

NIMDTA

Northern Ireland Medical & Dental
Training Agency

Corporate Strategic Plan 2023-28



Forward by Chair and Chief Executive



I am grateful for the efforts of our Board and Senior Management, who collaborated with the Department of Health (DoH), the Northern Ireland Centre for Pharmacy Learning & Development (NICPLD) and the HSC Leadership Centre to develop this strategy during 2022-23.

Throughout this work we have had a strong focus on the impact of our work on patient care and have ensured that this sits at the centre of all our planned activities.

Despite challenges in the Health & Social Care (HSC), I am confident that this strategy, along with future initiatives, will enable NIMDTA to play a crucial role in the continuing transformation of the healthcare system.

My Board colleagues and I look forward to working closely with Mark and his team as we embark on this ambitious and necessary work.

Derek Wilson, Chair

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In recent years, the HSC has encountered unparalleled challenges that have significantly impacted how we deliver education and support optimal patient care, especially during public health emergencies. As we endeavour to rebuild and transform the sector, we acknowledge the persisting difficulties in the current context, but we also recognise the numerous opportunities to capitalise on the enhanced collaborative approaches that emerged during this period.

The work of this strategy is driven by a focus on patient-centred care. We will prioritise innovative approaches to deliver this to the highest possible level in the face of ongoing challenge.

I look forward to working with my team to effect positive change across the HSC. I am confident that our collaborative efforts will bear fruit in the pursuit of higher levels of patient care.

Mark McCarey, Chief Executive



Northern Ireland Medical
& Dental Training Agency

Context to Plan

The preceding period has resulted in demonstrative changes to NIMDTA's size and quantum (+948% over the last five years). This has been driven by our role in being a key partner in some of the first aspects of DoH's Transformation Agenda, such as becoming the Single Lead Employer for Doctors & Dentists in Training (SLE).

This change has occurred in the context of a public health emergency when strategic focus has been placed on the performance of statutory brief and associated core operational activities. We also have a new management team and a majority of new members on our Board.

Therefore, this strategic plan presents an opportune time to re-examine NIMDTA's vision, purpose and values. Firstly, this will assist to calibrate the recent growth we have experienced and secondly, empower our thought as to how we can work to further embed and mature this work in order to deliver the highest level of professionals for the population of Northern Ireland.

Figure 4: HSCNI Workforce (WTE) by Other HSC Organisation, December 2022

	WTE	% Change	
		2017-22	2021-22
NI Medical and Dental Training Agency	2,031	+948.0%	+6.1%
Business Services Organisation	1,779	+28.7%	+7.2%
NI Ambulance Service	1,499	+26.2%	-0.3%
Strategic Planning & Performance Group	491	+9.5%	+2.9%
Public Health Agency	341	+20.4%	-33.7%
NI Blood Transfusion Service	158	-0.4%	+1.7%
Regulation & Quality Improvement Authority	120	+8.1%	+11.3%
NI Social Care Council	59	+11.0%	+12.8%
NI Guardian Ad Litem Agency	58	-1.4%	-4.8%
Patient Client Council	28	+13.3%	+17.1%
NI Practice & Education Council	13	-12.3%	+6.7%

SOURCE: Northern Ireland Health and Social Care Quarterly Workforce Statistics 31 December 2022



Our Vision



THAT OUR TRAINING
ACTIVITIES ARE
EMPOWERING EXCELLENT

PATIENT CARE

NIMDTA's distinctive contribution to the HSC lies in its responsibility for postgraduate medical & dental training and its relationship with doctors and dentists during this pivotal phase of their careers. As an organisation, we are committed to promoting the aspiration that excellent training experiences should enable practitioners to make career-spanning decisions to remain working within the HSC.

Our core mission is to enhance patient care through training. Every activity we undertake is geared towards realising this objective and this forms the ethos with that we will seek to deliver this strategy for the betterment of patient experience across Northern Ireland.



Our Purpose



ENHANCING
PATIENT CARE
THROUGH TRAINING



NIMDTA plays a pivotal role in organising and delivering of recruitment, selection and allocation of doctors and dentists to foundation, core and specialty training programs and serves as the lead employer for the region. With the ultimate goal of maximising the potential of trainees to successfully progress and complete their training. NIMDTA manages the quality of postgraduate medical and dental education in HSC Trusts and general medical and dental practices. In this regard, NIMDTA provides trainees with extensive opportunities to develop their leadership, quality improvement, research and teaching skills.

