

*Developing people
for health and
healthcare*

Health Education North West Workforce Transformation Team Presents: Integrated Care Workforce Demonstrator Site Showcase Event

Tuesday 3rd November 2015

*Mercure Last Drop Village Hotel,
Bolton, BL7 9PZ*

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Introduction

Health Education England's Mandate recognises the importance of the Integrated Care agenda, with a commitment to work closely with the Health and Social Care sector on workforce planning / modelling, training and development to ensure a workforce that is responsive to the changing models of care now and in the future.

To support the success of integrated Health and Social Care, Health Education North West invested in 24 Integrated Care Workforce demonstrator sites across the Northwest in 2014/15, to begin developing the evidence base for a range of workforce initiatives which support service redesign.

The event will focus on:

- Showcasing the outputs of HENW's Integrated Care Workforce Demonstrator sites
- The workforce opportunities and challenges of Greater Manchester devolution
- North West Vanguards: Key workforce challenges and progress to date, the Morecambe Bay experience



Agenda

09:00 **Registration and Refreshments**

09:30 **Welcome and Introduction**
Sally Cheshire, Chair, Health Education North West

Sally has spent the last 12 years in the health sector after a successful business and finance career focused on large-scale change. She has been involved in regional workforce and education since 2006 through various Strategic Health Authority roles, including a position as Vice Chair of NHS North of England, the SHA responsible for leading the NHS and overseeing the performance of all NHS organisations across the North. She was previously Audit Chair, then Chair of NHS North West until the organisation clustered to become part of NHS North of England in October 2011. A chartered management accountant by profession, Sally is Chair at the Human Fertilisation and Embryology Authority (HFEA), a non-departmental public body of the Department of Health, which regulates embryo research and fertility treatment across the UK.



09:40 **Key Note Speaker**
Elizabeth Bradbury, Director, AQUA

Elizabeth Bradbury is a Director with the Advancing Quality Alliance (AQuA). She was a Health Foundation / Institute for Healthcare Improvement Quality Improvement Fellow in 2009 /10 when she concentrated on system level change and models of integrated care, as well as improving her own knowledge and skills with a Masters in Public Health (Harvard) and a number of IHI courses including the Patient Safety Executive Development Programme and Executive Quality Academy. At AQuA, she applies this by leading a portfolio of major quality and safety projects for members and customers with a particular focus on system integration, system leadership, mental health and patient experience.

Elizabeth has a long term interest in developing improvement capability and capacity stemming back to her career as a nurse specialising in emergency care. Having led clinical improvement initiatives, she moved to leadership roles in regional and national improvement programmes including with the NHS Modernisation Agency and DH Emergency Support Team and as an improvement consultant for NHS Scotland. She is an executive leadership coach and peer specialist mentor.



10:00 **Running Order**
Kirstie Baxter, Head of Workforce Transformation, Health Education North West

Kirstie is Head of Workforce Transformation at Health Education North West, working as a key partner with the North West's Area Teams, Clinical Commissioning Groups and Health and Well-Being Boards to deliver the region's service transformation programmes - the quality and flexibility of our workforce being key to the future of service delivery. Prior to this Kirstie was the Assistant Director for Education Management with NHS North West and led on the development of strategies to improve quality and maximise educational investment across the whole non-medical workforce, including apprenticeships. Kirstie's professional background is in nursing, where she specialised in theatre for 10 years, before progressing to a range of roles in service quality, practice development and project management.



10:10 Session 1

Workshop A

Room: Holcombe Suite

**Halton CCG – Ward & Community
Wellbeing Volunteers**

Halton CCG and partners will be piloting new integrated workforce models which will address key challenges within the Borough, particularly in relation to lengthy delays in the discharge of patients due to lack of appropriate support available in the community and the high re-admission rate. The approach will be to utilise the strong network of volunteers to support individuals both prior to and following discharge, providing a range of short-term practical and emotional support to older people which complement any other health and social care services to help maintain independence at home.

