

Developing People for Health and Healthcare



Health Education Yorkshire and the Humber

Welcome to our stakeholder report in which we showcase the many ways in which our work impacts on the healthcare workforce across Yorkshire and the Humber. Our mission is to work with all key partners to achieve a healthcare workforce that has the right skills, behaviours and training and is available in the right numbers to support the delivery of excellent healthcare and health improvement.

Health Education Yorkshire and the Humber (HEYH) is committed to active promotion of the NHS Constitution in everything we do. Delivering the workforce and education recommendations of the Francis Report; enhancing the skills of advanced practitioners and support staff and developing the primary and community care workforce are key priorities.

We look forward to continuing to work with all of our stakeholders to ensure the best possible workforce exists to deliver excellent care to our patients as set out in our five year Skills and Development Strategy – Patients First, which is regularly referenced throughout this document.

Please do contact us if you would like more information about any initiative or would like to be more involved in any of our work streams. Please see contact details on the final page.

Kathryn Riddle
Chair
December 2013



Adam C Wardle
Managing Director
December 2013

Promoting the Values of the NHS Constitution

The NHS Constitution brings together details about what patients, public and staff can expect from the NHS. A key priority is to ensure that values and behaviours consistent with the NHS Constitution are embedded in all training and development activity. Examples of where we have provided support include:

- Allocating £1.3 million to organisations delivering NHS services to help develop services that are delivered with dignity and respect for patients. Evaluations are being collated in order to share best practice in this area and ensure strong leadership to achieve high standards.
- Providing training and support to clinical staff in acute hospital settings in the care of people with dementia.



THE NHS
CONSTITUTION
the NHS belongs to us all

Workforce Transformation

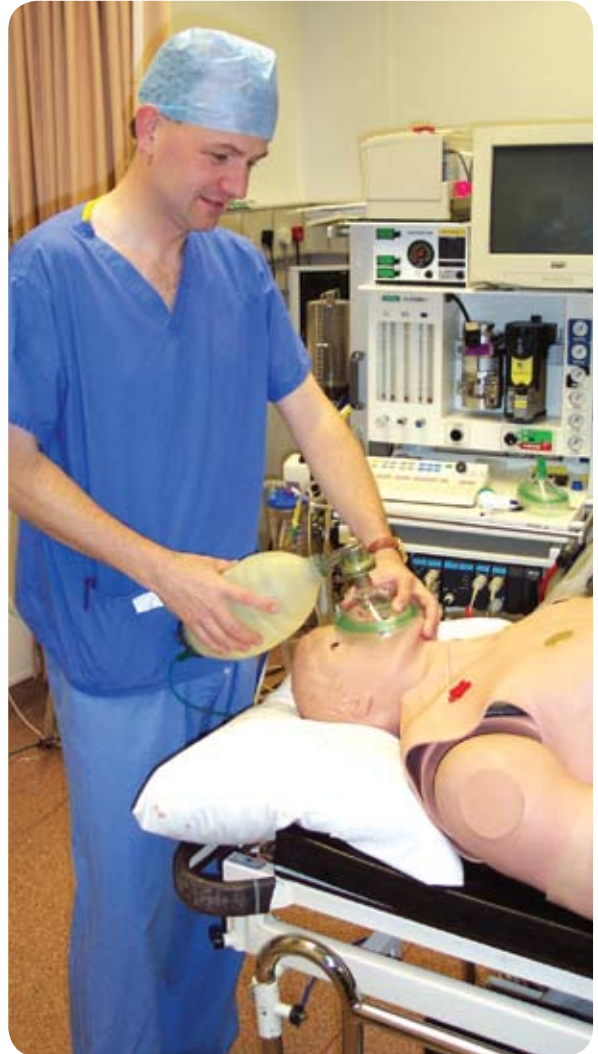
- Health Education Yorkshire and the Humber has made significant investment in the development of Advanced Practitioners to make the most of staff potential and help to reduce reliance on medical junior doctors and GPs (200 Advanced Practitioners are planned over the next three years) with accompanying clarity of competences, roles and grades to sustain this type of worker. Specific examples include:
 - A number of emergency care practitioners have been developed in Barnsley Hospital NHS FT and Leeds Teaching Hospitals NHS Trust, with a view to greater expansion across specialties.
 - Airedale NHS Foundation Trust are in the process of creating acute care / clinical assessment teams which have a broader skill mix of practitioners.
 - Sheffield Teaching Hospitals NHS FT will develop a total of 42 advanced practitioners in critical care and other specialties over the next few years
 - York Teaching Hospital NHS Foundation Trust has developed Medical Assessment Unit roles with further roles to be developed across the hospital and in community settings.
- HEYH is working closely with Health Education England's Emergency Medicine Workforce Implementation Group to explore other alternatives in emergency care, including involvement with paramedics, alternative ways of delivering primary care and the use of physicians assistants.
- The spread of the use of Advanced Training Practices to improve multi-disciplinary training in primary care settings, enable the recruitment of practice nurses on qualification and provide training and development expertise and infrastructure through a hub and spoke model.
- The development of all support staff to minimise risks to patient safety by providing basic literacy and numeracy qualifications alongside a job-specific qualification and developing more assistant / associate practitioners.
- Prevention of emergency admissions due to respiratory problems through investment in the Rotherham Respiratory and Primary Care Training Centres, which help staff in primary care and the community to effectively manage patients without admission to secondary care services.
- Development of a run-through model of dual training for ultrasonographers given high service demands in this area and continued work with the College of Radiographers to explore future training routes that may allow a single qualification route.
- Advanced apprenticeship pilot in health care science underway to fill skills gaps identified during the implementation of modernising scientific careers.



