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5 February 2001

Learning and Teaching Support Network Subject Centre Medicine, Dentistry and Veterinary Medicine
LTSN-01 1st Interim Report 1/8/00-31/1/01

Dear Richard,

Please find enclosed a copy of the 1st Interim Report relating to the *Learning and Teaching Support Network Subject Centre Medicine, Dentistry and Veterinary Medicine*.

This report details the activities and progress the 6 month period from 1/8/00 to 31/1/01 and an indication of changes to our annual planning statement for the next 6 month period as requested in your letter of 28 November 2000. In addition, due to staff taking up post and changes to the plan as outlined in our previous report, I have provided an updated list of role statements.

Yours sincerely,

Dr Megan Quentin-Baxter

Centre Manager

cc

Members of the LTSN-01 Advisory Group

Director: Prof RK Jordan, (Faculty of Medicine, University of Newcastle)

Deputy Director: Dr GR Hammond (Faculty of Medicine, University of Newcastle)

Members of the subject centre:

Mr P Drummond (Faculty of Medicine Computing Centre, University of Newcastle)

Dr JA Spencer (Faculty of Medicine, University of Newcastle)

Dr RS Hobson (School of Dentistry, University of Newcastle)

Dr NJA Jepson (School of Dentistry, University of Newcastle)

Mr JD Moss (Faculty of Medicine Computing Centre, University of Newcastle)

Dr A Short (Royal (Dick) School of Veterinary Studies, University of Edinburgh)

Mrs G McConnell (Royal (Dick) School of Veterinary Studies, University of Edinburgh)

Dr J McKendree (c/o Royal (Dick) School of Veterinary Studies, University of Edinburgh)

Ms Winnie Wade (Royal College of Physicians, London)

Mr Don Liu (Royal College of Physicians, London)

Title: Learning and Teaching Support Network Subject Centre Medicine, Dentistry and Veterinary Medicine

Subject Centre Number: 01

URL: <http://www.ltsn-01.ac.uk/>

Lead Institution: University of Newcastle

Name of Main Contact: Prof Reg Jordan (LTSN-01 Director), or Dr Megan Quentin-Baxter (Centre Manager)

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Signed and agreed on behalf of LTSN-01 by Professor RK Jordan (LTSN-01 Director)

Professor of Medical Education

Faculty of Medicine

University of Newcastle

Newcastle upon Tyne NE2 4HH

Learning and Teaching Support Network Subject Centre Medicine, Dentistry and Veterinary Medicine

FINAL DRAFT: Planning and Reporting Documentation

Higher Education Funding Council for England, Scottish Higher Education Funding Council, Higher Education Funding Council for Wales and Department of Education Northern Ireland

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Planning and Reporting Documentation

Higher Education Funding Council for England, Scottish Higher Education Funding Council, Higher Education Funding Council for Wales and Department of Education Northern Ireland

1 Learning and Teaching Support Network Subject Centre 01 Medicine, Dentistry and Veterinary Medicine

2 List of Partners

2.1 Lead Site

University of Newcastle upon Tyne (lead site)

Contractual Issues

Director of Research Services Unit
1 Park Terrace
Newcastle upon Tyne
NE1 7RU

Technical/Management Issues

Prof RK Jordan & Dr GR Hammond
(Centre Directors)
Faculty of Medicine
Medical School
Framlington Place
Newcastle upon Tyne
NE2 4HH
Tel: +44 (0) 191 22257022 and +44 (0) 191 2225019

2.2 Sub-contracted Partners

University of Edinburgh

Contractual Issues

THE UNIVERSITY COURT OF THE UNIVERSITY
OF EDINBURGH incorporated under the
Universities (Scotland) Acts and having its
principal offices at:
Old College
South Bridge
Edinburgh
EH8 9YL

Technical/Management Issues

Dr Andrew Short and Mrs G McConnell
Dept of Preclinical Veterinary Sciences
Royal (Dick) School of Veterinary Studies
Summerhall
Edinburgh
EH9 1QH
Tel: +44 (0) 131 6506112 and +44 (0) 131 6506113

Royal College of Physicians

11 St Andrews Place
Regents Park
London NW1 4LE

Technical/Management Issues

Ms Winnie Wade
Senior Manager, Education Department
Royal College of Physicians
11 St Andrews Place
Regents Park
London NW1 4LE
Tel: +44 (0) 171 9351174 ext 461

3 Scope and Purpose of this Document

As part of the four higher education funding councils' (Higher Education Funding Council for England (HEFCE), Scottish Higher Education Funding Council (SHEFC), Higher Education Funding Council for Wales (HEFCW) and Department of Education Northern Ireland (DENI)) programme to provide a national subject support network, the University of Newcastle has been contracted to provide the Learning and Teaching Support Network Subject Centre Medicine, Dentistry and Veterinary Medicine for three years in the first instance. The University of Newcastle has entered into an agreement with the University of Edinburgh and the Royal College of Physicians to deliver the LTSN Subject Centre Medicine, Dentistry and Veterinary Medicine (the Subject Centre). This document sets out the Strategic and Operational Plans for the next three years, and reports progress from the last 6 months. It draws on the original *Stage 2 Proposal*, and agreements between the partners outlined in the *Letter of Understanding*.

The purpose of the first interim report is to provide:

- A reflection on activities to date
- Review and development of planning

In order to provide information for the LTSN Executive to inform the funding bodies of the development of the network, and to inform the further development of the network and the activities of the LTSN Executive and the Generic/Technologies Centre.

This report outlines the management, performance against the plan, evaluation, fiscal issues, dissemination and change management / embedding issues relevant to the reporting period 1/8/00-31/01/01, and includes several appendices evidencing the activities undertaken to date. It has been compiled from consortium documentation, prepared by the Centre Manager, commented on by the Director, Liaison Officers and Learning Development Officers at each site, and signed off by the Director. It will also be distributed from the web site.

Version number LTSN-01_Planning-08.doc 31 January 2001.

4 LTSN-01 Mission Statement

The Subject Centre has been contracted to provide professional educational support to the teachers, students and practitioners of its individual constituent disciplines so as to enhance the quality of educational provision throughout the UK and transfer good practice in an effective and cost efficient way.

5 Staffing and Management

5.1 Staffing

Role	Name	Status	Contribution	Associated Costs
<u>Centre Management, Support & Administration:</u>				
Director	Prof R K Jordan	In post	0.4 fte	met by Newcastle
Deputy Director	Dr G R Hammond	In post	0.1 fte	met by Newcastle
Centre Manager	Dr M Quentin-Baxter	In post	0.5 fte	met by Centre
IT Advisor	To be appointed		0.1 fte	met by Newcastle
Information Officer / C&IT Manager	Ms S Hardy	In post	1.0 fte	met by Centre
Centre Secretary	Ms S Young	In post	1.0 fte	met by Centre
<u>Discipline-Specific Support, Medicine:</u>				
Medicine Liaison Officer	Dr M Quentin-Baxter	In post	0.5 fte	met by Centre
Learning & Teaching Development	Dr J A Spencer	In post	0.1 fte	met by Newcastle
Learning Development Officer	Dr J McKendree	Begins 1/4/00	0.15 fte	met by Centre
<u>Discipline-Specific Support, Dentistry:</u>				
Dental Liaison Officer / Learning Development Officer	Dr R S Hobson	In post	0.2 fte	met by Centre
Learning & Teaching Development	Dr N J A Jepson	In post	0.1 fte	met by Newcastle
Learning Development Officer	Dr J McKendree	Begins 1/4/00	0.15 fte	met by Centre
Multi-media Support	Mr J D Moss	In post	1.0 fte, Year 1	met by Newcastle
<u>Discipline-Specific Support, Veterinary Medicine:</u>				
Veterinary Medicine Liaison Officer	Dr AD Short	In post	0.1 fte	met by Edinburgh
Veterinary Medicine Deputy Liaison Officer	Ms G McConnell	In post	0.1 fte	met by Edinburgh
Learning Development Officer	Dr J McKendree	Begins 1/4/00	0.7 fte	met by Centre
<u>Discipline-Specific Support, Postgraduate Medicine:</u>				
Postgraduate Medicine Liaison Officer	Ms W Wade	In post	0.1 fte	met by RCP
Postgraduate Medicine Deputy Liaison Officer	Mr D Liu	In post	0.1 fte	met by RCP

5.2 Structure Plan for the Management and Co-ordination of the Centre's Activities

5.3 Role Statements

5.3.1 Advisory Board

An Advisory Board, made up of a Chairperson nominated by the lead site and partners, the LTSN-01 Directors and representatives from the organisations outlined in section 7 *Management and Co-ordination (AC6)* on page 9 of the stage two proposal, will be responsible for the strategic direction of the Subject Centre. Members of the Advisory Board may act in an advisory capacity to the LTSN-01 Directors and the Centre Manager. The Advisory Board will endeavour to support the Subject Centre and act as advocates for the Subject Centre and its staff in furthering the Subject Centre's aims, and may choose to take advice from third parties as required. Subject Centre staff might be expected to attend meetings as non-voting observers where relevant.

