

Urgent and Emergency Care Showcase: Achieving the NHS People Plan: Transforming the Workforce



5 March 2020

10:00 – 16:00

Holiday Inn Bloomsbury, Coram Street, London, WC1N 1HT

#HEE_UEC

Developing people
for health and
healthcare

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| Time | Presentation | Speaker |
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| 08:45 | Arrival, registration and refreshments | |
| 09:45 | Welcome – Introduction to the event | Patrick Mitchell, Director of Innovation and Transformation, HEE |
| 10:00 | Keynote <i>Frontline Perspective: System-Wide Change in the NHS</i> | Sara Gorton, Head of Health, Unison |
| 10:20 | Recruitment, Retention and Wellbeing in UEC <i>This is not substitution</i> | |
| | • Pharmacists ACPs in UEC | Elizabeth Hughes, Deputy Medical Director, HEE and David Terry, Aston University |
| | • Clinical Educators in ED | Wayne Hamer, Consultant in Emergency Medicine and David Terry |
| | • EMLeaders | Ellen Jones and Taj Hassan, EM Consultant Doctors |
| | • Public Health (wellbeing in ED) | Heidi Edmundson, EM Consultant Doctor |
| 11:20 | Break | |
| 11:40 | New Workforce Models <i>'Rotating the Workforce: Presenting evidence'</i> | Professor Veronica Wilkie, UEC Clinical Lead, HEE |
| | • Physician Associates | Dr Elizabeth Cottrell, General Practitioner |
| | • GPs | Professor Jeremy Dale, Professor of Primary Care |
| | • Hospital Doctors | Dan Boden, EM Consultant Doctor and Sihame Benmira, ED Specialty Doctor |
| | • Paramedics | Mathew Holbrook, South Central Ambulance Service |
| 12:35 | New Decade, New Frontline Workforce <i>Developing the multidisciplinary team and eliminating silo working</i> | Katherine Henderson, President Royal College of Emergency Medicine |
| 13:00 | Poster display and lunch | |
| 14:00 | Afternoon Scene Setting | Alan Ryan, Director of National Transformation Programmes, HEE |
| 14:05 | Workforce Transformation in the NHS <i>From concept to business as usual</i> | Matt Aiello, National Programme Lead for UEC and Veronica Wilkie, HEE |
| | <ul style="list-style-type: none"> Presenting a framework to transition concepts to core business Communication strategies Managing projects | |
| 14:20 | World Café: Developing the UEC workforce <i>An opportunity to discuss and influence workforce development:</i> | Led by: |
| | • SAS Doctors in the Emergency Department | Dan Boden, Emergency Medicine Consultant Doctor |
| | • PA Ambassadors in the NHS | Physician Associate Ambassadors |
| | • Rotating Paramedics in Integrated Care Systems | Mathew Holbrook, Paula Boughtflower (South Central Ambulance Service) |
| | • ED workforce capacity and flow modelling | Inioluwa Adelaja and John Jeans, HEE |
| | • Paramedic workforce development in primary care | Jim Petter (HEE), Jason Brook (NHSE/I) |
| | • Recruiting from the Armed Forces community – developing the skills within our workforce | Gemma Wright and Karen Hodgson (NHS Employers) |
| | • Pharmacists in advanced clinical roles in Emergency Departments (PARED) Study | Shalini Ganesan (HEE) and David Terry (Aston University) |
| • Less than full-time training in Emergency Medicine | Mike Clancy (RCEM) | |
| 15:55 | Poster awards and closing remarks | Patrick Mitchell / Alan Ryan |
| 16:00 | Close | |

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World café: Developing the UEC workforce

An opportunity to discuss and influence workforce development:

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| SAS Doctors in the Emergency Department Led by Dan Boden and Sihame Benmira Facilitated by Rosie Courtney and Nandita Parmar The session will demonstrate the innovative work undertaken by HEE team to support recruitment and retention of this vital group of doctors. In addition to highlighting exemplar recruitment and retention practice, we will present our findings from the SAS doctor training needs analysis, regional workshops and our SAS workforce map. | PA Ambassadors in the NHS Led by Sam Bautista, Charlotte Scott-Wilson, Laura Taylor and Francine Olivero Facilitated by Kate Burnett Focus is on the role and benefit of a Physician Associate, how a PA can be embedded into UEC Teams and their impact. The session will give guests the opportunity to meet with HEE Physician Associate Ambassadors, ask questions and consider challenges that you face in your organisations. |
| Rotating Paramedics in Integrated Care Systems Led by Paula Boughtflower and Mathew Holbrook Facilitated by Lucy Dennis A brief background to delivering rotational working in South Central Ambulance Service NHS Foundation Trust. This includes our experiences of being involved in national HEE pilots and working with different regions and local systems. We will also discuss lessons learned and outstanding challenges to developing an integrated workforce. | ED workforce capacity and flow modelling Led by Inioluwa Adelaja & John Jeans Facilitated by Veronica Wilkie With increasing challenges in recruitment and retention of our workforce, organisations are increasingly relying on a more diverse clinical workforce to deliver patient care according to demand. This session will present two approaches to improving ED workforce capacity and flow: 1) The CLEAR programme: an integrated learning and working programme for clinicians to develop new skills in data science while concurrently delivering workforce redesign projects in the NHS and 2) a multi-professional approach to workforce planning, focussing on the competencies and capabilities of the workforce. |
| Less than full-time training in Emergency Medicine Led by Mike Clancy Facilitated by Matt Aiello Explore the benefits to the workforce of working less than full-time by choice, as demonstrated by the Emergency Medicine trainees pilot programme and its wider applicability. | Pharmacists in advanced clinical roles in Emergency Departments (PARED) Study Led by Shalini Ganesan & David Terry Facilitated by Aanika Khan A discussion around the experiences, opinions and recommendations of staff involved in the development of clinical pharmacists as advanced clinical practitioners in urgent and acute care services in London. |
| Recruiting from the Armed Forces community – developing the skills within our workforce Led by Gemma Wright & Karen Hodgson Facilitated by Graham Rutherford Over 15,000 people leave the Armed Forces in the UK every year. Step into Health supports members of the Armed Forces community to gain employment within the NHS, this includes ex-military personnel and their families. Working with NHS organisations to attract members of this community, the NHS recognises the values and transferable skills that individuals bring and recognise their compatibility with NHS roles, clinical and non-clinical. Hear how the programme works in practice and how this can help address workforce supply challenges. | Paramedic workforce development in primary and urgent care Led by Jim Petter & Jason Brook Facilitated by Alexander Websdale Paramedic practice has evolved radically over the past 2 decades, both in educational approaches and in workload. Whereas once, all paramedics were destined to work for ambulance services over a long (single employer) career, nowadays they increasingly work outside of the emergency sector either full or part-time, using their generalist scope of practice to good effect in primary and urgent, as well as emergency sectors. The 'Paramedics in Primary Care' programme is the first of its kind and utilises new national standards and guidance to grow these roles organically to create a safe, competent and confident practitioner. |

Speakers

Patrick Mitchell, Director of Innovation and Transformation at Health Education England

Patrick Mitchell is the Director of Innovation and Transformation. Patrick joined HEE in 2013 as Director of National Programmes and then Regional Director South of England. Previous senior roles have been in medical and dental education at the Department of Health, worked as Chief Operating Officer/Deputy Chief Executive at St George's Healthcare NHS Trust in South London and Director for Operations at the Royal Brompton and Harefield NHS Trust. Patrick's national Senior Responsible Officer portfolio at HEE includes NHS Knowledge Management and Library Services, HEE Workforce Transformation Programme, HEE Technology Enhanced Learning Programme, HEE Building a Digital Ready Workforce Programme, Urgent and Emergency Care and Medical Associate Practitioner programmes.



