



**RCVS NEWS / JANUARY 2020**

*Text-only version of  
RCVS News email*

# RCVS Council endorses reforms to veterinary education and graduate support

RCVS Council has approved the direction of travel for a number of reforms aiming to update and improve the education and support of veterinary students and new graduates.

A series of recommendations were put to RCVS Council at its meeting on Thursday 23 January 2020 which came out of the Graduate Outcomes Project, a wide-ranging consultation launched in 2018 to gather the views of the profession in four key areas:

Day One Competences – the skills and attributes required by veterinary graduates to work safely and independently upon entering practice;

The Professional Development Phase (PDP) – including an identified need for a more structured PDP programme for new graduates and what this could look like;

Extra-mural studies (EMS) – including how EMS placements should best be implemented, to achieve a more consistent quality and value for veterinary students; and,

Clinical education for General Practice – including how the veterinary degree can ensure there is an appropriate balance of general practice and specialist experience so that students are capable and confident whatever their intended clinical career directions.

The consultation, which itself was a recommendation of the 2016 joint RCVS and British Veterinary Association (BVA) Vet Futures Action Plan, garnered a total of 3,686 individual responses and 38 organisational responses in the first stage. The profession-wide consultation was then followed up with 28 one-to-one interviews and seven focus groups involving 50 individuals.

Dr Linda Prescott-Clements, (pictured right) our Director of Education, said: “The consultation concerned a complex series of proposals on some important issues that had been identified in terms of veterinary graduates struggling to adapt to life in practice and how support mechanisms for those graduates might be strengthened – and so we are grateful for the responses and feedback we received from the profession.

“The comments that we received on the proposals for the Day One Competences and Professional Development Phase were clear in largely supporting our proposed direction of travel and, as a result, recommendations and detailed proposals for both of these areas were developed by our Graduate Outcomes Working Group and Education Committee, and have now been approved by Council.

“However, the complexity of workplace learning means that the consensus was less clear on the proposals for EMS and undergraduate clinical education – so the Graduate Outcomes Working Party and the Education Committee has agreed to undertake further work in these areas.”

The approved proposals for the Day One Competences concerned the implementation of a new conceptual model for the skills and experience required of new graduates, including a greater focus on non-clinical competences such as the need to develop resilience and other professional skills. Furthermore, more specific and detailed guidance on the Day One Competences will be developed, to support their implementation by vet schools.

Once developed this new guidance will need to be approved by our Education Committee and RCVS Council and will then be shared with veterinary educators along with a timetable for its implementation.

In terms of the PDP, previous research conducted by the RCVS had shown that, whilst the aims of the initiative were largely supported, it was seen as a tick-box exercise and it was felt that the support mechanisms for new graduates need to be strengthened.

The consultation responses largely supported major reform of the PDP, moving away from a tick-box exercise and strengthening the support available for graduates to help them progress beyond day one competence into confident and capable independent practitioners.

Dr Susan Paterson, (pictured right) Chair of our Education Committee, said: “A completely new programme of support for graduates will be developed. This will be centred on the provision of feedback and guided reflection against professional activities which are relevant to their role as identified by the graduate, and supplied by their workplace mentor.

“The RCVS will develop an online training package to support mentors in their roles, and, as a result of feedback from

the profession, we will develop a mechanism to accredit practices delivering the new programme, and quality assure it to ensure graduates receive the support they need.”

Professor Stephen May, (pictured above) Chair of the Graduate Outcomes Working Group that reports to Education Committee, said: “We are very pleased that Council has supported the proposals for the Day One Competences and PDP, and the direction of travel for EMS and clinical education. We are very grateful to those who took the time to provide their ideas and feedback on improving the support for veterinary students and new graduates.

“The Vet Futures research made it clear that there were difficulties and anxieties in terms of the transition to life in practice, including problems with mental ill-health and poor wellbeing, leading to some graduates leaving the profession. We owe it to our newest veterinary surgeons to find better ways of preparing them for the complexity of clinical practice, and primary care in particular, as well as supporting them through the early stages of their careers and ensuring that they are ready for what awaits them.

“We now look forward to carrying out further work and developing proposals on the future of EMS and clinical education for general practice as well as supporting the Education Team at the RCVS in developing the new model for Day One Competences and the replacement for the PDP.”

The Graduate Outcomes consultation document can be downloaded from the project page.

The full papers for the January 2020 Council meeting are available.

# RCVS launches new 1CPD learning and development platform

Yesterday, 27 January 2020, marked the launch of our new learning and development platform 1CPD.

1CPD has replaced the Professional Development Record (PDR) as the means of planning, recording and reflecting on veterinary professionals' continuing professional development (CPD).

The launch of 1CPD accompanies and facilitates a number of other CPD policy changes, including the introduction of the new outcomes-focused CPD model which was introduced in 2020 and becomes mandatory from 2022. A key element of this new model is reflection, and 1CPD encourages veterinary professionals to reflect on the quality, relevance and impact of the CPD they undertake through the incorporation of the 'plan, do, record, reflect' cycle of CPD on the platform.

"Although the outcomes-focused element of these changes won't become mandatory until January 2022, we recommend that you incorporate reflection in your cycle of planning, doing and recording CPD as soon as possible, and our new 1CPD app makes this much easier to do than before" says Dr Linda Prescott-Clements, our Director of Education.

"Research has found that reflection enhances the quality, impact and relevance of CPD as professionals consider what they have learned, how they will apply their learning and how it will improve their practice. To support this CPD model, which research has shown has a positive impact on both professionalism and patient outcomes, the 1CPD platform facilitates reflection by allowing you to record your reflective notes on your recorded CPD activities, through a variety of means including text, audio or uploading a document."

The 1CPD app is available for both Apple and Android devices, available on and off line, and through a new dedicated website, all of which is now accessible using the same credentials used to access My Account, providing a much more seamless experience.

"1CPD provides a range of enhancements to RCVS' previous offerings in this space and represents an important step forward in the College's digital approach. Built on the latest best-practice technologies, it improves on every aspect of our previous approach to CPD support, delivering the first stage of a new, integrated, career-long CPD support capability for members," says Richard Burley, our Chief Technology Officer.

As announced previously, the PDR was taken offline last Friday and all of the data saved in the PDR has been transferred to 1CPD.

The launch of 1CPD also coincides with a change in the way in which the RCVS assesses CPD compliance, moving to a simpler and easier-to-understand annual CPD requirement of 35 hours a year for veterinary surgeons and 15 hours a year for veterinary nurses.