The Advisory Board will meet at least twice yearly, and meetings will operate under the following rules:

- The Chairperson will notify members of the Board of the dates of meetings six weeks in advance and give notice of the agenda at least seven days before the meeting.
- Each member of the Advisory Board, including the Chairperson, shall have one vote.
- The Chairperson may nominate a member of the Advisory Board from another site to chair meetings in their absence.
- Members of the Advisory Board may nominate a representative to attend meetings and vote on their behalf.
- Decisions will be taken on the basis of a majority vote of those attending and eligible to vote.
- The quorum for meetings is four voting members.
- In the event of a tied vote, the Chairperson shall exercise a casting vote.

5.3.2 Centre Management Group

A Centre Management Group will be established which is made up of up to two senior representatives of each of the Local Liaison Teams, and will be a forum for discussion and dissemination of experiences, and for advising the Centre Manager on day to day matters and some strategic issues. The Centre Management Group will meet one month before the Advisory Board (and more often if considered necessary), and will be self-managing. Liaison Teams or the Centre Management Group may also appoint additional Working Groups which will be tasked with defined remits and will report to the Liaison Team or the Centre Manager. A national network of key contacts in relevant institutions whose role would be to assist and otherwise facilitate the activities of the Subject Centre will be established and managed by the Centre Manager.

5.3.3 Local Liaison Teams

Local Liaison Teams with a named Liaison Team Leader will be established at each site, and these are directly responsible to the Centre Manager for their contribution to the Subject Centre outcomes. It is likely that the core staff of the Liaison Teams will remain small although wider membership will be possible in order to achieve specific purposes. Specific roles are outlined below.

5.3.4 LTSN-01 Director (40%)

Overall authority for the Centre and ultimate responsibility to the funding bodies for the delivery of the Subject Centre's outcomes. The LTSN-01 Director has responsibility for the strategic direction and ensuring continuity of institutional and external support for the Centre, including securing resources, monitoring performance at a strategic level, and interfacing with external organisations on behalf of the Subject Centre.

The LTSN-01 Director is responsible for ensuring that appropriate documentation (which is required by the funding bodies through their representatives) is in order and provided on the due dates. The LTSN-01 Director is responsible for resolving conflicts not able to be resolved by the Centre Manager, and for seeking advice on such issues from third parties, if required.

The LTSN-01 Director is a member of the Advisory Board and the Centre Management Group and, when necessary, the Liaison Teams.

5.3.5 LTSN-01 Deputy Director (10%)

The Deputy Director will represent the Director in his absence, and be responsible for the overall strategic approach to the application of C&IT. The Deputy Director is a key member of the Centre Management Group and is an ambassador for the Centre. The Deputy Director can make some strategic decisions on behalf of the LTSN-01 Director.

5.3.6 LTSN-01 Centre Manager (50%)

Responsible for day to day running of the LTSN-01 (50% of time), reporting to the Director and the Advisory Board; is a member of the Centre Management Group and liaises on behalf of the Subject Centre at all levels. The Centre Manager is responsible for drafting the Strategic and Operational plans, Dissemination and Evaluation strategy, for ensuring that the Centre deliverables are met and that changes are managed in accordance with strategies outlined by representatives of the funding bodies.

5.3.7 LTSN-01 Medicine Liaison Officer (50%)

Responsible for delivering the aims of the Subject Centre to the constituency with special responsibility for Medicine. Is a member of the Centre Management Group and leads the Medicine Liaison Team. Responsible to the Centre Manager.

5.3.8 LTSN-01 Learning Development Officer (15%)

Responsible for delivering the aims of the Subject Centre to the constituency with special responsibility for Medicine. Is a member of the Medicine Liaison Team. Responsible to and deputises for the Medicine Liaison Officer.

5.3.9 LTSN-01 Dental Liaison Officer / Dental Learning Development Officer (20%)

Responsible for delivering the aims of the Subject Centre to the constituency with special responsibility for Dentistry. Is a member of the Centre Management Group and leads the Dental Liaison Team. Responsible to the Centre Manager.

5.3.10 LTSN-01 Learning Development Officer (15%)

Responsible for delivering the aims of the Subject Centre to the constituency with special responsibility for Dentistry. Is a member of the Dental Liaison Team. Responsible to and deputises for the Dental Liaison Officer.

5.3.11 LTSN-01 Multimedia Support Officer (100% until January 2001)

Responsible for supporting the work of Dental Liaison Team and responsible to the Dental Liaison Officer.

5.3.12 LTSN-01 Veterinary Medicine Liaison Officer (10%)

Responsible for delivering the aims of the Subject Centre to the constituency with special responsibility for Veterinary Medicine. Is a member of the Centre Management Group and leads the Veterinary Medicine Liaison Team. Responsible to the Centre Manager.

5.3.13 LTSN-01 Veterinary Medicine Deputy Liaison Officer (10%)

Responsible for delivering the aims of the Subject Centre to the constituency with special responsibility for Veterinary Medicine. Is a member of the Centre Management Group and deputises for the Veterinary Medicine Liaison Officer. Responsible to the Veterinary Medicine Liaison Officer.

5.3.14 LTSN-01 Veterinary Medicine Learning Development Officer (70%)

Responsible for delivering the aims of the Subject Centre to the constituency with special responsibility for Veterinary Medicine. Is a member of the Veterinary Medicine Liaison Team. Responsible to the Veterinary Medicine Liaison Officer.

5.3.15 LTSN-01 Postgraduate Medicine Liaison Officer (10%)

Responsible for delivering the aims of the Subject Centre to the constituency with special responsibility for the postgraduate sector. Is a member of the Centre Management Group and Medicine Liaison Team. Responsible to the Centre Manager.

5.3.16 LTSN-01 Postgraduate Medicine Deputy Liaison Officer (10%)

Responsible for delivering the aims of the Subject Centre to the constituency with special responsibility for the postgraduate sector. Is a member of the Centre Management Group and Medicine Liaison Team. Responsible to the Postgraduate Medicine Liaison Officer.

5.3.17 LTSN-01 Information Officer / C&IT Manager (100%)

Responsible for supporting the work of the Local Liaison Teams in delivering the aims of the Subject Centre to the constituency. Is a member of the Local Liaison Team at Newcastle. Responsible to and sometimes deputises for the Centre Manager.

5.3.18 LTSN-01 Centre Secretary

Responsible for providing administrative support for the Centre, including acting as an entry point for enquiries.

5.3.19 LTSN-01 Affiliated Staff (10% each)

Affiliated staff will deputise for senior Subject Centre staff from time to time, and will undertake specific duties at the request of the Centre Manager or Liaison Team Leaders.

5.3.20 LTSN-01 External Evaluator

The role of the External Evaluator is to oversee the development and implementation of the evaluation strategy, and to report to the Centre Manager and the LTSN Programme Director if appropriate.

6 Strategic Plan 2000-2003

The strategic aims and objectives below map to each other and the strategic aims of the network as a whole (see links in square brackets).

6.1 Strategic Aims

- SA1. To be the primary information and advice resource for all Medicine, Dentistry and Veterinary Medicine staff involved in learning and teaching [LTSN S1, S5 and S6].
- SA2. To promote, transfer and broker good and innovative learning and teaching practices including those that meet the diverse learning needs of the constituency student population in order to promote the personal and professional development of students and *foster the development of caring, knowledgeable, competent and skilful graduates who broadly understand health and disease and who are able to benefit from subsequent education and adapt to future developments in practice* [LTSN S2].
- SA3. To facilitate the interpretation and understanding of UK needs in relation to the enhancement of the quality and effectiveness of all aspects of learning and teaching and to *foster life-long learning and the continuing professional development of practitioners* [LTSN S2].
- SA4. To work in an open and transparent way which is accountable to the constituency directly and through the appropriate management structures, and as part of a coherent and integrated network of centres with the position and capacity to support the delivery of learning and teaching related to national policy objectives [LTSN S3 and S4].

