

Nursing, Midwifery and Allied Health Professions Fellowship Projects 2023/2024

Deadline for Expressions of Interest	<p>Friday March 31st, 2023</p> <p>To be sent to: Ben Atkinson Programme Manager e-mail: ben.atkinson@hee.nhs.uk</p>
Project Implementation Time Frame	1 st September 2023 – 31 st August 2024
Contracting	<p>The lead organisation for the project or projects will be asked to sign a Service Level Agreement with HEE and the Fellow, committing to set KPI's and regular reviews with the HEE lead. An organisation can choose to apply to host either one, some or all of the fellowships and expressions of interests will be assessed on a case-by-case basis.</p>
Expressions of Interest	<p>Please send an expression of interest including:</p> <ul style="list-style-type: none"> • Which Fellowship Project(s) you would like to express an interest for • How you will support the implementation of the project • How the fellowship project(s) will benefit your organisation and Nursing, Midwifery or Allied Health Professionals. <p>We will also require a letter signed by your Director of Nursing/ Midwifery and/or Chief AHP to agree to release a fellow to deliver the project(s) from September 2023 whilst maintaining their current employment contract and terms and conditions. The organisation must also commit to providing equipment (including, contact e-mail address, phone number, a work base and Microsoft Teams access for the fellow)</p> <p>The organisation will receive backfill for salary support quarterly at a band 8a level for each fellow and all fellows must be remunerated at a band 8a. In addition, each fellow will receive a training grant which can be used towards their leadership development as well as independent coaching sessions throughout their fellowship.</p>
<p>Benefits and Deliverables; This fellowship project(s) will give highly motivated clinical practitioners the opportunity to work on a Midlands scale implementing national workforce strategy. The fellows will be supported to build and develop their professional leadership skills and will have the opportunity to attend key regional and national meetings that focus on workforce development.</p> <p>The fellowships will create the chance for increasing knowledge of strategic thinking and innovation and will enable the fellows to gain a broader understanding of the NHS and Arm's Length Bodies. There is a wealth of opportunity for shared learning and personal, professional and leadership development for individuals with a specific interest in workforce transformation across health and social care, talent management, education and research.</p> <p>The host organisation will benefit from the wealth of knowledge and networks the fellow will bring back to their organisation following the fellowship and support retention of their staff by providing varied opportunities for learning and development for their nursing and midwifery workforce.</p> <p>Lead Organisation Responsibilities</p> <ul style="list-style-type: none"> • Identify potential fellow(s) within the Trust who would have the skills and knowledge to deliver the project(s) for which the organisation is expressing an interest to host. • Invite HEE to interview candidates prior to the appointment of the fellow(s) • Provide equipment for the fellow(s) to implement the project effectively from a remote location of their choice. • Release the fellow(s) from clinical practice for the duration of the project <p>HEE Responsibilities</p> <ul style="list-style-type: none"> • Have regular project review meetings with the fellows to monitor progress against KPI's • Introduce the fellows to key leaders in the area of work specified to support their networking and information gathering 	

Fellow Responsibilities

- Currently registered as a Nurse, Midwife or Allied Health Professional in line with requirements of project
- Extensive post-registration experience
- Have an MSc level qualification or equivalent experience
- Experience of leadership and knowledge of the national Nursing, Midwifery and/or AHP agenda
- Effective project management skills
- Highly developed communication and influencing skills
- May be required to travel across the Midlands as well as nationally

Project 1: 50,000 Nurses Commitment Fellow (x2)	
HEE Contract Manager	Ben Atkinson Programme Manager e-mail: ben.atkinson@hee.nhs.uk
Project Name	Delivering 50,000 more Nurses in the NHS - Implementation across the Midlands Region
<p>Nursing Fellowship Project Summary</p> <p>Delivering sustainable, long-term growth in the nursing workforce is vital to ensuring that the health and social care system has the right workforce in the right numbers to support high-quality and safe care. As part of its manifesto pledges, the government committed to growing the nursing workforce by 50,000 by March 2024 and beyond.</p> <p>The Clinical Fellow (Band 8a) will be a senior clinician and registrant who will provide leadership across the development of this work, working collaboratively with NHSE (post transition) and the Department for Health and Social Care (DHSC). The fellow will also work with the Regional and National Leads, as well as Service Providers in developing strategies around transforming and developing the workforce in order to support the delivery of longer-term planning post the 50,000 nurses' commitment.</p> <p>A key focus of the fellowship for 23/24 will be Mental Health and Learning disability Nursing workforce.</p> <p>Key Performance Indicators:</p> <ul style="list-style-type: none"> • Support the National /Midlands named leads for 50,000 nurses expansion project and embed national and regional deliverables • Support the Nursing and Midwifery Supply Boards within Midlands to ensure that nursing workforce priorities are appropriately considered by the STP/ICS and to drive workforce system transformation • Support further development of the Midlands nursing network to ensure that Directors of Nursing and their teams are kept up-to-date regarding the national and regional nursing agenda's and are actively engaged with HEE programmes of work relating to 50,000 nurses expansion • Oversight of regional implementation initiatives to support the 50,000 nurses expansion in line with the National frameworks • Promote and support the development of nursing leadership within provider organisations across the Midlands in accordance with national initiatives <p>Partnership Working</p> <ul style="list-style-type: none"> • Develop and build relationships with HEE nursing leads, NHSE regional leads, nursing leaders in service and education and other partners across the system • To work in collaboration with other Leadership Fellows across the Midlands 	