More information on the CPD changes, along with accompanying resources, can be found [here](#). So that practices can make sure everyone in their team is aware of the changes and knows where to find out more, the RCVS has produced a poster for them to download and use in their premises. This can be downloaded [here](#).

Those with any queries about 1CPD or the CPD changes can also contact our Education team on 0203 795 5595 for more information. To get technical advice on 1CPD, please email the RCVS at [onecpd@rcvs.org.uk](mailto:onecpd@rcvs.org.uk)

# The European veterinary profession remains united

To mark the departure of the UK from the European Union later today, the Presidents of the Federation of Veterinarians of Europe, Royal College of Veterinary Surgeons and British Veterinary Association have issued the following joint statement.

The UK is leaving the European Union, but the European veterinary profession remains united. We will continue to work together to ensure that veterinarians in all European countries can give the highest possible standards of care to their patients and continue to look after animal health, animal welfare, public health and the environment, all over Europe, including the UK.

Whilst the fact that the UK has chosen to leave the EU will have implications for animal health and welfare, we are at least reassured that it does so under a Withdrawal Agreement, which should help to mitigate Brexit's impact upon our profession.

The Withdrawal Agreement's provision for the continued mutual recognition of professional qualifications, at least until the end of the transition period in December 2020, mitigates Brexit's negative impact upon our members' ability to be trained, to work and to educate the next generation of veterinarians across Europe's borders.

We must also remember that animal pathogens do not respect borders, so standards for animal health, animal welfare, public health, access to veterinary medicines, disease control, foodchain security and environmental protection must be maintained.

As such, we call on the UK government and the EU institutions to do whatever is necessary, via the negotiation of pragmatic solutions, to ensure that the European veterinary profession can continue to look after animal health and welfare, and public health to the highest possible level beyond the end of the transition period.

The UK, through the British Veterinary Association (BVA) and the Royal College of Veterinary Surgeons (RCVS), will remain a member of FVE. The whole European veterinary community will be united in London, in June 2020, for the FVE General Assembly.

We will stand together, and work together, to assist each other in these challenging and changing times.

Dr Rens van Dobbenburgh DVM, FVE President

Dr Niall Connell MRCVS, RCVS President

Dr Daniella Dos Santos MRCVS, BVA President

# Five-year RCVS Strategic Plan approved

A new five-year Strategic Plan for the RCVS, that revolves around four key ambitions and sets a blueprint for how the College will work on behalf of all its stakeholders, was approved by RCVS Council at its January 2020 meeting.

The new 2020–2024 Strategic Plan has been in development since the end of 2018. To inform the development of this plan, over the last 12 months the RCVS undertook research amongst veterinary surgeons and veterinary nurses (through the Surveys of the Professions), stakeholders and the public.

Members of the professions and stakeholder organisations felt that the direction of travel was a positive one, with improvements noted by stakeholders in clarity of mission and purpose, transparency, openness and collaboration, and in the nature and speed of the College's communications, since the last such research, in 2013.

Members of the profession also rated the College highly on professionalism, international relationships, having processes that reflect best practice, and on how it lives up to its stated values. The new plan is a continuation of this positive course. The full stakeholder research can be found on our Publications page where the Surveys of the Professions results will also be published shortly.

The final version of the strategic plan is based around four overarching ambitions. These are:

**Clarity:** this ambition is based around the recognition that the RCVS works within a complex legislative and regulatory framework and so will continue to work to simplify, unpick and modernise what it does in order to remain relevant. In this ambition the RCVS commits to continue to review the legislative and regulatory landscape to ensure the College keeps pace with, and stays ahead of, what is happening in other sectors. Specific actions under this ambition include: reviewing whether the College can take a more proactive role around breaches of the Veterinary Surgeons Act involving unqualified individuals; ensuring that it is addressing matters important to its stakeholders and horizon-scanning for future issues; and working with overseas partners to ensure the UK remains relevant in the veterinary world post-EU exit.

**Compassion:** under this ambition the RCVS recognises that, while its complaints process can lead to stress and anxiety for members of the professions, it can take a more compassionate approach to regulation by treating everyone as individuals, communicating promptly, explaining appropriately, and being fair. This compassionate approach will also look at how the College can support members of the veterinary team to work to the best of their abilities. Specific actions under this ambition include: reviewing the concerns process to ensure it is fair, forward-thinking and compassionate, and setting out a programme of quality improvement; continuing to support the professions through the Mind Matters Initiative; and continuing to foster a reflective learning culture so the professions can grow and develop in a supportive, no-blame environment.

**Courage:** under this ambition the RCVS will continue to take a leadership role within the professions and consider how it can ensure the professional culture is healthy, sustainable, inclusive, innovative and respectful. Specific actions under this ambition include: celebrating the art as well as the science of veterinary medicine and ensuring that wider professional skills are supported; creating an innovation funding pot to enable the professions to help solve regulation and professional standards issues that matter to them; and continuing to develop the Fellowship into a learned society.

**Confidence:** this ambition recognises that the RCVS can only deliver on its plans if it has the right systems, skills and capacity in terms of its staffing, finance, IT and communications. Underpinning all of this will be the College's mission, vision and culture. Specific actions under this ambition include: collating and reviewing member and service-user feedback and using quality improvement methodology to benchmark and improve services; developing and implementing a technology strategy that puts digital first and focuses on simplification; and developing a corporate social responsibility strategy befitting an organisation that works in the public interest.

Commenting on the Strategic Plan and its ambitions, Lizzie Lockett, our CEO, said: "This new plan builds on its two immediate predecessors – the 2014-16 plan which focused on getting the basics right and the 2017-19 plan, which took a broader scope and looked at the future of the professions – by looking at the future of the RCVS as an organisation working on behalf of all its stakeholders.

"This plan takes into account the future direction and needs of the professions, animal owners and the public as well as the wider issues of animal health and welfare and public health.

"It addresses what kind of regulator and Royal College we want to be, our place in the world, and how we can continue to remain relevant and ambitious. By the time it is completed, we hope that the RCVS will be recognised as a trusted, compassionate and proactive regulator, and a supportive and ambitious Royal College, that provides the underpinning

for confident veterinary professionals of which the UK can be proud.

"I would like to thank all those from the professions and beyond who helped us develop the plan and, as members of self-regulated professions, I would ask veterinary surgeons and veterinary nurses to join us in making this strategy and ambitions possible by continuing the dialogue with us."