Furthermore, NIMDTA is accountable to the General Medical Council (GMC) for ensuring that the standards set by the GMC for medical training, educational structures and processes are achieved. As the Designated Body for doctors and dentists in training, NIMDTA have a statutory role in making recommendations to the GMC to support the revalidation of trainees. Additionally, NIMDTA has a responsibility to the General Dental Council (GDC) for the Standards of Specialty Education.

In line with DoH's transformation agenda, NIMDTA is preparing to merge with NICPLD. This move will enable NIMDTA to continue to play a vital role in ensuring the delivery of high-quality healthcare education and training that meets the needs of patients, healthcare professional and the wider healthcare sector.



Our Values



The HSC values provide clarity for all HSC staff for the way that we conduct our work and the behaviours expected from colleagues. These apply regardless of individual roles or the HSC organisation you work for.

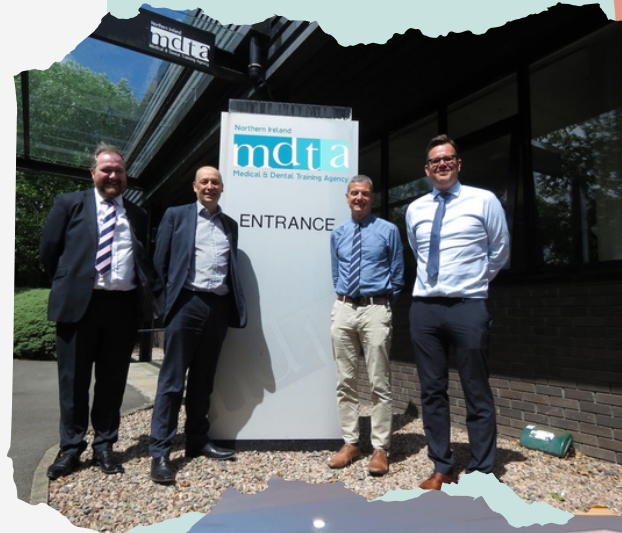
These values and behaviours send a clear message to patients, service users, families and carers about the care and support they should expect and how this should be delivered.

It is expected that these values are visible in every interaction we have with all colleagues across the HSC and the service users that depend on us.



NIMDTA


Northern Ireland Medical & Dental
Training Agency





Strategic Objectives





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HEALTH AND SOCIAL CARE

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Trainee Welcome



Objective 1

To work in partnership with Local Education Providers (LEPs) to deliver high quality medical and dental education and training to meet curricular requirements & standards set by regulatory bodies

WHY IS THIS IMPORTANT?

NIMDTA collaborates with LEPs promote high-quality educational delivery. The foundation of this work is having a professional and motivated educator work force that set the culture and expectation for the professionals.

We strive to create a supportive and inclusive environment to attract, welcome, develop, value and retain high-calibre trainees. Further we provide a range of academic, research, simulation, leadership and quality improvement opportunities to enhance their training.

We want to develop this work in order to ensure that we prepare a resilient, energised and professional workforce to the HSC. We believe that by prioritising our resources in this area and investing in our trainees and trainers, we can continue to deliver the medical and dental professionals that are needed to deliver high levels of patient care to the population of Northern Ireland.

Provided the contextual changes to education delivery and the widening pathways to education we have identified the need to carry out a full review of this work.

Strategic Outcome

NIMDTA is a provider of excellent education experiences to trainees HSC wide

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HOW WILL WE DO THIS?

There are two foundational strategies that we need to develop in order to provide a credible and achievable vision for the professionals that we have statutory educational responsibility for. Following the completion of these strategies, we will align all structures and resources in pursuit of these strategies.

Enhancing
Medical Education
Strategy

Enhancing
Dental Education
Strategy

KEY ACTIVITIES

- To engage collaboratively with LEPs to promote high quality educational delivery
- To attract, develop, support, value, inspire and retain high calibre educators & Education Management staff
- To develop, support, value & retain talented medical & dental trainers
- To attract, welcome, develop, value & retain high calibre trainees
- To effectively & openly communicate with, engage & support trainees
- To enhance training by providing academic, research, simulation, leadership & quality improvement opportunities for trainees



Objective 2

NIMDTA is an employer of choice with a valued & healthy workforce

WHY IS THIS IMPORTANT?

NIMDTA's employment responsibilities have grown by approximately 1000% over preceding periods. This has been accompanied by investment within our SLE provision, but secondary operational pressures have presented.

