

HEE South East Region Delivery Plan 2021/22



HEE South East
July 2021

Contents

Foreword, Introduction and Context	3	Belonging in the NHS	41	Delivering priority clinical programmes	68
Foreword	4	HEE SE Development.....	42	Investment summary.....	69
Our focus in the SE.....	4	Integrated Care Systems and Workforce Education Transformation	44	Kent and Medway ICS	70
How we work	6	Workforce Education Transformation	45	ICS introduction and priorities	70
Our operating model and governance.....	7	HEE SE Workforce Education Transformation Team	45	HEE's delivery plan to support Kent and Medway ICS ...	71
Our teams	8	Working together	46	Growing for the future.....	71
Equality, diversity, and inclusion	9	Buckinghamshire, Oxfordshire and Berkshire West ICS	47	New ways of working and delivering care	74
Education contract	10	ICS introduction and priorities	47	Delivering priority clinical programmes	75
Multi-professional Education and Training Investment Plan.....	11	HEE's delivery plan to support BOB ICS	48	Investment summary.....	76
Education Quality.....	12	Growing for the future.....	48	Surrey Heartlands Health and Care Partnership	77
Growing for the future	13	New ways of working and delivering care	51	ICS introduction and priorities	77
Advancing Practice.....	14	Delivering priority clinical programmes	52	HEE's delivery plan to support Surrey Heartlands Health and Care Partnership	78
Allied Health Professionals (AHPs).....	15	Investment summary.....	53	Growing for the future.....	78
Apprenticeships	17	Frimley Health and Care	54	New ways of working and delivering care	81
Maternity programme	18	ICS introduction and priorities	54	Delivering priority clinical programmes	82
Nursing.....	20	HEE's delivery plan to support Frimley Health and Care	55	Investment summary.....	83
Pharmacy	22	Growing for the future.....	56	Sussex Health and Care Partnership	84
Physician Associates Programme.....	24	New ways of working and delivering care	59	ICS introduction and priorities	84
Placement Capacity and Recovery.....	26	Delivering priority clinical programmes	60	Key workforce workstreams include.....	85
Postgraduate Medical and Dental Education (PGMDE) ..	28	Investment summary.....	61	HEE's delivery plan to support Sussex Health and Care Partnership.....	85
Public Health	31	Hampshire and Isle of Wight ICS	62	Growing for the future.....	86
New ways of working and delivering care	32	ICS introduction and priorities	62	New ways of working and delivering care	89
Autism	33	HEE's delivery plan to support Hampshire and Isle of Wight ICS.....	63	Delivering priority clinical programmes	90
Cancer and Diagnostics.....	34	Growing for the future.....	64	Investment summary.....	91
Healthcare Science (HCS)	35	New ways of working and delivering care	67	Thank you and how to contact us	92
Learning Disabilities (LD).....	36			Summary of acronyms	93
Mental Health (MH).....	37				
Primary Care	38				

Foreword, Introduction and Context

Foreword

This is our South East (SE) Region Delivery Plan for 2021/22. It sets out how we will work with you, our colleagues, and partners, to plan, recruit, educate and train our current and future healthcare workforce.

Our delivery commitments are aligned with the HEE Business Plan 2021/22, NHS People Plan, and NHS Long Term Plan to ensure that across the region there are the right numbers of staff, with skills, values, and behaviours, available at the right time and in the right place. This plan shares with you some of the work we are committed to delivering throughout the year.

Our focus in the SE will be:

- Developing how we work with Integrated Care Systems (ICSs) and NHS England and Improvement (NHSE/I) to deliver on priorities through the Regional People Board.
- Using workforce planning to enable the transformation of patient care and invest in workforce, education, and training development.
- Ensuring that our trainees and learners can catch up on their training where this may have been interrupted by COVID-19.
- Assuring the delivery of high-quality postgraduate medical and dental education and training.
- Supporting the continued growth of clinical education placements to expand the healthcare workforce.
- Delivering on our priority areas in cancer and diagnostics, mental health, learning disabilities, autism, primary care, and maternity.

We know the past and coming year has been and will continue to be challenging across healthcare, as organisations, teams, and individuals work to recover from the impacts of COVID-19. To support recovery planning, we all have an important contribution to make in responding to the priorities identified.

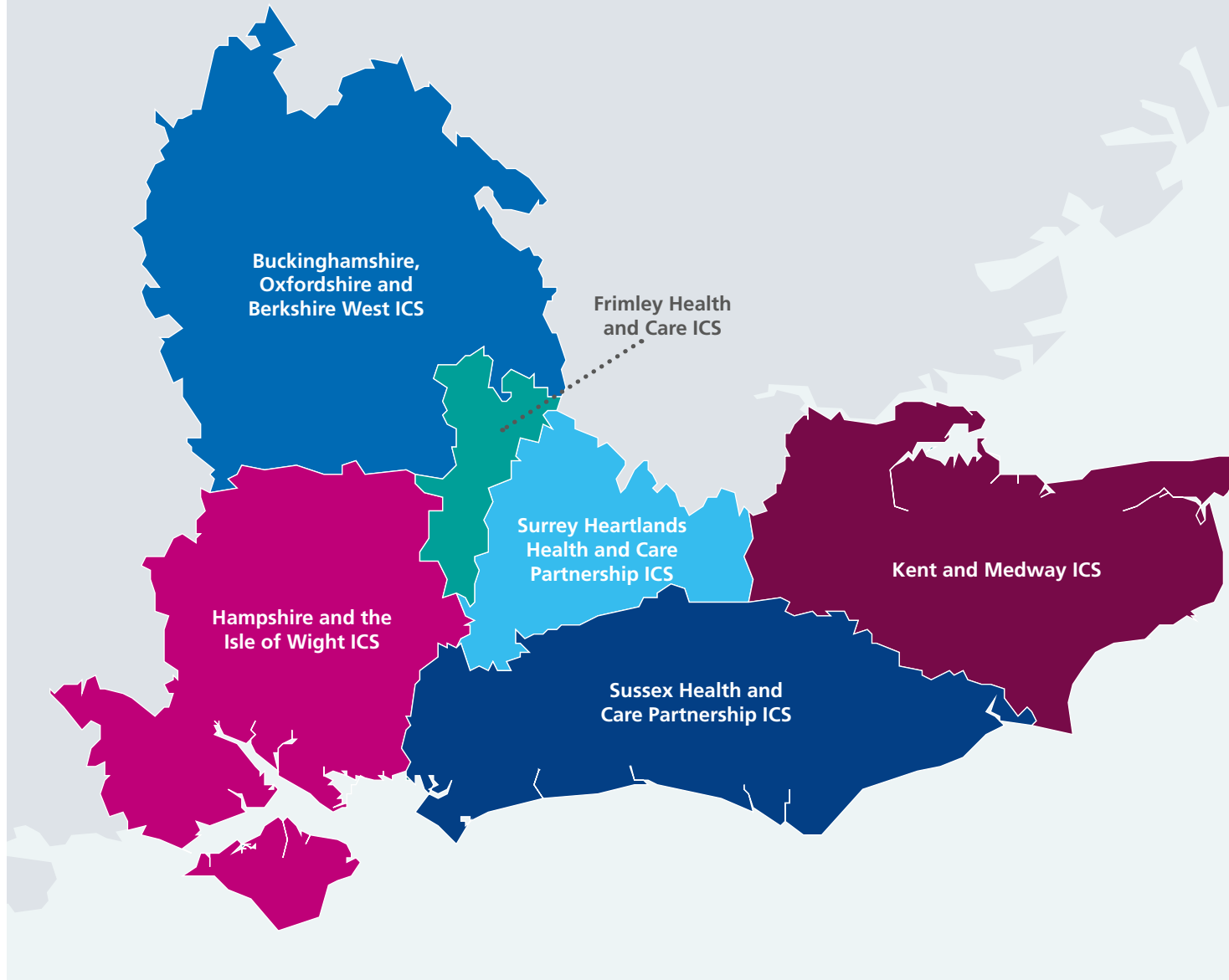
We want to thank all our colleagues and partners who work with us. Our continued shared passion and determination will mean we can deliver this ambitious plan and make a difference for the people in the SE.



Ruth Monger and Philippa Spicer, HEE Regional Directors – SE

General comments or queries about this plan, its format, and our progress can be directed to CorporateBusinessTeam.SE@hee.nhs.uk. There is a summary of acronyms at the end of this document.

South East region and ICS map



Approximately
9.2 million people



19,000 km²
total area size



Approximately
38k learners studying



209 primary care networks



30 NHS trusts



18 local authorities upper-tier/unitary



11 clinical commissioning groups



6 ICS training hubs



6 integrated care systems



2 ambulance trusts



How we work

HEE SE is one of seven HEE regional teams in England, covering the counties of Kent, Surrey, Sussex, Oxfordshire, Berkshire, Buckinghamshire, Hampshire, and the Isle of Wight.

We support the delivery of excellent healthcare and health improvement for patients and the public by ensuring the workforce of today and tomorrow has the right numbers, skills, values, and behaviours at the right time and in the right place.

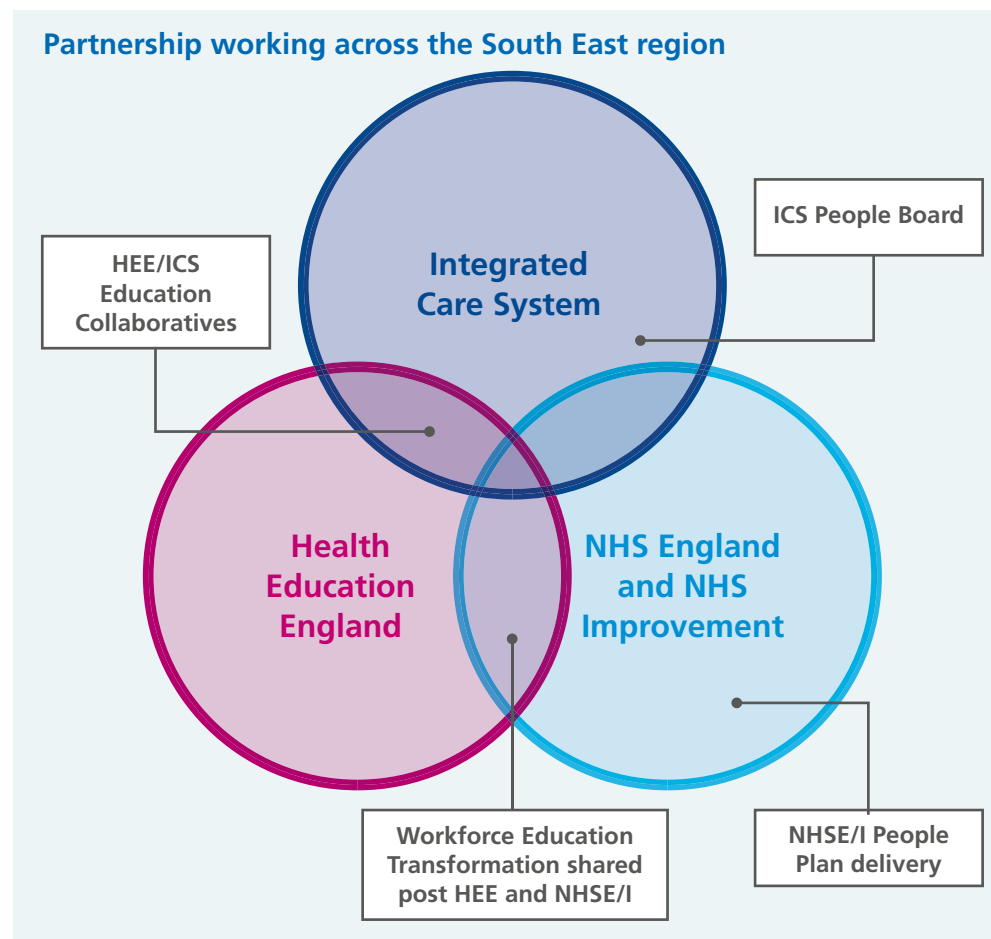
The SE has a population of around 9.2 million people, and at any one time has over 38,000 learners studying and working within our health and care systems.

There are six ICSs in the region, as well as eleven clinical commissioning groups, four social enterprises, two ambulance trusts and eighteen upper-tier and unitary authorities. To deliver SE regional people and workforce priorities, we work closely with the Local People Boards and our ICS partners:

- Buckinghamshire, Oxfordshire and Berkshire West (BOB).
- Hampshire and the Isle of Wight (HloW).
- Frimley Health and Care.
- Surrey Heartlands Health and Care Partnership.
- Sussex Health and Care Partnership.
- Kent and Medway.

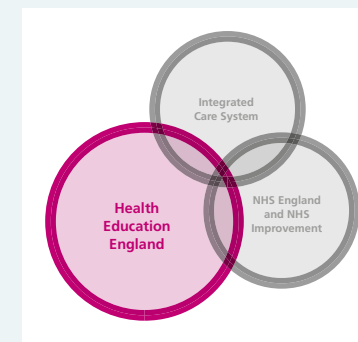
We deliver over 100 different programmes of work, from planning and commissioning to recruiting and developing our workforce. We support our learners across different healthcare, and community settings and in a broad range of learning environments.

To achieve this, we work collaboratively with our partners, including NHS Trusts, Higher Education Institutes (HEIs), professional bodies, Royal Colleges and the General Medical Council, Skills for Care, Skills for Health, clinical networks, Academic Health Science Networks, NHS Employers, and many more. To support our ICSs across the people and workforce agenda, we also work very closely with our colleagues in NHSE/I.



Our operating model and governance

This is an overview of our SE operating model that shows our governance and how we work with stakeholders across the region.



Internal governance groups in the SE

HEE Senior Leadership Team (SLT)

Our SLT is formed of postgraduate deans, primary care deans, leads for nursing, allied health professions, transformation, performance and workforce planning; who together have a strategic overview of the SE aims and priorities.

HEE Senior Management Team (SMT)

Our SMT is the most senior decision-making forum in the region. SMT are accountable for operational delivery, performance and strategic direction in the region.

Postgraduate Education Delivery Group

Purpose: Draws together the Foundation School and postgraduate education functions to manage the delivery of these programmes across the SE.

Education Quality Management Oversight Group

Purpose: Oversees the quality of the clinical learning environment making recommendations to support learners with meeting their educational requirements.

Strategic Systems Oversight Group

Purpose: To inform and update on ICS needs and challenges, programmes of work, and provide an overview of all HEE programmes and professions work at ICS level.

Performance and Programme Oversight Group

Purpose: To ensure HEE SE region programme deliverables are met in accordance with SMT and each programme board objectives. This is through management and mitigation of strategic issues and risks that could affect performance.

Finance and Investment Planning Group

Purpose: Ensures budget monitoring, commissioning and workforce planning are co-ordinated alongside the annual investment planning round.

Risk and Safety Oversight Group

Purpose: Quantifies and escalates risks identified across other groups.

Regional People Board

Purpose: Brings together healthcare organisations and key stakeholders at regional level around people priorities, to provide strategic leadership and ensure the implementation of the People Plan and ICS/STP workforce plans.

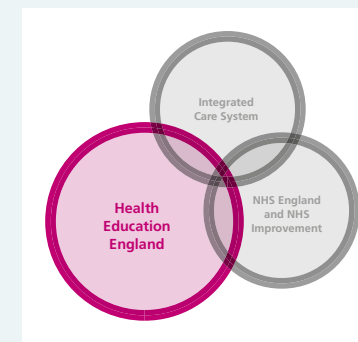
Human Resources Operational Group

Purpose: Reviews and agrees new posts, advises about key staff data including appraisals, sickness and staff turnover.

Our teams

This is an overview of our SE operating model that shows our teams and how we work across the region.

Our teams



Primary Care

Enabling expansion and development of the primary care workforce, ensuring all trainees are supported to successfully complete their training. Working to establish and develop primary care training hubs in each ICS in partnership with NHSE/I to improve retention and recruitment.

Nursing and Midwifery

Providing professional leadership across nursing and midwifery, ensuring education and training delivered has the capacity and capability to meet the changing health and care needs of the population.

Postgraduate Medical and Dental Education

Ensures all trainees are managed, supported and developed to successfully complete their training. The teams work across and with ICSs, education providers, Royal Colleges, Schools, and higher education institutions (HEIs).

Commissioning and Contracting

Commissions, procure and contracts education and training to obtain high quality education and training provision, value for money and maximum activity through joint working and contract monitoring. This year the team are supporting the introduction of the new NHS Education Contract.

Workforce Education Transformation (ICS facing)

Works in partnership with ICSs, organisations and Arm's Length Bodies (ALBs) to define key requirements, agree responsive workforce solutions to deliver the best care to patients, now and in the future.

Education Quality

Assures the safety and effectiveness of the clinical learning environment for learners, students and trainees through the quality framework.

Corporate Business

Supports teams across the SE, ensuring the senior leadership team is enabled to achieve and deliver planned regional outcomes.

Delivery and Performance

Ensures delivery of national mandate and SE priority programmes through dedicated programme leadership, support and reporting.

HEE Enabling functions

Nationally-led functions with regionally-focused teams to support the SE delivery. This includes HR, finance, communications, governance, IT, estates, and technology enhanced learning.

Workforce Planning and Intelligence

Provide expertise and intelligence to drive development of workforce supply and demand strategies, at regional and system level. Support workforce planning - short, medium and long term. Contribute to data reporting and assurance. Develop skills and capacity in workforce planning.

Advancing Practice Faculty

Leads and promotes advancing practice as part of the workforce solutions that support service changes.

Pharmacy Team

Enables the pharmacy (and wider) workforce to deliver service transformation meeting the current and future NHS service workforce requirements.

Oral Healthcare

Responsible for the delivery of postgraduate education and training to the dental team, quality management of education, and dental workforce planning and transformation.

Allied Health Professionals

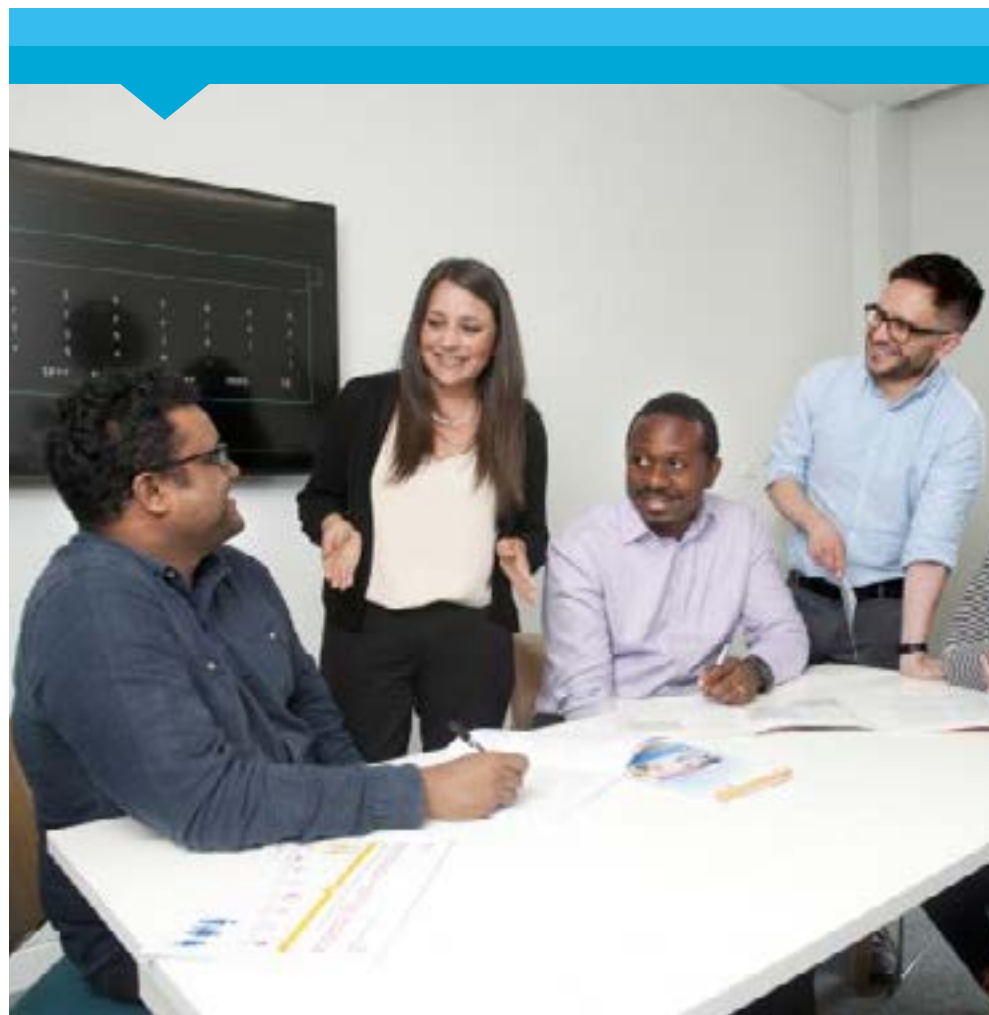
Support the delivery of a sustainable AHP workforce by strengthening AHP leadership and a focus on recovery and growth.

Equality, diversity, and inclusion

Equality, diversity and inclusion (EDI) is central to the values, processes, and behaviours of HEE and underpins the NHS Constitution and People Plan. We aim to maximise opportunities to create a more diverse and inclusive workforce representative of the population we serve and promote equality and fairness in the way we support our staff, students, trainees, and partners.

In the SE, we are committed to taking positive and practical action to:

- Empower our leaders to consistently and practically demonstrate leadership commitment for EDI.
- Equip our workforce with access to a range of EDI learning and development opportunities.
- Ensure our values inform all aspects of our workforce experience.
- Ensure EDI good practice across all our internal and external projects and programmes.
- Deliver targeted actions to improve the experiences of our Black, Asian and Minority Ethnic and disabled staff (informed by the Workforce Race Equality Standard (WRES) and Workforce Disability Equality Standard (WDES)).
- Mobilise our recruitment and retention processes to support EDI, including best practice in recruitment of learners.
- Expand and promote staff networks to our colleagues.



Education contract

The new NHS Education Contract came into effect in April 2021. The new contract will replace the contractual arrangements previously in place, including the Learning and Development Agreement and Education Provider Agreement with NHS service and education providers.

