

Norfolk County Workforce Group

Newsletter

Shaping our workforce, educating our people, transforming lives

See inside for

- Planning ahead to deliver QIPP
- Importance of Culture...
- Apprenticeships
- Learning Needs Analysis and CPD
- Leadership Academy
- SWIFT Projects
- PEF Work Plan
- Your Conference Comments
- Redeployment Manager
- Norfolk and Suffolk CWG Away Day
- Clinical Advisory Virtual Network
- Move to LETBs
- Your newsletter needs You

Annual Conference a Huge Success

The Norfolk CWG Annual Conference was a huge success according to delegates who heaped praise on the content and quality of topics covered - "The Conference exceeded all expectations" enthused one delegate.

The conference heard from Dr Simon Gregory and Caroline Stanger, both from the SHA, how the existing CWGs would be transformed into Local Education and Training Boards (LETB's). More detail on the proposed structure appears on page 7.

The group discussions that followed identified a number of opportunities, such as development of transparent, standardised and consistent processes, the benefits of sharing good practice and the possible financial savings due to economies of scale.

There were frank discussions on the challenges presented in terms of communication with the new LETB's at all levels, a much larger geographical area, and a greater number of organisations involved including the voluntary and independent sector. Focusing on patient needs rather than being



led by professions or organisations was also high on the agenda throughout the group discussions. The early afternoon session comprised of a series of five workshops: Matrons, Acute GP Scheme, Change Management, Heading towards Integrated

Norfolk One of Top Two CWG's in Region



Andrew Morgan

The SHA have written to Chief Executive, Andrew Morgan, recognising the achievements of the CWG, and in particular the work achieved in developing the pre-professional workforce. "The number of apprenticeship posts against target and the development of the Assistant Practitioner

Framework have both been excellentwe also noticed the strong performance in pre-registration commissioning and the work done to align CPD to QIPP priorities", wrote Stephen Welfare, Director of Workforce. He also praised the good progress made with aligning SWIFT projects to

PCT strategy and the work done to strengthen governance. "Particularly noteworthy is the work which you have done to integrate workforce planning with system QIPP plans" he continued. Future work should include local leadership development and realising workforce productivity opportunities.

Planning Ahead to Deliver QIPP

Health Services are facing tough economic challenges. Norfolk and Waveney is no different and savings of 4% of the budget will need to be made over the coming years. This has direct implications on workforce which forms 70% of the budget.

NHS organisations have refreshed their workforce plans to address these challenges. Overall NHS staffing levels are projected to reduce by 6% over 5 years. Reductions in the acute sector of 9% will be partially offset by an increase of 5% in the community.

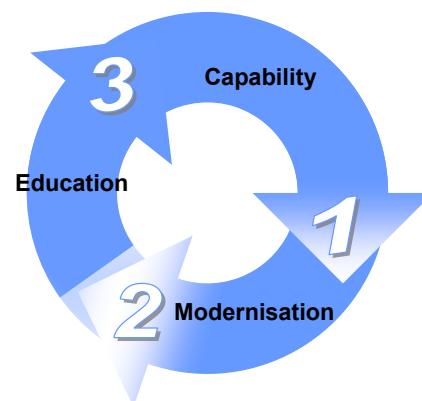
Norfolk CWG is working with service commissioners and providers, education institutions, NHS staff and clinicians to support the delivery of QIPP and reform plans.

At our recent conference, delegates identified the following workforce investment **priorities**:

- Leadership development, especially around cultural change and patient centred planning.
- Investment in re-tooling existing workforce driven by required skill sets in the community, the need for multi-skilled staff and inter-professional working within integrated care teams.
- Ongoing investment in pre-professional staff, especially apprentices and assistant practitioners to support career progression and staff retention.

Based on the above stakeholder feedback and submitted plans,

Norfolk CWG Steering Group approved its **Investment Plan** for 2011/12 - 2012/13, which is subject to next year's funding position.



A full copy will be available from: <http://www.norfolk.nhs.uk/our-work>

Importance of Culture in Performance Management

At the provider workforce contract workshop on 4 November 2011, HRDs explored the use of workforce metrics as early warning signs.

