



# @HENorthWest

*The latest news from Health Education North West*



**Laura Roberts, Managing Director**  
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We are Health Education North West (HENW) one of 13 Local Education and Training Boards (LETB) that will deliver a better health and healthcare workforce. We are responsible for the education, training and personal development of every member of NHS staff, and recruiting for values. We are the North West's health and healthcare people service.

It has been an exciting and challenging period of time since we were established on 1 April 2013. I am fully indebted to all of our staff and all of our stakeholders for the hard work and commitment they have shown to ensure we are well placed to support the delivery of excellent healthcare and health improvement through high quality education and training across the whole of the North West region.

I hope you enjoy the first edition of @HENorthWest through which we will inform you of our latest news and provide you with updates on our work programmes. We would love to hear how you would like to get involved and be kept up-to-date. Please email [info@nw.hee.nhs.uk](mailto:info@nw.hee.nhs.uk).

As Chair of Health Education North West, the health and healthcare people service for the North West, I am immensely excited about the many exciting challenges that lie ahead as we work to ensure that we deliver a better health and healthcare workforce across the region.



**Sally Cheshire, Chair**  
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# Our Purpose

## Our vision

Quality education for quality patient care, transforming our workforce

Health Education North West (HENW) exists to support the delivery of excellent healthcare and health improvements to the patients and the public of the North West, by ensuring that our workforce has the right numbers, skills, values and behaviours, at the right time and in the right place.

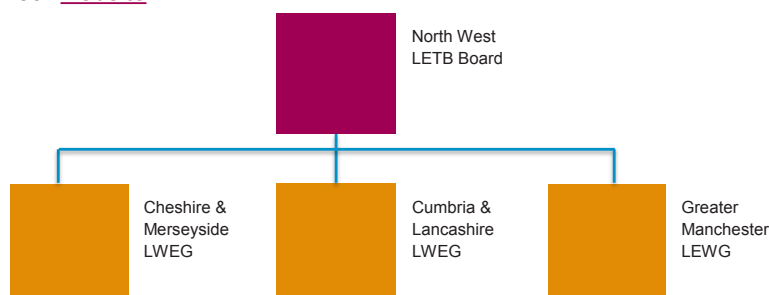
Health Education North West is part of Health Education England; we are one of thirteen Local Education and Training Boards (LETBs). HENW employs over 200 staff and incorporates the workforce and education functions and both deanery functions of NHS North West which was abolished as part of the Health and Social Care Act 2012.

The LETB Board includes representatives from commissioner, provider and educational organisations in the region and is well attended by executive level directors from a range of professions. The Board supports three Local Workforce Education Groups (LWEGs) whose purpose is to establish local priorities, identify local issues and generate ideas for transformational change in the healthcare.

More information on the Health Education North West Board and the three LWEGs is available on our [website](#).

## Our mission

To support the delivery of excellent healthcare and health improvement through high quality education and training so that the quality of services, the patient experience and that of staff and learners will be improved.



# Introducing Our Senior Management Team



## Laura Roberts

Managing Director

[Laura.Roberts@nw.hee.nhs.uk](mailto:Laura.Roberts@nw.hee.nhs.uk)

## Professor Ged Byrne

Director of Education and Quality

[Ged.Byrne@nw.hee.nhs.uk](mailto:Ged.Byrne@nw.hee.nhs.uk)



## Jenny Cavalot

Head of Education Commissioning and Workforce Strategy

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## Calum Pallister

Head of Finance

[Calum.Pallister@nw.hee.nhs.uk](mailto:Calum.Pallister@nw.hee.nhs.uk)



## Michelle Webb

Head of Corporate Affairs

[Michelle.Webb@nw.hee.nhs.uk](mailto:Michelle.Webb@nw.hee.nhs.uk)

## Kim Doherty

Head of Organisational Development and Stakeholder Engagement

[Kim.Doherty@nw.hee.nhs.uk](mailto:Kim.Doherty@nw.hee.nhs.uk)



## Professor Jacky Hayden CBE

Postgraduate Medical Dean

[Jacky.Hayden@nw.hee.nhs.uk](mailto:Jacky.Hayden@nw.hee.nhs.uk)

## Professor David Graham

Postgraduate Medical Dean

[David.Graham@nw.hee.nhs.uk](mailto:David.Graham@nw.hee.nhs.uk)



Biographies of all members of our Senior Management Team can be found online at [nw.hee.nhs.uk](http://nw.hee.nhs.uk).

