Medical Appraisal Scotland

Annual Report (2020/2021)

**Graphical version:**  
<http://www.appraisal.nes.scot.nhs.uk/resources/AnnualReport-20-21/index.html>

## Content

Foreword 3

Overview of Medical Appraisal in Scotland 4

Medical Appraisers Training and Recruitment 5

2021 Scottish Medical Appraisers Annual Conference 9

News and Events 10

Plans for 2021/2022 12

SOAR Update 14

# Foreword

As colleagues have highlighted in this report, 2020/21 was a year of challenge, of change and of opportunity. Everyone working in health and care continues to face difficult circumstances - over 18 months since the Covid-19 pandemic broke, and with the anticipation that vaccines really will change the landscape, the NHS is nevertheless operating under pressure on many fronts.

In these exceptional times, medical appraisal, with a renewed focus on individual wellbeing, and the opportunity it provides to reflect and to look forward has a key role to play.

Medical appraisal, appraiser training, and the revalidation which they support, were just some of many activities that were put ‘on-hold’ at the height of the pandemic, and which required to change and adapt to suit the new circumstances which we faced, as appraisals re-started in October of 2020. This annual report sets out just some of the hard work that has gone on to support these changes.

As with many areas of our work, this has included a major change in the delivery of our appraiser training courses from a face-to-face model to one supported by virtual and on-line elements – and the feedback received has been very positive. And in a similar way, the Scottish Medical Appraisers Conference ran as part of our virtual Scottish Medical Education Conference in May 2021.

Inevitably, none of this happens by accident, and I would want to record my very sincere thanks to William Liu, Christiane Shrimpton and Amjad Khan for their extraordinary efforts in undertaking the work set out in this report, and placing us in such a strong position to face the challenges of the year ahead. In a similar vein, thanks are due to the many colleagues who have contributed as appraisal tutors, without whom none of this would have been possible.

As we look to the future, there is much of the change set out in this report that we should hold on to. Appraisal is the only one-to-one confidential intervention that reaches every doctor and offers the opportunity to reflect on their experiences – the value of the process will continue to lie in the quality of the discussion.

**Professor Stewart Irvine***Medical Director & Deputy Chief Executive, NES*

# Overview of Medical Appraisal in Scotland

In the overview of the Annual Report 2019-20 I reflected on the opportunity the pandemic gave us to rethink what we had been doing and look at new approaches. As you will see from this report quite a bit has changed over the last twelve months.

When appraisals restarted in October 2020 much more emphasis was placed on discussing the wellbeing of the appraisee and exploring with them what impact Covid 19 has had on them and how they are accessing any support they need. There was less emphasis on the supporting information submitted prior to appraisals and more on the discussion itself. Many doctors have found their appraisal a valuable opportunity to talk through what has been going on for them over the previous year or so and life has changed in one way or another for everyone.

The review and refresh of appraiser training Amjad Khan, William Liu and I had been working on took up a significant part of our time last year. It became apparent very quickly that we needed to find a way of delivering training remotely in the near future until face to face training sessions are possible again. With all Health Boards in Scotland using Teams for many meetings, doctors were increasingly familiar with this. We are now using this to deliver the group discussions and mini appraisals that help tutors assess if someone is ready to take up the role of an appraiser. In order to give all participants good background knowledge we also developed seven modules they are expected to work through before they attend the Teams sessions. These modules have had excellent feedback and many people felt they will also be useful for established appraisers to go through as a refresher. They are now freely available on the Medical Appraisal website. The next step will be updating the refresher training. We have had input from appraisers, appraisal leads, appraisal tutors and the Revalidation Delivery Board Scotland into this and that will be a focus for the coming year. We have also updated the videos of appraisal scenarios so if you have not seen them yet that is something else for you to explore.

As always, the Appraisal Leads meetings have given us time to share what is going on across the country and offer ideas other Boards can take up to support their appraisers. And with everything having changed to remote delivery and the realisation that much can be done very effectively that way, we also embarked on the planning for a remotely delivered conference for 2021 after the need to cancel it in 2020. It has been a somewhat mixed experience and another great learning opportunity to reflect on. I am sure I am not the only one who sees options to keep some of this going in the future while also looking forward to going back to sessions where we meet up again in person. No more “you’re on mute” or technical hitches, and many of us miss the chats over coffee.

