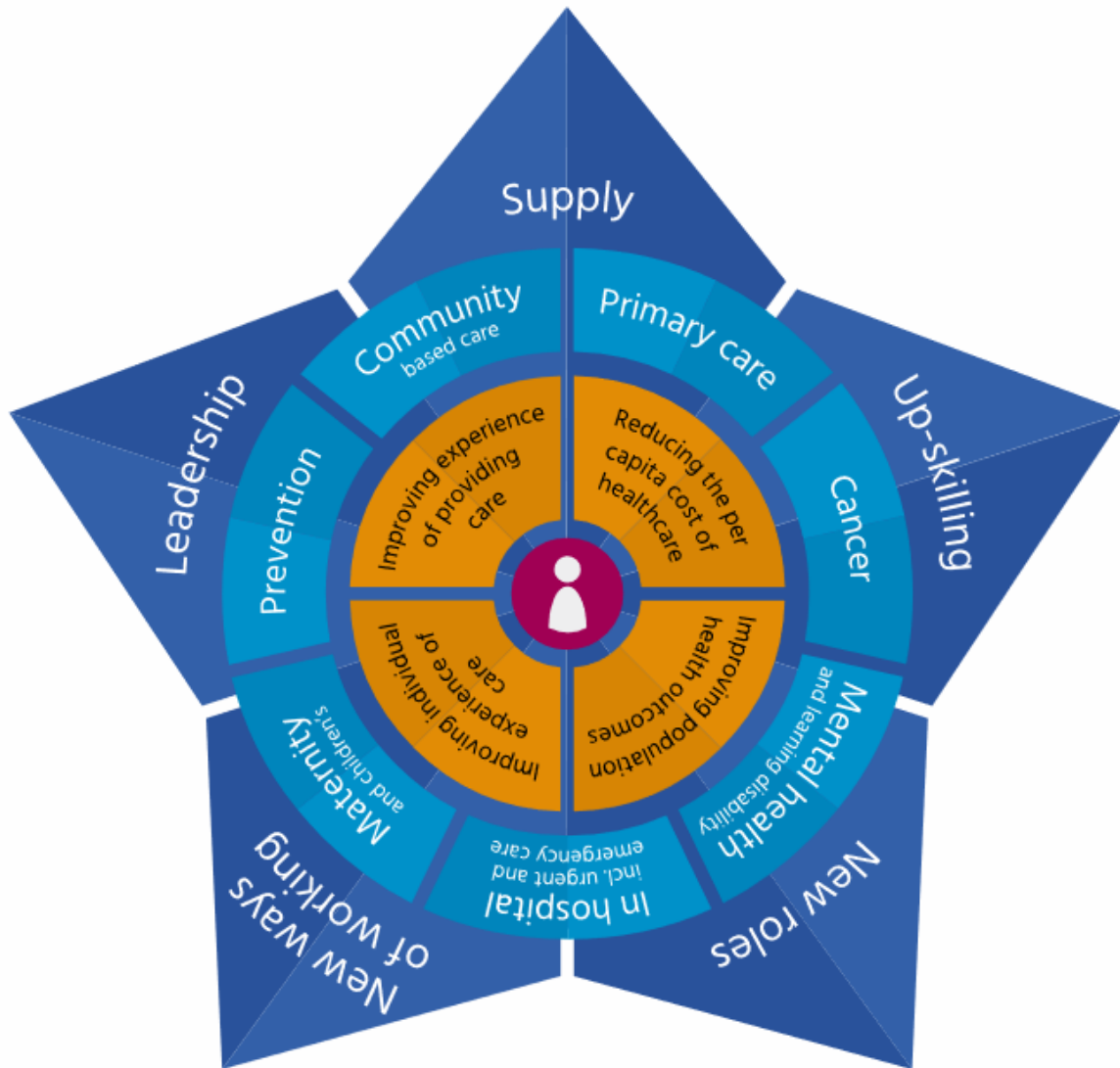


HEE WORKFORCE DEVELOPMENT

Appendix 1 : WORKFORCE DEVELOPMENT INVESTMENT PRIORITY THEME AREAS



The HEE Star depicts five key enablers of workforce transformation – Supply, Up-skilling, New Roles, New Ways of Working and Leadership.