The draft 2020-2024 Strategic Plan can be found in the papers for the January 2020 RCVS Council meeting.

The final Strategic Plan, taking on board several small changes recommended by Council, as well as a summary of its aims, will shortly be published on our Publications page.

# University of Surrey veterinary degree receives official accreditation

A Recognition Order for the University of Surrey's veterinary degree has been approved by Privy Council meaning that, from late next month, the degree will be formally accredited by the RCVS.

The Order was laid before Parliament for approval on Monday 27 January, having previously been approved by the Privy Council on Monday 20 January, and will come into force on 18 February 2020.

From this date, students who graduate with the University of Surrey's veterinary degree will automatically be able to join the Register of Veterinary Surgeons as Members of the RCVS and to practise veterinary medicine in the UK.

The university's Bachelor of Veterinary Medicine and Science (BVMSci Hons) degree will enter the College's cyclical accreditation process and be subject to annual monitoring for quality assurance.

Accreditation of the degree, had previously been agreed by RCVS Council at its October 2019 meeting. This followed a five-year process during which the RCVS worked with the University of Surrey to ensure that its curriculum and programme met the College's quality standards, including two interim accreditation visitations in 2017 and 2018 and a final accreditation visit in 2019.

Dr Niall Connell, RCVS President (pictured above right), commented: "We are very glad that the University of Surrey's veterinary degree has now cleared the last hurdle and that, as of next month, it will join the roster as the UK's eighth recognised veterinary degree. I commend the hard work that the faculty, students and the university's clinical partners have put in to develop the course over the past five years and we look forward to continue to work with them to ensure that the high standards are maintained."

Professor Chris Proudman (pictured above centre), Head of the School of Veterinary Medicine at the University of Surrey, said: "I am delighted that the University of Surrey's School of Veterinary Medicine has become the UK's eighth provider of veterinary education. The support and enthusiasm of our partner practice network has been essential in delivering our vision of competent, confident and compassionate veterinary graduates."

The full RCVS accreditation standards for veterinary degrees can be found on our website.

# Innovation Symposium 2019

On Tuesday 1 October, at The Lowry in Manchester, we hosted our biennial Innovation Symposium, bringing together veterinary professionals and stakeholders from diverse backgrounds to discuss the evolving role of the veterinary professions and the advancements in both companion and production animal care in the UK and across the world.

Below you will find the full reports and session recordings from the day.

**<https://www.vivet.org.uk/events/innovation-symposium-2019/>**

# Project launches webinar series on the value of veterinary nursing

The VN Futures project will be holding a series of three webinars this year addressing issues around recognising the value of veterinary nurses' work, including maximising the potential of veterinary nurses and leadership opportunities within the profession.

The lunchtime webinars will be delivered between February and June 2020 via the Webinar Vet and were developed by the VN Futures Career Progression Working Group, one of the working groups set up following the publication of the joint Royal College of Veterinary Surgeons (RCVS) and British Veterinary Nursing Association (BVNA) VN Futures Report and Action Plan. This group was set up specifically to look at actions around developing more structured and rewarding career paths for veterinary nurses.

We encourage nurses, vets, practice managers and owners to attend these webinars as they address topics that will benefit the whole practice team.

All three webinars take place at 12.30pm and will last one hour. They are as follows:

Tuesday 4 February 2020 – 'Maximising the potential of the veterinary nurse' presented by Louise Northway RVN, BVNA Council member and recipient of the RCVS Inspiration Award. The webinar will give an overview of the role of veterinary nurses under Schedule 3 of the Veterinary Surgeons Act, how VNs can develop their role in practice and take on extra responsibilities and how VNs can approach these conversations in practice through the creation of learning and development plans. This webinar will illustrate how fully utilising the nursing team not only hugely boosts the morale of the work force, but also enhances patient care and increases the efficiency of the business.

Tuesday 10 March 2020 – 'Veterinary nurses' time is valuable: How and why to charge for it' presented by Stephanie Writer-Davies MRCVS, Career Progression Working Group member. This webinar will provide examples and case studies of how veterinary nurses contribute to practice finances, how practice pricing structures can be developed so that the financial value of veterinary nurses' time and effort can be better highlighted, and how veterinary nurses can demonstrate their value to clients.

Tuesday 23 June 2020 – 'Lead or Head RVN: What's in a name?' presented by Gillian Page RVN, President of the Veterinary Management Group. This webinar will look at the role of the traditional Head RVN and how development of 'Lead RVNs' in different areas of practice can help to allow for growth of other talented team members and provide increased and shared responsibility and progression. This webinar will explore how this enhances practice efficiency alongside development of team members, thus increasing job satisfaction and, ultimately, retention.

Racheal Marshall, Chair of RCVS Veterinary Nurses Council and the VN Futures Board, said: "We hope that veterinary nurses will engage with these webinars in order to gain some inspiration about how they can truly show their value to their team, their clients and the wider public.

"The VN Futures research clearly demonstrated that there was a desire from the veterinary nursing profession to find ways in which VNs could gain greater recognition for the work they do and progress in their careers. These webinars, and our talented presenters, will provide many practical examples and case studies on how this can be done, help build confidence and highlight opportunities for further learning and development."

To sign up to the free webinars visit the Webinar Vet website.

# Privy Council agrees rise to RCVS fees

The Privy Council has approved a rise to the current annual renewal fees charged by the College of £24 for those practising in the UK, £12 for overseas-practising members and £4 for non-practising members in order to continue to fund a number of ambitious projects and make sure the College is fit for the future.

The approved fee rise will apply to the 2020-21 annual renewal fee for veterinary surgeons, including overseas-practising and non-practising veterinary surgeons and temporary registrants. These are due to be paid by 31 March 2020.

Increases will also be applied for those registering on or after 1 April 2020, including the restoration fee for those applying to re-join the Register.

In addition to being approved by Privy Council the fee rise had previously received approval from Lord Gardiner of Kimble, Parliamentary Under Secretary of State for Rural Affairs and Biosecurity at the Department for Environment, Food & Rural Affairs, who recommended that the Privy Council adopt the Statutory Instrument allowing the rise to take place.

Lizzie Lockett, our CEO (pictured right), said: "While we appreciate that asking people for more money is never going to be popular, I would like to reassure the profession that the fee rise is both a necessary piece of financial future-proofing and will also help fund current projects and future initiatives stemming from our new Strategic Plan.