After reflecting on recent quality and safety issues revealed by the Care Quality Commission, the group identified the need for NHS providers to

respond to four inter-related **dashboard areas**, i.e.

1. Workforce and action planning
2. Human resources management
3. Training and development
4. Culture

They concluded that all four areas needed to be aligned to improve the overall impact on quality standards and outcomes. The cultural aspects refer to NHS values, such as compassion, respect and dignity.

A copy of the dashboard will be available in due course.

Apprenticeship Programme is now Number One

Norfolk CWG has exceeded last years City and Guilds 'highly recommended' accolade to become winners of the 'Regional Apprenticeship award for Macro Employer of the year 2011' and has also been recognised as a Top 100 Apprenticeship Employer for 2011.

Through the apprenticeship programme we have managed to train nearly 450 apprentices during 2010/11 across Norfolk and Waveney, whereas the whole east of England trained 1284 individuals.

This training has enabled us to have better trained staff, greater staff morale and ultimately increase quality and efficiency of services for our patients.

There are also cost savings that have already been realised by most of the trusts. For example one Trust's QIPP project plan showed savings of almost £90,000 by converting 10 substantive posts into apprenticeships.

We are still facing many challenges such as change of the NHS working culture and making young people aware of apprenticeship opportunities.

We also still have a lot of work to do to achieve sustainability. Most Trusts have already started to work towards sustainability by, for example, converting substantive band 2/3 posts into apprenticeships. Remaining funds are used to create an appropriate infrastructure to support apprentices both in their new role and in their training.

The models that work well are already beginning to emerge and we hope to share these models with other Trusts in the future.

Learning Needs Analysis and CPD Commissioning 2012-13

During 2011 a Task and Finish Group took time to explore ways of improving our approach to identifying learning needs. The discussions ranged from how to do appraisal, to how to include clinical issues within workforce planning, to how can the universities respond to our evolving needs. A range of people and a variety of methods were used which led to the following creative list of activities which will improve learning needs analysis in 2012-13:

- Equipping Divisional clinicians and service managers with the skills required for workforce planning, using SWIFT funding.
- Trusts maintaining high standards in appraisal, and migrating electronic records to suitable systems such as OLM Talent Manager.
- Opening up the education portfolio to new ideas with the Education Commissioning Special Interest Group taking a lead in communicating NHS needs.
- Considering the needs of the pre-professional workforce alongside those of registered clinical staff.
- Establishing simple, consistent and transparent processes for managing and allocating CPD funding.
- Offering this feedback to the SHA to inform the development of the new arrangements for education and training.

As this piece of work is coming to a conclusion, a new approach to CPD Commissioning has been launched

by the SHA for 2012-13. This puts the onus on the CWG to ensure individual Trusts compile good quality commissioning plans based on a learning needs analysis with less oversight from the SHA and more assurance through a system of peer review. QIPP and NHS priorities are at the heart of the plan which will help in using CPD investment to support service change. The level of investment is likely to be similar to last year.

Trust CPD Coordinators and their colleagues are currently developing plans for their own organisations. Robert Johns from Suffolk CWG and Claire Budgen from Norfolk CWG will use the Trust submissions to produce a joint CPD Investment Plan by Christmas.

Leadership Academy

Many of you will have been involved in some of the leadership programmes delivered by the Leadership Academy this year, such as

- Vital Conversations,
- Moving Minds,
- Wicked Problems,
- Leading Change,
- Leadership Presence.

These programmes have all been well received with people feeling they tackle areas that are not normally addressed on training programmes.

For 2012-13, Norfolk and Suffolk will come together in a joint Leadership Academy to offer greater capacity for change and development. The programme will retain the strengths of the current offer and build in extra support where most needed, considering the challenges faced in clinical areas alongside the demands of senior roles.

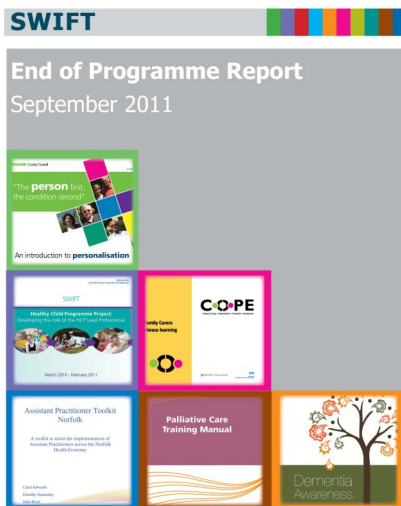
A Leadership Academy Project Manager is being appointed to support the development of the Academy and the associated strategy for Norfolk and Suffolk.

