

# Health Education England Working across Kent, Surrey & Sussex

2017/18 Stakeholder Annual Review



Developing people  
for health and  
healthcare

# Foreword

At Health Education England (HEE) we work with our partners across Kent, Surrey and Sussex (KSS) to ensure that healthcare providers across the region have the workforce they need to provide services for the population we serve. We develop the people working in health and care so they can provide local people with the very best care and outcomes, now and for the future. HEE exists for one reason only: to support the delivery of excellent healthcare and health improvement to the patients and public of England by ensuring that the workforce of today and tomorrow has the right numbers, skills, values and behaviours, at the right time and in the right place.



Recognising that many of the needs of providers across our system can be met by developing the existing workforce, our work is focused around comprehensive skills development strategies, addressing national and local priorities. 2017/18 ended on a real high for our system with the announcement of a new Medical School in Kent and additional medical places in Brighton and Sussex Medical School. This provides huge opportunity for us to develop the whole workforce by providing a stronger foundation for medical training within our counties.

We have further developed our Local Workforce Action Boards to support the workforce agendas of our Sustainability and Transformation Partnerships. These Boards are now delivering actions against early plans for the health and social care agenda.

We continue to manage our mandated programmes across Kent, Surrey and Sussex, for example Mental Health, whilst ensuring that the national mandates are delivered in accordance with local population need. Through effective partnerships, collaboration and innovative approaches to education and training we are transforming health and care. Working together with our Providers, Commissioners, Arms Length Body Partners, Social Care, Academic Health Science Network, Education Providers, Voluntary and Independent Sector. Without these partnerships and relationships, we would not be able to deliver what is needed by our local population, trainees and students.

The following pages highlight just a small selection of the many projects and initiatives we are working on. They show how we are making a real difference to the knowledge and skills of staff, students and trainees and therefore to the health and wellbeing of the people they serve.

**Philippa Spicer**  
Local Director - Kent, Surrey and Sussex  
[Philippa.Spicer@hee.nhs.uk](mailto:Philippa.Spicer@hee.nhs.uk)

Our vision is to provide the right workforce, with the right skills and values, in the right place at the right time to better meet the needs and wants of patients – now and in the future.

# Contents

Welcome to Kent, Surrey and Sussex	2
Contents	3
Map of Kent, Surrey and Sussex	4-5
Career Progression	6
Darzi Fellowship	7
Advanced Clinical Practice	8
Postgraduate Dean's Projects	8
Human Factors	9
Urgent and Emergency Care	10
Primary Care	11
End of Life Care	11
Intellectual Disabilities	12
Mental Health	13
Dementia Care Improvement Network	14
Maternity Transformation	15
Cancer	15
Nursing Associates	16-17
Local Workforce Action Boards	18
Let's Work Together - Staff Retention	19
Apprenticeships	20
Contact Us	21





Health Education England

HEE KSS Programmes running throughout 2018/19:



Clinical & Professional



Dental



Public Health



Support & Technology  
Enhanced Learning (TEL)



Dementia Care  
Improvement Network



Primary Care



Human Factors



Mental Health



Urgent & Emergency  
Care



Cancer



Intellectual Disabilities



End of life care



Research & Innovation



Career Progression



Maternity Safety  
Transformation

# Health Education England Working across Kent, Surrey and Sussex



Sustainability and Transformation Partnership (STP)

@HEE\_KSS [www.hee.nhs.uk](http://www.hee.nhs.uk)

# Career Progression For The Support Workforce

The Career Progression programme across KSS aims to enable the healthcare support workforce by upskilling and supporting their career progression. They also help employers to better recruit from the local communities. By increasing education and training opportunities HEE seek to meet the priorities set out in Health Education England's Talent for Care and Widening Participation Strategies.

It is our vision that the future healthcare support workforce will have tested their ability to do a great job, many even before their employment, and patients will get the benefit of care driven by values.



2017 Apprenticeship and Support Worker Awards

## Did you know?

During 2017/18 the programmes work experience and careers initiatives included:

- Hospice summer schools – work experience, or topics of relevance are delivered to 16-19 year olds over two-week programmes.
- Career ready internships – interns are allocated placements with NHS providers, CCGs and local authorities to gain insight into health and social care careers.
- Pre-employment programmes – providing vocational skills and training to allow young people to successfully seek employment.

The HEE Support Workforce Health and Social Care Integration Innovation fund has been set up to address key issues faced by Talent for Care and the associated strategies. The fund intends to provide innovative openings to start health careers, support the existing workforce and provide progression opportunities. One successful project developed interactive Bioscience careers workshops for schools.

