

Norfolk County Workforce Group

QIPP and Skills Networks

What it includes...

Page 2

SWIFT Projects

The work on each project so far

Pages 3 - 4

UEA Centre for Inter-professional Practice

Change management interventions

Page 5

CWG Team

This issue features two new members

Page 6

Contact us
Page 7

Planning for QIPP improvements ...

Quality, Innovation, Prevention and Productivity (QIPP) plans are currently being finalised across the NHS Norfolk and the NHS Great Yarmouth and Waveney healthcare systems up to March 2015.

Norfolk County Workforce Group has been working closely with service providers and service commissioners to align organisational plans with system QIPP plans. Cross-cutting workforce themes are:

- Overall reduction of staff working within the NHS by 10%.
- Shift of workforce from acute to community based settings.
- Increased use of staff working within the third sector and integrated services.
- Major culture changes to support personalisation agenda.
- Re-designing workforce roles around integrated care teams.
- Review of skill-mix and innovative use of technology to improve productivity.

Workforce has been identified as a key risk area. To mitigate this risk, we have shifted resources across the system to support QIPP. For example:

- Re-organised subgroups with QIPP Programme Directors to support the shift to community based services (refer to subgroup chart on last page).
- Put in place HR resources for each worksteam and developed a template to ensure workforce risks are identified and addressed for each project.
- Shifted resources from pre-registration education to the development of pay band 4 Assistant Practitioners and pay band 2-3 apprentices.
- Targeted post-registration education (CPD) investment towards QIPP.
- Used SWIFT projects to support delivery of QIPP plans.

Have your say – Employer Skills Networks ...

The Department of Health's consultation paper *Liberating the NHS: Developing the Healthcare Workforce* was published on 20 December 2010. It proposes changes to the way the healthcare sector plans, trains and develops its workforce.

The White Paper recommends significant changes to the way the system is organised and offers employers the driving seat in planning and delivering the workforce of the future. A change from a top-down system to one of local accountability offers many opportunities for local innovation. However, a transformation of this magnitude needs careful consideration to ensure that the system and transition are well planned and implemented effectively.

Plans include creation of Skills Networks and development of strong partnerships with universities and other education providers. Funding flows for education are to be more transparent and tariffs for practice placements are being considered.

Transitional arrangements are discussed, taking into account the abolition of the strategic health authorities in 2012 and the PCTs in 2013.

The County Workforce Group's *Reporting Back and Moving Forward Conference* on 2 March 2011 provides an opportunity for local stakeholders to develop a Norfolk-wide response to the White Paper.

For further details, refer to the NHS Employers Discussion Paper 4 *influencing the future of education and training commissions*.

Update on the SWIFT projects ...

Most SWIFT projects will be completed by the end of March 2011 when the funding stream comes to an end. Due to savings identified earlier in the programme there was an opportunity for re-investment into a number of additional SWIFT projects which have been given dispensation to continue beyond March through to completion. The SWIFT team will be disbanding at the end of March, but a single project manager will continue for a few months to wrap up these projects.

Assistive Technology and Telehealth

This project will deliver a training programme to underpin knowledge on the use of assistive technology. This will support the redesign required by the QIPP agenda with particular focus on the services to support Frail and Elderly.

Healthy Child Programme Lead Professional

Four models for implementing the role of the Healthy Child Programme (HCP). Lead professionals have been developed. This project has increased multi-disciplinary awareness of HCP across the Early Years teams leading to a reduced duplication of work and provided training in Cognitive Behavioral Therapy training for 125 professionals.

Development of Advanced Practitioners

Change Consultancy and Training produced a scoping report with their initial findings. Directors of nursing are due to meet to agree the next steps, taking account of the recommendations made.

Development of Assistant Practitioners

The purpose of developing the toolkit was to assist in the implementation of Assistant Practitioners (AP's) across Norfolk. The Assistant Practitioner Tool Kit is divided into 4 sections:

- Planning an up to date workforce to support service delivery
- Creating a Business Case to assist in the Implementation of an Assistant Practitioner Role
- Developing an Assistant Practitioner Job Description
- Competencies

End of Life and Palliative Care

This project aims to improve the quality of end of life and palliative care delivered to patients across Norfolk. It offers training, including a structured programme, to care home staff, GPs and other clinicians. 600 packs have been delivered to care homes, 400 staff have attended the training programmes, and 45 homes have joined the GSF programme

End of Life Training

This project will provide education and instruction in the practical application of the Liverpool Care Pathway and other end of life tools to Norfolk Community Health and Care staff. The training package will encompass national and local best practice guidance.

