Enculturalisation of International Medical Graduates into the NHS:
What can we do to support within our environments?

Sanjiv Sharma
GOSH Director of Medical Education

Craig Knott
GOSH Education Fellow
Context

• International Medical Graduates (IMGs) describes doctors that have received their primary medical qualification outside of the UK

• Multiple challenges when moving to a new country

• Varying levels of experience and qualifications as well as very individualised social and family responsibilities

• Challenges to integration include:
  o Professional problems (professional registration or adapting to a different medical system)
  o Localisation problems (local terminology or colloquialisms)
  o Personal problems (different language, isolation or adapting to a different social/professional culture)
What is happening across the NHS?

• Total number of staff: 1,193,107
  o United Kingdom: 976,267
  o European Union: 61,974
  o European Economic Area: 432
  o Rest of the World: 76,613
  o Unknown: 78,269

• Total number of doctors: 232,467
  o United Kingdom: 163,005
  o European Union: 21,235
  o European Economic Area: 260
  o Rest of the World: 36,075
  o Unknown 12,107
**NHS vacancies in England**

<table>
<thead>
<tr>
<th>Category</th>
<th>Apr-Jun 2017</th>
<th>Jul-Sep 2017</th>
<th>Oct-Dec 2017</th>
<th>Jan-Mar 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total</td>
<td>102,749</td>
<td>100,365</td>
<td>97,685</td>
<td>92,694</td>
</tr>
<tr>
<td>Other staff</td>
<td>53,573</td>
<td>51,115</td>
<td>52,075</td>
<td>46,918</td>
</tr>
<tr>
<td>Nursing</td>
<td>38,328</td>
<td>39,154</td>
<td>35,934</td>
<td>35,794</td>
</tr>
<tr>
<td>Medical</td>
<td>10,848</td>
<td>10,096</td>
<td>9,676</td>
<td>9,982</td>
</tr>
</tbody>
</table>

Source: NHS Improvement. Figures are for WTE (whole-time equivalent) staff.
Nationalities of NHS England staff as % of workforce

- **UK**
- **EU & EEA**
- **Rest of the world**

**All staff**

- UK: Approximately 90%
- EU & EEA: Approximately 10%
- Rest of the world: Less than 10%

**Doctors**

- UK: Approximately 85%
- EU & EEA: Approximately 10%
- Rest of the world: Less than 5%

**Nurses and health visitors**

- UK: Approximately 85%
- EU & EEA: Approximately 10%
- Rest of the world: Less than 5%

Source: NHS Digital (headcount of staff, 31 December 2017)
Immigration cap on doctors and nurses IMMEDIATELY in humiliating failure

The cap will be scrapped from tomorrow

foreign doctor cap lifted

NHS groups welcome immigration change for doctors and nurses

NHS groups have welcomed the decision to relax immigration rules to allow more doctors and nurses from outside the EU into the UK.
The UK Paediatric workforce

- ~3,757 WTE consultant paediatricians*
  - Projected need for a further 752 WTE*
  - Projected need for a further 465 trainees per year*

- 47% of licenced doctors in paediatrics obtained their primary medical qualification outside of the UK*

- 2017 fill rates in first round for ST1 applications = 83%
  - Required second round of applications

- Declining medical school applications esp. EU applicants

*2015 RCPCH Workforce data
The UK Paediatric workforce

Applications for ST1 training

*Data from RCPCH State of child health reports*
IMG doctors at GOSH by grade

Proportion of staff

- Consultant
- SASG
- Trainee
- Trust-appointed doctor
What does the literature tell us?

• Few papers examining this area
• Most from Canada, a few from Australia
• Many papers focus on IEHP (nurses and midwives)
• Focus on licensure rather than enculturalisation
• Literature review 2012-2017 looking for factors for consideration when planning local strategies for support of IMG:
  o Findings from 28 papers organised into 3 main areas: Organisational, Training and Individual
Organisational

- Absolute protection against discrimination
- Senior leadership and support
- IEHP Champion
- Institutional value of diversity of skills and expertise
- Pastoral support
- Careers advice experts
- Pre-commencement on-boarding and induction processes
- Mentorship or ‘Buddy’ Scheme
Training

- Site-specific cultural awareness (patient population and staff)
- Structure objectives and end points of training
- Apprenticeship and role-modelling
- Close and supportive supervision
- Language skill development
- Communications skills
- Standards for medical documentation
- Patient-centred negotiation skills
- Healthcare service orientation
- Inculturation to Trust Values and priorities
- Education as to local governance frameworks
- Understanding of local quality and safety imperatives
- National medicolegal frameworks
Individual

- Openness to learning
- Expectations set appropriate to healthcare setting and role
- Willingness to engage with a new, unfamiliar tribe
GOSH Experience

Aim:
We undertook this project in order to better understand the problems faced by IMGs integrating to the UK and into GOSH

Methods:
• IMGs employed at GOSH were identified by the HR department.
• An anonymous survey was sent to all IMGs below consultant level.
• The survey consisted of Likert scale and free text questions about integration to the UK and into the hospital.
Results:

- 44.7% (72/161) IMGs completed the survey
- 46 respondents were between the ages of 30-39, whilst 14 were between the ages of 40-49
- IMGs had a median of 12.6 years experience (5-23 years) and for 65% of respondents, this was their first job within the UK NHS.

