



HEALTH EDUCATION NORTH WEST

THE NORTH WEST LOCAL EDUCATION & TRAINING BOARD

Local Education and Training Boards (LETBs) are part of the new education and training architecture, first introduced in [Liberating the NHS: Developing the healthcare workforce - From design to delivery](#).

The North West Local Education and Training Board, known as Health Education North West, is a collaboration between healthcare organisations and other partners in the region to ensure that they develop a highly skilled workforce capable of meeting the needs of patients today and in the future. Health Education North West will both provide and coordinate high quality education, training and development and deliver innovation across the Cheshire and Merseyside, Cumbria and Lancashire and Greater Manchester footprint, on behalf of service users and constituent partner members. This

NW LETB includes all NHS organisations in primary, secondary and tertiary care as well as higher education institutions (HEIs) across the region.

Health Education North West will work through devolved arrangements with three Local Workforce and Education Groups (LWEGs) across the North West:

- Cheshire and Merseyside
- Cumbria and Lancashire
- Greater Manchester

This approach supports provider led ownership and responsibility and builds on the strengths of the partnership working developed across the three North West localities over many years to improve the delivery of the workforce and improve patient care. See Appendix 1

HEALTH EDUCATION NORTH WEST PROFILE

Health Education North West is the largest LETB region nationally, bringing with that both great challenges and great opportunities.

Spanning the five sub-regional counties of Cheshire, Merseyside, Cumbria, Lancashire and Greater Manchester, the North West has some of the most significant deprivation nationally, with 34 of the 50 most disadvantaged areas in the country. Youth unemployment is highest in the North West at 28% compared to 17% nationally and population health is generally worse than the national average. In addition to this, the population health needs range from smoking and alcohol related illness to childhood obesity and tooth decay.





Health services are supported by a diverse group of social care, industry and third sector partners in tackling these alongside patients and carers. It is critical for Health Education North West to collaborate and engage with all these stakeholders on its mission and vision.

With a population of circa seven million, Health Education North West includes a healthcare workforce of circa 180,000, deployed across 41 NHS Organisations in primary, secondary and tertiary care¹, (Appendix 1). Health Education North West will have the largest multi-professional education and training budget at £680 million.

The geography, spans from the tip of Carlisle in the North to Crewe at its most Southerly point. It borders Scotland, the North East, Yorkshire & Humberside and West Midlands, and boasts an exciting and stimulating landscape with a myriad of new structures. This includes over 30 Clinical Commissioning Groups, two Clinical Senates and two Academic Health Science Networks, which are looking to engage and align themselves differently to best serve the mix of patient flows and bring new relationships to Health Education North West. Across the membership of these emerging bodies, there is unanimous recognition of the importance of equitable, transparent and comprehensive cross representation and to this end, discussions

are underway to inform underpinning Memorandums of Agreement.

Illustrative of this, Health Education North West is reflective of three medical schools and ten higher education institute faculties providing non-medical education and a matrix of lead arrangements to manage regional, cross boundary and national representation and input are developing. There are two postgraduate medical and dental deaneries in Health Education North West, which have strong links with the local providers and good reputations for high quality standards.

As the largest LETB in England and with the strength of the partnership arrangements, there are significant opportunities to maximise economies of scale and value for money, boost adoption and spread of innovations and best practice and build system growth to deliver its mission and vision as well as influence nationally.

OPERATING PRINCIPLES

Health Education North West commits to the ten operating principles published by the Department of Health and Health Education England (HEE). The operating principles reinforce the autonomy for local partners to operate in the most appropriate way to achieve high quality education and training for the workforce and the best outcome for patients and service users.

The operating principles are:

1. Local Decision Making
2. Inclusive Approach of Providers
3. Good Governance
4. Sound Financial Management
5. Stakeholder Engagement
6. Transparency
7. Partnership Working
8. Quality and Value – Year on Year Improvement
9. Security of Supply
10. Accountability.



