

HUMBER COAST AND VALE FACULTY OF ADVANCED PRACTICE

DELIVERY PLAN 2020 - 2022



1. Partnership Workforce Board Leads

- Jayne Adamson
People Lead, HCV ICS
- Dr Mike Holmes
Partner Haxby Group Practice
Partnership Workforce Board Lead
Faculty Chair

2. Faculty Programme Team

Name/Job Title
Amanda Fisher (30 hours a week consortium and faculty) Programme Director. Vice chair
Carly McIntyre (full time consortium and faculty) Senior Programme Support Officer
Danielle Hook (30 hours a week faculty) Programme Manager
Emily Holmes (one day a week – HEE scheme) Physician Associate Ambassador

3. Faculty members

- NHS service provider representatives
- NHS service commissioner representatives
- Local authorities – city and county councils
- Advanced training practice / primary care hub representatives
- Clinical ACP representation from acute/ hospital care and primary care
- Private, voluntary and independent sector organisations
- Health Education England
- Education providers

4. Summary of Ambition

Our ambition is to enable consistently high quality care and effective services to be delivered across Humber, Coast and Vale by promoting an environment where our Health and Care workforce feels motivated, informed, supported, empowered and equipped with the right skills to lead and deliver excellence. We will do this by addressing workforce gaps and promoting diversity within our workforce, increasing the number of Advanced Clinical Practitioners and Physician Associates to meet Service need. We will identify good practice, scale it up and create greater system-wide benefits. A highly skilled, confident workforce able to deliver care at an advanced level is fundamental to workforce transformation and the delivery of sustainability and transformation healthcare across Humber, Coast and Vale.

5. Governance and alignment to Humber, Coast and Vale Partnership Workforce Board (PWB)

Humber, Coast and Vale Partnership Workforce Board (PWB) agreed the development of the Faculty in 2017/18 through ratification and sign off of the workforce delivery plan and necessary funding requirements. This delivery plan demonstrates priorities identified by Faculty members and is aligned to local priorities identified within the Local workforce groups and overarching HCV strategic workforce strategy developed through the workforce planning process undertaken Oct/Nov 2019. Content of this delivery plan will evolve to mirror that of the emerging ICS priorities to ensure congruence to the Partnership ambition. The PWB in HCV has regular sight of progress through a systematic reporting process. The Faculty with representation from Education, Health and Care, Voluntary and Independent sector organisations will continue to report into the PWB through its Chair, Mike Holmes and Programme Director, Amanda Fisher. The Faculty will oversee and lead the delivery of this plan with the support of the Faculty programme team and system wide stakeholder groups.

6. Delivery Plan and Key Performance Indicators

No	Aims	Objectives	KPI	Deadline	Review April 21	Impact (short-medium-long term)	Underpinned by national policy
1	<p>Planning to create the necessary growth in advanced level workforce, including ACP and PA, by creating a system approach to reviewing Place based information and identifying key priorities</p> <p><u>Reference documents:</u> -HCV workforce report 2017 -HCV workforce strategy 2018 -Healthcare workforce in England, Kings fund 2018 -Workforce planning info 2019 -People plan 2020 -HCV partnership plan 2019-24</p>	<p>Continue to develop and drive local system wide workforce groups, promoting local leadership and ownership of place based workforce challenges and solutions</p>	<p>ACP and PA recruitment and retention forms part of the three local plans (Hull/ERY, York/Scar, NL/NEL) where local actions are necessary to create the growth and service transformation necessary in that community</p>	Ongoing	Discussions taking place at local level.	<p>Current and future role shortages are identified and work is better-coordinated and maximised across communities in order to more effectively plan for future health and care workforce needs</p>	<p>NHS Interim People Plan (p.56 2019) “One of the intended benefits of ICSs is to provide opportunities for local providers of healthcare services to pool capacity and expertise and more rapidly spread good practice in recruiting, retaining, developing and deploying their local workforce.”</p> <p>The NHS Confederation (2020) Growing our own future: A manifesto for defining the role of integrated care systems in workforce, people and skills ICSs “to be the default level at which accountability for system-wide workforce decision making is based”.</p>
		<p>Analysis of workforce data to understand workforce need over the next 3-5 years</p>	<p>21/22 budget plan in place subject to funding and changes in service delivery / emerging strategies</p>	Mar 22	ACP Task and Finish Group Objectives	<p>Partners working together provides mutual benefits for organisations and the wider patient and service user populations i.e. sharing good practice, developing robust governance and employment practice</p>	

