

LEARNING & LEADERSHIP ACADEMY

ANNUAL REPORT
2021 - 2022



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EXECUTIVE SUMMARY

This annual report covers a period of transition for the Learning & Leadership Academy within BNSSG. The pandemic provided challenges but also opportunities to develop different ways of system working across our health, primary care, social care and community partners.

The Academy has also experienced a change in leadership. The majority of this report covers a period when Sarah Green was the Academy Senior Reporting Officer, with Jean Scrase joining in January 2022. Governance arrangements have also changed as the ICS became a legal entity. The Academy has also now taken on responsibility for Leadership Development and Coaching.

Much of the activity described in this report has largely resulted from short term funding from Health Education England to carry out specific project activity. We have been working closely with partners to develop a vision and business case with key deliverables to support a substantive Academy core team, recognising and realising the benefits of system working.

The ambition of the business case is to build on the team which oversees the provision of all learning and development by providing best practice frameworks, managing key relationships and directly managing, procuring and providing learning and education for the Integrated Care System.

The Academy will support the system workforce needs by providing appropriate careers information, advice, and guidance; making the most of all recruitment opportunities to existing and new audiences, and developing and supporting the workforce to aid retention.

The Academy team would like to thank our system partners for their on-going support to achieve these goals.

MEET THE TEAM

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BACKGROUND

The Healthier Together **Bristol, North Somerset and South Gloucestershire (BNSSG) Learning & Leadership Academy** is a workforce transformation initiative to integrate the learning and development functions across health and social care in BNSSG in order to:

- Reduce the cost of staff moving between employers
- Provide consistent and standard training at scale
- Improve the quality of training by sharing resources and best practice
- Reduce staff training costs and overheads
- Develop system approaches to a wide range of areas including:
apprenticeships; schools & college engagement; clinical placements;
Continuing Professional Development; Preceptorships; staff induction
- Deliver a system approach to leadership development and coaching skills

Our BNSSG Integrated Care System (ICS) partners include organisations with a role in both health and care:



SKILLS PASSPORTING

Purpose:

It was recognised that staff moving between partner organisations were having to repeat their statutory and mandatory training even if recently completed. This added additional cost to organisations in terms of time spent on repeat training. A Memorandum of Understanding was agreed (June 2020) with North Bristol Trust, Avon and Wiltshire Mental Health Partnership, University Hospitals Bristol and Weston NHS Foundation Trust, Sirona and Oxleas Foundation Trust (formerly Hanham Secure Health) that as their statutory and mandatory training was compliant with the Core Skills Training Framework (CSTF) it could be 'passported' – allowing people to move between them without having to repeat this training. Monthly data has been collected on the considerable savings made in staff time and costs.

Achievements:

Between the period April 2021 - March 2022



Future Ambitions:

- Develop system processes to share and best use training resources.
- Continue to work with partners to explore options for bringing more organisations into this process, including primary care and social care providers as well as higher education institutions.
- Explore system approaches to essential training e.g. Learning Disability & Autism Awareness.

LEARNING MANAGEMENT SYSTEM PROCUREMENT

Purpose:

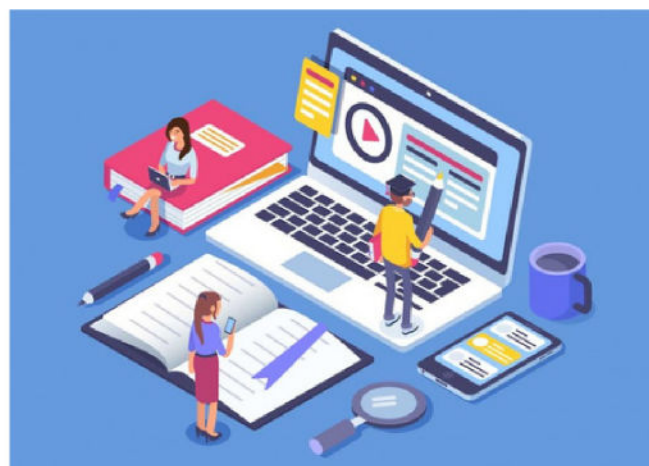
To procure a standardised Learning Management System (LMS) across BNSSG to enable the passporting of training records and the sharing of training resources. The existing Kallidus Classic LMS contract ended for UHBW in December 2021 and for NBT and AWP in February 2022 so the focus was to ensure these partners were all aligned to the same LMS on renewal of contracts.

