

SYREC



South Yorkshire Region Excellence Centre **HEALTH**

'Working together to develop our care and support staff'

South Yorkshire Region Excellence Centre (SYREC)

Strategy 2018 -2019

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FOREWORD

The South Yorkshire Region Excellence Centre exists to support care and support staff (CaSS) to access quality assured education and training. It focuses on those hard to reach workforce groups. It promotes engagement with partners from health and social care organisations including Social Care, Local Authority, Community Health Services, Primary Care, Acute, Paediatrics, Mental Health, Learning Disability, Yorkshire Ambulance Service (YAS), Hospices, Private, Voluntary & Independent Sector, Schools, Further Education Institutions & Higher Education Institutions, in addition to external national bodies including, Health Education England, Skills for Care, Skills for Health, Department for Work and Pensions, Faculty of Advanced Practice, Advanced Training Practice and the SYB Integrated Care System. The aims and ambitions of SYREC align with those of the South Yorkshire and Bassetlaw (SYB) Integrated Care System (ICS) (Appendix. 1).

The Yorkshire and Bassetlaw ICS is one of 5 nationally that are in development and is made up of five place bases, Barnsley, Bassetlaw, Doncaster, Rotherham and Sheffield. The ICS priorities that can be aligned to the SYREC work-streams (Appendix. 2) include:

- Investing in primary and community care, with general practice at the centre – in relation to CaSS
- Treating the whole person, looking after their mental and physical health – by providing skills for the workforce to deliver this
- Developing the right workforce, in the right place with the right skills – for now and in the future
- Using the best technology to keep people well at home, to support them to manage their own care and to connect staff so they can provide joined up care – by improving education and training for CaSS in the work environment

VISION

- The desired future position of SYREC is to increase the numbers of apprenticeships being offered and undertaken by working at scale to benefit the SYB workforce.
- To offer care and support work as viable careers of choice
- To standardise programmes in an effort to reduce workload, aim for consistency to the benefit of all SYB partners
- To identify and share innovative initiatives that satisfy the mission of SYREC
- To develop communities of practice at place based level, regional level and care group specific level
- To develop a purposively inclusive widening participation strategy

MISSION

- SYREC exists to support and promote quality education and training of care and support staff (CaSS) within the SYB footprint, applying joint commissioning to drive efficiencies and quality
- Efforts focus on improving the access and quality of training by working together with our health and social care partners, sharing and collaborating wherever possible to enhance patient care and experiences, through commissioning for efficiency and quality

INTRODUCTION

The South Yorkshire Region Excellence Centre will focus its efforts on the staff groups who will be referred to as care and support staff (CaSS) prior to professional regulation, and will include, all clinical and non-clinical staff, for example receptionists.

The SYREC is supported by the National Skills Academy for Health and is one of a number of Excellence centres across the U.K. who are linked through a national advisory group.

REGIONAL AIMS:

1. Quality Assurance - A number of educational activities have been identified to ensure that all Care and Support Staff (CaSS) within the SYB region have improved access to quality assured training. Specific work streams have and will develop to address specific areas of work. Quality Assurance as this is at the heart of the SYREC and is reflected in the strategic aim – the intent is to ensure excellence for all, not just those organisations that have access to support and resources

2. Access for the hard to reach workforce - There is a focus on hard to reach/hard to engage groups of staff/organisations. The SYREC is not there to reflect and duplicate other mainstream education and training activities that already take place across South Yorkshire; there is clear intent on focusing on other sectors and staff who do not traditionally have access to this provision. This is inclusive of minority groups such as Learning Disabilities (Appendix. 3). Partnerships with education and employers also run through all of the work streams to learn and share from best practice

3. Identify gaps in training provision/develop new provision - Initial activity concentrated on undertaking a mapping exercise to review and agree existing training packages that provide appropriate levels of competencies as well as identify where there are gaps in training provision and amend or develop new training provision

