreed

priorities as contained in the Strategic Framework. To support implementation, a Programme Manager will be appointed on a full time basis, reporting to the Programme Board. Individual work streams in Year One will include:

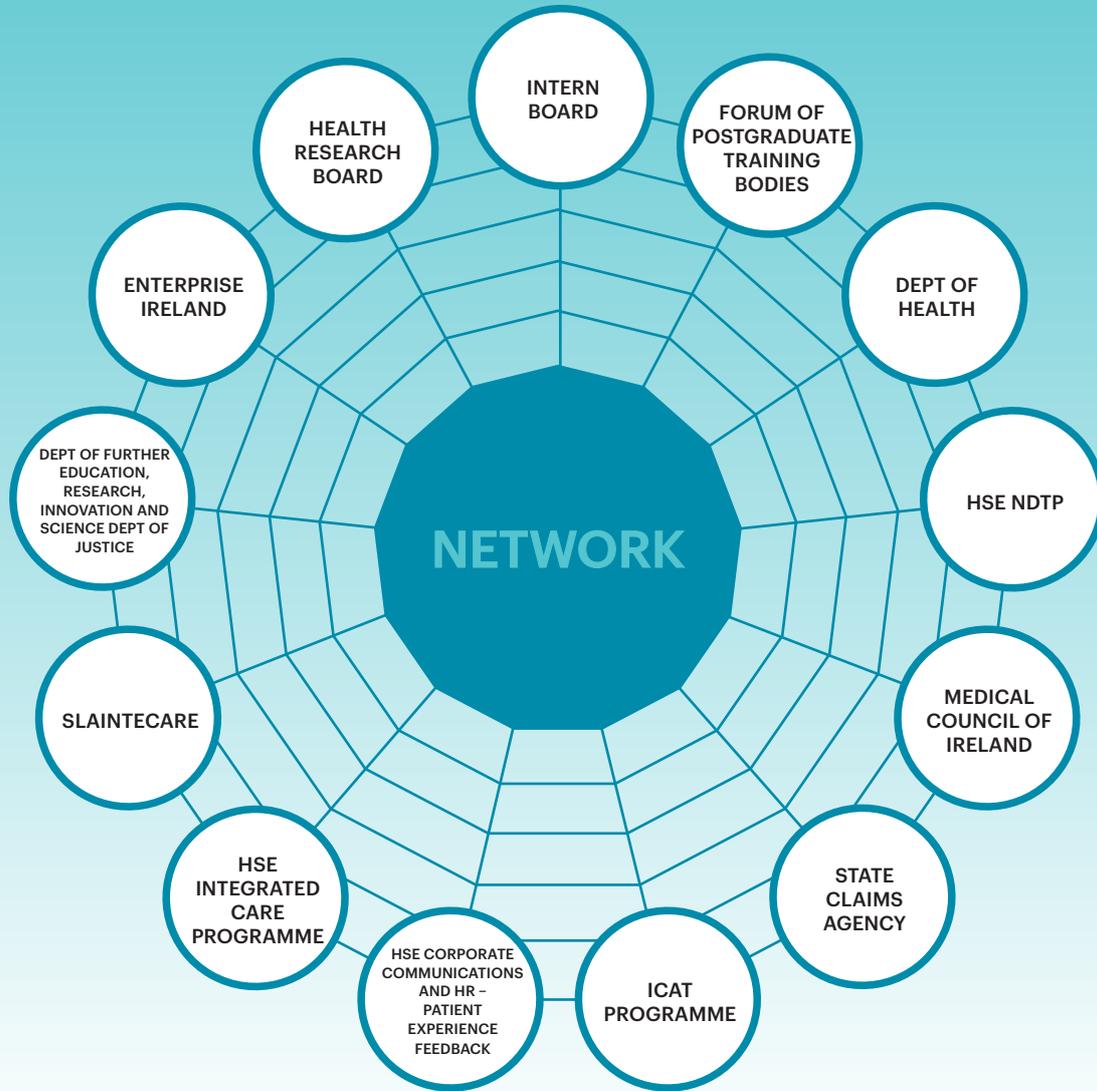
- Agreeing with key stakeholders appropriate governance and reporting frameworks and putting these in place
- accelerating changes to enhance trainee wellbeing
- Further develop the IMGTI Programme
- developing and piloting a Clinical Educator role
- the development of a National Learning Analytics Unit
- development of memorandums of understanding with clinical sites
- enhancing the accreditation framework.

CONCLUSION

The Forum would like to thank all those who contributed so generously of their time and expertise in the preparation of this Framework and in particular the members of the Steering Group for the Strategy. We look forward to working in collaboration with key stakeholders over the next years on the implementation of this important national strategy.

APPENDIX 1

Adopting a Network Approach to Supporting the Implementation of the Strategic Framework



ACKNOWLEDGEMENTS

Forum of Irish Postgraduate Medical Training Bodies

Steering group membersm (set out overleaf)

HSE NDTP

Department of Health

Medical Council

Dept of Further Education, Research, Innovation and Science

As well as all parties who attended any of our consultation sessions who shared their insights and expertise in a broad range of areas.

National Medical Training Strategy Group Steering group membership

Ms Mary Doyle , Strategic Advisor (Co Chair Steering group)
Dr Justin Brophy , Forum Chair (Co Chair Steering group)
Mr Martin Mc Cormack , Hon Secretary of Forum
Dr Vida Hamilton , National Clinical Advisor, Acute Hospitals Division, HSE
Dr Louise Hendrick , NCHD Lead representative
Dr Mary Holohan , Dean of Examinations, RCPI
Dr John Jenkins , Chair of Irish Medical Intern Board
Prof Cathal Kelly , CEO/ Registrar, RCSI
Ms Laura Magahy , Executive Director, Sláintecare
Dr Terry Mc Wade , CEO, RCPI
Dr Aoife Mullally , Medical Council of Ireland
Prof Frank Murray , National Director, HSE NDTP
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