Alan Ryan, Director of National Transformation Programmes at Health Education England

As Director of National Transformation Programmes at Health Education England, Alan is responsible for a range of transformational programmes within the Directorate of Education and Quality. Alan is a trained nurse who practiced clinically for 18 years, alongside senior management positions for the Department of Health including Project Director for the R-ITI programme, the award-winning e-learning project for radiology and National Programme Director for the e-Learning for Healthcare programme. Other national roles include working with Modernising Medical Careers and the National Clinical Governance Support Team. Alan has been instrumental in driving e-learning and technology enhanced learning in the UK health sector. Alan's interest in education extends to Uganda - the Kiddies Support Scheme charity - where he works as a trustee - to help disadvantaged children escape poverty through education. He is also a trustee for the Uganda UK Health Alliance.



Sara Gorton, Head of Health at UNISON

UNISON is the UK's biggest trade union and has around half a million members working in and with the NHS, with active representatives across the whole range of healthcare organisations. Sara is staff side chair of the NHS Social Partnership Forum for England and the UK NHS Staff Council, leading the pay and bargaining programme for the 15 NHS trade unions and directing trade union input into England-wide workforce policy on the NHS.



Sara has worked for UNISON since 2002 and led work on Mental Health legislation; Improving Working Lives; NHS Job Evaluation; Transforming Community Services, NHS system legislation; NHS pensions; and Staff Engagement. Sara was previously responsible for organising UNISON Occupational Therapy and Ambulance Service members.

Katherine Henderson, Emergency Medicine Consultant at Guy's and St Thomas' NHS Foundation Trust

Dr Katherine Henderson is an EM Consultant at Guy's and St Thomas' NHS Foundation Trust and Clinical Lead. Katherine is currently President of the Royal College of Emergency Medicine. Katherine was previously CPD Director and Registrar and has an MSc in Healthcare Risk Management, with special interest in both process and quality improvement of patient care.



Professor Elizabeth Hughes MBE, Deputy Medical Director (Undergraduate) at Health Education England

As Deputy Medical Director of Health Education England, Prof Hughes is responsible for Undergraduate Medical Education and oversight of education in Pharmacy, Diagnostics and Healthcare Science, together with a focus on international medical education. Prof Hughes is also a Consultant in Chemical Pathology and Metabolic Medicine at Sandwell and West Birmingham NHS Trust and Honorary Professor at both the University of Birmingham and University of Aston and visiting Professor at Worcester University. Elizabeth is a national expert in the treatment of inherited lipid disorders and is one of the Founder members of the national charity HEARTUK with which she has worked extensively with multi-professional healthcare professionals and patients.



Dr Dave Terry, Programme Director at Aston University

Dr Terry registered as a pharmacist in 1982. His 35-year career includes community pharmacy, hospital, primary-care and academia. He was awarded a PhD by Aston University for his work on paediatric medicines management across the interfaces of care. In 2011, David became Director of the Academic Practice Unit, a collaboration between the NHS and Aston University. David is the evaluation lead for HEE studies concerning Pharmacists in ED (PIED) and is the Chief Investigator for the Clinical Educators in Emergency Departments (CEED) study; an NIHR Portfolio study. He was made a Fellow of the Royal Pharmaceutical Society of Great Britain in 2016, and in the same year was awarded the HEE Chief's Award for Research with the PIED team. David has a wide range of publications from the development of medicines for children through to service evaluation within the NHS and has been the recipient of 15 funding awards in a 5-year period.



Dr Mike Clancy

Mike has worked as a doctor in the NHS for 35 years and was Dean (2009-11) and President (2011-13) of the Royal College of Emergency Medicine. Mike has been a Wessex Quality Improvement fellow (2015), and Health Foundation Innovation Grant award holder (2017). Mike is currently working with Health Education England on the evaluation of the Less Than Full Time Emergency Medicine pilot and the Clinical Educators in Emergency Departments project.