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# The First National Workforce Plan Published

Health Education England has published the final version of Investing in People for Health and Healthcare - Workforce Plan for England: Proposed Education and Training Commissions for 2014/15

The plan sets out clearly the investments HEE intends to make in education and training programmes to begin in September 2014.

The plan is built upon the needs of frontline employers, who as members of our Local Education Training Boards (LETBs) have shaped the thirteen local plans that form the basis of our plan for England.

*Health Education England (HEE) exists for one reason alone, to help improve the quality of care delivered to patients by ensuring that our future workforce has the right numbers, skills, values and behaviours to meet their needs today and tomorrow.*

*Developing people  
for health and  
healthcare*

## Investing in people

For Health and Healthcare



*This, our first ever Workforce Plan for England, sets out clearly the investments we intend to make in education and training programmes to begin in September 2014. It is built upon the needs of frontline employers, who as members of our Local Education Training Boards (LETBs) have shaped the thirteen local plans that form the basis of our plan for England.*

*The creation of HEE and its local committees (LETBs) has given employers a stronger voice in workforce planning so that the education and training we commission will better reflect their needs and therefore the care they deliver to patients. We recognise that there are important local variations in how services are delivered that require local knowledge and leadership if we are to meet the needs of different local communities.*

[Click here to download Investing in People for Health and Healthcare - Workforce Plan for England: Proposed Education and Training Commissions for 2014/15](#)

## Workforce Plan for England

Proposed Education and Training Commissions for 2014/15



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# Latest News

## Joint Working Arrangements: Mersey and North Western Deaneries

Part of the organisational development of HENW is a move towards greater integration. With this in mind, and following the appointment of Professor Ged Byrne as Director of Education and Quality and appropriate consultation with the individuals involved, agreement has been reached, in principle, to consolidate the two Post Graduate Dean posts into one role covering the whole LETB. Professor Jacky Hayden will undertake this role at a date which is yet to be agreed.

*"We are committed to maintaining and developing postgraduate medical education and will continue to ensure that quality education and training is provided across the whole of the North West. Whilst the two teams will be brought under one leadership there is a guarantee to staff and stakeholders that the current two geographical office bases for the Deanery functions will be maintained. The current senior leadership teams in both areas will be crucial in developing the arrangements for the future."*



HENW will now consult widely with its staff and stakeholders on what this development means and how it should be implemented across the two current postgraduate deanery function boundaries.

Neil Jenkinson will be leading this consultation and will welcome your views on this development.

To contact Neil email [Neil.Jenkinson@nw.hee.nhs.uk](mailto:Neil.Jenkinson@nw.hee.nhs.uk)

## HEE Chair and Chief Executive Visit Health Education North West

Health Education North West was delighted to welcome Health Education England's Chair, Sir Keith Pearson and Chief Executive, Professor Ian Cumming to the North West on Friday 22 November.

During the day Sir Keith and Ian conducted a tour of University Hospital South Manchester where they observed patient safety scenarios taking place, met with leadership trainees, staff and undergraduate students and were introduced to the Better Training Better Care Programme. The day was concluded with a demonstration of the capabilities of eWIN.



More information about Sir Keith and Ian's visit can be found on our website at [nw.hee.nhs.uk/2013/11/29/sir-keith-pearson-and-ian-cumming-visit-health-education-north-west](http://nw.hee.nhs.uk/2013/11/29/sir-keith-pearson-and-ian-cumming-visit-health-education-north-west)

## Transfer of the North West Workforce Modernisation Hub

The North West Workforce Modernisation Hub works with North West health and social care providers to deliver high-quality, cost-effective care through skill mix change. Consultation has recently begun on the return of the Workforce Modernisation Hub to Health Education North West having been hosted by Five Boroughs Partnership NHS Foundation Trust since 2011. This will enable the development of a more strategic approach to workforce transformation across the North West.

For more information, or if you would like to discuss this further please contact Jenny Cavalot:  
[Jenny.Cavalot@nw.hee.nhs.uk](mailto:Jenny.Cavalot@nw.hee.nhs.uk)

# Introducing Professor Ged Byrne, Director Education and Quality

Professor Ged Byrne was appointed to the post of Director of Education and Quality for Health Education North West, a new role with overall accountability for the quality of all education across the region and will take up the position in December.

Ged is a surgeon by profession. Having graduated in Manchester in 1989, he trained in Manchester, Scotland, India and the West Midlands returning to Manchester as a clinical lecturer in 1997. Having been appointed a senior lecturer and consultant in 2000, he was appointed Hospital Dean in South Manchester in 2004. Ged founded the Universities' Medical Assessment Partnership in 2003 and became the founder director of the Medical Schools' Council Assessment Alliance. Ged also led the establishment of the UHSM Academy in 2009.