For further information please contact Mark Swift,
Chief Executive Officer,
m.swift@wellbeingenterprises.org.uk

Workshop B | Room: Penny Farthing

**Manchester City Council – Enabling
self-care training and practitioner
development**

With an increase in the number of adults with one or more long term conditions this project focuses on the development of personalised care planning through both development of new ways of working but also in developing the skills of the existing workforce. Training will be focussed on:

- An introduction to personalised care planning with people with long term conditions
- Developing a collaborative agenda for managing one or more long term conditions
- Using core skills to guide a care planning conversation
- Recording outputs and outcomes in plans

For further information please contact Dr
Cordelle Mbeledogu, Consultant in Public Health,
c.mbeledogu@manchester.gov.uk

Workshop C

Room: Penny Farthing Exhibition Room

**University Hospitals of South Manchester
NHS Foundation Trust – Integrated Care
Training Tools**

Manchester's 2020 vision is to have one team for community based care. To support this vision this site aims to develop:

- 1.** Vision of Integrated Care Video – “Why are we redesigning the service, what does it mean for our workforce, our patients and our partners?” The Living Longer Living Better Co-Production Group is engaged with developing the content for this video.
- 2.** Analgesic Care Training Tool – This training tool will develop the Integrated Community Care Team to widen their understanding of best analgesic practice in the community and assist moving towards the 2020 vision by building capacity and skills in the team.
- 3.** Single assessment Training Tool – With the pilot and one team approach the Integrated Community Care Team have devised a single assessment for core team practitioners which combines health, mental health and social care questions into one tool. Our vision is to develop the single assessment further so we can mobilise professional staff but more importantly unpaid staff and carers.

For further information please contact Ilan Lieberman,
Consultant in Pain Management,
ilan.lieberman@uhsm.nhs.uk



Workshop D

Room: Turton

Stockport Council – Developing an Integrated Management Structure

This project will create an organisational development programme for multi-agency middle and frontline managers, with a focus on:

- Increased skills and knowledge to manage a multi-agency team
- Streamlined workflow to enhance person centred approaches
- An induction programme for Managers including vision and goal setting
- Change management skills for managers

For further information please contact Clare Downey, Head of Adults Stockport, clare.downey@nhs.net

Workshop E

Room: Rivington

Eastern Cheshire Caring Together Transformation Programme - Developing a System Wide Workforce Strategy and Plan

East Cheshire will be utilising the Workforce Repository and Planning Tool (WRaPT) to deliver a 5 year Integrated Workforce Strategy and system wide Integrated Workforce Plan with agreed priorities and work programme.

This project will enable partners to explore potential workforce options and solutions, share innovative ideas for how roles can be re-designed to meet different service demands, and implement new roles to meet the changing care model. Ultimately the project aims to identify:

1. The roles, competencies and ways of working required to enable people to be supported to self-care
2. How to organise staffing in order to provide people with a 24/7 single point of contact with the health and social care system
3. The skills and competencies required to provide early assessment, by a senior professional, to ensure appropriate response to urgent need
4. The type of roles needed across the workforce to act as well-being co-ordinators, sign posting people to support they require to self-care (and where they will be needed)
5. How to deploy community resources to empower people who use services

For further information please contact Bronwyn Barrow, Deputy Director Organisational Development & Learning, bronwynbarrow@nhs.net

10:50
Refreshment Break,
Holcombe Suite



11:10 Session 2

Workshop A

Room: Holcombe Suite

Alder Hey Children's NHS Foundation Trust – Developing a Carer Skills Passport

Alder Hey will develop and pilot a Carer Skills Passport for parents and professional carers of children and young people with complex long term conditions and care packages. The Carer Skills Passport will be transferable across all care settings and provide assurance that parents and carers are competent to provide safe, effective care from basic washing and dressing to advanced tasks such as tracheostomy care. The Carer Skills Passport will ensure a safe, effective, flexible workforce, ensuring that care can be provided in a person centred way in the most appropriate setting, enhancing the quality of care through continuity across care settings and reducing length of stay.

