

# 2020 'pulse survey' of HEE's key partners and stakeholders update

The core issues raised by the 2020 pulse survey, which itself built on the 2019 survey and showed improvement across many of the areas identified, are found in this extract from the report of the 2020 survey.

**Key Challenges:** Financial resources, workforce (and financial provision to system); supporting COVID response; wellbeing (of trainees); and national and regional linkages.



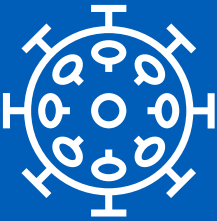
**Key Opportunities:** HEE had a key role in getting the system right and transforming and reforming education and training. COVID opened opportunities for innovation, and more could be done to support career development and pathways and widening access into healthcare. HEE should provide clarity around its role, talk more about its successes and raise the profile of the important work it does.




**Key Advice:** HEE should continue and enhance the open and transparent engagement approach to further strengthen collaborative working and communications, perhaps even go further on transparency and joint working to develop shared visions and plans.



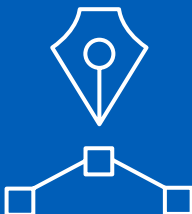

HEE should keep focused on big goals and be clear about its role, purpose and what it is delivering, and retain and look after what is good about the organisation – its people.




HEE should focus on improving regional linkages and relationships.

Below, we outline the work that is taking place in these key areas. Some of the initiatives help meet challenges, opportunities, and advice in more than one area, but we have attempted to not replicate the work in the 'we did' column.

| Challenges, opportunities and advice:  | In 2021, we did:  |
|--|---|
| <p><b>Financial resources</b></p>                   | <p>New tripartite approach with DHSC and NHSE/I to HEE's Spending Review settlement enabled budgets to be aligned to key system deliverables and funding for ongoing workforce growth through education and training.</p> <p>This approach will continue to align workforce, service, and financial planning.</p>   |
| <p><b>Workforce (and financial provision)</b></p>  | <p>We published a Multidisciplinary Education and Training Plan (METIP). METIP data aided discussions of priorities and improved use of resources with ICSs.</p> <p>Our Business Plan is clear about where workforce growth is being prioritised – nurses, primary care, and mental health.</p> <p>Money for CPD and training provision was delivered earlier than normal to support Trusts during the pandemic.</p> <p>We supported, and funded, workforce transformation projects in 80% of ICSs.</p> |
| <p><b>Supporting COVID response</b></p>           | <p>Our goals of being part of the NHS solution; supporting learners; and focussing on the future pipeline made vital contributions to the system's COVID response.</p> <p>We enabled more than 40,000 learners to directly support the NHS fighting the pandemic.</p> <p>We delivered 4.5m pieces of online COVID-19 education globally.</p> <p>We helped bring back staff, support the Nightingales and deliver the vaccination workforce.</p>   |

| Challenges, opportunities and Advice:  | In 2021, we did:  |
|--|---|
| <p><b>Wellbeing (of trainees)</b></p>                           | <p>We ensured that the learning of trainees and students from working in the pandemic was recognised in their education portfolios.</p> <p>We delivered a series of webinars in partnership with key stakeholders across all professions for employers, educators, and learners.</p> <p>The latest Enhancing Junior Doctors' Working Lives report shows our continuing progress on wellbeing, as does the record numbers who responded to our trainee and student survey.</p> <p>The survey showed 90% were positive about clinical supervision and 89% positive about their clinical placement.</p>  |
| <p><b>National and regional linkages</b></p>                   | <p>We are embedding distributed leadership, supported by clear operating principles, to strengthen HEE national and regional alignment.</p> <p>We have aligned national and regional communications and stakeholder engagement resources and planning.</p> <p>All regions have produced their own delivery plans, highlighting local priorities and Business Plan links.</p>  |
| <p><b>Collaborative role in getting the system right</b></p>  | <p>Sir David Behan and Sir Andrew Morris continue as Associate NEDs on the NHSE/I and HEE Boards on behalf of their own Boards.</p> <p>HEE is now more present nationally and regionally with partners, and our colleagues are in demand for their input.</p> <p>The Ministerial Commission to create a long-term workforce planning framework, including social care for the first time, is a key development for our role in the system.</p> <p>We are involving regional colleagues and enabling teams in developing ICSs as a key contribution to help get the system right.</p> <p>We worked with NHSE/I and DHSC to establish a new system-focused, strategic National People Board AND to position workforce as a key priority in 2021/22 planning guidance.</p> <p>Jointly re-invigorated the People Plan Advisory Group of key stakeholders.</p> |