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							NHS Interim People Plan (p.59, 2019) "...within a national framework, ICSs will take on the leading role in developing and overseeing population-based workforce planning for local health services."
2	Increase the Future Workforce Supply - by strengthening career pathways, recruitment processes and education provision – demonstrate quality assurance	Promote apprenticeships in Advanced Practice	Access to ACP education is widened through the availability of a traditional programme and an apprenticeship route	January 2021	<ul style="list-style-type: none"> • Employer guidance developed • York & Hull pathway in place for 2021 • Majority of ACP applications apprenticeships 	Accessibility to become an advanced level practitioner is increased therefore increasing the ability to recruit the right calibre trainees onto the programme in the numbers required to promote the growth needed	NHS People Plan (p.43, 2020) "Employers should offer more apprenticeships, ranging from entry-level jobs through to senior clinical, scientific and managerial roles. This is a key route into a variety of careers in the NHS, giving individuals the opportunity to earn and gain work experience while achieving nationally-recognised qualifications."
			HCV recruitment process is in place that confirms when certain activities need to take place by which organisation to ensure planned recruitment	On-going	<ul style="list-style-type: none"> • New online process developed, tested and delivered 	Savings in tuition fees can be redirected to further support trainee experience Equitable access to the apprenticeship programme, promoting choice across HCV and increased number of apprentices, especially in General practice, hospices etc.	
			Levy is transferrable to smaller organisations to enable equitable access to ACP	Sep 21	Levy transfers in process for 20 employers in readiness for 21/22 starts	NHS Interim People Plan (p.51 2019)	

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			apprenticeship programmes			Available levy is maximised across HCV supporting delivery of the HCV workforce strategy	“We will support every STP/ICS to put in place collaborative system-level arrangements to optimise use of the levy. These collaborative arrangements will better enable local health systems to identify strategic priorities for using apprenticeships to meet local workforce challenges.”
		Work with all partners to ensure education provision available to advanced level trainees across HCV meets expectations of trainees and employers	Trainee and employer confidence in education provision is high	Dec 21	ACP Task and Finish Group objectives	Employers across HCV and trainees are keen to promote and recommend education provision in HCV	NHS Interim People Plan (p.51 2019) “It is essential that we realise the full potential of our experienced multiprofessional workforce and enable them to maximise their professional competencies, working safely and effectively at the ‘top of their licence’.”
			Competency frameworks within both education providers and employer organisations are in place to ensure competence on completion of the programme	Sep 21	On-going evaluation of this via the Governance and QA Framework	Trainees have a good to excellent learning experience and are keen to remain once qualified and/or on completion of their preceptorship/foundation period. ACPs are confident and competent on completion	

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			Strategies are in place to support learners in practice, such as ACP and PA ready for those in Primary care, HCV Governance framework and supporting learners in practice guidance is available.	Ongoing	<ul style="list-style-type: none"> • Governance and QA Framework in place • ACP/PA ready delivered • Regional team planning supervisor training 	<p>of the programme, able to deliver high quality safe care</p> <p>Employers are confident that on completion of the programme ACPs are competent and safe practitioners working within the realms of their professional body and advanced practice role</p>	<p>NHS Interim People Plan (p.25 2019)</p> <p>“The experience of students during their time in education and on their clinical placements also plays an important role in defining the decisions they make on their future careers. To ensure that students want to remain in the NHS after their studies, we need to develop a stronger culture of support during their studies.”</p>
			Quality assurance process that supports the ACP programme is in place, creating a formal structure that promotes consistency of quality learning experience across HC V	Dec 2020	<ul style="list-style-type: none"> • Governance and QA Framework in place • Evaluation on-going 	<p>Targeted support can be given to those organisations needing additional support</p>	<p>NHS Interim People Plan (p.47 2019)</p> <p>“As STP/ICSs develop their five-year implementation plans, it will be important that they identify how service transformation and workforce transformation will go hand in hand to enhance both quality and efficiency of care.”</p>

