



# Supporting Workforce Transformation across West Yorkshire and Harrogate

October 2018

West Yorkshire and Harrogate  
Health and Care Partnership



## Introduction



This publication has been produced by the West Yorkshire and Harrogate Local Workforce Action Board (LWAB) in partnership with Health Education England to signpost colleagues to resources that can support workforce transformation.

The LWAB is supported by, but independent of Health Education England (HEE). The board meets every two months to support the delivery of workforce transformation within the Health and Care Partnership priority programmes. Membership of the LWAB is broad and includes representation from each of the six 'places' (Bradford District and Craven; Calderdale, Harrogate, Kirklees, Leeds and Wakefield) within our Partnership.

In April the LWAB published its workforce strategy 'a healthy place to live, a great place to work' which sets out ten areas for focus. You can view this, the executive summary and EasyRead version at [www.wyhpартnership.co.uk](http://www.wyhpартnership.co.uk) This publication has been produced to support the implementation of the strategy.

Sustaining access to a capable and motivated workforce across all parts of our health and care partnership is a fundamental requirement to achieving our shared vision for health and care in the West Yorkshire and Harrogate Integrated Care System.

The WYH Workforce Strategy sets out the steps we will take to realise this ambition. This brief document has been prepared to summarise and signpost sources of workforce transformation support available and how this can be accessed.

For further information please contact [wyh.lwab@hee.nhs.uk](mailto:wyh.lwab@hee.nhs.uk)

### Dr Ros Tolcher

Chief Executive of Harrogate and District Foundation Trust: Co-Chair of the West Yorkshire and Harrogate Local Workforce Action Board