For further information please contact Lynda Brook, Macmillan Consultant in Paediatric Palliative Care, Lynda.brook@alderhey.nhs.uk



Workshop B

Room: Penny Farthing

Blackburn with Darwen Borough Council – Integrated Workforce Development

Informed by a training needs analysis a high level workforce development plan will be developed, focusing on the existing workforce, incorporating all the principles and outcomes of both Blackburn with Darwen's integration programmes; Integrated Health and Social Care Teams and Transforming Lives Locality Teams.

Workforce development will be focused across locality teams, across a range of agencies, building understanding of the individual's / families' journey within organisations and removing cultural boundaries and facilitate cross-working. The project will enable bespoke and innovation training and awareness to be integrated, including Asset Based Community Development, VCSF services, the Care Act and Mental Health and Wellbeing.

For further information please contact Helen Lowey, Consultant in Public Health, helen.lowey@blackburn.gov.uk downey@nhs.net



Workshop C

Room: Penny Farthing Exhibition Room

Central Manchester CCG – The development and first phase implementation of a person centred coaching model

Aligned to Living Longer, Living Better and to ensure the workforce are truly able to practice person centred support, this project will develop an agreed integrated coaching consultation model, to include defined outcomes and measures along with a training programme, training materials and a 'train the trainer' focus which will support continued delivery. Informed by a Training Needs Analysis, a model of workforce development will be produced to support the transfer of learning to other areas and embed the cultural change necessary to sustain effective person centred delivery.

For further information please contact Edward Dyson, Assistant Chief Officer,
Edward.dyson@nhs.net

Workshop D

Room: Turton

Edge Hill University – Leading the Delivery of Person Centred Care

This programme aims to support system transformation to be achieved by integrated neighbourhood teams that require managers and leaders that can work across organisational boundaries, and ensure that single assessments of need and co-ordinated care packages are delivered on a multi-agency platform to ensure the best possible outcomes for patients and service users.

This programme will develop cross-boundary transformational leaders to achieve change in behaviours and cultures in the workforce. These leaders will enable leaders from a cross-boundary team to develop the leadership skills required to support approaches aimed to reduce avoidable hospital attendance and admission.

Edge Hill's programme will include leadership skills, transformational leadership, organisational culture, and leading across organisational boundaries. It will consist of an interactive on-line leadership package, and four separate interactive days, one of which occurs in the clinical environment, followed by action learning sets as the role holders embed.

For further information please contact Dr D Lynes, Innovation Lead, Lynesd@edgehill.ac.uk

Workshop E

Room: Rivington

Rochdale Borough Council – Integrated Assistive Technology Project

This project aims to integrate and mainstream Assistive Technology (including Telehealth and Telecare) to be the primary consideration for meeting health and social care needs for all client groups. A bespoke workforce development plan will be formulated to ensure that the workforce are all fully aware of the technology available, the individual benefits, how to access it and possess the skills and confidence to "sell the concept" to service users / patients. Therefore increasing self-care / management opportunities and increasing capacity and capability of the workforce.

For further information please contact Steven Blezard, Assistant Director Adult Social Care,
steven.blezard@rochdale.gov.uk





Workshop A

Room: Holcombe Suite

Chorley & South Ribble CCG & Greater Preston CCG – Care Home Support Initiatives

Chorley and South Ribble CCG and Greater Preston CCG's will be building on existing work with local GP Practices in developing care home support initiatives including the introduction of Advanced Nurse Practitioners. The project will also:

- Establish a range of standardised, robust processes in place for supporting care homes, including protocols, risk assessments and performance reporting
- Implement a robust programme of training and development for practice and community nurses and care home staff by developing training and education packages

For further information please contact Erin Portsmouth, Head of Communications and Engagement,
erin.portsmouth@chorleysouthribbleccg.nhs.uk

Workshop B

Room: Penny Farthing

Wirral CCG – Wirral Partners in Better Care: Community Connector Role

This project develops an existing initiative, the risk stratification tool, and uses best practice as outlined in the 'Partners in Better Care' to introduce a Community Connector role in Social Care, working alongside GPs to support people in using their existing assets, thus avoiding unplanned admissions to hospital.