Once again, I want to thank everyone involved in appraisal and revalidation in Scotland for their support – we could not have achieved what we have without you all. As we slowly move towards a time where more and more people have been vaccinated, I look forward to meeting many of you again and continuing to make appraisal in Scotland even more helpful and valuable to the appraisee. We have an excellent basis to build on.

**Dr Christiane Shrimpton***Associate Postgraduate Dean for Appraisal and Revalidation*

# Medical Appraisers Training and Recruitment

## Appraiser training courses in 2020/2021

All appraisal and revalidation activities were suspended from early March 2020 due to the global pandemic. We made a decision early on to cancel all Refresher Appraiser events to focus our attention on the redesign of the New Appraiser courses, not just the delivery format but also the content. When medical appraisal was formally restarted in October 2020, we were in a position to run two New Appraiser sessions via remote delivery using MS Teams.

## New Medical Appraiser Training Courses

The new format consisted of two half-days’ attendance of remote training with smaller groups of learners (max 8), with completion of seven online modules a mandatory requirement prior to attending. Module topics are:

* Module 1: Appraisal Overview
* Module 2: Supporting Info
* Module 3: Personal Development Plan & Introduction to Form 4
* Module 4: Appraiser Skills
* Module 5: Using a Coaching Appraisal in Appraisals
* Module 6: Challenging Appraisal Situations
* Module 7: Appraisal in Trainer Roles

The modules and other pre-course materials is available on the [Medical Appraisal Scotland website](https://www.appraisal.nes.scot.nhs.uk/be-an-appraiser/modules/new-appraiser.aspx).

We successfully ran two New Appraiser events in this new format in October and November 2020. Some changes were made to both the modules and the format following feedback received from participants and tutors; and we carried out eight further New Appraiser courses in January to March 2021. Attendance details broken down as below:

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Course** | **Course capacity** | **Attendance** | | | | **Unfilled slots** |
| **Primary Care** | **Secondary Care** | **Total** | *DNAs* |
| NN10 – 13 & 15 October 2020 | 8 | 1 | 7 | 8 | 0 | 0 |
| NN11 – 24 & 26 November 2020 | 8 | 2 | 6 | 8 | 0 | 0 |
| N73A – 19 & 27 January 2021 (mornings) | 8 | 3 | 4 | 7 | 1 | 1 |
| N73P – 19 & 27 January 2021 (afternoons) | 8 | 2 | 5 | 7 | 1 | 1 |
| N74A – 2 & 9 February 2021 | 8 | 0 | 8 | 8 | 0 | 0 |
| N74P – 2 & 9 February 2021 | 8 | 1 | 7 | 8 | 0 | 0 |
| N75A – 24 Feb & 3 March 2021 | 8 | 2 | 6 | 8 | 0 | 0 |
| N75P – 24 Feb & 3 March 2021 | 8 | 2 | 6 | 8 | 0 | 0 |
| N76A – 10 & 17 March 2021 | 8 | 1 | 6 | 7 | 1 | 1 |
| N76P – 10 & 17 March 2021 | 8 | 0 | 7 | 7 | 1 | 1 |
| **Total** | 80 | **14** | **62** | **76 (95%)** | **4** | **4** |

Across the 10 New Appraiser training, 74 new appraisers were recommended to their respective health boards to take up the medical appraiser role.

For these training courses we also revised our feedback forms to encourage more comments rather than just scores to help us improve our future delivery. Several changes were made to the programme from the first course in October 2020 to the last one in March 2021 based on user feedback. For example, there were repeated comments on how useful it’d be to have examples of Form 4 as well as more up-to-date simulated appraisal videos as part of the modules. We have since worked with our tutor cohorts and added to our modules and video resources.

Out of 76 participants, 49 provided their feedback (64%). When asked to rate their level of overall satisfaction with the training, 25 replied “Extremely satisfied” (51%) and 23 replied “Very satisfied” (47%) (one participant missed the question).