For further information contact

Claire Budgen
Learning and Performance
Manager, 01603 595807
claire.budgen@norfolk.nhs.uk



NHS Norfolk SWIFT Projects Update



It has been a very busy few months for the SWIFT programme, as some projects reach their conclusions while the newer ones move into the delivery phase

End of Life Palliative Care

The Gold Standards Framework (GSF) workshops and buddy groups have been progressing successfully, and the launch event for the GSF at the James Paget Hospital went well too. Meetings continue for the buddy groups and their leads, as well as additional supporting activity for LD homes. A submission has been made for QIPP funding for more GSF training for care home staff too. Liverpool Care Pathway training is continuing in all 9 community hospitals.

Health and Social Care Navigators

Networking events and learning days are being held successfully across the area, with attendees notably enthusiastic to recommend them to others, and the final tranche of personalisation training for advocates and advisers has been arranged, with 30 sessions planned out.

Mental Health

The final dementia training days have been held, and these have been well attended by the acutes' staff. The popularity of the Dementia Awareness Workshops is such that the Norfolk and Norwich University Hospital have funded a further 50 sessions of this training.

Assistive Technology

The project's new trainer has developed and delivered the initial training sessions and has 56 further ones booked now, covering the whole area. Work is progressing too on an introductory film for junior staff. UEA have completed producing a film about AT and this is being distributed to Community Matrons and others.

Assistant Practitioners (AP)

The final workshops were held with managers and with APs and the governance report has been produced and reviewed by the AP subgroup. A supplement is being produced to cover Mental Health too.

Falls Reduction

Training is continuing at the Queen Elizabeth Hospital and the James Paget UH, including Lowestoft Hospital in particular, and the falls statistics are beginning to show an encouraging downward trend. We have identified a supplier for the falls e-learning and have been working with them to develop an innovative and exciting new package which we expect to launch in December.

IV Therapy

Staff competency assessment is in progress, together with planning pathway changes and support to enable the first referrals changes to

happen. Some delays have been experienced with filling the key IV support role but these have been resolved and fast progress is to be made now.

Dementia

The Dementia Competency Framework (defining what good care looks like) is in final design and artwork - the print run has recently been completed. 5000 copies were printed to be distributed via the Dementia Alliance Reference Groups. The Dementia Differentials self assessment pilot study is complete, giving us 'an indication' of the workforce competency issues around caring for people with dementia, and as a result of this the design of the necessary training sessions is in progress with the UEA and plans are being made around providing scholarships.

Other projects

Even on the finished projects such as Skilled Carers, some activity still goes on as training sessions are cascaded and materials used, helping to ensure the continuing sustainability of all that has been achieved. The end programme report has been produced covering all projects and their outcomes and it will be published very shortly too.

For more information about any of these projects please see our website <http://www.norfolk.nhs.uk/swift-strategic-workforce-investment-funds-tomorrow> or contact Tim Ford, Norfolk CWG, tim.ford@norfolk.nhs.uk tel. (01603) 595855

The SWIFT End Programme report, together with a powerpoint summary of it, is now available to download from our website <http://www.norfolk.nhs.uk/swift-end-programme-report>

Practice Education Facilitators Workplan for 2011-12

Practice Education Facilitators (PEFs) are seconded to the Norfolk CWG from the SHA, to facilitate the process of enhancing the quality and expanding the volume of multi professional education, training and development to help provide a 'fit for purpose' NHS workforce. Part of the PEF role is to facilitate tripartite working, to maximise and build placement capacity and to support mentors and practice educators whilst maintaining the quality of the practice learning environment.

To achieve these objectives the Norfolk PEF team have developed a Work Plan for 2011-12 which is aligned to the Performance and Quality Assurance Framework (PQAF); the SHA Clinical Learning Environment Standards (CLE); the Norfolk CWG Work Plan and QIPP.