| Challenges, opportunities and advice:  | In 2021, we did:   |
|--|--|
| <p><b>Transforming and reforming education and training</b></p>                                       | <p>The Medical Education Reform Programme (MERP) has gained greater traction as stakeholders become aware of the impact it could have, and possibilities for change highlighted by working through COVID.</p> <p>We are working with Royal Colleges to agree new ways of managing specialty recruitment.</p> <p>New blended learning degrees and apprenticeship programmes are starting to change how degrees could be delivered in the future.</p> <p>We are leading medical specialty redistribution to improve health inequalities supported by key stakeholders.</p> <p>Working with NHSE/I to deliver the Patient Safety strategy and the AoMRC to develop a new National Patient Safety Syllabus.</p> <p>Engaging with the system to develop the Future Doctor report.</p> |
| <p><b>Opportunities for innovation</b></p>    | <p>Ensuring lessons from the COVID response have driven innovations like Digital First, blended degrees, new approaches to recruiting trainees, and virtual learning solutions.</p> <p>Delivered a new Trust Board Digital Awareness programme with NHS Providers and launched the Digital Academy with NHSX.</p> <p>We launched a new online learning hub.</p>  |
| <p><b>More support for career development and pathways and widening access into healthcare</b></p>  | <p>We launched a roadmap for paramedic careers.</p> <p>We continued to work with employers, training providers and others, to deliver over 22,000 NHS apprenticeship starts and over 7,000 learners nationally accessing HEE Talent for Care funded functional skills software.</p> <p>We helped deliver new medical schools and 1,500 new medical students in areas previously under doctored and non-traditional areas.</p> <p>We recruited over 2,500 new Trainee Nursing Associates.</p> <p>We supported more flexible training for medical and dental trainees to help improve diversity and launched the new generalist offer.</p>   |
| <p><b>Clarity around role</b></p>   | <p>Our updated Vision, Values, and Purpose statement was launched with the 2021/22 Business Plan, and is prominent in our Annual Report.</p>   |

| Challenges, opportunities and Advice:   | In 2021, we did:   |
|---|--|
| <p><b>Talk more about successes and raise profile of important work</b></p>    | <p>Fortnightly CEO Stakeholder Briefing about our role and purpose as expert health and care workforce partners.</p> <p>Regular Regional Stakeholder Briefings on operational priorities and achievements.</p> <p>Training Recovery briefings aligning service and training recovery, sharing best practice, and accountability of funding to reduce trainee extensions and future workforce pipeline delays.</p> <p>Enhanced social media promoting work, and engaging with stakeholders and learners, to build HEE's profile.</p>  |
| <p><b>Continue and enhance the open and transparent engagement approach to further strengthen collaborative working and communications, perhaps even go further on transparency and joint working to develop shared visions and plans</b></p> | <p>We have focussed on building formal partnerships e.g., Regional COVID workforce cells, Regional People Boards, and ICS/provider workforce leads.</p> <p>We have enhanced relationships with NHSE/I regional and People Directorate comms and engagement and made a joint nursing comms appointment with NHSE/I.</p> <p>We have worked closely with partners on a range of shared priorities including:</p> <ul style="list-style-type: none"> <li>• COVID Returners campaign with ALBs and Regulators.</li> <li>• Student Data Collection and deployment with the Council of Deans for Health.</li> <li>• COVID Vaccination workforce workstream, with NHSE/I Core Vaccination Delivery Team, Royal Voluntary Service, St John's Ambulance, and NHS Professionals.</li> <li>• Training Recovery with the AoMRC, GMC, NHSE/I and NHS Employers.</li> </ul> |
| <p><b>HEE should keep focused on big goals</b></p>   | <p>The Business Plan is clear about major goals for 50k nurses, growing the primary care and mental health workforce and GP recruitment.</p>   |
| <p><b>Retain and look after what is good about the organisation – its people</b></p>   | <p>The Best Place to Work, Future of Work and We are HEE engagements are focussed on meeting these goals.</p>  |