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		Promote the ACP and PA employability across HCV	Evidence based on experiences within HCV is created through robust independent evaluation that demonstrates the impact of ACP and PAs in the workplace as well as areas that need to be strengthened to maximise the benefits and safety of the roles	March 2021	<ul style="list-style-type: none"> Literature review conducted on impact of PAs PA employer webinar planned for May 21 PA Case Studies developed Work to consider around impact of ACPs? Case studies etc.?	Robust evaluation exists to enable more focussed work to be undertaken in ensuring the roles are implemented positively Employer confidence is increased and Faculty focus is targeted Strategies to support recruitment and retention are further developed Employer and PA confidence is increased, strengthening recruitment and retention	NHS People Plan (p.49, 2020) “Systems should make better use of routes into NHS careers (including volunteering, apprenticeships and direct-entry clinical roles) as well as supporting recruitment into non-clinical roles. Systems should also make much greater use of secondments and rotational roles across primary and secondary care to improve integration and retention.”
			Develop a robust preceptorship/ foundation programme for newly qualified PAs that meets the needs of employers	Sep 2021	Funding currently being sought	Pipelines to becoming a PA or ACP are demonstrated increasing interest in the roles and raising aspirations of existing staff	
			Scope out and develop pathways for aspiring ACPs/PAs i.e. via module approaches	Sept 2021			
3	Develop and retain the existing workforce by concentrating on retention, development of	Development of a career pathways	ACP career pathway in place	August 2020	Career pathway developed and on website	Retention of PAs and ACPs in HCV	NHS Long Term Plan (p. 85 2020) “One of the top reasons for people leaving is that they do not receive the development and
			PA career pathway in place	On-going	Initial model developed	Development of new roles that enable service and workforce transformation	

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	skills and system leadership		Various opportunities to develop careers and diversify	March 2021	ACP Lead roles created within organisations Work around retention needed – ACP Task and Finish Group objectives	Reduced turnover of staff leading to sustainable quality of care Staff are able to transfer competencies to new areas and recognition is given to prior learning. Employer confidence is increased. Duplication of learning is decreased.	career progression that they need...workforce development...has the potential to deliver a high return on investment. It offers staff career progression that motivates them to stay within the NHS and, just as importantly, equips them with the skills to operate at advanced levels of professional practice and to meet patients' needs of the future." NHS People Plan (p.33/p.37 2020) "There should be continued focus on upskilling – developing
		Development and implementation of an eportfolio in HCV	Recognisable eportfolio in place for HCV	Dec 2020	Various e-portfolios used across HCV – decision taken not to pursue one platform for all as organisational needs differ – awaiting national developments	Multiprofessional learning opportunities increase awareness of others' roles	
		Develop ongoing learning opportunities and ability to share good practice across HCV – for qualified and	In place: -webinars -access to alumni school post graduate training sessions -events	Dec 2020	<ul style="list-style-type: none"> Specialty-specific monthly webinars in place Tailored learning delivered to biomed students 	Promote a learning culture Increased value placed on the role(s), increased job satisfaction and retention Ability to network and share / extend good practice	

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		trainee ACPs and PAs	All programmes based on feedback and survey results depicting need			ACPs and PAs feel more connected and part of the overarching HCV workforce strategy	<p>skills and expanding capabilities - to create more flexibility, boost morale and support career progression. Systems should keep the need for local retraining and upskilling under review, working in partnership with local higher education institutions.”</p> <p>“During 2020/21, employers must make sure our people have access to continuing professional development, supportive supervision and protected time for training.”</p> <p>NHS People Plan (p.27 2020)</p> <p>“Ensuring staff have a voice: We all need to feel safe and confident when expressing our views...If we find a better way of doing something, we should</p>