"Many of our existing projects such as the RCVS Leadership programme, the ViVet innovation project, the Fellowship and the Mind Matters mental health initiative, have an increasing workload, often due to popular demand, which requires additional resources – including staffing – to meet those needs. There is also increasing demand on some of our core regulatory functions such as our concerns investigation and disciplinary processes, including the Veterinary Client Mediation Service (VCMS), and our Education Department which is responsible for ensuring standards in an increasing number of educational institutions both domestically and internationally.

"Furthermore, there is lots of additional work on the horizon, much of which relates to improving and enhancing aspects of the profession and stems from our newly approved Strategic Plan, which will be published soon. For example, RCVS Council has just agreed an ambitious overhaul of the Professional Development Phase to help graduates better transition to life in practice; we are carrying out an increasing amount of work on understanding the barriers to diversity and inclusion in the veterinary profession: and, we are looking to relocate the College in order to be better able to accommodate the increasing number of staff and functions the work we do requires.

"In terms of future-proofing, we also need to make sure we have sufficient financial security for a potential decrease in the number of veterinary surgeons currently registered with us, as well as the number of veterinary surgeons joining the Register on an annual basis, that may arise when the UK fully leaves the EU at the end of the transition period in December 2020."

The current levels of our fees are able to view on the fees page of our website.

The new fee levels that will be introduced from 1 April 2020 will be uploaded to the website shortly.

# Standard of proof: an open letter to Vet Record

RCVS President Dr Niall Connell has written an open letter to Vet Record following its publication of an article 'Standard of proof for disciplinaries could change' on 18 January to summarise the full range of discussion that RCVS Council held at its meeting on 23 January, and to provide some further background to Council's thinking at this early stage.

The Editor  
Veterinary Record

28 January 2020

Dear Editor

Following publication of your article 'Standard of proof for disciplinaries could change' (VR, 18 January 2020, vol 186, p 43), I should be grateful for the opportunity to summarise the full range of discussion that Council considered at its meeting on 23 January (of which potentially changing the standard of proof was only one element), and to provide some further background to Council's thinking at this early stage. At the outset, I would emphasise that no decisions have yet been made, nor would they be without consultation.

For some years now the RCVS has been looking at innovative and creative ways to modernise its regulatory procedures within the constraints of the Veterinary Surgeons Act 1966, with the ongoing aim that they remain fit for purpose, maintain public trust and handle all cases fairly, objectively and, increasingly, compassionately.

In 2013, membership of the Preliminary Investigation and Disciplinary Committees was separated from that of Council, with members of those committees independently appointed. Separate processes have been implemented to allow for health- and performance-related cases to be handled through a different route, avoiding a full disciplinary hearing where it might be inappropriate or unnecessary. And, under our Charter powers, we have successfully introduced alternative dispute resolution via the Veterinary Client Mediation Service to help resolve those 'lower-level' concerns that do not meet the threshold for serious professional misconduct.

Reviewing the standard of proof applied in our concerns investigation and disciplinary processes has also been on the College's agenda for some time, initially as part of the First-Rate Regulator initiative in 2013, before being incorporated into our 2014-16 and 2017-2019 Strategic Plans, and then being considered by our Legislation Working Party.

It is coming before Council for discussion at this point as part of a broader range of measures that result from the modern interpretation of both RCVS statutory and Charter powers. These other measures, if adopted, include some structural changes to the concerns investigation process with the intention of simplifying it, potentially speeding it up and providing greater clarity and transparency. They also include the possibility of extending the range of options for concluding cases with introduction of a broader (and less severe) range of outcomes. Other regulators that apply the civil standard of proof typically have a broader range of options at their disposal when dealing with fitness to practise cases, as a result of more up-to-date legislation.

Regarding standard of proof specifically, our main reason for addressing this is not, as has been surmised by some, to bring more veterinary professionals before the DC, although I can understand the widespread disquiet and anxiety that this premature conclusion has caused. It is instead a question of asking Council to consider what is regulatory best practice for the veterinary professions, in order to best protect the public and maintain its trust in professional regulation – such trust is complementary to, but not the same as, the deservedly high levels of public trust in veterinary professionals themselves, as re-evidenced in our recent trust index survey. Indeed, the fundamental purpose of professional regulation is the protection of the public and not the punishment of the individual where misconduct has been found.

Changing the standard of proof required in our regulatory proceedings from criminal ('so as to be sure') to civil ('on the balance of probabilities') potentially affords this greater level of public protection and confidence, which is why all other healthcare (and most other) regulators have already made this change. In its 2014 report on the regulation of health and social care professionals in England, the Law Commission explained that:

'It is not acceptable that a registrant who is more likely than not to be a danger to the public should be allowed to continue to practise because a panel is not certain that he or she is such a danger.'

Whilst introducing a lower standard of proof could result in more cases progressing further through the disciplinary process, it is not certain. To help in its decision making, Council has asked for a review of past cases to consider what, if any, effect this might have had on whether they would have progressed to DC and the outcomes. Such a change would not, of course, alter the facts of any particular case, but it is incumbent on the College to ensure it has the means to deal with all cases appropriately, fairly and proportionately.

I would reiterate that Council's consideration of all these proposals is at a very early stage. Its only decision in January was to ask for more information and data so that it can consider and scrutinise them in more detail at a future meeting.

Should Council subsequently decide to further pursue the proposal to change the standard of proof, this would then be put out to public consultation later in the year, thereby allowing all veterinary professionals, as well as members of the public and other stakeholders, the opportunity to share their views with us.

Yours faithfully

Dr Niall Connell MRCVS

President  
Royal College of Veterinary Surgeons

# Breaking barriers to quality improvement: major study outlines roadmap

Among the top-level findings was that although 96% of respondents agreed that QI improves veterinary care, a lack of time, know-how and organisational support – among other barriers – are preventing professionals from engaging with quality improvement. 60% were able to spend no more than three days on quality improvement activity in the previous year, while 11% spent no time at all on QI. As such, there is a significant discrepancy between what veterinary teams believe they should be doing and what they are actually able to do in practice.

Continuous quality improvement: a roadmap for the veterinary professions, a 16-page summary of the full report, outlines an image of the future in which QI is fully embraced by the sector. In a future that places increased value on continuous improvement, the research suggests:

Outcomes would be measured sector-wide, helping to identify what works well, and what does not, with the overall aim of raising the standards of care.

There would be fewer unwarranted variations in treatment, thanks to guidelines based on the best available evidence.

Teams would work together more closely and unite in a reflective learning culture: discussing areas for improvement with openness and understanding rather than discipline and blame.

