



the
talent
for **care**

A national strategic
framework to develop the
healthcare support workforce

Part of Framework 15,
the Health Education England guide to action

October 2014



THE NHS
CONSTITUTION
the NHS belongs to us all



Health Education England

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The Talent for Care programme partnership

The national Talent for Care strategic framework is published by Health Education England (HEE) on behalf of the Talent for Care programme partnership, which includes:

- // Health Education England
- // National Skills Academy for Health
- // NHS Employers
- // Skills for Health
- // Social Partnership Forums
- // Trade unions

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Making the most of a healthcare support workforce that is strong, capable and proud.

This national Talent for Care framework is the result of grand scale collaboration. It is based on views from over 4,000 support workers, 12 national organisations, four national events, over 20 focus groups and 13 Local Education and Training Boards (LETBs) and their local organisations.

Here are just a few of the contributors to introduce the framework.



Donna Addison
Award winning apprentice and Talent for Care Champion; seen here (right) with Jane Barrie OBE DL, Independent Chairman, Health Education South West

I was a hairdresser. I was good at it. But I'm much better at caring for renal patients. I'm amazed at how much I progressed as an apprentice. My Trust saw me as an opportunity and now I'm applying to university to train as a registered nurse. I hope this strategic framework supports more managers like mine.



Gail Adams
Head of Nursing, Unison and Talent for Care programme partner

Staff working in the NHS make up a rich tapestry of knowledge and skills; all having a unique and important role to play in ensuring those most vulnerable in our care receive the help and support that they need wherever they need it. Some of our support staff, our porters, cleaners, receptionists and healthcare assistants, fulfil some of the most vital roles in delivering care. They are unsung heroes of our NHS. This strategic framework, developed in partnership, makes a continued commitment to their development. Our challenge is to make it a reality - one NHS from cradle to grave with all staff receiving education, training and development and all patients receiving care and compassion wherever and whenever they need it.



Ian Cumming
Chief Executive, Health Education England and Talent for Care programme partner

Through this national strategic framework, not only are we bringing some much-needed consistency across the country and between organisations, but also recognising the value of people-to-people learning and working together.



Steve Hartman
Hospital Porter and Talent for Care Champion

The people I work with really care about patients. Whether they are interested in promotion or not, they want to do the best possible job for their team and the people in their care. Development is essential to this. Never stop learning...there's a lot to keep up with!



Candace Miller
Director, National Skills Academy for Health and Talent for Care programme partner

We very much welcome the strategic approach to developing the healthcare support workforce and we are proud to be playing our part as a partner within these vital developments.



Naa Tackey
Team Administrator and Talent for Care Champion

I'm impressed that over 70% of responses to our Talent for Care consultation came from people in a supporting role. It suggests to me that there's enormous untapped potential that needs recognition, action and investment.

Our top ten strategic intentions

to develop the healthcare support workforce

Our national strategic framework has three main areas for action which help people to:

Get in

Get on

Go further



Stephen Welfare
National Lead Director for Talent for Care, Health Education England

Ten strategic intentions set the challenge to develop the healthcare support workforce.

What can you do, locally or nationally, to take on this challenge?

"All of us do not have equal talent, but all of us should have an equal opportunity to develop our talents."

John F. Kennedy

Please send details of your developments to heee.talentforcare@nhs.net
Your case will be added to a directory of initiatives.

Get in... Opportunities for people to start their career in a support role

- 1 Broaden the ways into training and employment in the NHS, especially to attract more young people and improve diversity within the workforce.
- 2 Increase the chances for people to try new experiences of working in the NHS.
- 3 Engage more staff to act as NHS Ambassadors who can promote NHS careers to schools, colleges and local communities.

Get on... Support people to be the best they can be in the job they do

- 4 Challenge and support every NHS employer and contractor to implement a development programme for all support staff that is over and above annual appraisals and mandatory training.
- 5 All new Healthcare Support Workers and Adult Social Care Workers to achieve the new Care Certificate, which will be introduced in March 2015; and, for those that want it, a universally recognised Higher Care Certificate.
- 6 Double the number of HEE funded or supported apprenticeships by March 2016 and establish an NHS Apprenticeship offer to rival the best in the country.

Go further... Provide opportunities for career progression, including into registered professions

- 7 Simplify career progression for those who want it, with innovative new roles and pathways to promotion, including more part-time higher education as a route into nursing and other registered professions.
- 8 Agree with employers and education providers a universal acceptance of prior learning, vocational training and qualifications.
- 9 Support talent development that identifies and nurtures people with the potential to go further, especially for those wanting to move into professional and registered roles.

Making it happen

- 10 The national Talent for Care programme partnership will support this framework with a national campaign. We will publish information, support pilot projects and spread good practice to continue building the engagement and commitment of all healthcare communities.



Planning for our future healthcare

Part of a strategy for the next 15 years of healthcare workforce development, education and training

Adapting to innovation and change

Only with the right people in the right place can we succeed with innovation in healthcare. This has long been a part of planning for medical, nursing and other professional roles, but an emphasis on support roles as part of making revolutionary change is relatively new.

For example, some of the challenges of service redesign over the next decade require greater use of technology throughout the whole healthcare workforce, and the way ahead, joined-up, personalised care, brings new realms of responsibility for health and care support staff.

The Talent for Care national framework will help the NHS and its partners to take on innovation and change through the development of a flexible support workforce with the credentials to work across organisational boundaries and the skills to provide safe, efficient and compassionate care.

