

HUMBER, COAST AND VALE EXCELLENCE CENTRE

DELIVERY PLAN 2018 - 2020

1. Partnership Workforce Board leads:

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NELincs County Council

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Excellence centre team:

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2. Consortium organisations:

- NHS service providers
- NHS service commissioners
- Local authorities – city and county councils and other unitary councils
- Advanced training practices
- Primary care organisations
- Private, voluntary and independent sector organisations
- Skills for Health
- Skills for Care

Partnerships:

National Skills Academy for health

Health Education England

Education providers

Local Enterprise Partnerships

3. Summary of ambition

HCV Excellence Centre will focus on the staff groups that are not in professionally registered or regulated roles. The intention is not to duplicate or slow down innovation in Humber, Coast and Vale (HCV), but to scale it up and create greater system wide benefits. We want more consistent and equitable access to high quality learning opportunities, and roll out of evidence based recruitment and retention strategies, for example. Across HCV organisations are striving to deliver high quality efficient services. A highly skilled, confident Health and Social Care support staff workforce is fundamental to the delivery of sustainability and transformation, enabling high quality care to be delivered closer to and within the home setting, where possible avoiding unnecessary hospital admission and enabling timely discharge. Challenges in recruiting to posts across HCV is creating workforce gaps, increasing the need to grow our own workforce alongside strategies to attract new recruits to the area and retain existing staff. The development of HCV career pathways with more training opportunities for Health and Social Care support staff is fundamental to our ambition and mirrors that outlined in the Association of Directors of Adult Social Services 2018 Green Paper. Working with our partners and developing effective strategic relationships to enable access to appropriate education and training in HCV is key to achieving our objectives. Across HCV there are many examples of initiatives and good practice being developed to address workforce challenges within Health and Social Care. We will strengthen connectivity across HCV to maximise opportunities, test concepts, develop, monitor and evaluate apprentice opportunities that enable the creation and sustainability of new roles i.e., joint Health and Care support roles, scale up good practice, innovation and transformation.

4. Governance and alignment to the Partnership Workforce Board (PWB)

Humber, Coast and Vale Partnership Workforce Board (PWB), formerly the Local Workforce Action Board, agreed the development of an Excellence Centre through ratification and sign off of the workforce delivery plan submitted 2016 to the STP Executive Board. This delivery plan is aligned to the Excellence centre business plan submitted to the National Skills Academy for Health May 2017 and the emerging HCV strategic workforce delivery plan Sept 2018. Content of this delivery plan mirrors that of the overarching STP priorities to ensure congruence to the STP ambition. The PWB in HCV has regular sight of progress through a systematic reporting process. The Excellence Centre Delivery Board with representation from Education, Health and Care, Voluntary and Independent sector organisations will report into the PWB. The group will oversee and lead the delivery of this plan with the support of the Excellence Centre team and system wide stakeholder groups. To create system wide ownership of the Excellence Centre a memorandum of understanding has been drafted and CEOs of consortium organisations will be encouraged to demonstrate their on-going support by signing the agreement.

5. Plan and Key Performance Indicators

Aims	Objectives	Deadline	KPI
1. Develop greater understanding of workforce issues and identify where developments pertaining to the Health and Social Care support staff workforce can add value	<ol style="list-style-type: none"> 1. Analysis of information collated within HCV workforce report completed June 2017 depicting challenges and current activity to identify actions needed. 2. Capture activity, challenges and aspirations at 'place' level, to inform content of the delivery plan 3. Review findings from HCV workshops pertaining to workforce challenges and potential solutions 4. Review and refresh delivery plan as necessary 5. Further develop / engage with partnerships and collaborations at place level 6. Robust connectivity with other Excellence centres and the National Skills Academy for Health 7. Enable system wide engagement that will develop, endorse and enable the review of Excellence centre activity and delivery plans 8. Establish local workforce steering groups that enable greater local connectivity and collaboration in addressing workforce challenges 	<p>August 2018</p> <p>July 2018</p> <p>July 2018</p> <p>On-going July – on going</p> <p>On-going</p> <p>Aug 2018</p> <p>January 2019</p>	<ul style="list-style-type: none"> • Excellence Centre Delivery Plan in place ratified by the SWB that reflects the expressed needs of consortium organisations and partners across HCV • Specific projects in place to address key workforce issues pertaining to Health and Care support staff • Reduction in duplication and effort as organisations come together to share knowledge and experience, developing strategies that address workforce challenges of supply and demand, improving access to quality education and training. • Shared learning with other Excellence Centres and the National Skills Academy for health bringing new ideas and potential workforce solutions to HCV • Activities in place to enable collaboration and engagement of colleagues from across the HCV area i.e. Stakeholder events and meetings throughout the year • Local groups are in place that enable implementation of HCV strategies at local level and developments taking place to recruit and retain a highly skilled workforce in that area • Examples of strategies and outcomes on the website, creating local evidence and best practice • Team in place - March 2018