“A very strong priority area emerging from workforce plans has been the further development of skill mix and new roles to provide the appropriate skills required in teams for effective and efficient patient care”

Improving Patient Safety

- Further development of non-medical prescribing and support roles in pharmacy as part of region wide work with pharmacy leads to improve medicines management and prescribing across professions.
- Collaborative working with the Academic Health Science network to develop case note review methodology.
- Development of “Ignaz” patient safety app, created through Leadership and Management trainees within HEYH.
- Development of a new Apprenticeship Framework to help standardise training for Clinical Skills Technicians, which will enable multi-disciplinary training and build expertise so that available technology in training is fully utilised in all settings.
- Wide scale investment in clinical skills and simulation facilities and manikins across Yorkshire and the Humber, which has resulted in immediate patient safety benefits.
- Clinical Skills Project Workers active across providers within HEYH and also clinical skills technicians (through a newly devised advanced apprenticeship) to support all staff involvement with delivery of simulation courses to medical and non-medical healthcare professionals This permits trainees and students to practice procedures on manikins in the first instance, or when they are experiencing challenges with a procedure. This also facilitates working across multi-professional teams.
- The development of a Clinical Skills Resource Directory for learning from incidents.



Value for Money

- A new Less Than Full Time Training policy has been implemented which has resulted in significant cost savings, whilst continuing to support trainee requests to work part-time.
- New rates for specialist and post-registration training have been negotiated with education providers to standardise these across the region and align with national benchmarks, whilst also recognising that some small volume bespoke training can provide excellent outcomes for patients and cost savings in service delivery
- Implementation of a new Educational Supervision e-learning package whereby HEYH owns the intellectual property and all rights; this replaces the previous e-learning package which had considerable on-going costs for use and the issuing of licences.
- Extensive development of staff across the region in a standard methodology for practically based evaluation of training to measure effectiveness and impact against the desired training outcomes for the benefit of patients and services.

“Investment in training to support service transformation and better continuity of care through multi-disciplinary working across organisational and sector boundaries”

Stakeholder Engagement

- Regular Forums and meetings include: HEYH Board; Partnership Councils; Directors of HR; Quality Steering Group; Practice Placement Quality Working Group, Quality Surveillance Groups, Patient Safety / Serious Incident Reporting Group; Student / Trainee feedback routes and forums; Sub-regional Stakeholder / Partnership Forums; Health and Medical School Deans; Directors of PGMDE/ Heads of Schools meetings; Medical Staffing Managers meetings; Hospital and GP and Dental Specialty Training Committees/ School Boards; Postgraduate Schools Board; Regional Academic and Local Academic meetings; Service Provider Education and Training Leads; Profession specific networks, e.g. Health Care Science, Pharmacy, Radiography; e-learning leads; numerous topic specific task and finish or strategy groups, e.g. Primary and Community Care, Advanced Practice; co-ordination of a CCG/Area Team workforce and education group.
- HEYH takes a national lead for Trauma & Orthopaedics, ENT, Urology, Emergency Medicine and Paediatric Surgery, stakeholder engagement occurs on a wider level, across England, for key issues and developments facing these specialties.
- HEYH Annual General Meeting, Postgraduate Medical and Dental Education Conference, training Programme Director Training Days, Staff Engagement Days.
- Facebook accounts are now live for Apprenticeships and Advanced Training Practices.
- HEYH Twitter account is live with approximately 500 followers.
- Inclusion of lay members in our business e.g. lay membership of LETB quality steering group, and Practice Placement Quality Group. Creating a network of lay representatives.
- Working with hospices on training needs analysis and workforce development.
- Planning a student voices event to help develop ways to enable full and frank feedback from students and trainees without fear of negative consequences.



“Innovation and technology are key to the delivery of training. Information and evidence underpins the decisions we make.”