The new NHS Education Contract will help achieve a nationally consistent approach to contracting and funding for education and training. This will make it easier for all parties to understand their obligations, how public funds are used, and what the public should expect in return for the money invested in training the healthcare workforce.

The NHS Education Contract will:

- Apply across multiple providers (HEIs, education providers, NHS, independent, voluntary, private and social care) and settings e.g. secondary care, general practice/primary care, dental.
- Align to HEE's commissioning, procuring and workforce planning arrangements with its contractual and financing activities.
- Set out the roles and responsibilities of each party involved in delivering healthcare education and training.
- Focus on HEE's expectations on the outputs (volume, value, impact, quality) from the public investment received.

In the SE region we are phasing the introduction for primary care, private, independent and voluntary organisations over a longer period. This is due to the volume of activity required to introduce the new NHS Education Contract for all providers by April, and the complexities associated with adopting the new contract for certain categories of providers.

To find out more about this work, please visit <https://www.hee.nhs.uk/our-work/new-nhs-education-contract>.



“The new NHS Education Contract will be a key tool for improving the quality of education and training, driving change, and providing funding.”

Multi-professional Education and Training Investment Plan

Multi-professional Education and Training Investment Plan (METIP) is a process to capture the total number and range of training places and clinical placements we will invest in, in the coming year. There is a METIP cycle every year. This year we are introducing HEE/ICS Education Collaboratives as a mechanism to help the METIP process.

For every health and care trainee there are potentially up to three cost components:

- **Tuition** – the cost of HEIs' time to teach in the classroom.
- **Placement** – the cost of health service providers' time to teach alongside service (known as 'placement tariff') paid pro rata, dependent on the amount of time spent in placement.
- **Salary contribution or student bursary** – where applicable, the cost of paying trainees or their employers a contribution for their time to learn.

The combination of these components, and the value of each, varies by role.

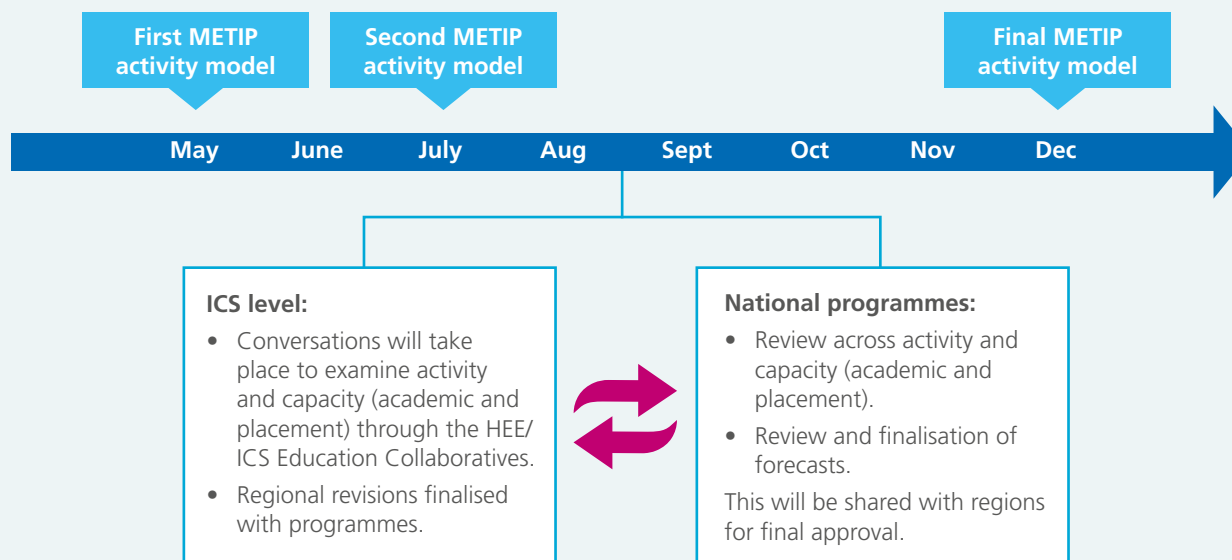
In addition to METIP, we commission and facilitate a wider range of training and education provision using national programme and regional workforce development resources, and our programme

delivery summaries capture these wider activities where appropriate.

The commissioning and contracts team works with practice and education provider organisations and HEE teams to annually scope SE education and training requirements. This ensures commissioning budgets are used to gain high-quality education and training provision, value for money and maximum activity. Through the annual scoping exercise we develop and monitor the SE METIP for clinical professions and feed this into national commissioning and investment planning.

“For every health and care trainee there are potentially up to three cost components.”

METIP timeline for 2021



Education Quality

The SE quality teams work to ensure there are high-quality clinical learning environments for all healthcare learners, primarily within NHS trusts and primary care, across the SE region, ultimately aiming to support the delivery of high-quality patient care. In addition to the six SE ICSs, the quality teams also support these integrated care systems:

- Bedfordshire, Luton and Milton Keynes
- Dorset (reporting to HEE South West region)
- South Wiltshire element of the Bath, Swindon, Wiltshire Partnership (reporting to HEE South West region).

The quality teams aim to provide evidence-based quality management processes that drive quality improvements in education and training and enable transformation through sharing of good practice and standard monitoring.

The [HEE Quality Strategy](#) describes HEE's vision for how we will use our levers, leadership, and influence to assure and continuously improve the learning environment.

The [HEE Quality Framework](#) sets out HEE's expectations for quality within the learning environment and represents a single framework through which we measure, identify, and improve the quality of education and training for all healthcare learners. The framework details the domains, standards, and expectations to demonstrate a high-quality learning environment.

HEE's quality domains, standards and quality narrative



Our regional priorities for 2021/22 aim to:

- Fulfil the legislated duty as outlined in the HEE mandate for assuring the quality of the learning environment by working with regulators and arm's length bodies.
- Ensure the quality function works with the regional workforce education and transformation team at ICS level to ensure the HEE Quality Framework is implemented as appropriate.
- Develop and monitor a process for gathering evidence from placement and education providers for non-medical education, linked to the implementation of the NHS Education Contract.
- Work with organisations and systems such as ICSs, training hubs and primary care networks to agree robust quality management and assurance models to support increase in clinical placements.
- Support and deliver the introduction of mandated quality assurance models for pharmacy, advanced clinical practice, and other programmes that 'cross borders' at a regional level.
- Enable placement and education providers to develop their support for, and utilisation of, the outputs of learner surveys, including the HEE National Education and Training Survey, and the General Medical Council National Training Survey.

Growing for the future

This section of our HEE SE Delivery Plan focuses on 'growing for the future' as part of the NHS People Plan 2020/21. The themes for action under this commitment are:

1. expanding and developing our workforce
2. recruiting and retaining our people.

Advancing Practice

Advanced practitioners are registered healthcare professionals educated to masters degree level or equivalent and have the skills and knowledge to take on expanded roles and scope of practice caring for patients.

Creating a recognised and visible [advanced practitioner workforce](#) is a priority for the NHS; there is a clear and identified need for highly experienced clinicians trained to an advanced level of practice. The NHS Long Term plan describes developing advanced clinical practice roles as a key component of future workforce supply.

The SE Advancing Practice Faculty supports high quality education and training to build the advanced practice workforce. The faculty works with the national [Centre of Advancing Practice](#), HEIs, ICSs, provider partners, NHSE/I colleagues and partners. This work with partners will support changes to service delivery that better meet local health needs, improving capability and effectiveness within multi-professional teams.

Our regional advancing practice faculty priorities for 2021/22 aim to:

- Build the core regional advancing practice faculty team infrastructure and processes.
- Form and maintain relationships with key stakeholders and partners.
- Identify workforce demand for advanced practitioners to improve quality of care, support professional development and increase retention.
- Commission high-quality education and training for all advancing practice learners.
- Establish innovative advancing practice projects to spread learning and inform and influence the national advancing practice agenda.

To address our priorities in the region, we are:

- Working with HEI partners to guide and support the national Centre of Advancing Practice programme accreditation.
- Supporting quality supervision in practice for learners and guidance to help supervisors.
- Appointing six ICS advanced practice leads to support with active engagement in understanding and promoting advancing practice.
- Understanding the current advancing practice workforce and future demand to maximise the impact upon pathways of care.
- Supporting and commissioning a cohort of 300 learners to start the Advanced Clinical Practice MSc three-year training pathway in 2021/22.
- Delivering specific workforce and education projects that focus on mental health, learning disabilities, autism, primary, and community care.



“ The function of our faculty is to lead and promote advanced practitioners as part of national and regional workforce solutions and to enable practitioners to practice to their full potential.”

Sarah Goodhew, Advancing Practice Faculty Lead – South East

Allied Health Professionals (AHPs)

AHPs are regulated, highly trained and autonomous practitioners and include art therapists, drama therapists, music therapists, podiatrists, dietitians, occupational therapists, operating department practitioners (ODP), orthoptists, osteopaths, prosthetists and orthotists, paramedics, physiotherapists, diagnostic radiographers, speech and language therapists, and therapeutic radiographers.

Our regional aim is to deliver an effective supply of AHPs, supporting the deployment and development of this workforce. We will focus on retention of current staff, diversity and inclusion, as well as growing capacity through education and training.

AHPs have a unique contribution to make. In collaboration with the wider healthcare system, they address service delivery challenges and priorities. This includes, post-COVID-19 patient rehabilitation and elective care recovery, as well as expanding capacity within primary and community care. The NHS Long Term Plan acknowledges that AHPs can significantly support the demand profile the NHS faces.

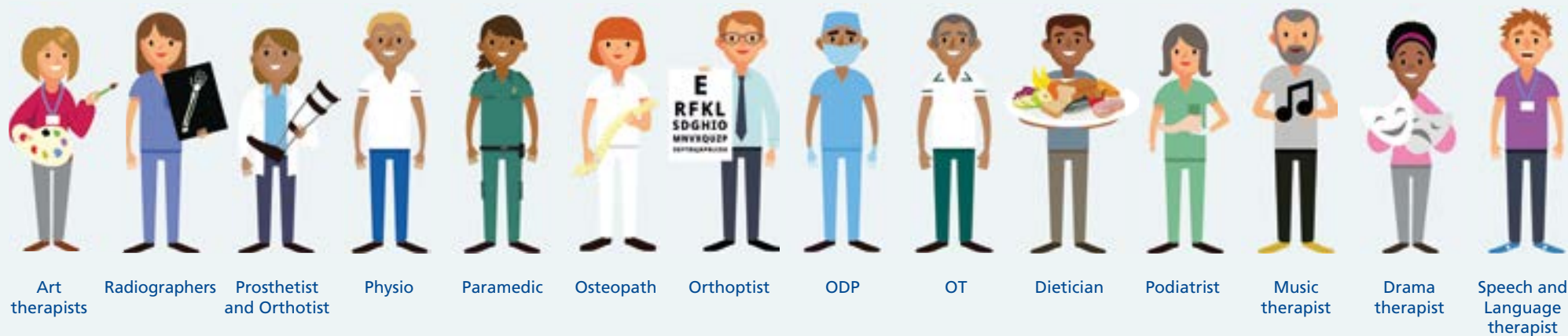
Our regional AHP programme priorities for 2021/22 aim to:

- Build and strengthen the AHP leadership across the region.
- Support the development of the AHP faculties to ensure sustainability and growth for all 14 allied health professions.
- Develop and retain our AHPs and support workforce to ensure they are supported to realise their full potential.

To address our priorities, we are:

- Ensuring AHPs are represented and able to influence at senior strategic levels across the region and ICSs through strategic AHP councils and the development of [AHP Faculties](#).
- Contributing to a diverse and inclusive AHP workforce by developing an EDI AHP workforce strategy for the region.
- Developing short, medium, and long term plans to address the supply and demand forecasts for the region.

Allied Health Professionals (AHPs)



- Delivering a [clinical placement expansion programme](#) for AHPs, supporting the recovery, innovation and expansion of high quality practice placements to build confident and capable AHPs.
- Appointing and supporting four AHP clinical education improvement fellows to develop their quality improvement and research skills and lead on innovating and improving practice education for AHP learners.
- Bridging the gap between education and employment through early careers support, including transition and preceptorship.
- Increasing and attracting people to join the region's AHP workforce by utilising international recruitment, return to practice, and widening participation.
- Raising awareness of the professions allied to health to school and college students and career changers through a virtual online work experience programme.
- Focusing on sustainability and transformation projects to support the development of AHPs working in mental health, learning disabilities, cancer and diagnostics, primary and community care, community rehabilitation and ageing well services.
- Supporting the educational roadmaps for AHP first contact practitioners (FCP) and AHP advanced practice in primary care.

- Supporting specific projects for the small and vital AHPs (podiatry, orthoptics, prosthetics and orthotics, and therapeutic radiography professions) and targeting support for AHPs which have significant regional supply and demand challenges, such as paramedics, radiographers, occupational therapists and operating department practitioners.
- Upskilling our AHP, support workforce and advanced and consultant level practice opportunities by utilising apprenticeships and educational frameworks.

This year paramedic ambassadors will support HEE work with ambulance services, ICSs, HEIs, AHP and advanced practice faculties, primary care training hubs and PCNs to help ensure a sustainable paramedic workforce by:

- improving the quality of training and supervision
- recovery, innovation and expansion of high quality practice placements for paramedics
- supporting career pathway development e.g., support workforce and advancing practice
- supporting training hubs and advancing practice faculties to embed Paramedics in primary care safely and effectively
- widening participation, diversity and inclusion
- wellbeing and resilience in the paramedic workforce.



“In England it is estimated that we need a growth of AHPs by over 27,000 to meet the NHS Long Term plan ambitions by 2024. AHPs are the third largest workforce in the NHS and it is important we maximise their impact and contribution to improve population health in the South East.”

**Rebecca Tyrrell, Regional Head
of AHPs – HEE South East**

Apprenticeships

An apprenticeship is a programme of work-based study, that develops knowledge, skills and behaviours related to a job role. Apprenticeships combine “on the job” and “off the job” training that leads to a nationally accredited qualification. All apprenticeships are funded by the Apprenticeship Levy.

The Apprenticeship Levy is paid by all organisations with an annual pay bill of more than £3million. Levy payers also receive an allocation from the Apprenticeship Levy to support apprenticeships, however if this resource is not spent within a required timeframe, the funding expires. In 2019, there was around £150 million unspent levy from the NHS that was returned to HM Treasury.

Given the financial impact of the Apprenticeship Levy and the potential for apprenticeships to deliver the widening participation goals of the NHS People Plan, apprenticeships are increasingly being acknowledged as one of the ways in which workforce transformation challenges can be addressed.

For HEE, the apprenticeship workstream sits within the national Talent for Care programme. Each HEE region also has a relationship manager who supports healthcare employers and works in partnership with HEE regional teams.

Our regional apprenticeship priorities for 2021/22 aim to:

- Contribute to the delivery of the national target of 50,000 more nurses through the Registered Nurse Degree Apprenticeships (RNDA).
- Support the delivery of the SE Trainee Nursing Associate (TNA) target.
- Expand the capacity to support apprenticeships in primary care.
- Increase the degree level apprenticeship starts for AHPs.
- Adopt a strategic approach to supporting SE social care employers to maximise use of apprenticeship opportunities.



To address our priorities in the region, we are:

- Working in conjunction with the SE nursing and midwifery team to support employers to increase their RNDA numbers and access SE and DHSC funding.
- Working closely with the SE nursing and midwifery team to ensure the apprenticeship element of the TNA programme is understood and promoted.
- Delivering a programme of employer, ICS and AHP faculty engagement to raise awareness of AHP degree apprenticeships, and improving access to degree level programmes in the SE through AHP-specific procurement exercises.
- Supporting the development and implementation of primary care apprentice co-ordinators in each ICS.
- Engaging with social care employer networks to promote and raise awareness of apprenticeships, and facilitate a collaborative approach to some of the challenges that social care may face.

Maternity programme

The maternity profession includes, but is not limited to, the following highly trained professionals across maternity services: midwives, maternity support workers, neonatal nurses, and medical workforce including fetal medicine, obstetricians, anaesthetists, GPs, and neonatologists.


Our regional vision is to have the current and future maternity workforce with the right skills in the right place to deliver high quality maternity care, supporting the maternity workforce to play its important role in improving population health across the SE.

Our regional maternity programmes priorities for 2021/22 aim to:

- Develop a sustainable and collaborative culture across maternity to support service transformation.
- Support the current and future maternity workforce by helping align to the new ways of working with the implementation of Continuity of Carer throughout our Maternity Services.
- Support the development of the future maternity and neonatal workforce enabling a smooth transition to future ways of working and service design.
- Collaborate with our stakeholders to increase the supply of the maternity workforce by providing more pathways and opportunities to have a career in maternity services.



To address our priorities, we are:

- Delivering a midwifery expansion programme that seeks to:
 - increase the number of placements, by creating an additional 200 across the SE
 - increase the number of apprenticeship opportunities that enable maternity support workers to become midwives
 - offer a shortened apprenticeship scheme for registered healthcare providers.
 - Promoting return to practice and encouraging midwives to come back to the midwifery profession.
 - Developing maternity support workers by:
 - promoting agreed job descriptions for each of the bands
 - establishing a regional training programme and training competency passport.
 - Supporting the neonatal workforce by:
 - introducing trainee nursing associates to support the future workforce
 - ensuring a pipeline of qualified specialty neonatal nurses to work in neonatal units
 - working in partnership with AHPs in maternity services e.g. speech and language therapists, physiotherapists.
 - Supporting and developing the future maternity workforce through the preceptorship pathway redesign.
 - Addressing health inequalities by:
 - providing training plans to address racial inequalities throughout maternity and neonatal services
 - promoting cultural competency training to ensure proportionate universalism and equitable care for all.
- 
- Playing our part in ensuring there is an embedded culture to provide a sustainable, kind and empowered maternity workforce. This is particularly outlined in the:
 - MATTURE programme by looking at culture of lifelong learning within the maternity workforce
 - [Ockenden review](#) by collaborating with organisations across the NHS to provide leadership within maternity services.

Nursing

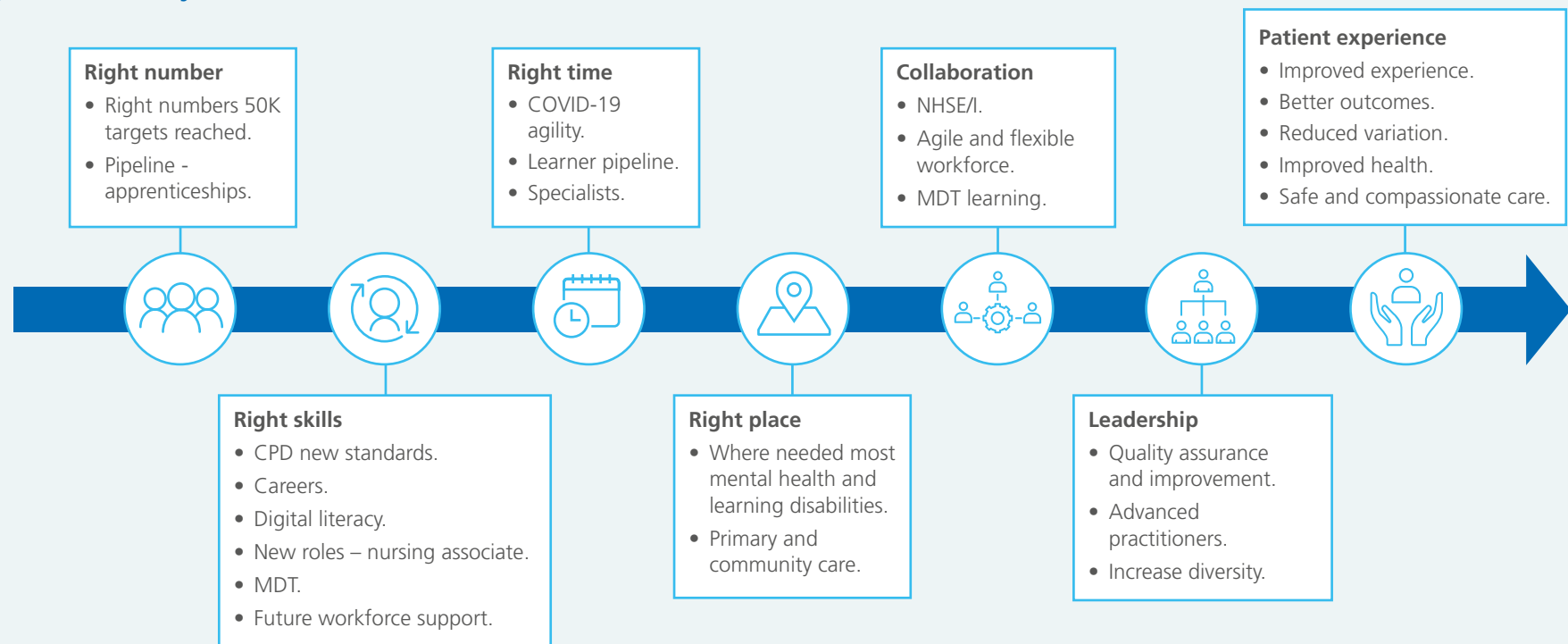
The health and care system is increasingly reliant on its nursing workforce, with nursing expansion, development and new ways of working at the forefront of current NHS planning.

Our aim is to support the current and future nursing workforce by growing the range of entry routes, career pathways and portfolio careers for the nursing profession. We will do this by ensuring inclusive education, training and leadership opportunities for students and learners. We also want to enable the workforce and its leaders to better reflect the diversity of the local population, and make the best use of digital technology.

Our regional nursing team priorities for 2021/22 aim to:

- Grow the nursing workforce in the SE as a part of the national aim to deliver 50,000 more nurses in health and care by March 2024.
- Increase placement capacity and optimise usage by widening the range of learning environments available.
- Support graduates in their early clinical careers recover from the COVID-19 pandemic, thereby contributing to system recovery.
- Secure a future nursing workforce by supporting flexible working, career progression and leadership.