Workforce development investment should be aligned to these five enablers (at least one or more), to ensure appropriate use of resource and establish a common understanding of shared workforce priorities.

The reporting framework is aligned to the five key enablers to facilitate aggregation and analysis at regional and national level – providing improved oversight of economies of scale, gaps in activity and impact/outcomes.

Investment Theme 1: Developing the support worker

Star domain: Supply/Up-skilling/New ways of Working (dependent upon focus of investment)

Why: the workforce strategies of STPs include a major expansion in the number of effective clinical support workers. Extended and advanced roles for nurses and AHPs require greater numbers of support staff. There is also a need for a standardised programme to ensure healthcare assistants (HCAs) in general practice have the knowledge and skills required to understand the role they are delegated. The affordability challenge and workforce supply pressures in some areas is requiring hospitals and General Practice to review skill mix. It is important support staff are appropriately trained.

What: Whilst apprenticeship programmes are available they don't always cover the costs of the specialist educational element and some other costs. An apprentice programme with programmes such as Venepuncture, ECG, Wound Care, motivational interviewing, health promotion and first aid.

How: Working with Trusts on predefined programmes of learning. CEPNs and Advanced Training Practice (ATP) hubs work in collaboration with practices and co-ordinate the local delivery of training.

Investment Theme 2: Upskilling for extended & advanced roles in priority service areas

Star domain: Up-skilling/New Ways of Working (dependent upon focus of investment)

Why: the workforce strategies of STPs includes the need for existing NHS staff to develop new skills to take on extended and advanced roles in order to achieve the best team skill mix for the patient, best value and address long standing shortages.

What: provision of a wide range of clinical skills training in specialist areas where workforce pressures are significant.

How: by commissioning with our universities and other providers a range of specialist skills courses that are needed by registered staff to take on safely additional roles within the workplace – to make the most of the people we have and the education capacity we have in local STPs. Workforce groups and roles enabled by this include

By care group

- NHS staff providing non-medical and independent prescribing
- NHS staff providing care and diagnostics to patients with Cancer
- NHS staff caring for the child and new-born
- NHS staff including General Practice staff working in primary care & promoting self care
- NHS staff working within Integrating-Care Teams
- NHS staff working with service users with Mental Health problems

- NHS staff supporting patients with Long Term Conditions
- NHS staff working in Emergency and Urgent Care settings
- NHS staff developing systems leadership skills

See Appendix 2 for examples of programmes which could be undertaken by NHS staff to enable them to make a greater contribution and enable their employer make the best use of its current workforce.

Investment Theme 3: Supporting patient safety and person centred care

Star domain: Up-skilling/New ways of Working (dependent upon focus of investment)

Why: Healthcare provision can sometimes involve high risk, but appropriate training, practice and feedback on performance can help reduce this risk and enhance patient safety and experience. Simulation training focuses on the skills that are difficult to learn and practice elsewhere. It allows events and procedures to be practiced and improved in a safe environment, where errors can be thoroughly assessed. Immediate feedback can also be provided to help clinicians build their skills and confidence.

What: provision of a range of clinical skills and simulation facilities which ensure our staff and learners have the opportunity to practice, experience and explore both technical (e.g. putting in a cannula) and non-technical skills (e.g. communication skills, team working).

How: By commissioning a range of opportunities which offers multi-professional training emphasising the importance of human factors in managing crisis situations within the health care setting.

Investment Theme 4: Supporting Career Progression

Star domain: Supply

Why: The workforce strategies of STPs continue to show that there is still an under supply of registered nursing staff but this can equally be applied to other professions. SAS Doctors are a diverse group with regards to their level of knowledge, training, performance and their needs. SAS Doctors' roles are seen as providing a high service component. The need for professional development and lack of a structure for educational process can hamper appropriate training and individual development.