“A key purpose of HEYH is to continuously improve the quality of education and training to ensure it achieves the intended outcomes, including those set out in the Education Outcomes Framework and ensure that resources are being used in the best possible”



Workforce Planning

- Collection of detailed workforce data and risks from GP practices to inform planning.
- Comprehensive post reduction/establishment programme in place to manage medical, dental and GP training post reduction and/or expansion.
- In 2013, reductions in overproducing specialties are taking place as follows:- 37 surgical posts (core and higher), 41 anaesthetic posts (core and higher) and a small number of over-producing medical specialties. Further reductions in these specialties will occur in 2014.
- Extensive support to organisations to broaden skill mix and provide appropriate high quality education and additional skills in areas of need for both existing and new roles, e.g. non-medical prescribing, higher level decision making, autonomous working.
- HEYH has moved training posts from one area of the region to another where it has been identified that there is a need.
- Planned expansion in 2014 of GP training to 329 ST1 entry points in 2014 to address shortage of GP trainees.
- Comprehensive workforce review conducted in Paediatrics, Medicine, Psychiatry, and Emergency Medicine.

“Locally, our NHS employers have a history of investment in innovative and tailored leadership development programmes ... to further support both individual and system leadership development

Developing the Leaders of Tomorrow

- Conducted wide ranging consultation with stakeholders to inform future leadership and organisational development strategy.
 - Continued support of the NHS Graduate Management Training Scheme ensuring that all trainees leaving the Scheme have secured jobs.
 - Successfully recruited to the national Nursing and Midwifery Leadership and Professional Leadership development Programmes
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- Organisational Development (OD) Capability Building
 - Reviewed regional OD capacity and capability and implemented a development plan
 - Provided regular strategic briefing and networking opportunities
 - Provided workshops on Systems Coaching, Resilience, Francis Response, Mentoring and Creating a Transparent Culture.
 - Coaching Capacity and Capability Development – a cohort drawn from six organisations undertook a bespoke programme. They are now working with organisational teams to further develop coaching capacity
 - Diverse Talent Development
 - Successfully completed another Accelerate development programme. One participant said: “the most valuable, motivating course ... reconnected me with a future in the NHS and made me more aspirational and determined to succeed.”
 - Successfully completed the Vanguard paired learning programme for medical students and emerging management leaders working together to develop and use improvement skills
 - Sponsored and published the Different Leaders booklet and DVD with Bradford District Care Trust
 - Developed a strategic talent development tool and launched this at a regional talent development workshop
 - Oversaw the successful delivery of the Leading Transformation Programme and initiated a longitudinal evaluative inquiry into the impact of the programme.
 - The Post Graduate Medical and Dental (PGMDE) Future Leaders Programme has expanded significantly over the past 12 months. There are now 35 Leadership and Management trainees. These trainees are involved in a broad range of projects, from working within Trusts to support reconfiguration and patient safety, to the creation of smartphone applications. They also develop education programmes within post-graduate schools to support clinical skills and simulation training. The programme has attracted attention nationally and has been publicly praised for supporting the development of tomorrow’s NHS Leaders.
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- Authorised as an Local Delivery Partner (LDP) to the National Leadership Academy in October 2012.

“HEYH has consulted with the whole health economy to identify programmes of work where investment in workforce planning, development education and training will support the transformation of local services”

Priorities for 2013/14 and Beyond

"We have worked with our partners to identify what needs to be maintained and what will be different in response to the local and national drivers for change. This has enabled us to define specific priorities for the future."

- Helping to deliver Health Education England's Mandate
- Primary and Community Care development
- Leadership, organisational development and management to create the right culture and behaviours throughout service delivery, with specific work on dignity and respect in care
- Skills development in both advanced practitioner roles for professional groups and assistant / associate roles for support staff and the acquisition of basic qualifications for these staff
- Promoting innovation and technology to support delivery of excellent training

Key Facts and Figures for Yorkshire and the Humber

- 5.3 million people live in Yorkshire and the Humber
- 111,000 NHS staff
- 9,000 Non medical students
- Budget for HEYH is £500 million
- 800 GP Practices

We invested in many new professionals:

1691	nurses	5851	doctors
211	midwives	227	dentists
119	health visitors	62	midwifery, dietetic and other support workers,
36	podiatrists	5	assistant radiographers
108	radiographers	6	child and adolescent psychotherapists
55	dieticians	33	pharmacy diplomats
113	occupational therapists	65	dental nurses
138	physiotherapists	8	technicians
50	speech and language therapists	37	hygiene and therapists
63	radiotherapists	980	apprenticeships.
52	clinical psychologists.		

Further Information

For further information about HEYH please go to <http://yh.hee.nhs.uk>
or follow us on Twitter www.twitter.com/yhlethb
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**Health Education
Yorkshire and the Humber**