Nursing and Midwifery aims



To address our priorities, we are:

- Contributing towards the national target of 50,000 more nurses by March 2024 through:
 - undergraduate expansion
 - postgraduate expansion
 - reducing attrition from pre-registration undergraduate and postgraduate courses, support for transitioning into employment, and improving retention of newly qualified professionals through the Reducing Pre-registration Attrition and Improving Retention (RePAIR) programme
 - nursing associates and associate practitioners to registered nurse conversion
 - registered nursing degree apprenticeships
 - return to practice scheme.
- Supporting the growth and embedding of nursing associates by:
 - engaging with employers across all health and care settings to demonstrate how the nursing associate role can be introduced into practice
 - working with approved education providers to ensure there is a provision of accessible nursing associate programmes.
- Increasing the number, enhancing quality, and supporting innovative placements for nursing students.
- Promoting system recovery in response to COVID-19 by:
 - ensuring students are back on track for clinical practice experience and proficiency development
 - enhancing preceptorship for newly qualified workforce and early career support
 - supporting simulation development
 - promoting student wellbeing.
- Promoting healthcare careers to schools and career leads through events and online work-related learning programmes projected to reach over 5,000 students by July 2022.
- Supporting work to increase the development and access to e-learning and digital innovations, such as virtual teaching and immersive technologies.



Pharmacy

The pharmacy programme covers the pre-registration and post-registration training of pharmacists and pharmacy technicians (both General Pharmaceutical Council [GPhC] registrants), and pharmacy services assistants, and delivers education and training that supports the growth of the pharmacy workforce with the right skills in the right place.

The SE is covered by two pharmacy teams. The Hampshire, Isle of Wight, Frimley, Buckinghamshire, Oxfordshire and Berkshire West areas are covered by the HEE South School of Pharmacy and Medicines Optimisation (SOPMO). Kent, Surrey, Sussex and part of the Frimley area is covered by the London and South East pharmacy team (LaSE). These teams work with each other to ensure effective support and development for the pharmacy workforce.



Our regional pharmacy programme priorities for 2021/22 aim to:

- Implement the effective roll out of the initial education and training for pharmacist reform programme, including the first iteration of the new Year Five training year (foundation year), and plan for further developments in future years.
- Support the development of system and regional pharmacy workforce activities, including the establishment of integrated pharmacy and medicines optimisation (IPMO) plans, through the continued development of the HEE South Pharmacy Workforce Strategy.



Foundation trainee pharmacist training (pre-registration training):

- Implementation of new foundation trainee pharmacist (pre-registration) training programme in the region, including:
 - design and roll-out of the 2021/22 training year, and planning of future iterations in the 5-year implementation period
 - planning the incorporation of independent prescribing into future foundation training years
 - General Practice (GP) split programmes, supporting the delivery of the integrated GP/hospital and GP/community programmes in the region for 2021/22, and working to build new models of integration for future years.

Pharmacy technician pre-registration training (PTPTs):

- Ensure employers engage with the apprenticeship training model.
- Support the integrated pre-registration pharmacy technician training pilot and explore ways to further grow cross-sectoral training models.
- Help small employers to access apprenticeship levy transfer to enable increased training capacity in community pharmacy.

Pre-registration training cross-cutting themes:

- Commissioning and recruitment of trainees in numbers and locations to meet the workforce needs of the region.
- Quality management of placements and quality monitoring of training programme delivery.
- Support for pharmacy trainees who require additional support including access to the professional support and wellbeing service (PSWS).
- Develop and increase education supervision infrastructure.



Pharmacist post-registration training:

- Implement pharmacy integration fund workstream initiatives in the region.
- Support the growth and training of mental health pharmacists to work towards delivering the objectives of the NHS Long Term Plan.
- Facilitate access to advancing practice training courses for pharmacists, in partnership with the SE Advancing Practice Faculty.
- Support the national NHSE/I and HEE workstreams on genomics and the genomics education programme and implications for the pharmacy workforce.
- Work to ensure access to independent prescribing qualifications are available for the pharmacy workforce.

Pharmacy Technician post-registration training:

- Engage with national work and key stakeholders, in development of education frameworks and career pathways including advancing practice.
- Work with pharmacy employers to develop the current pharmacy technician workforce across all sectors, to ensure they meet the 2017 GPhC initial education and training (IET).

Physician Associates Programme

Physician Associates are medically trained, generalist healthcare professionals, who work alongside doctors and provide medical care as an integral part of the multidisciplinary team.

Our regional vision is to enable and support delivery of excellent healthcare by Physician Associates (PAs) across the SE, through the education, training, development, employment, deployment, and retention of the profession.

Our regional physician associate programme for 2021/22 aim to:

- Equip employers to make informed decisions about workforce skills and competencies required to meet patient need, recognising opportunities for PAs to strengthen the workforce.
- Enable the ongoing development of a SE culture of lifelong learning for current and future PAs, in partnership with PAs, education providers and employers.
- Secure the future supply of PAs for the SE.



“ I have had the exciting opportunity to support healthcare systems to understand where the Physician Associates’ role fits and share best practices when implementing the role. I believe the Physician Associates can be a vital part of our current and future workforce.

**Tahir Akbar, Consultant Gastroenterologist
and HEE Physician Associate Advocate**

Vision	To enable and support delivery of excellent healthcare by Physician Associates across the South East, through the education, training, development, employment, deployment, and retention of the profession.				
NHS People Plan – we are the NHS	New ways of working and delivering care	Belonging in the NHS	Looking after our people	Growing for the future	
HEE Mandate	Supporting NHS Long Term Plan service transformation	Building a 21 st century workforce	Making the NHS the best place to work	A new workforce operating model	
PROGRAMME	SE HEE PA Programme 2021/22				
Goals	Employment	Deployment	Education and Training	Development	Future Workforce
	Employers equipped to make informed decisions about the skills and competencies needed to meet patient need, recognising opportunities for PAs to strengthen the workforce		Ongoing development of a South East culture of lifelong learning for current and future Physician Associates, in partnership with PAs, education providers and employers		Secure the Future supply of PAs for the South East
Objectives / Outcomes	Employers equipped with the knowledge, skills and understanding to help employ, develop and retain PAs as part of the multidisciplinary team.	PAs deployed across the patient pathway with increasing opportunities to explore new areas of clinical practice	Equal access to support and development for SE PA current and future workforce	Increase visible leadership development and opportunities for PAs, including appropriate recognised time in job plans.	System-led partnership approach towards supply and demand
Priorities Working through the KSS, and TV/W Schools of PAs, and in partnership with other HEE SE programmes and teams, the GMC and the FPA	Increased opportunities for PAs in Mental Health	Opportunities for additional skill acquisition	Equipping and upskilling supervisors support and supervise student and qualified PAs	Support creation of meaningful career pathways and development opportunities for PAs	Work in partnership with SE ICSs to develop a strategic, system level approach to PA employment and deployment
	Continued growth of PAs in Primary Care	Varied employment models available	Support HEIs offering PA programmes to obtain GMC accreditation	Co-ordinated provision of post-qualification teaching	Work with employers and educators to build capacity, providing robust data on supply and demand
	ESR recording		Supporting high quality clinical learning environments	PAs in leadership	Future investment for SE PA Ambassadors 2022-23
	Provision of high quality preceptorship years		Placement growth and innovative placement opportunities	Sustainable funding to support PA development infrastructure	Future workforce engagement
			Release for teaching/development		
			Primary Care PA development		
			Informed provision of development opportunities		

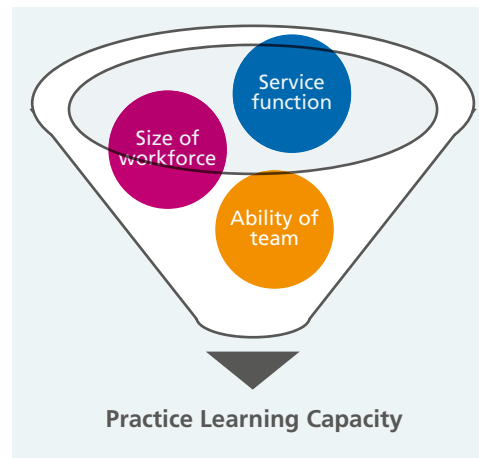
Placement Capacity and Recovery

HEE SE has been facilitating multi-partner working to increase placement capacity for our healthcare learners. The issues presented by COVID-19 have highlighted the complexities of providing timely, high quality placements for all our learners. We need to unlock capacity across multiple settings to ensure learners are able to learn alongside the delivery of services, to enable the increase in new learners and to provide capacity for current students and trainees who may need to catch up on placement time

We recognise that there is diversity of opportunities across the SE and we need to support our ICSs to transform infrastructures, models and practices and in doing so, develop creative, innovative solutions which offer excellent opportunities for all learners.

We will do this by:

1. Working with placement providers to measure and understand how they could develop their capacity, exploring alternative models for practice supervision and assessment.
2. Working with our ICSs to consider the potential for a more system-based approach for placement provision.
3. Working with HEIs to explore alternative models and flexibility through piloting placements in non-traditional settings. This would support growth in usage of private, voluntary and independent provider settings in addition to making the best use of existing capacity.



SE nursing, midwifery and AHP pre- registration training

In March 2020, emergency arrangements were developed to help the NHS cope with the projected peak during COVID-19. Nationally, joint statements and policy guidance documents were developed that set out a framework for university healthcare faculties to work with ICSs to support during COVID-19.

For the SE 2,955 student nurses, and 1,019 AHP students volunteered their services as part of the paid placement scheme. The framework did impose restrictions for some cohorts who were not able to join the paid placement scheme. This has resulted in the loss of 800,000 placement hours for 1687 students across the SE.

Whilst there has since been some recovery of lost placement hours, universities estimate a gap of over 80,000 hours. 2020/21 has seen an overall reduction in placement hours of 30%, reflecting loss of placement capacity as systems and providers responded to COVID-19. HEIs have forecast figures for 2021/22, combining the number of placement hours required to return to pre-COVID-19 levels with the expansion of student numbers, anticipating at least 7.5 million placement hours needed.

Further capacity will be needed to support recovery of lost placement hours as well as the increased number of learners starting their pre-registration training. We need to recognise this is in addition to placement demand from other programmes e.g. apprenticeships, and T-Levels.

“So that we can grow our future workforce, we need to put our learners at the centre of how we plan, manage and expand their placement experiences. This is even more important as we recover from COVID-19. I was proud to offer our first learner placement opportunity with HEE in March 2021.”

Sue Hill, Senior Nurse - HEE South East

To support placement capacity, we will:

- Improve the use of existing capacity and maintain quality of practice learning.
- Review expected flow and distribution of placements to determine where demand exceeds supply and where there may be additional capacity.
- Develop a better understanding of local challenges and increase collaboration to identify structures and processes that assist with using capacity across the calendar year.
- Raise awareness of alternative models for placement structure, allocation, supervision, and assessment of learners across all eligible services, departments, and teams.

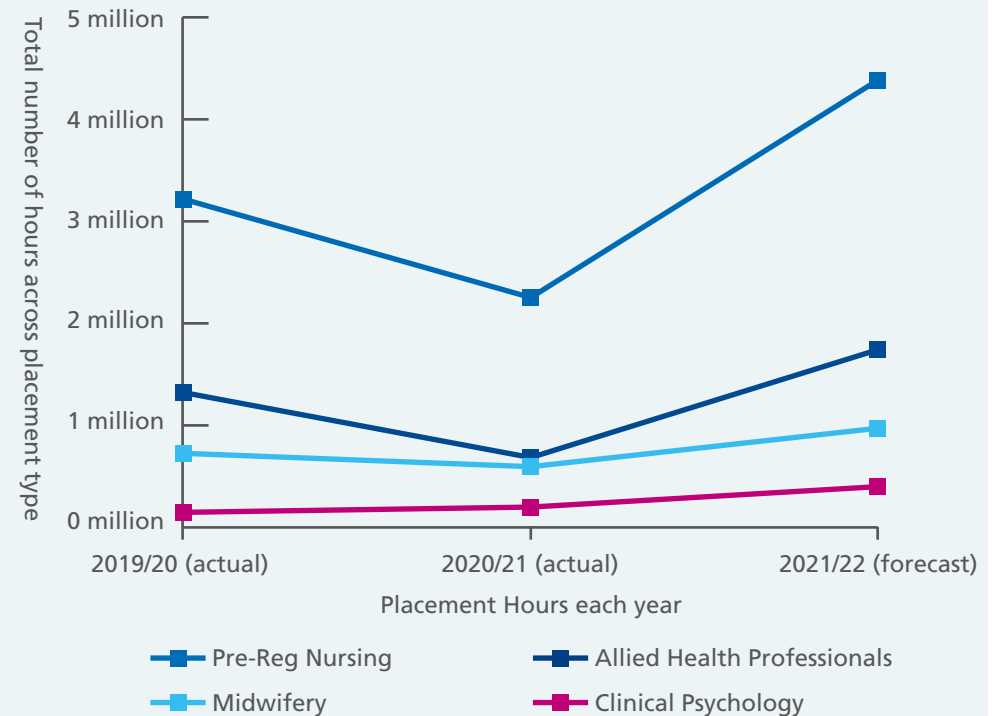
To develop capacity across all professions and sectors, we will:

- Facilitate the creation of practice learning opportunities that reflect future ways of working in health, care and non-NHS settings, including technology enhanced care services.
- Continue the sustainable expansion of capacity that promotes the range, scope, and dimensions of professional practice across teams, services, organisations and communities.
- Support the development of virtual practice learning opportunities and use of simulation in accordance with regulatory body requirements.

To inform future planning and decision making, we will:

- Use data, information, and modelling to develop understanding of local system capacity and alignment with future workforce needs.
- Monitor the ability of practice learning capacity to accommodate cumulative multi-professional demand arising from new roles, programmes, and recruitment initiatives.
- Help local ICSs identify and plan for future demands on capacity, balancing logistics with learner experience, the HEE Quality Framework, and regulatory body requirements.

Placement hours between 2019 and 2022



Postgraduate Medical and Dental Education (PGMDE)

Our trainees are important. We quality assure the management, support, sustainability, and development of PGMDE programmes to enable our trainees to successfully complete their training programmes.

Our PGMDE teams work across the region with trainee representative forums, ICSs, local education providers, royal colleges, the General Medical Council (GMC), the General Dental Council (GDC), postgraduate schools, HEIs and the voluntary sector. We also support PGMDE across the Dorset ICS and the South Wiltshire element of the Bath, Swindon and Wiltshire Partnership ICS. Respectively, both report to the HEE South West region..

Our training programmes incorporate:

- Recruitment, assessments and revalidation.
- Personal, professional, and equitable career pathway development.
- Recruiting and supporting high-quality educators.
- Local implementation of national PGMDE workstreams outlined in the HEE mandate including:
 - Medical Education Reform Programme
 - Dental Education Reform Programme
 - promotion of generalism and the future doctor
 - expansion of general practice training programmes
 - growth of medical schools and expansion of foundation training
 - enabling delivery of the population health and disease prevention responsibilities focused on improving health outcomes, reduction of inequity and improving care for long term conditions
 - a review of trainee distribution guided by national policy.



Our regional PGMDE priorities for 2021/22 aim to:

- Recruit into and manage high-quality PGMDE training programmes.
- Support our trainees and our educators in the trainee COVID-19 recovery planning to ensure as many trainees as possible can safely progress and get their training back on track.
- Ensure the wellbeing of our trainees and our educators is supported and they are signposted to appropriate resources.
- Develop a consistent strategy and approach to addressing differential attainment.
- Ensure specialty and associate specialist (SAS) doctors have access to professional and career development opportunities.
- Expand our flexibility offer to trainees.

Continued from previous page: Our regional PGMDE priorities for 2021/22

- Develop new innovative Foundation training posts in preparation for planned expansion aligned to the guidance from the national trainee redistribution work.
- Support the implementation of new training opportunities as part of the Long Term Plan in mental health and cancer facing specialties.
- Support the implementation of the new general practice, anaesthetics, emergency medicine, improving medical training (IMT) and improving surgical training (IST) training curricula.
- Work with our medical school partners and their education providers to achieve improved transparency for the associated HEE funding and its utilisation.
- Collaborate with colleagues from all healthcare professions to ensure our programmes promote workforce transformation.
- Work with ICSs to agree and support workforce development priorities.
- Support ICSs to improve oral health through prevention and access to dental services, advice and support.
- Review the opportunities for increased regional working aligned to developments in KSS and London programmes.
- Review the opportunities offered by increased virtual working and learning - including our simulation strategy and best use of study leave funding.
- Explore the opportunities for increased recruitment to training opportunities - including from international medical graduates (IMG) and medical support workers.
- Enable closer working with our education providers to embed the new education contract and ensure transparency of HEE funding and its utilisation.
- Strengthen and develop arrangements for trainee representatives' feedback.

Trainee posts

Training Category	HEE tariff/ non-tariff funded	Trust funded	Total
Dental	147	20	167
Foundation	1782	334	2116
Primary Care	1758	148	1906
Public Health	57	0	57
Secondary Care	3172	1109	4281
Total	6916	1611	8527

To address our priorities, we are:

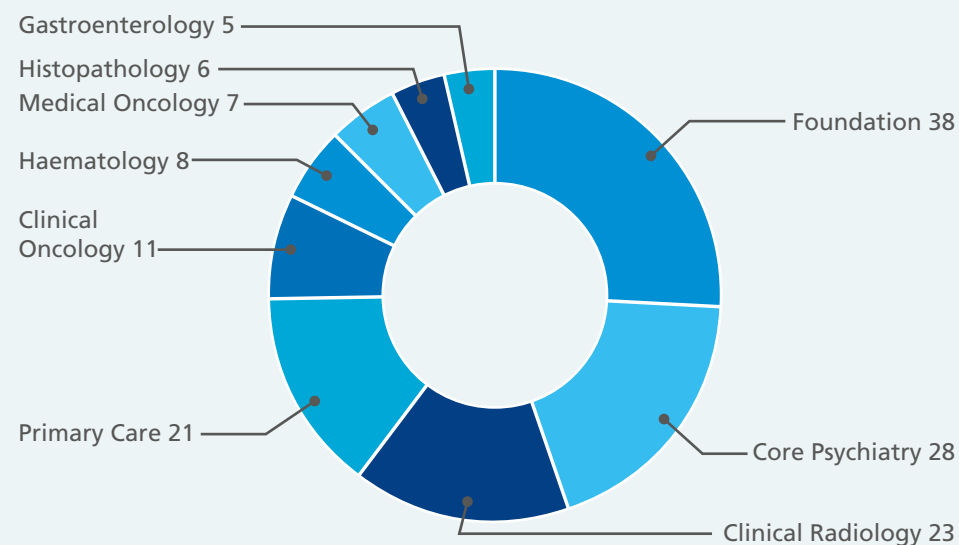
- Implementing COVID-19 recovery plans for trainees to ensure progression through their training.
- Considering where and how strategies utilised for training recovery may be adapted for the longer term.
- Providing appropriate resources that promote learner wellbeing.
- Fully embracing the role of simulation and technology enhanced learning.
- Recruiting to all training programmes and leading on the national recruitment for cardiology, cardiothoracic surgery, paediatric cardiology, neurology, and stroke medicine.
- Reviewing the opportunities for the management of some KSS programmes, particularly public health medicine, within the SE.
- Developing new training opportunities to support mental health and cancer workforce expansion.

Continued from previous page: To address our priorities, we are:

- Supporting undergraduate expansion including the new Kent and Medway Medical School.
- Creating opportunities for academic, leadership, quality improvement (QI) and patient safety training.
- Ensuring the educational infrastructure meets the relevant quality framework standards and delivery of high-quality training and development through collaborative working.
- Managing Annual Review of Competency Progression (ARCPs) effectively and fairly with a consistent approach to continuous improvement.
- Upskilling members of the oral healthcare team to deliver the oral health component of the enhanced health in care homes programme.
- Building on existing work to accredit practices under the Dementia Friendly Dentistry scheme.
- Expanding training capacity for special care dentistry to improve access to dental care for vulnerable adults and patients with complex medical needs.
- Developing a new paediatric dental specialty training post to address the needs of younger patients requiring treatment from paediatric dental specialists.
- Providing SAS doctors with professional and career development opportunities including:
 - postgraduate certificate in career development
 - communication and leadership programme
 - coaching courses
 - networking and best practice sharing.
- Delivering specific training and medical and dental education reform programmes and initiatives including:
 - Supporting Return to Training (SuppoRTT) opportunities and embedding champions in local education providers
 - induction programmes for trainees new to the NHS

- support, careers, and exam advice through the professional support and wellbeing teams and reviewing the opportunities for regional collaboration
- academic (working with our medical schools), leadership, QI, and patient safety training opportunities and fellowships
- Out of Programme Pause (OOPP)
- [Less Than Full Time \(LTFT\) Category 3](#)
- [Career Refresh for Medicine Programmes](#) (CaReForMe)
- [Future Doctor](#)
- SE multiprofessional Imaging Training Academy
- SE multiprofessional Endoscopy Training Academy
- ongoing development for educators and trainers, developing technology enhanced learning to enhance faculties
- local Trainee Advisory Groups and the [National Trainee Engagement Forum](#).

Breakdown of 144 new SE medical training posts



Public Health

The SE School of Public Health works to build the capability and capacity of the future and existing public health workforce to deliver innovative approaches to training and education of the wider health and care workforces. This supports their role in preventing ill health and addressing health inequalities.

Our regional Public Health priorities for 2021/22 aim to:

- Address health inequalities.
- Encourage and enable behaviour change.
- Focus on public health education and development.
- Establish the KSS School of Public Health.

To address our priorities, we are:

- Working collaboratively with PHE SE in the design and development of its programme of work.
- Engaging with local authority public health teams and the SE Association of Directors of Public Health in developing and delivering the programmes.
- Ensuring COVID-19 recovery efforts through targeted workforce development programmes.
- Developing evidence-based training and education programmes to build confidence, competence, and capability to deliver the public health function.
- Supporting SE ICS Boards and stakeholders in workforce development to address public health priorities.



COVID-19 has revealed stark inequalities within our populations, challenging our current and future workforce to recognise and address these inequalities in health. The South East School of Public Health will ensure that our training and practice meet these challenges through our innovative focused training and education programmes.”

Professor Julie Parkes, Associate Dean for Public Health Workforce Transformation and Head of School - HEE South East

New ways of working and delivering care

This section of our HEE SE Delivery Plan focuses on 'new ways of working and delivering care' as part of the NHS People Plan 2020/21. The themes for action under this commitment are:

1. making the most of the skills in our teams
2. educating and training our people for the future.