Framework 15

Talent for Care is part of Health Education England's Framework 15, a national guide to action in all aspects of workforce planning, education and training across health and care.

Health Education England published Framework 15 in June 2014 as a guide to action in response to national and global changes in healthcare. The Talent for Care, which focuses on the healthcare support workforce, sits alongside other programmes that are part of Framework 15.

Framework 15 sets out:

- Our understanding of the way health and healthcare is changing
- How this will affect people and patients in the future
- The characteristics of a future workforce to meet these needs.

For more information on Framework 15, please visit <http://hee.nhs.uk/2014/06/03/framework-15-health-education-england-strategic-framework-2014-29/>

See appendix 1 for information on how the Talent for Care programme links with other national programmes.

Workforce characteristics of the future, as summarised in Framework 15



The 'workforce' will...

Include the informal support that helps people prevent ill health and manage their own care as appropriate.



The 'workforce' will...

Have the skills, values and behaviours required to provide co-produced and traditional models of care as appropriate.



The 'workforce' will...

Have adaptable skills responsive to evidence and innovation to enable 'whole person' care, with specialisation driven by patient rather than professional needs.



The 'workforce' will...

Have the skills, values, behaviours and support to provide safe, high-quality care wherever and whenever the patient is, at all times and in all settings.



The 'workforce' will...

Deliver the NHS Constitution: be able to bring the highest levels of knowledge and skill at times of basic human need when care and compassion are what matters most.

Aims by 2020

- Improvement in quality of care for patients
- Opportunities and recognition for all support staff
- Flexibility and efficiency for organisations

Improvement in quality of care for patients

Our first and foremost aim with the national Talent for Care framework is to improve the quality of care for patients.

Improving quality of care is a complex task. Part of it relies on what medicine and technology can achieve, but none of it can happen without skilled, knowledgeable and empowered staff and that is where we can make a difference.

In the NHS, it is estimated that around 60% of direct patient care is delivered by the support workforce. From patient surveys, we know that services like reception, office administration and facilities management often have an impact on patient experience. Research findings have shown that high quality care comes from the actions of supported staff at every level. (See appendix 2 for references.)

We will evaluate the impact of this national framework drawing upon the results of the NHS Patient

Survey and local intelligence. We expect to find evidence that patients feel confident in the people that are providing their care and that some of this comes from clarity about the status and role of the staff around them.

Opportunities and recognition for all support staff

There will be a range of entry routes into healthcare support roles that offer a valued and satisfying job with many opportunities and potential progression pathways.

The majority of people working with patients will have a Care Certificate as a minimum, and access to further training and qualifications that are universally accepted by health and education organisations.

Not everyone will be looking for promotion or higher education, but most people want to do a great job and, in healthcare especially, there are continual advances in care and technology. Healthcare support staff will have training and development as an expected part of their job. This includes clear and accessible information, advice and guidance on development and opportunities.

With the support of organisations and colleagues, this national framework will help to build the confidence of support staff and recognise their contribution as part of the whole healthcare team.

Flexibility and efficiency for organisations

For healthcare organisations, the aim is to widen the opportunities for service improvement, efficiency and transformation.

Within organisations, an investment in developing the support workforce has the potential to deliver significant returns in capacity, capability and innovation.

Our intention to create consistent national standards in training should allow a flexible workforce that can operate across organisational boundaries to deliver better patient care.

Through this national framework, the aim is to create greater consistency around the country – in terms of recognition, career opportunities and investment. This is an opportunity to tackle inequalities, where they exist, and to secure a continually developing support workforce for the future NHS.

Where we are now in 2014/15

Are we making the most of our talent for care?

Development for the healthcare support workforce is in the national spotlight as an important part of improving quality of care.

Drivers for this include recommendations arising from the reviews of care failures in the Mid Staffordshire NHS Foundation Trust (the Francis Report), the subsequent review of healthcare assistants (the Cavendish Review) and the Department of Health's Mandate for Health Education England (HEE). See appendices 1 and 2 for further information on other national programmes to which Talent for Care is linked.

The Mandate directs HEE to lead the networks of employers, education providers and workforce representatives in developing the whole workforce involved in healthcare. In the Mandate of April 2013, HEE was directed to improve training and development for healthcare assistants and increase the number of healthcare apprentices. We agreed in October 2013 that we would take this opportunity to develop a national strategy for all staff working in NHS roles banded 1-4.

Consultation took place between January and March 2014. We received responses from staff at all levels, support staff, managers, clinicians, employers, leaders and representative bodies. Our online questionnaire attracted 5,764 responses, which is a significant volume relative to many national consultation processes. Of these, a striking 4,143 respondents (72%) were from people employed in an NHS bands 1-4 role.

There was a striking pattern of themes from all feedback channels and from national leaders as well as from individual employees:

- Current development for support staff is inconsistent – needs national standards
- Barriers to access to training – need to change and become more open
- Lack of transferable standards – needs agreement between service provider organisations and higher education
- Workplace culture gives low priority to development for support workers – needs leadership and commitment

The consultation feedback also highlighted many examples of good practice in education, training and development for support staff.

The challenge is inconsistency. There is variation in access, with some support staff having no more than basic mandatory training while others are supported through apprenticeships or other vocational qualifications and training schemes. In the absence of a national framework, even those who have good access to training and education may find their qualifications or past training does not transfer from one organisation to another or enable progression into higher education.

Overall, we gained a sense of disempowerment among support staff and an acknowledgement of this from leaders and organisations. This sets a challenge to devise a national strategy that not only addresses education and training, but also provides a catalyst to a national change in culture and recognition of people in a support role.