<table>
<thead>
<tr>
<th>UK Integration</th>
<th>Easier Integration</th>
<th>More Difficult Integration</th>
</tr>
</thead>
<tbody>
<tr>
<td>Social Factors (family &amp; Friends)</td>
<td>Different culture systems</td>
<td></td>
</tr>
<tr>
<td>Information packages</td>
<td>Different medical systems</td>
<td></td>
</tr>
<tr>
<td>Completion of GMC registration</td>
<td>Administrative load</td>
<td></td>
</tr>
<tr>
<td>Hospital Integration</td>
<td>Previous NHS experience</td>
<td>Poor orientation</td>
</tr>
<tr>
<td></td>
<td>Colleagues</td>
<td>Computerised systems</td>
</tr>
<tr>
<td></td>
<td>Good understanding of the language</td>
<td>Hospital administrative load</td>
</tr>
</tbody>
</table>
Results:

• Integration into the UK was reported to be mostly difficult (40.3%) or neutral (27.8%) and easy in 31.9%
• Integration into GOSH was reported to be easier (51.4%) vs difficult (30.5%) with 18.1% being neutral.
• The hardest processes when moving to the UK and GOSH (using weighted averages to rank them) include, being employed on the correct salary level, placing children in school, finding accommodation and opening a bank account
• The path to registering as a consultant was not considered to be clear in 60% (36/60) of respondents.
Improvements

Pre-onboarding:

• Externally facing web pages directed at IMGs
• Introduction of a buddy system
• IMG checklist prior to starting work
Welcome to Great Ormond Street Hospital

Moving to a new country is an exciting, but often challenging time. You may have never been to London or England before, and you may be leaving family and friends behind while you make the most of this opportunity.

Working in a different country can provide fantastic professional and also personal development. However, it can also be daunting time with lots of uncertainty around the practicalities.

We look forward to welcoming you, our International Medical Graduates (IMG), to Great Ormond Street Hospital (GOSH) and have prepared this guide to inform you of what to prepare in advance, what to expect in your first few weeks here at GOSH, and where to get help.

In order to get a glimpse in the life of a doctor at GOSH, please click the links below:

- This [video](#) from the Paediatric Intensive Care Unit (PICU) gives some insight into working at GOSH as an IMG.

Further information about working at GOSH is available [here](#).

Our values leaflet is available [here](#).

GOSH Global Connections Service

The PGME team are pleased to introduce the Global Connections service to prospective International Medical Graduates who are moving to the United Kingdom. This service will provide a contact point with international doctors currently working within the hospital, which is envisioned to promote a smoother transition for the prospective International Medical Graduates.

Medical Services Information

Understanding the National Health Service (NHS) and its multiple components, will assist new International Medical Graduates in better adapting to their new environment. We have compiled a list of contemporary resources to help new starters in this endeavor.

Useful Employment Information

To gain employment in the NHS within the United Kingdom, requires a number of administrative procedures to be completed.

Living and Travelling in London

On arrival to this cosmopolitan city, a new starter is inundated with choice. In this section, we highlight some of these choices.

Ready-to-move Checklist

So you are preparing to move to the UK and work at GOSH? Have you considered the following?
Improvements

Pre-onboarding:
- Externally facing web pages directed at IMGs
- Introduction of a buddy system
- IMG checklist prior to starting work

Induction:
- Implementation of a specific half day IMG induction
  - Brief introduction to the NHS
  - Acronyms guide
  - Simulation
Impact of an IMG-specific onboarding induction on perception of feeling prepared to work on a clinical placement
### IMG-specific induction

<table>
<thead>
<tr>
<th>Helpful aspects</th>
<th>Desirable aspects</th>
</tr>
</thead>
<tbody>
<tr>
<td>Intro to NHS / knowing the system</td>
<td>More simulation</td>
</tr>
<tr>
<td>Meeting helpful colleagues</td>
<td>Shadowing week</td>
</tr>
<tr>
<td>Simulation</td>
<td>Interactive Q&amp;A with previous registrars</td>
</tr>
<tr>
<td>Abbreviations</td>
<td>How to fill in forms for ward procedures</td>
</tr>
<tr>
<td>Knowing the possibility of expressing concerns</td>
<td>More training on clinical software for departments</td>
</tr>
<tr>
<td>Explaining UK training system</td>
<td></td>
</tr>
<tr>
<td>Feeling supported / reassurance</td>
<td></td>
</tr>
<tr>
<td>Discussing UK approach to DNR</td>
<td></td>
</tr>
<tr>
<td>Who to call and when</td>
<td></td>
</tr>
</tbody>
</table>
Improvements

Pre-onboarding:
• Externally facing web pages directed at IMGs
• Introduction of a buddy system
• IMG checklist prior to starting work

Induction:
• Implementation of a specific half day IMG induction
  o Brief introduction to the NHS
  o Acronyms guide
  o Simulation

Raising institutional awareness:
• Appointment of an IMG junior doctor representative

Social events
Social Events
LET'S TALK GLOBAL
LET'S TALK LOCAL

Wed/Thurs
10/11 October 2018
09:00 - 17:00

Anglo Educational Services, 45 Russell Square, London, WC1B 4JP

This course is FREE to all staff working at Great Ormond Street Hospital who have been educated in a country outside the UK.

A TWO-DAY COURSE SPECIALISING IN COMMUNICATION IN AN INTERNATIONAL CONTEXT

Visit GOSHWeb For More Information
Conclusion:

• The challenges facing IMGs are significant
• How these challenges are met affects the experience of the IMGs
• PGME at GOSH has co-created a strategy with IMGs to assist in improving their experience.

Strategies for improvement:

• Improving on-boarding information and communication
• Improving induction programme
• Raising institutional awareness for the issues faced by IMGs
• Continuous collection of data
• Improving the educational package for IMGs
Questions?