Autism

Children and adults with or without an official identification of autistic spectrum conditions have the right to receive support when they need it, from a workforce that is equipped with the right skills, values and behaviours.

In the SE we will continue to work with experts by experience, their families and professionals in the field to support our growing workforce and evolve their practices so that they can better support people with autism to live a good life.

Our regional autism priorities for 2021/22 aim to:

- Increase volume and quality of autism training and awareness.
- Support ICSs with the delivery of their autism strategies.
- Identify and share supportive approaches for the workforce to effectively use the [Core Capabilities Framework for Supporting Autistic People](#).
- Support the Time for Autism programme with Brighton and Sussex Medical School.
- Scope the current autism workforce across the SE in order to support workforce planning.
- Raise the awareness of Stopping Over Medication of People ([STOMP](#)) and Supporting Treatment and Appropriate Medication in Paediatrics ([STAMP](#)).
- Enable and supporting the wider rollout of the Oliver McGowan Mandatory Training in Learning Disability and Autism, available in 2022/23.



“Listening to Paula share her son Oliver’s story is heart-breaking. Her steadfast campaigning will mean that other families can avoid the painful experience that the McGowans have had to go through. The Oliver McGowan Mandatory Training in Learning Disability and Autism means that all health and social care staff will receive training that will provide them with the right skills to understand the needs of autistic people and people with learning disabilities. This is a positive step forward and one that is thanks to Paula’s passion and determination to be a force for change.”

Philippa Spicer, Regional Director - HEE South East

Cancer and Diagnostics

Our SE vision is to provide a framework that supports the education and training of the multi-professional cancer and diagnostics workforce. We will work collaboratively with partners to deliver national and regional cancer and diagnostics workforce priorities to improve health outcomes and better care for patients.

Our regional cancer and diagnostics priorities for 2021/22 aim to

- Work in partnership with NHSE/I to increase the SE diagnostic workforce capacity and capability by:
 - establishing a SE Imaging Training Academy and SE Endoscopy Training Academy
 - embedding the SE Ultrasound Training Academy
 - supporting the workforce elements of community diagnostic hubs
 - continuing to provide endoscopy and reporting radiography upskilling opportunities.
- Evaluate and build on 2020/21 investment in the cancer clinical nurse specialist and chemotherapy nursing workforce. We will do this by evaluating investment, including provisional further training grants.
- Work in partnership with our four cancer alliances and six ICSs to progress HEE funded projects, including a regional collaborative pilot of Pathway Navigator roles.
- Contribute to the NHS People Plan ambitions of inclusivity, promoting staff wellbeing, leadership development and rewarding career pathways.
- Support ICSs to identify local workforce opportunities through supply, upskilling, new roles, new ways of working, and leadership.
- Explore different career pathways to address workforce shortages and opportunities through a dedicated cancer and diagnostics careers project.
- Support wider initiatives both on a regional and national level, ensuring that we are contributing to the sharing of learning and best practice, utilising the programme's experience and activity.

We will upskill

20

chemotherapy
nurses



48

cancer
nurse specialists



53

clinical
endoscopists



(by Dec 2021)

30

reporting
radiographers



(by March 2022)

“ Working with the cancer and diagnostic programme, we have been able to develop projects we would have never been able to bring to fruition on our own. The impact of these on careers, transforming the workforce as well as patient pathways has been huge, making real and meaningful change.”

Wessex Cancer Alliance

Healthcare Science (HCS)

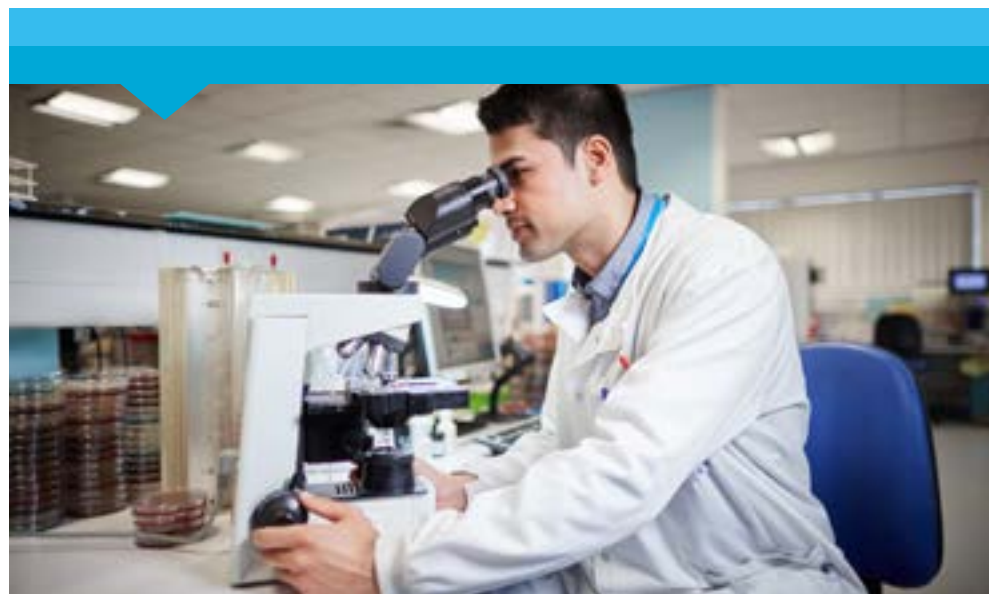
The HCS programme works with the National School of Healthcare Science (NSHCS) which provides established training pathways for trainees at three distinct academic levels:

- Practitioner Training Programme (PTP) - entry-level three-year degree.
- Scientist Trainee Programme (STP) - three-year masters programme.
- Higher Specialist Scientist Trainee Programme (HSST) - five-year programme.

The SE commissioning and contracting team co-ordinates the regional HCS programme including funding arrangements, recruitment, stakeholder engagement, administration, and scoping of local demand. The team works in close collaboration with the NSHCS.

The demand for healthcare scientists, working as part of multi-professional teams is increasing, and our key deliverables include:

- Appointing a Regional Associate Dean and introducing training lead posts to increase placement capacity and support the echocardiography programme.
- Increasing recruitment and the number of apprentices on the HCS apprenticeship programme.
- Implementing a regional HCS network.
- Supporting ICSs to address workforce gaps and plan future demand.



For 2021/22, we aim to recruit:

55

STP
trainees



13

HSST
trainees



2

Echo STP
trainees



20

PTP
trainees



Learning Disabilities (LD)

The aim of this programme is to create a sustainable and secure workforce supply so that people with LD can live a good life. The programme works with stakeholders made up of experts by experience, families, charities, LD healthcare who are based locally, regionally, nationally and internationally. All work is co-produced with experts by experience.

Our regional LD priorities for 2021/22 aim to:

- Support the development of the non-specialist workforce to achieve better outcomes when working with people with a LD.
- Ensure that all reports, tools and evaluations produced are shared widely.
- Collaborate with education providers to increase the number of students on LD nursing courses to increase workforce supply.
- Refresh the SE LD workforce data to inform workforce planning.
- Improve healthcare professionals delivery of difficult and unexpected news to parents to be and their families about unborn or newborn children having a condition associated with LD. This will be achieved through the Delivering Different News project.
- Identify workforce barriers affecting learning, education and training following the LD mortality review programme ([LeDeR](#)).
- Support the accessing of audiology services for people who have LD and/or autism.
- Use education and training to improve the uptake of LD annual health checks.

To address our priorities, we are:

- Developing a joint LD and children's nursing registration programme which will contribute to the national workforce supply, and explore the evidence base of joint registration (if sustainable and valuable workforce development).
- Working to promote LD nursing as a career.
- Increasing trainee nurse associate placements in LD settings to enhance their skills.
- Supporting the delivery of good practice in maternity services for parents with LD.
- Raising the awareness of [STOMP STAMP](#).
- Preparing to support and enable the wider rollout of the Oliver McGowan Mandatory Training in Learning Disability and Autism for 2022/23.



It [the course] sent me away more determined to do pretty much what I'm doing anyway and to go on really weighing every word that I use with women and with families, because of understanding how desperately important that is to them, and those words will be etched on their souls."

Healthcare professional who took part in the first "Delivering Different News" training

Mental Health (MH)

The [NHS Mental Health Implementation Plan 2019/20 – 2023/24](#) makes a renewed commitment that mental health services will grow faster than the overall NHS budget, with a ringfenced investment worth at least £2.3billion a year for MH services by 2023/24 nationally.

The MH programme exists to improve the lives of adults and children with MH problems by ensuring a sustainable capable workforce. We work to deliver the regional share of the growth and transformation as defined in the [Five Year Forward View for Mental Health](#), [NHS People plan](#), [NHS Long Term Plan](#) and [HEE mandate](#). Our SE vision is to increase the supply of people trained to fill the roles to enable delivery of the NHS Long Term Plan outcomes for MH.

Our regional MH priorities for 2021/22 aim to:

- Expand the psychological professions workforce.
- Increase children and young people MH workforce.
- Introduce new roles to increase workforce capacity.

To address our priorities, we are:

- Expanding psychological professions by:
 - increasing psychological professions leadership infrastructure
 - training 469 people to work in improving access to psychological therapies (IAPT) services
 - upskilling the workforce in the nine different modality modules
 - supporting education and training in psychological therapies for serious mental health programmes (SMHP)
 - increasing training places by 25% for clinical psychologists.

- Expanding children and young people's Mental Health workforce by:
 - commissioning 36 recruit to train places for children's wellbeing practitioners and children and young people IAPT therapists
 - commissioning 73 Recruit to Train places for education mental health practitioners (EMHP)
 - increasing training places by 25% for child and adolescent psychotherapists.
- Introducing new roles to support the MH workforce by:
 - training an increased number of professional groups to become approved/responsible clinicians
 - enabling peer-support workers to join the MH workforce, expand education and training posts
 - promoting advanced practice roles in MH.
- Increasing psychiatry training places by 28 in 2021/22
- Expanding the number of training places for MH nursing to 476.
- Supporting the development of the MH first contact practitioner roles in primary care.

“HEE SE children and young people's mental health leads have supported the implementation of 40 mental health support teams to date. From September 2021 the roll out of six more 'waves' of teams is planned between 2021- 2024, taking the SE to 98 MHSTs in total. This will require the delivery of an additional 232 EMHP training places and associated supervisor training.”

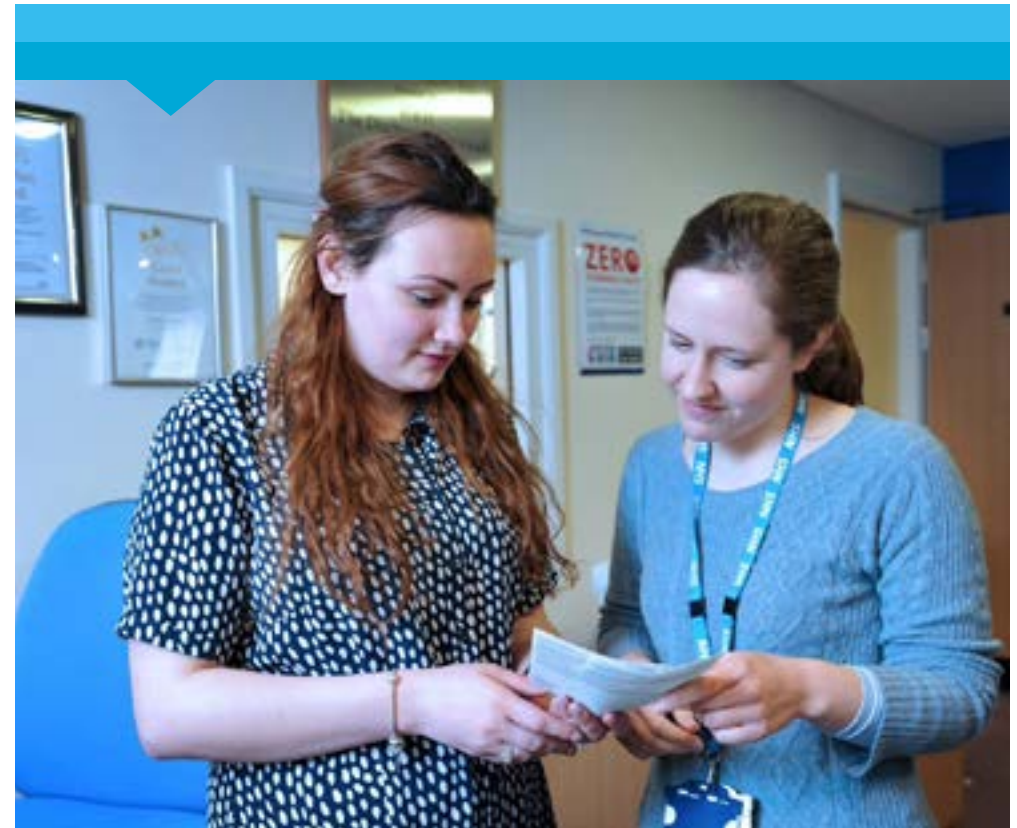
HEE SE children and young people mental health team

Primary Care

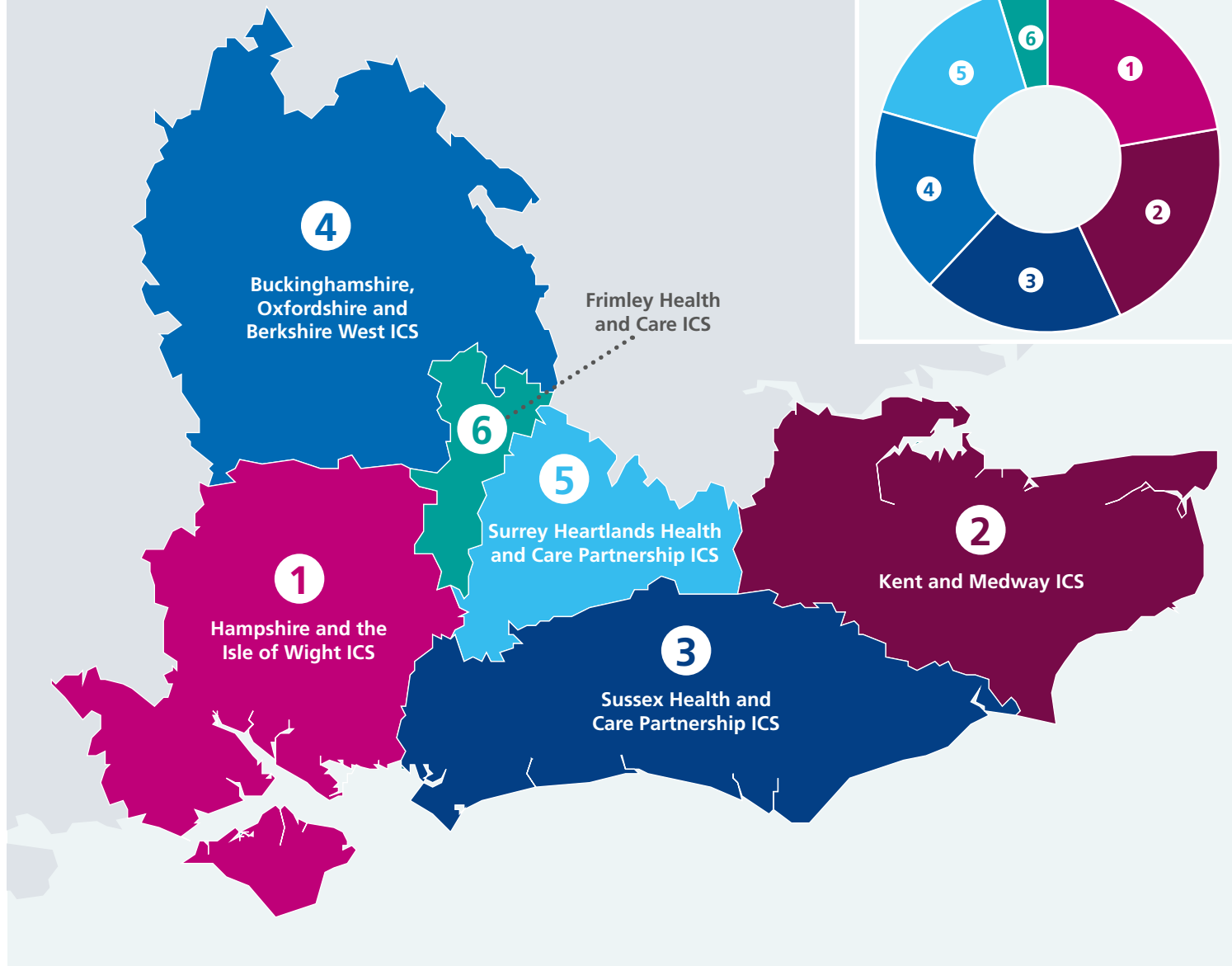
Primary care services provide the first point of contact in the healthcare system, acting as the 'front door' of the NHS. The HEE SE primary care teams support the delivery of education and training through the primary care schools and the primary care training hubs based in the ICSs.

Our regional primary care priorities for 2021/22 aim to:

- Establish primary care schools (PCS) to support training hubs and multi-professional training and development.
- Work with practices to continue to expand the number of GP training places in primary care to increase workforce supply.
- Embed and further develop primary care training hubs working closely with NHSE/I to support the following priorities:
 - continuing the development of [Primary Care Networks](#) (PCNs) digital transformation improving the patient experience of accessing services
 - support the [Additional Roles Reimbursement Scheme](#) (ARRS) which provides PCNs with funding for some of these multiprofessional team roles. Training hubs can help to support and embed these additional roles in primary care.



South East region and ICS map



9m patients

7,000 GPs

1,900 GP trainees

1,000 nurse supervisors

850 GP practices

520 GP training practices

209 primary care networks

100 foundation GP practices

11 clinical commissioning groups

6 ICS training hubs

2 primary care schools

1 South East primary care community

We are continuing to build our infrastructure within HEE to further support and develop the ICSs' training hubs through the establishment of SE PCS.

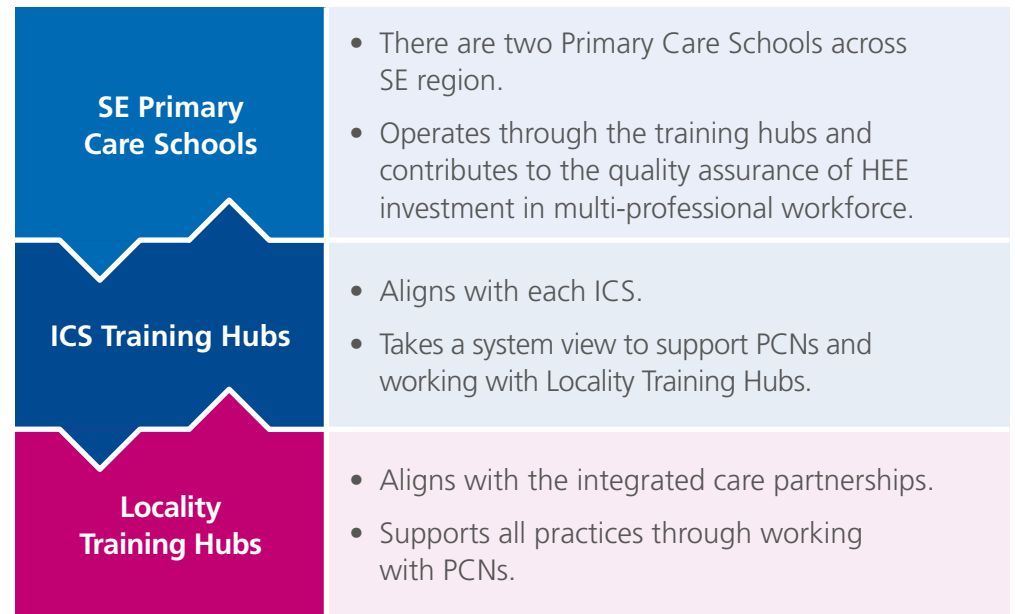
We will support training hubs to:

- recruit, nurture, refresh and retain our multi-professional workforce to grow capacity and extend diversity
- educate and involve patients and citizens in our activity to collectively use resources more effectively, and improve self-care
- help the ICSs change to do things differently and to continuously improve
- mitigate for health inequalities and differential attainment
- innovate to ensure the best value from the resources available to deliver education, training, and support for our multi-professional workforce
- develop the learning environment within PCNs through a framework of educational leaders embedded in every PCN

The training hubs will provide:

- Strategic leadership.
- Operational support.
- Workforce planning.
- Educational expertise and governance (quality)
 - multi-professional educator faculty capability
 - placements (primarily non-medical but linking with undergraduate medical and post graduate medical trainees, and post certificate of completion of training workforce.
- Data to inform and contribute to the wider HEE agenda:
 - race/health inequalities and differential attainment
 - research and innovation
 - workforce resilience and recruitment initiatives.

