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With thanks to Dr Susi Caesar and Dr Karen Gregory

Lessons for leadership: Improving patient care through high-quality PDPs



Background – what led to this work?

- Revalidation was introduced for all doctors in 2012¹
- Since then, all doctors have been required to include a Personal Development Plan (PDP) in their annual appraisal.
- NHS England carried out a review of GP post appraisal questionnaires in 2018-19²
 - Feedback was analysed from 13,440 GPs (30% of the workforce)
 - 88% of respondents felt appraisal and PDPs improve patient care
- Although there is literature looking at the educational value of PDPs, there is little examining the role of PDPs in supporting quality improvement and better patient care



1. The history of the GMC and introduction of revalidation <https://www.gmc-uk.org/about/who-we-are/our-history>

2. Medical appraisal: Feedback from GPs in 2018 – 19 <https://www.england.nhs.uk/wp-content/uploads/2019/07/medical-appraisal-feedback-from-gps-18-19-v1.1.pdf>

What did we set out to look at?

- What makes a good quality PDP? Is a high-quality PDP more likely to be completed?
- What is the evidence that PDPs improve patient care?
- How can we use this information to better support appraisees and appraisers?



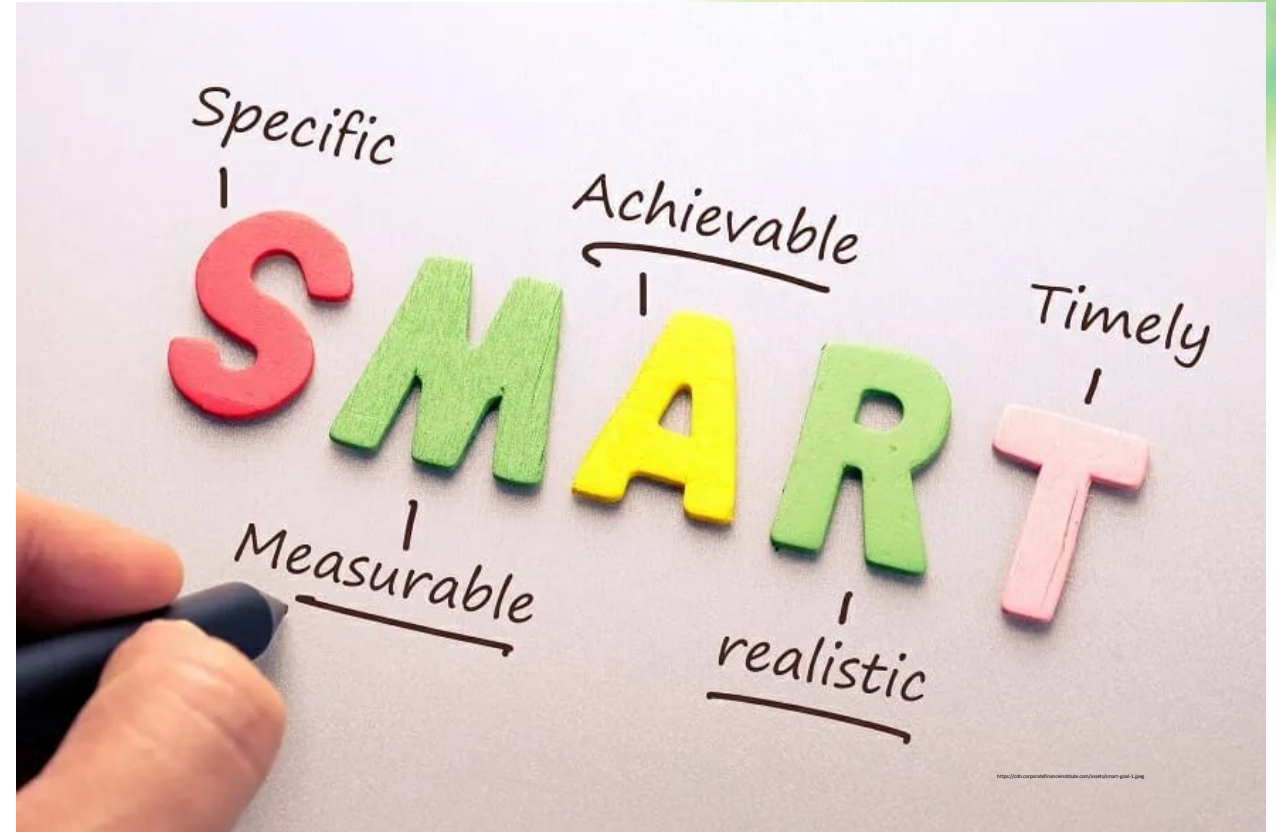
Method

- **Mixed quantitative and qualitative approach**
- **Utilising existing data within 'Fourteen Fish Appraisal and Revalidation Management System' (FFARMS)**
- **Analysis of PDPs over three years:**
 - Coding of PDPs against the four domains of Good Medical Practice¹, utilising a coding system developed in a pilot project in Gibraltar²
 - Analysis of the quality of PDPs against SMARTER criteria and factors defined by Gregory³
 - Analysis of whether or not PDP goals were achieved