Achievements:

Collaborative working and strong partner relationships resulted in contracts being signed by NBT, AWP and UHBW for the updated Kallidus product – Learn. This is an interim 24 month arrangement, allowing time for a longer term solution which meets our needs.

Future Ambitions:

- To identify a longer-term solution for ICS LMS's by undertaking a system-wide LMS procurement activity over the next two years, with a new system in place by February 2024.
- UHBW will participate in a pilot project to link the LMS to the Electronic Staff Record system in order for data to flow between both. This will then be rolled out to other partners.



CLINICAL PLACEMENT EXPANSION



Purpose:

Health Education England set placement expansion targets to increase sustainable clinical placement capacity across all health and social care settings (expanding placements by at least 111 in nursing, midwifery and allied healthcare professions – AHPs). Expanding clinical placement capacity is critical to increasing the numbers of nurses, midwives and AHPs in training, and is essential if we are to increase our pipeline of new staff.

Achievements:

From the start of the project in December 2021 to March 2022

- 58 additional placements have been created across all targeted areas.
- The Collaborative Learning in Practice (CLiP) model was launched, utilising more experienced students to coach new undergraduates, freeing up capacity on wards etc.
- We began a University of Gloucestershire Blended Learning Nursing Degree pilot with a focus on 'Home is Best', with placements across primary care, social care and in the community.

Future Ambitions:

- To create a sustainable approach to placement expansion which supports our future workforce needs.
- Support the growth of apprentices, T-Level industry and undergraduate placements.

CONTINUING PROFESSIONAL DEVELOPMENT (CPD)

Purpose:

To work with organisations to ensure our people receive the best quality CPD available in order to keep their skills and knowledge up to date and practice safely and legally. We work closely with NHS partners who receive CPD funding and facilitate the sharing of CPD modules with organisations who do not qualify for funding.

Achievements:

During 2021/2022:



Future Ambition:

In the event that the current CPD funding from Health Education England does not continue, we will create a new collaborative model for CPD.

This will establish a sustainable model of CPD delivery which draws on existing training expertise within the Academy partner organisations as well as engaging with higher education institutes and other training providers, to ensure we have an equitable and cost effective offer across all health and social care partners.

