

# Setting the Scene



**Professor David Wilkinson**

**Postgraduate Dean**

**Consultant Vascular Surgeon**

Developing people

for health and

healthcare

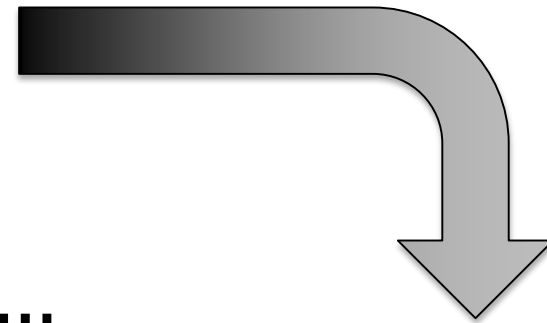
[www.hee.nhs.uk](http://www.hee.nhs.uk)



# Testing times...

## **Then...**

Integrated health and social care  
Public and political expectation  
Brexit  
Current and future workforce  
Cost!



## **Now...**

All that and....!  
Support v. blame culture  
Reflective Learning  
Regulation  
Generation “Why”

# New Appointments...

- Dominic Patterson – Director of General Practice Education
- Paul Carrotte – Deputy Head of General Practice
- Kirsty Lowery-Richardson – Associate Dean
- Mandy Brailsford – Associate Dean
- Craig Irvine – Head of Foundation School
- Ray Raychaudhuri – Deputy Head of Foundation School
- Emma Jones – Head of Quality
- Lucy Emsley – Information Programme Manager
- Julie Platts – Quality Manager

# And...

- Julie Honsberger – Head of Training Programme Management
- Jane Burnett – Business Manager
- Jacqueline Finn – Business Manager
- Sarah Kaufmann – Deputy Postgraduate Dean
- Will Townend – Associate Dean
- Andy Lockey – Associate Dean
- Nicki Doddridge – Associate Dean
- Jai Patel – Head of School Radiology
- Caroline Mills – Deputy Head of General Practice
- Chris Cutts – Northern School of Pharmacy and Medicines Optimisation

# A system-wide health and care workforce strategy

A workforce strategy for the whole NHS to improve the quality of care for patients now and in the future by ensuring a workforce in the *right numbers*, with the *right skills, values* and *behaviours* in the right place at the right time.



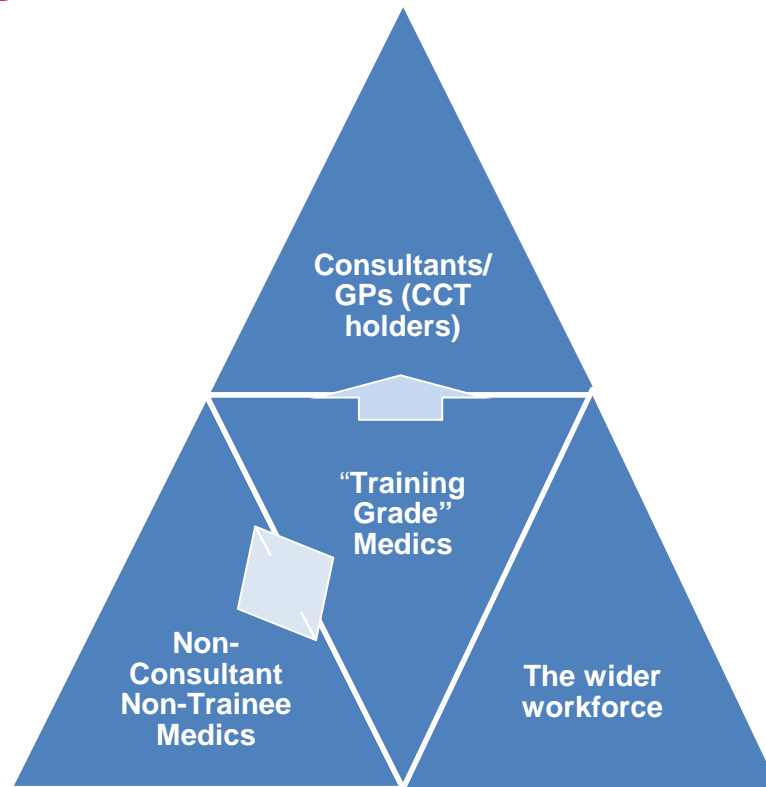
# The six system-wide principles

- Securing the supply of staff the health and care system needs to deliver high quality care in the future
- Training, educating and investing in the workforce to give new and current staff flexibility and adaptability
- Providing broad pathways for staff so they have careers, not just jobs
- Widening participation in NHS jobs
- Ensuring that the NHS, and other employers in the system, are model modern employers
- Ensuring that in future service, financial and workforce planning are properly joined up

# The six system-wide principles

1. Securing the **self** supply of staff..... It cannot be right for the NHS to draw staff from other countries....
2. ....but there is scope for more blending of clinical responsibilities between professions.
4. Structured career opportunities which enable staff to progress both within and between professions.
5. ....reflect the way people live now and the changing expectations of all the generations who work in the NHS.....sustain the values which drive health professionals every day whilst protecting against burnout, disillusionment or impossible choices between work and home life.