<p>2. Ensure the HCV Excellence Centre is sustainable with evidence of added value to the Health and Social Care support staff workforce</p>	<ol style="list-style-type: none"> 1. Establish and maintain infrastructure arrangements of Delivery Group and PWB that provides governance alongside effective key stakeholder engagement and collaboration 2. Launch Excellence Centre 3. Develop a financial plan with the approval of key stakeholders and funding bodies, to support sustainability beyond March 2020 	<p>July 2018</p> <p>April 2018</p> <p>Oct 2019</p>	<ul style="list-style-type: none"> • STP Partnership workforce board is the Excellence Centre board • Excellence Centre Delivery Group in place with members from across Health, Social Care, education, training, independent and voluntary sector organisations. • Excellence Centre delivery plan in place reflecting stakeholder feedback gained through engagement, HCV workforce delivery plan and the Excellence Centre business plan submitted to the National Skills Academy as part of the bidding process in 2017. • Evidence of shared ownership of solutions to ensure HCV can recruit and retain sufficient capacity • Funding model is in place that secures the future of the Excellence Centre in HCV
<p>3. Enable greater access to high quality education and training for the Health and Care support staff workforce across HCV</p>	<ol style="list-style-type: none"> 1. Increase the number of training providers that have Skills for Health and Skills for Care quality kite marks 2. Increase the opportunities for shared learning, delivered across Health and Social Care to encourage integration e.g., Care Certificate. 3. Create website with information and links to learning opportunities updated regularly 4. Enable access to high quality education and training for all identifying and working with education and training providers to ensure provision meets HCV needs, creating delivery partners in HCV whilst ensuring equitable tendering process 5. Develop transferability and competency based framework / passport allowing for recognition of transferable skills and training across the system to avoid duplication and increase value of prior learning across organisations 	<p>March 2019</p> <p>Sept 2019</p> <p>Sept 2018</p> <p>June 2019</p> <p>March 2020</p>	<ul style="list-style-type: none"> • The number of delivery partners with the quality kite mark has increased from one to greater than eight • Consistent high quality education and training in HCV is available for all Health and Care staff regardless of which organisation they are employed by. • There is employer recognition and transferability of the Care Certificate across organisations in HCV • A reduction in staff asked to repeat the Care Certificate and an increase in employers using the Care Certificate • Skills platform in place with information of learning opportunities and links to education and training prospectus • Education and training opportunities in HCV clearly defined and accessed by staff from HCV organisations • Ability to transfer training and skills acquisition to avoid duplication of learning and promote value placed on prior learning through an evidence based portfolio • Opportunities for shared learning available on the skills platform