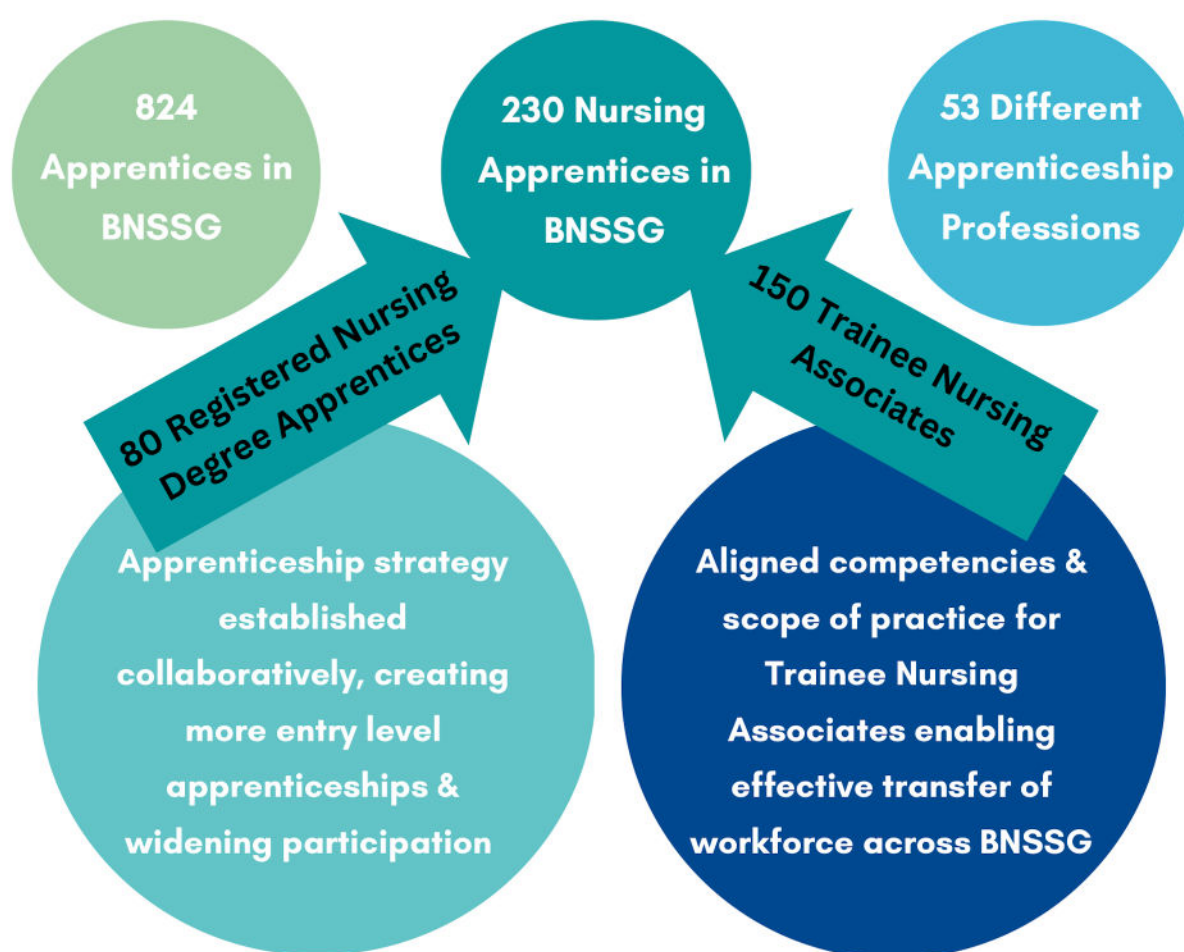


APPRENTICESHIPS

Purpose:

Apprenticeships are key to attracting staff into the workforce and to enhance the skills of existing staff. We work closely with all our partners to support an increase in apprenticeships to meet workforce demands across all areas, with a common strategy. We work to ensure the apprenticeship levy (government funding) is fully utilised by the system rather than being handed back to the Treasury if not spent.

Achievements across our acute, social care and primary care partners:



Future Ambitions:

- Recruiting apprentices centrally to work for BNSSG, who can then be deployed flexibly across our system.
- Implementation of the BNSSG Enhanced Clinical Practice and Medical Doctor apprenticeships (by 2024).
- Increase school leaver apprenticeship recruitment from approximately 5% to 20% creating a clearer pathway into health and social care careers.

APPRENTICESHIPS LEVY SHARING

What is Apprenticeship Levy Sharing?

A large levy paying organisation can gift up to 25% of their apprenticeship levy fund to support small businesses to hire apprentices. It is a "win-win" situation as it allows the ICS to ensure unspent apprenticeship levy funds are put to good use - and support business growth within BNSSG.

The diagram below shows where unused levy funds have been re-allocated to support non-levy paying organisations during 2021 - 22, in both primary and social care.



APPRENTICESHIPS

What are our apprentices saying?

We have apprentices working across a wide range of roles, including nursing, midwifery, healthcare support workers, community care, administration, and HR. We have captured a few of their comments below on why they recommend the apprenticeship route.