We are aware that as a result of this, as well as changes in 2020-21 to our leadership structure, that this has impacted our career pathways and we want to amend this.

In order to align the resources that we have, it is necessary that we review the impact of the change to our scope and quantum to realign our staff resource. As part of this, there may be a need to consider additional resource. Carrying out this review will produce an evidence baseline to do this in a credible manner.

It is important that we keep our statutory postgraduate training at the centre of all our activities and decision making. That is why this scoping will occur following completion of the Enhancing Medical & Dental strategies.

Strategic Outcome

NIMDTA is an employer of choice with a retained, valued & healthy workforce

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HOW WILL WE DO THIS?

We have identified the two following strategies that will be key to setting the direction of our work in this area.

These strategies will be structured around the key activities set below:

Organisational
Development
Strategy

Workforce
Development
Strategy

KEY ACTIVITIES

- To prepare a sustainable workforce plan that improves organisations continuity & resilience
- To put in place a career pathway for staff focusing on personal development & opportunity
- To demonstrate equality, diversity & inclusion
- To promote health & wellbeing programmes
- To implement strong and open communication channels



Northern Ireland Medical
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Objective 3

To provide an excellent employment service to Doctors & Dentists in Training (DDiT)

WHY IS THIS IMPORTANT?

This area of work is linked to a key DoH transformation strategy; the establishment of a SLE for DDiT.

Operational work over proceeding periods has focused on the establishment of this service, the transfer of employment responsibilities and the commencement of a full employment service.

We recognise the strategic importance of this initiative and following this period of successful implementation, we want to ensure that a robust strategy is in place to deliver the intended experiences and outcomes.

SLE has been the major driver of recent growth to our size and scope. This is linked to our primary statutory purpose as a provider of postgraduate education. Therefore this objective will be developed following the completion of the Enhancing Medical and Dental Education strategies, as we seek to build all of our supporting structures around these functions.

Strategic Outcome

NIMDTA is an employer of choice with trainees & a supportive partner to the HSC

HOW WILL WE DO THIS?

We have identified the two following strategies that will be key to setting the direction of our work in this area.

These strategies will be structured around the key activities set below:

Implementation
Post Project
Evaluation (PPE)

Education
Employment
Strategy

KEY ACTIVITIES

- To embed NIMDTA SLE for DDiT
- To participate in PPE exercises to inform learning and improvement
- To implement feedback processes for the evaluation of the experience provided by NIMDTA SLE
- To ensure high-quality governance of the SLE function
- Develop & implement effective IT systems
- To work with host organisations to enable effective and efficient delivery for all stakeholders
- To implement SLE for additional groups such as those working in general practice settings



Objective 4

To promote NIMDTA training posts as an excellent career pathway of choice

WHY IS THIS IMPORTANT?

NIMDTA's distinctive contribution to the HSC lies in its responsibility for the provision of postgraduate medical and dental education and the relationship that we have with trainees at this pivotal point in their career.

This relationship has been altered in that the SLE function now provides that we have fiduciary employment responsibility for DDiT.

We can play a unique and pivotal role in this interface as we seek to attract, retain and value DDiT. We recognise that this is a key role for us in the context of transformation of the HSC and we want to deliver this to the best of our ability.

To guide this work we want to develop sub-strategies to guide this work. These will be developed following the completion of the Enhancing Medical and Dental Education strategies in order to provide the necessary calibration to drive the best outcomes.

Strategic Outcome

NIMDTA is an excellent national training pathway, enabling a sustainable HSC workforce

HOW WILL WE DO THIS?

We have identified the two following strategies that will be key to setting the direction of our work in this area.

These strategies will be structured around the key activities set below:

Communications Strategy

Facilities Strategy

KEY ACTIVITIES

- To deliver the key aims of NIMDTA's VALUED Strategy
- To work in collaboration with DoH & HSC Trusts to develop sustainable career pathways
- To develop NIMDTA as a recognised brand of excellence
- To develop new and innovative approaches to digital marketing
- To engage with other HSC bodies & Education providers to develop future multi-professional training services
- To renew the NIMDTA Alumnus scheme
- To develop Ambassadors in Training



Objective 5

To provide Postgraduate Education through effective strategic leadership & governance

WHY IS THIS IMPORTANT?

The context of drivers for change and growth across our brief has been well established throughout this Plan.

The intent in further developing this area is to ensure that our core empowering structures are aligned appropriately in order to enhance our work.