Teams would have a 'safe haven' in this competitive environment for sharing and anonymising data acquired through benchmarking, auditing and rapid learning cycles.

Organisations would have the opportunity to improve value, by reducing poor patient outcomes and wasted resources.

Clients would be reassured that their practice measures the quality of care for their animals.

The research suggests achieving these aims will require evolution – rather than a revolution – of the professions, given the activity in these areas that is already taking place in some quarters of the veterinary industry.

Chris Gush, Executive Director of RCVS Knowledge, said:

"We are proud to reveal this research today, which provides a clear picture for the first time of the use of quality improvement in the veterinary sector.

"The resounding agreement from colleagues across the professions that quality improvement enhances veterinary care confirms that the time is now to embrace the opportunities QI presents for safer, more efficient and improved outcomes for patients – aims that we know drive veterinary professionals in their work every day.

"We acknowledge this will require leadership support and great commitment. Our six-point roadmap is designed to make the process of fully embracing a culture of improvement as collaborative and time-efficient as possible – and through our ever-growing suite of resources, we are committed to supporting our colleagues at practice-level as they continue or embark on their QI journey."

Pam Mosedale, Chair of the RCVS Knowledge Quality Improvement Advisory Board, said:

"I would like to thank everyone who contributed to this valuable research, especially the hundreds of veterinary team members who shared their insights with us.

"For me, a key takeaway from the findings is that we are all striving to do our best in a high-pressure environment, and it is incumbent upon every single one of us to find new ways to support each other to do this.

"Quality improvement is one such way we can help ourselves and our colleagues to perform consistently at our best, which is why RCVS Knowledge will continue to encourage the whole sector to get more engaged with QI."

The study's findings and recommendations are based on views from across the breadth of the professions, gathered during the course of 2019. A national survey, focus groups, interviews with animal caregivers and an in-depth literature review gave the research team substantial insight into the state of play of veterinary quality improvement, complemented by last May's 'National Summit for Supporting Quality Improvement in Veterinary Care', which attracted more than 50 industry leaders.

"The RAND Europe team has been impressed by the commitment of the veterinary sector to embed good quality improvement practices into their work with the aim of achieving better outcomes for animals and wider public benefits," said

Head of Evaluation Tom Ling.

“Our study demonstrates the high level of enthusiasm for this. We also found that while there are things that can be learned from elsewhere – the NHS in particular – increasing use of quality improvement in the veterinary world will need to be tailored to the particular challenges and opportunities facing vets. These include new technologies, professional development, changing public expectations, and evolving business models.

“The future is always uncertain but I am sure that the veterinary sector is well placed to implement a coherent and sustainable strategy that will see quality improvement processes steadily create even better services for animals and their owners. Our report, commissioned by RCVS Knowledge, should help in this important task.”

The research brief and the full report, Assessing the landscape and future actions for quality improvement in the veterinary sector – the insights, expectations and aspirations of the profession, can be downloaded from our dedicated webpage.

# 2019 Vet Wellbeing Award winners announced

The winners of the 2019 Vet Wellbeing Awards have been announced today (Friday 24 January 2020) as part of the Society of Practising Veterinary Surgeons (SPVS) and Veterinary Management Group (VMG) Congress, at Celtic Manor, Newport.

Launched in 2016, with the first Awards made in 2017, and are run by the Society for Practising Veterinary Surgeons (SPVS) in partnership with the Royal College of Veterinary Surgeons' Mind Matters Initiative (MMI).

They aim to highlight positivity within the veterinary professions, which are known to have relatively high levels of work-related stress and poor mental health, by celebrating and sharing initiatives from veterinary workplaces that are demonstrating their commitment to improving staff wellbeing. The Awards also aim to provide a structured approach to help practices to evaluate their own wellbeing support systems and processes.

The winner of the Large Practice category for the 2019 Vet Wellbeing Awards is Willows Veterinary Centre & Referral Service based in Solihull in the West Midlands.

Sophie Aylett was one of the judges for the Awards and works at Meadows Farm Vets, a previous Vet Wellbeing Award winner. She said of Willows' entry: "Overall the standard of entries this year was very high, making it interesting to judge so many varied and innovative wellbeing ideas. In particular, the winning entry used an honest narrative style giving plenty of examples of free and investment-worthy ideas, from monitoring staff interaction with how information is disseminated and making adjustments accordingly, to ensuring personal contact is part of day-to-day culture despite cutting-edge IT systems."

The winner of the Medium Practice category is Vets4Pets Northampton, for an entry that demonstrated that wellbeing was embedded into day-to-day life at the practice.

Paul Pollard, Head Vet at Beaumont Sainsbury Animal Hospital, a previous Wellbeing Award winner and one of the judges for the Awards, said of their entry: "The practice put a lot of detail into their application and really sold what it does as a team. This makes me think that the team is very proud of what it does and has a good culture within the practice. Wellbeing seems to be embedded within the practice culture rather than an add-on. Having Mental Health First Aiders, a wellbeing magazine, wellbeing committee and participating in Mind's Time to Talk Week is testimony to this."

Finally, the winner of the Small Practice category is Blue Cross Animal Hospital Hammersmith, based in West London.

Cat Curtis, Award judge and SPVS President, said of its entry: "Once again this year the quality of the award entrants was stepped up and choosing between the practices in the small category was particularly hard. The winner though stood out because they went the extra mile for all the criteria. They showed that, even with relatively little budget, you can create an amazing place to work and that it's collective leadership and collective responsibility which makes it happen."

In addition to the winners, three practices were highly commended for their entries:

Watkins & Tasker, Bristol (Medium Practice)

Bath Veterinary Group (Large Practice)

White Cross (Large Practice)

The winners of the Awards this year will also take part in a panel chaired by Caroline Pearson from Progressive Vet Consulting at 1.30pm on Saturday 25 January on 'Being the leader you and your team need'. This is part of the MMI stream at the Congress chaired by Clare Balding, where other sessions will include 'LGBT+ in Practice', 'Inclusion and Equality in the Workplace' and 'Civility in Practice'.

The full results, together with details of the winning practices and highly commended entries, will be published on the Vet Wellbeing Awards website.

# 409 VNs removed from Register for renewal fee non-payment

The RCVS has removed 409 veterinary nurses from the Register for non-payment of their annual renewal fee.