6.2 Objectives/Outcomes

- To develop and sustain effective relationships and partnerships with appropriate stakeholders within the constituency [SA1].
- To respond to the generic and subject-specific needs of the constituency [SA1].

- To promote the LTSN within institutions, and the HE sector more widely, so that all staff involved in learning and teaching are aware of, and have access to, the resources provided by LTSN [SA1].
- To identify the needs of the constituency and to respond to the opportunities presented [SA1].
- To provide accessible and evaluated information to ensure that the wide range of C&IT resources now available is properly exploited to support and enhance the student learning experience [SA1 and SA2];
- To provide an evaluated, high quality UK-wide service, addressing equally and evenly both the common and individual needs of members of the constituency [SA1 and SA4].
- To promote and disseminate models of best practice in the management and support of students' learning, the development of skills, and the inculcation of attitudes appropriate to professional reflective practice [SA2].
- To actively promote innovative national initiatives and policies/strategies, such as outcomes of projects, and those envisaged by Dearing¹ (e.g. resource-based learning, student-centred learning) [SA2].
- To provide advice and guidance on the implementation of change and its evaluation [SA2].
- To inform the continuing development of medical, dental and veterinary education through research and development [SA2].
- To promote and facilitate faculty and professional development [SA2 and SA3].
- To generate new initiatives aimed at enhancing the quality of the subject specific educational experience; for example, the impact of reflective learning and personal development planning, and of health informatics and telemedicine will be of particular significance to the evolution of the undergraduate and postgraduate curricula [SA2 and SA3].
- To collate and disseminate accessible and evaluated information to ensure that learning and teaching may be informed by the accrediting bodies and the quality assurance subject review benchmarks and up-to-date evidence-based theory and practice [SA3].
- To work with the professional bodies to promote approaches designed to address the changing needs of the constituent professions, particularly those pertaining to Clinical Governance and standards of practice [SA3].
- To establish strong links with the Generic Centre and the Technologies Centre, and cognate Subject Centres such as Bioscience and Health Science and Practice in recognition of the wider healthcare education agenda, and to benefit from interdisciplinary activities [SA4].
- To ensure that the strategic aims of the Subject Centre map to the strategic aims of the network as a whole by developing plans and regular reporting arrangements, and evaluating the effectiveness of the Subject Centre with the constituency [SA4].

6.3 Milestones

A number of milestones arise as a result of completing start up activities which are listed in the monitoring returns below. Milestones for on-going activities will be identified as the work of the Centre becomes more defined.

¹ *Higher Education in the Learning Society: Report of the National Committee of Enquiry into Higher Education* (1997) HMSO and NCIHE Publications, London

7 Operational Plan 2000-2001

The operational plan has been established for year one by identifying the activities necessary to implement the strategic aims and objectives. Although the Subject Centre's annual cycle occurs from 1 August to 31 July each year the Subject Centre has been operational since 1 January 2000, therefore the first operational plan spans 18 months including the set-up period of 6 months. An outline of activities for years two and three has been developed to assist future planning, therefore it is included as a guide only.

7.1 Start Date and Set-up Activities

7.1.1 Start Date

1 January 2000

7.1.2 Set-up Activities

Start up activities are asterisked in the reporting schedules below.

Management, Organisation & Monitoring

- Appoint Staff
- Establish Space and Operating Environment
- Inherit Knowledge & IPR from CTI (where legally possible)
- Establish Advisory Group
- Formalise Contract between Host and Partners
- Define Role of & Appoint External Evaluator

Dissemination & Support

- Establish Web Site
- Establish Email Mailing List
- Establish General 'Contacts' Databases
- Establish General 'Resources' Databases

7.2 Detailed Plan

7.2.1 Activities 1st January 2000 – 31st July 2001

Management, Organisation & Monitoring

- Establish Regular Meetings of the Advisory Group
- Establish Relationship with LTSN Programme Director
- Define Generic & Individual Needs of Medicine, Dentistry & Veterinary Medicine
- Establish Reporting & Other Management Procedures
- Update & Approve Years 2&3 Plans

Dissemination & Support

- Maintain and Update Web Site
- Develop Draft Dissemination Strategy
- Liaise with Stakeholders & Senior Management
- Establish a People Network Based on the Good Offices of the CHMS, CDDS and CHVS.
- Establish General 'Contacts' & 'Resources' Databases
- Launch of RCP Web-based Database of Literature in Education
- Establish E-Community & Feedback Mechanisms

Disseminate Advertising Materials & Posters
 Regular 'E-Journal' / 'Newsletter' on Web Site
 Attend Relevant Conferences/Meetings & Publish

Priority Tasks

Proactive Contact & Responding to Enquiries
 Review & Collate to National, QAA & Professional Body Good Practice Guidelines
 Identify & Disseminate Examples of Good Practice
 Liaise with Cognate Subject Centres, GC & TC - Share Expertise, Knowledge, Activities & Resources
 Collaborate with ILT & GC to Promote Opportunities for Personal Development, e.g. Communication & Multi-disciplinary Teamworking, Personal Development Plans
 Survey Constituency Needs - Management, Administration & Teaching Staff - Feedback
 Develop Draft Evaluation Strategy
 Run Conference/Workshop(s) Based on Identified Needs
 Review Existing Organisations & Networks – Facilitate Collaboration & Sharing Including Cognate Centres

7.3 Outline Plan for Years Two and Three

Tasks: 1st August 2001 – 31st July 2003

Management, Organisation & Monitoring

Regular Meetings of the Advisory Group
 Regular Contact with LTSN Programme Director, ILT, GC & TC
 Regular Reporting & Other Management Procedures

Priority Dissemination & Support Tasks

Contingency/flexibility in Years 2 & 3
 Maintain Databases and Web Site
 Review Uptake of E-Community & Feedback Mechanisms
 Run Appropriate Advertising Campaign
 Regular 'E-Journal' / 'Newsletter' on Web Site
 Investigate Locating E-Journal with Major Journal or Publisher
 Attend Variety of Conferences/Meetings & Publish Widely
 Focus on Specific & Generic Issues e.g. Staff Development; Teaching Methods, Curriculum Design, Assessment, Teamworking, Distance Learning Support, NHS Collaboration, Information Management, Evidence Based Practice, etc.
 Increase Market Influence (Majority; Laggard)
 Review & Disseminate New QAA Subject Review Procedures (2000-2001) & Interpret in Relation to the Service Provided by the Centre
 Update National, QAA & Professional Body Good Practice Guidelines
 Facilitate Independent Publishing/Advertising Examples of Good Practice
 Facilitate Independent Collaboration & Sharing
 Liaise with Cognate Centres – Share Expertise, Knowledge, Activities & Resources
 Organise National Conference (possibly in conjunction with other Conferences)
 Run Conferences/Workshop(s) Based on Identified Needs, Especially Addressing Subject Specific Needs