## 2018/19

There are plans to deliver 3 skills clubs across KSS which allow year 9 students to engage with vocational taster programmes. The clubs, in partnership with Skills for Health; run over 6 weeks with a different core focus each week. They will be based with local healthcare providers where students can meet and talk to specialists.

The Careers Progression programme are working in collaboration with local NHS trusts and the three University Technical Colleges in our region, to design and develop health and social care focused curriculum. With a particular focus on aligning this toward workforce needs in KSS.

To support the promotion of health sector careers in schools, 24 Learn Live broadcasts will go live into primary and secondary schools across KSS. When possible these programmes will aim to incorporate public health messages, with the potential for each broadcast to reach up to 200 schools.



The Darzi Fellowship is a 12-month full-time commitment split between working on a defined service innovation or transformation project, and education in leadership development. In KSS the fellowships have been introduced as a collaboration between HEE, Kent Surrey Sussex Academic Health Science Network (KSS AHSN), KSS Leadership Collaborative (KSSLC) and London South Bank University (LSBU).

The second cohort of Darzi fellows started in April 2018 – with the official '#KSSDarzi18 launch'. 25 clinicians have embarked on projects working with NHS trusts, Clinical Commissioning Groups (CCGs) and local councils among others - some projects include:

- 'Becoming Breastfeeding Friendly'
- 'Confronting Frailty: The Key to Transformation'
- A system approach to reduce unnecessary hospital admissions by effective advanced care planning
- #LetsWorkTogether – a crowd sourced approach to the quadruple aim
- Improving heart failure pathways across Surrey Heartlands
- Developing and implementing a new model of care for people living with dementia
- Design and develop a multi-disciplinary team (MDT) with an integrated workforce within a Primary Care Home.

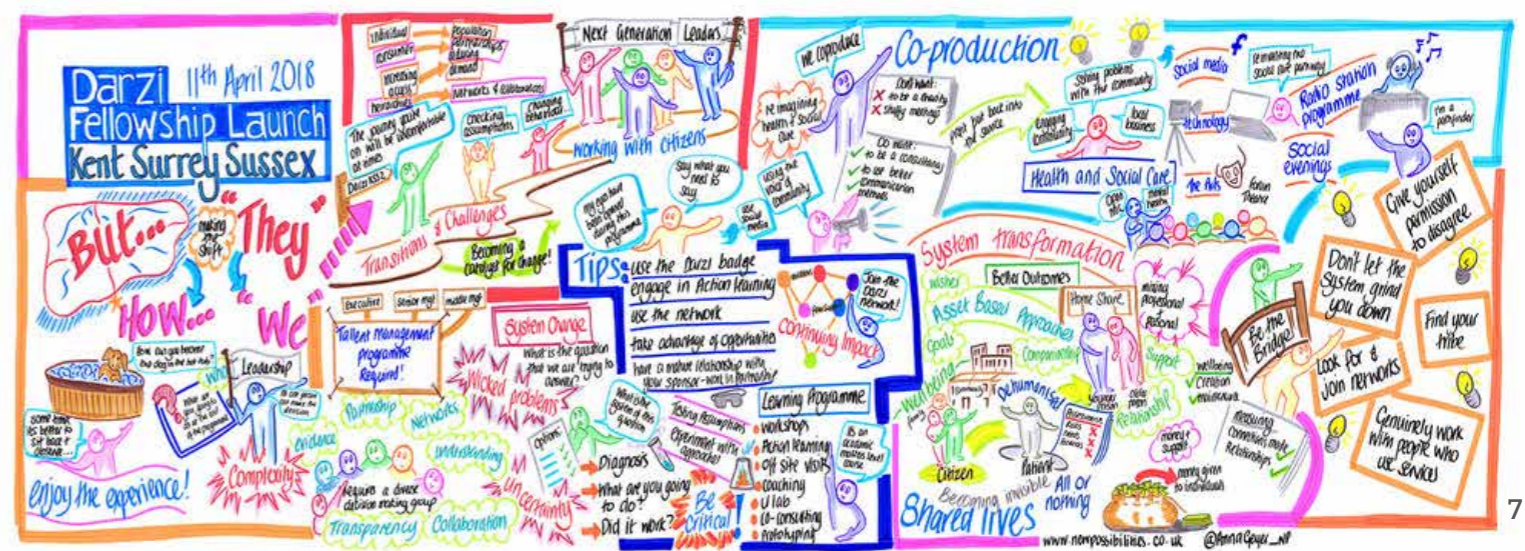
If you would like to find out more about the new Darzi projects please visit: [Kent Surrey & Sussex Academic Health Science Network - Darzi Fellowship](#)