5. Expand and optimise the apprenticeship scheme - With the introduction of the apprenticeship levy we are seeing an expansion of apprenticeship programmes and opportunities. It is therefore recognised that apprenticeship are a key method for supporting the 'academic' development of CaSS moving forward. Other new educational opportunities including 't' levels will also be considered within SYREC to help translate the implications for health and support careers

4. Engagement with small to medium employers - There is a desire to improve engagement with small to medium employers (SMEs) to ensure Care and Support Staff (CaSS) in these organisations gain access to and benefit from development opportunities. It is a key priority to engage with these hard to reach groups and build a community of practice that will offer support and guidance.

BACKGROUND

REGIONAL CONTEXT

There are 74,000 staff working across SYB in health and social care employment and the SYB ICS are requesting that this workforce 'is in the right place, at the right time, with the right skills

The South Yorkshire and Bassetlaw region recognised the benefits of working collaboratively, addressing the Five Year Forward View's aims of working together across organisations and agencies to address the inequalities seen at the time and benefit the local population. The ICS priorities are aligned with the Excellence Centre to foster a model of working together to address these priorities

Sheffield Teaching Hospitals led the SYREC bid including hosting the project team to implement the strategic aims within a one year time frame. The project is multi-sector funded with additional monies requested through a bidding process to promote transparency and audit. The finance sits within Sheffield Teaching Hospitals (STH) and is drawn down by the project team with governance from STH and the SYREC Management structure.

NATIONAL CONTEXT

Nationally there are over 500,000+ individuals working in health and social care unregistered support roles (https://www.nsahealth.org.uk/images/delivery-partners/Excellence_Centre_flyer.pdf). The training for these individuals can lack quality control, is mostly underfunded, inaccessible and is variable in terms of consistency, quality and cost.

The recognition of this by the Department for Business Innovation and Skills, through the National Skills Academy for Health (NSAH), led to the formation of a network of Excellence Centres to transform the process flow for access to quality assured training by employers of health and social care support staff

As NSAH were establishing this network across England, bringing together employers from the NHS, independent and voluntary sectors to coordinate and implement high quality skills programmes for support workers, the South Yorkshire and Bassetlaw partners understood the benefits of this network and submitted a business case. As a region the larger NHS employers already met together with Health Education England on a regular basis to help prioritise educational spend, share best practice, increase efficiency and improve understanding and access to existing training

WORK STREAMS

There are six specific work streams (identified to date), each headed up by a member of the Management Group and include representation from each of the sectors in their work plan. A more detailed overview of the work-streams is provided in appendix 2.

1. The Care Certificate: The intent is to establish agreed organisational standards of assessment and sign off of the competencies that are recognised by all and that this should also include the development of a standardised training package for assessors. The benefits of standardising the approach support the principle of 'passporting' the knowledge and skills to other CaSS roles within the South Yorkshire Region and thereby creating a clearer career pathway for health and social care.

2. Future workforce: Talent for Care: To ensure we have the correct workforce, we will align with workforce plans, focus on schools and highlight that there are specific CaSS pathways across health and social care. SYREC provides an opportunity to develop more innovative careers across sectors. The gap in availability and provision of training and development for staff who are not apprentices requires additional work to identify the areas of need, linked to workforce requirements.

3. Primary Care transformation: focuses on the specific elements of the Primary Care transformation plan, which is already supported by the local workforce action board (LWAB), that focuses on Care and Support Staff (CaSS) roles. There is some clear overlap with the specific developments.

4. ECHO: The Extension of Community Health Outcomes initiative has been singled out as a unique, innovative way to link with and engage the hard to reach workforce across SYB system and at each place, with knowledge networks and learning loops allowing communities of practice to develop and flourish

5. Trainee Nursing Associates: This initiative addresses current and future workforce issues in health and social care. The need to extend tNAs throughout the SYB system, with particular attention to Social Care and Primary Care involvement requires additional resource and planning to fully engage and tackle the OD challenges ahead.