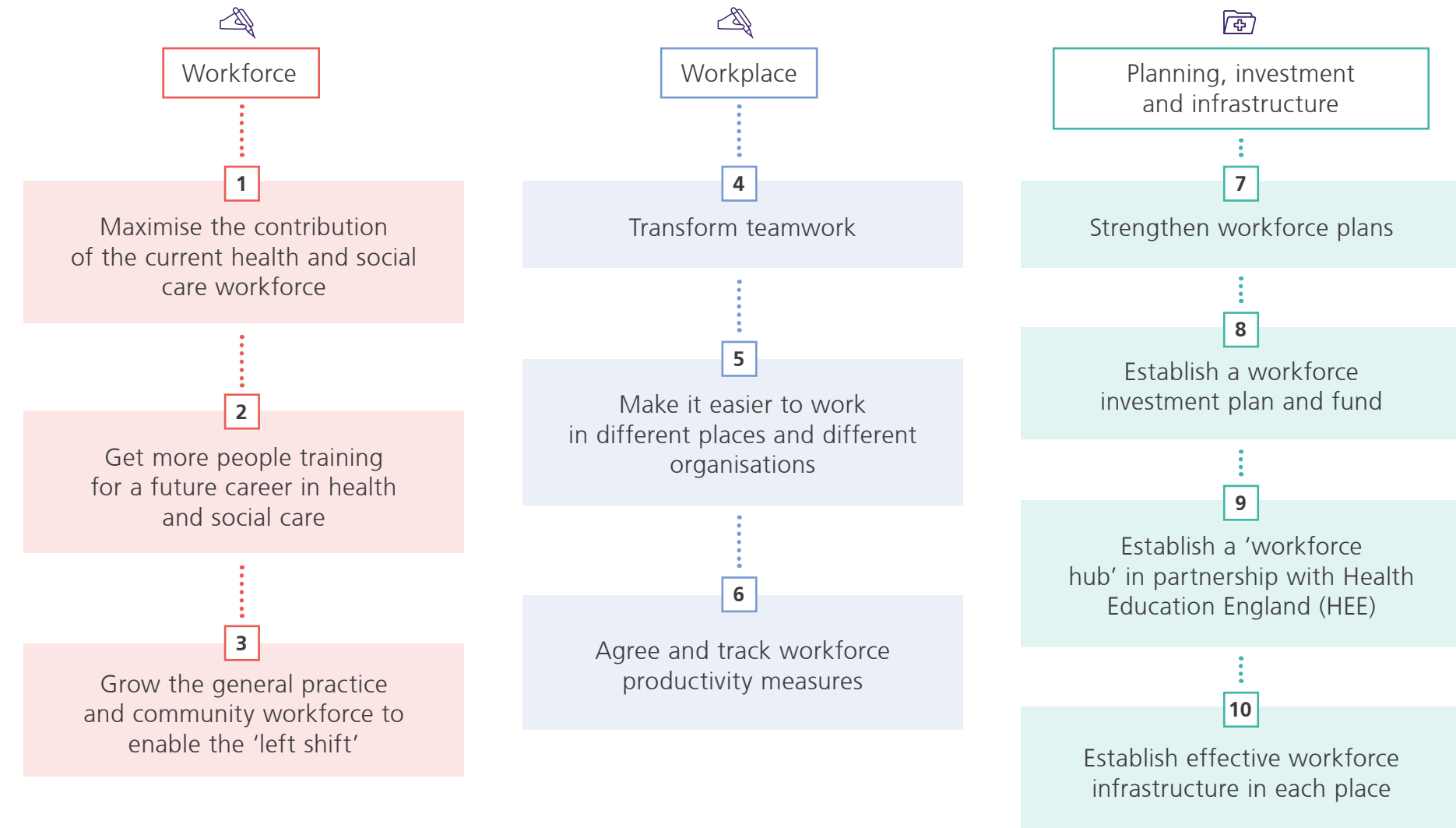
### Mike Curtis

Local Director, Health Education England: Co-Chair of the West Yorkshire and Harrogate Local Workforce Action Board



## Recommendations for the West Yorkshire and Harrogate Health and Care Partnership




The strategy summarises the many challenges and actions into ten major themes and recommendations for the health and care partnership to progress. **The 10 fall under three headings:**






## Support available

The table below describes the support available to help enable workforce transformation. It falls under four categories.

1. Financial support / 2. Training support / 3. Expertise / 4. Tools

Financial Support			
	What is the Offer?	Where do I go next for more information?	How is the offer funded/resourced?
 Workforce development funding	Funding is available via Health Education England (HEE) to support workforce transformation and ICS priorities. There are various themes which are supported including: upskilling support workers and registered professionals; supporting patient safety and person centred care; supporting career progression; enabling apprenticeships; promoting prevention; delivering LWAB priorities; workforce modelling and redesign.	If you work in a Trust speak to your Learning and Development team.  If you work in a smaller organisation then contact <a href="mailto:kay.butterfield@hee.nhs.uk">kay.butterfield@hee.nhs.uk</a>	By Health Education England (HEE)
 Local Workforce Action Board (LWAB) funding	The Local Workforce Action Board (LWAB) can fund system wide workforce initiatives provided they support the strategic themes described in the workforce strategy and where activity has the potential to benefit the wider partnership.	Contact: <a href="mailto:wyh.lwab@hee.nhs.uk">wyh.lwab@hee.nhs.uk</a>	Currently 100% of LWAB funding is provided by Health Education England
 Funding for Advanced Clinical Practitioner (ACP) posts	Funding is available on an annual basis to support the development of ACPs which are aligned with clinical and workforce priorities.	Contact: <a href="mailto:educationtransformation.north@hee.nhs.uk">educationtransformation.north@hee.nhs.uk</a>	To share and applying this model in other parts of the partnership.

	What is the Offer?	Where do I go next for more information?	How is the offer funded/resourced?
 Physician Associate (PA) preceptorship programmes	At the time of publishing Health Education England (HEE) and the Local Workforce Action Board (LWAB) are exploring the development of financially supported PA preceptorship programmes in primary care and mental health.	Contact: <a href="mailto:wyh.lwab@hee.nhs.uk">wyh.lwab@hee.nhs.uk</a>	Local Workforce Action Board (LWAB)
 Funding to support leadership development	Funding is available through the In Place Leadership Fund to support organisations and systems working in new ways to develop leadership across their local health and care system. Funding for talent management will be governed by the new North of England Regional Talent Board.  Some funding is available for collaborative working with the Academy for joint research, product development, start-up investment for new programmes of work.	Contact: <a href="mailto:andrea.overton@hee.nhs.uk">andrea.overton@hee.nhs.uk</a> General enquiries contact <a href="mailto:amy.makler@hee.nhs.uk">amy.makler@hee.nhs.uk</a>	Leadership Academy
 ERIC funding	Funding is available to support educational, research and innovation interventions (ERIC) to enhance workforce training and improve patient safety. Bids are received via an agreed bidding form to the Education, Research and Innovation Committee. Bids are reviewed by a subgroup of this committee and there are two rounds each year, one closing in June and the other in November.	Contact: <a href="mailto:eric.yh@hee.nhs.uk">eric.yh@hee.nhs.uk</a>	Health Education England (HEE)