The annual renewal fee for veterinary nurses is due for payment on 1 November every year, although veterinary nurses have up to midnight on 31 December to pay before they are removed from the Register. The 409 veterinary nurses who failed to meet this payment deadline for last year were removed from the Register on 1 January 2020.

Of the 409 veterinary nurses who were removed for non-payment this year, some 70 have subsequently applied for restoration to the Register, paying a £58 restoration fee, in addition to the standard renewal fee of £69, to do so.

This year has seen a reduction in veterinary nurse removals from the Register, with the number of removals as a percentage of the whole profession standing at 2.2%, as compared to 2.7% of the profession being removed last year. .

A list of individuals removed from the Register on 1 January 2020, and who hadn't been restored prior to 2 January at 11.30AM, has been published to assist practices in making checks to ensure that all their veterinary nursing staff are still on the Register. A list of those VNs who were removed from the Register is available to download.

Those with questions about how to restore to the Register should contact our Registration Department on 020 7202 0707 or [registration@rcvs.org.uk](mailto:registration@rcvs.org.uk). For questions about paying the annual renewal fee or setting up a Direct Debit contact our Finance Department on 020 7202 0723 or [finance@rcvs.org.uk](mailto:finance@rcvs.org.uk).

# Blog

## Taking part in the CPD pilot - focusing on what's most beneficial for me and my patients

Having graduated from the University of Liverpool in 2003, I've worked as a mixed animal veterinary surgeon both in the UK and New Zealand. I'm currently working in small animal general practice in Norfolk.

In 2018 I returned to clinical practice after two years out. Prior to leaving my job in small animal general practice I had constantly felt that I couldn't keep up to date with, or be really good at, the many and varied areas of practice that we are expected to be confident in. There is a huge choice of CPD out there but with our time and financial constraints, I found it quite overwhelming and slightly depressing trying to choose where to focus my efforts. On returning to practice I took part in the RCVS pilot scheme for the new outcomes-based CPD model that encourages you to sit down and think about the areas of CPD that would have the most beneficial effect on the outcomes for your patients.

Following the planning phase, you are asked to reflect on the CPD and consider what you have learnt and how this will change what you do in your work. I was genuinely surprised by how useful I found this process of planning and reflecting. I found that the planning aspect really focused my mind on what I could change and achieve rather than feeling swamped by all the areas I would like to improve in but realistically were unachievable. I accepted that I couldn't be brilliant at all aspects of general practice and instead focused my mind and energy on improving in areas that I had decoded would be most beneficial to me and my patients. I found that this made me feel much more positive and in control about my work.

The reflective aspect, although it takes time, encouraged me to focus on what I could take away from the CPD and use in my day-to-day work rather than feeling that it was just another webinar, of which I would forget the majority of the content within a week. You are also encouraged to write down the main points you have learnt which I found formed a useful concise summary of the CPD if I needed to refer back to it in the future. I have found reflection to be useful on a personal level, but also at a practice level we regularly meet to discuss and reflect on cases that have gone well or badly which is an important learning exercise for all involved.

Many people are concerned about the extra stress and time pressure that this model of CPD will add to their lives. Yes, it takes more time to complete the records and sometimes I found it hard to have to go through the process each time I listened to a podcast or watched a webinar. However, I would argue that the benefits outweigh this. To anyone who is dubious about the changes in the way we are being asked to undertake and record our CPD I would suggest trying to put any pre-formed opinions aside and to give it a go with an open mind. You may be surprised!

# Blog

## My presidential year so far

I was in Omagh last week for the 'Association of Veterinary Surgeons Practising in Northern Ireland Day' to enjoy a warm welcome and four great CPD presentations by young practitioners. Soon after I was back home for a few hours and then on the sleeper train to London. That's when the realisation hit me - the final six months of my year as RCVS President has started!

It has been a whirlwind of activity since last July and the time has passed in a flash. It has been frantic, exhausting (for someone with MS) and humbling. So far I've spent at least 84 nights away from home. I've travelled from Stornoway to Swansea to speak to veterinary surgeons and RVNs. Train passenger assistance and my trusty powerchair has been invaluable, and my disabled person's railcard is getting a right battering.

I've attended graduation and Fellowship ceremonies, chaired meetings at Council and with the Associations. We've started our Diversity and Inclusion Group and I loved being on the Pride march in Glasgow last year. I get to write to many colleagues who have worked for 50 years in the profession and at other key points in their career. I've met loads of year 1 graduates at the VDS reunions and I'm looking forward to touring the vet schools this year with Eleanor, our Registrar, to talk to students.

Some highlights for me have to be the grad ceremonies and meeting the young people joining our professions. I'm looking forward to the Graduate Outcomes changes which will increase support and mentoring to those new colleagues as they embark on their careers. Other highlights have been signing the mutual recognition agreement with the Veterinary Council of Ireland and signing the visitor's book at James Herriot's old practice as RCVS President (done that twice!).

In addition to these highlights, so much good work is ongoing with Graduate Outcomes, Mind Matters, moving away from a blame culture to a learning culture and the outcomes-based reflective CPD.

We will continue to work with our colleagues and partners in the EU after exit. I'm really looking forward to joint hosting, with BVA, the Federation of Veterinarians in Europe General Assembly.

As well as working with vets and nurses, it has been wonderful being part of the team with the incredibly hard working RCVS staff. Already we are seeing some results of the RCVS Annual Christmas donation, made partly to American Fondouk, helping working equids in Fez, Morocco. We received a lovely picture of a replacement mule for an owner who lost his own horse to colic, now named Niall! A Glasgow vet student helped pick Niall from the market. He and seven others, paid for by the donation, will work to feed their families for years.

I'm looking forward to the opinions and contributions from veterinary surgeons, nurses and the public to the imminent review of 'under care' and 24-hour emergency cover which will guide our path towards a rapidly changing future. I'm proud to be part of this.

Before the rest of this year passes in a flash, I want to say thank you to everyone out there working hard, who has helped and who is making a difference every day for our professions and for our animals.

# Events

## **VN Council – February 2020**

Wednesday 12 February 2020, RCVS, Belgravia House, 62-64 Horseferry Road, London SW1P 2AF

## **RCVS Council – March 2020**

Thursday 5 March 2020, RCVS, Belgravia House, 62-64 Horseferry Road, London SW1P 2AF

## **BSAVA Congress 2020**

Thursday 2 – Sunday 5 April 2020, The ICC and Arena, Birmingham B1 2EA

## **RCVS Council – April 2020**

Thursday 16 April 2020, RCVS, Belgravia House, 62-64 Horseferry Road, London SW1P 2AF

# DC reprimands Manchester-based vet for inadequate care and advice

The RCVS Disciplinary Committee has reprimanded one veterinary surgeon and suspended another for four months, following a joint hearing regarding their professional conduct while they were in practice in Slough, Berkshire in August 2016.