For further information on the consultation and a summary outcome, visit our website at <http://eoe.hee.nhs.uk/our-work/1to4/>

Get in, get on, go further

The national Talent for Care framework

From the thousands who responded to consultation and through discussions across the country, there was overwhelming support for a national framework to develop the healthcare support workforce.

In this section, we set out the framework based on consultation feedback, including the following main themes:

Design a strategy for all support staff, not just healthcare assistants. Include administrative staff, finance, housekeeping and estates, for example; some of whom may be working on contract.

Establish consistency, a national standard for support staff that is universally accepted. Build on what already exists and don't try to replace local training programmes.

Promote a training and development culture that values support staff as part of the whole team and recognises the importance of people-to-people learning.

Improve development for those who are happy to continue doing the job they do, as well as for those who want career progression.

Address the barriers that inhibit the development of support staff.

For further information on the consultation and a summary outcome, visit our website at <http://eoe.hee.nhs.uk/our-work/1to4/>

Get in...

Opportunities for people to start their career in a support role

What this is about

This part of the national Talent for Care framework is about opening more doors to employment and training in the NHS, attracting people with the right values and ability to do an excellent job and gaining the benefits of a diverse workforce. National actions on this are included in a separate HEE programme called Widening Participation and the national Values Based Recruitment programme. Values Based Recruitment ensures that recruitment to all new NHS funded training posts will include testing for values from March 2015 onwards. See appendix 2 for references.

In contrast to many other sectors, young people are underrepresented in the healthcare support workforce. Based on figures from the Health and Social Care Information Centre, only 6% of healthcare assistants and around 4% of administrative staff are in the 16-24 age group, compared with 12% at work in the UK economy as a whole. One of our strategic intentions is to attract more young people to strengthen the future support workforce.

Feedback from consultation

"Promote the value of support roles"

"The NHS needs to employ more young people"

"Recognise the potential of a diverse workforce"

"Improve information and access to information"

"Improve opportunities to experience the NHS"

"Make the most of partnerships and links to other programmes"

Strategic intentions

- 1 Broaden the ways into training and employment in the NHS, especially to **attract more young people and improve diversity** within the workforce.
- 2 Increase the chances for people to try **new experiences of working in the NHS**.
- 3 Engage more staff to act as NHS Ambassadors who can **promote NHS careers to schools, colleges and local communities**.

My school education didn't turn out the way I'd intended. Then I was unemployed while all my friends moved on. My confidence was almost non-existent. Everything changed when I joined The Prince's Trust Get Into Hospital Services programme and found out what it was like to work in a clinical engineering department. That led to a job and part-time study. Now, I'm giving inspirational talks to young people all over the country.

Kai Zhun-Leong

Technician and Young Ambassador for The Prince's Trust



Expected improvements over the next five years

There will be a range of entry routes into healthcare support roles that offer a valued and satisfying job with many opportunities and potential progression pathways.

Successful organisations will have a diverse support workforce that reflects the communities they serve. Through innovative opportunities, values-based recruitment and support to develop numeracy, literacy and IT skills they will develop high-performing support staff, continually refreshed by new entrants and young people.

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.

In the jobs' market and among young people, parents and careers advisers, there will be greater awareness of the range of fulfilling careers offered by the NHS. The NHS will be highly regarded as an "employer of choice" and a respected contributor to the strength of its local communities.

What's happening nationally

The NHS has in the last few years increased the number of funded apprenticeships and other entry routes such as pre-employment programmes. All 13 Local Education and Training Boards, the local arms of HEE, already have at least two Prince's Trust pre-employment programmes or equivalent in their area to support disadvantaged young people into jobs and training.

However, achievements vary across the country and there is untapped potential in terms of healthcare employers linking with local employment agencies, for example, and connecting with young people in schools.

Examples of current action

- // HEE has already increased the number of funded apprenticeship starts from 9,640 in 2012/13 to 11,083 in 2013/14. Funding is available from HEE and the Skills Funding Agency to achieve 32,096 apprenticeship starts by March 2016.
- // HEE and partners are working with the Department of Business, Innovation and Skills (BIS) on a national review of apprenticeships.
- // HEE funding is available for pre-employment programmes, supported by the Local Education and Training Boards (LETBs).
- // LETBs are establishing Learning Development Agreements with employers that support campaigns to attract young people into support roles.

Examples of planned action

The following proposed actions are subject to further discussion, agreement and funding. We anticipate further work with NHS Employers, NHS Careers, Skills for Health, National Skills Academy for Health and trade unions.

- // Link with Trades Union Congress (TUC) Charter, which seeks to guarantee unemployed young people a traineeship.
- // Developments in partnership with trade unions e.g. UnionLearn, Learning for Life and Learn to Work.
- // Develop tools for values-based recruitment and selection to support roles.
- // Improvements in careers information and job application processes, including a review of the NHS Careers website.
- // Building on the work of NHS Employers to develop local partnerships in recruitment between employers and Job Centre Plus.

What's needed locally

- Active support at all levels
- Delivery of our strategic intentions and engagement with national actions
- Implementation and investment by local employers and partners
- Partnership work between organisations and union learning representatives
- Discuss ideas and plans with your Local Education and Training Board.

Get on...

Support people to be the best they can be in the job they do

What this is about

This part of the national Talent for Care framework is about valuing support staff, and getting formal recognition through nationally consistent standards that staff could carry with them from job to job. Employers should ensure that they have enough capacity to give people protected time for this.