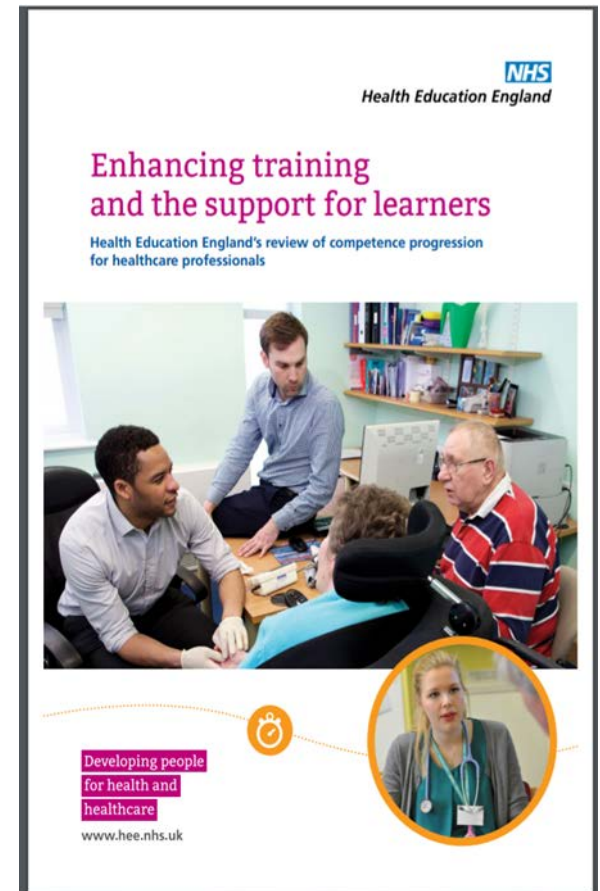
# The Current and Future Medical Workforce





# Enhancing training and the support for learners

- Role of the educational supervisor, feedback and appraisal, time for training in the job plan
- Flexibility and consistency in approach to ARCPs across England
- Individualised training programmes
- Support and assessment for the wider workforce
- <https://www.hee.nhs.uk/our-work/annual-review-competency-progression>



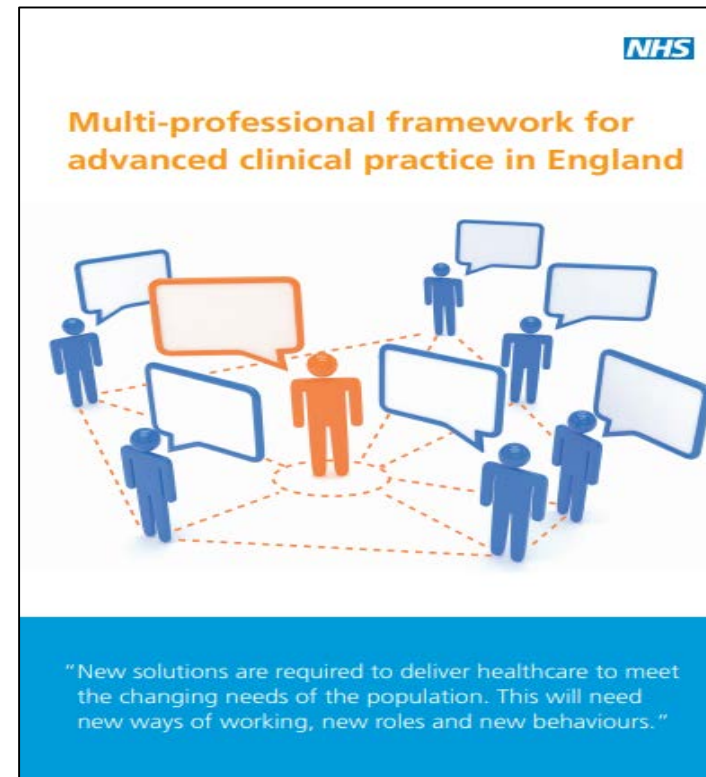
# Individualised Training Pathways

- Making appraisal and assessment processes available to Trust and SAS doctors
- Consider opportunities for movement in and out of training programmes
- Defining exit points and validating the competencies gained for re-entry
- Enabling those who are excelling to progress faster