## Support available

The table describes the support available to help enable workforce transformation. Below is the second category - **Training support**

Training support			
	What is the Offer?	Where do I go next for more information?	How is the offer funded/resourced?
 Primary Care Workforce & training Hubs	<b>Hubs are tasked with;</b> <ul style="list-style-type: none"> <li>Facilitating discussions in relation to primary care workforce planning and its development</li> <li>Developing multi-professional education training capacity and capability</li> <li>Improving the education quality and governance in primary care</li> <li>Promoting workforce development schemes across primary care</li> </ul>	Airedale Wharfedale and Craven Bradford City Bradford District Harrogate and Rural District <a href="mailto:mandy.brown@bradford.nhs.uk">mandy.brown@bradford.nhs.uk</a> <a href="mailto:marie.stout@bradford.nhs.uk">marie.stout@bradford.nhs.uk</a>	Health Education England (HEE)
	<b>Hubs can provide advice and support in relation to the following areas;</b> <ul style="list-style-type: none"> <li>Tools and techniques currently available to understand and predict workforce within primary care environment</li> <li>Current opportunities and schemes relating workforce development locally, regionally and nationally e.g. ACP, HCA and GPN Ready</li> <li>Acting as a local coordinator and/or conducting evaluation of education and training for primary and community care</li> </ul>	Calderdale Greater Huddersfield North Kirklees <a href="mailto:michele.bryden@GP-B84618.nhs.uk">michele.bryden@GP-B84618.nhs.uk</a>  Leeds <a href="mailto:lsmp.atphub@nhs.net">lsmp.atphub@nhs.net</a>  Wakefield <a href="mailto:kirsty.farrar@wakefieldccg.nhs.uk">kirsty.farrar@wakefieldccg.nhs.uk</a>	

www.wyhpартnership.co.uk




	What is the Offer?	Where do I go next for more information?	How is the offer funded/resourced?
 eLearning – e-lfh	e-Learning for Healthcare (e-LfH) is a Health Education England (HEE) Programme working in partnership with the NHS and professional bodies to support patient care by providing e-learning to educate and train the health and social care workforce.	Contact: <a href="mailto:enquiries@e-lfh.org.uk">enquiries@e-lfh.org.uk</a>	Health Education England (HEE)
 Excellence Centre	The West Yorkshire & Harrogate Excellence Centre is a regional hub and develops strong collaborations between training providers and healthcare employers from the public, independent and voluntary sectors to design and deliver new learning resources for healthcare support staff, share training expertise and make best use of skills development facilities.	Contact: <a href="mailto:leedsth-tr.wyhexcellencecentre@nhs.net">leedsth-tr.wyhexcellencecentre@nhs.net</a>	Local Workforce Action Board (LWAB)






westyorkshire.stp@nhs.net

## Support available



The table describes the support available to help enable workforce transformation. Below is the third category - **Expertise**

Expertise			
	What is the Offer?	Where do I go next for more information?	How is the offer funded/resourced?
 Transformation techniques	Advice and support is available from HEE and LWAB transformation leads to identify and access transformation tools such as the Calderdale Framework; provide advice on new role development, recruitment and retention initiatives, new ways of working and upskilling of the current workforce; and help with the development of workforce delivery plans.	Contact: <a href="mailto:wyh.lwab@hee.nhs.uk">wyh.lwab@hee.nhs.uk</a>	Health Education England (HEE)
 Postgraduate Medical Education and opportunities for change	Health Education England (HEE) can offer advice on Medical Education Reform, career and competency framework development, access to hospital training and clinical supervision and signposting to clinical contacts and networks.	Contact: <a href="mailto:sarah.kaufmann@hee.nhs.uk">sarah.kaufmann@hee.nhs.uk</a>	Health Education England (HEE)
 Quality Learning Environments	To drive innovation and quality improvement the quality team can provide information and intelligence under a single framework using a core set of quality metrics and standards. This will support the evaluation, assessment and management of risk and systematically review quality activities with local partners and is used to improve the quality of education and training for healthcare learners of all professions.	Contact: <a href="mailto:julie.platts@hee.nhs.uk">julie.platts@hee.nhs.uk</a>	Health Education England (HEE)