I'd recommend this programme to anyone who wishes to develop a wide range of skills

The perfect blend of academic study, and practical learning. This allowed me to take what I had learnt in the classroom, or through home study, and apply this directly into my job role

20% off the job study time has been so important, I owe much of my progression to the skills I gained during my apprenticeship

What really appealed was the flexible nature of the apprenticeship – I wanted to gain my nursing registration, whilst earning a wage

"Whatever makes you uncomfortable is your biggest opportunity for growth"

(quote from an apprentice at St Monica Trust)

PRECEPTORSHIP

Purpose:

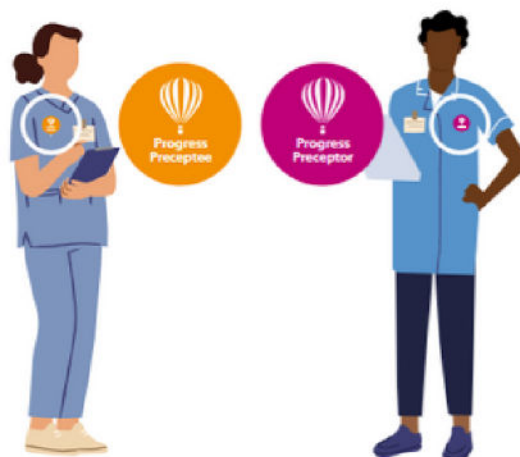
To provide support to newly qualified registered healthcare professionals to develop their skills through coaching and peer support sessions to support retention. To develop an agreed framework and set of resources that all organisations can draw on to support staff as they set out on their new careers.

Achievements:

- Development and agreement of a standard Preceptorship policy which enables organisations to adopt a mandated process – whilst allowing for flexibility at organisation level.
- Commitment from organisations that our people will be given the time to undertake the programme.
- A full suite of resources developed and made available on NHS Futures – including policy guidance for organisations and a Preceptorship Handbook plus guides.

Future Ambitions:

- Promote the preceptorship offer for all newly qualified registered roles, including nursing, midwifery and allied health professionals.



SCHOOLS & COLLEGES ENGAGEMENT CAREERS HUB

Purpose:

The BNSSG Careers Hub is a collaborative approach to the delivery of careers and widening participation activities to increase our pipeline of new talent. It provides schools, charities and local bodies a single point of access for information about placements, career opportunities, careers fairs and school activities (including assemblies and classroom sessions).

What we deliver:

The Careers Hub model takes young people on a journey through all the different support options available to them.



SCHOOLS & COLLEGES ENGAGEMENT

Achievements:



Careers Hub Health
and Social Care
Career Pathways
Assembly – delivered
to over 80 students.

An Awareness of CPR
day, delivered to 70
young people at
Bristol Metropolitan
School.



The Careers Hub supported the Equality, Diversity and Inclusion team, ICS partners and NHS England to deliver an Afghan Refugee Open Day. This was an event for refugees that had recently moved to Bristol to find out more about health and social care careers.