4. Increase the supply of Health and Social Care support staff working across HCV through effective recruitment and retention strategies	1. Establish a ‘Step into Health and Care ‘ framework for HCV working with careers advisors to identify how schools, colleges, universities and independent education providers can be further supported to develop opportunities for young people / all, to consider and prepare for Health and Social Care careers – scale up the good practice taking place	June 2019	<ul style="list-style-type: none"> • Career advisors are able to access information that will give them a greater understanding of careers in Health and Care • Information of how to get into Health and Social Care careers available for all that may be interested in entering the workplace • A map of activity / initiatives in place that demonstrate work taking place to encourage individuals to consider a career in Health and Social Care, good practice scaled up to create greater opportunities to access information • Increased activity with schools, colleges and independent education providers across HCV • Identification of good practice e.g. an increase in care ambassadors and a scaling up of good practice • Access to case studies that promote possibilities and insight into Health and Social Care careers • Creation of resources to support careers advisors • Rotational Health and Care apprenticeship in place supported by best practice guidance for recruitment • Career framework available on the Excellence Centre website with links to further guidance and information e.g., Skills for Care, Skills for Health, HEE and NHSE • Best practice guidance in use of the levy and alternative funding streams is available that includes case studies. • Collaborative model available for accessing various funding streams such as apprenticeship levy, NSAH, HEE – reducing duplication and aiming to maximise the HCV budget available to develop the workforce • Increased Health and Social Care support staff workforce capacity and capability, building on existing good practice and addressing specific workforce challenges • A competent and mobile / portable workforce is in place that can enable the system to transform the workforce and implement new models of place based care • A workforce with flexibility to deliver high quality care across a changing landscape, that can be assured against agreed standards, raising the bar on competence, confidence and capability across the whole system. • Various forums in place aligned to governance structure
	2. Develop, monitor and evaluate a rotational Health and Social Care apprentice programme, which will provide varied experiences and increase apprentices knowledge and understanding of different parts of the Health and Social Care systems, with organisations looking to develop joint / integrated roles	Dec 2019	
	3. Create a career framework that enables ‘Get in, Get on, Go further’ in support of a sustainable workforce and to enable HCV to recruit, retain and grow its own	Dec 2019	
	4. Enable the system to maximise use of the apprenticeship levy and alternative funding streams to maximise the HCV budget available to develop support staff across the different sectors – establish guidance - local forum for discussion/sharing	Oct 2018 Feb 2019	

<p>5. Enable system wide connectivity and more equitable access to consistent information that supports recruitment, retention and development</p>	<ol style="list-style-type: none"> 1. Review, share and develop learning opportunities available across organisations increasing accessibility 2. Create a central repository for information through the Excellence Centre hub, so that links can be displayed on organisational websites where information can be obtained regarding apprentice programmes, how to get into Health and Care, development opportunities and careers – so useful to careers advisors, education and service providers, as well as existing staff to aid their appraisal planning and aspirations 3. Establish processes to share developments across HCV and through the Excellence Centre, enabling colleagues to stay connected and get involved 	<p>Feb 2019</p> <p>Sept 2018 On going</p> <p>Sept 2018</p>	<ul style="list-style-type: none"> • Place based opportunities developed to share expertise and knowledge in order to reduce duplication of effort and develop the local workforce collaboratively • A central hub in place, repository of information that can be accessed by all organisations aligned to the STP website, to benefit the recruitment, retention and development of Health and Social Care support staff across HCV • A ‘one stop shop’ of information useful to future and existing staff and their employers • Education and training opportunities presented within a skills platform providing links to apply on line / access more information from those providers • Events and workshops available throughout the year • Media facilities in place i.e., Twitter • Regular newsletters
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Summary of key objectives:

First 6 months	<ul style="list-style-type: none"> • Scoping exercises to identify locally led innovations and identify where individual Projects can enable proof of concept • Infrastructure and governance structure established with good connectivity with other Excellence Centres and the NSAH • Delivery plan in place that will be reviewed and updated regularly • Website with central hub of information in place that will be updated regularly • Place based connectivity and collaboration strengthened • Regular information feeds to keep colleagues updated and informed • Skills platform with links to various education and training opportunities available • An annual timetable of events to enable colleagues across HCV to network, engage, share good practice and collaborate with the Excellence Centre deliverables • Career advisors are able to access information that will give them a greater understanding of Health and Social Care careers • Best practice guidance in use of the levy and alternative funding streams is available that includes case studies.
In a year	<ul style="list-style-type: none"> • The number of delivery partners with a quality kite mark will have increased from one to eight • Employers recognise and enable transferability of Care Certificate • Information of how to promote careers in Health and Care will be available for all on the website with links to other sites • Identification of good practice e.g. an increase in care ambassadors and a scaling up of good practice
In 18 months	<ul style="list-style-type: none"> • Health and Care Career framework will be on the website, contextualised to the HCV area • Consistent high quality education and training in HCV is available for all Health and Social Care staff regardless of which organisation they are employed by. • Ability to transfer elements of training and skills acquisition to avoid duplication of learning and promote value placed on prior learning through an evidence based portfolio • Rotational Health and Social Care apprenticeship in place supported by best practice guidance for recruitment and methods of evaluation to enable informed decision making across the system and joint/integrated roles to develop
In 2 years	<ul style="list-style-type: none"> • Sustainable Excellence Centre with evidence of impact and value to the HCV system and at 'place' level • Increased Health and Social Care support staff workforce capacity and capability, building on existing good practice and addressing specific workforce challenges • An apprentice route is available that supports the development of a competent and mobile / portable workforce, enabling system and workforce transformation, able to deliver new models of place based care • A workforce with flexibility to deliver high quality care across a changing landscape, that can be assured against agreed standards, raising the bar on competence, confidence and capability across the whole system scaling up locally led innovations to benefit the region.

Communication and engagement:

Stakeholder Group	Membership	Purpose and link to Excellence Centre	Frequency of meetings
Partnership Workforce Board	Senior managers from representative organisations – Health, Social Care, Education, Voluntary and Independent sector	System leadership, ratification, final decision making and overall responsibility of Excellence Centre delivery plan	Bimonthly
Excellence Centre Delivery Group	Membership created from PWB and consortium organisations	To create system wide partnerships through the establishment of an action based workforce forum. Identify specific workforce deliverables based on STP plans, lead and monitor progress against deliverables. To identify, develop and implement the delivery plan, support project plans to deliver solutions for workforce challenges signalled from within the SWB, through wider multi agency stakeholder engagement.	Bimonthly
Place based workforce groups	Members from HCV Delivery group and local place level organisations – Health, Care, Education, Voluntary and Independent sector	To enable wider active involvement and ownership from organisational leads and experts through involvement in the development and creation of the plan. Scaling up good practice and developing solutions where place based system wide approaches would add value to patient outcomes and form part of workforce solutions.	Bimonthly
Task and finish groups	Broad representation from the consortium organisations and partner organisations - bringing together experts and interested parties	To enable experts from across HCV to work collaboratively to develop, deliver and evaluate projects for implementation at place level and/or across the HCV system	Task and finish groups – as appropriate
Events	Colleagues invited from consortium and partners organisations across HCV	Open forums to develop shared understanding of challenges and solutions, create learning opportunities and networking with colleagues from across and outside of HCV	Events – 2/3 a year
Regular / general communication – locally and nationally	Wider workforce across HCV and key stakeholders such as schools etc National Excellence Centre hub and Skills Academy for Health	Accessible information through a central repository of information – Excellence Centre hub for HCV Linked to STP comms lead and information flows Link to Skills academy for Health, Skills for Care and other Excellence Centres	Continual / on going

5. **Risks:**

Risk	Mitigation
<ol style="list-style-type: none"> 1. Organisations do not engage and create their own strategies, endorsing silo working and an inability to join the system to itself to create greater gains 2. Appetite of organisations to form a collaborative to take shared ownership of challenges and take actions necessary to deliver solutions 3. Sustainability of excellence centre to enable it to grow and demonstrate real value across HCV 	<ol style="list-style-type: none"> 1. Ensure the workforce delivery plan continues to be aligned to the STP governance framework and very senior managers have a good understanding of the workforce delivery plan which includes the Excellence Centre business plan. 2. Key stakeholders brought together through steering group and task and finish groups to endorse the value of shared ownership, collaboration and partnership working. Relationship building. 3. HEE/SWB/LWAB funding secured for two year's set up costs. The delivery group will develop sustainability plan.