The merger with NICPLD will be a further driver for growth. It is vital that we are prepared for this, in order to deliver the desired outcomes from this key DoH Transformation Strategy.

The strategy review structure described will ensure that we are able to calibrate these functions for future need.

Strategic Outcome

NIMDTA is achieving excellence across brief with collaborative & effective relationships

HOW WILL WE DO THIS?

We have identified the two following strategies that will be key to setting the direction of our work in this area.

These strategies will be structured around the key activities set below:

Financial Strategy

Merger Strategy

KEY ACTIVITIES

- To undertake recruitment & selection processes for staff & trainees based on professional competencies
- To operate effectively with a prudent, stable & transparent financial framework
- To continuously innovate to improve secure delivery
- To contribute to national & regional medical & dental policy & strategic forums
- To proactively participate in HSC workforce planning & the Transformation Planning Agenda
- Collaboratively work in partnership with all HSC partners & education learning providers



Sub-Strategy Development

NIMDTA has experienced an unprecedented growth in the context of a sustained public health emergency. We have successfully navigated this period with a focus on the successful fulfilment of our statutory objectives while meeting key operational targets.

The strategic work that we have completed highlights a need to carry out a systemic review of all our functions to ensure that they are not just operationally viable but strategically aligned with our vision. These strategies have been identified as follows:

Enhancing Medical Education Strategy

- Prepare for planned growth across all interfaces
- Consultation with all stakeholders
- Examine funding profiles in light of new and emerging flexible pathways
- Plan to ensure fill rates are met
- Plan multidisciplinary training

Enhancing Dental Education Strategy

- Consultation with all stakeholders
- Examine funding profiles in light of new and emerging flexible pathways
- Working with LEPs to develop core scheme
- Promoting & facilitating simulation training
- Plan for efficient and effective CPD
- Plan multidisciplinary training

Workforce Development Strategy

- Address identified career pathway issues
- Identify processes for succession planning
- Plan for the introduction of a resourced and resilient structure
- Review of staff development opportunities
- Link into Finance, Facilities, Merger and Communications strategies

Organisational Development Strategy

- Review impact of growth across all functions.
- Review 2020-21 leadership transition and impact.
- Examine current staff allocation
- Review and align reporting structures
- Identify resourcing gaps, if appropriate



Sub-Strategy Development Continued



Communications Strategy

- Full map of stakeholders communication lines and needs
- Calibrate any branding issues identified into a cohesive organisational style guide
- Innovate to ensure that vast array of activities, opportunities and data are shared
- Link into merger and facilities strategies

Education Employment Strategy

- Consultation with all stakeholders
- Embed the desired DoH outcomes
- Innovate to seek to deliver improved outcomes and experiences within the context of this new relationship interface
- Link to Finance and Communication strategies

Merger Strategy

- Consultation with all stakeholders
- Preparing for transfer of employment responsibilities
- Aligning of common and new areas of operation
- Linking with Merger & Facilities strategies

Financial Strategy

- Examine traditional funding strategies in the context of new and emerging education pathways
- Development of financial reporting and empowerment at internal departmental level
- Scoping of required new resource
- Linking with Merger & Facilities strategies

Facilities Strategy

- Consultation with DoH Property
- Plan for expansion of training provisions
- Plan for lease end dates for Beechill House
- Scope the facilities need of NIMDTA and commission to ensure efficiencies
- Link to Finance, Merger, Communication and Workforce strategies