As part of this work, we are putting an emphasis on the importance of development for people who are not necessarily seeking promotion. We need to invest in all support staff to keep pace with technology and new working practices, and we need to make sure that people are confident and supported to be the best that they can be in their job.

Strategic intentions

- 4 Challenge and support every NHS employer and contractor to implement a **development programme for all support staff** that is over and above annual appraisals and mandatory training.
- 5 All new Healthcare Support Workers and Adult Social Care Workers to achieve the new Care Certificate, which will be introduced in March 2015; and, for those that want it, a **universally recognised Higher Care Certificate**.
- 6 Double the number of HEE funded or supported apprenticeships by March 2016 and establish an **NHS Apprenticeship Offer** to rival the best in the country.

Feedback from consultation

"We need consistent and transferable standards – recognisable identity for support roles"

"Build in existing qualifications and allow for local needs"

"Employers and training organisations to sign up"

"Protected time for development"

"Assurance and monitoring"

"Being involved and part of the whole service"

Expected improvements over the next five years

Health and care organisations should see tangible improvements to patient care and safety and organisational efficiency that can be linked to training and development being more widely accepted as a fundamental part of a support role.

Five years after the introduction of the Care Certificate for new entrants, we expect that the majority of frontline healthcare support workers will have the Care Certificate. We would expect that many employers would choose to take their staff through the Higher Care Certificate, once it becomes available. These Certificates should increase confidence in frontline support staff, and provide a minimum standard of training, making it easier for people to work across service and organisational boundaries to support patients as they go through care and recovery. We expect to find evidence that patients feel confident in the people that are providing their care and that some of this comes from assurances about the status of trained staff.

What's happening nationally

There are examples of excellent training and development programmes for support staff, many coming to light during the Talent for Care consultation, but the challenge is consistency of standards throughout the healthcare service. We intend to give formal recognition to those employers that have development strategies in place for support staff and provide information and guidance where improvements are needed.

HEE funded or supported apprenticeships will increase national investment in training and development.

We are using formal recognition of standards as a catalyst to progress, starting with clinical support staff and expanding the principle to all support staff over the next five years. Numeracy, literacy and IT skills will be assured by the standards.

Several national agencies are working together on recommendations arising from a national independent review of healthcare assistants and support workers that was chaired by Camilla Cavendish and known as the Cavendish Review. Among the Cavendish Review recommendations is the proposal that support workers should have a Care Certificate following the completion of basic

training before they can provide care unsupervised. Achievement of the Care Certificate should ensure that the support worker has the required values, behaviours, competencies and skills to provide high quality, compassionate care.

Staff should complete the Care Certificate usually within the first 12 or so weeks of starting a new role, and their attained competencies will then be transferable should they change jobs or organisations.

HEE, in partnership with Skills for Health, is developing a Higher Care Certificate (Health) as a progression from the Care Certificate for frontline support staff that want it. This will be a nationally consistent standard that will recognise skills, competencies and any relevant formal qualifications attained. One of the main benefits is that the Higher Care Certificate would bring into a single standard the various existing standards, including those in training programmes that one or more organisations may have developed locally.

For further information about the national Care Certificate, please visit <http://hee.nhs.uk/work-programmes/the-care-certificate/>

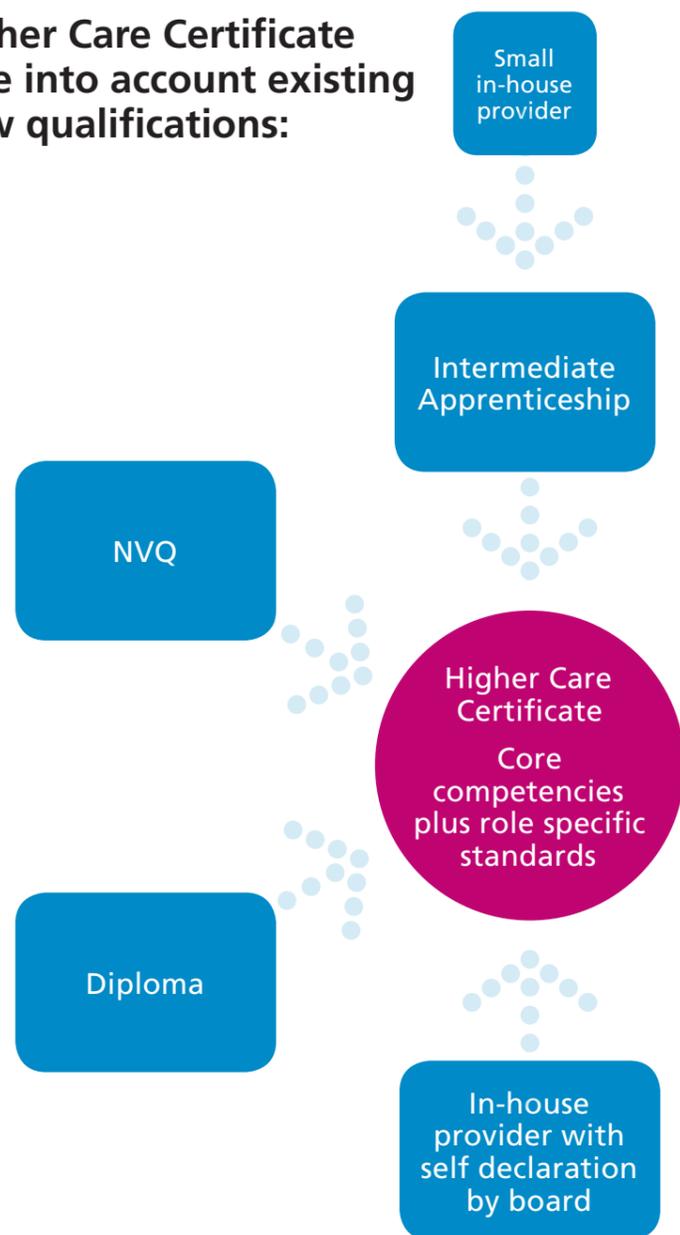
For further information on the consultation and a summary outcome, visit our website at <http://eoe.hee.nhs.uk/our-work/1to4/>