8 Monitoring Returns and Financial Plan

8.1 Monitoring Return for the Period 1st August 2000 - 31st January 2001

Subject Centre Name: LTSN-01 Medicine, Dentistry and Veterinary Medicine	Template Completed By: Dr Megan Quentin-Baxter
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LTSN-01 Strategic Aim (from Planning)	2000-2003 SC Strategic Plan Aim and Outcome	August 2000 – January 2001 Targets (Operational Objectives).	Date of Activity	Activity Delivered	Progress Towards Outcomes - Quantitative and Qualitative	Resource Used	Evaluative Comment
SA1	To develop and sustain effective relationships and partnerships with appropriate stakeholders within the constituency [SA1].	<p>Liaise with stakeholders & senior management.</p> <p>Establish a people network based on the good offices of the CHMS, CDDS and CHVS.</p> <p>Visit each site once per year, and encourage constituency to visit the SC base.</p> <p>Review existing organisations & networks – facilitate collaboration & sharing including cognate centres.</p>	<p>On-going (emphasis on first six months)</p> <p>1/7/00-1/1/01</p> <p>1/6/01-31/7/01</p> <p>1/12/00-ongoing</p>	<p>Letters sent to senior stakeholders e.g. RCVS, GDC; attendance at CHMS.</p> <p>Letters to Deans (copied to senior Faculty administration). A network of nominated primary contacts (NPCs) has been established:</p> <p>26/27 Medicine; 13/14 Dentistry; 6/6 Veterinary Medicine.</p> <p>Regular contact made with NPCs.</p> <p>Not begun. Informal meetings listed in dissemination events below.</p> <p>Many existing organisations identified and contacted e.g. UMSLG (collaboration of Medical and Dental Librarians) and AHIS (Animal Health Information Specialists).</p>	<p>50% of 1st year plan. LTSN-01 mentioned by others at national meetings.</p> <p>100% according to 1st year plan. Communication with high level contacts (chairs of education committees / boards of study) is essential for understanding the overall priority needs of the constituencies.</p> <p>0%. Visits to sites to be facilitated by NPCs in order to raise profile of SC within schools.</p> <p>50% completed. Invitations to meet with representatives and attend AGMs are now arriving.</p>	<p>20% Directors, 10% Centre Manager and Liaison/LD Officers.</p> <p>Considerable effort from all staff over 3 months.</p> <p>Directors, Deputy Director, Liaison/LD Officers.</p> <p>Some effort from all staff.</p>	<p>This has taken significant SC resource, also changes have occurred as key staff are taking up senior posts in 'new' medical schools. Care not to focus too much communication through NPCs is required.</p> <p>Visits are planned to occur after completion of the first phase of the needs analysis.</p> <p>Many organisations already exist in the constituencies, including student organisations. Working with existing networks to maximise opportunity, minimise costs and avoid duplication of effort.</p>

LTSN-01 Strategic Aim (from Planning)	2000-2003 SC Strategic Plan Aim and Outcome	August 2000 – January 2001 Targets (Operational Objectives).	Date of Activity	Activity Delivered	Progress Towards Outcomes - Quantitative and Qualitative	Resource Used	Evaluative Comment
		Establish general 'contacts' databases.*	1/2/00-1/4/00	Completed during set-up. Advertising materials and letter/email requests for examples of good practice sent.	100% completed. No one has yet asked for additional leaflets for distribution.	10% Administrative support, Liaison/LD Officers.	Data protection procedures have been established and are being followed. Identification of good practice, innovation and endeavour within the constituencies.
		Establish email mailing list.*	1/2/00-1/4/00	Completed during set-up. New contacts added (on going).	100%. Minimal discussion on the mailing list.	Minimal Administrative support.	Not progressed from a single mailing list yet. Enables regular contact with constituencies.
		Establish web site.*	1/3/00-1/5/00	Completed during set-up. <i>www.ltsn-01.ac.uk</i>	100%. See 'visits' log below for statistics.	5% of Centre Manager and Information Officer. Site hosted on virtual server on FMCC UNIX facilities	A primary method of communication and interaction with constituencies. FMCC is negotiating for hardware with Sun Microsystems (commercial partner in some FMCC projects).
		Maintain general 'contacts' databases.	Ongoing	156 entries added in the reporting period.	30%. Leaflets sent to new contacts.	Minimal contribution from Administrative support.	New contacts have been added (with respect to DP) as contacts have been made. Progress slow so as not to interfere with the high level needs analysis.
		Maintain and update web site.	Ongoing	Website grown by the addition of several databases.	20%. No noticeable increase in visitors to the website over the past 4 months. Set to change from January 2001.	20% of Centre Manager and Information Officer	Support and information, literature and guidelines to be developed. Developing the website is an area of priority.
	To respond to the generic and subject-specific needs of the constituency [SA1].	Survey constituency needs – management, administration & teaching staff - feedback.	1/2/01-31/5/01	Methodology soundly planned. Telephone interview schedule planned with all NPCs, to define questionnaire follow-up. Three mini-projects advertised.	20% completed. Outcome will be the identification of needs.	20% of Directors, Centre Manager, Information Officer Liaison/LD Officers	Assess needs of the constituencies and define the agenda for the SC. Delay to planned needs analysis due to size of constituency and level of stakeholders sought (e.g. at least 16000 in Medicine, Bligh, Medical Education, 2000).

LTSN-01 Strategic Aim (from Planning)	2000-2003 SC Strategic Plan Aim and Outcome	August 2000 – January 2001 Targets (Operational Objectives).	Date of Activity	Activity Delivered	Progress Towards Outcomes - Quantitative and Qualitative	Resource Used	Evaluative Comment
	To promote the LTSN SC within institutions, and the HE sector more widely, so that all staff involved in learning and teaching are aware of, and have access to, the resources provided by LTSN SC [SA1].	<p>Define generic & individual needs of Medicine, Dentistry & Veterinary Medicine.</p> <p>Proactive contact & responding to enquiries.</p> <p>Establish e-community & feedback mechanisms.</p> <p>Disseminate advertising materials & posters.</p> <p>Regular 'E-Journal' / 'Newsletter' on Web Site.</p> <p>Attend relevant conferences/meetings & publish.</p>	<p>1/6/01-31/7/01</p> <p>Ongoing.</p> <p>1/2/01-31/7/01</p> <p>1/11/00-ongoing</p> <p>1/2/01-31/7/01</p> <p>1/8/00-31/7/01</p>	<p>Not yet begun.</p> <p>Approximately 120 enquiries plus 400 exchanges of email have been handled during the reporting period. IP based mechanisms for call-tracking have been established.</p> <p>Email enquires and postal / telephone (0191 2225888) established. Simple web forms established.</p> <p>Advertising materials (leaflets, posters and folders) disseminated to NPCs, other contacts, relevant support staff.</p> <p>Major medical, dental and veterinary medicine journals approached regarding constituency articles and supplements.</p> <p>A record of all meetings and events has been established (see dissemination events below). SC staff have:</p> <p>Published 4 papers, presented at 8 large meetings (mostly keynote), hosted 3 events, attended/hosted 45 meetings.</p>	<p>0%. Document the outcomes of the needs analysis and reflect it to the constituencies.</p> <p>40% of expected. Satisfaction will have to arise from qualitative evaluation.</p> <p>20% of expected. Not a high up-take yet.</p> <p>30%. Qualitative evaluation required.</p> <p>10%. Outcome will be impact on publishing educational materials.</p> <p>100% of expectation. Satisfaction needs to be qualitatively evaluated.</p>	<p>Directors, Centre Manager, Information Officer Liaison/LD Officers</p> <p>10% Centre Manager, Liaison/LD Officers, Information Officer and Administrative support.</p> <p>5% Centre Manager, Liaison/LD Officers, Information Officer</p> <p>5%. Information Officer, Administrative support</p> <p>Centre Manager, LD Officers, Information Officer.</p> <p>30% of all subject centre staff</p>	<p>Dependant on results of needs analysis.</p> <p>Responding to the immediate needs of the constituencies with advice and resources. Activity will become easier as a critical mass of information and experience is reached.</p> <p>Important mechanism for recognising diversity within the constituencies. Further development dependant on the results of needs analysis.</p> <p>Raise awareness of the SC.</p> <p>Strategically important to use existing (recognised) vehicles for publications.</p> <p>According to plan. This needs to map to the financial support available and a review is in progress to estimate likely expenditure. Strategically important to meet constituencies within existing conference framework.</p>

LTSN-01 Strategic Aim (from Planning)	2000-2003 SC Strategic Plan Aim and Outcome	August 2000 – January 2001 Targets (Operational Objectives).	Date of Activity	Activity Delivered	Progress Towards Outcomes - Quantitative and Qualitative	Resource Used	Evaluative Comment
	To provide accessible and evaluated information to ensure that the wide range of C&IT resources now available is properly exploited to support and enhance the student learning experience [SA1 and SA2];	Run conference/workshop(s) based on identified needs.	1/8/00-ongoing (emphasis from 1/7/01)	Not yet begun.	0%.	Centre Manager, LD Officers and Information Officer.	Dependant on results of needs analysis. Providing practical assistance to members of the three constituencies.
		Inherit knowledge & IPR from CTI (where legally possible).*	1/3/00-30/4/00	Completed during set up.	100%. Maximising access to existing materials and minimising costs.	Staff of the CTI and FMCC.	Completed during set-up period.
		Establish general 'resources' databases.*	1/5/00-31/7/00	Completed. A courseware database of over 400 titles has been completed and is available from the web site. Events (105 entries), funding opportunities (56 entries), virtual learning environments (300 entries), news and definitions databases have been established.	100%. Value will be indicated by hits on website and qualitative measures.	5% of all subject centre staff.	Access to literature and learning resources available in all media is important for facilitating uptake of good practice. Review and further information about resources will increase the ability of a potential user in deciding whether to invest. Sharing databases with cognate centres of Bioscience and Health Science and Practice is being explored.
		Maintain general 'resources' databases.	1/8/00-ongoing	40 entries added during period.	20%. Evaluation will have to depend on qualitative methods.	5 % of all subject centre staff.	Information must be up to if it is to be valuable. There are many resources available in our constituencies.
	To provide an evaluated, high quality UK-wide service, addressing equally and evenly both the common and individual needs of members of the constituency [SA1 and SA4].	Define role of & appoint External Evaluator.*	1/6/01-31/10/01	Not yet begun.	0%.	Directors, Centre Manager.	Dependant on advice from the Advisory Group. External evaluation is important for validating (or not) the internal methodologies.