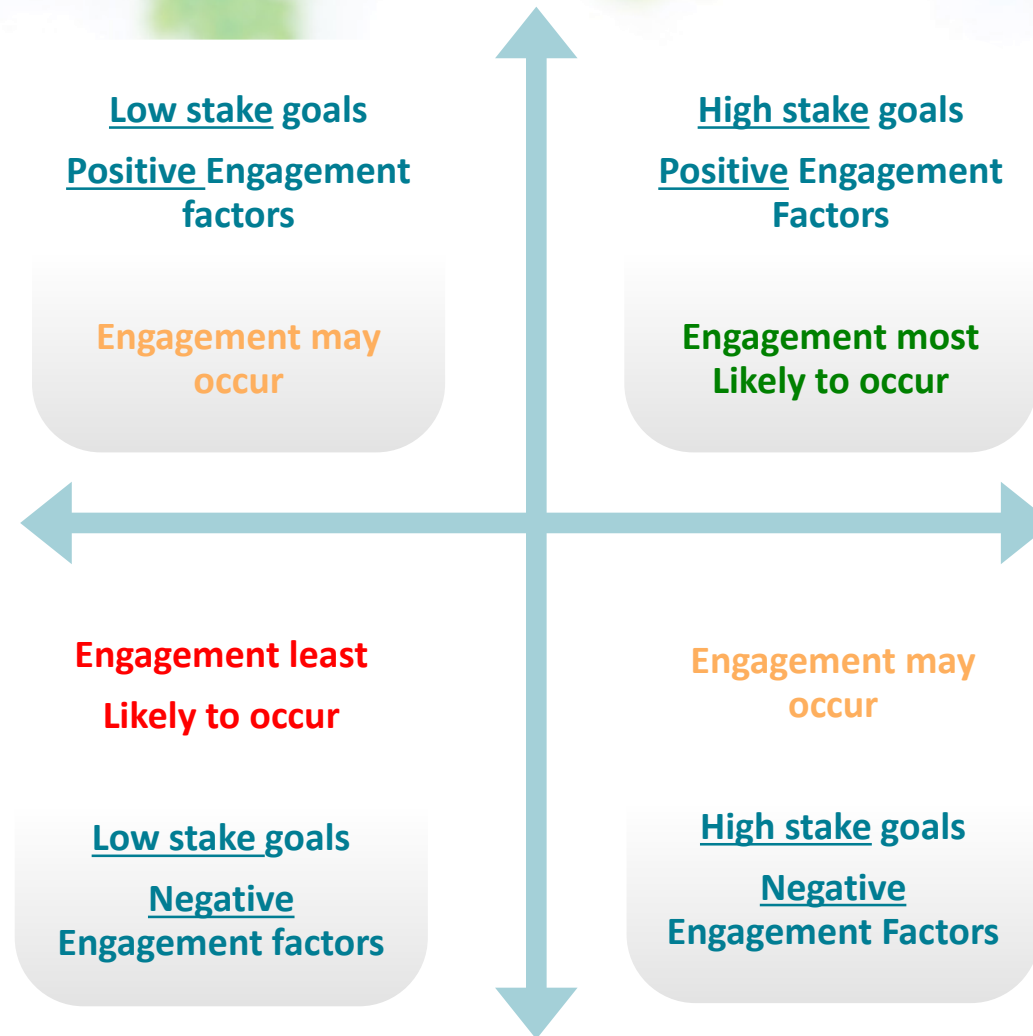
1. Good Medical Practice <https://www.gmc-uk.org/ethical-guidance/ethical-guidance-for-doctors/good-medical-practice>
2. Lang, S (2020). To understand the impact of Personal Development Planning (PDP) mediated through annual medical appraisal on Gibraltar. BA (Hons) Dissertation, Oxford Brookes University
3. Gregory K (2016): Engagement with professional development plans, Education for Primary Care, DOI: 10.1080/14739879.2016.1242378

SMARTER criteria

- Specific
- Measurable
- Achievable
- Relevant
- Time-bound
- Economic
- Reflects impact



The Gregory Framework



Coding of PDP against Good Medical Practice

KNOWLEDGE SKILLS AND PERFORMANCE

- Maintaining and improving knowledge
- Maintaining and improving skills
- Monitoring quality of work
- Maintaining good, patient-centred clinical care
- Personal mentoring and development
- Record keeping

SAFETY AND QUALITY

- Quality improvement activity
- Contribution to investigation of adverse events
- System development
- Personal health
- Planning for safe retirement
- Medical education