Through the PCS we assure the delivery of our share of the national requirements to expand the primary care workforce in response to the changing needs of the service. We will do this through our model of delivery:



Belonging in the NHS

This section of our HEE SE Delivery Plan focuses on belonging in the NHS' as part of the NHS People Plan 2020/21. The themes for action under this commitment are:

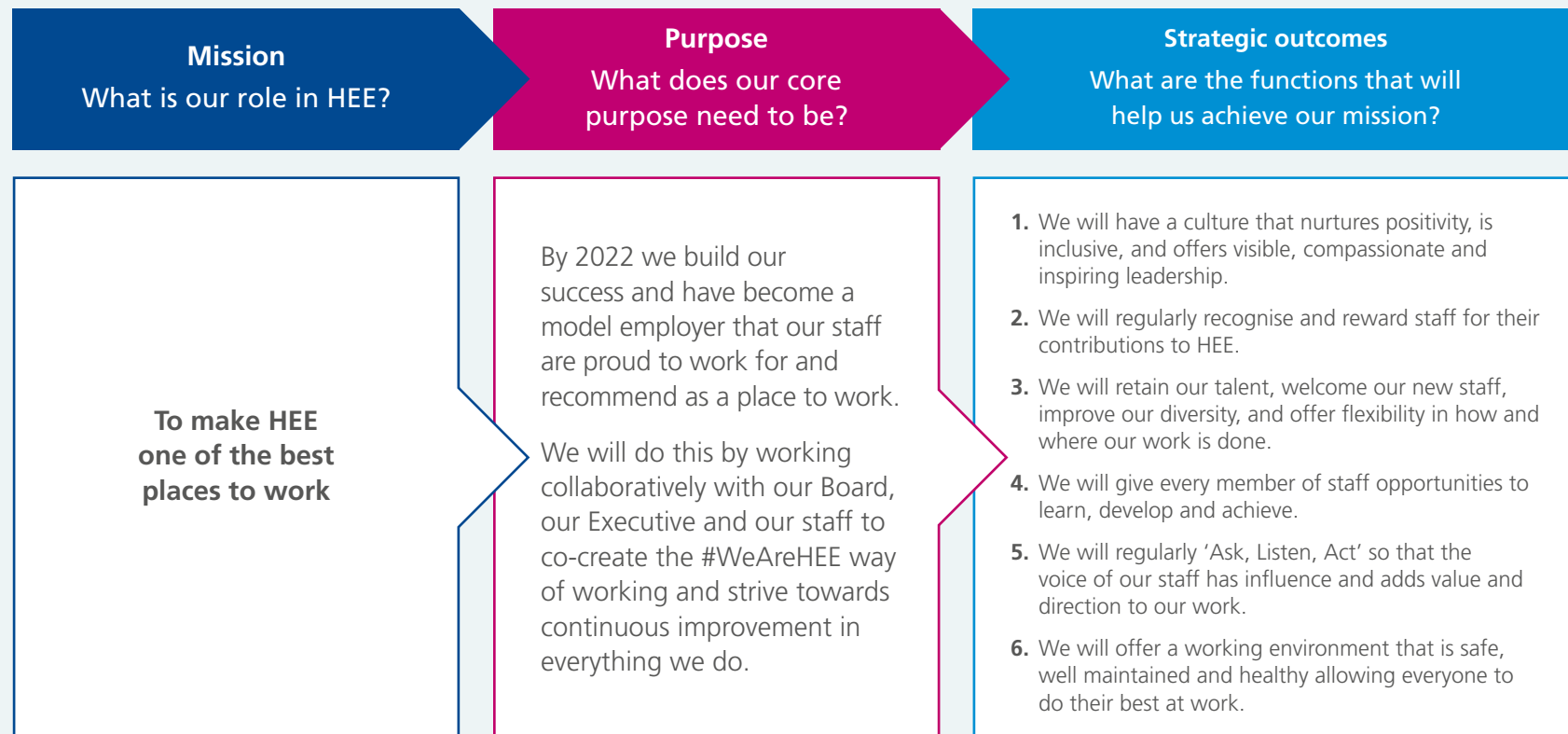
1. we are open and inclusive, and staff have a voice
2. leaders are compassionate and inclusive at all levels.

HEE SE Development

The NHS has a bold ambition to become the 'Best Place to Work' for all. This forms one of the [NHS People Plan promises](#) and is fully endorsed by HEE. The HEE Best Place to Work ambition has six strategic outcomes, which will form the foundation of HEE People Strategy.

All SE activity we undertake is tested against one, or more, of these outcomes to ensure our efforts and resources are focused and prioritised towards continuous improvement. We seek and value our SE colleagues' feedback and use the 'Ask, Listen, Act' technique to incorporate views in the development and improvement of our regional development plans.

HEE Best Place to Work ambition



Our staff are our biggest asset. We know we need to lead by example. We share the NHS values and behaviours and are clear about how we add value to the delivery of high-quality patient care. Through our Best Place to Work programme we aim to create a culture of inclusion and belonging.

As part of Best Place to Work (BPTW) we will:

- Be better **informed, engaged, and motivated**.
- Enjoy **improved health and wellbeing** at work.
- **Fewer** of us will **leave HEE**.
- **Deliver better outcomes** for our customers.
- **Innovate more**.
- **Talk more positively** about HEE.
- Encourage more people to **join us**.
- **Support others** in making the same journey as us.

Our HEE regional development priorities for 2021/22 aim to:

- Develop a regional Health and Wellbeing Group and introduce wellbeing champion roles to support initiatives to improve the health and wellbeing of our workforce.
- Focus on continuous personal and professional development for our workforce and promotion of resources and training opportunities.
- Develop, implement and continuously review a organisational development plan.

Integrated Care Systems and Workforce Education Transformation

Workforce Education Transformation

Workforce Transformation is the process that looks to improve the way we recruit, retain, deploy, develop, and support our healthcare workforce. As the needs of local populations grow and change, our work ensures the delivery of high-quality care for the patients of today and the future.

HEE SE Workforce Education Transformation Team

HEE's SE workforce education transformation team works across each of the six Integrated Care Systems (ICSs) in the region. Led by a Head of Workforce Transformation, the team has dedicated workforce transformation system leads, programme managers, applied workforce planning leads, and a project support team.

Supporting our Systems

The common questions in our ICSs' People Plans are:

1. Where is our future workforce supply coming from and how can we make this sustainable?
2. How will our staff acquire the skills they need?
3. How can we make the most of our colleague's knowledge, skills and potential to retain our workforce?

We are supporting each ICS by:

- developing ICS capacity and capability to lead the education and training agenda as part of their development programme
- working to encourage system-wide conversations and innovative thinking, with solutions and actions to build and develop the workforce
- using education and training as a key enabler of workforce transformation, promoting the use of new roles, new ways of working, and supporting recruitment and retention
- supporting the system to build career pathways across professions throughout their career
- increasing the efficiencies and capabilities of the workforce and supply pipelines using workforce redesign
- influencing, supporting, and enabling the deliverables of the NHS Long Term Plan, People Plan, and HEE mandate, through collaborative working
- offering a wide range of HEE workforce resources, solutions, knowledge, and expertise.

Our workforce is a priority and we will supportively guide and advise partners across each ICS to ensure that the utilisation of our resource is aligned to strategic system workforce priorities.

We have worked with ICSs to develop the following plans, each aiming to ensure their workforce delivers the best healthcare outcomes for their population.

Working together

We have developed regional and national connections with a range of stakeholders, enabling collaborative and coordinated approaches to system improvement and workforce initiatives.

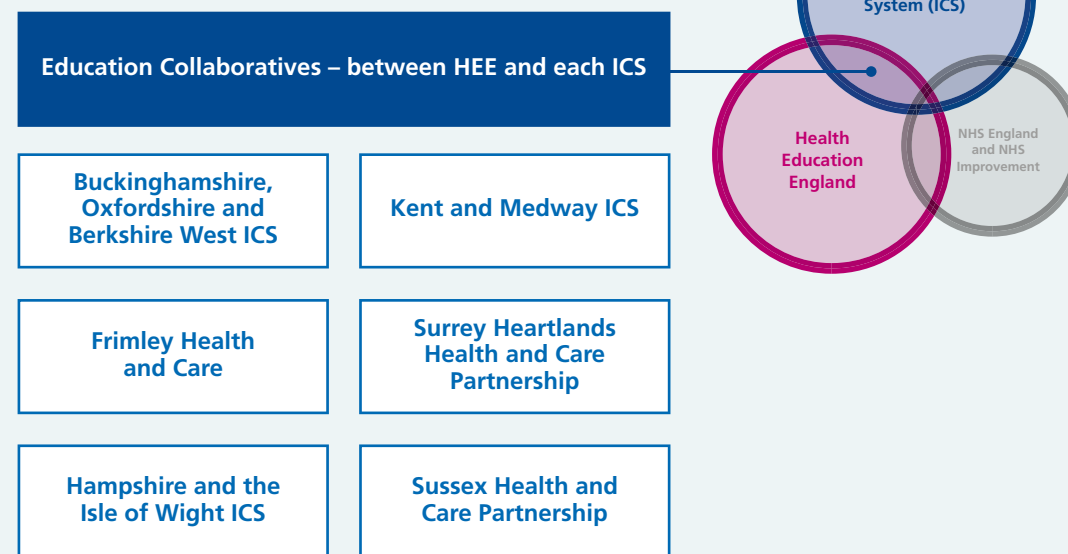
Our expertise and holistic view allow us to keep our partners, across the healthcare system, informed and connected. We support the diagnosis of workforce challenges, work collaboratively to explore options, and identify solutions to drive change and improvement. Working with partners, we are in the process of establishing ICS Education Collaboratives across each ICS in the region.

The collaboratives will:

- support the delivery of the ICS Delivery Plans
- build understanding and ownership of workforce, education and training needs across each ICS
- act as a forum for information sharing, coordinating activity, tackling challenges, and problem-solving
- enable the development of workforce transformation by exploring ways to recruit, retain, deploy, develop, and continue to support the healthcare workforce throughout their careers
- work collaboratively with members and stakeholders to lead workforce, education, and training initiatives to support the delivery plans.

The following ICS delivery plans focus on how we will support each ICS to achieve their priorities for 2021/22. These plans will be reviewed quarterly to ensure they are current and appropriate for HEE, ICSs, and partners across the region.

How HEE SE and ICSs can work together



Buckinghamshire, Oxfordshire and Berkshire West ICS

ICS Introduction

The Buckinghamshire, Oxfordshire and Berkshire West (BOB) ICS is made up of NHS trusts, clinical commissioning groups, and local authorities within the BOB geography.

Their local People Strategy has been developed to address some of our biggest workforce challenges around turnover, vacancies, and absence. At the same time, it should build a health and care workforce that is collaborative, inclusive, skilled, healthy and well.

They are doing this through programmes of work, that are aligned to the NHS People Plan priorities. These, along with HEE programmes and priorities, are the basis for the delivery plan. It is recognised that the system is developing and recovering from the impact of COVID-19 and the programmes will evolve over time to meet emerging challenges.

ICS Priorities

BOB ICS priority programmes have 19 individual projects that have been developed through stakeholder engagement events. The programmes are:

- workforce planning and change
- recruitment and resourcing
- productivity
- retention
- culture and leadership.

All project groups include representation from social, primary, community and acute care, as well as private, voluntary, and independent (PVI) settings, HEIs, local authorities and commissioners.

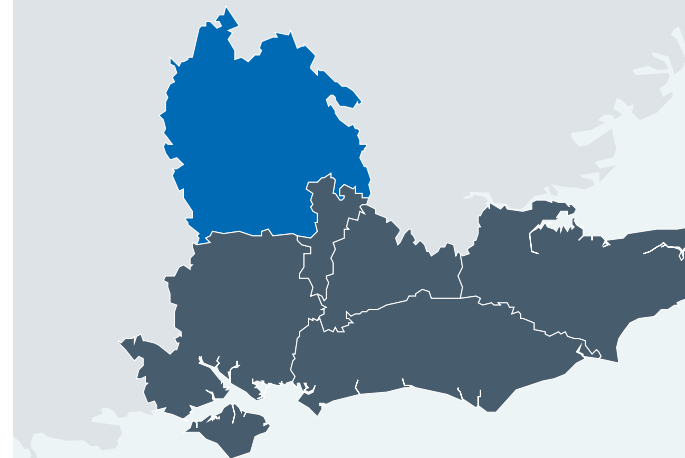
The programmes and projects are funded by HEE. The funding has been prioritised to support workforce development to enable service changes and improvements, i.e. new roles, upskilling, leadership, supply, and new ways of working. Examples of the projects include:

- health and wellbeing
- flexible working
- equality, diversity and inclusion (EDI)
- international recruitment
- career pathways.

HEE will support BOB ICS in 'growing for the future' and 'new ways of working and delivering care', as outlined in the following delivery plan.

There are 'clear and accountable groups' in place for all projects within the system priorities, which include leads from public health, clinical commissioning groups, community, mental health services, acute services, and local authorities.

Buckinghamshire, Oxfordshire and Berkshire West ICS



HEE's delivery plan to support BOB ICS


This delivery plan provides an overview of how HEE will support the key priority areas across BOB ICS. The People Plan pillars underpin this plan and how we will work with the ICS.

We will focus on:

- **Growing for the future** – expanding and developing our workforce, recruiting, and retaining our people.

- **New ways of working and delivering care** – making the most of skills and educating and training our people.
- **Delivering priority clinical programmes** and **investment**.

This plan has been developed to provide an overview of HEE activities with BOB ICS. Due to the nature of our work, we recognise that there will be similarities with the other ICSs' delivery plans in the region. We have highlighted specific BOB ICS and regional details where appropriate.

	Growing for the future by: Buckinghamshire, Oxfordshire and Berkshire West ICS
Workforce planning and investment	<ul style="list-style-type: none"> • Developing an ICS Multi-professional Education and Training Investment Plan (METIP). • Adding capacity for the effective use of workforce data to enable strategic planning for local priorities and developing the skills and capability in the ICS. • Improving BOB ICS's access to workforce data enabling risks to be addressed and performance to be monitored more effectively. • Supporting the priority development of common planning processes, data sharing and management. • Engaging and developing BOB ICS's workforce planning skills to support the Modelling your Future Workforce programme.
Placement capacity and retention	<ul style="list-style-type: none"> • Developing a Learning Environment Plan with a focus on the workforce supply pipeline. This plan will: <ul style="list-style-type: none"> - identify any potential for placement activity to be extended - look for new ways of learning, for example using simulation and digital learning opportunities - consider supervision and assessment capacity and any new models of education provision. • Supporting the extension and expansion of medical training capacity in primary, community, and secondary care. • Leading the Reducing Pre-registration Attrition and Improving Retention (RePAIR) Programme which aims to: <ul style="list-style-type: none"> - facilitate high-quality practice learning environments for pre-registration nursing, midwifery and AHP students - enable stakeholders to assist students in their final year of learning to successfully enter employment - help newly qualified registered nurses in their early career to ensure retention - support BOB ICS to become a RePAIR 'case study' site.

**Growing for the future by:****Critical care workforce**

- Supporting the expansion of critical care services using workforce data with NHSE/I.
- Promoting the critical care wellbeing offer to support and retain the current workforce.

Advancing practice (AP)

- Appointing an ICS AP lead to support with active engagement in understanding and promotion of AP.
- Supporting and commissioning a cohort of learners to start the Advanced Clinical Practice (ACP) MSc three-year training pathway in 2021/22. There is a target of 300 learners across the region and BOB ICS will be able to access this programme.
- Developing action learning sets for ACPs in mental health and primary care.
- Conducting a feasibility study for a Thames Valley School of Advanced Critical Care Practitioners (ACCP).

Allied health professions

- Funding an ICS AHP Faculty Lead to support the ICS AHP Workforce Programme Director, AHP Council and AHP Faculty.
- Supporting the delivery of the ICS's AHP workforce plan that will:
 - build and strengthen the AHP leadership and influence across the ICS to support widening participation and EDI initiatives
 - focus on key AHP recruitment and resourcing to ensure the sustainability and growth required to meet the NHS Long Term Plan and People Plan ambitions e.g. placement expansion, careers promotion and work experience, return to practice and apprenticeships
 - support AHP retention and transformation through AHP education and development, early careers support, the support workforce and career pathways, digital technologies, enabling new ways of working and AP.
- Maximise the AHP contribution to COVID-19 recovery including elective care, diagnostics, and rehabilitation.

**Growing for the future by:****Postgraduate medical and dental education**

- Managing pressure and impact of COVID-19 on training capacity for undergraduate and postgraduate medical and dental trainees as well as physician associates.
- Extending postgraduate medical training posts impacted by COVID-19. Trainee posts affected in BOB ICS will be confirmed once full assessments are completed.
- Supporting the expansion of GP training and change in GP training curriculum by developing the structure of the GP School training programme within Thames Valley. This will ensure additional experience for trainees in primary care settings.
- Developing additional foundation training posts to reflect the increase in undergraduate medical students who will graduate from 2023 onwards. At full capacity we expect an increase in the number of foundation doctors across Thames Valley by 57 places. We will work with the ICS when making decisions about the location and specialties of these posts.
- Managing medical and dental education quality aligned with the HEE Quality Framework.
- Identifying and supporting the gap between attainment levels of different groups of doctors with a focus on equality and diversity.
- Aiming for all hard to recruit medical training posts, e.g. higher specialist training in psychiatry and emergency medicine, to be filled.

Nursing and nursing associates

- Working with BOB ICS to explore and address the ongoing constraints around the supply of registered nurses after considering the expected growth in 2021/22, by:
 - supporting at least 265 trainee nursing associates across 2021
 - launching an online work experience platform for summer 2021 focusing on nursing careers for young people
 - delivering a return to practice online engagement event for autumn 2021. This will be for return to practice leads to receive latest updates, network, share best practice and ensure a more standardised approach across the region
 - hosting a regional pre-registration postgraduate nursing summit for key partners to discuss how to best support this route into nursing across the region
 - introducing a transition into employment programme for final year student nurses
 - collaborating with NHSE/I on the international nurse recruitment programme.

**New ways of working and delivering care by:****Workforce challenges**

- Addressing workforce challenges through workforce optimisation and redesign including introducing new roles and ways of working.
- Facilitating workforce tools workshops for example HEE STAR, Six Steps to workforce planning, and Clinically Led Workforce and Activity Redesign (CLEAR) principles, based on requirements.

Strategic system oversight and decision making

- Providing funding to develop new ways of working that enables an informed system-approach and improving engagement with practitioners to ensure a service viewpoint informs strategic oversight and decision making.
- Supporting the development of networks for healthcare scientists and independent prescribers.
- Encouraging a system-wide approach to advancing practice.

Digital literacy

- Supporting workforce development through promoting digital education.
- Using the most effective evidence-informed technology and techniques supported by the HEE Technology Enhanced Learning (TEL) programme.

Education and training

- Working in partnership with NHSE/I to increase the diagnostic workforce capacity and capability by introducing a SE Imaging Training Academy, and a SE Endoscopy Training Academy.
- Working in partnership with NHSE/I in the introduction of community diagnostic hubs.
- Establishing a SE School of Public Health in 2021/22 and investing in the public health practitioner programme and public health training posts.
- Developing the ICS Primary Care Training Hub in BOB ICS.

**Delivering priority clinical programmes by:**

Cancer and diagnostics	<ul style="list-style-type: none">• Providing opportunities for training grants to support upskilling for specialist cancer and chemotherapy nursing, clinical endoscopy, and reporting radiography.
Primary care	<ul style="list-style-type: none">• Expanding the number of high-quality training placements, educator roles, and supervision capacity.• Continuing to work in partnership with BOB ICS and their primary care networks.• Collaborating with NHSE/I to deliver the Additional Roles Reimbursement Scheme (ARRS) and ensure retention of the workforce.
Mental health	<ul style="list-style-type: none">• Offering regional CPD for the adult mental health workforce, including:<ul style="list-style-type: none">- nine different adult Improving Access to Psychological Therapy (IAPT) modality training programmes- 13 programmes on serious mental ill-health- peer support worker training- approved/responsible clinician training.• Commissioning regional training programmes to support the children and young people mental health workforce, including:<ul style="list-style-type: none">- children's wellbeing practitioner and children and young people IAPT programmes- education mental health practitioner programmes for those working in school mental health support teams.
Learning disabilities and Autism	<ul style="list-style-type: none">• To support the development of the skills of both the wider workforce and the specialist learning disability workforce, to ensure better outcomes for people with a learning disability.• To support the delivery of the SE Autism Strategy at system level including raising awareness of autism, identifying skills gaps across the workforce, and signposting to appropriate workforce development tools and packages.
Pharmacy	<ul style="list-style-type: none">• Delivering foundation year training programme to 25 training pharmacists.• Recruiting to 27 pharmacy technician apprentice posts.
Maternity	<ul style="list-style-type: none">• Supporting BOB ICS to address maternity workforce education and training priorities.• Considering and supporting any education and training recommendations to comply with the Ockenden report.• Supporting BOB ICS with workforce modelling to best understand midwives, medical and neonatal requirements to Maternity Continuity of Carer service re-design.
Public health	<ul style="list-style-type: none">• Developing and delivering training and education programmes for the wider public health and healthcare workforce to promote health and reduce health inequalities.



Investment summary – we will:

- Provide workforce development (WD) and continuing professional development (CPD) funding aligned with BOB ICS priorities, providing best value for money.
- Work with healthcare providers to plan and utilise the funding to support workforce development.
- Ensure awareness of funding and training opportunities available.
- Be involved in the METIP planning process for 2022/23.
- Evaluate programmes and projects to build evidence of outcomes and impacts, quality assure, and share best practice.
- Produce a funding statement for the total HEE training investment made into the BOB ICS.

Frimley Health and Care

ICS Introduction

Frimley Health and Care is a progressive ICS, clearly engaged in positive collaborations with all health and social care partners and organisations within, and beyond, the footprint of the system. Their work is led by data and people flows. The System Workforce Bureau and Reservist Programme, a whole system initiative, has been a game changer in managing workforce throughout COVID-19 and to returning health care professionals.

The system has a diverse population of 800,000. Within that, Slough and Rushmoor have 15% of their population in the 20% most deprived neighbourhoods. Over 34% of the Frimley Health and Care ICS workforce are from minority ethnic backgrounds, with 30% of the total workforce working for Berkshire Healthcare. These aspects make Frimley one of the most diverse ICSs in the south east. The refreshed People and Workforce Plans are dynamic and comprehensive, reflecting this diversity and detailing the system's ambitions and priorities.

ICS priorities

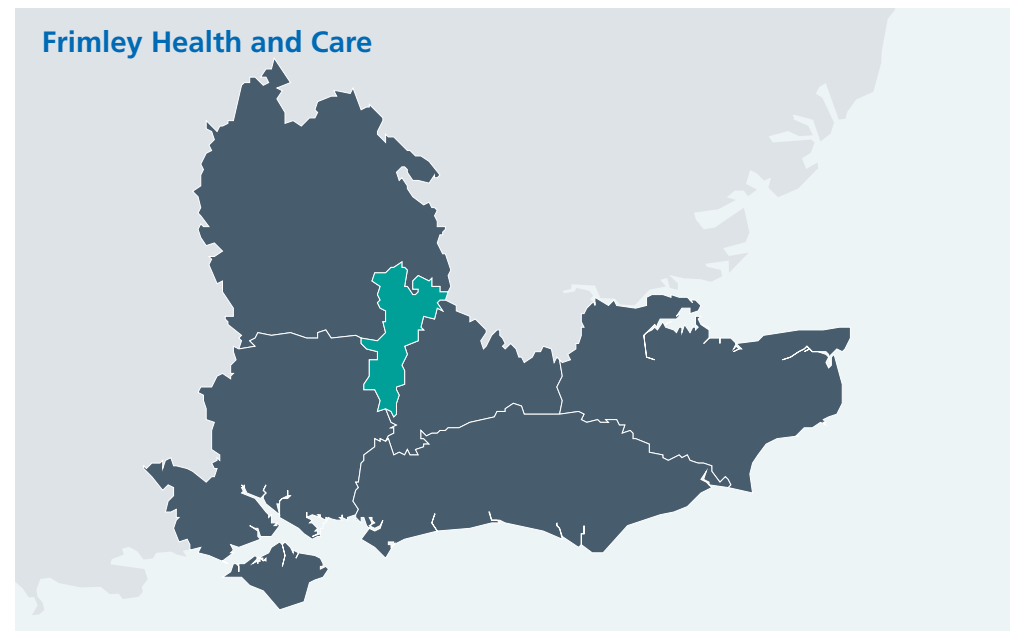
HEE will continue to support widening access and addressing health inequalities in Frimley Health and Care through employment. This enables the HEE mandate for student placement expansion, providing a broader range of routes into health and care roles, e.g. through apprenticeship programmes.