Speakers

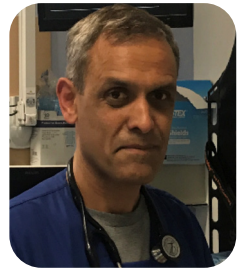
Dr Ellen Jones, Emergency Medicine Consultant at University Hospitals Birmingham

Ellen Jones is a consultant in Emergency Medicine at University Hospitals Birmingham. Ellen is Head of school for Emergency Medicine training in the West Midlands, co-chair of the national RCEM, HEE and NHSE EMLeaders programme and part of the ACP credentialing group at RCEM.



Dr Taj Hassan, Consultant in Emergency Medicine at the Leeds Teaching Hospitals NHS Trust

Dr Hassan is a consultant in Emergency Medicine at the Leeds Teaching Hospitals NHS Trust and former President of the Royal College of Emergency Medicine (2016-2019). Taj has held posts at NHS Improvement as Associate Medical Director for Urgent & Emergency Care, national RCEM Lead for Ambulatory Emergency Care, co-author of the national Directory of Ambulatory Emergency Care and RCEM Director of eLearning (2005-2012).



Taj has led on the development of the new strategy *RCEM Vision 2020* which focuses on the key themes of Staffing, Systems & Support and chaired the College's landmark strategy in 2013 – *Creating successful, satisfying and sustainable careers in Emergency Medicine*. Internationally, he has been involved in running leadership training programmes for the International Federation of EM (IFEM) and was Chair of the IFEM group that developed the position paper on Sustainable working Practices for the Emergency Physician in 2014.

Dr Heidi Edmundson, Consultant in Emergency Medicine at Whittington Health NHS Trust

Heidi is a passionate advocate for NHS staff wellness and its importance with regards to the individual, the workforce and the patients they care for. Heidi has devised workshops for her team and wider organisation, using a novel blend of fun and creativity to facilitate wellness, build teams and give people a voice. Heidi believes that by engaging in fun and creative tasks people are able to express their whole selves. Seeing and appreciating this allows us to connect to the humanity in ourselves and others.



Professor Veronica Wilkie, Clinical and Academic Lead for UEC and Paramedic Team at Health Education England

Professor Veronica Wilkie is the clinical and academic lead for the Urgent and Emergency Care and Paramedic team at Health Education England. Professor Wilkie also works in the front line as a General Practitioner and has held academic posts concentrating on workforce development and leadership in the National Health Service. Within the HEE programme team, Veronica leads development of innovative workforce transformation programmes across healthcare systems and looks to evaluate and develop these using an iterative QI methodology.



Dr Dan Boden, Emergency Medicine Consultant at United Lincolnshire Hospitals NHS Trust

Dan has been an Emergency Medicine Consultant doctor since 2011, working in Derby Teaching Hospitals NHS Foundation Trust until 2018. For the last 18 months he has worked clinically at United Lincolnshire Hospitals NHS Trust.

Non-clinically Dan has a variety of roles including working as a Clinical Associate for ECIST, the East of England Regional Clinical Advisor (GIRFT), SDEC clinical Lead for the Midlands and East of England and HEE Lead for SAS doctors in Emergency Medicine. Dan leads a significant piece of work at local, regional and national levels on behalf of Health Education England, focussing on SAS workforce recruitment and retention; in particular, CESR programme development and interventions to improve the well-being of multi-professional teams in the Emergency Department.



Matt Aiello, National Programme Lead for UEC and Paramedic Workforce at Health Education England

Matt is currently leading Health Education England's national Urgent and Emergency Care programme, responding to identified recruitment, retention and wellbeing challenges. Since taking up post in 2013, Matt has prepared and delivered an award-winning portfolio of commissioned programmes, workforce transformation projects and innovation, including: World-first studies to evidence the role of Clinical Educators in the Emergency Department and the potential for Pharmacist ACPs in Urgent and Emergency Care Workforce transformation includes rotating workforce strategies and Integrated Care System delivery and integration of new models of healthcare includes Physician Associate and Paramedic workforce development. Matt has a special interest in concept-to-core business change management and the development of processes to enable innovative workforce transformation in the NHS.





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