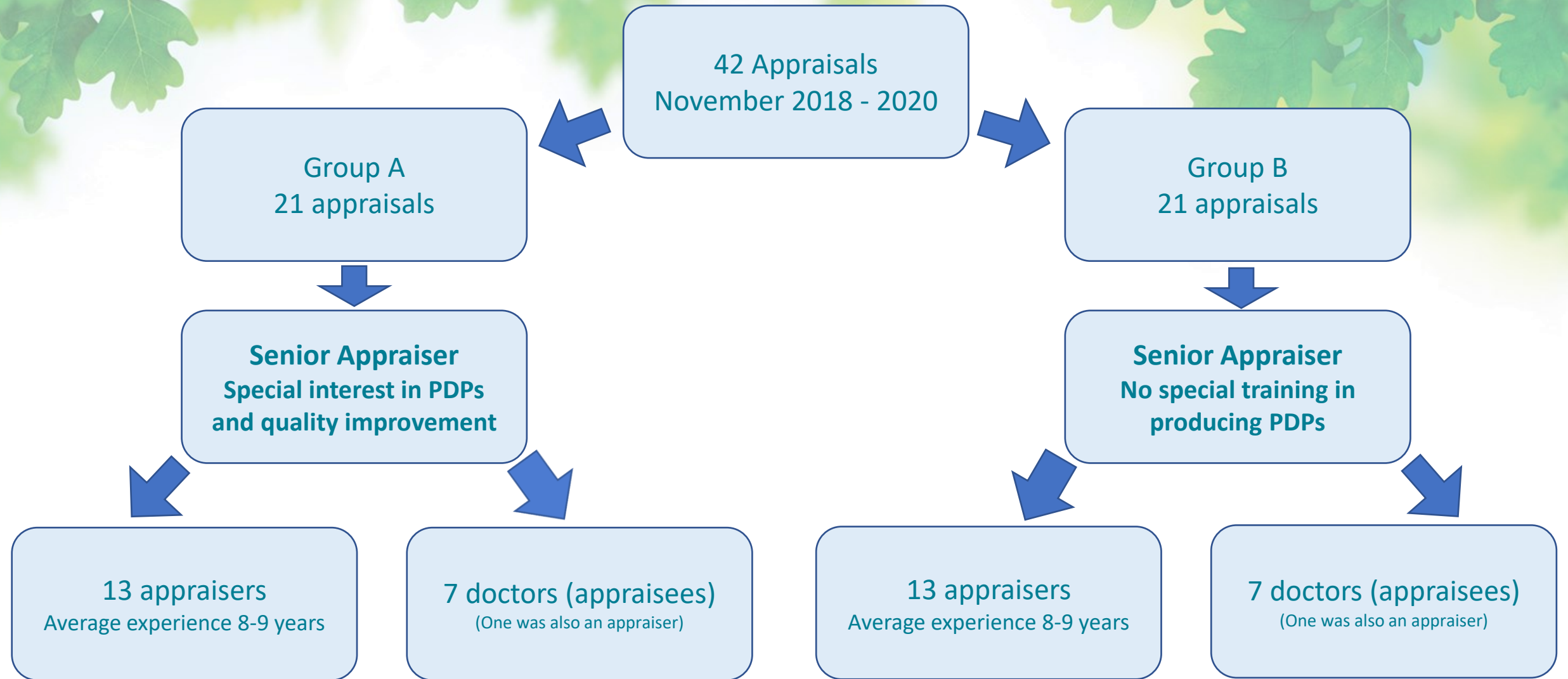
COMMUNICATION, PARTNERSHIP AND TEAMWORK

- Patient feedback
- Colleague feedback
- Mentoring or educating team
- Team development
- Networking

MAINTAINING TRUST

- Improving policies or systems that handle patient complaints
- Improving policies or systems that handle clinical errors
- Engaging with any restrictions imposed on practise
- Improving policies that demonstrate a doctor is acting with honesty and integrity
- Engagement with mandatory training
- Maintaining or re-accrediting for scope of practise

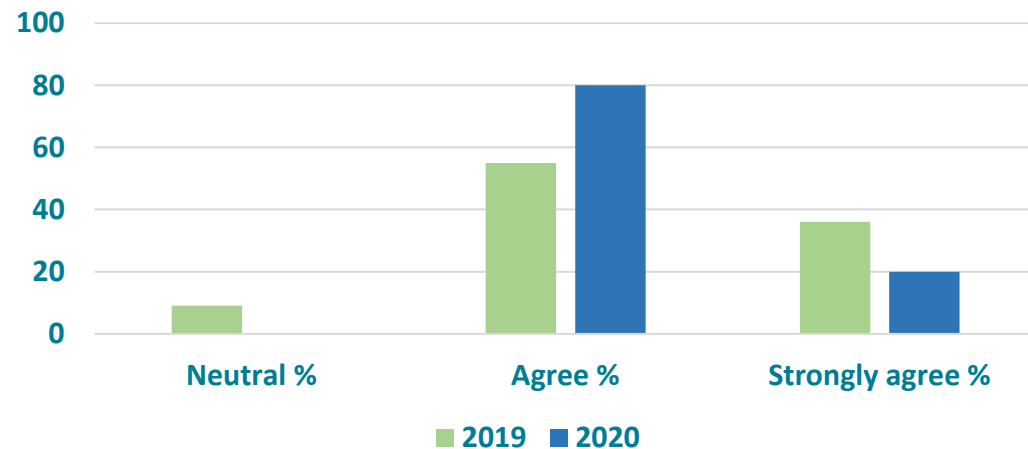
Study cohort



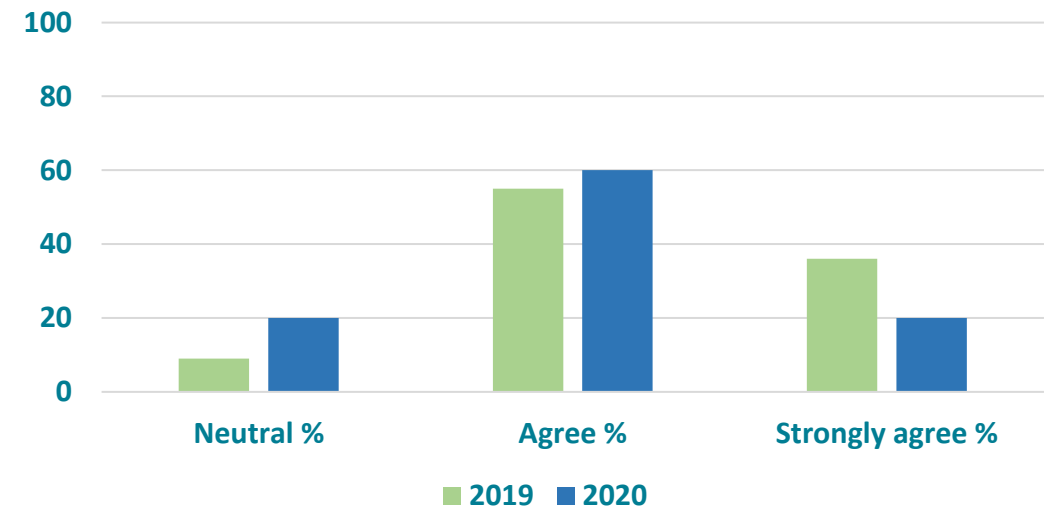
What did the study doctors think about appraisal, PDPs and patient care?

- **2018:**
 - All doctors who responded (10/14) to their post appraisal questionnaire felt appraisal both improves patient care and promoted quality improvement
- **2019 and 2020:**

Does appraisal promote quality improvement?