The paper, 'GPs and Social Workers: Partners for Better Care - Delivering health and social care integration together' written by the Royal College of GPs and the College of Social Work supports GP-social worker partnerships as the best and most economical model of service integration to improve the lives of patients/service users. This project seeks to develop and promote the model as part of a joint work programme between the Department of Adult Social Services and GPs in Wirral. It explores the value of these partnerships in empowering people with health and social care needs, (whatever their eligibility for Social Care support) to maintain their independence and avoid unplanned admissions to hospital. It also seeks to strengthen these partnerships through workforce and relationship development

For further information please contact Jason Oxley, Head of Delivery Services, robertoxley@wirral.gov.uk

Workshop C

Room: Penny Farthing Exhibition

University Hospitals of Morecambe Bay NHS Foundation Trust – Better Care Together: OD and Cultural Change

The Better Care Together (BCT) Demonstrator Site focus on the necessity for large scale OD and Cultural change capacity and skills to support the development of the Integrated Care Teams, the development of primary care at scale and to ensure all providers are working together in the coalition of change across both health and social care i.e. collective leadership.

Project outputs will include a defined BCT vision and shared set of values and behaviours, primary care workforce included in all OD opportunities, OD Cultural Ambassadors, BCT focussed induction for all organisations.

For further information please contact David Wilkinson, BCT Workforce SRO,
david.wilkinson@mbht.nhs.uk

Workshop D

Room: Turton

St Helen's & Knowsley Teaching Hospitals NHS Foundation Trust – Learning Disability Coordinated Decision Making

Aligned to the Mental Capacity Act, this project will formally develop a process and system alongside developing simple practitioner tools which would work across all areas regardless of individuals and clinical speciality to:

- Identify that the patient lacks the capacity to consent to the required intervention
- agree that the procedure is needed;
- agree that the procedure is in the best interests of the patient through an agreed decision making process;
- agree, plan and implement a pathway to ensure that a potentially resistant patient receives the procedure that they require;
- support them throughout the process;
- debrief after the event to understand what went well and what could be different

For further information please contact Phil Dearden, Head of Safe Guarding and Public Protection, Philip.dearden@sthk.nhs.uk

Workshop E

Room: Rivington

Central Manchester University Hospitals NHS Foundation Trust – Introduction of a PG Cert Band 5 rotational programme across primary, secondary and community services

In response to NHS Policy workforce challenges faced by all Trusts and the Living Longer Living Better strategy, CMFT, in partnership with Bolton University, are embarking upon the development and implementation of a rotational Registered Nurse programme through both the adult acute and community directorates and primary care. It is envisaged that the program will develop nursing, providing a highly skilled workforce with a competency profile to support the delivery of nursing care across the acute, community and primary care interface.

In preparation for this staff will need training and education that supports the development of an integrated model of care with staff having knowledge of public health challenges within the local population, complex care delivery and providing care in a nonhospital setting. The ability to work across established professional specific boundaries will enable our nursing staff to provide care that is focused on the needs and lives of the patients and their families.

For further information please contact Andrea Boland, Head of Professional Development,
Andrea.boland@CMFT.nhs.uk

12:30
Lunch & Networking,
Holcombe Suite

13:15 **North West Vanguard: Key workforce challenges and progress to date, The Morecambe Bay Experience**

*David Wilkinson, Director of Workforce and OD,
University Hospitals Morecambe Bay*

David is the Director of Workforce and Organisational Development, and started in post in July 2013. David has over 20 years HR experience in the NHS, working in acute, mental health and community settings in London and the North West. He was a member of the national project group that introduced the annual NHS Staff Survey, was involved in the piloting and testing phases of both the Consultant Contract and the Job Evaluation system, and is currently a member of the North West Regional Clinical Excellence Awards Subcommittee. He is committed to embedding the NHS Constitution's Staff Pledges into every aspect of employees' working lives and in creating the right conditions for staff to flourish and give their best for patient care.



13:45 **The workforce opportunities and challenges of Greater Manchester Devolution**
Yvonne Rogers, Strategic HR/Workforce Lead, Health & Social Care Reform Team

Yvonne has 25 years of HR experience working within the NHS. Operating at Director level within a number of large acute Trusts, she has a successful record of HR achievements, particularly in delivering complex change programmes.