6. Apprenticeships: Apprenticeships are the lifeblood of the SYREC running through all aspects of the programmes, with particular attention on maximising the Apprenticeship Levy. New programmes require support and organisations will be able to utilise the expertise of SYREC.

The work streams are all linked through a virtual Hub, making best use of innovative virtual solutions. This will engage with wider the stakeholder network and address some of the SYREC priorities such as connecting with the hard to reach and building a community of practice. It is recognised that one of the most challenging areas for all of the work streams is the participation and engagement of individuals where there is difficulty with staff release or 'lone working'. With this in mind, the SYREC is liaising with St. Luke's Hospice, Sheffield to promote the Extension of Community Health Outcomes (ECHO) methodology throughout the SYB region. This education and training programme uses advanced technology, allowing a standardised training package to be delivered through a virtual classroom to multiple locations and attendees.

ACTION PLAN

Product descriptions	Plan	Application to practice	Responsible owner	Financial impact/ Benefits/costs	timescales
Project plan Completed	identify key stakeholders and delivery group	Maintain engagement and the deliver board	Project manager	Identify the benefit measure through Return on Investment (ROI) tools	Dec 2017
Strategy	Informed by delivery group and written Align with ICS priorities	Shared with wider stakeholders	Project manager	Identified benefits for SYB ICS through the workforce priorities	Jan-April 2018
Work-stream intentions identified, listed and progressing (see appendix 2)	Identified work-stream leads with plans and actions identified	Shared with wider stakeholders and adopted initiatives	Work-stream Chairs	Shared resource and standardisation with identified cost savings of shared resources	Dec 2017-Sep 2018
Hub	Identified stakeholder wants and needs	Use of website to establish resource repository	Project team	Ease of access to resources to benefit others	Jun 2018
New apprenticeship programmes available	Key stakeholders to lead and develop and initiate	Shared access and standardisation	Apprenticeship project manager	Improved access to apprenticeships and coordination at scale across the ICS & develop/commission/ trailblazers	Jun 2018 - 2019
Quality assurance measures available	Understanding and recognition of the need to QA training	Improved quality training – establish recognised QA framework	Project Facilitator	Improved quality of training	Jun 2018 - 2019
Training needs analysis tool	Standardised use of a training needs analysis	Understanding of the learning requirements at scale across the SYB ICS	Project Facilitator	Targeted training to benefit individual needs and ICS requirements Maximisation of limited resources to develop program of educational support	Mar 2018 – for sharing
Programme of educational support	Engage with key stakeholders to address the needs previously identified Use of ECHO to drive this forward	Shared across the ICS And through the wider regional networks	Project team	Increased numbers accessing the programmes Community of practice established through programmes	Sep 2018 - ongoing
Return on Investment measures	Identify ROI methodology and integrate into the project plan	Reports of issues and benefits to the ICS through LWAB	Project Manager	Demonstrate the ROI for each work-stream and activity	On-going throughout the project
National and regional profile	Raise and maintain EC networks with national and Yorkshire & Humber (Y&H)	Attendance at meetings and marketing through conferences, meeting and social media	Project team	Access to national resources, innovations, funds and information thus supporting sustainability	Sep 2018

Summary

This strategy provides all stakeholders with a clear vision, mission and project plan and delivers clarity of ambitions and successes as they are to be achieved. This working document is to be reviewed by the project team and management group in conjunction with the project plan to ensure deliverables are achieved and concerns highlighted in advance of any unmanageable delays in achievement that would result in the unsustainable/unsuccessful project.