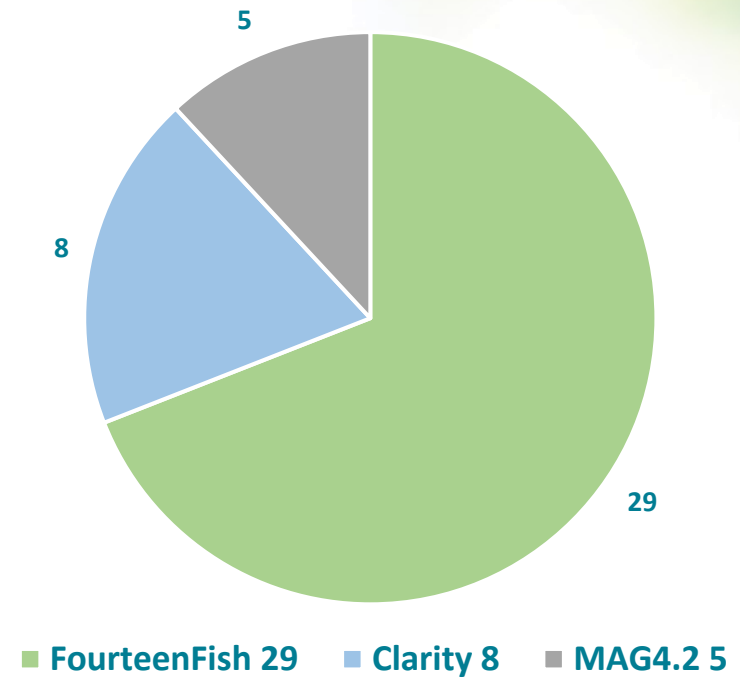
Does appraisal improve patient safety?



What about the appraisals and PDP data?

- Analysed 42 PDPs containing 137 separate goals
- Average number of goals per appraisal PDP
 - 3.3

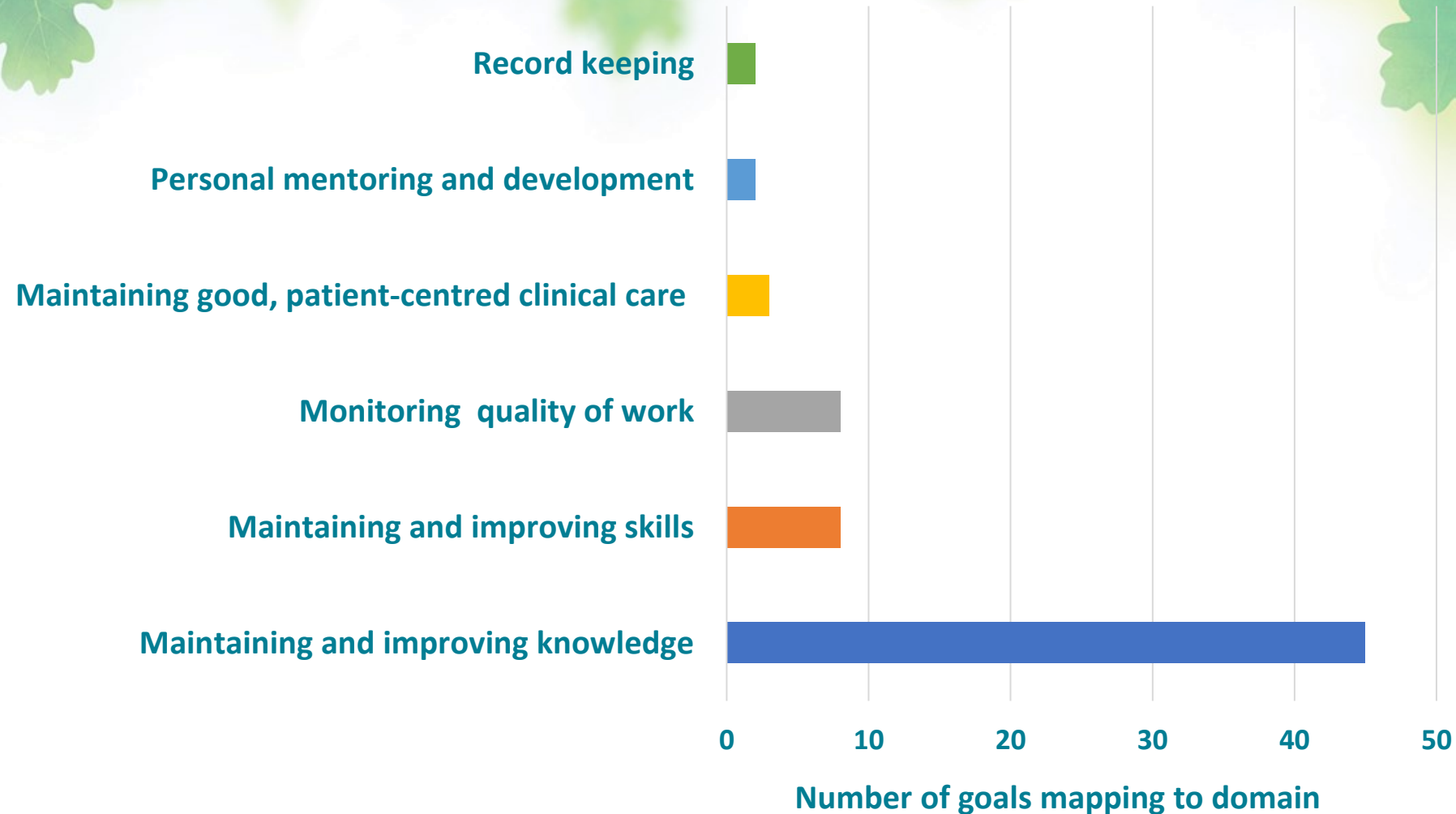
Number of appraisals completed using each appraisal platform