#KSSDarzi17

The first KSS cohort of Darzi Fellows started their fellowships April 2017, these 26 fellows from a variety of clinical professions have undertaken a range of projects such as: 'From Hospital to Home - Transforming respiratory care pathways', 'Improving physical health for patients with serious mental health condition' and 'KSS Armed Forces Community as an asset'. Their journeys and case studies can be viewed here: [Hear it from a Darzi](#)



#KSSDarzi17 SEC Amb Crew



## Advanced Clinical Practice

The Advanced Clinical Practice (ACP) programme provides expertise, guidance and support to organisations across KSS, to enable workforce transformation that aligns with HEE's 'Multi-Professional Framework for Advanced Clinical Practice in England'.

Work continues to take place across systems with trusts, primary care and CCG leads via CEPNs and higher education institutes to create the infrastructure and training opportunities for advanced clinical practitioners. In November 2017, Health Education England held a national event during Advanced Practice week to launch the multi-professional advanced clinical practice framework.

Organisations with individuals on Advanced Clinical Practice MSc courses were invited to submit ACP operating plans during December 2017; this continued in March for ACP MSc planning in 2018/19. Organisations are guided to use the framework as the ACP workforce blueprint whilst identifying opportunities for supporting conversations and facilitated discussions. Frequent stakeholder engagement has taken place across

organisations to scope and transform the future workforce.

Throughout 2018/19 the programme will continue to build on the ACP workforce transformation through engagement with NHS trusts, primary care and mental health partnerships by facilitating Advanced Clinical Practice workshops, with audiences such as: human resource teams, educators, workforce leads and directors of nursing.

HEE will enable and support 'communities in practice' groups across Kent, Surrey and Sussex. In November 2018, there will also be a HEE wide Advanced Clinical Practice conference.

To find out more about the 'Multi-professional framework for advanced clinical practice in England' visit:

- [HEE Advanced Clinical Practice](#)
- [Multi-professional framework report](#)

## Postgraduate Dean

The Postgraduate Dean's projects intend to improve the quality of clinical education across Kent, Surrey and Sussex, with a focus on both local and national priorities; including those covered in the 'Five Year Forward View' and 'HEE Mandate'. The Postgraduate Dean has supported and will continue to support a number of projects, including the following:



- Supporting simulation developments for multi-professional teams and their networks.
- Clinical Leadership support.
- E-learning programme development for speciality doctors, associate specialists and other locally appointed doctors.
- Further support for physicians associates.
- Expansion of clinical research capacity and the funding of several clinical education research projects.
- Enhanced support for induction arrangements.

## Human Factors

The Human Factors programme aims to support NHS organisations to embed human factors principles in the delivery of education/training interventions. One year after the Human Factors programme was established, the independent report by the Commission on Education and Training for Patient Safety was published. A few of these recommendations were met in each of the 15 funded projects across KSS.

### Champions: Western Sussex Hospitals NHS Foundation Trust

To develop their in-house human factors capacity, Western Sussex Hospitals NHS Foundation Trust selected eight 'Human Factors Champions', who first developed a strategy to reframe the annual clinical update day and make human factors messages integral. They then facilitated: delivery of training to the Acute Illness Management programme and the empowerment of subject matter experts to translate human factors into their own areas of expertise.

### Culture change: Surrey & Borders Partnership NHS Foundation Trust

Surrey and Borders Partnership NHS Foundation Trust aimed to provide safer services by developing leadership, and generating human factors awareness at board-level. Alongside this a strategy was developed to enhance organisational culture by bringing together a number of initiatives. Some include training human factors champions, incorporating human factors into their suicide prevention process, and developing a system-wide suicide prevention strategy.

### Other projects include:

- 'Improving patient safety – Human Factors in falls prevention', Surrey Community NHS Foundation Trust.
- 'Introduction to Human Factors' workshops with Dr Rob Galloway
- Surrey Crisis Resource Management (SCReaM) – operating theatre staff trained to better manage crisis situations.
- Human factors training for three maternity units across Kent and Medway.

10 out of the 15 funded Human Factors projects are complete with the remaining 5 concluding over the coming year. Project outcomes and success stories with key messages and lessons learnt will be shared nationally across multiple systems.