The Frimley Health and Care ICS People board is sponsoring 'Melting the Snowy White Peaks', a partnership programme with University of Surrey, HEE and the Frimley Leadership Academy. The ICS is very proud of this work and it is intended that the outcomes will enable the development of an additional

programme to the student nursing curriculum, in September 2021. There is an opportunity to use this programme to influence reform in education and training and to reflect the skills and cultures needed for a 21st century workforce. Frimley are keen to access further HEE support with this initiative.

Key programmes of work for Frimley Health and Care ICS, with established groups, are:

- Workforce Modelling – specifically community and non-NHS services.
- Health and Wellbeing.
- Equality Diversity and Inclusion .
- Widening Access and Participation.
- Temporary Staffing.



Frimley Health and Care is working closely with NHSE/I, and HEE to promote restoration and recovery across the workforce and population of Frimley, following COVID-19. Workforce redesign and optimisation will support new ways of working, via the introduction of new roles and by upskilling members of the existing workforce, across priority pathways. Work will be undertaken to help address waiting time backlogs.

Widening Access and Participation (WA and P)

The ambitions of the group are to reduce turnover, increase overall workforce capacity and develop a workforce with the skills to support integration and enable people with complex needs to stay in their own homes for longer. Consequently, over the next 12 months the WA and P group are designing strategies from school to current staff to retain and attract new workers through expanding the apprenticeship programme, laying the foundations for T levels and to build the opportunities for staff who are considering retirement. Specifically, this work will:

1. Promote Frimley Health and Care system as great place to work.
2. Increase opportunities for apprenticeships/employment/ work experience targeting under-represented groups including BAME, young people and communities and individuals with high and long-term unemployment levels.
3. Maximise apprenticeship levy and scale apprenticeship schemes including rotational programme.
4. Work with Education providers to extend opportunities for work experience for school aged children, including T-levels.

This work supports the initial scoping conversations at Place in Slough that also seeks to reduce population health inequalities. This programme has made use of detailed HEE analytical work to understand the workforce pressures and implications from population demographics, the impact that it will have on health inequalities and that have been exacerbated during COVID-19.

HEE's delivery plan to support Frimley Health and Care

This delivery plan provides an overview of how HEE will support the key priority areas across Frimley Health and Care. The People Plan pillars underpin this plan and how we will work with the ICS.

We will focus on:

- **Growing for the future** – expanding and developing our workforce, recruiting, and retaining our people.
- **New ways of working and delivering care** – making the most of skills and educating and training our people.
- **Delivering priority clinical programmes** and **investment**.

This plan has been developed to provide an overview of HEE activities with Frimley Health and Care. Due to the nature of our work, we recognise that there will be similarities with the other ICSs' delivery plans in the region. We have highlighted specific Frimley Health and Care ICS and regional details where appropriate.



Growing for the future by:

Workforce planning and investment

- Developing an ICS Multi-professional Education and Training Investment Plan (METIP).
- Adding capacity for the effective use of workforce data to enable strategic planning for local priorities and developing the skills and capability in the ICS.
- Improving Frimley Health and Care ICS's access to workforce data enabling risks to be addressed and performance to be monitored more effectively.
- Supporting the priority development of common planning processes, data sharing and management.
- Establishing a dedicated Frimley Health and Care ICS Mental Health Workforce Development Group and a Workforce Modelling Group. HEE and Frimley Health and Care ICS in these groups will:
 - explore in-depth workforce modelling, the group has already identified the need to increase psychologists and overall mental health workforce roles
 - implement new roles and new ways of working, e.g. associate psychologists and peer support workers, upskilling and developing the training pipeline
 - offering career pathway development support for staff retention, and health and wellbeing.
- Developing a Learning Environment Plan with a focus on the workforce supply pipeline. This plan will:
 - identify any potential for placement activity to be extended
 - look for new ways of learning, for example using simulation and digital learning opportunities
 - consider supervision and assessment capacity and any new models of education provision.
- Supporting the extension and expansion of medical training capacity in primary, community, and secondary care.
- Leading the Reducing Pre-registration Attrition and Improving Retention (RePAIR) Programme which aims to:
 - facilitate high-quality practice learning environments for pre-registration nursing, midwifery and AHP students
 - enable stakeholders to assist students in their final year of learning to successfully enter employment
 - support newly qualified registered nurses in their early career to ensure retention.

**Growing for the future by:****Placement capacity and retention**

- Developing a Learning Environment Plan with a focus on the workforce supply pipeline. This plan will:
 - identify any potential for placement activity to be extended
 - look for new ways of learning, for example using simulation and digital learning opportunities
 - consider supervision and assessment capacity and any new models of education provision.
- Supporting the extension and expansion of medical training capacity in primary, community, and secondary care.
- Leading the Reducing Pre-registration Attrition and Improving Retention (RePAIR) Programme which aims to:
 - facilitate high-quality practice learning environments for pre-registration nursing, midwifery and AHP students
 - enable stakeholders to assist students in their final year of learning to successfully enter employment
 - support newly qualified registered nurses in their early career to ensure retention.

Critical care workforce

- Supporting the expansion of critical care services using workforce data with NHSE/I.
- Promoting the critical care wellbeing offer to support and retain the current workforce.

Advancing practice (AP)

- Appointing an ICS AP Lead to support with active engagement in understanding and promotion of AP.
- Supporting and commissioning a cohort of learners to start the Advanced Clinical Practice (ACP) MSc three-year training pathway in 2021/22. There is a target of 300 learners across the region and Surrey Heartlands ICS will be able to access this programme.
- Developing action learning sets for ACPs in mental health and primary care.
- Conducting a feasibility study for a Thames Valley School of Advanced Critical Care Practitioners (ACCP).

Allied health professions

- Funding an ICS AHP Faculty Lead to support the ICS AHP Workforce Programme Director, AHP Council and AHP Faculty.
- Supporting the delivery of the ICS's AHP workforce plan that will:
 - build and strengthen the AHP leadership and influence across the ICS to support widening participation and EDI initiatives
 - focus on key AHP recruitment and resourcing to ensure the sustainability and growth required to meet the NHS Long Term Plan and People Plan ambitions e.g. placement expansion, careers promotion and work experience, return to practice and apprenticeships
 - support AHP retention and transformation through AHP education and development, early careers support, the support workforce and career pathways, digital technologies, enabling new ways of working and AP
 - maximise the AHP contribution to COVID-19 recovery including elective care, diagnostics, and rehabilitation.

**Growing for the future by:****Postgraduate medical and dental education**

- Managing pressure and impact of COVID-19 on training capacity for undergraduate and postgraduate medical and dental trainees as well as physician associates.
- Extending postgraduate medical training posts impacted by COVID-19. Trainee posts affected in Frimley Heath and Care ICS will be confirmed once full assessments are completed.
- Supporting the expansion of GP training and change in GP training curriculum by developing the structure of the GP School training programme within Thames Valley. This will ensure additional experience for trainees in primary care settings.
- Developing additional foundation training posts to reflect the increase in undergraduate medical students who will graduate from 2023 onwards. At full capacity we expect an increase in the number of foundation doctors across Thames Valley by 57 places. We will work with the ICS when making decisions about the location and specialties of these posts.
- Managing medical and dental education quality aligned with the HEE Quality Framework.
- Identifying and supporting the gap between attainment levels of different groups of doctors with a focus on equality and diversity.
- Aiming to fill all hard to recruit medical training posts, e.g. higher specialist training in psychiatry and emergency medicine.

Nursing and nursing associates

- Working with Frimley Heath and Care ICS to explore and address the ongoing constraints around the supply of registered nurses after considering the expected growth in 2021/22, by:
 - supporting at least 36 trainee nursing associates across 2021
 - launching an online work experience platform for summer 2021 focusing on nursing careers for young people
 - delivering a return to practice online engagement event for autumn 2021, this will be for return to practice leads to receive latest updates, network, share best practice and ensure a more standardised approach across the region
 - hosting a regional pre-registration postgraduate nursing summit for key partners to discuss how to best support this route into nursing across the region
 - introducing a transition into employment programme for final year student nurses collaborating with NHSE/I on the international nurse recruitment programme.

**New ways of working and delivering care by:****Workforce challenges**

- Addressing workforce challenges through workforce optimisation and redesign including introducing new roles and ways of working.
- Facilitating workforce tools workshops for example HEE STAR, Six Steps to workforce planning, and Clinically Led Workforce and Activity Redesign (CLEAR) principles, based on requirements.

Strategic system oversight and decision making

- Providing funding to develop new ways of working that enables an informed system-approach and improving engagement with practitioners to ensure a service viewpoint informs strategic oversight and decision making.
- Supporting the development of networks for healthcare scientists and independent prescribers.
- Encouraging a system-wide approach to advancing practice.

Digital literacy

- Supporting workforce development through promoting digital education.
- Using the most effective evidence-informed technology and techniques supported by the HEE Technology Enhanced Learning (TEL) programme.

Education and training

- Working in partnership with NHSE/I to increase the diagnostic workforce capacity and capability by introducing a SE Imaging Training Academy, and a SE Endoscopy Training Academy.
- Working in partnership with NHSE/I in the introduction of community diagnostic hubs.
- Establishing a SE School of Public Health in 2021/22 and investing in the public health practitioner programme and public health training posts.
- Developing the ICS Primary Care Training Hub in Frimley Health and Care ICS.

**Delivering priority clinical programmes by:**

Cancer and diagnostics	<ul style="list-style-type: none">• Providing opportunities for training grants to support upskilling for specialist cancer, and chemotherapy nursing, clinical endoscopy, and reporting radiography.
Primary care	<ul style="list-style-type: none">• Expanding the number of high-quality training placements, educator roles, and supervision capacity.• Continuing to work in partnership with Frimley Health and Care ICS and their Primary Care Networks.• Collaborating with NHSE/I to deliver the Additional Roles Reimbursement Scheme (ARRS) and ensure retention of the workforce.
Mental health	<ul style="list-style-type: none">• Offering regional CPD for the adult mental health workforce, including:<ul style="list-style-type: none">- nine different adult Improving Access to Psychological Therapy (IAPT) modality training programmes- 13 programmes on serious mental ill-health- peer support worker training- approved/responsible clinician training.• Commissioning regional training programmes to support the children and young people mental health workforce, including:<ul style="list-style-type: none">- children's wellbeing practitioner and children and young people IAPT programmes- education mental health practitioner programmes for those working in school mental health support teams.
Learning disabilities and Autism	<ul style="list-style-type: none">• To support the development of the skills of both the wider workforce and the specialist learning disability workforce, to ensure better outcomes for people with a learning disability.• To support the delivery of the SE Autism Strategy at system level including raising awareness of autism, identifying skills gaps across the workforce, and signposting to appropriate workforce development tools and packages.
Pharmacy	<ul style="list-style-type: none">• Delivering foundation training year training programme to 9 training pharmacists.• Recruiting to 8 pharmacy technician apprentice posts.
Maternity	<ul style="list-style-type: none">• Supporting Frimley Health and Care ICS to address maternity workforce education and training priorities.• Considering and supporting any education and training recommendations to comply with the Ockenden report.• Supporting Frimley Health and Care ICS with workforce modelling to best understand midwives, medical and neonatal requirements to Maternity Continuity of Carer service re-design.
Public health	<ul style="list-style-type: none">• Developing and delivering training and education programmes for the wider public health and healthcare workforce to promote health and reduce health inequalities.



Investment summary – we will:

- Provide workforce development (WD) and continuing professional development (CPD) funding aligned with Frimley Health and Care ICS priorities, providing best value for money.
- Work with healthcare providers to plan and utilise the funding to support workforce development.
- Ensure awareness of funding and training opportunities available.
- Be involved in the METIP planning process for 2022/23.
- Evaluate programmes and projects to build evidence of outcomes and impacts, quality assure, and share best practice.
- Produce a funding statement for the total HEE training investment made into the Frimley Health and Care ICS.

Hampshire and Isle of Wight ICS

ICS Introduction

Hampshire and Isle of Wight (HIOW) ICS aims to create shared leadership to deliver vision and ambitions, and to enable organisations to work more effectively together to redesign care, improve health and tackle the challenges they face.

HIOW ICS serves 1.8 million people, working on topics that benefit from larger scale such as our workforce and technology.

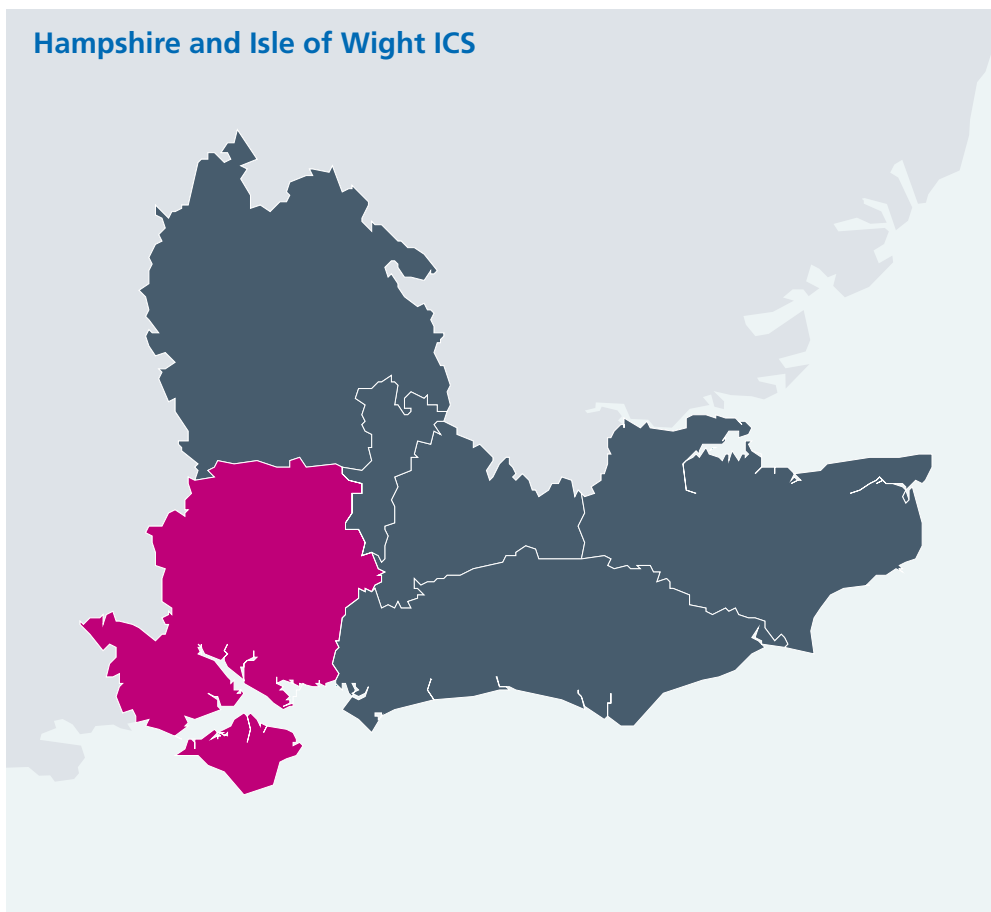
ICS Priorities

HIOW ICS has identified several key priorities that it will focus on, over the next six months, to address the objectives set out in the Four Pillars of the People Plan:

- To improve our workforce capacity and planning across HIOW by:
 - establishing continuous plans for the workforce based on key gaps and shortages, which embed the system workforce planning principles. The plans will focus on:
 - mental health including expansion of new roles
 - children and adolescent mental health services
 - cancer
 - primary care, including full use of Additional Roles Reimbursement Scheme (ARRS)
 - advancing practice
 - clinical pharmacists
 - allied health professionals (AHPs).
- Delivering an enhanced workforce programme that drives accelerated elective recovery.
- Ensuring continual improvement plans are in place to move through the levels of attainment of the 'meaningful use standards', thereby supporting service improvements and shaping roles in line with new patient/care pathways.
- Ensuring collaborative workforce procedures in place including MOUs, expanded staff passporting, shared banks, agency management, and workforce coordination for emergency preparedness and resilience.
- Expanding the delivery of International Recruitment Programme and include AHPs.
- Implementing the NHS reserves programme, including medical support worker role
- To redefine the sense of a 'team' for all within HIOW ICS as well as create an inclusive, empowering and well-led culture that people want to join and stay working in by:
 - ensuring a continued focus of health and wellbeing
 - delivering the equality, diversity and inclusion (EDI) agenda
 - addressing retention issues through key-worker housing
 - implementing senior leadership development.
- To offer flexible, creative, career options across HIOW ICS as well as exciting ways of working and providing accessible career opportunities by:
 - scoping the opportunity for an HIOW ICS training and apprenticeship academy that aims to widen access into health care
 - optimising the return to practice programme and retire and return procedures
 - scoping retention programmes to support career development and progression within HIOW ICS
 - upskilling staff and expanding their capabilities

- acting as a pilot system for the Landmark Programme. The programme aims to redeploy the workforce developed during the COVID-19 response into alternative roles such as clinical support workers. There will be a specific focus on applicants with protected characteristics
- effectively introducing and embedding new roles across HIOW ICS
- supporting the implementation of primary care training hubs
- focusing on early careers pipeline and placement expansion and management.

Hampshire and Isle of Wight ICS



HEE's delivery plan to support Hampshire and Isle of Wight ICS

This delivery plan provides an overview of how HEE will support the key priority areas across HIOW ICS. The People Plan pillars underpin this plan and how we will work with the ICS.

We will focus on:

- **Growing for the future** – expanding and developing our workforce, recruiting, and retaining our people.
- **New ways of working and delivering care** – making the most of skills and educating and training our people.
- **Delivering priority clinical programmes** and **investment**.

This plan has been developed to provide an overview of HEE activities with HIOW ICS. Due to the nature of our work, we recognise that there will be similarities with the other ICSs' delivery plans in the region. We have highlighted specific HIOW ICS and regional details where appropriate.

**Growing for the future by:****Workforce planning and investment**

- Developing an ICS Multi-professional Education and Training Investment Plan (METIP).
- Adding capacity for the effective use of workforce data to enable strategic planning for local priorities and developing the skills and capability in the ICS.
- Improving HIOW ICS's access to workforce data enabling risks to be addressed and performance to be monitored more effectively.
- Supporting the priority development of common planning processes, data sharing and management.
- Establishing plans for the workforce, based on gaps and shortages, with HIOW ICS.

Placement capacity and retention

- Developing a Learning Environment Plan with a focus on the workforce supply pipeline. This plan will:
 - identify any potential for placement activity to be extended
 - look for new ways of learning, for example using simulation and digital learning opportunities
 - consider supervision and assessment capacity and any new models of education provision.
- Supporting the extension and expansion of medical training capacity in primary, community, and secondary care.
- Leading the Reducing Pre-registration Attrition and Improving Retention (RePAIR) Programme which aims to:
 - facilitate high-quality practice learning environments for pre-registration nursing, midwifery and AHP students
 - enable stakeholders to assist students in their final year of learning to successfully enter employment
 - support newly qualified registered nurses in their early career to ensure retention.
- Establishing and supporting the Clinical Placement Expansion programme.

Critical care workforce

- Supporting the expansion of critical care services using workforce data with NHSE/I.
- Promoting the critical care wellbeing offer to support and retain the current workforce.

**Growing for the future by:****Advancing practice (AP)**

- Appointing an ICS AP lead to support with active engagement in understanding and promotion of AP.
- Supporting and commissioning a cohort of learners to start the Advanced Clinical Practice (ACP) MSc three-year training pathway in 2021/22. There is a target of 300 learners across the region and HIOW ICS will be able to access this programme.
- Developing action learning sets for ACPs in mental health and primary care.
- Scoping and developing Advanced Practice credentials with the University of Winchester.
- Conducting an ACP training needs analysis to inform the Centre of Independence Portfolio.

Allied health professions

- Funding an ICS AHP Faculty Lead to support the ICS AHP Workforce Programme Director, AHP Council and AHP Faculty.
- Supporting the delivery of the ICS's AHP workforce plan that will:
 - build and strengthen the AHP leadership and influence across the ICS to support widening participation and EDI initiatives
 - focus on key AHP recruitment and resourcing to ensure the sustainability and growth required to meet the NHS Long Term Plan and People Plan ambitions e.g. placement expansion, careers promotion and work experience, return to practice and apprenticeships
 - support AHP retention and transformation through AHP education and development, early careers support, the support workforce and career pathways, digital technologies, enabling new ways of working and AP
 - maximise the AHP contribution to COVID-19 recovery including elective care, diagnostics, and rehabilitation.

**Growing for the future by:****Postgraduate medical and dental education**

- Managing pressure and impact of COVID-19 on training capacity for undergraduate and postgraduate medical and dental trainees as well as physician associates.
- Extending postgraduate medical training posts impacted by COVID-19. Trainee posts affected in HIOW ICS will be confirmed once full assessments are completed.
- Supporting the expansion of GP training and change in GP training curriculum by developing the structure of the GP School training programme across Wessex. This will ensure additional experience for trainees in primary care settings.
- Developing additional foundation training posts to reflect the increase in undergraduate medical students who will graduate from 2023 onwards. At full capacity we expect an increase in the number of foundation doctors across Wessex. We will work with the ICS when making decisions about the location and specialties of these posts.
- Managing medical and dental education quality aligned with the HEE Quality Framework.
- Identifying and supporting the gap between attainment levels of different groups of doctors with a focus on equality and diversity.
- Aiming to fill all hard to recruit medical training posts, e.g. higher specialist training in psychiatry and emergency medicine.