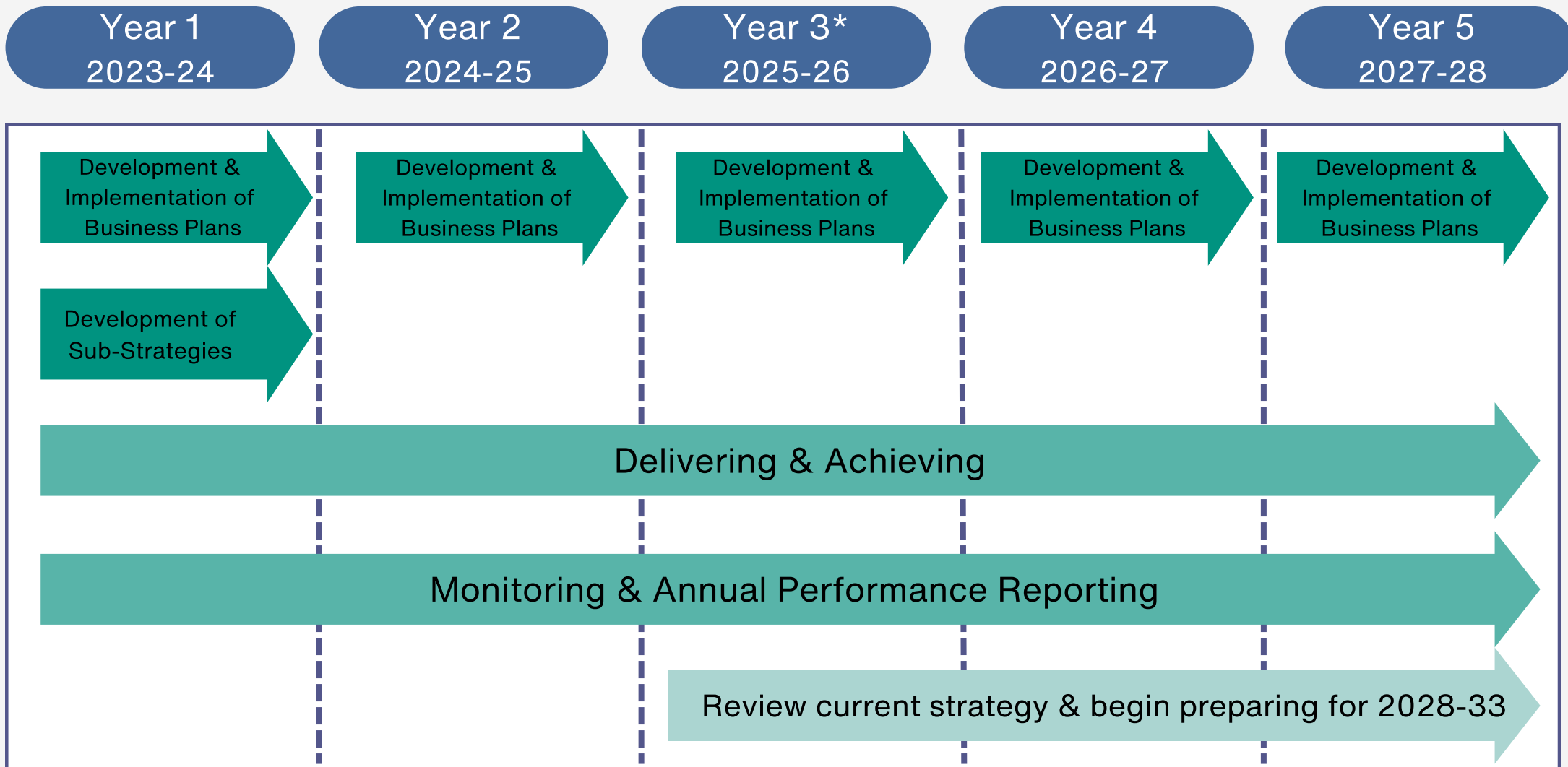
In the first year of our plan, we will develop sub-strategies to empower our work under this corporate strategy. We will begin by focusing on our core statutory duties, medical and dental education; using the key objectives identified within the relevant objective. In the second phase, we will assess the supporting structures that enable these core duties.

Each department within NIMDTA will create a directorate plan for each planning period to accomplish this corporate strategy. These plans will be consolidated from the overall business plan. To monitor progress towards our goals, we will establish performance metrics to enable accountability oversight.

It is important to note that some aspects of the identified work may require additional resources. The successful implementation of these will be dependent on securing the appropriate funding within the current planning context.



Corporate Strategy & Sub Strategies Road Map



*Expected NICPLD Merger in 2025



NIMDTA

Performance systems will be put in place which will hold NIMDTA accountable to deliver this Strategic Plan.

NIMDTA will produce an Annual Performance Report which will detail our progress in achieving our strategic objectives; provide an overall assessment of our performance for DDiT our stakeholders and the public and outline actions that are required to drive improvements. In addition, NIMDTA will monitor and scrutinise the implementation of the Strategic Plan twice per financial year. The scrutiny and reporting structure is detailed as follows:

Board/ Chief Executive

- Twice yearly Progress Update to Board by Chief Executive
- Annual Performance
- Report to Board by Chief Executive

If you have any queries or comments on this NIMDTA Corporate Strategic Plan 2023-28 or if you need to access it in an alternative format, please contact nimdta@hscni.net or 028 90400000.



NIMDTA



Northern Ireland Medical & Dental Training Agency

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