# Urgent & Emergency Care

## The purpose

The Urgent & Emergency Care programme aims to ensure the sector has the right staffing levels to provide the same quality of care, for urgent and emergency services seven days a week, whilst looking to transform models of care by developing new roles.

## 2017/18

As part of the Urgent Care Pharmacists project, three KSS sites are training existing pharmacists as 'Advanced Clinical Practitioners', to integrate them into the multi-professional front of house team. The project is in the evaluation stage; with the intention of a future roll-out of this approach across KSS.

Additional training has been provided for speciality and associate specialist doctors in emergency departments to work safely as senior decision making doctors with in their department. This will allow them to work independently and more often without direct supervision.

Four KSS NHS Trusts have piloted the hybrid 'Doctor Assistant' role in Urgent & Emergency Care services. The role has been developed to complete administrative and clinical tasks rather than the Junior Doctors who can focus their time on patient care and training. The Doctors Assistants project at East Sussex Healthcare Trust won the Gold Award in Skills for Health for developing staff, runner-up in BMJ Awards and finalist in HSJ awards. To Find out how this pilot reduced doctors overtime and improve efficiency read this [study](#).

*"I could not have got through my shift without her (Doctor Assistant)" - SHO*

## 2018/19

An Urgent & Emergency Care Workforce workshop will be held on 01 May 2018 to review ongoing themes such as South East Coast Ambulance Service (SECamb) rotational practitioner pilot, learning from winter pressures and the recruitment and retention of emergency department staff.

Throughout the next year the programme will focus and implement the **'Integrated Urgent Care/NHS 111 Workforce Blue Print'** developed as a result of extension engagement with providers, commissioners, Royal College and professional bodies. The programme will support the blue print by ensuring recruitment and retention of a high-quality, professional workforce in NHS 111 - with the right skills, behaviours and competencies.



# Primary Care

The Primary Care programme supports the expansion and sustainability of the Primary Care workforce, by developing education placements and education and training programmes through the creation of population based educator networks. This includes increasing training numbers for existing roles, and the development of new roles such as: physicians associate, nurse associate and GP based pharmacists.

## 2017/2018 Overview

There are now eight Community Education Provider Networks (CEPNs) across Kent, Surrey and Sussex, these networks hold a multi-disciplinary membership across a defined geographical footprint. The CEPNs deliver against an agreed operational plan to support national and local priorities.

The GP Assistant programme has been piloted across three CEPNs; the aim of which is to delegate administrative tasks ordinarily undertaken by GPs. This will allow GPs to have a better work/life balance, or the potential to further expand the primary care team. GP

Assistants will carry out activities such as supporting telephone triage, coding letters and processing lab results.

## What are the next steps?

Over the coming year the GP Fellowship programme will be increased; to attract recent graduates of the GP training programme and retain them in the primary care workforce. There will also be further development of the Musculoskeletal and Paramedic Practitioner programmes to create a sustainable and integrated workforce model, and alleviate overburdened GP practices.

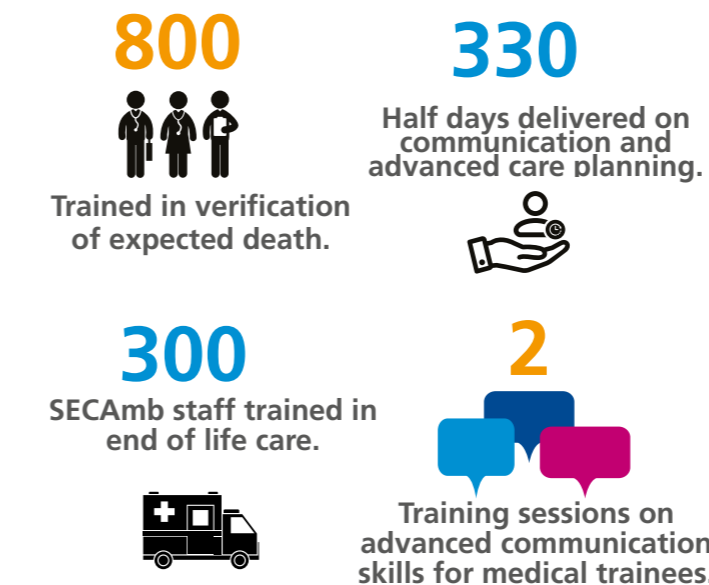
Mental Health programmes will be delivered in collaboration with CEPNs, to support innovative Mental Health education within the Primary Care sector.