There are 4 work streams within the Work Plan:

- Supporting curriculum development across HEI's
- Implementation of professional body standards
- Improving the quality of the CLE
- Contributing to recruitment for SHA commissions and recruitment of newly qualified graduates

The four current members of the Norfolk PEF team; **Jane Fraser, Robert Green, Paul Sewell and Helen Shiach** lead on different aspects of the Work Plan.

Priority areas for this coming year are:

- Supporting the process of embedding new curricula in practice
- Working in partnership to develop a new multi professional educational audit tool
- Supporting the development of a partnership approach towards the implementation of professional body standards
- Facilitating the development of the mentor and practice educator website
- Assisting in the development of resources to support the effectiveness of student preparation for placement



The PEF teams from Norfolk and Suffolk

Your Conference Comments

"Memorable and moving presentation on personal health budgets"

"I liked the mix of providers, acute, community etc.... allows for information sharing"

"I'd have been happy for conference to run to 4.00 so we had longer for discussion. Thanks, very useful!"

"A very informative and productive day"

"The "hot off the press" update on LETB and sublet structure was very useful"

"A very interesting day which showed we are thinking similarly across the system"

"Carousel sessions were very informative"



Help with Redeployment



How the Redeployment Manager can help staff at risk

Some colleagues have asked for more information about how our Redeployment Manager can assist staff who will be at risk.

Wendy LeWorthy Fearn is employed by the County Workforce Group to manage the Employment Framework. In short, her role is to help staff find other work in the NHS and help NHS Trusts find the staff they need from those affected by change across Norfolk.

She works in partnership with the Norfolk Trusts: the James Paget, the Norfolk and Norwich, The Queen Elizabeth Hospital, King's Lynn, Norfolk & Waveney Mental Health, NCH&C, East Coast Community Health Care and the Ambulance Service.

Wendy works with each Trust, discussing their internal vacancies and those staff who are at risk or on notice of redundancy. She looks at retraining where possible, staff support, matching opportunities with current vacancies across the county and redeployment regionally with senior staff.

If you wish to chat with Wendy about any aspect of this work she can be contacted on 01603 595810 or emailed at wendy.leworthy-fearn@norfolk.nhs.uk.

Joint Away Day With Suffolk CWG

Norfolk and Suffolk CWG teams met on 9 December 2011 for the first time to prepare for the forthcoming merger of the two teams under the East of England Local Education & Training Board (LETB) arrangements.

A great deal has been achieved by both CWGs and there was a lot of enthusiasm in the room to build on these successes to address the challenges ahead. "We had a very successful day with both teams sharing good practice" said Amanda Lyes, Programme Director for Suffolk CWG. "There was high energy and all team members are looking forward to working together" she continued.

Ian Tegerdine, Lead for Norfolk CWG, agreed: "I was delighted by the level of positive thinking at the Away day" he said. "I think we are on the threshold of an exciting new chapter with two very successful teams becoming one".



Left:
Round the table discussions

Over the coming months, the two teams are planning to work on a joint action plan covering the following four areas:

- Creating a shared vision and goals
- New commissioning arrangements
- Connecting with key stakeholders
- Co-creating as a bigger team

Norfolk and Suffolk CWG Teams

All smiles after the meeting!



...More on Planning Ahead for QIPP Delivery

The University of East Anglia (UEA) has successfully implemented their service improvement project. Working with students and practice educators, the team came up with several innovative proposals to improve patient care. These proposals were shared with the QIPP Leads at NHS Norfolk & Waveney for further consideration.

For more details on these proposals, contact Robert Green, Practice Education Facilitator on robert.green@eoe.nhs.uk.

To see a snapshot of the prospective NHS workforce profile required to deliver system QIPP plans, contact Adnan Zahid, Planning and Information Lead on Adnan.Zahid@norfolk.nhs.uk.

For QIPP (Quality, Innovation, Productivity and Prevention) case studies across the east of England, visit <https://www.qippeast.nhs.uk/>

Clinical Advisory Virtual Network Update

The Network was launched in June 2011 under the joint leadership of Loyola Weeks, Director of Quality, Risk and Executive Nurse, Norfolk Community Health and Care and Gwyneth Wilson, Director of Nursing, Queen Elizabeth Hospital King's Lynn. We have attracted over 60 members and would welcome any other clinicians who could represent their profession in tackling QIPP, CPD and workforce redesign.