We asked participants to provide us with their feedback on the two half-days (what was good, what could be improved). In general, the comments were very positive as there is recognition that the use of remote technology will persist for some time:

*“These two half days have been very useful. Preparing with the modules beforehand made a huge difference to the learning and consolidation gained from these half-day sessions, and it was good that pre-course preparation was emphasised. Very helpful and experienced facilitators.”*

**NN10 Participants, October 2020**

*“Really good to hear from experienced appraisers. Lots of time for discussion too. Bit more time for the mini appraisals would be good but understand time is finite.”*

**N74A Participant, February 2021**

*“Well organised with clear information sent out. Good mix of material/teaching styles. IT - good overall but some breaking up for some tutors - difficult to sort I know.”*

**N74P Participant, February 2021**

*“Remote training worked well as it allowed me to access training from home which fits well with my current family situation. I miss the opportunity to chat to colleagues at coffee break and have peer discussion about training..”*

**N75A Participant, February 2021**

*“I think half a day at a time is the correct amount. Any longer I think would be very challenging. I think the tutors did well to cover all the ground they did in that time. The tutors were keen to engage with us and I felt that they were genuinely interested in us doing well rather than telling us how they "did" appraisal.”*

**N75P Participants, February 2021**

*“I would have loved a face to face session, but realised that It’s not the way for the moment! I think the small group role play sessions were the most useful and it was good to learn, in the comfort of a smaller group size. The conversations probably flowed easier this day too, as we'd a structure to work on.”*

**N76A Participants, February 2021**

## Refresher Medical Appraiser Training

All Refresher Appraiser events were cancelled for 2020/2021. Just before the pandemic we had reviewed the Refresher courses format and content and was due to pilot changes from April to June 2020. We have since collated further feedback from Appraisal Leads, Course Tutors as well as results from the 2019 Appraiser Survey and will be reviewing our proposals further for 2021/2022 (tentatively we are aiming to launch the new Refresher events in February 2022).

## Distribution of trained Appraisers across Health Boards

Across the 10 New Appraiser training, 74 new appraisers recommended to their respective health boards to take up the role of medical appraisers. Breakdown as per below table:

|  |  |  |
| --- | --- | --- |
| **Health Board** | **New Appraisers** | |
| **Primary Care** | **Secondary Care** |
| Argyll & Bute |  |  |
| Ayrshire & Arran | 1 | 2 |
| Borders |  | 2 |
| Dumfries & Galloway |  |  |
| Fife | 3 | 1 |
| Forth Valley | 1 | 1 |
| Gt Glasgow & Clyde |  | 26 |
| National Waiting Times Centre (Golden Jubilee Hospital) |  |  |
| Grampian | 4 | 3 |
| Highland |  | 4 |
| Lanarkshire |  | 6 |
| Lothian |  | 14 |
| NSS |  |  |
| Orkney | 1 |  |
| Shetland | 1 |  |
| Tayside | 2 | 3 |
| The State Hospital |  |  |
| Western Isles | 1 |  |
| **Total** | **14** | **62** |

This is based on 6 months of training courses. It is worth noting that in the year before during the full 2019/2020 cycle where we ran 11 face-to-face courses, we successfully trained and recommended 19 new appraisers in primary care and 109 in secondary care.

## Becoming an Appraiser

The need for medical appraisal – a safe and protected environment for colleagues to discuss and reflect on their work and wellbeing – will play a vital role to support the workforce recovery post pandemic.

If you are interested in becoming an appraiser, you can find further details via the Medical Appraisal Scotland website:

<http://www.appraisal.nes.scot.nhs.uk/>

Training course details available under the “Be an Appraiser” link in the menu.

Please discuss further with your local Appraisal Lead as the first port of call. Appraisal management processes (and vacancies) vary across the health boards in Scotland and it is important that you understand the requirements of your health board, and that they can guide and support you in the appraiser role.

# 2021 Scottish Medical Appraisers Annual Conference

Following the cancellation of the annual conference last year, NES organised its first virtual event for the Scottish Medical Education Conference (SMEC). We ran the Scottish Medical Appraisers Conference as part of SMEC on 27 May 2021. The event was supported by the EICC making use of online conferencing platforms.

It was an ambitious undertaking as it was the first time we had ran an event of this nature at this scale. There were over 1600 delegates for SMEC, with an average of around 250 attending the Appraisers Conference sessions. Back when we ran in-person conferences, our conference workshops usually average 30-40 max per session.

The theme for this year’s conference was “Reflecting on Relationships in Medical Appraisal”. Professor Megan Reitz and Kate Burnett were the guest speakers at the plenary, who spoke on and presented webinars on “Speaking Truth to Power in Appraisals” and “Empowering performance from appraisal” respectively.