LTSN-01 Strategic Aim (from Planning)	2000-2003 SC Strategic Plan Aim and Outcome	August 2000 – January 2001 Targets (Operational Objectives).	Date of Activity	Activity Delivered	Progress Towards Outcomes - Quantitative and Qualitative	Resource Used	Evaluative Comment
SA2	<p>To promote and disseminate models of best practice in the management and support of students' learning, the development of skills, and the inculcation of attitudes appropriate to professional reflective practice [SA2].</p> <p>To actively promote innovative national initiatives and policies/strategies, such as outcomes of projects, and those envisaged by Dearing (e.g. resource-based learning, student-centred learning) [SA2].</p> <p>To provide advice and guidance on the implementation of change and its evaluation [SA2].</p> <p>To inform the continuing development of medical, dental and veterinary education through research and development [SA2].</p>	Review & collate to national, QAA & professional body good practice guidelines.	1/12/00-31/1/01	QAA reports for 1998-2000 subject review and GMC examples of good practice collected and collated into a database allowing searches.	90%. Outcome valuable to SC staff in conducting interview and questionnaire survey of constituencies.	20 days of Administrative support.	Existing examples of good practice allow facilitation in response to enquiries to the SC. Some QA self assessment documents are also available.
		Identify & disseminate examples of good practice.	1/1/01-31/7/01	Originators of good practice in each institution identified and contacted with respect to mounting information on the website. Expressions of interest for mini-projects (3x5K) invited.	30%. 75% responded positively.	5% of Director, Information Officer and Administrative support.	Knowledge about good practice and innovation is vital for facilitating communication. Dependant on the above. LD Officers likely to take more of a role in this in the future.
		Develop draft dissemination strategy for 3 year period.	1/6/01-31/10/01	Not yet begun.	0%	Centre Manager, all staff.	Dependant on the results of the needs analysis.
		Identify all outcomes of past and present programmes, and desired objectives, map targets and possible solutions.	1/2/01-31/12/01	Database of 'projects' implemented.	5%. Knowing what is available is a step towards facilitating people being able to use it.	Minimal time from all subject centre staff.	Area for improvement.
		Review literature and outcomes of projects for evidence of successful change strategies.	1/8/00-on-going	Personal literature databases started.	10%. Review of extensive literature in health education feeds into every aspect of the subject centres work	10% of Centre Manager, Information Officer, Liaison/LD Officers.	Extensive educational literature available in constituencies.
Participate in research and submit relevant research proposals.	1/8/00-on-going	<p>ILT Fellowship – to research evidence for directed-self learning.</p> <p>IMS research funded by the JISC.</p> <p>Virtual Classroom for Health Informatics – completion of research project.</p>	10%. Outcomes dependent on project and partnerships. Research informs direction.	10% of all subject centre staff.	Partnerships with various groups based on common interests.		

LTSN-01 Strategic Aim (from Planning)	2000-2003 SC Strategic Plan Aim and Outcome	August 2000 – January 2001 Targets (Operational Objectives).	Date of Activity	Activity Delivered	Progress Towards Outcomes - Quantitative and Qualitative	Resource Used	Evaluative Comment
	<p>To promote and facilitate faculty and professional development [SA2 and SA3].</p> <p>To generate new initiatives aimed at enhancing the quality of the subject specific educational experience; for example, the impact of reflective learning and personal development profiles, and of health informatics and telemedicine will be of particular significance to the evolution of the undergraduate and postgraduate curricula [SA2 and SA3].</p>	<p>Facilitate or deliver relevant staff development.</p> <p>Collaborate with ILT & GC to promote opportunities for personal development, e.g. communication & multi-disciplinary teamworking, personal development plans.</p>	<p>1/6/01-ongoing</p> <p>1/8/00-ongoing</p>	<p>Not yet begun.</p> <p>Relationship established and ongoing, additional cross over may be facilitated by generic developments managed by the GC. SC to respond to GC initiatives. Two members of the SC are members of the ILT.</p>	<p>0%.</p> <p>5%. Outcome of benefit to both sides.</p>	<p>All staff, internal staff development officers, external consultants.</p> <p>5% of all subject centre staff.</p>	<p>Dependent on the outcomes of the needs analysis.</p> <p>Management meetings and meetings with the GC/TC create opportunities for knowledge dissemination.</p>
SA3	<p>To collate and disseminate accessible and evaluated information to ensure that learning and teaching may be informed by the accrediting bodies and the quality assurance subject review benchmarks and up-to-date evidence-based theory and practice [SA3].</p> <p>To work with the professional bodies to promote approaches designed to address the changing needs of the constituent professions, particularly those pertaining to Clinical Governance and standards of practice [SA3].</p>	<p>Disseminate relevant information via the named dissemination channels, map specific needs to guidelines, promote examples of successful uptake.</p> <p>Develop draft evaluation strategy for 2-3 year period.</p> <p>Attend meetings of the professional bodies, arrange specific meetings to identify necessary changes, develop implementation plan.</p>	<p>1/2/01-31/7/01</p> <p>1/6/01-31/10/01</p> <p>1/8/00-ongoing</p>	<p>Database of literature, networks and projects established. Literature resource of over 700 medical education papers to be published on the web by the RCP.</p> <p>Not yet begun.</p> <p>Arrangements made for representation at appropriate meetings. See dissemination events below.</p>	<p>10%. Facilitating change in constituencies' institutions. Outcome dependant on many factors.</p> <p>0%.</p> <p>10%. Outcome includes uptake of the SC by postgraduate interests. This is a two-way relationship.</p>	<p>5% of Directors, Centre Manager, Liaison/LD Officers, Information Officer.</p> <p>All staff.</p> <p>5% of Directors, Centre Manager, Liaison/LD Officers.</p>	<p>Important activity. Some specific mapping begun through discussions with members of the constituencies. Some technical issues arising relating to the use of e.g. endnote vs. generic databases for managing information. Activity likely to increase.</p> <p>Some meetings with representatives of professional bodies. Leaflets provided for distribution.</p>