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APPENDIX. 1

ICS Priority	Links to SYREC	SYREC Initiative	SYREC Plan	When
Service priority	To remove the strain on accident and emergency (A&E), hospital service by helping the frail elderly stay healthy and independent	ECHO Supporting and Maintaining Independence (SAMI)	Virtual classroom for those hard to reach Basic clinical skills training for Domiciliary Care	Year 1 (2018/19)
The workforce	Ensure investment in training and skills development and existing staff. Plan demand and supply of health and social care roles including new roles	ECHO SAMI Trainee Nursing Associates (tNA) and (tAP) Advanced Training Practices	Identify the SYB needs in terms of workforce planning and promote collaboration of the key partners and support future bids for funding, placement identification and quality management	Year 1 (2018/19)
Education Funding Reforms	Specifically the negative impact of mental health, learning disability and autism	Identify the specific requirements for this workforce and develop a plan to address these	Work with regional partners to propose solutions and action these	Year 1 (2018/19)
Develop SYREC	Raising the standards for CaSS by prioritising vocational training including focussing on apprenticeships, sharing resources and activity as a vehicle for innovation	ECHO Apprenticeship	Perform a training needs assessment to establish roles that are hard to fill with high turn-over rates of all partners and work to promote trailblazers	Year 1 (2018/19)
Social care	Reduce the turnover of staff in care homes	Health and social care career pathways	Marketing care as a via career option and improve education and training for this workforce	Year 1 (2018/19)
Skills Development	To provide good quality, patient focussed care as well as reduces the workload of the highly qualified staff. Widening participation by providing a route for non-academically qualified to become professional qualified Focus on digital skills and the care Certificate	Care certificate SAMI Non-clinical support staff	Work with key stakeholders to ensure passport-ability of the care certificate and all skills Use innovative ways to deliver basic skills to promote engagement and recruitment Work with colleges and apprenticeships to identify training needs and offer solutions at scale to improve quality and reduce cost	Year 1 (2018/19)
New Roles	Promotion of new roles such as Assistant Practitioners	Apprenticeship Health and social care work-streams	Career ladder – to help develop plans locally	Year 1 (2018/19)