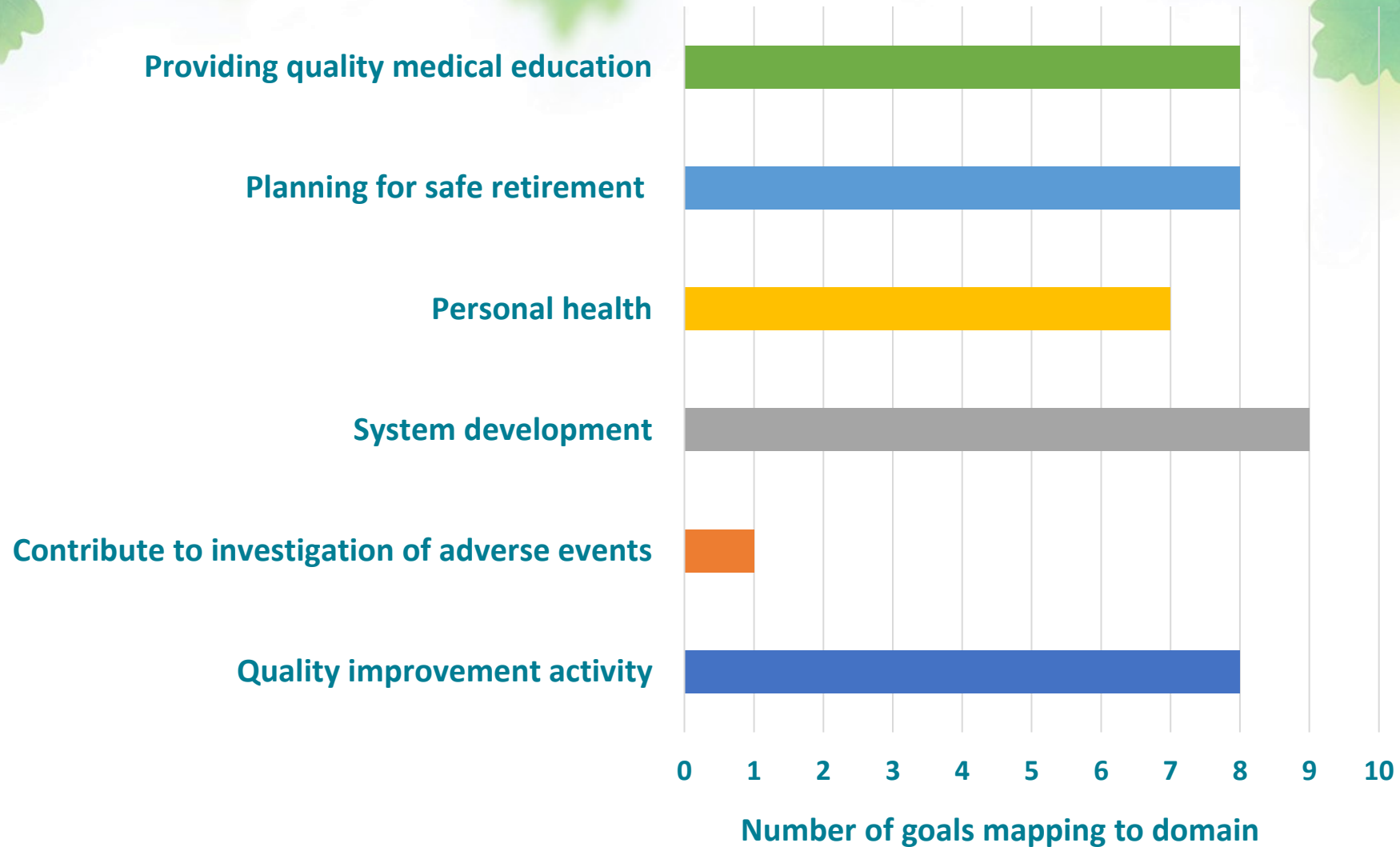
How did the appraisal goals in the study map to Good Medical Practice?



How did the appraisal goals in the study map to Good Medical Practice? Knowledge, skills and performance