LTSN-01 Strategic Aim (from Planning)	2000-2003 SC Strategic Plan Aim and Outcome	August 2000 – January 2001 Targets (Operational Objectives).	Date of Activity	Activity Delivered	Progress Towards Outcomes - Quantitative and Qualitative	Resource Used	Evaluative Comment
SA4	To establish strong links with cognate subject centres such as Bioscience and Health Sciences and Practice in recognition of the wider healthcare education agenda, and to benefit from interdisciplinary activities [SA4].	Liaise with cognate centres – share expertise, knowledge, activities & resources.	1/8/00-on-going	On-going. Six meetings and visits with cognate centres. See dissemination record.	100% of expectation. Outcome would be benefiting from overlap of interests.	5% of Directors, Centre Manager, Information Officer.	Some discussion relating to sharing databases and VLE workshops has occurred.
	To ensure that the strategic aims of the subject centre map to the strategic aims of the network as a whole by developing plans and regular reporting arrangements, and evaluating the effectiveness of the subject centre with the constituency [SA4].	Establish Advisory Group.	1/12/00-30/4/01	Chairperson arranged, invitations forwarded to appropriate representatives of the constituencies (GMC, GDC, RCVS, CHMS, CDDS, CHVS, Director LTSN HS&P).	20%. Role statement for advisory group drafted above.	Minimal contribution from Directors, Administrative support.	Behind schedule due to formal committee procedures.
		Establish regular meetings of the Advisory Group.	1/5/01-31/7/01	Dates to be set by the Chair.	0%.	5% of Directors, Centre Manager, Administrative support.	As above.
		Appoint staff.	1/8/00-31/12/00	All staff appointed.	100%. Outcome reached, SC is now a team.	5% of Director, Liaison/LD Officers.	Considerable delays occurred in appointing staff due to internal grading procedures and subsequent reconfiguration of one post. Appropriate appointments procedures have been followed. Plans reassessed.
		Establish space and operating environment.	1/12/00-31/1/01	Permanent space established from mid-January 2001.	100%. Outcome reached. Ideal space attained.	15% of Directors, Liaison/LD Officers.	Adequate space for members of the SC has been arranged. Space on ground floor essential to facilitate access for all, 'classroom' nearby for workshops and meetings. Space for LD Officer in Edinburgh has been established.
		Formalise contract between host and partners.*	1/4/01-30/6/00	Completed during set up.	100%. Outcome reached.	Minimal contribution from Directors, Centre Manager and Liaison/LD Officers.	Formal arrangements exist with the University of Edinburgh. Informal arrangements with the RCP.

LTSN-01 Strategic Aim (from Planning)	2000-2003 SC Strategic Plan Aim and Outcome	August 2000 – January 2001 Targets (Operational Objectives).	Date of Activity	Activity Delivered	Progress Towards Outcomes - Quantitative and Qualitative	Resource Used	Evaluative Comment
		Establish relationship with LTSN Programme Director.	1/8/00-on-going	Informal communication has occurred at several events.	50%. Progress as expected. Two way flow of information has been established.	Minimal contribution from Director, Deputy Director and Liaison/LD Officers.	
		Establish reporting & other management procedures.	1/8/00-on-going. Twice yearly plus additional reports as required.	Established, following LTSN guidelines for all SCs.	50% as expected. Reports need to be public documents in order to inform constituencies.	5% of Director, Centre Manager and Liaison/LD Officers.	All reporting currently up-to-date. Some reports (e.g. finance) slightly late due to difficulties with the University finance system (SAP).
		Update & approve plans for years 2&3.	1/7/01-31/7/01	See annual planning documentation for year 1.	20%. Plans for years 2,3 and 4 due to staff appointments for 3 years.	5% of Directors, Centre Manager	Outcome dependant on the results of the needs analysis.

* Indicates activity completed during set-up period.

8.2 Final Expenditure Statement for the Set-up Period

The final expenditure statement for the set up period was submitted in October 2000 and remains unchanged.

Income:	£105,000.00
Expenditure:	£10,868.36
Balance:	£94,131.64

8.3 Detailed Breakdown of Additional Running Costs from September 2000

The following table (Table 1) illustrates how the financial plan breaks down over three years, according to the current contract 01/01/00 – 31/12/02, reflecting an effective start date six months into the lifespan of the contract (01/08/00) as we have appointed staff for three years (estimated end-date 31/07/03 with some staff anticipated to be in post until 31/3/2004). With no further income beyond the lifespan of the current contract the subject centre will show a balance of zero at the end of these staff contracts.

However, advice from the LTSN-01 Directorate indicates that we may be able to consider income beyond the end of the current contract, confirmed knowledge of which would enable us to implement more imaginative plans based on the outcomes of the needs analysis.

Table 1. Balance of the detailed financial plan over three years reflecting commitment to staffing for three years until approximately 31st July 2003, according to the current contract. All figures expressed in pounds (£).

	Set-up Period (7 months) 1/1/00-31/7/00	Year 1 1/8/00-31/7/01	Year 2 1/8/01-31/7/02	Year 3.0 (5 months) 1/8/02- 31/12/02 (within contract)	Year 3.5 (7 months) 1/1/03-31/7/03 (salaries committed)
Balance	0.00	94,131.64	53,794.79	83,404.53	94,394.14
Income	105,000.00	234,960.00	256,209.00	109,357.50	0.00
Expenditure	10,868.36	275,296.85	226,599.26	98,367.89	94,394.14

We welcomed the increased annual recurrent funding of approximately 60K for medium sized centres which allowed us to restructure our plans in the following ways (**Error! Reference source not found.**).

- Increase the Learning and Development Officer for Veterinary Medicine post from 0.5 (aimed at clinical or non-clinical staff with experience of Veterinary Medicine) to 1.0 (aimed at employing an educationalist) when we found that we were unable to appoint an appropriately qualified Veterinary Scientist. We restructured this post as a full-time educationalist/learning technologist to support Veterinary Medicine for approximately 0.7 and boosted the contribution to Dentistry and Medicine by the remaining 0.3 in line with the feedback provided by the funding councils on our stage 2 proposal. The inclusion of an educationalist will be of considerable value to the team as a whole especially in relation to researching and documenting relevant educational methods and potentially contributing to workshops. The existing dental allocation will be used to buy two sessions of a senior clinician from the University of Newcastle, and the remainder to support dental 'champions' who will contribute specific expertise and experience.

- Increase in our travel and subsistence allocation of £10,500 per annum in order to increase the number of stakeholders in our advisory group, enable more effective networking and to better reflect a contribution to activities of the constituency which we would have struggled to meet on previous budgets.
- Increase marketing activities to support the production of additional leaflets, design of the exhibition stand, etc. and conference registration which will increase the penetration of our activities and the credibility of the Subject Centre with the constituency, and increased support for facilitating activities such as workshops and conferences. We still hope to persuade the constituency to allow us to pay minimum registration rates when attending events but this will not be universally appropriate.
- Increase in our office expenditure in postage, copying, etc., reflecting additional marketing activities and purchase additional equipment to include an extra PC to support 'drop-in' staff requirements (such as the dental champions) and a lightweight portable data projector.
- An increase in our contingency from £1,000 to £14,000 in line with advice from the LTSN Directorate, and to enable us to respond to issues raised in the needs analysis.

8.4 Significant Changes to the Strategic/Operational/Financial Plans

No changes have been made to the strategic or operational plans. Some activities are behind schedule (e.g. needs analysis plus dependant items, and establishing the advisory group) however it is anticipated that these will be completed during the remaining 6 months. Other items are on or ahead of schedule.

The Financial Plan has been modified in the following ways:

Additional £15,000 taken from contingency (£5,000 over each of three years) to pay for three 'mini-projects', one in each of our constituencies.

Extra funding to support travel and subsistence was required during the period October – December. A detailed plan of travel and subsistence is being prepared for the remaining 6 months in order to estimate and manage expenditure (which may be on target to exceed the allocated budget).

Appendix 1: Dissemination Activities

Items are listed in date order.

8.4.1 Publications

Nestor, G. and S. Hardy (2001). *The Virtual Classroom for Health Informatics: an Assessment of Approaches* (short report), NHS Information Authority, January. <http://www.etd.nhsia.nhs.uk/IMT/e-Study.htm>

Nestor, G., Hardy, S. and M. Quentin-Baxter (2001). *The Virtual Classroom for Health Informatics: an Assessment of Approaches* (long report), NHS Information Authority, January, 200p.

Hardy, S. and Quentin-Baxter, M. (2001). Paper presentation entitled 'Review of Virtual Learning Environments From a Learner Centred Approach' accepted for annual EdMedia World Conference on Educational Multimedia, Hypermedia and Telecommunications 2001, Finland, June .

Hardy, S. and M. Quentin-Baxter (2001). *Introducing the LTSN and the subject centre for medicine, dentistry and veterinary medicine*. University Update, University of Newcastle, January.

8.4.2 Hosted Events

Nestor, G., Hardy, S. and Quentin-Baxter, M. (2000) Co-hosted a Sowerby Centre for Health Informatics at Newcastle Virtual Learning Environments dissemination event, September

Hardy, S. and Quentin-Baxter, M. (2000). Facilitation of telephone conference between Centre for Educational Technology Interoperability Standards and Centre for Learning Technology, University of Wales at Bangor and Faculty of Medicine Computing Centre, University of Newcastle, to discuss synergy and potential for collaboration, November.