Nursing and nursing associates

- Working with HIOW ICS to explore and address the ongoing constraints around the supply of registered nurses after considering the expected growth in 2021/22, by:
 - supporting at least 95 trainee nursing associates across 2021
 - launching an online work experience platform for summer 2021 focusing on nursing careers for young people
 - delivering a return to practice online engagement event for autumn 2021, this will be for return to practice leads to receive latest updates, network, share best practice and ensure a more standardised approach across the region
 - hosting a regional pre-registration postgraduate nursing summit for key partners to discuss how to best support this route into nursing across the region
 - introducing a transition into employment programme for final year student nurses
 - collaborating with NHSE/I on the international nurse recruitment programme.

**New ways of working and delivering care by:**

Workforce challenges	<ul style="list-style-type: none">• Addressing workforce challenges through workforce optimisation and redesign including introducing new roles and ways of working.• Facilitating workforce tools workshops for example HEE STAR, Six Steps to workforce planning, and Clinically Led Workforce and Activity Redesign (CLEAR) principles, based on requirements.
Strategic system oversight and decision making	<ul style="list-style-type: none">• Providing funding to develop new ways of working that enables an informed system-approach and improving engagement with practitioners to ensure a service viewpoint informs strategic oversight and decision making.• Supporting the development of networks for healthcare scientists and independent prescribers.• Encouraging a system-wide approach to advancing practice.
Digital literacy	<ul style="list-style-type: none">• Supporting workforce development through promoting digital education.• Using the most effective evidence-informed technology and techniques supported by the HEE Technology Enhanced Learning (TEL) programme.
Education and training	<ul style="list-style-type: none">• Working in partnership with NHSE/I to increase the diagnostic workforce capacity and capability by introducing a SE Imaging Training Academy, and a SE Endoscopy Training Academy.• Working in partnership with NHSE/I in the introduction of community diagnostic hubs.• Establishing a SE School of Public Health in 2021/22 and investing in the public health practitioner programme and public health training posts.• Developing the ICS Primary Care Training Hub in HIOW ICS.

**Delivering priority clinical programmes by:**

Cancer and diagnostics	<ul style="list-style-type: none">• Providing opportunities for training grants to support upskilling for specialist cancer, and chemotherapy nursing, clinical endoscopy, and reporting radiography.
Primary care	<ul style="list-style-type: none">• Expanding the number of high-quality training placements, educator roles, and supervision capacity.• Continuing to work in partnership with HIOW ICS and their Primary Care Networks.• Collaborating with NHSE/I to deliver the ARRS and ensure retention of the workforce.
Mental health	<ul style="list-style-type: none">• Offering regional CPD for the adult mental health workforce, including:<ul style="list-style-type: none">- nine different adult Improving Access to Psychological Therapy (IAPT) modality training programmes- 13 programmes on serious mental ill-health- peer support worker training- approved/responsible clinician training.• Commissioning regional training programmes to support the children and young people mental health workforce, including:<ul style="list-style-type: none">- children's wellbeing practitioner and children and young people IAPT programmes- education mental health practitioner programmes for those working in school mental health support teams.
Learning disabilities and Autism	<ul style="list-style-type: none">• To support the development of the skills of both the wider workforce and the specialist learning disability workforce, to ensure better outcomes for people with a learning disability.• To support the delivery of the SE Autism Strategy at system level including raising awareness of autism, identifying skills gaps across the workforce, and signposting to appropriate workforce development tools and packages.
Pharmacy	<ul style="list-style-type: none">• Delivering foundation training year training programme to 27 training pharmacists.• Recruiting to 24 pharmacy technician apprentice posts.
Maternity	<ul style="list-style-type: none">• Supporting HloW ICS to address maternity workforce education and training priorities.• Considering and supporting any education and training recommendations to comply with the Ockenden report.• Supporting HloW ICS with workforce modelling to best understand midwives, medical and neonatal requirements to Maternity Continuity of Carer service re-design.
Public health	<ul style="list-style-type: none">• Developing and delivering training and education programmes for the wider public health and healthcare workforce to promote health and reduce health inequalities.



Investment summary – we will:

- Provide workforce development (WD) and continuing professional development (CPD) funding aligned with HIOW ICS priorities, providing best value for money.
- Work with healthcare providers to plan and utilise the funding to support workforce development.
- Ensure awareness of funding and training opportunities available.
- Be involved in the METIP planning process for 2022/23.
- Evaluate programmes and projects to build evidence of outcomes and impacts, quality assure, and share best practice.
- Produce a funding statement for the total HEE training investment made into the HIOW ICS.

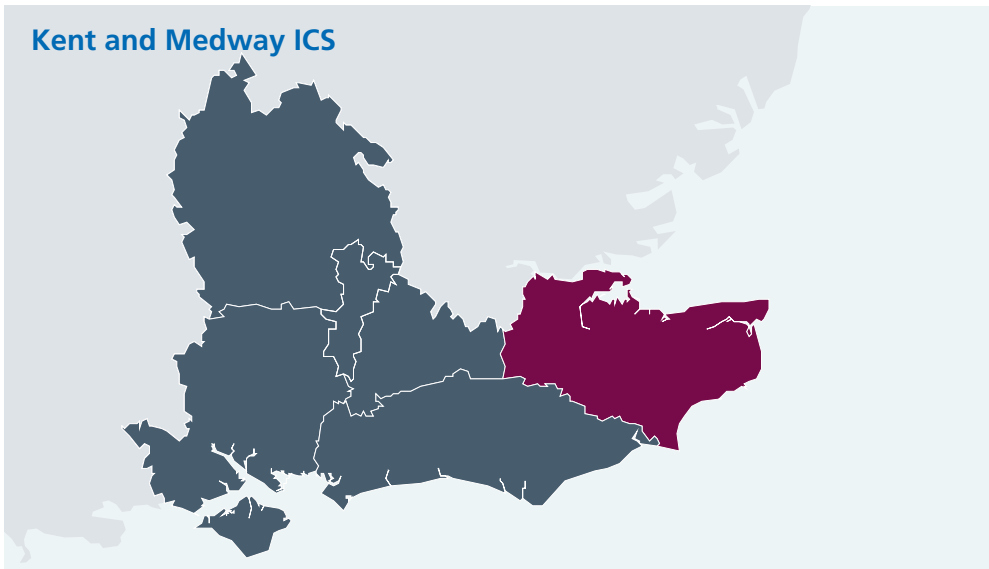
Kent and Medway ICS

Introduction

The Kent and Medway ICS has identified workforce supply across health and social care as a key challenge and priority to be addressed. The Kent and Medway Workforce Strategy aims for:

- workforce to work together across health and social care, enjoy their work, learn in their jobs and be empowered, engaged and developed to be good at what they do
- employers to work together to attract and retain the right supply of health and social care workforce through talented and capable leadership and the offer of attractive, flexible and interesting careers
- population to have the skills and support to help them manage their own health and care with confidence and, where needed, with the right support to achieve their health, social and community outcomes and goals.

Kent and Medway ICS



The Kent and Medway ICS partnership board has identified priority areas for 2021/22 and these, along with the HEE programmes and priorities, are the basis for the delivery plan. As the system is becoming established during the year and recovering from the impact of COVID-19, the plan will inevitably develop, and we will be responsive, as well as proactive, in our support.

ICS Priorities

The Kent and Medway ICS has identified the following nine system priorities:

1. Continuing to respond effectively to the COVID-19 pandemic as a cohesive system.
2. Delivery against the Kent and Medway ICS improvement and recovery plan, including:
 - improvements in mental health services, children and young people services, and safeguarding
 - developing place-based improvements plans for East Kent and Medway and Swale, with a focus on partnership working to drive medium and long-term improvement in urgent and emergency care.
3. Increasing the diagnostic and elective capacity, including managing the long waiting lists resulting from COVID-19.
4. Implementing the “ICS end-state” in preparation for becoming an ICS statutory entity from April 2022.
5. Designing a detailed approach to population health management.
6. Progressing the two strategic change priorities of stroke services and East Kent transformation.
7. Exploring opportunities for further provider collaboration.
8. Developing Quality and Service Improvement leadership, expertise and capacity across the system, with a consistent set of tools and approaches.

9. Refreshing the Kent and Medway ICS Digital Strategy.

The People Plan also highlights challenges in Kent and Medway ICS for:

- maternity, community and primary care services
- equality, diversity and inclusion (EDI) needs.


HEE's delivery plan to support Kent and Medway ICS

This delivery plan provides an overview of how HEE will support the key priority areas across Kent and Medway ICS. The People Plan pillars underpin this plan and how we will work with the ICS.

We will focus on:

- **Growing for the future** – expanding and developing our workforce, recruiting, and retaining our people.
- **New ways of working and delivering care** – making the most of skills and educating and training our people.
- **Delivering priority clinical programmes** and **investment**.

This plan has been developed to provide an overview of HEE activities with Kent and Medway ICS. Due to the nature of our work, we recognise that there will be similarities with the other ICSs' delivery plans in the region. We have highlighted specific Kent and Medway ICS and regional details where appropriate.

	Growing for the future by: Kent and Medway ICS
Workforce planning and investment	<ul style="list-style-type: none">• Developing an ICS Multi-professional Education and Training Investment Plan (METIP).• Adding capacity for the effective use of workforce data to enable strategic planning for local priorities and developing the skills and capability in the ICS.• Improving Kent and Medway ICS's access to workforce data enabling risks to be addressed and performance to be monitored more effectively.• Supporting the priority development of common planning processes, data sharing and management.• Enabling and developing a community of practice for workforce planning and analysis.• Continuing the support with dedicated workforce modelling for East Kent as they are remodelling services in the area.

**Growing for the future by:****Placement capacity and retention**

- Developing a Learning Environment Plan with a focus on the workforce supply pipeline. This plan will:
 - identify any potential for placement activity to be extended
 - look for new ways of learning, for example using simulation and digital learning opportunities
 - consider supervision and assessment capacity and any new models of education provision.
- Supporting the extension and expansion of medical training capacity in primary, community, and secondary care.
- Leading the Reducing Pre-registration Attrition and Improving Retention (RePAIR) Programme which aims to:
 - facilitate high-quality practice learning environments for pre-registration nursing, midwifery and AHP students
 - enable stakeholders to assist students in their final year of learning to successfully enter employment
 - support newly qualified registered nurses in their early career to ensure retention.

Critical care workforce

- Supporting the expansion of critical care services using workforce data with NHSE/I.
- Promoting the critical care wellbeing offer to support and retain the current workforce.

Advancing practice (AP)

- Appointing an ICS AP Lead to support with active engagement in understanding and promotion of AP.
- Supporting and commissioning a cohort of learners to start the Advanced Clinical Practice (ACP) MSc three-year training pathway in 2021/22. There is a target of 300 learners across the region and Kent and Medway ICS will be able to access this programme.
- Developing action learning sets for ACPs in mental health and primary care.
- Supporting mental health ACP pharmacists to work in collaboration with the London, KSS School of Pharmacy.

Allied health professions

- Funding an ICS AHP Faculty Lead to support the ICS AHP Workforce Programme Director, AHP Council and AHP Faculty.
- Supporting the delivery of the ICS's AHP workforce plan that will:
 - build and strengthen the AHP leadership and influence across the ICS to support widening participation and EDI initiatives
 - focus on key AHP recruitment and resourcing to ensure the sustainability and growth required to meet the NHS Long Term Plan and People Plan ambitions e.g. placement expansion, careers promotion and work experience, return to practice and apprenticeships
 - support AHP retention and transformation through AHP education and development, early careers support, the support workforce and career pathways, digital technologies, enabling new ways of working and AP
 - maximise the AHP contribution to COVID-19 recovery including elective care, diagnostics, and rehabilitation.

**Growing for the future by:****Postgraduate medical and dental education**

- Managing pressure and impact of COVID-19 on training capacity for undergraduate and postgraduate medical and dental trainees as well as physician associates.
- Extending postgraduate medical training posts impacted by COVID-19. Trainee posts affected in Kent and Medway ICS will be confirmed once full assessments are completed.
- Supporting the expansion of GP training and change in GP training curriculum by developing the structure of the GP School training programme across KSS. This will ensure additional experience for trainees in primary care settings.
- Developing additional foundation training posts to reflect the increase in undergraduate medical students who will graduate from 2023 onwards. At full capacity we expect an increase of around 30% in the number of foundation doctors across KSS, from a baseline of 900. We will work with the ICS when making decisions about the location and specialties of these posts.
- Managing medical and dental education quality aligned with the HEE Quality Framework.
- Identifying and supporting the gap between attainment levels of different groups of doctors with a focus on equality and diversity.
- Aiming to fill all hard to recruit medical training posts, e.g. higher specialist training in psychiatry and emergency medicine.

Nursing and nursing associates

- Working with Kent and Medway ICS to explore and address the ongoing constraints around the supply of registered nurses after considering the expected growth in 2021/22, by:
 - supporting at least 216 trainee nursing associates across 2021
 - launching an online work experience platform for summer 2021 focusing on nursing careers for young people
 - delivering a return to practice online engagement event for autumn 2021, this will be for return to practice leads to receive latest updates, network, share best practice and ensure a more standardised approach across the region
 - hosting a regional pre-registration postgraduate nursing summit for key partners to discuss how to best support this route into nursing across the region
 - introducing a transition into employment programme for final year student nurses
 - collaborating with NHSE/I on the international nurse recruitment programme.

**New ways of working and delivering care by:****Workforce challenges**

- Addressing workforce challenges through workforce optimisation and redesign including introducing new roles and ways of working.
- Facilitating workforce tools workshops for example HEE STAR, Six Steps to workforce planning, and Clinically Led Workforce and Activity Redesign (CLEAR) principles, based on requirements.

Strategic system oversight and decision making

- Providing funding to develop new ways of working that enables an informed system-approach and improving engagement with practitioners to ensure a service viewpoint informs strategic oversight and decision making.
- Supporting the development of networks for healthcare scientists and independent prescribers.
- Encouraging a system-wide approach to advancing practice.

Digital literacy

- Supporting workforce development through promoting digital education.
- Using the most effective evidence-informed technology and techniques supported by the HEE Technology Enhanced Learning (TEL) programme.

Education and training

- Working in partnership with NHSE/I to increase the diagnostic workforce capacity and capability by introducing a SE Imaging Training Academy, and a SE Endoscopy Training Academy.
- Working in partnership with NHSE/I in the introduction of community diagnostic hubs.
- Establishing a SE School of Public Health in 2021/22 and investing in the public health practitioner programme and public health training posts.
- Developing the ICS Primary Care Training Hub in Kent and Medway ICS.

**Delivering priority clinical programmes by:**

Cancer and diagnostics	<ul style="list-style-type: none">• Providing opportunities for training grants to support upskilling for specialist cancer, and chemotherapy nursing, clinical endoscopy, and reporting radiography.
Primary care	<ul style="list-style-type: none">• Expanding the number of high-quality training placements, educator roles, and supervision capacity.• Continuing to work in partnership with Kent and Medway ICS and their Primary Care Networks.• Collaborating with NHSE/I to deliver the Additional Roles Reimbursement Scheme (ARRS) and ensure retention of the workforce.
Mental health	<ul style="list-style-type: none">• Offering regional CPD for the adult mental health workforce, including:<ul style="list-style-type: none">- nine different adult Improving Access to Psychological Therapy (IAPT) modality training programmes- 13 programmes on serious mental ill-health- peer support worker training- approved/responsible clinician training.• Commissioning regional training programmes to support the children and young people mental health workforce, including:<ul style="list-style-type: none">- children's wellbeing practitioner and children and young people IAPT programmes- education mental health practitioner programmes for those working in school mental health support teams.
Learning disabilities and Autism	<ul style="list-style-type: none">• To support the development of the skills of both the wider workforce and the specialist learning disability workforce, to ensure better outcomes for people with a learning disability.• To support the delivery of the SE Autism Strategy at system level including raising awareness of autism, identifying skills gaps across the workforce, and signposting to appropriate workforce development tools and packages.
Pharmacy	<ul style="list-style-type: none">• Delivering foundation training year training programme to 15 training pharmacists.• Recruiting to 13 pharmacy technician apprentice posts.
Maternity	<ul style="list-style-type: none">• Supporting Kent and Medway ICS to address maternity workforce education and training priorities.• Considering and supporting any education and training recommendations to comply with the Ockenden report.• Supporting Kent and Medway ICS with workforce modelling to best understand midwives, medical and neonatal requirements to Maternity Continuity of Carer service re-design.
Public health	<ul style="list-style-type: none">• Developing and delivering training and education programmes for the wider public health and healthcare workforce to promote health and reduce health inequalities.



Investment summary – we will:

- Provide workforce development (WD) and continuing professional development (CPD) funding aligned with Kent and Medway ICS priorities, providing best value for money.
- Work with healthcare providers to plan and utilise the funding to support workforce development.
- Ensure awareness of funding and training opportunities available.
- Be involved in the METIP planning process for 2022/23.
- Evaluate programmes and projects to build evidence of outcomes and impacts, quality assure, and share best practice.
- Produce a funding statement for the total HEE training investment made into the Kent and Medway ICS.

Surrey Heartlands Health and Care Partnership

ICS Introduction

Surrey Heartlands Health and Care Partnership was one of the first ICSs in England and is a maturing partnership, serving a population of over one million. This ICS is an aspiring Anchor Network with an ambitions to be an employer of choice.

We have and continue to develop a strong working relationship with Surrey Heartlands Health and Care Partnership and their new Director of People and Digital. This has enabled us to develop a sense of trust and transparency to deliver on our shared priorities.

Surrey Heartlands Health and Care Partnership has a below average Black, Asian and Minority Ethnic population across their communities. However, approximately 40% of the healthcare workforce in the larger provider NHS Trusts across the ICS identify as Black, Asian, and Minority Ethnic. This highlights the need to identify and address ethnic inequalities in the Surrey Heartlands healthcare workforce. Therefore, collaborative support will be provided through workforce planning, leadership development, succession planning, enhancing all learners' journeys, widening access and participation.

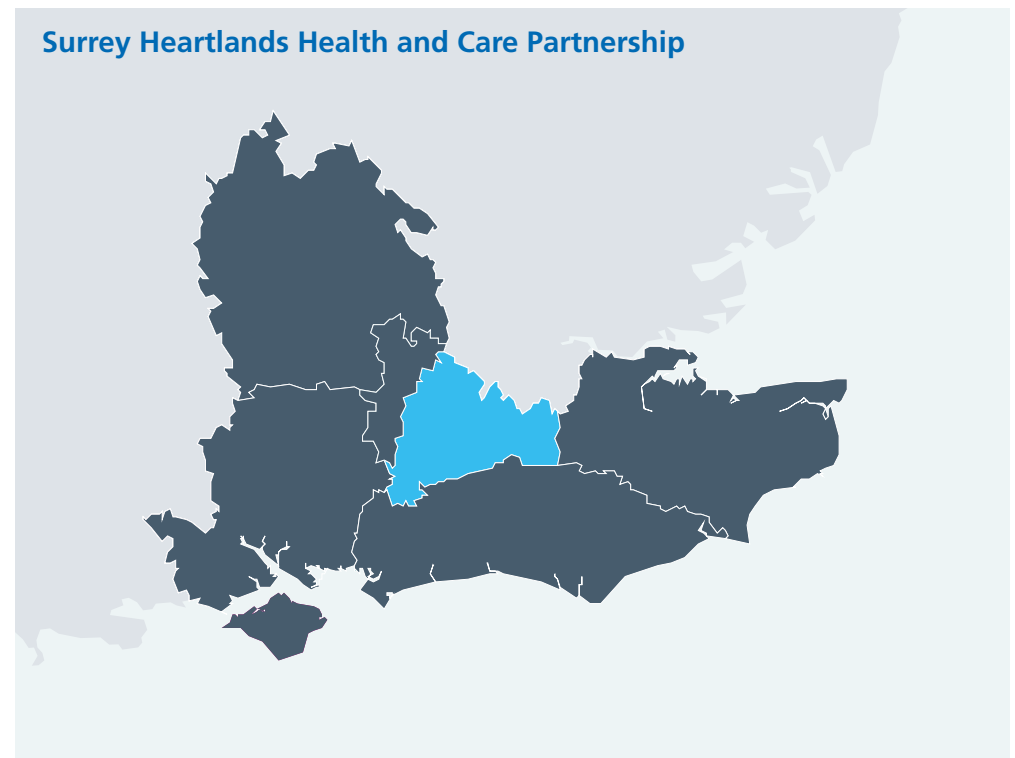
ICS priorities

Key programmes of work aligned with priorities and workforce needs for Surrey Heartlands Health and Care Partnership, are:

- health and wellbeing
- equality, diversity, and inclusion
- workforce planning
- education.

Surrey Heartlands Health and Care Partnership is working with us and NHSE/I to promote restoration and recovery across the workforce and population of Surrey Heartlands, as a result of COVID-19.

Work will also be undertaken to help address increased waiting lists and times. Workforce redesign and optimisation will be used to support new ways of working through the introduction of new roles and by upskilling the existing workforce in priority areas.



HEE's delivery plan to support Surrey Heartlands Health and Care Partnership


This delivery plan provides an overview of how HEE will support the key priority areas across Surrey Heartlands Health and Care Partnership. The People Plan pillars underpin this plan and how we will work with the ICS.

We will focus on:

- **Growing for the future** – expanding and developing our workforce, recruiting, and retaining our people.

- **New ways of working and delivering care** – making the most of skills and educating and training our people.
- **Delivering priority clinical programmes** and **investment**.

This plan has been developed to provide an overview of HEE activities with Surrey Heartlands Health and Care Partnership. Due to the nature of our work, we recognise that there will be similarities with the other ICSs' delivery plans in the region. We have highlighted specific Surrey Heartlands Health and Care Partnership and regional details where appropriate.