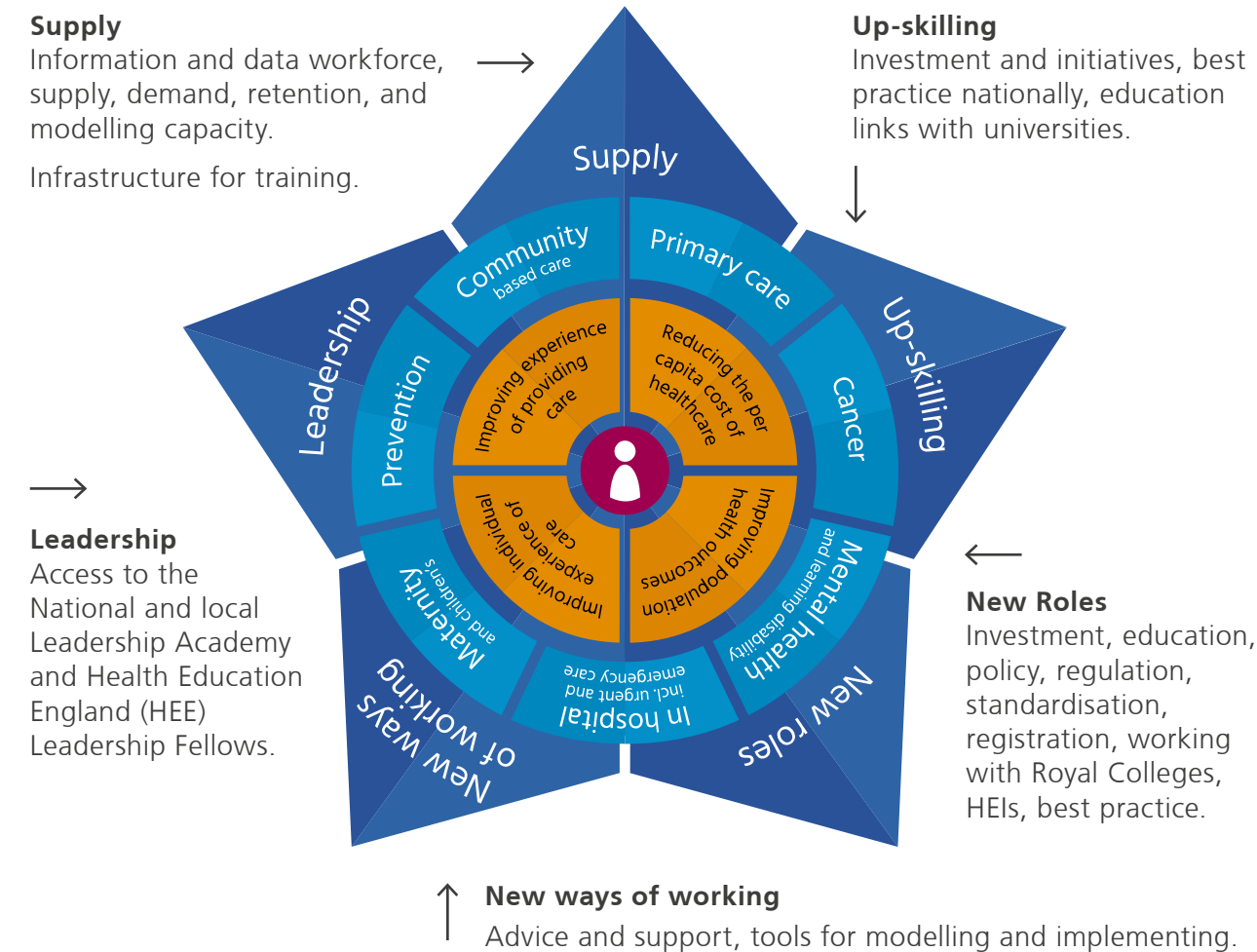
	What is the Offer?	Where do I go next for more information?	How is the offer funded/resourced?
 Leadership, Organisational Development and system development advice from Leadership Academy	The Leadership Academy provides bespoke and aligned system leadership development and support to the ICS, utilising existing interventions such as coaching and mentoring, action learning, programmatic interventions, and building OD capacity and capability, as well as testing new, innovative interventions to support the emerging landscape across the system enabling individuals, organisations and systems of health and care to collaborate in order to realise the ambitions of Developing People: Improving Care.	Contact: <a href="mailto:andrea.overton@hee.nhs.uk">andrea.overton@hee.nhs.uk</a>	Leadership Academy
 Workforce Planning and Intelligence	HEE can provide a comprehensive baseline of the NHS and care workforce within the ICS footprint and an overview of current and future supply to the workforce, including attrition, age profile and retirements as well as interpretation and analysis of national strategies linking to supply and demand.	Contact: <a href="mailto:gaynor.clark@hee.nhs.uk">gaynor.clark@hee.nhs.uk</a>	Health Education England (HEE)
 Knowledge management services	HEE is committed to enabling all NHS staff to freely access library and knowledge services so that they can use the right knowledge and evidence to achieve high-quality, safe healthcare. NHS library and knowledge services can assist you with access to electronic information resources at your desktop or via your mobile device, undertake evidence searches to support decision making, and help you to keep up-to-date with developments in your field of interest.	Contact: <a href="mailto:dominic.gilroy@hee.nhs.uk">dominic.gilroy@hee.nhs.uk</a>	Health Education England (HEE)