Project 2: Midwifery Fellowship	
HEE Contract Manager	Ben Atkinson Programme Manager e-mail: ben.atkinson@hee.nhs.uk
Project Name	Transformation of the Maternity Workforce Project
<p>Midwifery Fellowship Project</p> <p>The Maternity Transformation Programme (MTP) led by NHS England is delivering the Better Births vision of improving maternity care in England. HEE is leading on workstream 5 (Transforming the Workforce) to help shape the future maternity workforce so it can implement the workforce requirements outlined in Better Births and support new models of care; and whilst led by NHSE/I, HEE is also supporting workstream 2 (Promoting good practice for safer care) to help deliver the government’s ambition to reduce the rate of stillbirths, neonatal and maternal deaths and intrapartum brain injuries in babies in England by 20% by 2020 and 50% by 2025, to ensure England is one of the safest places in the world to have a baby.</p> <p>As well as supporting Maternity Workforce requirements from the NHS Long Term Plan, during 2022/23 HEE have continued to deliver the objectives outlined in the Maternity Workforce Transformation Strategy and have supported where applicable the implementation of immediate and essential actions (IEA) outlined in the Ockendon Independent review of maternity services and other National Maternity reviews. (The final report of the Ockendon Independent Review of maternity services at The Shrewsbury and Telford Hospital NHS Trust was published on 30th March 2022. Donna Ockenden’s first report: Emerging Findings and Recommendations from the Independent Review of Maternity Services at the Shrewsbury and Telford Hospitals NHS Trust was published on 11 December 2020). . Whilst there were no direct actions for HEE, we provided support to the delivery of the NHSEI led programme of work, leading a number of key contributing projects. The final report includes 23 Local Actions for Learning (LafL) specific to the trust and a further 15 Immediate and Essential Actions for the system.</p> <p>This fellowship bid is to bring a Midwife into the clinical leadership team to ensure the Midlands are not only supporting the regional implementation of the MTP and supporting the region to address the identified IEAs, but also utilizing their clinical experience and working with other HEE directorates in the region for a multi-disciplinary approach to support services in the Midlands area.</p> <p>This fellowship will be about transforming and developing the workforce to support the delivery of Ockendon IEAs and the regional implementation of the national ambitions.</p> <p>Key Performance Indicators:</p> <ul style="list-style-type: none"> • Support the National /Midlands named leads for maternity to implement and embed national and regional deliverables • Support the Local Maternity Systems aligned with the STP/ICS footprints across the Midlands • Support the Nursing and Midwifery Supply Boards within Midlands to ensure that maternity workforce priorities are appropriately considered by the STP/ICS and to drive workforce system transformation • Further develop the Midlands maternity network to ensure that Directors and Heads of Midwifery are kept up to date regarding the national and regional maternity agenda’s and are actively engaged with HEE programmes of work relating to maternity • Oversight of regional implementation initiatives to support the development of Maternity Support Workers in line with the National MSW Competency, career and education framework • Promote and support the development of Midwifery Leadership within provider organisations across the Midlands in accordance with national initiatives <p>Partnership Working</p> <ul style="list-style-type: none"> • Develop and build relationships with HEE maternity leads, NHSE regional maternity leads, midwifery leaders in service and education and other partners across the system • To work in collaboration with other Leadership Fellows across the Midlands 	

Project 3: Primary Care Clinical Leadership Fellowship

HEE Contract Manager(s)	Heidi Davis and Paula Clapham GPN Workforce Leads Email - heidi.davis@hee.nhs.uk or paula.clapham@hee.nhs.uk
Project Name	Expansion of General Practice nursing roles across the Midlands region

Primary Care Clinical Leadership Fellowship Project Summary

HEE Midlands is pleased to offer a Clinical Leadership Fellowship for an enthusiastic individual wishing to develop their leadership skills and strategic knowledge across Primary Care.