Personalisation Agenda

A film and guide were co-produced by the Personalisation Expert Group, Norfolk Coalition of Disabled People (NCODP) to explore what personalisation means in Norfolk and Waveney. Please visit, www.norfolk.nhs.uk/personalisation

Falls Reduction in Hospitals

Two separate pilots will be run within the James Paget Universities Hospital and the Queen Elizabeth Hospital Kings Lynn to reduce incidences of falls in elderly patients. The falls reduction processes are being reviewed with the Norfolk and Norwich University Hospital to ensure a standardised system. The NNUH are also leading on the development of a generic e-learning package for falls training which will be utilised across all nursing staff in the three acute trusts and will also be available for use in community hospitals.

IV Therapy/Frail Elderly Caseload

A joint proposal is being developed to provide intravenous (IV) therapy in the community and this will include training and competency evaluation.

Health and Social Care Navigators

This project focuses on the development of the information, advice and advocacy sector in relation to the personalisation agenda. Following a training needs analysis, 50 Personalisation champions are engaged to promote awareness across all agencies. 6 Networking and Development Events have taken place for workforce across agencies, supporting integrated working as well as new courses for those supporting people to manage their Health and Social Care Needs

Norfolk Leadership Academy

The Norfolk Leadership Academy was established in September 2010 providing a local centre of excellence to develop and improve Norfolk's NHS leaders. The Academy has been established to provide delegates with local development opportunities to give them the confidence and skills they need to prepare to join the NHS' next generation of leaders. So far over 100 delegate development days have been arranged for the period September 2010 – March 2012 with a range of senior leaders and clinicians becoming members from all NHS organisations in Norfolk. Further services are now being implemented and these will include coaching / mentoring network across Norfolk, increased provision of LQF facilitators and much more!

Medicine for the Elderly

This project will train community staff in order to reduce the number of hospital admissions and enhance patient care in the community. The focus of the training will be on resuscitation and VTE (Venous Thrombosis Embolism, ie blood clots).

Mental Health Workforce Skills Analysis and Development

A Mental Health Workforce Skills Analysis and Development training needs analysis review has taken place considering the current Norfolk Mental Health Workforce.

Dementia training is being delivered to the 3 acute hospitals to increase awareness and develop skills. Dementia Champions have been established identified individuals who are being supported to share learning amongst peers.

Norfolk and Waveney Dementia Alliance

This project will establish an accepted baseline competency framework with 'dementia differentials' for different groupings of people involved in adult care. This framework can be used to support the commissioning of training and assessment for carers and will identify the dementia care to be included in pre-registration health and social care programmes. The project has identified a number of existing frameworks and has selected a preferred option which it is now investigating how to implement.

Skilled Carers

This project provides a variety of training opportunities for unpaid carers and includes courses, packs, audio CDs and bursaries.

- 10,000 training packs for new carers have been produced and distributed throughout Norfolk.
- 5,000 audio CDs have been created for those caring for people with dementia
- 10 new courses have been created for unpaid carer with 100 applications received to date.

Apprenticeships

The initial programme started in spring 2009 with the Great Yarmouth and Waveney Hub signing up 102 employees to apprenticeships, mainly in Business and Admin and Health and Social Care. In 2010 the programme extended to include two further hubs – the Norwich and Central Norfolk, and West Norfolk. Since then, to-date, 400 plus apprentices have been signed up to a variety of frameworks, across all age groups, plus a further SHA-funded cohort of 40 supernumeraries, aged between 16 and 22. The apprenticeship framework is a broader qualification than an NVQ and is fast becoming the preferred educational model for development of bands 1 – 4. Maddie Balls, Placement Coordinator spoke of the value of apprenticeships – *'I am delighted my team has 15 staff signed up to do an apprenticeship in Health and Social Care or Business Administration. Although the main objective is to improve patient care and underpin current knowledge, it also shows staff that they are a valued member of the team'*

Change management interventions offered to help professionals improve current practice

The Centre for Interprofessional Practice at the University of East Anglia has been offering opportunities for students and professionals to learn and work together since 2002. Recently, at the post-registration level, the Centre has focussed on change management and is now offering two interventions to professionals/agencies to help ensure they deliver better services to the public: a half-day workshop and a 3-month intervention. Either groups/teams or individual professionals can take part. Participants involved so far have included staff from Health, Social Services, Education and the Police.