Further integration will take place between CEPNs and STPs to speed up cross-fertilisation of projects, and further promote CEPNs as a hub for primary care development. Work will take place between Clinical Commissioning Groups, Integrated Care Partnerships and their organisations to ensure sustainability of the primary care educator workforce.

# End of Life Care

The End of Life Care (EoLC) programme is committed to implementing the workforce related recommendations set in the 'One Chance to Get It Right' publication; produced in 2014 by the Leadership Alliance for the Care of Dying People.

## 2017/18 initiatives:



## Future of EoLC

Alongside Sussex and East Surrey STP and KSS AHSN, an asset-sharing approach is being developed to create solutions to barriers of good end of life care. Areas of focus include:

- Earlier identification and better documentation in acute sector and local community.
- Development of a knowledge hub.
- Extension of community response teams.
- A public awareness campaign around advanced care planning.

A dedicated end of life care Darzi fellow has been appointed to offer programme support, and carry out their own clinical project.

Following the completion of an Intellectual Disabilities project: **'A values-based approach to End of Life Care planning for young people with learning disabilities and their families and friends. The ADVANCE Toolkit'**, a multi-professional education and training intervention has been produced. This project is one of the first of its kind – and will soon be shared by the University of Surrey. A short video on a families project experience can be viewed [here](#) and you can read more within the Intellectual Disabilities page.

# Intellectual Disabilities

The **Intellectual Disabilities** programme has a single aim "to create a sustainable and secure workforce supply, for people that have Intellectual Disabilities and/or **Autism**, who require support from and/or access to services". All of our work is about how the workforce can support people with an Intellectual Disability to lead healthy and fulfilling lives. The programme began in KSS during 2013 and remains a trail-blazer within HEE as it is the only programme of this type. In September 2017 it expanded to include London for a year. This April it expanded again to include the whole of the South.

## A whole workforce approach

The programme supports nine **Transforming Care** Partnership (TCPs) to work towards transforming their existing and/or developing new models of care. By doing so fewer people will have to live in a secure hospital and can be more effectively supported in their own home closer to their family and friends. The programme has been able to help a range of providers across all sectors to develop innovative training, tools and approaches to support the workforce to work and communicate more effectively with people who have very limited communication skills. As a result, there has been a noticeable culture change in many settings. People are much happier and more engaged as they are able to communicate their needs and wants. Staff report that they are also much happier and now find they are far less likely to observe or experience distress and behaviour that challenges for the people they support.

## Collaboration

The programme is working in collaboration with stakeholders from across the region to establish a body of workforce evidence that can then be used to develop the workforce and change lives. The programme is currently supporting around **40 pilot projects** across the life span. One example of this is a pilot project that was completed during 2017/18 in collaboration with the End of Life Care programme; There was already lots of **research about people, with intellectual disabilities dying prematurely** and a whole national programme of work is underway. But what remained an unanswered question was what does good end of life care look like? To enhance care-givers' competence in end of life care planning for young people with Intellectual disabilities and their families, the programme asked the International Care Ethics Observatory based out of University of Surrey to conduct a 6 month intervention project. The project reports include:

- **The ADVANCE Toolkit: A Values-Based Approach to End of Life Care Planning for Young People with Learning Disabilities & their Families & Friends (International Care Ethics Observatory, Surrey University January 2018) - read [here](#).**
- **Communicating Effectively & Ethically with Young People with Learning Disabilities and their Families regarding End of Life Care Planning FULL REPORT (International Care Ethics Observatory, Surrey University February 2018) - read [here](#).**

To find out more about the Intellectual Disabilities initiatives visit their **[blog](#)**, **[Twitter](#)** or the Kent, Surrey and Sussex Learning Disability Community of Practice **[website](#)**.



# Mental Health

The Mental Health Programme was set up in 2016, aiming to create and nurture a workforce of sufficient capacity and skills to meet the ongoing needs of patients. Their priorities are to increase access to evidence based mental health treatment; improve whole person healthcare; eliminate stigma in healthcare; develop new mental health roles for new ways of working and develop the workforce needed to deliver the specific plans in the Five Year Forward View for Mental Health.

## 2017/18

During 2017/18 the programme developed staff training resources that give voice to mental health service users and carers. They worked with film makers who have previously used mental health services - **This is Mind Wick** productions. John the film maker says he became involved with these projects as mental health services had done a lot for him and this gave him the opportunity to give something back to them.

They have also launched the **KSS Psychological Professions Network** (PPN) a free membership network that provides a joined up voice for the psychological professions, in workforce development and commissioning.