Why we're investing in apprenticeships

Most people think of apprenticeships as a great way to start out in a job, and that's true. Many healthcare organisations are already benefiting from being able to use funded apprenticeship schemes to attract excellent people from their local community. But apprenticeships can also bring new knowledge and skills to people of all ages, even after they have been in a job for some time. Employers get help with costs and more in return from well-trained, motivated staff who can learn on the job.

By 2020, we will have doubled again the number of support staff to benefit from an apprenticeship scheme.

The Higher Care Certificate will take into account existing and new qualifications:



Examples of current action

- // A wide range of HEE-funded or supported apprenticeships is available to help people develop within their role, both clinical and non-clinical, which allow staff to continue working while they learn.
- // Foundation degrees and existing higher apprenticeships to equip, train and develop assistant practitioners.
- // The development of a "Care Certificate" at induction level, as recommended by the Cavendish Review.
- // Working with the national Electronic Staff Record (ESR) team to improve training and development records.

Examples of planned action

The following proposed actions are subject to further discussion, agreement and funding. We anticipate further work with NHS Employers, NHS Careers, Skills for Health, National Skills Academy for Health, trade unions and education institutions.

- // Every organisation to demonstrate with evidence that it has a strategy for developing its support workforce that goes beyond appraisal and personal development plans and mandatory training e.g. mentors for all staff.
- // HEE will lead a partnership to develop consistent and transferable standards for the wider support workforce, building on current developments for healthcare assistants and skills passports.
- // Work on the Higher Care Certificate and all apprenticeship schemes will improve numeracy, literacy and IT skills training.
- // Further review and development of apprenticeships as part of the national Trailblazer programme led by the Department for Business, Innovation and Skills (BIS)
- // Universal access to a Higher Care Certificate for those that want it.

For further information and links to other programmes, see *appendices 1 and 2*.

Development programme for all support staff

East Midlands Ambulance Service NHS Trust has developed, approved and implemented a Learning and Development Strategy that includes accredited education for support workers. The training provides a qualification at level 2 or level 3 QCF, depending upon the role and can lead to seamless progression into further education.

For further information contact **Kerry Gulliver**, Deputy Director of Workforce, East Midlands Ambulance Service NHS Trust.

What's needed locally

- Employers to invest in development for their support staff over and above appraisal processes and mandatory training
- Employers to include funds and capacity in their workforce plans, to allow for backfill and release for training
- Employers to take up and implement the Higher Care Certificate, when it becomes available.

Go further...

Provide opportunities for career progression, including into registered professions

While working as a support worker in children's services, the opportunity came up for me to take on a foundation degree in public health. It had been a long time since I had done any studying, but my employer, a community interest company, gave me lots of support and I got the foundation degree. I have since decided to carry on with the degree to BSc level and all being well will graduate in 2014. What I would like to see improve is information about job opportunities and progression routes. I want to make the most of my qualifications but it's very confusing to work out how.

Jennifer Bird

Health Visitor Support Worker and Talent for Care Champion



What this is about

This part of the national Talent for Care framework is about simplifying potential progression routes for support staff, especially for those who want to get into training for registered professions. We are developing an NHS-approved progression framework with the help of national partners and higher education institutions.

An important aspect is to gain wider acceptance for learning "on the job" and vocational qualifications both within employer organisations and with higher education institutions.

Feedback from consultation

"Easy to grasp progression routes and promotion opportunities"

"Work-based learning"

"Support and promote talent"

Strategic intentions

- 7 Simplify career progression** for those who want it with innovative new roles and pathways to promotion, including more part-time higher education as a route into nursing and other registered professions.
- 8** Agree with employers and education providers **a universal acceptance of prior learning, vocational training and qualifications.**
- 9** Support **talent development** that identifies and nurtures people with the potential to go further, especially for those wanting to move into professional and registered roles.

Expected improvements over the next five years

Successful organisations will benefit from strong partnerships with education providers to deliver training that is closely matched to what the service needs. This will include many more opportunities for support staff to access part-time professional training and earn a salary at the same time.

There will be seamless progression from vocational qualifications into professional training across the country, and greater consistency of entry requirements by higher education institutions.

The potential for organisations with career progression as part of personal development plans is that they are better able to grow their workforce from local talent. We would expect to see improvements in staff retention, as well as in flexibility to work across organisational boundaries around care programmes for individual patients.

For further information on the consultation and a summary outcome, visit our website at <http://eoe.hee.nhs.uk/our-work/1to4/>



What's happening nationally

The proposed NHS-approved career progression framework identifies some of the current routes and seeks to simplify by bringing them into a single picture.

This single framework will capture the range of vocational training methods with the intention that these should become part of the formal set of qualifications that may be accepted for entry to degree level nurse training.