See Appendix 2 - LETB Map

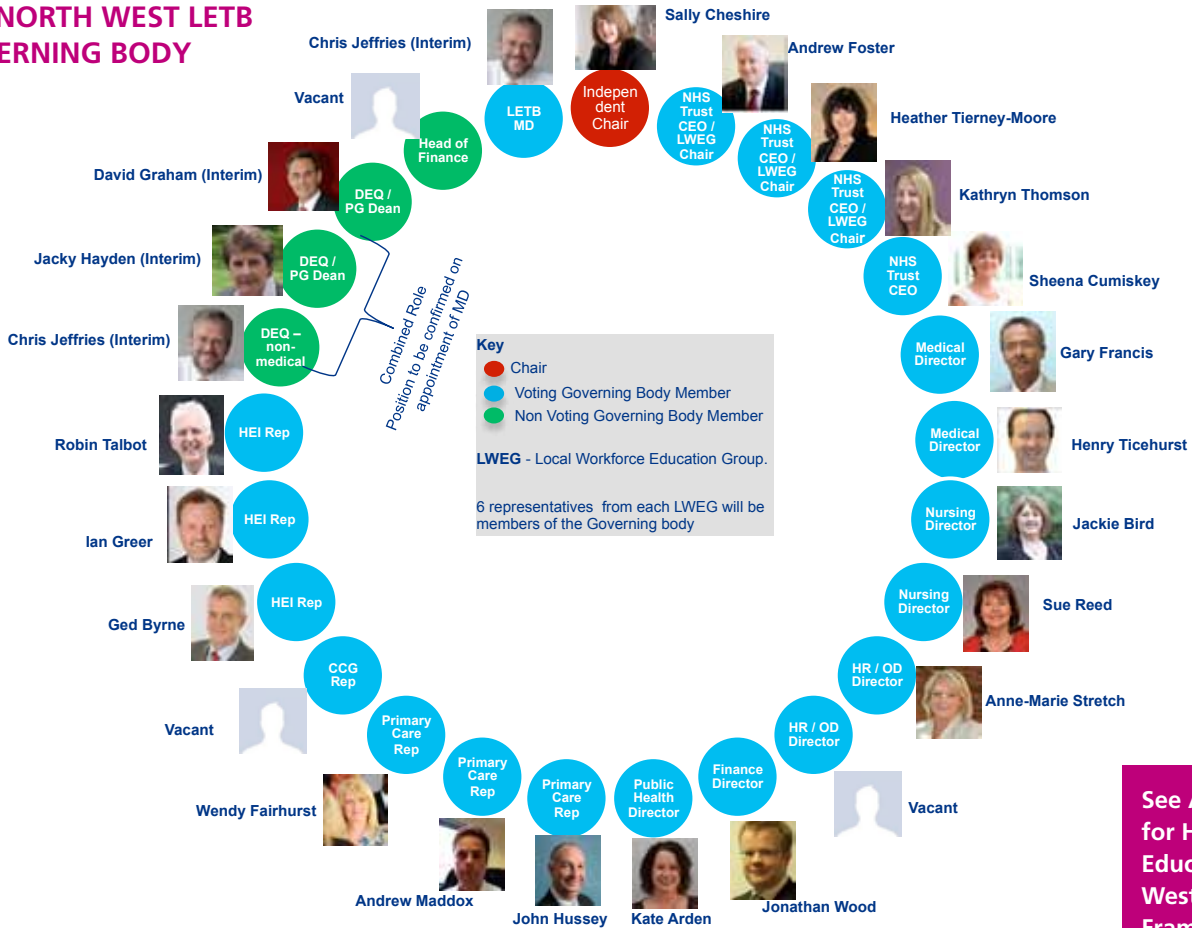
1. North Cumbria University Hospitals NHS Trust is part of the North East LETB



THE BOARD

The Board of the North West LETB is constituted as a sub-committee of Health Education England (HEE) and its membership is drawn from healthcare providers and other partner organisations in the region, including education. It is led by an independent Chair and supported by business and education teams located in Manchester, Liverpool and Wesham.

THE NORTH WEST LETB GOVERNING BODY



See Appendix 1 for Health Education North West Governance Framework

MISSION & PURPOSE

Supporting the values and principles set out in the NHS Constitution, the mission of Health Education North West is to support the delivery of excellent healthcare and health improvement. This will be achieved by providing, delivering and coordinating high quality education and training so that the delivery of services, the patient experience and that of staff and learners will be improved.