The programme implemented a Staff Wellbeing Project: a randomised controlled trial of mindfulness course and wellbeing workshops for **781** KSS NHS staff involving mindfulness course and wellbeing workshops. The trial will help identify which wellbeing courses are most effective for improving staffs wellbeing and reducing stress.

## Forward view

Moving forward the Mental Health programme will continue to develop and support the growing workforce who can help improve the lives of those affected by mental health. 2018/19 work streams include:

- **Innovation projects working with Experts by Experience (EbE).**
- **Mental health awareness training.**
- **Improving physical health in serious mental illness (SMI).**
- **Community Education Provider Network (CEPN) projects across KSS.**
- **New roles in mental health / psychological professions network.**
- **Suicide prevention - skills development.**
- **Staff wellbeing projects.**
- **Evidence based interventions and improving access to psychological therapies (IAPT).**
- **Workforce development needs.**
- **Children and young peoples' mental health.**
- **Perinatal mental health**
- **CORE 24 and crisis**



## Dementia Care Improvement Network

The Dementia Care Improvement Network - creating better dementia care aims to develop and deliver the skills needed by healthcare staff delivering NHS-funded treatment to enable people with dementia and their families to live well with dementia.

- Training all NHS practitioners in undergraduate training through the 'Time for Dementia' initiative to enable them to understand and act positively with the people with dementia for whom they care.
- Practitioner in practise through the 'HEE KSS Dementia Fellowship' develops both clinical and leadership skills to drive forward best practice, service improvements and quality of care for patients.
- Empowering families and carers
- Foundation level training to provide dementia awareness training (foundation level) for 80% NHS funded patient-facing staff to ensure effective communication, early symptoms and signposting.
- Empowering care homes by ensuring their staff develop a core set of skills enabling them to understand and act positively with the people with dementia for whom they care.

To find out more about visit [here](#) or watch this short 'Time for Dementia' [film](#).

### Did you know?

Dementia represents a significant challenge for KSS, as the region has the oldest population of any UK region. The number of people aged 65-84 will increase by 33% and those aged 85+ will double by 2030. The number of people with dementia is forecast to grow by up to 50% by 2030 across the region.

Since 2012 the programme continues to successfully deliver and fund training and educational projects focussing on five themes:

*"It has been a privilege and pleasure to participate in the unique project 'Time for Dementia' and we have found the whole experience very interesting, having had two medical students visit us over a two year period. We have been able to show them first-hand what it is like to live with the practical and emotional aspects of the condition for both 'cared for' and carer and they say that they have gained a good insight and understanding of how it has progressed over the two year period."* - Carer, 'Time for Dementia' project



Positive Practise in MH Award Winners

*"We transformed what was a sterile environment to a more dementia-friendly environment. We changed the flooring and painted themed feature walls that are now great talking points for staff and residents. We also installed a sweet shop in our home for residents, family and carers to visit. This has helped to promote a wider range of activities in the home and much more interaction between staff and residents".* - Care Home Manager, Leadership in Care Homes project

## Maternity Transformation

Across Health Education England South, regional leads have been nominated to take forward Maternity Transformation, and work with local maternity systems to address areas of concern such as: midwife and neonatal workforce shortages, ageing midwife workforce and lack of sonographers.

Third Trimester Sonography is a programme that HEE will continue to support up to September 2018 to boost numbers of qualified sonographers. This programme will roll out training to maternity providers to improve access to scans during later pregnancy, with the hope this will pick up more babies in difficulty.



## Cancer

Health Education England published a '[Cancer Workforce Plan](#)' in December 2017. With phase one focusing on immediate steps to secure and increase workforce supply in key areas; to ensure delivery of the 'Five Year Forward View', objectives by 2021. Cancer Alliances have been formed across the country to transform cancer diagnosis and treatment in their local areas.

### 2018/19 Overview

The ability of healthcare providers to understand and respond to cancer is continually changing, therefore the 'Cancer Workforce Plan' will be

followed by a longer-term strategy that looks at the workforce needs beyond 2021. It will take the forecast needs of future patients as its starting point, built upon HEE's Mandate framework.

In early 2018, the Cancer Alliances - in collaboration with HEE, commenced a workforce data collection to highlight areas of staff shortages and potential new models of care. Initial findings will be available by June 2018.

Read more about HEE Cancer Workforce [here](#).





# Nursing Associate Programme

## The purpose

The Nursing Associate programme is a national scheme aiming to implement this new role as part of the nursing workforce, and support the standardisation of education preparation and regulation in the future.