What: If someone has been a registered nurse previously and wishes to return to the profession then they may need to undertake a Return to Practice programme. The programme is essentially a period of updating skills and knowledge so that they can become re-registered and return to work in nursing. The courses will take approximately three months to complete, although some people may take longer depending on clinical placement hours required and the length of time out of practice and length of time previously in practice. The courses will also be flexible to fit around existing commitments, such as childcare. Funding to support a SAS tutor role and agree local training opportunities.

How: By continuing to support commissioned programmes with local Universities – all information available on HEE Come Back Campaign. Continuing to have an identified SAS Tutor lead. Provision of careers advice and guidance.

Investment Theme 5: Enabling Apprenticeships

Star domain: Up-skilling

Why: Grow your own workforce strategies feature as a key requirement of STP workforce plans. In addition, HEE's workforce strategy notes the importance of Grow your Own workforce and widening participation as key ways to support and meet future workforce supply. April 2017 saw the introduction of the Apprenticeship Reforms and Levy. National and local healthcare workforce strategies have identified the wider application of apprenticeship as a major development route for growing the workforce.

What: Provision of activities to promote applications to apprentice programmes

How: Working with NHS employers.

Investment Theme 6: Promoting Prevention

Star domain: Up-skilling/New Roles/New Ways of Working (dependent upon focus of investment)

Why: The Five Year Forward View called for a radical upgrade in prevention and public health to close the health and wellbeing gap, and to reduce the burden of avoidable ill health. As well as reducing the demand for NHS and social care staff, we need to enable these benefits through the appropriate planning for, and investment in, the Public Health workforce.

What: Developing skills across the workforce to improve prevention eg. Making Every Contact Count (MECC)

How: Promotion of e-learning and other interventions in partnership with Public Health England

Investment Theme 7: Workforce Modelling and Redesign

Star domain: Supply

Why: The maturity of workforce modelling across STPs is significantly variable, with a large percentage insufficiently robust to accurately determine the workforce priorities signalled by new models of care. This being symptomatic of a lack of capacity and/or capability to plan for transformation, when pressured to deliver quality and safe care during transition.

What: A model to bring additional clinical capacity and capability to local workforce modelling and clinical redesign. Funding to support the development of a clinically led collaborative between HEE and Local Delivery Systems/STPs, bringing focus and sustainability to designing the workforce requirement for new models of care.

How: By training a cohort of HEE clinicians to support workforce modelling and clinical redesign in partnership with nominated Provider based clinicians, actively interested in clinical redesign, data analytics and workforce modelling.

Appendix 2

Illustrative menu of options for each investment theme

Investment Theme 1: Developing the support worker

- Paramedic conversion course for emergency care assistants
- Careers promotion campaign
- Care Navigators
- Core skills
- Supporting the development of additional clinical skills
- Development of programmes to support the readiness and preparation for new roles
- Implementing new roles for the support worker
- Supporting non-traditional ways for supporting the integration of the informal and volunteer workforce
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Investment Theme 2: Upskilling for extended & advanced roles in priority service areas

Skills programmes required to enable skill mix changes through an increase in extended and advanced roles for frontline NHS staff

NHS staff providing non-medical and independent prescribing

- Independent prescribing skills
- Supplementary prescribing skills
- Specialist non-medical prescribing skills

NHS staff providing care and diagnostics to patients with Cancer

- Advanced decision making and practice in diagnostics
- Cytology screening and interpretation
- Genomics
- Communication skills, including advanced communication skills and managing difficult conversations
- Imaging including specialist modalities such as breast, cross sectional imaging and interpretation and reporting
- Development in investigation and diagnostic imaging skills
- Palliative and End of Life Care
- Care of the Child with cancer, including specialist skills for teenage cancer
- Care of the Adult with cancer including specialist skills in specific diseases such as cancer, breast, skin, etc.