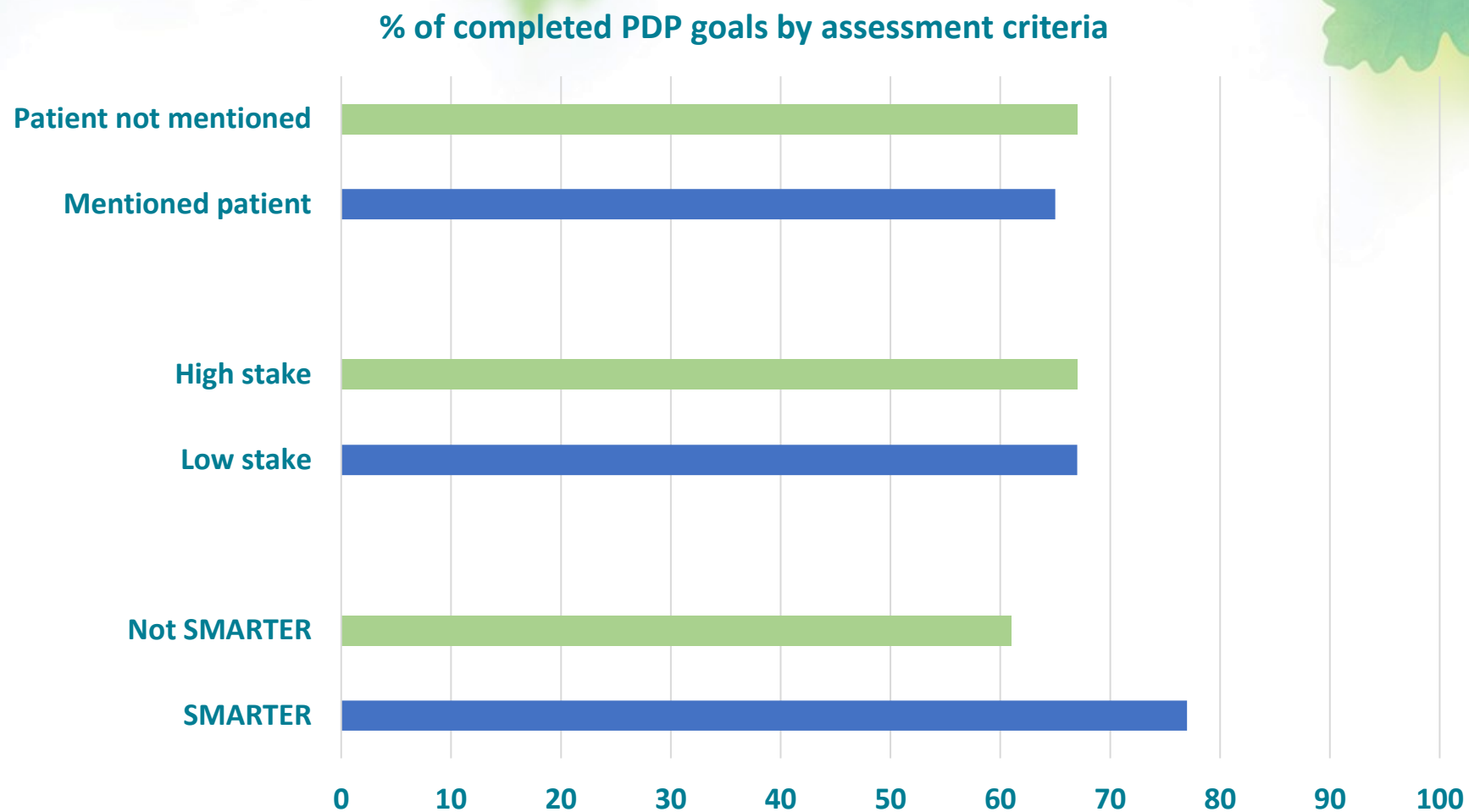
How did the appraisal goals in the study map to Good Medical Practice? Safety and quality



How many goals were completed? Was there any link with goal quality?

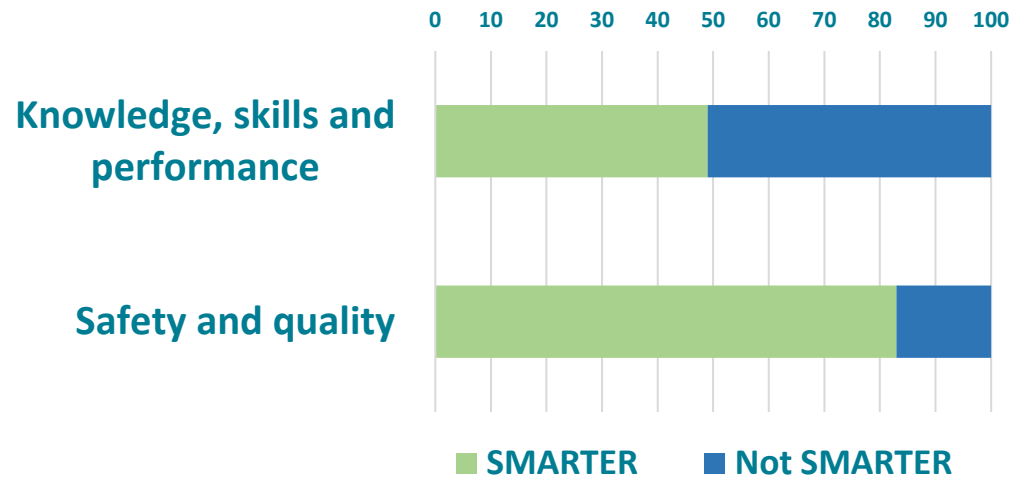
- 94 goals defined in PDPs in 2018 and 2019 have 'completed the loop' with a subsequent appraisal:
 - 67% goals achieved (63/94)
 - 62% SMARTER (59/94)
 - 97% positive engagement (92/94)
 - 52% high stakes (49/94)
 - 21% mentioned 'patient' (20/94)

How many goals were completed? Was there any link with goal 'quality'?

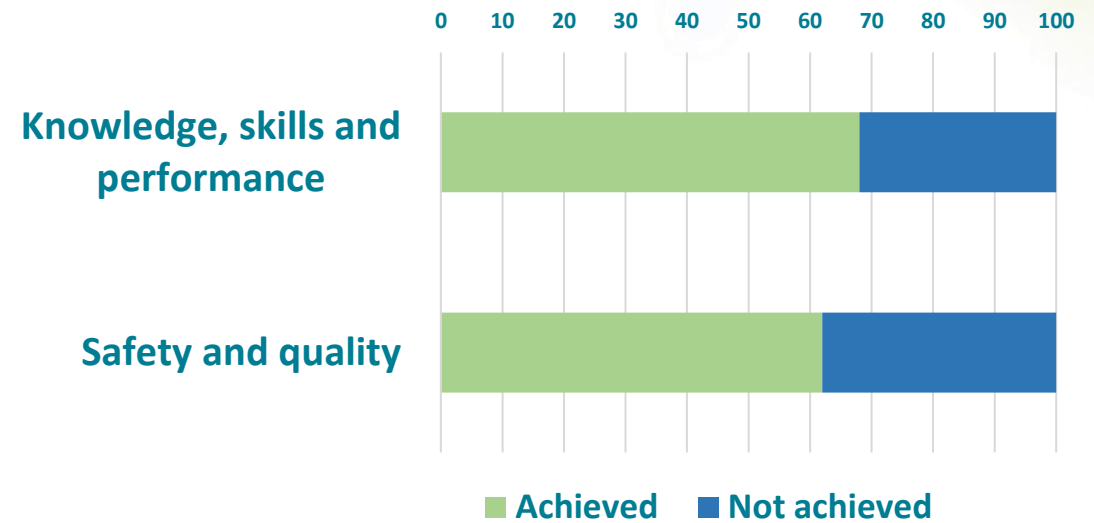


Was there a link between whether goals were SMARTER and GMP domain?