In 2010 he became Professor of Medical Education at the University of Manchester (UoM) and was awarded a National Teaching Fellowship by the Higher Education Academy. In 2012 Ged became Associate Dean for Communications at the Faculty of Medical and Human Sciences at the UoM and an honorary Professor of Health Sciences at the University of Salford.

Ged will be writing a regular blog on his thoughts as Director of Education and Quality which will be available at [nw.hee.nhs.uk/category/geds-blog](http://nw.hee.nhs.uk/category/geds-blog)



## Education, Education, Education

### A blog by Ged Byrne, Director of Education and Quality

“Our top priority was, is and always will be education, education, education”. Tony Blair’s re-election speech in May 2001 has provided many a sound bite for leaders in the intervening period but what does it mean? Is it true? And if it is what exactly are we doing about it? There is a powerful argument that the quality of any process or activity can only be improved if those responsible for its delivery are better informed (trained) are able to innovate, are well led and have the opportunity and motivation to improve their own performance.

Education itself can be defined as “The wealth of knowledge acquired by an individual after studying particular subject matters or experiencing life lessons that provide an understanding of something. Education requires instruction of some sort from an individual or composed literature.” By this definition, education is the foundation not only of excellent service delivery but also THE stepping stone to innovation and improvement and essential if we want to positively change our behaviour to offer a more caring and compassionate healthcare environment for our patients. Why then do we, in healthcare, separate education and training from core business? We create learning and development groups, we teach health professionals in silos and education is rarely a standing item on Board agendas or senior leadership events. Moreover this trend for side-lining education has increased in recent years as the metrics which measure the performance of service delivery have become so robust that they form the basis of most performance indicators for healthcare providers at the expense of education whose quality is seen as more difficult to measure...

...to continue reading visit

[nw.hee.nhs.uk/category/geds-blog](http://nw.hee.nhs.uk/category/geds-blog)

# Spotlight on...Widening Participation

Health Education North West has been appointed by Health Education England as the national project lead for Widening Participation. Dr Mike Farrell, who has been seconded from the Skills Academy and who will bring in a wealth of experience to take the project forward, has been appointed as Project Director. The project is initially in the scoping stage and two strands to the project have been identified.

1. Improved levels of application to NHS funded courses from groups currently under-represented in line with the widening participation goals.

Key areas for project will be:

- The scoping of existing learners and staff to form a baseline profile
- Pre-application (making the NHS an attractive option for all and positive promotion to under-represented groups)
- Progression (access to education and training for existing staff)
- Recruitment and selection (assuring best practice)

2. Ensure that metrics are developed that measure the performance of incentives used to promote social mobility into medical training courses and a national framework as to how it will work.

Key areas for project will be:

- Scoping the range of incentives used to promote social mobility into medical school
- Identifying which medical schools nationally are doing well in recruiting students from lower socio-economic groups
- Understanding how this relates to gaps in educational attainment
- Understanding what, if any, educational interventions are in place e.g. STEM promotion, careers advice to schools, students and families, work experience, medical school collaboration with schools
- Undertaking a literature/evidence review focusing on the Social Mobility Foundation Trust, OFFA, HEFCE and HESA data and determining best practice (i.e. what works in narrowing the gaps)

We will be providing regular updates on the Widening Participation project; more information is available from Neil McLauchlan: [Neil.McLauchlan@nw.hee.nhs.uk](mailto:Neil.McLauchlan@nw.hee.nhs.uk)





# Updates on...

## Workforce Transformation

HENW has started a dedicated Workforce Transformation action research programme, focused on developing our role in service transformation. The programme seeks to determine solutions to the complexity of issues facing the health and social care workforce.

Key to this is the design of an Integrated Care Toolkit, roll out of HENW's successful Core Skills Passport - which includes values and behaviours assessments - and a framework to map third sector partners to local risk strategies.

For more information contact Kirstie Baxter:  
[Kirstie.Baxter@nw.hee.nhs.uk](mailto:Kirstie.Baxter@nw.hee.nhs.uk)



## Student Quality Ambassadors

The role of Student Quality Ambassador (SQA) is open to all healthcare students and has a remit to undertake practice learning and to champion good practice. SQAs are also expected to be able to challenge standards of care within the work place, suggest areas for improvement and address recommendations that focus on improving quality and listening to newly qualified staff and students.