As well as service competencies, training should cover the skills that are essential for academic study to support those making the transition from vocational training to a higher level education. Currently, there are access courses that do this, some of them developed by individual organisations in partnership with their local higher education provider. The difficulty is that these can add another year or two years of training on top of an apprenticeship, for example, before a trainee could apply for degree level training. With study skills as part of an apprenticeship or local diploma course, it would cut out the need for a further year or more before applying to a degree course. We have recently secured approval from the Office of Qualifications and Examinations (Ofqual) for a set of new bridging programmes. HEE is inviting higher education institutions to become early adopters.

Examples of current action

- // Development of a Higher Apprenticeship in Adult Nursing as a vocational and part-time route into becoming a registered professional.
- // Apprenticeships being developed for all support staff as part of a national Trailblazer programme led by the Department for Business, Innovation and Skills (BIS)
- // Increase in the number of commissioned places in higher education for part-time study.
- // Development of more bridging programmes to support those without academic qualifications to get into higher education.
- // Development of pre-nursing experience to prepare people for a caring role prior to academic study.

Examples of planned action

The following proposed actions are subject to further discussion, agreement and funding. We anticipate further work with NHS Employers, NHS Careers, Skills for Health, Skills for Care, National Skills Academy for Health, trade unions and education institutions.

- // HEE and partners to agree and implement NHS recommended progression pathways, and provide easily accessible information and guidance progression routes.
- // HEE and its LETBs to work with higher education institutions and use commissioning levers to ensure that vocational qualifications are recognised as entry routes into higher education.
- // HEE and its LETBs to develop part-time study programmes with HEIs and the associated employment model with NHS Employers.
- // Review healthcare apprenticeships as part of the national Trailblazer programme led by the Department for Business, Innovation and Skills (BIS)

See *appendix 2* for reference to the BIS Trailblazer programme.

What's needed locally

- Employers should identify and nurture people with talent to go further
- Employers and higher education institutions to adopt the NHS-approved career progression framework
- Employers to make the career progression framework easily available as part of staff development
- Higher education institutions to become early adopters of new bridging programmes

Locally developed standards and foundation degree

Health Education Wessex and over 30 partner organisations developed an Assistant Practitioner Skills and Function Framework covering academic levels 4 and 5. From this, Open University, Southampton Solent University and University of Surrey developed foundation degrees in health and social care initially offering four progression pathways: end of life, acute care, promoting healthy lifestyles and long term conditions. Southampton Solent University, in collaboration with trusts, has now expanded the number of pathways to include, for example, cardiac physiology, clinical engineering, imaging science and histopathology.

For further information contact **Anna Prygodzicz**, Education Commissioning Manager, HE Wessex.

Making it happen

- // Responsibilities and partnership
- // Investment
- // Communication and promotion
- // Monitoring and evaluation
- // Equality and equality duties

Responsibilities and partnership

Health Education England (HEE) is leading the development of this national Talent for Care framework in partnership with the following organisations:

- // **National Skills Academy for Health**
- // **NHS Employers**
- // **Skills for Health**
- // **Social Partnership Forums**
- // **Trade unions**

Many of the national actions that are set by the strategic framework are already within the remit of a longer list of partner agencies working on national programmes of work. See appendix 1 for further information on the links between partners and programmes.

A Talent for Care programme board will oversee and evaluate progress against the national framework and report to the HEE Board. We anticipate that the work will be incorporated in the 2015/16 mandate for HEE.

At local level, the Local Education and Training Boards (LETBs) that comprise the local arms of HEE will take responsibility for working with employers, education providers and other local agencies to deliver the actions required to achieve our strategic intentions. LETBs will facilitate local partnerships, planning and adoption of good practice, including any local work necessary to evaluate progress.



Employers are the most important participants in making this national framework happen. We are inviting them to make a “partnership pledge” with actions to show their commitment to delivering real changes based on the strategic intentions, case studies and programmes in this national framework. Having an identified Board member to lead on Talent for Care would be a good commitment indicator and effective in delivery.

One example of levers and tools available to ensure implementation is the NHS Standard Contract, which includes within its general conditions the requirement to ensure that all staff involved in providing services have sufficient continuous professional and personal development, supervision, training and instruction. The contract also requires that service providers must cooperate with HEE and its LETBs to understand education and training needs and plan provision of education and training.

Investment

The Talent for Care programme board will work with HEE and other national decision-makers to secure a year on year increase in the proportion of national and local funds for training the healthcare support workforce.

As part of a “partnership pledge”, there would be an expectation that each employer would revisit their investment in the development of their healthcare support workforce and to ensure that this is sufficient to implement the ten strategic intentions of the national Talent for Care framework to get the value-added benefits of a well-trained and motivated healthcare support workforce.

Partnerships making it happen

NHS Property Services has reached a union learning agreement with four national trade unions, which will provide training programmes for all staff, including some 2,200 support staff. They are working with Millionmakers and The Prince's Trust on pre-employment programmes and are proposing apprenticeships for cleaning, catering, business administration and facilities management.

For further information, contact Hesketh Emden, Head of Training, Development and Leadership <http://www.property.nhs.uk/thousands-of-frontline-nhs-staff-will-benefit-from-unique-agreement/>

Communication and promotion

A Talent for Care promotional campaign will support the implementation and roll out of the national framework, including specific action to ensure equality and diversity in the healthcare workforce.

The campaign will include communications and engagement action plans from all lead agencies, and it will encourage local communications and engagement in health and care systems.

The target audiences are:

- // **Patients and public** – raising awareness of the value of support staff and their role within healthcare services.
- // **Staff** – raising awareness across all staff, raising the profile of support staff and raising the profile of education and training for the healthcare support workforce.
- // **Employers** – supporting actions to gain employers' commitment and sign up to the partnership pledge and raising awareness of national developments, good practice, information and guidance.
- // **Training and education providers** – raising awareness of national developments and guidance.