Drs Krystyna Gruzsecka and Hilary Macpherson ran a webinar titled “Appraisal in the new world” with particular focus on remote appraisals, discussion of wellbeing and resources available to support the doctors.

Dan Wynn (Liaison Adviser) and Blake Dobson (Assistant Director – Revalidation, Licensing and Specialist Applications) from the General Medical Council presented a session on the different processes and requirements of medical appraisal and medical revalidation. They were joined by Professor Ian Finlay (Scottish Government) and Professor Amjad Khan (NES) in a Q&A panel where delegates posed live questions to the group.

Some attendees did have technical difficulties on the day and was not able to experience some of the more interactive aspects of the webinars (e.g. break outs, polls etc), but those who were able engage did provide positive feedback.

All webinars and the plenary were recorded and the videos, along with slides used and resource/reference materials, are all available from the Medical Appraisal Scotland website:

<https://www.appraisal.nes.scot.nhs.uk/i-want-access-to/appraiser-conferences/20212022.aspx>

## Next conference… online or in person?

Looking back, whilst there’s no doubt some users had struggled with the technology on the day, there were many more users who found the experience engaging and worthwhile. Just the same as we do with our training courses, we will take into consideration everyone’s feedback in the planning of next year’s conference.

As suggested in early feedback, we are exploring the potentials of a hybrid / blended event where – government rules allowing – some participants could attend in person, joined remotely by others online. This use of the online conferencing technology offers us an opportunity to ensure no one is disadvantaged by geography or the expense of travel.

Confirmation of plans for next year’s conference will be announced later in the year.

# News and Events

Many activities in 2020/2021 were either postponed or scaled back due to the pandemic. The MARQA review for 2019/2020 was cancelled to help ease pressure on the workforce. Recruitment of appraiser course tutors were also cancelled this year; and the course tutors conference was replaced by a feedback session on how we had proposed to run the New Appraiser training in the new remote delivery format.

Below are some of the activities we were able to engage in.

## Responsible Officers Information Day

NES did not run any development events for ROs but did join the Q&A panel in the rescheduled GMC-run RO Information Day which took place on 29 April 2021.

Some of the key themes shared included:

* An appraisal missed because of the pandemic won’t prevent the RO from making a recommendation to revalidate if the doctor met the requirements;
* GMC requirements to revalidate remains valid and in place during the pandemic but recognised that some supporting information may be difficult to obtain;
* A reminder that a deferral carries no negative implications.

There was also a discussion around the collation of Patient Feedback. The core of it has not changed:

* Formal solicited feedback required once every 5 years;
* Allow a range of patients to take part;
* Ensure patients are not selected by the doctor; and
* Doctor to receive anonymised summary of their feedback to reflect on.

Room for flexibility however was discussed:

* Informal or unsolicited feedback review encouraged at each appraisal;
* GMC templates now removed so that providers could use systems and documents that work locally.

## Support for Appraisal Leads and Appraisal Admins

NES organised two National Appraisal Leads meeting via MS Teams on 9 June and 27 October 2020 respectively. Both meetings were very well attended and received.

The first meeting in June focussed on each health board’s preparations in the scheduled restart of appraisal in October as per CMO’s communication; and the difficulties surrounding the collation of Patient Feedback – the main sticking point being GDPR.

In the October meeting, the Appraisal Leads shared their respective and collated experiences of the appraisal restart and continued challenges with patient feedback. A discussion was also had on the new recruitment processes which was shared in August 2020, outlining eligibility criteria in gaining a place on the NES appraiser training programme, and guidance for Appraisal Leads in recruiting appraisers who were returning from extended absence or trained elsewhere.

The appraiser recruitment process document has been shared as an Appraisal Leads resource, which is available on the Medical Appraisal Scotland website: <https://www.appraisal.nes.scot.nhs.uk/i-want-access-to/appraisal-leads/appr-appointment.aspx>

There was no formal Appraisal Admin Teams meeting organised in 2020/2021 due to many staff members being redeployed and retirement. Instead, an informal “coffee morning” via MS Teams was organised on 6 May 2021 to catch up with everyone and discuss their experiences and workload during the pandemic. This was very well received, and we intend to run more of these in 2021/2022.