Some of the achievements made by SQA's include:

- Discussion with patients regarding their hospital stay led to changes in the admissions procedure
- Changes to infection control policy led to safer disposal of soiled appliances
- Involvement in multi-professional team meeting led to the production of leaflets and posters to raise the profile of a Diabetic Out of Hours Service
- Critical appraisals of quality reports leading to the identification of areas for service improvement

For more information please contact Joe McArdle: [Joe.McArdle@nw.hee.nhs.uk](mailto:Joe.McArdle@nw.hee.nhs.uk)

## Apprenticeships

As the LETB with the largest number of Apprenticeships, HENW is on track to have supported 10,000 new apprenticeships since the start of its delivery five years ago. The Apprenticeship Promise serves to promote apprenticeships by enabling a smooth transition from education to employment and from first post to a career.

Our annual celebration event during National Apprenticeship Week 2014 will see the launch of our third Promise - the Ambassador Promise. This will bring together timely and up-to-date information, advice and guidance through engagement with schools and will deliver a breadth of work experience, internships and e-mentoring.

For more information contact Kirstie Baxter:  
[Kirstie.Baxter@nw.hee.nhs.uk](mailto:Kirstie.Baxter@nw.hee.nhs.uk)

# Helping You...

Health Education North West funds and manages a variety of hosted functions you can draw on for support and expertise.

## Centre for Professional Workforce Development

The Centre for Professional Workforce Development leads workforce development across the professional networks of Healthcare Science, Pharmacy and Allied Health Professions. It provides a single point of access to some 30,000 healthcare staff across 60 professions and disciplines in the North West who share common goals and priorities. [www.nwcpwd.nhs.uk](http://www.nwcpwd.nhs.uk)

- North West Healthcare Science Network [www.nwhcs.nhs.uk](http://www.nwhcs.nhs.uk)
- North West Pharmacy Workforce Development [www.pharmacyworkforcenw.nhs.uk](http://www.pharmacyworkforcenw.nhs.uk)
- North West Allied Health Professional Network [www.ahpnw.nhs.uk](http://www.ahpnw.nhs.uk)

## eWIN

eWIN supports NHS organisations to improve patient care by delivering the best high quality workforce and education planning through safe workforce capacity, capability and productivity. [www.ewin.nhs.uk](http://www.ewin.nhs.uk)

## Invest in Health Team - Skills for Health Academy North West

Skills Academy for Health North West, provides up-to-date and comprehensive information, advice and guidance on learning and work to programme participants and employers. [www.investinhealth.org.uk](http://www.investinhealth.org.uk)

## Junior Doctor Action Team

The Junior Doctor Advisory Team (JDAT) is an independent team of doctors working out-of-programme within the North West and Mersey to provide guidance to Trusts and Trainees on rotas, pay banding, monitoring and pay and to facilitate good working relationships and communication between Trusts and Trainees. [www.nw.hee.nhs.uk/our-work/jdat](http://www.nw.hee.nhs.uk/our-work/jdat)

## North West Health Care Libraries Unit (HCLU)

HCLU is responsible for the strategic direction of library and knowledge services in the NHS in the North West of England. It is responsible for the co-ordination, development and quality monitoring of 40 library and knowledge services with over 160 staff. [www.lihnn.nhs.uk](http://www.lihnn.nhs.uk)

## North West Placement Development Network (NWPDN)

The NWPDN's primary role is to source and develop high quality placements for healthcare students, currently across 20 professions. [www.uhsm.nhs.uk/academy/nwpdn](http://www.uhsm.nhs.uk/academy/nwpdn)

## North West Simulation Education Network

The North West Simulation Education Network aims to increase the capacity and capability of simulation based education across the North West of England. [www.northwestsimulation.org.uk](http://www.northwestsimulation.org.uk)

## North West Workforce Modernisation Hub

The North West Workforce Modernisation Hub works with North West health and social care providers to deliver high-quality, cost-effective care through skill mix change. Our work includes developing the career framework, supporting organisations to develop their workforce transformation capability, and strengthening the evidence base for the benefits of workforce modernisation. [www.nwwmhub.nhs.uk](http://www.nwwmhub.nhs.uk)

## Prescribing for Success

The North West region has one of the highest numbers of Non-Medical Prescribing (NMP) in England. Prescribing for Success support NMP through showcasing developments and key achievements. [www.prescribingforsuccess.co.uk](http://www.prescribingforsuccess.co.uk)

## Work Based Education Facilitator (WBEF) Network

The WBEF Network provides high quality clinical development and educational support for Trainee Assistant Practitioners and their Mentors linking between the University and the work place. They support health and social care organisations across the North West in the development of Assistant Practitioner roles based on service need. If you would like to find out more about the WBEF network please contact [suzanne.pearson1@nhs.net](mailto:suzanne.pearson1@nhs.net).