## Wider Workforce

- Mentoring, supervision and support in the clinical learning environment
- Workplace based competency assessment
- E-portfolio access
- Current work
  - Extended surgical team
  - Emergency departments
  - Ophthalmology and eye care
  - Musculoskeletal primary care

# A Multi-professional framework for advanced clinical practice in England 2017



# Royal College of Physicians

- Exploration of the balance between internal medicine and specialist medical care, in training settings outside the hospital
- Recognition of career-long training for doctors
- Emphasis on supporting doctors in training
- Interim solutions to address the challenges in acute care

# Improving Surgical Training

- Enhanced training
- Re-structuring of rotas
- True competence-based progression
- Curriculum modification
- Extended Surgical Team

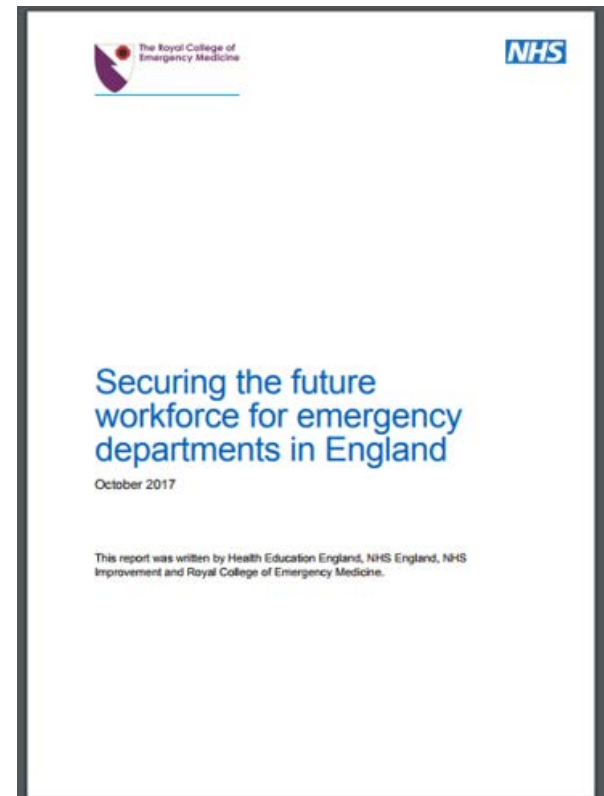


Improving Surgical Training

Proposal for a pilot surgical training programme

# Securing the Future Workforce for Emergency Departments

- Growing a multi-professional workforce
- Reducing attrition in training
- Improving retention
- Monitoring progress and impact over four years



# Enhancing Junior Doctors' Working Lives

- First progress report published in March 2017
- Ongoing work with partners to develop and pilot solutions and deliver continuing improvements
- HEE continues to engage and actively listen to junior doctors to identify and address issues

**NHS**  
*Health Education England*

**Enhancing junior doctors' working lives**  
A progress report

Developing people  
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## Enhancing Junior Doctors' Working Lives

- Following the contract dispute, HEE is working with partners to develop and trial improvements to trainees' recruitment, deployment and training environment by;
  - removing barriers to flexible working
  - addressing the rising costs of training
  - ensuring equity of access to study leave
  - providing better information and support for early-career doctors
  - reducing unnecessary rotations
  - enhanced support for doctors returning after taking time out

# Supported Return to Training

- 5,000 doctors out of training at any given time
- A diverse group of doctors, facing wide-ranging challenges
- Challenges faced by returners well-articulated in the AoMRC Maternity & Paternity Survey Results (2016)
- A kind and supportive culture must underpin the strategy
- Ring-fencing funding for doctors to access activities and resources
- A defined exit, time-out & re-entry process
- Developing a “menu” of bespoke return to training approaches
- Support for Educational Supervisors
- Trainee involvement

# HEE Quality Framework

- Learning Environment and culture
- Educational Governance and Leadership
- Supporting and Empowering Learners and Educators
- Delivering Curricula and Assessments
- Developing a sustainable workforce

**NHS**

*Health Education England*

**NHS**

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## HEE Quality Framework 2017-2018



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# Multi Professional Status of Local Education Providers

How to measure progress??

- The number of physician associate (PA) training placements
- The number of PAs employed
- The number of trainee Advanced Clinical Practitioners
- ? Director of Education ? Educational Governance
- Multi-professional approach to the learning environment

# ACP/PA Programme Review

- To enable a better understanding of the clinical learning environment a programme review will take place on 27 June 2018
- The review will include ACP/PA trainees and practitioners
- ACP/PA Educators
- A small sample of foundation doctors who are PA buddies

# Questions