Percentage (%) of SMARTER PDPs by GMP domain



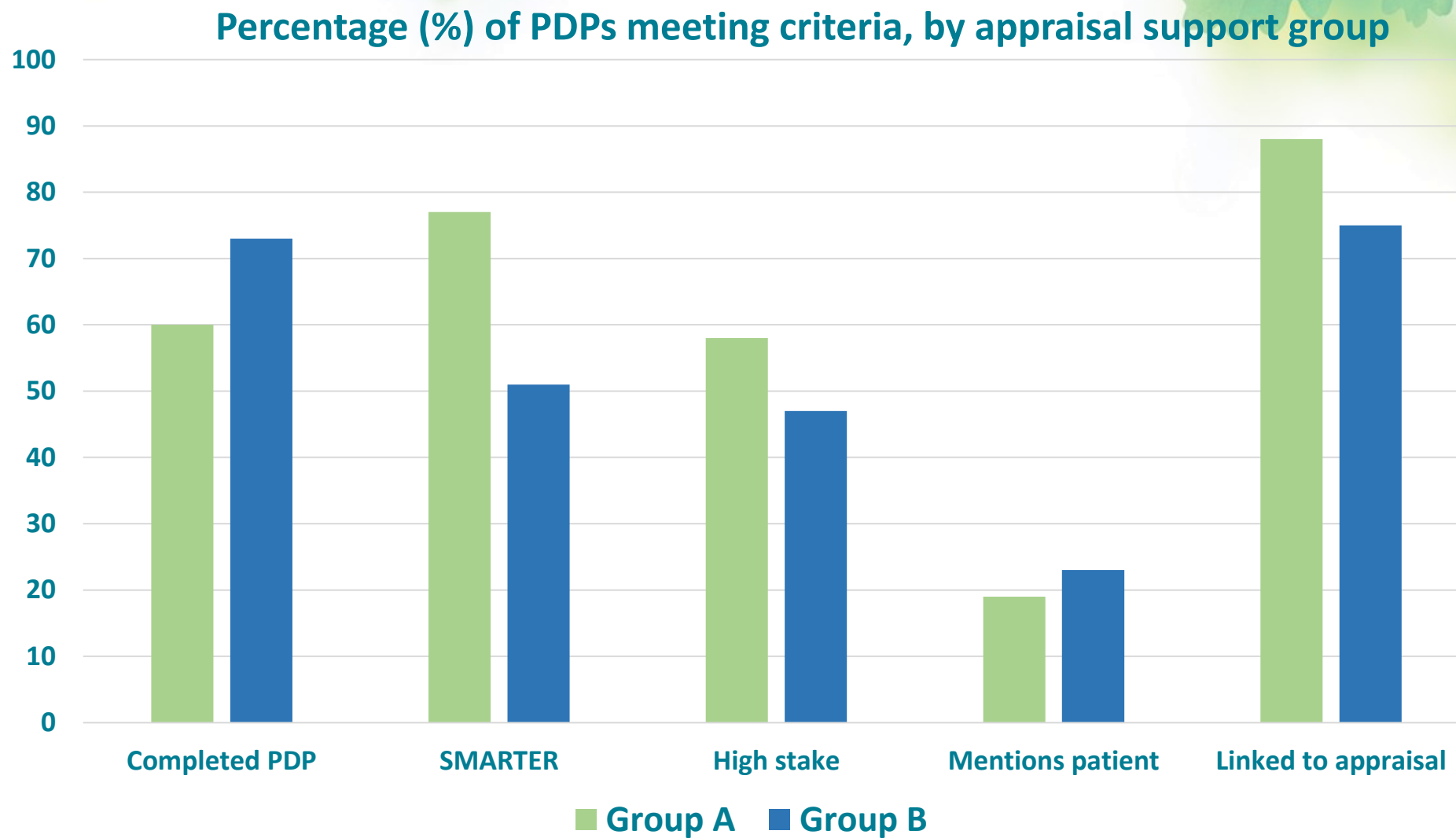
Percentage (%) of PDPs completed by GMP domain



Was there any difference between appraiser support group A and B?