The vision of Health Education North West is:

Quality education for quality patient care, transforming our workforce

Health Education North West will deliver its vision and mission by:

- aggregating and agreeing regional priorities for education and training, to ensure security of supply of the skills and people providing health and public health services across the North West;
- identifying and responding to differing regional requirements across the three sub-regional areas;
- produce education and training commissioning plans on behalf of the North West, in the interests of sustainable, high quality provision and health improvement;
- ensuring investments made in education and training are transparent, fair and efficient and achieve good value for money;
- complying with HEE's standing orders, policies and financial instructions including its public sector duties for the Equalities Act 2010 and the Health & Social Care Act 2012;
- assuring quality management strategies lead to improving the quality of education and training for the future and current NHS workforce;
- being a forum for supporting and enabling the development of the North West's whole health and public health workforce for 2020;
- promoting innovation in workforce development and promoting this across the North West region and beyond.



FIVE YEAR WORKFORCE SKILLS AND DEVELOPMENT STRATEGY

Integral to this, Health Education North West will develop a five year Workforce Skills and Development Strategy by 31st March 2013. The strategy will be mindful of national requirements emerging including:

- Health Education England (HEE) Mandate
- Accountability Agreement with HEE
- HEE's Strategic Intent and top 20 priorities (2013-15)
- Education Outcomes Framework

PRIORITIES

As well as aligning to national requirements Health Education North West is developing its priorities through local discussion, including:

- addressing the impact of the Francis Report and patient safety
- managing the economic environment by supporting skill mix changes and developing service improvement skills
- supporting and developing transformational changes to the workforce to reflect the changing services in the North West
- aligning to the NHS Commissioning Board Mandate and Public Health Outcomes Framework
- understanding and developing the primary care workforce

The strategy will articulate the long term vision, aims and objectives of Health Education North West, including the steps to be taken in making the transition from now into the future. Key projects underpinning delivery of each of the priorities will be developed with stakeholders to bring focus and purpose to workforce and education investment and activity and ensure the necessary flexibility and co-production are in place to deliver a system which is responsive to change.

STAKEHOLDER ENGAGEMENT FRAMEWORK

Stakeholder engagement has been an integral part of developments thus far, starting with the introduction of a regional Stakeholder Forum in July 2011. This is an 'open' forum, with membership of over 350, reflecting both NHS and the wider community of healthcare perspectives. This forum has been instrumental in informing both the transition towards new arrangements, including influencing the governance plans, election to membership and evolving stakeholder arrangements, as well as contributing to future workforce and education commissioning plans and the Investment for 2013/14.

Given its success, plans to formalise stakeholder arrangements are progressing, which mirror the breadth of those described by HEE, whilst also reflective of the local knowledge and detail of all three sub-regions; a new Core Professions Forum, introduces an associate role to for each professional group. Sitting aside this, a Regional Advisory Partnership highlights a range of affiliate

members, reflecting the necessary educational expertise and wider community of healthcare. With both forums acting as the first point of contact to Health Education North West, this structure supports clear, comprehensive and meaningful links.

Alongside the stakeholder structure, the model of engagement is key to meaningful stakeholder participation and is supported by a partnership agreement which highlights the values and principles for collaborative working.

Underpinning these arrangements, is the development of a NW 'directory' of all existing networks, detailing the core function, reporting arrangements, membership and key partnerships to maximise inclusivity and highlight any potential gaps in stakeholder participation.

Since July 2011, there have been five regional Stakeholder Forum events, the latest informing the development of the Workforce Skills and Development Strategy. A calendar of events will be scheduled for 2013/14 to fit with key annual planning cycles and to ensure momentum of engagement is maintained, particularly with partnership structures still in development.

KEY LINKS

LETB Section on eWIN - <https://northwest.ewin.nhs.uk/letb>

HEE Website - <http://www.hee.nhs.uk/>

APPENDICES

- **Appendix 1** – Health Education North West Governance Framework
- **Appendix 2** – LETB Map

CONTACT FOR FURTHER INFORMATION

Dianna Hollins
Project Manager Education Management
Telephone: 0161 625 7320
Email:
Dianna.Hollins@northwest.nhs.uk

Want to submit your own? Contact christine.stewart7@nhs.net