Yvonne has worked both operationally and strategically on a range of high profile change management projects. She provided strategic HR leadership on the Making It Better programme, which reconfigured women and children's services across Greater Manchester, successfully delivering the challenging HR objectives. Additionally she has worked on the Healthier Together programme of strategic reconfiguration in Greater Manchester which comprises three elements being joined up care, Primary Care and Hospital Care. The Hospital Care element focuses on the ambition to equalise standards of care for emergency medicine and general surgery which would include delivery via 'single services' that involves the establishment of networks of linked hospitals working in partnership. More recently, Yvonne has commenced working with the GM Health & Social Care Devolution Team to undertake a programme of work relating to the challenges facing the workforce under the Devolution Agreement.

Demonstrating strong, strategic leadership and a pragmatic, analytical approach to problem solving, Yvonne works supportively and collaboratively with colleagues at all levels to deliver a range of corporate objectives. She successfully manages the interface between professional human resource management, general management and trade unions.

Yvonne is a trained coach (ILM7 qualification pending) and uses coaching techniques to encourage individuals and organisations to think differently and more effectively.





Workshop A

Room: Holcombe Suite

Blackpool Teaching Hospitals NHS Foundation Trust - Development of an Emotional, Health and Wellbeing Service for our Children through Multi-Agency partnership working

This project will provide strong professional leadership and liaison across all of the multi-agency services to bring them together to provide the new service, to promote the health and wellbeing of all children and young people and provide early intervention whilst also meeting the needs of children and young people with established or complex problems. With a focus on developing a joint vision between all of the multi-agency services to ensure they have the same focus and goals with clear measureable outputs whilst also driving the cultural change needed to provide a seamless service for the children (and their families) whom they provide care for.

For further information please contact Pauline Tschobotko, Head of Service, Families Division, Pauline.tschobotko@bfwh.nhs.uk

Workshop B

Room: Penny Farthing

Salford Royal NHS Foundation Trust – Salford Integrated Care Programme: Cultural Change and Workforce Development

Salford Integrated Care Programme will be developing a comprehensive workforce development plan to ensure staff are engaged in the design of the integrated organisation, and can competently and confidently contribute to its success. With a specific focus on cultural change the development activity will examine existing cultural issues and create an inclusive culture and set of values for the new organisation, that builds on the positive aspects of each existing component organisation. Learning style questionnaires will be incorporated in to the change sessions. The project will also support a management development programme.

For further information please contact Kathryn Davies, Divisional HR Business Partner, Kathryn.davies2@srft.nhs.uk

For further information please contact Denise Frodsham, Chief Operating Officer, Denise.frodsham@mcht.nhs.uk



Workshop C

Room: Penny Farthing Exhibition

Wirral Community NHS Trust – Making dispersed leadership a workforce ‘lived reality’

The Wirral Integration programme aims to accelerate the pace of the footprint wide systems leadership change work already commenced across all partner organisations (including GP practices) and begin to link that with the experience and ambitions of local service users with long term conditions. The project will focus on evidencing impact and embedding evaluation whilst also piloting a cultural transformation tool to assess the organisational / workforce impact.

For further information please contact Val Mcgee, Interim Director or Development, Val.mcgee@wirralct.nhs.uk

Workshop D

Room: Turton

Stockport Council – Embedding Integrated Locality Team Working

The project aims to enhance an expanding Integrated Locality Team's (ILT) ability to operate as one service with a shared core value base, by growing their understanding of how each individual's role jigsaws together and fits within the new proactive care service model and person-centred patient pathways. The project will then generate a workforce development blueprint which will allow us to replicate this model across the borough and wider health economy.

This project will support:

- 1.** Induction of new staff into the ILT
- 2.** Development of new skills and expansion of roles within the ILT, enhancing and transforming their working practices
- 3.** Introduction of new-to-service roles to the ILT
- 4.** Challenge existing boundaries and promote a cohesive approach to integrated working

For further information please contact Mark Fitton, Head of Service – Locality Services, Mark.fitton@stockport.gov.uk

Workshop E

Room: Rivington

Edge Hill University – Care Home Staff Development

The programme of work will facilitate the:

- Development of a set of core standards and competencies for unqualified staff working within Care Homes.
- Delivery of an education package to facilitate relevant knowledge and skills development.