The hearing for Javier Salas Navarro MRCVS and Roman Kristin concluded on Wednesday 11 December having initially commenced on 7 January 2019 with hearings taking place in January, March, September, November and December covering 35 days.

The charges against Dr Navarro concerned his treatment of a kitten named Marnie. The charges (which can be found in full in the Committee's decision) include:

On 5 August 2016 failing to read the anaesthesia consent form in relation to a surgical spay he performed;  
On 9 August 2016, when Marnie was readmitted for surgery, failing to read the anaesthesia consent form, failing to undertake adequate assessment of Marnie's condition; performing surgery without adequately considering her condition; subjecting Marnie to anaesthesia without recognising the seriousness of her illness; failing to obtain informed consent from the owners; administering medication which was contra-indicated; and failure to make an adequate record of his involvement in Marnie's care.

The charges against Dr Kristin (which can also be found in full in the Committee's decision) also related to his treatment of Marnie. These include:

his failure on 8 August 2016 to undertake an adequate assessment of her condition; failure to recognise and record the fact that Marnie could not pass urine; failure to refer or offer her for specialist treatment; and failure to ensure Marnie received care and treatment overnight;  
on 9 August 2016, when admitting Marnie for surgery, he made a number of clinical mistakes including failure to gain informed consent; and failure to recognise the seriousness of her illness;  
that overnight from 9 to 10 August there were a number of failings in relation to Marnie's care, including failure to arrange adequate overnight care, failure to monitor and record her condition, and failure to gain informed consent for the overnight care;  
that on 10 August 2016 he failed to advise Marnie's owners that he suspected her uterers had been ligated during the spay, failed to advise Marnie's owners that she required specialist veterinary treatment; and advised that Marnie undergo further surgery at the practice in spite of this meaning her having to undergo further anaesthesia in a week and with poor chances of survival;  
that the above conduct was misleading and dishonest.  
The Disciplinary Committee found a number of the facts in the charges against both Dr Navarro and Dr Kristin proven (the full details can be found in the Committee's decision documentation).

In summary, the Committee found that Dr Navarro breached a number of aspects of the Code of Professional Conduct for Veterinary Surgeons including: making animal health and welfare the first consideration when attending to animals; the provision of appropriate and adequate veterinary care; responsible prescription, supply and administration of medicines; communication with professional colleagues to ensure the health and welfare of the animal; being open and honest with clients and respecting their needs and requirements; effective communication with clients; keeping clear and accurate clinical records; and working with the veterinary team to coordinate the care of animals.

Of the proven charges, the Committee found that his initial failure to read Marnie's anaesthesia consent form on 5 August did not amount to disgraceful conduct in a professional respect, but that the repetition of this failure on 9 August did amount to disgraceful conduct. It also found that Dr Navarro's failure to undertake adequate assessment and perform surgery without this assessment amounted to serious professional misconduct. Furthermore, the Committee found that subjecting Marnie to anaesthesia in spite of her being unwell, failure to obtain informed consent and failure to keep adequate records also amounted to serious professional misconduct.

For Dr Kristin, in summary, the Committee found not proven the allegation that he had failed to respond on 5 August 2016 to concerns from Marnie's owners about her condition while she was recovering from a surgical spay and also all the allegations relating to Dr Kristin's admission of Marnie to the practice on 9 August on the basis that it was not satisfied so as to be sure that Dr Kristin had been the veterinary surgeon who admitted Marnie on that day.

The Committee found proven the remaining charges and found he breached the following parts of the Code of Professional Conduct for Veterinary Surgeons: making animal health and welfare the first consideration when attending to animals; keeping within area of competence and referring responsibly; providing appropriate and adequate veterinary care; responsible prescribing, supply and administration of medicines; communication with colleagues to ensure the health and welfare of the animal; being open and honest with clients and respecting their needs and requirements; communicating effectively with clients and obtaining informed consent; keeping clear and accurate clinical records; and working with the veterinary team to coordinate the care of animals.

Of the proven charges, the Committee determined that his failure to adequately assess Marnie's health, to obtain a clinical history, to undertake blood tests and recognise that she was seriously ill, amounted to disgraceful conduct in a professional respect and led to "Marnie's underlying condition going undetected and undoubtedly contributed to her eventual death two days later".

The Committee also found that Dr Kristin's decision to hospitalise Marnie without adequate overnight care, place her on IV fluids without monitoring the treatment or her condition, and failure to obtain adequate informed consent – among other things – amounted disgraceful conduct in a professional respect.

Stuart Drummond, chairing the Committee and speaking on its behalf, commented: "As a direct result of Dr Kristin's acts and omissions, Marnie was left alone overnight on fluids when those fluids had nowhere to go. Had he done his job properly he would have known that and Marnie could have avoided the prolonged suffering caused by the chosen course of treatment that did not address the underlying condition. Every element of Dr Kristin's behaviour was catastrophic for Marnie, and yet he took no personal responsibility for her welfare and just went home."

Following its findings on disgraceful conduct in a professional respect, the Committee then went on to consider its sanction for both Dr Navarro and Dr Kristin.

In respect of Dr Navarro, the Committee considered the mitigating factors including previous good character, admissions to some of the facts of the case from the outset; genuine insight and remorse into the seriousness of the actions; his youth and inexperience; and relevant and good-quality testimonials from colleagues. The Committee noted that the testimonials were universally positive and demonstrated that Dr Navarro had reflected on his conduct, had become more mature and confident in his practice and made efforts to rectify the areas in which he had fallen below standards.

Stuart Drummond said: "Although the consequences for Marnie and her owners were clearly devastating, the Committee considered that Dr Navarro's part in her demise has to be seen in the context of all the evidence. In light of the extensive mitigation, including significant evidence of insight and remediation, the Committee was able to conclude that Dr Navarro did not represent a future risk to animals or the public. In such circumstances, the Committee considered that it was not necessary to restrict Dr Navarro's registration and that a reprimand was the appropriate and proportionate sanction in his case."