## Appraisers Survey

An overview of the survey findings was disclosed in last year’s report. The full report on our findings was published live on 16 December 2020. You will find it on our website at: <https://www.appraisal.nes.scot.nhs.uk/s/2019appraisersurvey.aspx>

## Team Changes

**Joyce McCrae** first joined NES in March 2006. As Medical Appraisal team’s administrator, Joyce has helped with the running of over 150 appraiser training courses and has been an integral part of the team for 15 years. Joyce will be retiring at the end of July 2021 and we wish her a long and happy retirement.

## Meet the Team

**Professor Amjad Khan**  
NES Revalidation Lead

**Dr Christiane Shrimpton**Associate Postgraduate Dean for Appraisal and Revalidation

**William Liu**Training Manager (Medical Appraisal)

**Stacey Lucas**Administrative Officer (Medical Appraisal)

**Hannah Asrih**Administrative Officer (Medical Appraisal)

**Michael Teasdale**  
Analyst Business Partner (Digital)

# Plans for 2021/2022

## Thank you

2020 was an extraordinary year for many people. Many of you will have been redeployed to assist with the pandemic, even some of us at NES were redeployed to assist with various COVID related projects (some still are). I would like to take this opportunity to say a massive and personal thank you to all of you for the work that you do. Your contributions and efforts are truly humbling, and we are grateful to you all – **thank you**.

## Legacy of change

Without doubt, 2020 was a year of change but as Dr Shrimpton highlighted in her overview, it was also a year for opportunities.

For many, the pandemic has changed everything overnight and nothing will be the same. For me, instead of relying on Lothian Buses to get me to work on time, I have a newfound reliance on a good internet connection (I suspect many of you have too).

Whilst some changes have been very disruptive, we have all shown our resilience and adapted to make it work to the best of our abilities. All of us, knowingly or indirectly, had upskilled ourselves in the use of IT and helped narrow the digital skills gap globally.

**In the world of Medical Appraisal, I had received feedback on how much appraisal was valued this year, with many seeing appraisal as the supportive tool that it was designed and intended to be, which has led to more meaningful and reflective discussions.**

This is a great learning opportunity at a unique and pivotal moment. Rather than focusing on how we go back to the way things were, this is an opportunity to reflect on our achievements and challenge ourselves to take this forward to improve on how things were.

For example, some neighbouring health boards are piloting joint peer appraiser group meetings (since all meetings are facilitated online now). For the smaller and more remote areas, there is no reason why this format of inclusiveness cannot continue.

For our revamped New Appraiser courses, one of the core elements is the requirement for learners to complete various modules (in PowerPoint format) prior to attending the remote two-half days. The modules have had overwhelmingly positive feedback from learners and tutors alike and this will be one of the elements of our training course we would take into the future. In fact, the use of learning modules will play a vital role in our Refresher Appraiser programme.

## Refresher Appraiser training

Following extensive consultation with various appraisal groups, we are planning for a number of Refresher “activities” rather than the traditional one-day Refresher training. The activities being considered are:

* Learning modules
* Bite-size sessions
* NES-run Refresher events
* Webinars

We intend to develop learning modules (like the ones used in New Appraiser courses) for experienced appraisers. Topics like MSF/PSQ feedback facilitation, difficult appraisal discussions etc. Through this we aim to develop some sessions which can be delivered locally by the Appraisal Leads (or tutors in the health board) at local peer appraiser meetings.

NES will continue to run Refresher Appraiser training but rather than once every 5 years, attendance to the new half-day training is invited once every 3 years. In additional to this we will organise webinars on topical and current subject matters as and when needed.

## Planning ahead

The full 2021/2022 New Appraiser training schedule has been published and is available on the Medical Appraisal Scotland website. We are tentatively looking to pilot the new half-day Refresher Appraiser courses in February 2022 with a view to then finalising the new format and rolling it out in the 2022/2023 schedule thereafter. Already in place are plans to run two webinars on “Coaching skills for Appraisers” later in the year.

Plans are also in place to review our current approach to appraiser course tutor recruitment (turn over due to mix of retirement and redeployment).

The MARQA review for 2020/2021 has been postponed this year due to the varying approaches each board has taken to appraisal dependent on the impact of COVID in their respective areas.

For the foreseeable future our training activities will be delivered remotely. NES is currently undertaking a feasibility study on future plans for staff to return to the office. We will look to pilot a return to face-to-face training in the long run but for now, we will continue to play our part to ensure we do not contribute to the rise in infection rates in Scotland.