Thank you for offering
your supporting, this is
so much appreciated



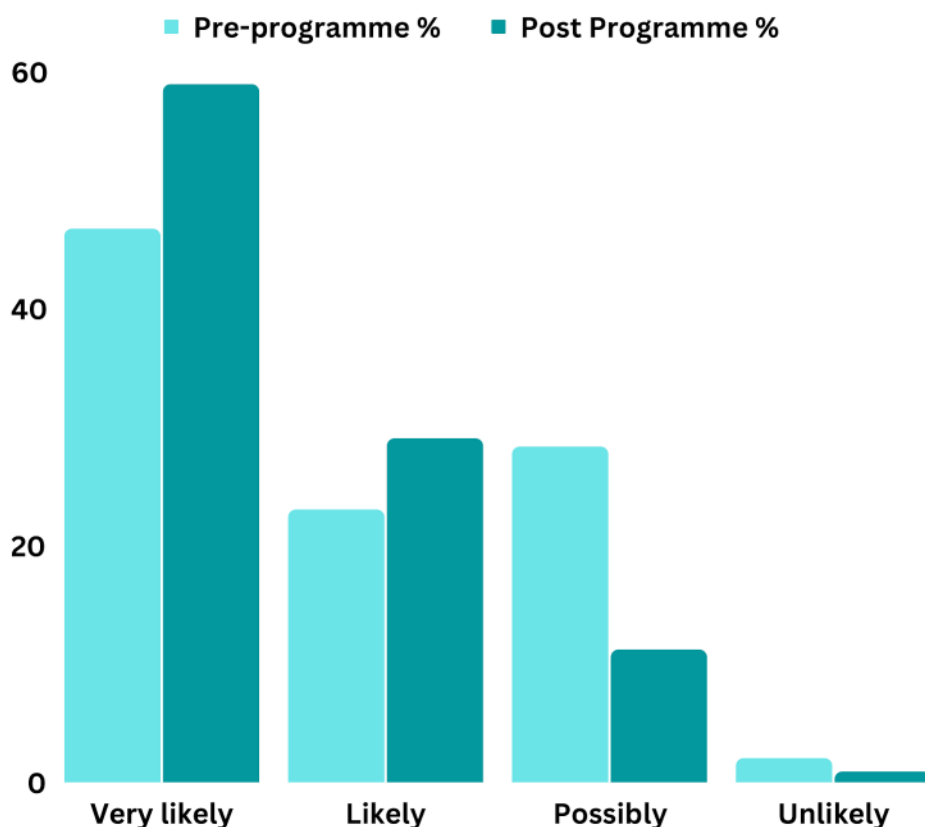
Attending this event has been
very helpful & interesting, I
have learnt about the many
options available

SCHOOLS & COLLEGES ENGAGEMENT VIRTUAL WORK EXPERIENCE

Virtual work experience was established during the Covid pandemic to continue offering young people opportunities to explore health and social care careers.

It has been an amazing week and amazing insight for what may come of the future. I joined this programme not knowing exactly what to expect from it, but now that I've completed it I know it has been really beneficial for me and I know so much more about the healthcare industry now

Following engagement with virtual activities, there was a **significant increase in the percentage of young** people saying that they would be more likely to consider a **career within health and social care** as shown below:



SCHOOLS & COLLEGES ENGAGEMENT T-LEVELS HEALTH

T-Level Advisory Group Members



The announcement by the government that BTECs will be defunded in 2024 has solidified the T-level qualifications as the future technical education route for full time 16-18 year old students. The initial focus has been on health – supporting the adult nursing team however, this will expand to therapies and health care science in 2023. Along with this we are also aligning T-levels in business, IT and construction with career pathways.

The T-level Advisory Group is taking a strategic approach to the development of new pathways to address healthcare workforce shortages. There is a real opportunity to attract the workforce of the future, two years before they actually join us.

We delivered three T-level engagement days over the last 12 months, to showcase the career opportunities available to young people.

These included activities such as:

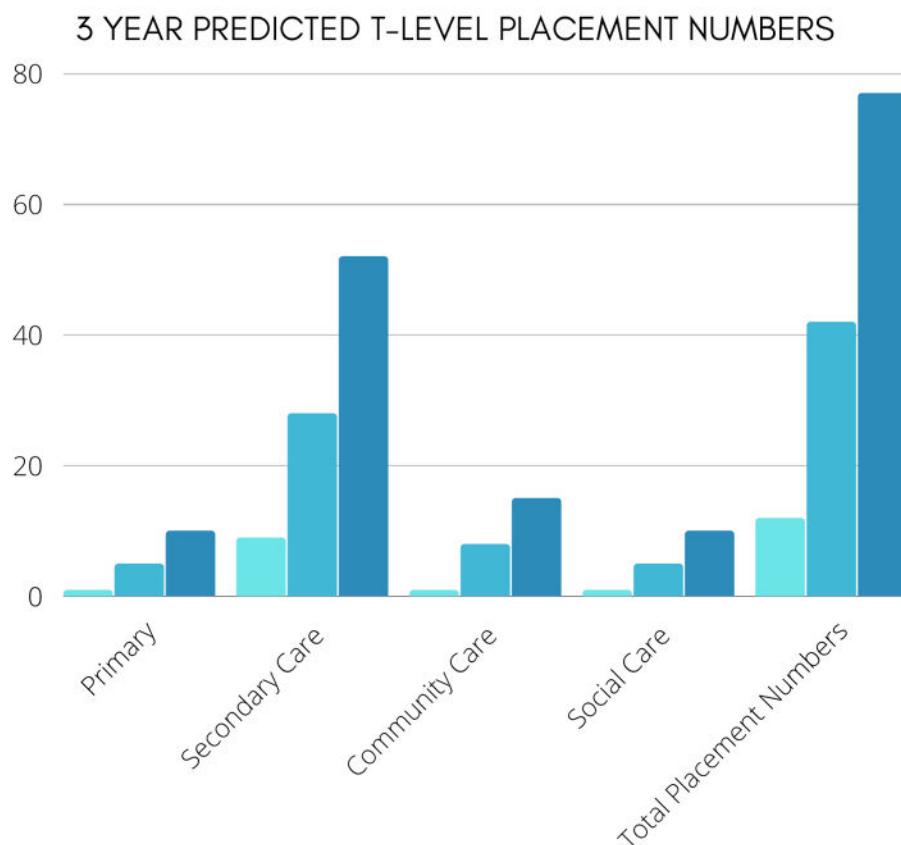
- Nursing Career Pathways activity
- Wound Care
- Observations and measurements
- Donning and Doffing of PPE
- Injection Training