In meeting the needs of this workforce established through extensive stakeholder engagement, the programme will consider knowledge and skills development in relation to the delivery of harm free care. Specific emphasis will be on effective management of pressure area care, catheter care, prevention of falls, nutrition, hydration, wound care management, medication management, palliative care and communication skills for patients with dementia.

For further information please contact Dr D Lynes, Innovation Lead, Lynesd@edgehill.ac.uk

15:00
Refreshment Break,
Holcombe Suite

Workshop A

Room: Holcombe Suite

Trafford Council – Reshaping Health and Social Care through Shaping Demand and Change Management

An overarching project which will focus on workforce development in the context of shaping demand/ need and change management aligned to new commissioning principles and arrangements based on partnership working, resulting in a change management strategy and staff training. A team development plan will also be developed to support two different commissioning cultures coming together to enable a cohesive approach to integrated commissioning.

As part of Troubled Families, the project will roll out family based assessment training across multi-agency professionals and their organisations, to achieve a common and robust approach and consistent quality.

For further information please contact Sarah Maynard, Transformation Programme Manager, sarah.maynard@trafford.gov.uk

Workshop B

Room: Penny Farthing

Mid Cheshire Hospitals NHS Foundation Trust – Integrated Community Teams

Mid Cheshire Integration Programme aims to develop 5 Integrated Community Teams to provide an in reach service to the 9 GP cluster groups. The team model will be a fully integrated team of health and social care professionals and support staff who will provide a range of care and support as detailed in the menu of interventions reference above. A core component of the service model is the development of a care management system and Care Coordinator role. In addition to the five Community Integrated teams there will be locality (i.e. South & Vale Royal CCG area) specialist services which need to continue to offer a specialist service across the broader Connecting Care footprint, including Mental Health and Learning Disabilities.

The project will focus on gathering the learning from setting up such team models by setting up two teams initially and working closely with them through focussed groups, close management and clinical support and weekly meetings to see what is working well, what is not and what needs to change to support the cultural changes of developing an integrated team and for all senior leaders within the organisations to be open and transparent and visible to support this new way of working.

For further information please contact Denise Frodsham, Chief Operating Officer, Denise.frodsham@mcht.nhs.uk

Workshop C

Room: Penny Farthing Exhibition

Bolton NHS Foundation Trust – Bolton Integrated Care Competency Framework

Bolton's Integrated Care Demonstrator Site will see the development of a clear and consistent competency framework to describe the knowledge, skills and experience required for the safe and effective delivery of Integrated Care service models. The competency framework will be supported through the development and delivery of an education and training programme to underpin the new service delivery models including Integrated Neighbourhood Teams and Complex Lifestyles Service. A series of Community Pathway Development Workshops will establish for each 'specialist' community service, the assessments that could be undertaken by a 'generalist', the triggers that would identify the need for a specialist opinion or further assessment and a pathway to step back down to generalist care where appropriate, e.g. End of Life Care.

For further information please contact Helen Clarke, Integrated Care Lead, helen.clarke@boltonft.nhs.uk





Workshop D

Room: Turton

Merseycare – Evaluating Mental Health Social Work Integrated Support and Development Programme

This project aims to capture confidence in the role of mental health social work interventions, thinking and approaches in integrated settings, including understanding and working with social networks and communities and to disseminate this.

The objective is to strengthen the evaluation which has already been started in the Trust from an objective viewpoint and to explore and build an evidence base for integrated working which can then be disseminated across other integrated mental health services.

The project will also consider the effectiveness of social care values, principles and delivery within an integrated mental health setting by engaging the workforce, partners, commissioners and service users

For further information please contact Emad Lilo, Practice Improvement & Development Lead,
Emad.lilo@merseycare.nhs.uk

16:00 Final Thoughts, Holcombe Suite, Kirstie Baxter, Head of Workforce Transformation, HENW

THE LAST DROP VILLAGE



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