	Growing for the future by: Surrey Heartlands Health and Care Partnership
Workforce planning and investment	<ul style="list-style-type: none"> • Developing an ICS Multi-professional Education and Training Investment Plan (METIP). • Adding capacity for the effective use of workforce data to enable strategic planning for local priorities and developing the skills and capability in the ICS. • Improving Surrey Heartlands Health and Care Partnership's access to workforce data enabling risks to be addressed and performance to be monitored more effectively. • Supporting the priority development of common planning processes, data sharing and management.
Placement capacity and retention	<ul style="list-style-type: none"> • Developing a Learning Environment Plan with a focus on the workforce supply pipeline. This plan will: <ul style="list-style-type: none"> - identify any potential for placement activity to be extended - look for new ways of learning, for example using simulation and digital learning opportunities - consider supervision and assessment capacity and any new models of education provision. • Supporting the extension and expansion of medical training capacity in primary, community, and secondary care. • Leading the Reducing Pre-registration Attrition and Improving Retention (RePAIR) Programme which aims to: <ul style="list-style-type: none"> - facilitate high-quality practice learning environments for pre-registration nursing, midwifery and AHP students - enable stakeholders to assist students in their final year of learning to successfully enter employment - support newly qualified registered nurses in their early career to ensure retention.

**Growing for the future by:****Critical care workforce**

- Supporting the expansion of critical care services using workforce data with NHSE/I.
- Promoting the critical care wellbeing offer to support and retain the current workforce.

Advancing practice (AP)

- Appointing an ICS AP Lead to support with active engagement in understanding and promotion of AP.
- Supporting and commissioning a cohort of learners to start the Advanced Clinical Practice (ACP) MSc three-year training pathway in 2021/22. There is a target of 300 learners across the region and Surrey Heartlands Health and Care Partnership will be able to access this programme.
- Developing action learning sets for ACPs in mental health and primary care.
- Supporting mental health ACP pharmacists to work in collaboration with the London, KSS School of Pharmacy.

Allied health professions

- Funding an ICS AHP Faculty Lead to support the ICS AHP Workforce Programme Director, AHP Council and AHP Faculty.
- Supporting the delivery of the ICS's AHP workforce plan that will:
 - build and strengthen the AHP leadership and influence across the ICS to support widening participation and EDI initiatives
 - focus on key AHP recruitment and resourcing to ensure the sustainability and growth required to meet the NHS Long Term Plan and People Plan ambitions e.g. placement expansion, careers promotion and work experience, return to practice and apprenticeships
 - support AHP retention and transformation through AHP education and development, early careers support, the support workforce and career pathways, digital technologies, enabling new ways of working and AP
 - maximise the AHP contribution to COVID-19 recovery including elective care, diagnostics, and rehabilitation.

**Growing for the future by:****Postgraduate medical and dental education**

- Managing pressure and impact of COVID-19 on training capacity for undergraduate and postgraduate medical and dental trainees as well as physician associates.
- Extending postgraduate medical training posts impacted by COVID-19. Trainee posts affected in Surrey Heartlands Health and Care Partnership will be confirmed once full assessments are completed.
- Supporting the expansion of GP training and change in GP training curriculum by developing the structure of the GP School training programme across KSS. This will ensure additional experience for trainees in primary care settings.
- Developing additional foundation training posts to reflect the increase in undergraduate medical students who will graduate from 2023 onwards. At full capacity we expect an increase of around 30% in the number of foundation doctors across KSS, from a baseline of 900. We will work with the ICS when making decisions about the location and specialty of these posts.
- Managing medical and dental education quality aligned with the HEE Quality Framework.
- Identifying and supporting the gap between attainment levels of different groups of doctors with a focus on equality and diversity.
- Aiming to fill all hard to recruit medical training posts, e.g. higher specialist training in psychiatry and emergency medicine.

Nursing and nursing associates

- Working with Surrey Heartlands Health and Care Partnership to explore and address the ongoing constraints around the supply of registered nurses after considering the expected growth in 2021/22, by:
 - supporting at least 45 trainee nursing associates across 2021
 - launching an online work experience platform for summer 2021 focusing on nursing careers for young people
 - delivering a return to practice online engagement event for autumn 2021, this will be for return to practice leads to receive latest updates, network, share best practice and ensure a more standardised approach across the region
 - hosting a regional pre-registration postgraduate nursing summit for key partners to discuss how to best support this route into nursing across the region
 - introducing a transition into employment programme for final year student nurses
 - collaborating with NHSE/I on the international nurse recruitment programme.

**New ways of working and delivering care by:****Workforce challenges**

- Addressing workforce challenges through workforce optimisation and redesign including introducing new roles and ways of working.
- Facilitating workforce tools workshops for example HEE STAR, Six Steps to workforce planning, and Clinically Led Workforce and Activity Redesign (CLEAR) principles, based on requirements.
- Collaborating to develop different ways of working to support the healthcare assistant workforce.

Strategic system oversight and decision making

- Providing funding to develop new ways of working that enables an informed system-approach and improving engagement with practitioners to ensure a service viewpoint informs strategic oversight and decision making.
- Supporting the development of networks for healthcare scientists and independent prescribers.
- Encouraging a system-wide approach to advancing practice.

Digital literacy

- Listening and understanding to a broad range of workforce representatives' views when creating and delivering workforce health and wellbeing plans.
- Attending a workforce planning group to ensure HEE mandated workforce transformation opportunities are included.

Education and training

- Supporting workforce development through promoting digital education.
- Using the most effective evidence-informed technology and techniques supported by the HEE Technology Enhanced Learning (TEL) programme.
- Working in partnership with NHSE/I to increase the diagnostic workforce capacity and capability by introducing a SE Imaging Training Academy, and a SE Endoscopy Training Academy.
- Working in partnership with NHSE/I in the introduction of community diagnostic hubs.
- Establishing a SE School of Public Health in 2021/22 and investing in the public health practitioner programme and public health training posts.
- Developing the ICS Primary Care Training Hub in Surrey Heartlands Health and Care Partnership.

**Delivering priority clinical programmes by:**

Cancer and diagnostics	<ul style="list-style-type: none">• Providing opportunities for training grants to support upskilling for specialist cancer, and chemotherapy nursing, clinical endoscopy, and reporting radiography.
Primary care	<ul style="list-style-type: none">• Expanding the number of high-quality training placements, educator roles, and supervision capacity.• Continuing to work in partnership with Surrey Heartlands Health and Care Partnership and their Primary Care Networks.• Collaborating with NHSE/I to deliver the Additional Roles Reimbursement Scheme (ARRS) and ensure retention of the workforce.
Mental health	<ul style="list-style-type: none">• Offering regional CPD for the adult mental health workforce, including:<ul style="list-style-type: none">- nine different adult Improving Access to Psychological Therapy (IAPT) modality training programmes- 13 programmes on serious mental ill-health- peer support worker training- approved/responsible clinician training.• Commissioning regional training programmes to support the children and young people mental health workforce, including:<ul style="list-style-type: none">- children's wellbeing practitioner and children and young people IAPT programmes- education mental health practitioner programmes for those working in school mental health support teams.
Learning disabilities and Autism	<ul style="list-style-type: none">• To support the development of the skills of both the wider workforce and the specialist learning disability workforce, to ensure better outcomes for people with a learning disability.• To support the delivery of the SE Autism Strategy at system level including raising awareness of autism, identifying skills gaps across the workforce, and signposting to appropriate workforce development tools and packages.
Pharmacy	<ul style="list-style-type: none">• Delivering foundation training year training programme to 13 training pharmacists.• Recruiting to 11 pharmacy technician apprentice posts.
Maternity	<ul style="list-style-type: none">• Supporting Surrey Heartlands Health and Care Partnership to address maternity workforce education and training priorities.• Considering and supporting any education and training recommendations to comply with the Ockenden report.• Supporting Surrey Heartlands Health and Care Partnership with workforce modelling to best understand midwives, medical and neonatal requirements to Maternity Continuity of Carer service re-design.
Public health	<ul style="list-style-type: none">• Developing and delivering training and education programmes for the wider public health and healthcare workforce to promote health and reduce health inequalities.

**Investment summary – we will:**

- Provide workforce development (WD) and continuing professional development (CPD) funding aligned with Surrey Heartlands Health and Care Partnership priorities, providing best value for money.
- Work with healthcare providers to plan and utilise the funding to support workforce development.
- Ensure awareness of funding and training opportunities available.
- Be involved in the METIP planning process for 2022/23.
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- Produce a funding statement for the total HEE training investment made into the Surrey Heartlands Health and Care Partnership.

Sussex Health and Care Partnership

ICS Introduction

The population of Sussex is predicted to grow by 3.7% by 2023. The majority of growth is weighted towards the older population, with Sussex being a net importer of people over 65.

Demands for the health and care workforce across Sussex are due to increase substantially unless there are radical changes in prevention, population health management, efficiency, and productivity.

ICS Priorities

The Sussex Health and Care Partnership (SHCP) aims to improve the health of local people, ensure that health and care services are high-quality and to make the most efficient use of resources.

The priorities for SHCP include improving lives, extending lives, and saving lives by focusing on keeping people healthier for longer and giving local populations the right care, in the right place, at the right time.

As a system, SHCP aims to:

- change how health and care organisations work together
- transform patient pathways
- address the workforce gap and improve future supply
- deliver the significant number of initiatives included within the Long Term Plan.

This includes developing a focus on population health management and personalised care, promoting prevention, addressing health inequalities, and supporting people to have knowledge, skills and confidence to self-manage.

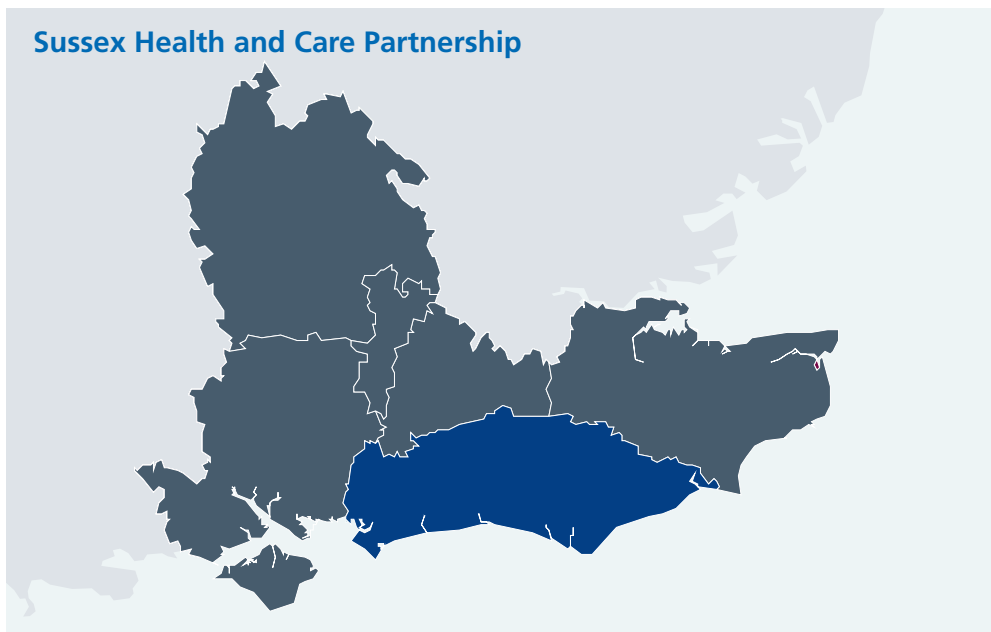
SHCP is working closely with NHSE/I, and HEE, to promote restoration and recovery across the workforce and population of Sussex, following COVID-19. Workforce redesign and optimisation will support new ways of working, via the introduction of new roles and by upskilling members of the existing workforce, across priority pathways such as ophthalmology and ear, nose, and throat. Work will be undertaken to help address waiting time backlogs.

The SHCP's response to the People Plan was approved by the Sussex People Committee in September 2020. For 2021/22, pending an update to the People Plan, SHCP agreed a set of system workforce priorities. These are endorsed by the Sussex People Committee and further emphasised within the 2021/22 Priorities and Operational Planning Process.

Presented under four main themes, with aligning key workstreams and actions, the SHCP priorities are:

- 1. Looking after our People** - The aim is to ensure the people across SHCP are safe and supported to be physically and mentally healthy and well.
- 2. Embedding inclusion and equality of opportunity** - The aim is to always be fair and open and ensure everyone across SHCP has a voice.
- 3. Recruiting, developing and retaining our people** - The aim is to effectively plan and resource the workforce across SHCP and make best use of collective skills and experience.
- 4. Leading and managing our people** - The aim is to ensure people across SHCP are well led, and appropriately supported in their roles.

Sussex Health and Care Partnership



Key workforce workstreams include:

1. Improving workforce capacity and resilience, including development of a SHCP Workforce Bureau (in quarter 3 of 2021/22).
2. Establishing system- level workforce modelling frameworks. Working with the HEE transformation team, establish a competency-based system workforce model.
3. Influencing and improving system workforce supply. In recruiting, developing, and retaining its people, SHCP continue to increase awareness of, and access to, health and social care careers for young people and other non-graduates. This includes promotion of T-Level qualifications; working with local schools and colleges; engaging with the national Kickstart and Princes Trust programmes; raising the profile of apprenticeships and use of apprenticeship levy; and offering innovative digital work experience opportunities.

4. Utilising national and regional initiatives to increase multi-disciplinary workforce supply (e.g. 50,000 nurses)

In addition, SHCP will prioritise:

- strengthening our leadership and management development offerings
- establishing a talent culture.

HEE's delivery plan to support Sussex Health and Care Partnership

This delivery plan provides an overview of how HEE will support the key priority areas across SHCP. The People Plan pillars underpin this plan and how we will work with the ICS.

We will focus on:

- **Growing for the future** – expanding and developing our workforce, recruiting, and retaining our people.
- **New ways of working and delivering care** – making the most of skills and educating and training our people.
- **Delivering priority clinical programmes** and **investment**.

This plan has been developed to provide an overview of HEE activities with SHCP. Due to the nature of our work, we recognise that there will be similarities with the other ICSS' delivery plans in the region. We have highlighted specific SHCP and regional details where appropriate.

**Growing for the future by:****Workforce planning and investment**

- Developing an ICS Multi-professional Education and Training Investment Plan (METIP).
- Adding capacity for the effective use of workforce data to enable strategic planning for local priorities and developing the skills and capability in the ICS.
- Improving SHCP's access to workforce data enabling risks to be addressed and performance to be monitored more effectively.
- Supporting the priority development of common planning processes, data sharing and management.
- Following dedicated workforce modelling undertaken by the transformation team across Sussex, the People Committee has approved priorities for the next phase of workforce transformation. These will support the SHCP priorities of restoration and recovery, improving the health of the population of Sussex and focusing on out of hospital care. The workstreams to be delivered during 2021/22 are supporting:
 - new ways of working for the domiciliary care home workforce
 - workforce expansion and development within community mental health
 - primary care network development
 - enhanced care in care homes
 - spreading and adopting personalised care
 - nursing and AHP workforce.

Placement capacity and retention

- Developing a Learning Environment Plan with a focus on the workforce supply pipeline. This plan will:
 - identify any potential for placement activity to be extended
 - look for new ways of learning, for example using simulation and digital learning opportunities
 - consider supervision and assessment capacity and any new models of education provision.
- Supporting the extension and expansion of medical training capacity in primary, community, and secondary care.
- Leading the Reducing Pre-registration Attrition and Improving Retention (RePAIR) Programme which aims to:
 - facilitate high-quality practice learning environments for pre-registration nursing, midwifery and AHP students
 - enable stakeholders to assist students in their final year of learning to successfully enter employment
 - support newly qualified registered nurses in their early career to ensure retention.
- Supporting the Clinical Placement Expansion Programme and the three place-based placement expansion facilitators to develop a fair-share model and strategically planning to meet workforce gaps across SHCP.
- Working with SHCP to provide workforce data and intelligence to support placement capacity and retention.

**Growing for the future by:****Critical care workforce**

- Supporting the expansion of critical care services using workforce data with NHSE/I.
- Promoting the critical care wellbeing offer to support and retain the current workforce.

Advancing practice (AP)

- Appointing an ICS AP Lead to support with active engagement in understanding and promotion of AP.
- Supporting and commissioning a cohort of learners to start the Advanced Clinical Practice (ACP) MSc three-year training pathway in 2021/22. There is a target of 300 learners across the region and SHCP will be able to access this programme.
- Developing action learning sets for ACPs in mental health and primary care.
- Supporting mental health ACP pharmacists to work in collaboration with London, KSS School of Pharmacy.

Allied health professions

- Funding an ICS AHP Faculty Lead to support the ICS AHP Workforce Programme Director, AHP Council and AHP Faculty.
- Supporting the delivery of the ICS's AHP workforce plan that will:
 - build and strengthen the AHP leadership and influence across the ICS to support widening participation and EDI initiatives
 - focus on key AHP recruitment and resourcing to ensure the sustainability and growth required to meet the NHS Long Term Plan and People Plan ambitions e.g. placement expansion, careers promotion and work experience, return to practice and apprenticeships
 - support AHP retention and transformation through AHP education and development, early careers support, the support workforce and career pathways, digital technologies, enabling new ways of working and AP
 - maximise the AHP contribution to COVID-19 recovery including elective care, diagnostics, and rehabilitation.

**Growing for the future by:****Postgraduate medical and dental education**

- Managing pressure and impact of COVID-19 on training capacity for undergraduate and postgraduate medical and dental trainees as well as physician associates.
- Extending postgraduate medical training posts impacted by COVID-19. Trainee posts affected in SHCP will be confirmed once full assessments are completed.
- Supporting the expansion of GP training and change in GP training curriculum by developing the structure of the GP School training programme across KSS. This will ensure additional experience for trainees in primary care settings.
- Developing additional foundation training posts to reflect the increase in undergraduate medical students who will graduate from 2023 onwards. At full capacity we expect an increase of around 30% in the number of foundation doctors across KSS, from a baseline of 900. We will work with the ICS when making decisions about the location and specialty of these posts.
- Managing medical and dental education quality aligned with the HEE Quality Framework.
- Identifying and supporting the gap between attainment levels of different groups of doctors with a focus on equality and diversity.
- Aiming to fill all hard to recruit medical training posts, e.g. higher specialist training in psychiatry and emergency medicine.

Nursing and nursing associates

- Working with SHCP ICS to explore and address the ongoing constraints around the supply of registered nurses after considering the expected growth in 2021/22, by:
 - supporting at least 161 trainee nursing associates across 2021
 - launching an online work experience platform for summer 2021 focusing on nursing careers for young people
 - delivering a return to practice online engagement event for autumn 2021, this will be for return to practice leads to receive latest updates, network, share best practice and ensure a more standardised approach across the region
 - hosting a regional pre-registration postgraduate nursing summit for key partners to discuss how to best support this route into nursing across the region
 - introducing a transition into employment programme for final year student nurses
 - collaborating with NHSE/I on the international nurse recruitment programme.

**New ways of working and delivering care by:****Workforce challenges**

- Addressing workforce challenges through workforce optimisation and redesign including introducing new roles and ways of working.
- Facilitating workforce tools workshops for example HEE STAR, Six Steps to workforce planning, and Clinically Led Workforce and Activity Redesign (CLEAR) principles, based on requirements.

Strategic system oversight and decision making

- Providing funding to develop new ways of working that enables an informed system-approach and improving engagement with practitioners to ensure a service viewpoint informs strategic oversight and decision making.
- Supporting the development of networks for healthcare scientists and independent prescribers.
- Encouraging a system-wide approach to advancing practice.
- Spreading and adopting personalised care.

Digital literacy

- Supporting workforce development through promoting digital education.
- Using the most effective evidence-informed technology and techniques supported by the HEE Technology Enhanced Learning (TEL) programme.

Education and training

- Working in partnership with NHSE/I to increase the diagnostic workforce capacity and capability by introducing a SE Imaging Training Academy, and a SE Endoscopy Training Academy.
- Working in partnership with NHSE/I in the introduction of community diagnostic hub.
- Establishing a SE School of Public Health in 2021/22 and investing in the public health practitioner programme and public health training posts.
- Developing the ICS Primary Care Training Hub in SHCP.

**Delivering priority clinical programmes by:**

Cancer and diagnostics	<ul style="list-style-type: none">• Providing opportunities for training grants to support upskilling for specialist cancer, and chemotherapy nursing, clinical endoscopy, and reporting radiography.
Primary care	<ul style="list-style-type: none">• Expanding the number of high-quality training placements, educator roles, and supervision capacity.• Continuing to work in partnership with SHCP and their Primary Care Networks.• Collaborating with NHSE/I to deliver the Additional Roles Reimbursement Scheme (ARRS) and ensure retention of the workforce.
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Thank you and how to contact us

We would like to thank all our partners and the people who work with and for HEE. It is your enthusiasm and commitment that will mean we can deliver this plan and make a difference for people in the South East.

If you have any questions or comments on this document, please get in touch with us corporatebusinessteam.se@hee.nhs.uk

Summary of acronyms

Acronym	Full Text
A	
AHP	Allied Health Professions
ARRS	Additional Roles Reimbursement Scheme
B	
BAME	Black, Asian, and Minority Ethnic
C	
CCG	Clinical Commissioning Group
CCT	Certificate of Completion of Training
CYP	Children and Young People
E	
EDI	Equality, Diversity and Inclusion
G	
GPhC	General Pharmaceutical Council
H	
HCS	Healthcare Science
HEI	Higher Education Institutes
HSST	Higher Specialist Scientist Trainee Programme
I	
IAPT	Improving Access to Psychological Therapies
ICS	Integrated Care System
K	
KSS	Kent, Surrey, and Sussex
M	
METIP	Multi-professional education and training investment plan
MSc	Master of Science

Acronym	Full Text
N	
NHSE/I	NHS England and NHS Improvement
NSHCS	National School of Healthcare Science
P	
PA/PAs	Physician Associates
PCN	Primary Care Network
PGMDE	Postgraduate Medical and Dental Education
PTP	Practitioner Training Programme
Q	
QI	Quality Improvement
R	
RN	Registered Nurse
RNDA	Registered Nurse Degree Apprenticeship
RM	Registered Midwife
S	
SAS	Specialty and Associate Specialist
SRO	Senior Responsible Officer
STP	Scientist Trainee Programme
T	
TNA	Trainee Nursing Associate

Health Education England
July 2021

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