APPENDIX. 2

Work-stream	Key Performance Indicators	Benefits	Time scale
Care certificate	<p>The overall aim is to ensure that the Care Certificate is available in all organisations, is transferrable and operates both effectively and economically</p> <p>To establish Care Certificate processes which are recognised within and between organisations in SYREC</p> <p>To explore options for external validation of Care Certificate processes within organisations in SYREC</p> <p>To share tools and methods for delivery, implementation or assessment of the Care Certificate</p> <p>To develop and use consistent language across sectors in relation to the Care Certificate</p> <p>To make recommendations around standardisation of assessment of the Care Certificate</p> <p>To standardise criteria for assessors of staff aiming to achieve the Care Certificate</p> <p>To make recommendations for use of the Care Certificate, or an equivalent recognised award, for the whole workforce</p> <p>To use working group meetings bi-annually as an opportunity for standardisation of systems and processes</p>	<p>Consistent practice within and between organisations will give SYREC members:</p> <ul style="list-style-type: none"> •Confidence for employers that achievement of the Care Certificate transferrable between employers. •Reduced duplication of effort for staff •Reduced necessity for repeated assessment for organisations • Improved cost effectiveness •Ready access to training/process materials reduces costs of production and delivery •All Care and Support Staff can benefit •Creates a foundation for performance management 	<p>April 2017 for aims to be completed</p> <p>Benefit realisation by April 2019</p>
Apprenticeships	<p>Commonality and standardisation of rules, eligibility, differences, procurement and contracts in an effort to forge strong alliances with the South Yorkshire and Bassetlaw partners.</p> <p>Understanding the LWAB priorities and how these link with apprentices</p> <p>Understanding of apprenticeships delivered in all NHS Trusts/Local Authority/independent care providers</p> <p>Identification of the key challenges facing all partners</p> <p>Focus on hard to reach/engage staff groups/organisations through workforce development initiatives.</p> <p>Partnerships with education and employers engaging with apprenticeships</p> <p>Identify End Point Assessor needs and solutions for those organisations requiring assistance, with HEE</p> <p>Monitor the numbers of trailblazers in SYB and support organisations to showcase successes</p> <p>Identify organisational plans against qualifications</p> <p>Share organisational plans with partners to better understand possibilities and benefits of each programme</p> <p>Support showcase events to promote apprenticeships across each place</p>	<p>Strong alliances to improve efforts achievable at scale</p> <p>Focus on those areas of challenge that can improve when addressed and achieved at scale across the ICS</p> <p>Link all work with LWAB priorities to understand relationship</p> <p>Maximising the levy</p> <p>Increase numbers of apprentices within the system</p> <p>Identify common issues and work as a collaborative to rectify/find solutions</p> <p>Ease of access and improved engagement to offer support to partner organisations</p>	<p>Outputs to be achieved by Oct 2019 and project completion by Sept 2020</p>
Future workforce: Talent for Care	<p>To facilitate joint working across the health and social care sector by encouraging development and sharing together</p> <p>Desired outcomes are for a complete South Yorkshire and Bassetlaw profile</p> <p>Understanding and collation of the current/historic widening participation activity in Y&H</p> <p>Organisational agreement of what works well with recommendations</p> <p>Potential red, amber and green (RAG) rating of the options</p> <p>Increase the numbers of schools engaging with SYREC through events and partnership working</p> <p>Increase the numbers of future workforce events</p> <p>Development of a CASS Career Pathway Framework</p> <p>Develop wider educational participation across the SY& Bassetlaw footprint, schools, colleges and universities</p> <p>Engage focus groups to identify appropriate skills and development needs of a future health and social care workforce</p> <p>To engage with all workstreams leads to ensure future workforce is a key thread</p> <p>To engage the support and action needed by LWAB/ICS to remove barriers preventing progress</p>	<p>Agreements across the system of what options to choose for which programme such as supported internships</p> <p>Supporting young people with additional needs – STH were very successful in completing this and all the candidates on the programme got vacancies within STH – where else could the South Yorkshire and Bassetlaw organisations benefit from these programmes</p> <p>Sharing of funding availability from HEE – for example if any organisations have capacity to take on the students (Career Ready) – getting the most out of the programmes through sharing</p> <p>Co-ordination contact for Chamber of Commerce / local enterprise partners</p> <p>Encourage SMEs to engage with programmes and aid recruitment, retention and attrition rates.</p> <p>Clear visibility of all the programme options using the website</p> <p>An options appraisal for organisations to determine which programme would work</p>	<p>Dissemination of information by Dec 2018 through the hub</p>

Work-stream	Key Performance Indicators	Benefits	Time scale
Primary Care	<p>Accreditation of qualifications for the non-registered work force</p> <p>Information sharing around national changes in accreditation such as - carrying out ECG's will be accredited in the future</p> <p>Identification of the options for this workforce through a training needs analysis</p> <p>Assurance of the quality of training is required as currently this is unknown</p> <p>Succession planning for retirement in Primary Care of practice managers</p> <p>Training to develop future practice managers</p> <p>Approved provider framework for practice managers</p> <p>Leadership coach to deliver a leadership session in Doncaster (GP) General Practitioner Practices managers – this session will provide the GP federation with a report of the finding</p> <p>Greater understanding around the providers of training for primary care and a framework of preferred providers</p> <p>Development of innovative training programmes such as ECHO</p> <p>Training needs analysis for all staff is required and could be address through the Advanced Training Practice (ATP) hub</p> <p>Initiative – and then commissioning the training gaps</p> <p>HEE have funded a Nurse Training Manager (Julie Hoskins) to develop and deliver training following a needs assessment</p>	<p>Understanding and sharing of what training they require and what training is available</p> <p>Knowledge of the current quality assurance measures for each training provider</p> <p>Required and could be address through the ATP hub initiative – and then commissioning the training gaps</p>	
Work-stream	Key Performance Indicators	Benefits	Time scale
Quality Assurance	<p>Host organisation to achieve the NSAH quality mark</p> <p>Promote quality assurance of all training providers</p> <p>List and publish quality measures used by all training providers on the on-line virtual platform</p> <p>Offer quality framework for all training providers to access to use as a benchmark for improving the service and delivery of training</p>	<p>Enhance the quality of training</p> <p>Encourage all training providers to establish recognised quality markers</p> <p>Transparency of quality for all users of the education and training for the South Yorkshire and Bassetlaw region</p>	December 2018
Work-stream	Key Performance Indicators	Benefits	Time scale
Extension of Community health Outcomes	<p>To develop a Super Hub in Sheffield Place</p> <p>Develop a Hub in Doncaster and Bassetlaw</p> <p>Identify partners for hubs in Barnsley and Rotherham</p>	<p>Widening participation</p> <p>Hard to reach</p> <p>Community of Practice</p> <p>Flexible subjects</p> <p>Sustainable model</p>	June 2018 – ongoing through 2019