Building on the recommendations of the Sonnet Report, the Fellow will work with HEE, Training Hubs and ICS's to support the recognition of and valuing the importance of general practice nursing roles. Nursing roles at all levels remain essential in securing a sustainable workforce outside of the hospital setting.

You will work with Training Hubs to continue to support workforce planning and to meet the educational needs of the multidisciplinary primary care team. Utilisation of ARRS will be an important factor in expanding and embedding new roles within the nursing workforce, helping nurse leads engage and empower Practices about workforce design options suitable for the future.

It is anticipated that this Fellowship will:

- Attract applicants from general practice settings - a group of nurses that do not traditionally apply for HEE supported fellowship opportunities
- Inspire workforce planners to create innovative solutions to workforce challenges by expanding and developing the Nursing workforce
- Promote and raise the profile of the Nursing workforce in planning, assessing, providing care and treatment, and evaluation of the care given to patients, across services
- Provide the fellow with protected time away from clinical commitments to focus on helping shape the future of Primary Care
- Develop personal leadership skills for the fellow
- To include Primary Care nursing experience in the HEE Fellowship programme and integrate this with the experience of other fellows on the programme

Key Performance Indicators:

- Support the Primary Care Nurse Workforce Leads to implement and embed national and regional deliverables in relation to the nursing workforce supply and demand through the Training Hubs and Integrated Care Systems
- Lead the design and delivery of a primary care project that helps Training Hubs expand the workforce capacity and helps prioritise the expansion of these roles across the Midlands.
- Support the realisation of the 26,000 additional roles by increasing the numbers of student nursing associates and nursing associates employed across general practice settings.
- Provide protected time away from clinical commitments to focus on helping shape the future of primary care
- Develop leadership skills and raise the profile of nursing roles within general practice settings
- To include primary care nursing experience in the HEE fellowship programme and integrate this with the experience of other fellows on the programme

Partnership Working

- Develop and build relationships with HEE nursing leads, NHSE regional leads, nursing leaders in service and education and other partners across the system
- To work in collaboration with other Leadership Fellows across the Midlands

Project 4: Neonatal Fellowship	
HEE Contract Manager	Ben Atkinson Programme Manager e-mail: ben.atkinson@hee.nhs.uk
Project Name	Neonatal Critical Care Review (NCCR) Implementation Project
<p>Neonatal Fellowship Project Summary</p> <p>The Better Births report outlined the Five Year Forward View for NHS maternity services in England. The report highlighted that there have been difficulties in neonatal nurse staffing numbers and training provision, and that a dedicated review should be produced to analyse these difficulties. In response, NHS England commissioned the Neonatal Critical Care Review (NCCR) which recommended three phases comprising of: an evidence review; creation of a specific action plan based on this evidence review; and implementation.</p> <p>NCCR key findings include:</p> <ul style="list-style-type: none"> • lack of standardisation of QIS skills and knowledge. • there is no professional regulation or monitoring of content or qualification, the quality, consistency, and transferability of QIS training is not guaranteed. • there is a challenge for neonatal nurses in maintaining their skill level after receiving QIS training. • there is a common theme of concern over the time allowed for QIS training in terms of being able to release nurses from their frontline duties and the length of their placements within external units. <p>Based on the findings of the NCCR, resources have been allocated as part of the NHS Long Term Plan and the Maternity Transformation Programme, with recommendations under the following themes:</p> <ul style="list-style-type: none"> • Aligning capacity • Developing the expert neonatal workforce • Enhancing the experience of families • Making it happen <p>HEE is supporting the workforce elements. One of these deliverables is to review the current neonatal QIS training, including access to programmes, supply and demand of training programmes, quality and consistency of programmes, and evaluation and accreditation of QIS programmes against the BAPM guidelines and RCN core syllabus. HEE regional team wish to work with our systems to achieve these deliverables. This fellowship bid is to bring an appropriately trained Nurse or Midwife into the clinical leadership team to ensure the Midlands are not only supporting the review of our regional neonatal workforce training needs, competency gaps and solutions, but to also utilize their clinical experience, working with other HEE directorates in the region for a multi-disciplinary approach to support services in the Midlands area, whilst sharing and disseminating learning across all regions.</p> <p>This fellowship will be about transforming and developing the neonatal workforce to meet the demands of the service.</p> <p>Key Performance Indicators:</p> <ul style="list-style-type: none"> • Support with the regional implementation of the recommendations of the NCCR • Support the Midlands clinical leadership team for maternity and neonatal care implement and embed national and regional deliverables • Review and support the Midlands clinical leadership team with immediate and essential actions and recommendations associated with neonatal care from within National Maternity and Neonatal reviews (e.g Ockendon 2022 /Kirkup 2015 & 2022) • Work in partnership with East and West Midlands Neonatal Networks and Integrated Care Systems to understand current operational challenges with workforce supply, retention, education and training • Provide knowledge, support and expertise within the field of neonatal care • Working with practice partners and education to promote neonatal career options <p>Partnership Working</p> <ul style="list-style-type: none"> • Develop and build relationships with Neonatal workforce leads, neonatal networks (both regionally and nationally), those in service and education and other partners and relevant professional groups across the system • To work in collaboration with other Leadership Fellows across the Midlands and other regions 	