McDonald, A.M., Hardy, S., Quentin-Baxter, M. and A.J. Billett (2000). Co-hosted a TLTP3-86 Networked Learning in Medicine and Health Sciences dissemination event, Newcastle, December. Attended by representatives of Health Sciences and Practice and Bioscience.

8.4.3 Presentations and Demonstrations

Hardy, S. and Quentin-Baxter, M. (2000) Co-hosted an awareness raising workshop on LTSN activity (with Health Science and Practice, Bioscience and SWAP) at ALT-C, September.

Quentin-Baxter, M. (2000). Invited presentation of technology support for learning at Pediatrics Special Interest Group (PedSIG) annual general meeting, Durham, October.

Jordan, R.K. (2000). Opening keynote address at the Millennium Festival of Medicine Keynote Conference *Trends in Medical Education and Practice* (to HRH Prince of Wales, ministers, presidents of the professional societies, deans of faculty and others) London, November.

Quentin-Baxter, M. and S. Hardy (2000) Keynote address at a meeting of MidMAN, organised by David Sandbach (chief executive) and the BASE consortium, Birmingham, October.

Hardy, S. and Liu, D. (2000) Presentation of LTSN-01 activities and related issues to staff of Dundee University Medical Education Unit, Dundee, November.

Jordan, R.K. (2000). Informal presentation regarding the LTSN-01 to participants of the GMC educational forum, November.

Hardy, S. (2000) Presentation to EMIS National User Group on LTSN-01 and related activities, November.

Hardy, S. (2000). Attendance with exhibition stand at the Physiological Society Annual General Meeting, Kings College London, London, December.

8.4.4 Conference/Meetings/Training and Other Events Attended

- Quentin-Baxter, M. (2000). Attendance at first meeting of the BLT Advisory Group, Bristol, August.
- Jordan, R.K., Hammond, G.R., Quentin-Baxter, M. and P. Drummond (2000). Presentation of LTSN-01 and other issues with senior management (Chair of University Teaching Committee), University of Newcastle, Newcastle, August.
- Liu D. (2000). Presentation of LTSN-01 issues to John Masih (Education Department, Royal College of Surgeons of England), London, August.
- Quentin-Baxter, M., McDonald, A.M., and S. Hardy (2000) Presentation and discussion on distance learning delivery in clinical education with Dr Pat Farry, University of Otago, Newcastle, September.
- Nestor, G., Hardy, S., and M. Quentin-Baxter (2000). Meeting with David Miller, NHS Information Authority, SCHIN Newcastle, September.
- Quentin-Baxter, M. and S. Hardy (2000)). Presentation of LTSN-01 and related issues to Helen MacFarlane, Medical/Dental Librarian, Walton Library, University of Newcastle, September.
- Quentin-Baxter, M., McDonald, A.M. and S. Hardy (2000) Presentation and discussion on linkages between undergraduate and post graduate medical education as well as web based learning to John Masih, Royal College of Surgeons (London), September.
- McDonald, A.M., and M. Quentin-Baxter (2000). Meeting with Chris Roberts, Medical Education Unit, University of Sheffield, Newcastle, September.
- Hardy, S. and M. Quentin-Baxter (2000) Attendance at ALT-C 2000, Manchester, September.
- Quentin-Baxter, M. and S. Hardy (2000). Meeting with representatives of the Royal College of Surgeons, England, London, September.
- Quentin-Baxter, M. and S. Hardy (2000). Attendance at first meeting of the LTSN Executive with Northern Region Subject Centres, York, September.
- Jordan, R.K., Hammond, G.R., McDonald, A.M. and M. Quentin-Baxter (2000). TLTP3-86 Steering Committee Meeting, Newcastle, September.
- Quentin-Baxter, M. and S. Hardy (2000). Meeting with publicity office (Mick Warwicker), University of Newcastle, Newcastle, September.
- Quentin-Baxter, M. and J. Moss (2000). Dental CAL committee meeting, Newcastle, September.
- Liu, D. (2000-2001). Distribution of LTSN-01 leaflets at UK medical school career fairs, (on-going).
- Quentin-Baxter, M. and S. Hardy (2000). Attendance at Cognate Centres day at Kings College, London to explore areas of overlap and synergy between health related subject centres, London, October.
- Quentin-Baxter, M. and S. Hardy (2000). Attendance at LTSN Bioscience to explore areas of overlap and synergy, Leeds, October.
- Quentin-Baxter, M. (2000). Participant in facilitated workshops to consider the appraisal process at the University of Newcastle, Newcastle, October.
- Hammond, G.R. and M. Quentin-Baxter (2000). Meeting of the Faculty of Medicine Computing Committee, Newcastle, October.
- Quentin-Baxter, M. and Hardy, S. (2000). Attendance at Health Sciences and Practice launch, King's College, London, (and Advisory Group committee meeting on behalf of Prof Reg Jordan), November.
- Quentin-Baxter, M. and Hardy, S. (2000)). Discussion of UMSLG with Helen MacFarlane, Medical School Librarian, University of Newcastle, Newcastle, November.
- Quentin-Baxter, M. and Hardy, S. (2000) Presentation of LTSN-01 activities to Paul Wilson, Medical House publishing, Newcastle, November.

- Short, A.D. and G. McConnell (2000). EDINA Awareness Day for Subject Centres, Edinburgh, November.
- Hammond, G.R. and M. Quentin-Baxter (2000). Circadian Knowledge Cycle meeting with NeLH staff (Muir Gray) and health education representatives from northern organisations (universities and NHS trusts; managers, librarians, C&IT support staff), Royal Victoria Infirmary, Newcastle, November.
- Jordan, R.K., Hammond, G.R. and P. Drummond (2000). Meeting with representatives of the BMJ (Richard Smith, editor), and representatives of medschool.com (Michael Stein), with Michael Wilkes (UCLA), London, November.
- Hammond, G.R., Drummond, P. McDonald, A.M. and M. Quentin-Baxter (2000). Meeting with Sun Microsystems regarding commercial support for educational activities, Newcastle, November.
- Quentin-Baxter, M. and S. Ali-Khan (2000). Jurors, European Education Software Awards (EASA2000), Rotterdam, November.
- Quentin-Baxter, M. and S. Ali-Khan (2000). Attended the SURF Education Conference, Rotterdam, November.
- Jordan, R.K., Hammond, G.R., Quentin-Baxter, M. and P. Drummond (2000). Meeting to discuss LTSN-01 and other issues with senior management (Pro-vice Chancellor), University of Newcastle, Newcastle, December.
- Hobson, R.S. (2000). Attendance at a meeting of BIOME/NeLH, Birmingham, December.
- Quentin-Baxter, M. and S. Hardy (2000). Meeting with Jenny Sherriff, Staff Development Officer Clinical Medical Programme, University of Newcastle, Newcastle, December.
- Quentin-Baxter, M. and S. Hardy (2000). Meeting with Louise Simpson, Prodigy National Dissemination Office, Newcastle, December.
- Quentin-Baxter, M. and S. Hardy (2000). Meeting with Simon Fitzpatrick, Margaret Curry and Pauline McCormack, Learning and Teaching Support Unit, Faculty of Medicine, University of Newcastle, Newcastle, December.
- Quentin-Baxter, M. (2000). Meeting to discuss IMECs scheme (units of 'credit' to reward clinical teaching) with Prof Derek Gray, Department of Surgery, Radcliffe, University of Oxford, Oxford, December.
- Jordan, R.K., Hammond, G.R., Quentin-Baxter, M. and P. Drummond (2000). Meeting to discuss LTSN-01 and other issues with senior management (Pro-vice Chancellor), University of Newcastle, Newcastle, December.
- Jordan, R.K., Hammond, G.R., Quentin-Baxter, M. and S. Hardy (2000). Meeting with Brenda Smith, Tom Franklin and Catherine Dalby (representatives of the Generic Centre and Technologies Centre), Newcastle, December.
- Quentin-Baxter, M. (2000). Subject Centres' Managers workshop facilitated by Sarah Turpin and Richard Townend, Coventry, December.
- Hardy, S. (2000). Meeting with Kate Dickens of Health Sciences and Practice to discuss sharing of resources, Newcastle, December.
- Hammond, G.R., Drummond, P. and S. Hardy (2001). Meeting with Roger Murphy, LTSN subject centre for English, Newcastle, December.
- Young, S. (2001). Attended SAP Finance Systems Training, Newcastle, January.
- Hobson, R., Hammond, G.R. and J. Moss (2001). Dental CAL committee meeting, Newcastle, January.
- Hardy, S (2001) Attendance at meeting with Health Sciences and Practice and Social Work and Social Policy LTSN subject centres to discuss and plan workshops on Virtual Learning Environments for cognate subject centres constituencies, Kings College, London, January.
- Hammond, G.R. and M. Quentin-Baxter (2000). Meeting of the Faculty of Medicine Computing Committee, Newcastle, January.