National commitment:

The lead agencies will oversee a national communications and engagement campaign with a strong brand based on The Talent for Care, which worked well and received a positive response during consultation.

There will be a communications toolkit for local use and networking.

The national communications campaign will have a programme of specific actions targeted to address each audience group:

- // Patients and public
- // Staff
- // Employers
- // Training and education providers

While much of the national campaign will be accessible online, there will be an annual programme of live discussions through existing networks and forums among the target audiences above.

HEE and partners will develop a national network of ambassadors.

Local action:

Local health and care systems to adopt and spread the campaign, using available national materials and communications toolkits.

Local health and care systems to adopt and spread the campaign, using available national materials and communications toolkits.

Local health and care systems to manage local discussions, workshops and events as appropriate to the needs of the local system.
Local representatives to participate in national/regional events on offer.

Local organisations to participate in the national ambassador programme and support local ambassadors in their role.

Monitoring and evaluation

During consultation, there was a common view that there should be a level of assurance provided by national monitoring and evaluation. The Talent for Care programme board is therefore considering an independent evaluation by a recognised specialist in this field.

The evaluation will draw from existing performance measures, including the NHS patient and staff surveys, as well as local intelligence, including specific research with pilot organisations and staff. It will ensure that the Talent for Care work programme continues to deliver the future workforce characteristics set out in Framework 15.

Locally, we propose that employers and local staff sides should regularly monitor and evaluate the progress of their support staff development strategy to ensure it is delivering real opportunities. An overview of performance from Regional Social Partnership Forums, who were so positive about these developments during the consultation exercise, would also be very welcome.

Equality and equality duties

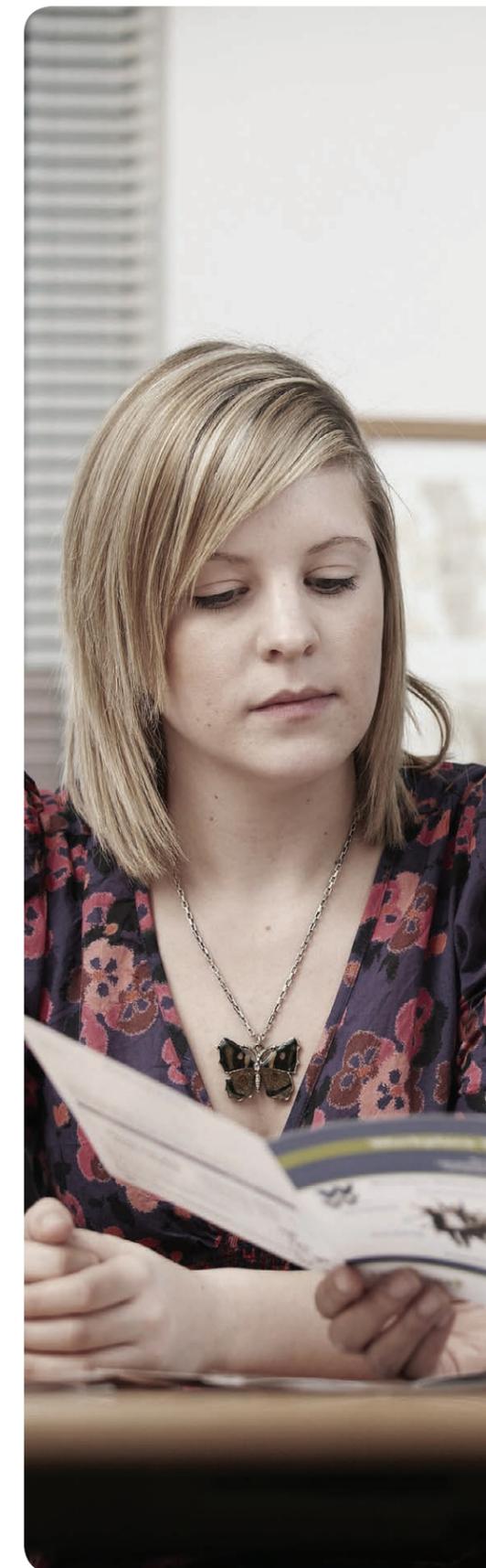
Health Education England and all NHS organisations have a public sector equality duty defined by the Equality Act of 2010. This must be considered in the context of the development of this framework.

The Equality Act requires due regard to the need to:

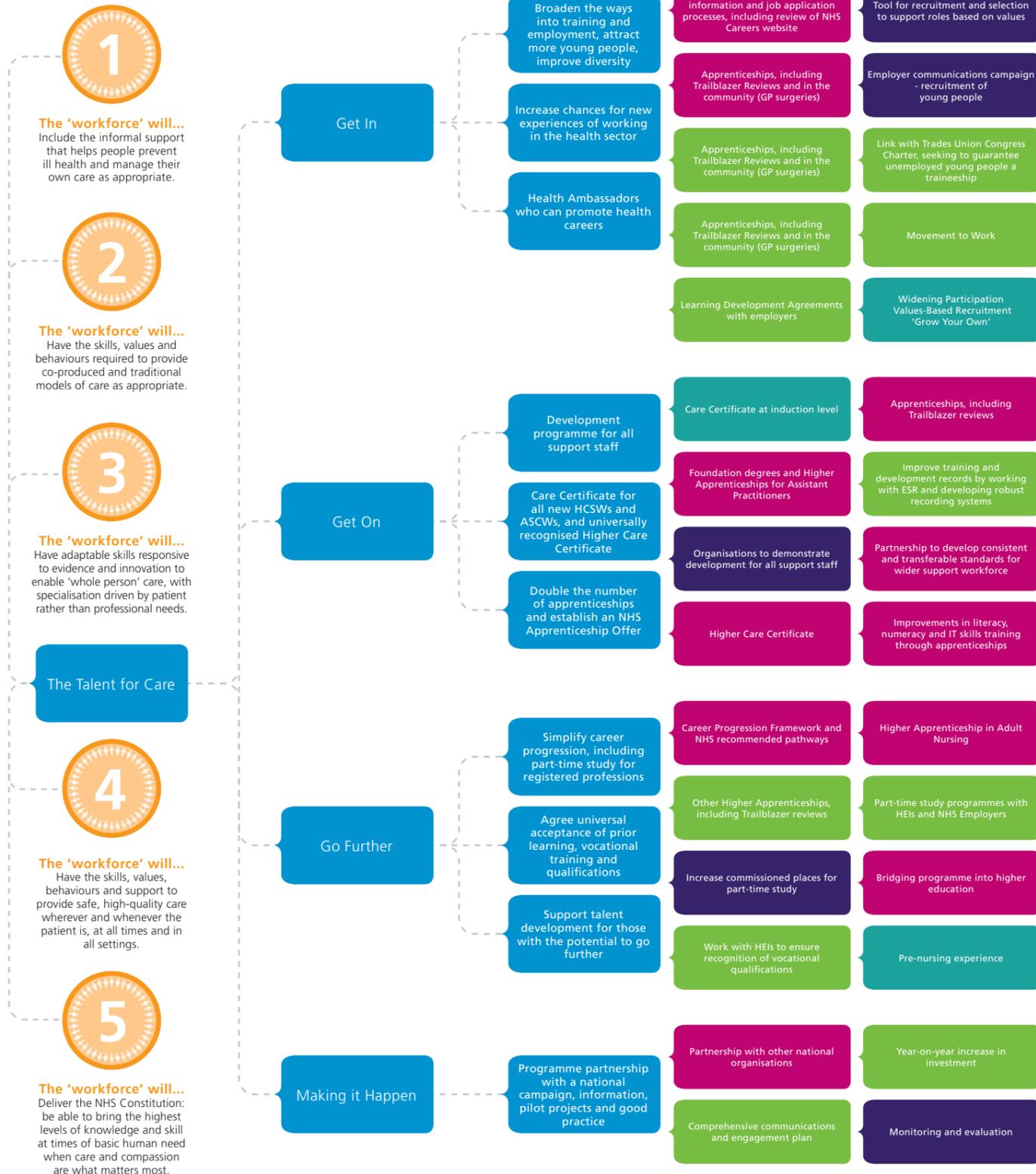
- // eliminate unlawful discrimination, harassment, victimisation and any other conduct prohibited by the Act
- // advance equality of opportunity between people who share a protected characteristic and people who do not share it
- // foster good relations between people who share a protected characteristic and people who do not share it, including promoting understanding and tackling prejudice.

Protected characteristics include age, disability, gender reassignment, pregnancy and maternity status, race, religion or belief, sex and sexual orientation.

This national Talent for Care framework is an opportunity to secure and improve equality in both patient care and within the healthcare workforce. As part of the work to implement the framework, we will review a range of equality issues and include these within our monitoring and evaluation.



Appendix 1 - Action at national level and links to other programmes



Appendix 2 - References and further information

- Research on link between NHS staff management and quality of care**
https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/215454/dh_129658.pdf
<http://www.research.lancs.ac.uk/portal/en/people/michael-west%28478cd46e-7b91-4ca1-a887-9903f58e048f%29/publications.html>
- Framework 15, a strategic framework for decision-making on developing the healthcare workforce over the next 15 years**
<http://hee.nhs.uk/2014/06/03/framework-15-health-education-england-strategic-framework-2014-29/>
- The Mid Staffordshire NHS Foundation Trust Public Inquiry chaired by Robert Francis QC**
<http://www.midstaffspublicinquiry.com/>
- Review of Healthcare Assistants and Support Workers in NHS and social care – proposals by Camilla Cavendish**
<https://www.gov.uk/government/publications/review-of-healthcare-assistants-and-support-workers-in-nhs-and-social-care>
- HEE mandate April 2014 to March 2015**
<https://www.gov.uk/government/publications/health-education-england-mandate-april-2014-to-march-2015>
- Widening Participation strategy**
<http://nw.hee.nhs.uk/our-work/widening-participation-incubator-project/draft-publication-of-our-widening-participation-strategy/>
- Values Based Recruitment**
<http://hee.nhs.uk/work-programmes/values-based-recruitment/>
- Shape of Caring Review to ensure high quality education and training for nursing and care assistants**
<http://hee.nhs.uk/work-programmes/shape-of-caring-review/>
- NHS Careers website**
<http://www.nhscareers.nhs.uk/>
- Future of apprenticeships in England: guidance for trailblazers**
<https://www.gov.uk/government/publications/future-of-apprenticeships-in-england-guidance-for-trailblazers>
- Details on the Care Certificate may be found at**
<http://hee.nhs.uk/work-programmes/the-care-certificate/>
- For further information on the Talent for Care programme and details of the consultation feedback, visit our website**
<http://eoe.hee.nhs.uk/our-work/1to4/>