# Support available

The table describes the support available to help enable workforce transformation. Below is the fourth category - **Tools**

Tools			
	What is the Offer?	Where do I go next for more information?	How is the offer funded/resourced?
 <p>Workforce planning tools</p>	<p>The LWAB can consider requests from systems, places and organisations to help them access workforce planning tools such as the Workforce Repository and Planning Tool (WRaPT). WRaPT is a flexible tool which establishes the relationship between workforce capacity and service activity. It can securely store workforce data from all types of organisations and allows you to collect, search, analyse, refine and extract the workforce data that you want to focus on. It also enables workforce modelling across and within organisations through linking activity to workforce</p>	<p>Contact: <a href="mailto:wyh.lwab@hee.nhs.uk">wyh.lwab@hee.nhs.uk</a></p>	<p>Local Workforce Action Board (LWAB)</p>
 <p>Calderdale framework</p>	<p>The Calderdale Framework provides a systematic, objective method of reviewing skill, role and service design, ensuring safe, effective and productive patient centred care. Training is available from a one day workshops to five day intensive courses delivered over a six month period. The LWAB can consider requests from organisations to help them access Calderdale Framework expertise from within the partnership or to support the development of internal capacity.</p>	<p>Contact: <a href="mailto:wyh.lwab@hee.nhs.uk">wyh.lwab@hee.nhs.uk</a></p> <p>More information on the Calderdale Framework can be found at: <a href="mailto:info@calderdaleframework.com">info@calderdaleframework.com</a></p>	<p>Local Workforce Action Board (LWAB)</p>

## Tools – The Workforce Transformation Star



**Health Education England (HEE) Star**

**What is the Offer?**  
The HEE Star is a tool to support workforce transformation, helping providers understand their workforce requirements and also providing a range of potential solutions.  
The Tool is available online and includes access to helpful resources and case studies. The tool can be used independently however advice and guidance can be sought from the LWAB and Health Education England.

**Where do I go next for more information?**  
Contact: [wyh.lwab@hee.nhs.uk](mailto:wyh.lwab@hee.nhs.uk)  
<https://hee.nhs.uk/our-work/hee-star>

**How is the offer funded/resourced?**  
Health Education England (HEE)/ Local Workforce Action Board (LWAB)



## Contact us:

---



This information is available in alternative formats, for example large print, audio, EasyRead and community languages.

Delivered through the West Yorkshire and Harrogate Local Workforce Action Board, the clinical priority programmes, the West Yorkshire and Harrogate Acute Association and our six local places (Bradford District and Craven; Calderdale, Harrogate, Kirklees, Leeds and Wakefield).

**01924 317659**

NHS Wakefield Clinical Commissioning Group,  
White Rose House, West Parade,  
Wakefield, WF1 1LT

 [westyorkshire.stp@nhs.net](mailto:westyorkshire.stp@nhs.net)

 [www.wyhpartnership.co.uk](http://www.wyhpartnership.co.uk)

 [@WYHpartnership](https://twitter.com/WYHpartnership)