Projects 5 - 7: AHP Leadership Fellowships x 3 Total

HEE Contract Manager	Meg Parr AHP Workforce Lead, HEE Midlands megan.parr@hee.nhs.uk
Project Name/s	AHP Leadership Fellowships

AHP Leadership Fellowship Summary

HEE Midlands are pleased to offer three AHP Leadership fellowships for enthusiastic individuals wishing to develop their leadership skills and strategic knowledge across all 14 of the Allied Health Professions.

All three Leadership Fellowships will focus on the regional AHP programme across a range of priorities and the potential to be involved in one of three areas of focus:

- AHPs in Mental Health, Learning Disabilities and Autism
- AHPs in Neonatal Care
- Equality, Diversity and Inclusion

These fellowships will support the Regional Head of AHPs in delivery of key national and regional priorities through AHP Faculties and Integrated Care Systems, such as:

- AHP Supply and Demand
 - Practice Based Learning
 - Return to Practice
 - Apprenticeships
 - Work Experience
- Preceptorship and Early Careers Support
- Enhanced and Advanced Clinical Practice

Project 1: AHP Leadership and Mental Health, Learning Difficulties & Autism

AHPs working in mental health services make a unique contribution to mental health services in a number of ways. In 2022, HEE published a comprehensive toolkit for employers to demonstrate how AHPs can contribute to the care and treatment of autistic people, people with mental health needs and people with a learning disability. This fellowship will look at the implementation of this toolkit across the Midlands to ensure that all key stakeholder groups are using the toolkit to:

- Inspire workforce planners to create innovative solutions to workforce challenges by expanding and developing the AHP workforce
- Share the role AHPs play in care and treatment across services
- Enable the future workforce to experience delivering care across MH, LD and Autism services to increase uptake of employment opportunities

Project 2: AHP Leadership and Neonates

Across the Midlands, we have two Neonatal Care Operational Delivery Networks (ODNs) with roles established to provide expertise on AHP workforce requirements across their respective ICSs. This fellowship would build on the work undertaken to date to improve the visibility, education and training of AHPs working in Neonatal Care to:

- Support with the implementation of the recommendations of the NCCR
- Review and understand the implications of both the Ockenden and Kirkup reports in relation to the supply, education and training of AHPs in Neonatal Services
- Work in partnership with East and West Midlands ODNs and Integrated Care Systems to understand current operational challenges with workforce supply, retention and education and training
- Provide knowledge, support and expertise to ensure maximum benefits realisation for AHPs in Neonates in relation to enhanced and advanced clinical practice.

Project 3: Equality, Diversity and Inclusion and AHP Leadership (inc pre-registration Differential Attainment)

Differential Attainment is widely considered within medical education and training, with a number of resources and literature available to implement clear interventions and actions. As we strive to deliver a workforce that is representative of the populations we serve, and widen participation and access into healthcare professions, it is vital that we consider the impact of Differential Attainment on these professional groups and learn from our medical colleagues.

Following on from work started by students we hosted on a Leadership Placement, this fellowship will further explore DA in AHPs alongside:

- widening participation and access to AHP programmes,
- reasons for attrition from programme related to placement experiences
- NETS responses in relation to organisational culture, equality, diversity and inclusion
- Improving the diversity of the AHP workforce of the future

Key Performance Indicators for all AHP Leadership Fellowships:

- Support the Regional Head of Allied Health Professions to implement and embed national and regional deliverables in relation to the AHP workforce supply and demand through the AHP Faculties and Integrated Care Systems
- Promote and support the development of AHP Leadership across the Midlands in accordance with national initiatives.
- Facilitate system level AHP Faculties to develop their maturity and sustainability aligned with the National, regional, ICS and AHP Council priorities across the Midlands
- Further develop the Midlands AHP Network to ensure all key stakeholders are kept up to date regarding the national and regional AHP agenda

Partnership Working

- Develop and build relationships with:
 - HEE Regional Lead for Allied Health Professions
 - AHP Council Chairs and Faculty Leads
 - Chief AHPs and Professionals Leads across Health and Social Care
 - Education Leads
 - Other partners across the system
- To work in collaboration with other Leadership Fellows across the Midlands