In order to achieve this all Trainee Nursing Associates (TNA) will undertake a placement in:

- An emergency department (opportunities includes mental health, learning disabilities, pregnancy and paediatrics) which covers all acute presentations, minor injuries and illnesses across the life span.
- A community placement (opportunities include visiting patients in their own home with long term conditions, co morbidities, acute exacerbations and can include patients and family members with mental illness, learning disabilities, pregnancy and paediatrics).
- A mental health placement (opportunities include a wide range of chronic mental health conditions with some coexisting with long term conditions).
- A nursing home or a residential neurological rehabilitation unit placement (opportunities include mental health conditions, long term health conditions co-morbidities, acute exacerbations).
- A minimum of three acute placements (including Emergency Department) from the following acute medical assessment, operating theatres, acute care of the elderly (including dementia), general surgery, trauma orthopaedic and surgical assessment unit.

The Nursing Associate Programme is an accessible nursing pathway devised by Heath Education England and NHS partners, which underpins and addresses the issues raised in the Francis Report, pioneering the shape of evidence-based care for the future.

## 2017/18

Across KSS there are three consortia currently running, East Kent Hospitals University NHS Foundation Trust have 18 trainees based at Canterbury Christ Church University and Central Surrey Health have 19 trainees on their programme with University of Surrey. Sussex and East Surrey launched in March 2018; and are one of the first consortia to run as a Nursing Associate apprenticeship.

# Nursing Associate Programme

## The Trainee Nursing Associate journey so far...

For me, the change from being a Healthcare Assistant (HCA) in the community to becoming Trainee Nurse Associate has been challenging. Being a Trainee Nursing Associate is not a walk in the park, it is very academic and it has been very hard juggling working full-time to completing such an intense university course. I have had the opportunity to be based at different locations, which are far and wide.

I have worked in theatres, A&E and in a mental health hospital. I am now fortunate to be based within the Community Matrons Hub at Molesey. I did gain experience in both Theatres and A&E, but found A&E too busy to provide the support required for my level of nursing.

I loved my placement at St Magnus Hospital (Mental Health placement) the support was incredible and I learnt a lot. I must admit it was the one placement I was dreading - from the viewpoint of the journey (80 mile round trip) to the fact that I have never done this type of nursing before - but I thoroughly enjoyed the placement and I was reluctant to leave!

I am now with the Community Matrons and I know that I will receive the support and understanding required. I have only been with them for one week and I feel at home again. - 2nd year KSS TNA

*"I am honoured and privileged to be part of this pilot course. I never thought I was capable of achieving such an exciting opportunity being a middle aged woman with two children, who are so proud of their mum."*

- 2nd year KSS TNA

## 2018/19

Health Education England will work with employers to meet the national target of an additional 5000 nursing associate trainees who will start training in 2018. KSS NHS employers are expecting to join or set up their own Nursing Associate consortia.

Universities will continue running the programme year on year - as an apprenticeship foundation degree.

To find out more visit the HEE Nursing Associate web page [here](#).



# Local Workforce Action Boards

We are supporting Local Workforce Action Boards (LWABs) to bring together health and care organisations and key stakeholders across a broad range of workforce issues, and to support the delivery of the 5YFV and meet the needs of people in the KSS region.

The LWABs have two areas of responsibility; supporting STPs across a broad range workforce and human resources activity, and the local delivery of the HEE Mandate from the Department of Health and other key workforce priorities in line with national policies.

The LWABs core functions form the pillars of HEE's offering to STPs in Kent, Surrey and Sussex by:

- Developing a clear understanding of the current and future NHS and care workforce through appropriate workforce intelligence, and an overarching assessment of the key issues that the relevant labourmarkets present.
- Developing a high level workforce strategy setting out the workforce implications of the ambitions of the STPs in line with clinical strategy.
- Implementing a workforce transformation plan.
- Leading and providing organisation development support to enable staff, patients and carers to confidently and competently lead change across pathways, organisations and systems.



# Let's Work Together - Understanding & Tackling KSS Staff Retention

Hard but ordinary problems can be solved in a finite time period by applying standard techniques. There's growing recognition that the challenge of retaining staff, whilst familiar, is far from "ordinary" - indeed, it can be called a "wicked problem". We know this because the number of people and opinions involved in retention is vast, the economic burden of this issue is huge and it's a problem that's deeply interconnected with other problems. As a health and care system, we have to accept we have incomplete or contradictory insight into what's needed to help us keep good people in our organisations. On this basis, HEE in collaboration with the innovation agency **Clever Together** took the bold step to explore the challenges of staff retention in Kent, Surrey and Sussex health and care organisations in a new way. We consciously took an exploratory research, to look at the challenge through the views and experience of the staff working in the sector, rather than just the data in our hierarchies or pockets of success. Our aim was to challenge our assumptions and our presuppositions; we wanted to understand this complex matter in a smarter

## Research approach

We designed a multi-channel communications approach to invite staff of all levels and backgrounds to an online summit. And we invited them to explore and discuss how best to keep our people, why our people leave and examples of what appears to work and what doesn't.