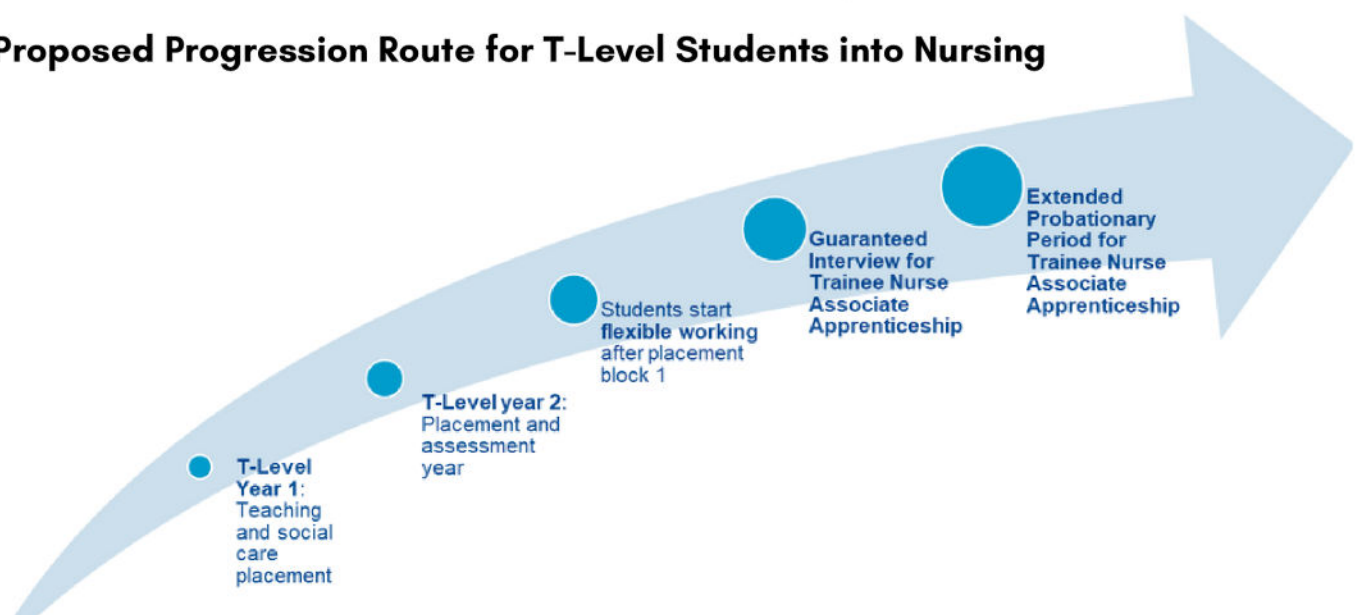
SCHOOLS & COLLEGES ENGAGEMENT

T-LEVEL HEALTH: SUPPORTING THE ADULT NURSING TEAM

Future Ambitions:



Proposed Progression Route for T-Level Students into Nursing



ADDITIONAL ACADEMY ACTIVITIES

As well as our core priorities, as a team we also support a wide range of other learning and development initiatives.

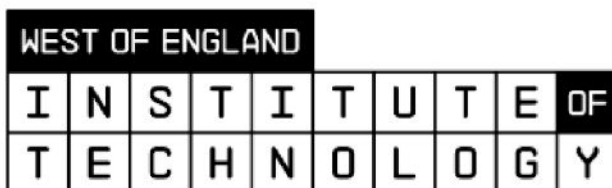
Making Every Contact Count (MECC)

MECC is a behaviour change training programme, led by South Gloucestershire Council, which aims to make the most of the everyday interactions with patients, to enable positive changes. A series of 'train the trainer' sessions were run and MECC resources and training courses were promoted to partners across BNSSG.



West of England Institute of Technology In-work Skills Pilot

UHBW led the delivery of Health Care Technology: Management of Digital Devices Pilot. Eight participants completed the programme that focused on the procurement, introduction, maintenance and future planning of digital devices. 90% of attendees graded the event as good or outstanding.



Oliver McGowan Learning Disability and Autism Awareness Training Pilot

We supported partners to participate in the Gloucestershire pilot of this training, uploading training content onto Learning Management Systems to give staff access to book on and try out the pilot training materials - in advance of this training becoming mandatory for all staff as part of a national roll out.



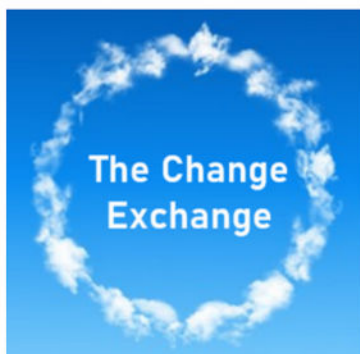
LEADERSHIP DEVELOPMENT AND COACHING

From July 2022 the Leadership Development and Coaching projects joined the Learning & Leadership Academy. The focus is to develop our current and future leaders, establishing a network of skilled and qualified coaches, and in connecting people across the system.

The programme of work (with links to further information) includes:

- [Supercharging Coaching](#), supporting and increasing the BNSSG coaching capacity.
- The [Change Exchange](#), connecting people who are energised by change ideas
- Talent initiatives like [Growing Together](#), Scope for Growth pilots and coordinating the 2022 Graduate Management Talent Scheme bid.

We look forward to sharing project achievements in our 2022/23 Annual Review.



FUTURE FOCUS

As we move into 2023 our focus will be on building our strengths as an Integrated Care System and supporting the system 1, 3 and 5 year workforce development plan.