NHS staff caring for the child and new-born

- Neonatal Care skills
- Assessment and examination of the new born
- Safeguarding Children – Policy and organisational context
- Care of the critically ill neonate
- Stabilisation and Care of the Special Care Baby
- Advanced Practice - Neonate
- Advanced Practice – Paediatrics
- Specialist Neonate Practice
- Paediatric Life Support

NHS staff including General Practice staff working in primary care and promoting self care

- Developing diagnostic skills and examination,
- Managing long terms conditions in primary including:
 - Asthma management
 - Diabetes care and management
 - Cardiovascular Disease Management
 - Respiratory disease Management
 - Chronic Obstructive Pulmonary Disease
 - Heart failure management
- Cervical Screening
- Immunisation & Vaccination
- GPN Nursing programme (Foundation and Immediate Level)
- Clinical Assessment Skills and Decision Making – (Extended Role)
- Managing Minor illness and Minor Injury
- Stroke prevention and management
- Specialist skills including ECG, lung function and Spirometry
- Wound Care
- ECG training
- Frailty
- Stroke prevention

NHS staff working within Integrating-Care Teams

- Targeting Risk and Vulnerability
- Health Needs Assessment Skills
- Health & Social Care Clinical Skills

NHS staff working with service users with Mental Health problems

- Older people including Dementia Care
- Perinatal mental health care and support
- Autism & Asperger awareness
- Mental Health Skills Development
- Eating Disorders - care and management
- Systemic Family Therapy
- Mental Health Law & Policy
- Working with Military Mental Health

- Recovery in Mental Health and recovery focused family work
- Acceptance and Mindfulness approaches to therapy
- Suicide awareness and prevention
- Children and young people / CAMHS
- De-escalate techniques and reducing restrictive practices
- Restraint
- Dual diagnosis including assessment and treatment of addiction

NHS staff working with service users with Learning Disabilities and/or Autism

- Positive Behavioural Support
- Total Attachment Theory
- Leadership programmes
- Mindfulness-based Stress Reduction
- Learning Disability Mortality
- Building the Right Support
- Early Positive Approaches to Support
- Restraint
- Positive Behavioural Support Workshops for family carers
- Forensic learning disabilities skills
- Trauma informed care
- Autism

NHS staff supporting patients with Long Term Conditions

- Case management
- Applied Pathophysiology and Pharmacology in acute and long term conditions
- Advanced rehabilitation and reablement
- Managing Long term conditions including:
 - Respiratory Disease Management including COPD, PF, Asthma
 - Heart Failure
 - Renal disease
 - Neurological
 - MSK
 - Arthritis and rheumatic disease
- Managing frailty as a long term condition

NHS staff developing systems leadership skills

- Leadership and sustainable change management
- Quality and Service Improvement
- Working in New Roles/New Context
- Systematic Review Skills

Investment Theme 3: Supporting patient safety and person centred care

- Human factors
- Simulation training
- New technology
- Digital advances
- Communication skills

Investment Theme 4: Supporting career progression

- Strengthening work experience engagement
- Retention strategies
- Return To Practice programmes for all professions
- Development of information, advice, guidance and coaching skills
- Developing specialty and associate specialist (SAS) doctors
- Targeted support for underrepresented groups
- Transitioning to employment

Investment Theme 5: Enabling Apprenticeships

- Enabling supply routes and pathways into apprenticeships,
- Supporting delivery of integrated apprenticeship programmes.
- Supporting collaborative efforts to maximise the use of the NHS apprenticeship levy
- Developing 'off the job' education opportunities
- Strengthening approaches to functional skills development and support

Investment Theme 6: Promoting Prevention

- Making Every Contact Count
- Prevention at scale
- Public health analysts
- Reducing inequalities across the life-course.
- Supporting digital and health literacy skills
- Sexual health
- Public health practitioner registration
- Health protection
- Population health
- Health coaching
- Mental Health well-being
- Screening

Investment Theme 7: Workforce Modelling and Redesign

- Increasing clinical engagement in workforce planning and design
- Training on workforce planning tools and frameworks
- Support in rolling out and implementing workforce planning, design and productivity tools
- Increasing productivity