APPENDIX. 3

Learning Disability and the SYREC intent

Background and national picture

The Learning Disabilities Mortality Review 2017 suggests that a disparity in the quality of healthcare, is causing those with learning disabilities to die, on average, 15-20 years sooner than people in the general populationⁱ with a real threat that learning disability care could return to 'Victorian era' because of nurse training cuts. To put this into context, since May 2010 there has been a 40 per cent drop in numbers of learning disability nurses in England, falling from 5,368 in May 2010 to 3,247 in April 2018ⁱⁱ. This will result in a 35% shortfall in learning disability nurses by 2020 unless action is taken to address the current education and recruitment "crisis"ⁱⁱⁱ. It is recognised that a lack of specialist knowledge will have negative consequences for this vulnerable group and without specialist support provided by registered nurses, more patients may end up in institutions, away from their families and friends and shut off from society^{iv}.

NHS England's commitment to Learning Disabilities is through the transforming care programme. This initiative focuses on improving health and care services so that more people with a learning disability, autism or both can live in the community, with the right support, and close to home.

Regional reflection

SYREC aims to improve the education of Care and Support Staff (CaSS) who may have limited access to education and training, thus influencing quality of care. Those caring for individuals with a learning disability are included within the CaSS group identified and have the added challenge/disadvantage of being in the minority and 'hard to reach'. The 'hard to reach' are highlighted and integrated into the overall SYREC strategic intent. SYREC acknowledge that those with a learning disability and their families receive a variety of social care support^v, and that those in these caring roles deserve high quality, accessible education and training.

SYREC pledge

SYREC is committed to improving the education and training of all CaSS in this region. By aligning our priorities with the South Yorkshire and Bassetlaw Integrated Care System, we endeavour to be inclusive of all specialities, identifying innovative programmes to solve the issues suggested by the collective group. This is achieved in part by:

*(SYREC) promotes engagement with partners from health and social care organisations including Social Care, Local Authority, Community Health Services, Primary Care, Acute, Paediatrics, Mental Health, **Learning Disability**, Yorkshire Ambulance Service, Hospices, Private, Voluntary & Independent Sector, Schools, Further Education & Higher Education Institutions.^{vi}*

This collaborative working encourages a sharing of best practices and by working at scale we can begin to address the concerns within the learning disability sector. Improvement initiatives that are driven at scale across the system will better guarantee progression, advances in quality of care and a return on our investments.

ⁱ LeDeR Programme annual report 2016-2017

ⁱⁱ Alex Matthews-King Health correspondent 15 August 2018

ⁱⁱⁱ 1 August, 2018 By Jo Stephenson Nursing Times

^{iv} Dame Donna Kinnair, Director of Nursing, Policy and Practice at the RCN

^v Mencap

^{vi} SYREC Strategy 2018-2019