Aims

The principal aim of both interventions is to enhance the knowledge, skills, attitudes and behaviour that facilitate effective interprofessional/inter-agency working. Participants will achieve this by:

- Meeting in an informal and safe environment with the support of a trained facilitator, evaluating what works well and what needs to change within their current practice;
- Setting practical and deliverable goals which lead to changes and improvements in current practice;
- Carrying out exercises that will enhance their team-working skills;
- Improving their understanding of different professionals with whom they interact when delivering their service;
- Expanding their knowledge of the different agencies involved in delivering their service;
- Exploring ways to work together more effectively and more efficiently.

Approach

Both interventions are: Underpinned by theory; Participant-led; Practical; Focused on local need. For further details about these two interventions, please visit our website (<http://www.uea.ac.uk/cipp/Post-Reg/Programme>) or contact either Sarah Freeman (s.freeman@uea.ac.uk) or Susanne Lindqvist (s.lindqvist@uea.ac.uk)

Feedback from June's Conference ...

The conference, *Transforming Services through Education*, on 16 June 2010 was attended by 88 delegates. The keynote speakers were Ian Tegerdine who spoke on aligning the system to service strategy with Val Lattimer, Anne Johnston and Gary Howard giving the further and higher contribution. Val is the Head of the School of Nursing and Midwifery, Anne is the Programme Area Director for the University Campus Suffolk, and Gary is the Director of Employer Partnerships at City College Norwich. There were also speakers on the areas of assistant and advanced practitioners, apprenticeships, Continuous Professional Development (CPD), Health Innovation and Education Clusters (HIEC), the Impact of Education on Practice (IMP) project, Union Learning Representatives (ULRs) and e-learning.

The feedback was generally very positive with delegates gaining a good understanding of many of the topics, with the choice of attending two of four masterclasses where a greater depth of knowledge was imparted. Comments from the evaluation forms included:

- Positive feedback on assistant practitioners, e-learning and getting new ideas
- Really good engagement
- 'Ensure that this day is repeated so that everyone sees that action is taken on moving forward'
- 'The best conference in terms of organisation and content, I have attended in the NHS'

Delegates came from a variety of organisations, including the three main hospitals in Norfolk, other NHS trusts and education providers. Those people 'on the ground' included service managers, lead nurses and specialists in sonography, radiology, midwifery and podiatry.

Introducing new team members...

Michelle Zeqiri
Learning and Performance Manager

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Michelle was appointed to the post of Learning and Performance Manager in December 2010. Currently seconded from Norfolk and Waveney Mental Health Trust, where she worked as a Lead Nurse for Mental Health Acute Services based at Hellesdon Hospital. The post of Learning and Performance Manager is a developmental role that will run until March 2012. It is proving to be a challenging and interesting role, and an excellent opportunity to learn about pre-professional as well as pre and post registration education commissioning and workforce development.

When not working, Michelle enjoys a range of activities such as walking, playing guitar, teaching salsa, travelling and scuba diving (preferably in the tropics!).

Boena Zeneli
Business and Contracts Support Manager

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After finishing her degree in Business Management and IT Boena started working for Ipswich Hospital NHS Trust, moving to Suffolk Mental Health Trust after three years, and has also worked for Suffolk Community Healthcare. She joined NHS Norfolk on 1 February 2011 after a total of five years working for NHS organisations in Suffolk.

Boena feels lucky to have been able to study but knows that there are people who either cannot afford to do this, or who need encouragement to train. This is where she feels both the funding and the staff involved with CWG play a vital role. Boena is highly motivated to see how, based on information management, analysis and reporting of a range of education and workforce performance and planning data, we as a team ensure local service needs are met and available resources are invested wisely. The aspiration of finishing projects within budget, and with workforce trained to the required standards to be able to deliver *Bold and Ambitious*, NHS Norfolk's strategic plan. She hopes to help deliver health services that enable the communities of Norfolk to have 'excellent health, outstanding care and best value'.

Born in Kosovo, Boena has lived for two years in Switzerland where she learned French before moving to England in 1997. She speaks four languages: Albanian, Serbian, French and English and on her daily commute to work, Ipswich to Norwich, she is trying to learn basic Italian! Boena loves languages and different cultures, with travel being her main hobby. She visits at least one different country a year. She also loves to play tennis whenever she can find a partner to play with!

Contact us ...

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