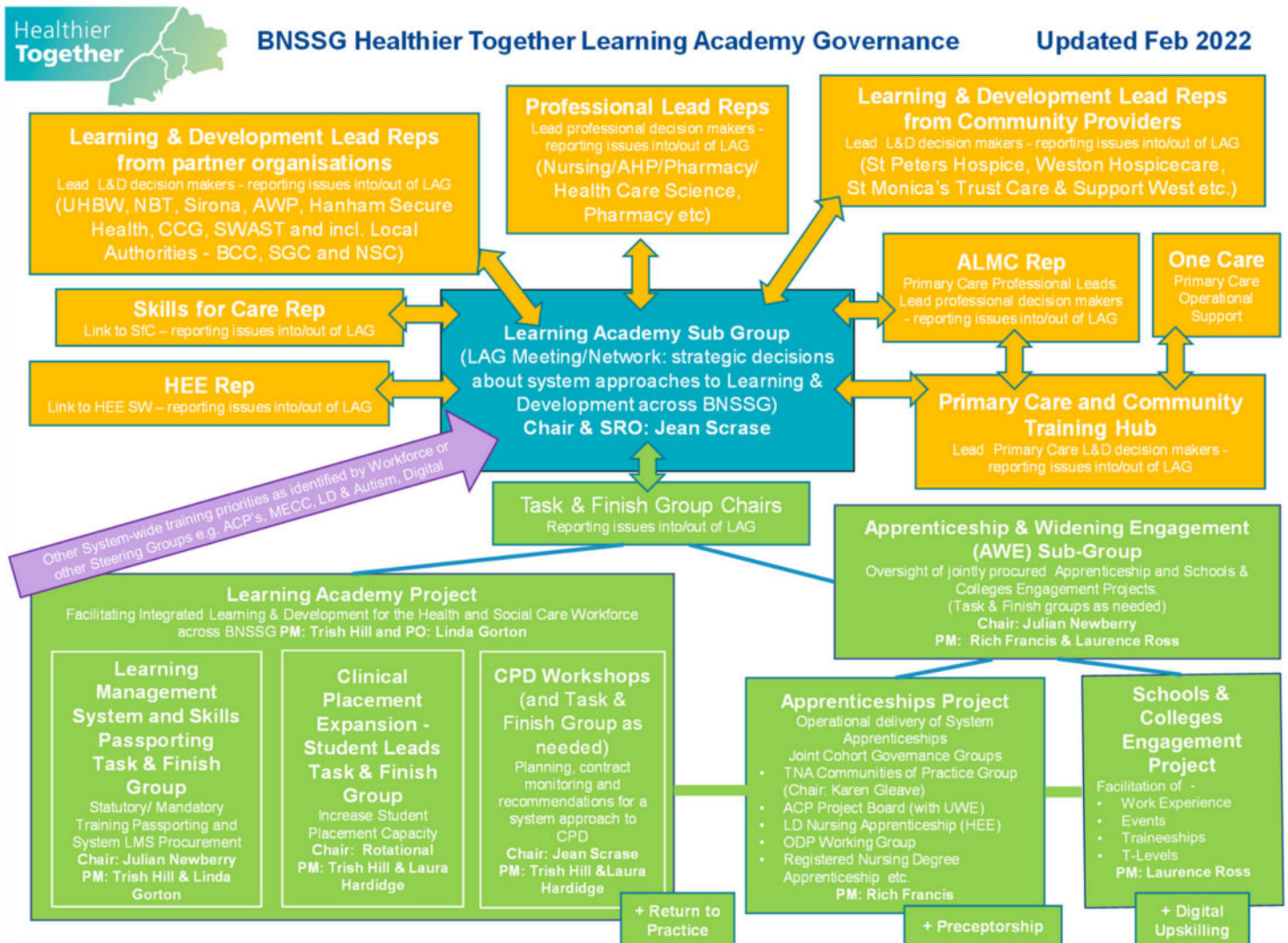
The Learning & Leadership Academy will be responding to the needs of the ICS by supporting three key workforce priorities:



We will continue to engage with all our system partners across health and social care as we develop new initiatives, working together to support the learning and development needs for our people.

APPENDIX 1 - GOVERNANCE

This diagram represents the wide range of stakeholders who are engaged with the Learning & Leadership Academy and all our core projects (as at February 2022).



The Learning & Leadership Academy
thanks you for your ongoing support
and we look forward to continuing to
work with you.