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							feel free to share it. We must use our voices to shape our roles, workplace, the NHS, and our communities, to improve the health and care of the nation.”
4	Develop the workplace - by focussing on employment practice, wellbeing and consideration of new employment models	To strengthen strategies in place to promote the wellbeing of staff, create resilience, retention and the value placed on careers within health and social care	-Governance documents in place that give guidance to employers -QA framework includes health and wellbeing of trainees with a process that captures good practice and supports employers to strengthen wellbeing of staff within their		Awaiting outcome of quality assurance reviews to inform next steps	Early place based discussions taking place, exploring disparity in terms and conditions across health and social care, organisational benefits and opportunities to promote benefits across a health and social care community Following feedback from clinicians, exploration with potential development of clinical supervision model is taking place	NHS People Plan (p.14, 2020) “...leaders, teams and employers must keep offering people support to stay well at work, and keep offering it consistently, across teams, organisations and sectors.” “To realise urgent change, we must work systematically and

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			<p>organisations i.e. mentors/supervisors supporting ACPs and PAs</p> <p>-networking opportunities available to enable peer support</p>				<p>give these issues the same emphasis as we would any other patient safety-related concern. We must act with integrity, intelligence, empathy, openness and in the spirit of learning.” (NHS People Plan 2020, p.24)</p> <p>Staff Health and Wellbeing is a large focus of the new People Plan (2020) “Employers should ensure that all their people have access to psychological support” (p.18).</p>

7. Communication and Engagement

Stakeholder Group	Membership	Purpose and links	Frequency of meetings
Partnership Workforce Board	Representative organisations – Health, Social Care, Education, Voluntary and Independent sector	System leadership, ratification, final decision making and overall responsibility of Faculty delivery plan	Bimonthly
Faculty 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 emerging ICS plans, lead and monitor	Quarterly

		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.	
Place Based Local Workforce Groups	Members from HCV Faculty 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 local approaches would add value to patient outcomes and form part of workforce solutions.	Bimonthly
Task and finish groups	Broad representation from the consortium organisations, clinicians 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 <u>ACP group</u> to review and strengthen education in the HEI and clinical area, promote recruitment and retention <u>PA</u> to strengthen governance, employer confidence and career pathway across HCV	Task and finish groups – as appropriate
Events	Colleagues invited from across HCV	Open forums to develop shared understanding of challenges and solutions, create learning opportunities and networking	Events 2 to 3 per year
Communication	Wider workforce across HCV and key stakeholders	Accessible information through a central repository of information – Faculty website and newsletters.	Continual/ongoing

8. Risks

Risk	Mitigation
<ol style="list-style-type: none"> Organisations do not engage and create their own strategies, endorsing silo working and an inability to the join the system to itself to create greater gains Appetite of organisations to form a collaborative to take shared ownership of challenges and take actions necessary to deliver solutions 	<ol style="list-style-type: none"> Ensure the workforce delivery plan continues to be aligned to the ICS governance framework and very senior managers have a good understanding of the workforce delivery plan 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. Funding secured until April 2021

<ul style="list-style-type: none">3. Sustainability of the Faculty enabling it to grow and demonstrate real value across HCV4. Availability of sufficient funds from HEE as education commissioner for HEI tuition and training grants5. The impact of COVID19 is unknown and unquantifiable in respect of working patterns, services and available resource, but has already impacted on progression of ACP trainees	<ul style="list-style-type: none">4. Regular contact with HEE colleagues leading workforce transformation and commissioning education in support of HCV5. To strengthen ownership of this delivery plan as an HCV community, working with NHSE/I and HEE colleagues for guidance, leadership and funding where appropriate. Working as a faculty to agree restart dates and support of ACP trainees that have their programmes suspended for a time during COVID19. Recruitment for the next intake put back to January 2021 to enable employers to recruit effectively. Development of more online resources and accessibility to tuition to avoid unnecessary travel
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