A newsletter went round in September 2011 which included a survey.

The results show an appetite for improving workforce planning in Trusts through engaging clinicians from the earliest opportunity. We also got some great ideas for the 2012-13 CPD Investment Plan.

Thanks to everyone who completed the survey.

Five minutes to spare? Take a look at the NHS Improvement website for good practice in implementing QIPP at <http://www.improvement.nhs.uk> and click on the EQUIPP box. If this gives you a light bulb moment do

share it with us!

Whether you are a current member or not, if you are interested in finding out more please contact one of us as below:

Network Co-Chairs:
loyola.weeks@nchc.nhs.uk,
gwyneth.wilson@qehkl.nhs.uk

CWG Lead:
claire.budgen@norfolk.nhs.uk

Move to Local Education and Training Boards

In December 2010, '*Liberating the NHS: Developing the Healthcare Workforce*' proposed that local 'Skills Networks' of employers would

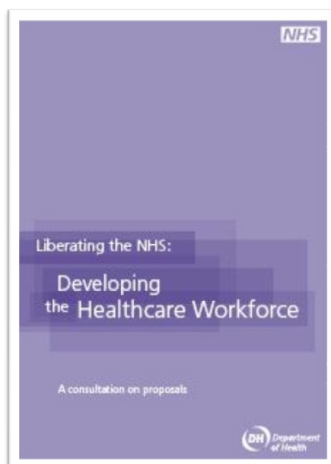
take on many of the workforce functions currently discharged by the Strategic Health Authorities. Subsequently, the NHS Future Forum endorsed these proposals and proposed a working title of Local Education and Training Boards (LETBs).

Nationally, Health Education England (HEE) will oversee the quality of education and training and deal with workforce issues that need to be managed nationally, bringing together the interests of healthcare providers, the professions, patients and staff. HEE will take on the advisory role of Medical Education England, as well as championing the greater involvement of patients and local communities in planning and developing the workforce.

For the east of England, it is proposed to create a single LETB with four Local Partnership Groups (LPGs) covering:

- Cambridgeshire & Peterborough
- Essex
- Hertfordshire and Bedfordshire
- Norfolk and Suffolk

Locally, the four LPGs would be led by providers within the area and would be responsible for managing localised workforce planning, education provision in the workplace, including locally responsive education commissioning, clinical placements, quality and maintaining education standards set by the commissioning body. The proposal is to run the new model in shadow form by April 2012.



County Workforce Group
NHS Norfolk and Waveney
Lakeside 400
Old Chapel Way
Thorpe St Andrew
Norwich
Norfolk
NR7 0WG

Phone: 01603 257282
Fax: 01603 257297

Website: [www.norfolk.nhs.uk/
county-workforce-group](http://www.norfolk.nhs.uk/county-workforce-group)



Merry Christmas and A Happy New Year



Best wishes from the Norfolk CWG team

Your Newsletter Needs YOU

Our newsletter is intended to provide you with information about how the CWG is helping to develop a high quality, motivated workforce that will help shape the future of the local NHS workforce.

Great success has been achieved with the ongoing help of outside providers, stakeholders and local NHS colleagues, all of whom are intent on building on this success.



We would like to hear your news and views on any topic related to workforce that may be of interest to our readers, to be included in the next newsletter.

If you have any questions on any aspect of our work or need details of our projects please contact the CWG Administrator, Steve Gledhill at:

steve.gledhill@norfolk.nhs.uk

Contact Us

Ian Tegerdine, Director of Workforce

Gabi Trojan, CWG Programme Manager

Adnan Zahid, Workforce Planning Lead

Boena Zeneli, Business and Contracts Support Manager

Claire Budgen, Learning and Performance Manager

Tim Ford, SWIFT Projects Manager

Steve Gledhill, CWG Administrator

(01603) 257153

(01603) 257281

(01603) 595806

(01603) 595808

(01603) 595807

(01603) 595855

(01603) 257282

Practice Education Facilitators:

Jane Fraser

(07507) 891637

Rob Green

(07904) 970352

Paul Sewell

(07507) 645973

Helen Shiach

(07535) 635732