## Road to recovery

In my capacity as Training Manager I have been privileged to hear from the appraiser community on how appraisal has helped facilitate colleagues going through bereavement, their struggles with workload, the impact on their mental health and wellbeing. At the recent Appraisers Conference, the session on “Appraisal in the New World” touches on how remote appraisal may work, but the session also shared resources that would help signpost colleagues to further support. These resources have been collated as part of the conference section of our website, and they can be accessed through the below link:

<https://www.appraisal.nes.scot.nhs.uk/i-want-access-to/appraiser-conferences/20212022/ws03.aspx>

If you have other resources that you feel would be beneficial to share, please do not hesitate to get in touch. We are looking to revamp the website later on in the year and will look to set up a dedicated section for signposting these resources.

I am in no doubt that medical appraisal will be a tool for workforce recovery. I don’t want to sound like a slogan, but we **are** in this together. Let’s learn from the best of 2020 and make use of the tools that we have to build for a better tomorrow.

**William Liu***Training Manager (Medical Appraisal)*

# SOAR Update

## What is SOAR?

Scottish Online Appraisal & Revalidation (SOAR) is the national IT system used by medics working in NHS Scotland for managing their appraisal processes. SOAR plays an integral role in Scottish government’s common pathway approach to medical appraisal and revalidation, and is developed and maintained by NES in collaboration with health board teams.

## Supporting SOAR Users

2020/2021 was the first full year whereby all SOAR helpdesk queries were received and resolved using the NES corporate tool Jira, having moved from the external provider Zendesk in March 2020. Service standards have remained very high with all Service Level Agreements having been continuously met at the same time as delivering a significant annual cost savings.

This change in software however has presented a new challenge in reporting an accurate analysis of service demands and trends as methods of capturing information regarding service users and types of queries differ between the two software. It is therefore not possible, at this time, to provide an accurate number of SOAR helpdesk queries resolved for the year however, it is thought to be in the same region as last year’s resolved queries (6000+) with COVID-19 pressures and the temporary suspension of appraisal not significantly affecting demand.

Similarly, we are unable to give a detailed breakdown of where demand came from; be it Secondary Care users, Primary care users or trainees. To ensure that more detailed information can be captured in the coming year and reported with veracity in the next annual report, software settings and filters will be employed and capitalised upon going forward.

We will continue to support our users via the helpdesk, accessed either via the website directly or via email to [SOAR@nes.scot.nhs.uk](mailto:SOAR@nes.scot.nhs.uk). Please also continue to send your suggestions to us; we might not be able to address all feedback, but they are all reviewed and considered at our planning meetings.

## SOAR development

Minimal development work was undertaken on SOAR in 2020/2021. Most of the NES Digital teams were redeployed to work on various COVID apps and all development work were re-prioritised.

A small change was made to the Trainees’ self-declarations process on SOAR at the end of April 2020 so that Educational Supervisors (and Training Programme Directors) did not have to review and sign off the submitted forms on SOAR to help ease their workload (especially if they were redeployed).

This was reverted back in January 2021.

The only significant development work that took place on SOAR was a change in Recognition of Trainer (ROT) processes. New processes for continued recognition of trainer (ROT) was agreed at steering group level and the changes were deployed in February 2021.

The changes did not impact the trainers as they are still asked to complete the ROT form under Form 3 Domain 1 as part of their annual medical appraisal. The change only impacted DMEs (Directors of Medical Education) and EOs (Educational Organisations) where they now review a trainer's Form 7 **after** they have been revalidated.

Similar to medical revalidation, the ROT process happens in the background. If additional information is required, the DME or EO will make direct contact with the individual trainers concerned

## Continued Review of MSF Options

SOAR continues the provision of MSF via our 3rd party provider, WASP Software. This arrangement has been extended through to the end of March 2022, covering the 2021/2022 period.

The longer-term plan of an inhouse multi-disciplinary one-MSF tool is still a desired aim however discussions with NES Digital continue to be on hold at present due to COVID-19.

## Future projects

We are still looking to integrate the existing training course application process into SOAR, but priority will be given to the training courses development and any other urgent COVID-19 related work that may emerge.

**Stacey Lucas***Administrative Officer (Medical Appraisal)*