- 30,374 people visited our summit website.
- 10,093 people read at least some of the content we shared.
- 1,227 people (from 20 organisations) joined the "big conversation".

The big conversation consisted of a survey and an online workshop – a novel approach to crowd sourcing both quantitative and qualitative conversational data from thousands of people, across huge geographies. The 24,888 data points captured by the big conversation were statistically and semantically analysed, and then triangulated with other literature and follow-up interviews. This distilled three new insights into our region's staff retention and a proposal for action.



## Insights

We learnt that KSS health and care workforce want to work in places that make them feel well led and well managed, and that their work is meaningful and they can access opportunities for growth and that their workspace is fit for purpose. We also identified that some people feel their organisations are on their way to being such "model employers", but no one has got this completely right nor is completely consistent. And what pleases staff today is likely to become expected tomorrow – satisfaction, it seems, might be a moving feast, even if our basic desires remain broadly the same.

## Next steps

In 2018/19 we will be working with organisations in KSS to take these findings to the next stage alongside our colleagues across the South and in collaboration with other national bodies.

## Find out more

To find out more about this study please select the links for the [full report](#), [summary](#) and [overview](#). Alternatively, you can visit the Let's Work Together - Clever Together [website](#).

# Apprenticeships

The development of higher level apprenticeship qualifications, Government focus on apprenticeships and implementation of the apprenticeship levy has driven this agenda across the region. HEE continues to support health and social care organisations in introducing apprentices through a dedicated careers team in each county working with NHS and social care providers, further education colleges and universities on this agenda.

- Provided numeracy, literacy and mentoring support to organisations including baselining numeracy levels within large NHS organisations.
- Supported progression within the clinical non-registered workforce with the delivery of a bridging programme for support workers to progress on to Nursing Associate, Assistant Practitioner and Registered Nurse degree routes.
- Celebrated success through the annual HEE Apprenticeship and Support Workforce Awards in Kent, Surrey and Sussex.

## Did you know?

During 2017/18 HEE Apprenticeship workstreams in KSS:

- Introduced county wide health and social care apprenticeship co-ordinators and career navigators to complement the work of organisations in development of pipelines of people into employment in the support workforce.
- Worked with organisations to develop and implement apprenticeship processes, systems and programmes for all levels of apprenticeship qualification.
- Supported the introduction of 3 Nurse Associate pilots across the region.

## 2018/19

The Career Progression programme want to build on this work through establishment of collaborative apprenticeship forums in each Sustainable Transformation Partnership area linked in to the Local Workforce Action Boards. These will include representation from health and social care employers, independent and voluntary sector and are aimed at promoting collaborative working to maximise the development of staff through the apprenticeship levy, introduction of career pathways and higher level apprenticeship qualifications and further supporting the integration of health and social care services.

They will also be working with health providers, further education and universities to implement new qualifications both clinical and non-clinical including the nursing degree apprenticeship and support the introduction of new roles including the nurse associate, physician associate and medical assistant.



## Contact us

If you would like to contribute to our next issue or know more about our work, have a comment, query, or suggestion then please get in touch by emailing us on:

[HEEKSSProgrammes@hee.nhs.uk](mailto:HEEKSSProgrammes@hee.nhs.uk)

If you'd prefer to write to us, you can do so at:

**Health Education England**

**Kent, Surrey and Sussex**

**Crawley Hospital 3rd Floor**

**Red Wing**

**West Green Drive Crawley**

**West Sussex**

**RH11 7DH**



## Work with us

Here at HEE, we believe that the most important resource the NHS has is its people. There are few careers that are as rewarding as one in the NHS, or that give you the opportunity to work with such a variety of people. Everyone can make a difference to patients.

Did you know more than 160,000 students are at this moment studying to be part of our future workforce. That includes doctors, nurses, midwives, paramedics, physiotherapists and many more roles – in fact there are over 300 different types of jobs performed by more than one million people in the NHS.

To start your career in the NHS visit us [here](#).



Developing people  
for health and  
healthcare