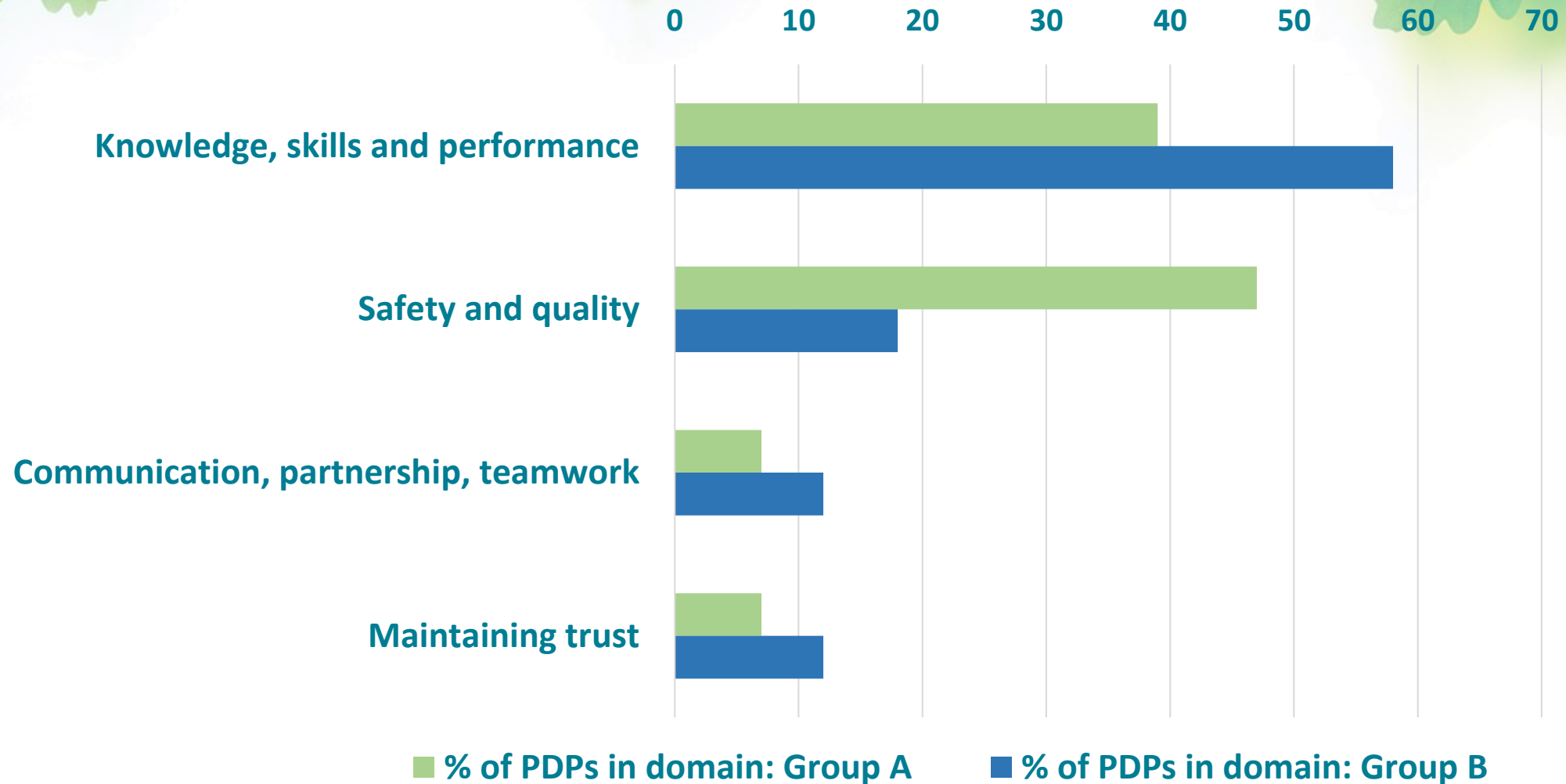
- **Subjectively:**
 - **Group A PDP goals were:**
 - **better written**
 - **higher quality goals**
 - **more likely to be goals that might be achieved over a period of time, rather than within an appraisal year**

Was there any difference between appraiser support group A and B?



Was there any difference between appraiser support group A and B and the goal type?

% of PDPs in each domain by appraisal support group



Thematic analysis

- Improving knowledge through courses/updates
- Improving or maintaining skills
- Seeking feedback
- Improving patient care and outcomes through audit and quality improvement
- Improving team cohesiveness
- Delivering quality education (medical students and trainees)
- Maintaining or improving personal health
- Planning for career changes or retirement



Conclusions

- Doctors in this cohort believe that appraisal and PDPs support quality improvement and better patient care
- Goals most commonly map to GMP domains 'Knowledge, Skills and Performance' and "Safety and Quality"
- SMARTER PDP goals might be more likely to be achieved
- Few PDP goals mention patients – which are at the centre of what we do
- 'Safety and quality' goals
 - Tended to be better written
 - More frequently written by those with PDP training
 - Tended to have more real-world impact

Study limitations

- Although thematic saturation was reached with goal content, the data set may need to be larger and more varied to ascertain impact of goal quality
- Assessment of the relationship between PDP quality and impact is difficult
 - Assessing whether SMARTER, high/low impact is a blunt surrogate for actual real world impact
- COVID is likely to have had an impact on whether PDP goals were achieved between 2019-20 appraisals and the follow-up
 - This is one of the questions that will be resolved with the next round of data collection



The future direction of research.....

- Does appraisal platform impact on goal quality or likelihood of completion?
- How can we better measure real-world impact of PDP goals on patient safety and quality of care?
- The impact of COVID and Medical Appraisal 2020 on PDP goals – not just whether goals have been achieved, but whether themes have changed e.g. greater emphasis on personal health and wellbeing

As leaders, what can we take away?

- Doctors perceive appraisal and PDPs as improving patient care and contributing to quality improvement but this conflicts with common perceptions that PDPs are 'tick box' exercises
 - It is up to us as leaders to enthuse those facilitating appraisals
 - Improving understanding in how to create a good PDP goal, which is owned by that doctor, has the potential to create a cumulative positive impact on patient care and patient safety
 - If organisational leaders value high quality PDPs and ensure appraisers have training, there is evidence that appraisees will commit to goals that more widely reflect GMP and have greater real-world impact, in particular within the safety and quality of care domain
 - PDP quality does matter but can be difficult to measure. As leaders, we can influence those facilitating appraisals and impact more widely on improving patient care

References

1. The history of the GMC and introduction of revalidation <https://www.gmc-uk.org/about/who-we-are/our-history>
2. Medical appraisal: Feedback from GPs in 2018 – 19 <https://www.england.nhs.uk/wp-content/uploads/2019/07/medical-appraisal-feedback-from-gps-18-19-v1.1.pdf>
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