In relation to Dr Kristin, the Committee took into account positive character evidence from Mr Karel Daniel, a semi-retired veterinary surgeon and Vice-President of the Czech Republic Veterinary Chamber, a similar body to the RCVS in that country, as well as other testimonials on his behalf. In mitigation, the Committee considered Dr Kristin's previously unblemished career, the fact that it was a single case involving a single animal; some development of insight into his conduct; no evidence of repetition; expressions of remorse; the impact of a family bereavement during the course of proceedings; and his financial position.

However, the Committee also took into account aggravating factors including a lack of candour from Dr Kristin when he was giving evidence, demonstrated by a tendency to blame others rather than take responsibility, as well as his recklessness in suggesting a third operation on Marnie that was not in her interests, rather than referring her into specialist care.

The final decision of the Committee on the sanction for Dr Kristin was that, given the seriousness of the misconduct, it was satisfied that this warranted a six-month suspension period. However, given the mitigating factors, the Committee decided that four months was appropriate and proportionate.

Commenting on the sanction Stuart Drummond said: "The Committee determined that it was important a clear message be sent that this sort of behaviour is wholly inappropriate and not to be tolerated. It brings discredit upon the respondent and discredit upon the profession and, most importantly, caused harm to Marnie and great distress to her owners.

"The Committee did consider whether to remove Dr Kristin from the Register. However, in light of the mitigation in this case, the fact that this was a single case in an otherwise unblemished career, together with the unlikelihood he would repeat his disgraceful conduct, the Committee decided that, in all the circumstances, to remove him from the Register

would be disproportionate.

“The Committee therefore decided to order that the Registrar suspend Dr Kristin's registration.... The Committee was satisfied that a period of four months was appropriate and proportionate in all the circumstances.”

The full facts and findings from the case can be found at on the RCVS Disciplinary Committee hearings webpage.

# DC removes Luton-based vet from Register for repeated clinical failures

The Disciplinary Committee of the Royal College of Veterinary Surgeons (RCVS) has directed the Registrar to remove a Luton-based veterinary surgeon from the Register for repeated clinical failures.

The hearing of the case against Mr Rahul Chandulal Shah MRCVS took place between Monday 13 and Tuesday 21 January 2020, when the Disciplinary Committee, chaired by Dr Martin Whiting, considered two charges against him.

The first charge alleged that, on 7 June 2018 and in relation to a castration performed by him on a kitten that day, Mr Shah allowed the kitten to be anaesthetised without having first undertaken a clinical examination of the kitten.

It also alleged that, having failed to locate a second testicle during the surgery, Mr Shah failed to contact the owner to inform her of this failure and to discuss the treatment options arising as a result, before ending his attempts at the castration.

Furthermore, the charge alleges that Mr Shah failed to devise an adequate plan for the completion of the castration, failed to take adequate steps to ensure that the owner was fully informed of the details of the surgery, and failed to make adequate clinical notes in relation to the kitten.

The second charge alleged that, in relation to the conduct in charge one, Mr Shah failed to have adequate regard to previous advice and warnings from the RCVS about his conduct in relation to neutering surgery and related clinical note-keeping and communication with clients.

In particular, this related to a reprimand issued on 23 September 2016 by the Disciplinary Committee following its finding of disgraceful conduct with regards to his discharge of a dog following castration in 2014, and advice issued to Mr Shah by letter of 21 March 2018 by the College's Preliminary Investigation Committee with regards to circumstances surrounding canine spay surgery performed by him in 2016.

At the outset of the hearing Mr Shah denied all of the charges.

In relation to the facts of the case, the Committee considered submissions on behalf of both the College and the Respondent. With regards to charge one, the Committee found the following sub-charges proved: that Mr Shah allowed the kitten to be anaesthetised without having first undertaken a clinical examination of the kitten and/or ensuring that they had undergone a clinical examination by another veterinary surgeon; that Mr Shah failed to devise an adequate plan for the completion of the castration, that he failed to take adequate steps to ensure that the owner was fully informed post-operatively of the details of the said surgery; and that he failed to make adequate clinical notes in relation to the findings of his examination under anaesthesia, his surgical approach, post-operative communication with the owners and his plan for completion of the castration. The Committee also found all of charge two proved.

The Committee then went on to consider whether or not, in relation to the proved charges, Mr Shah's conduct amounted to serious professional misconduct. In coming to its decision, the Committee took into account oral submissions from the College and from the Respondent.

In considering the aggravating factors, the Committee took into account the risk of injury to an animal, the contravention of previous advice given by the College, lack of insight, and the previous adverse findings of the Disciplinary Committee and the Preliminary Investigation Committee.

With regards to mitigating factors, the Committee accepted that the conduct was not premeditated, that there was no financial gain and that, notwithstanding the contents of charge two, the first charge was a single and isolated incident.

Considering both the aggravating and mitigating factors, the Committee was satisfied that Mr Shah's conduct fell far below the standard expected of a registered veterinary surgeon and consequently that it amounted to serious professional misconduct.

The Committee then considered what sanction to impose on Mr Shah. The Committee first considered lesser sanctions, including postponement with undertakings and a reprimand and warning. Neither would be sufficient to protect animals and the wider public interest and uphold proper standards because Mr Shah had already been given a reprimand and

warning in 2016, which appeared, to the Committee, to have had no effect.

Speaking on behalf of the Committee, Dr Whiting said: "It is clear to the Committee that in this case, the respondent has failed to demonstrate any insight into the seriousness of his misconduct. In this case, the Committee considers that there is evidence of a harmful deep-seated personal attitude problem so far as the respondent is concerned.

"His pervasive denial of wrongdoing and lack of insight, in spite of the findings of this Committee, is of grave concern. The respondent's persistent abdication of personal responsibility and accountability for anything that went wrong, coupled with his sustained blaming of the nursing staff with whom he worked, displays an attitude which is fundamentally incompatible with being a member of the veterinary profession.

"The Committee cannot be confident that there is no significant risk of repeat behaviour in the event that suspension was found to be the appropriate sanction and that the respondent is fit to practise after any period of suspension. This is particularly due to the fact that Mr Shah has failed to have adequate regard to previous advice and warnings from the RCVS, coupled with multiple previous adverse findings of the Disciplinary Committee and the Preliminary Investigation Committee. The Committee has reached this conclusion having regard to the seriousness of its findings in this hearing, and the previous advice and warning given to the respondent, none of which appears to have been recognised or heeded."

The Committee therefore concluded that the only sanction which reflects the seriousness of this case, in the light of the previous findings and advice given to the Mr Shah by the College, is to remove him from the Register.

The Committee's full facts and findings can be found on our Disciplinary hearing webpage.