Hammond, G.R., McDonald, A.M. and M. Quentin-Baxter (2001). Meeting with Tony Cunningham and Paul Armitage, Knowledge Management Software plc., Newcastle, January.

Hammond, G.R. and M. Quentin-Baxter (2001). Video conference with Roy McClelland and Kieran McGlade, Queens University of Belfast, January.

Quentin-Baxter, M. and S. Hardy (2000). Attended workshop hosted by LTSN Bioscience, Newcastle, January.

Quentin-Baxter, M. and A. M. McDonald (2001). Presentation of LTSN-01 and related issues to Dr Sandy Britain, Centre for Learning Technology, University of Wales, Bangor, January.

Quentin-Baxter, M. Hardy, S. and A. M. McDonald (2001). Presentation of LTSN-01 and related issues to Louise Jones and Hazel Derbyshire (Universities of Warwick and Leicester Medical School), January.

8.4.5 Management Meetings

Weekly meetings of liaison teams and central management team, on-going.

Quentin-Baxter, M. (2000). Meeting with Veterinary Medicine Liaison Team, Edinburgh, August.

All staff of LTSN-01 (2000). Management meeting, Newcastle, August.

Quentin-Baxter, M. and S. Hardy (2000). Meeting with Winnie Wade and Don Liu, Royal College of Physicians, London, September.

Quentin-Baxter, M. and S. Hardy (2000). Meeting with Veterinary Medicine Liaison Team, Edinburgh, September.

All staff of LTSN-01 (2000). Brainstorming meeting, Newcastle, October.

All staff of LTSN-01 (2001). Management meeting, Newcastle, January.

8.4.6 Training and Support

Moss, J. and S. Hardy (2001). Zope introduction to Faculty of Medicine Computing Centre, University of Newcastle new staff, January.

Hardy, S. and M. Quentin-Baxter (2000). Installation and training on TeamAgenda to partner organisations, RCP and Royal (Dick) School of Veterinary Studies, September.

Hardy, S. and M. Quentin-Baxter (2000). Facilitation of workshop design and content for TLTP3-86 dissemination event to staff of Faculty of Medicine Computing Centre, University of Newcastle, September.

Moss, J. and M. Quentin-Baxter (2000). C&IT training for Dental staff at the University of Newcastle, Newcastle, October.

8.4.7 Enquiries

LTSN-01 has received and responded to over one hundred and twenty enquiries (95 email, 18 phone calls and 7 letters), exchanged over 400 emails in connection with EASA2001. We have also received 8 (unsolicited) requests for support for funding proposals.

8.4.8 Miscellaneous

Drummond, P. Referee for the Journal of Medical Education.

Hardy, S. Peer reviewer for NHS Review of IM & T Professional Awards in Health, November.

Hobson, R.S. Central Committee for Dental Teachers and Research Workers of the British Dental Association.

Hobson, R.S. General Dental Services Committee of BDA.

Hobson, R.S. Member of the British Society for Computer Assisted Learning in Dentistry.

Hobson, R.S. Member of the ILT.

Hobson, R.S. Referee for the British Dental Journal.

Jordan, R.K. External examiner for a number of degree programmes.

Jordan, R.K. Member of the Health Sciences and Practice Advisory Board.

Jordan, R.K. Member of the ILT.

Jordan, R.K. Member of the Medical QAA benchmarking group (chaired by Prof Stout, Queens University of Belfast).

Jordan, R.K. Member of the Medical QAA Subject Review Overview Report group.

Jordan, R.K. Referee for the Journal of Medical Education.

Jordan, R.K., Hammond, G.R. and P. Drummond. Members of the Internet-PARs Steering Committee.

Jordan, R.K., Hammond, G.R., McDonald, A.M. and M. Quentin-Baxter. Members of the TLTP3-86 Steering Committee.

Quentin-Baxter, M. and S. Hardy (2000). Facilitated the funding of the National Transcript Project under the CETIS JISC IMS scheme (funded 40,000).

Quentin-Baxter, M. Discipline Co-ordinator for 35 entries in the European Academic Software Awards 2001, Rotterdam, November.

Quentin-Baxter, M. External examiner for MBBS programme at the University of Birmingham.

Quentin-Baxter, M. Juror for the European Academic Software Awards 2001, Rotterdam, November.

Quentin-Baxter, M. Member of the Bristol BioMed Learning and Teaching Project (JISC) Advisory Group.

Quentin-Baxter, M. Programme committee member for the 10th Annual World Wide Web (WWW10) conference, Hong Kong, 3-5 May.

Quentin-Baxter, M. Referee for the Computer Society IEEE Transactions on Knowledge and Data Engineering.

Quentin-Baxter, M. Referee for the Journal of Medical Education.

8.4.9 Web Site

Web site established January 2000. The information on the website is regularly updated and five small databases have been established:

- Funding opportunities
- Events and conferences
- News Items
- Examples of good practice within the UK constituencies
- Mini projects proposals captured using a simple web form.

These databases provide 'random' information which appear on the front page of our website, are searchable and are configured to optimise distributed input. The website is relatively simple to use, with emphasis on dynamic pages and distributed upkeep of data, and on transparency of practice of LTSN-01.

8.4.10 Development of Documentation

Marketing procedures will be established according to need, available finance and relevant advice (e.g. Subject Centre Handbook, 2000). The process of disseminating good practice will be documented covering at least (and not limited to):

reports and documentation from relevant national projects and programmes;

briefings and reports of relevant agencies such as Quality Assurance Agency and Institute for Learning and Teaching;

pedagogic and technology-based practices;

examples of good practice from outside the UK;

adapting practices to the requirements of those wishing to take up or adopt new methodologies / examples of good practice;

process of adapting legacy resources and information;

training and support issues;

development of links with NHS sites or professional bodies (where appropriate);

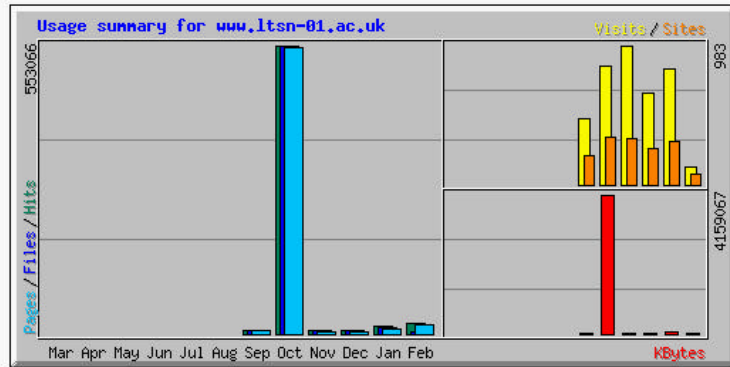
results of web-server logs indicating utility of LTSN-01 information;

change management issues including barriers to progress and success factors.

Appendix 2. Web Site Logs

Simple web logs for the LTSN-01 web site, broadly illustrating uptake by Kilobytes (KBytes), Visits, Pages, Files and Hits. Image captured in 4 February 2001. There appears to be an anomaly in the amount of material downloaded in October, although the total number of visits remained similar to other months.

Summary Period: Last 12 Months
Generated 03-Feb-2001 16:47 GMT



Summary by Month										
Month	Daily Avg				Monthly Totals					
	Hits	Files	Pages	Visits	Sites	KBytes	Visits	Pages	Files	Hits
Feb 2001	6432	1171	6038	42	79	24108	126	18114	3515	19297
Jan 2001	453	433	329	26	304	82638	820	10217	13435	14066
Dec 2000	212	209	158	21	258	34918	651	4910	6492	6601
Nov 2000	258	257	177	32	322	31411	983	5328	7712	7763
Oct 2000	17840	17832	17752	27	332	4159067	841	550340	552795	553066
Sep 2000	244	244	244	17	208	35772	465	6358	6357	6359
Totals						4367914	3886	595267	590306	607152