

LEARNING ENVIRONMENTS ASSESSMENT & PLACEMENTS (LEAP) STRATEGY 2021-2022

Growing our workforce, training our people, working together differently



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Learning Environment, Assessment and Placements (LEAP) Strategy

1. Introduction

Health Education England (HEE), an arm's length body of the Department of Health and Social Care, is assisting the Humber Coast and Vale Partnership (HCV) Integrated Care System (ICS)¹ with opportunities to test and deliver workforce transformation and new education approaches, through targeted investment. Appendix A provides a summary of the HCV ICS investment awarded by HEE to date. Investment criteria requires the HCV System to design and deliver a HCV clinical placement strategy and plan. The 'System' is defined as; "...the whole area's health and care partners in different sectors, [who] come together to set direction and to develop economies of scale"².

This Learning Environment, Assessment and Placements (LEAP) Strategy seeks to fulfil HEE investment criteria. It is aligned with the purpose of the NHS England and NHS Improvement (NHSE&I) strategy [We are the NHS: People Plan 2020/2021 - action for us all \(People Plan\)](#), and the strategic role and position of the North East and Yorkshire (NEY) Regional People Board who set the direction for the regional implementation of the NEY future health and care workforce.

The LEAP strategic purpose is inextricably linked to the following chapters of the People Plan:

- Chapter 3 – New Ways of Working
- Chapter 4 – Growing for the Future

It is an additional [underpinning strategy](#) of the:

- [HCV Long Term Plan](#)
- The NEY Regional People Board³ Strategic Framework and
- HEE's NEY Regional Learning Environment and Placements Strategy⁴

It contributes to the delivery of the HCV shared vision "*start well, live well and age well*" through targeted investment that will support and deliver HCVs workforce.

Other interdependent Strategies, Plans and Projects include:

- [HCV Health and Social Care Workforce Consortium Delivery Plans](#)
- [HCV Digital Fast Forward Strategy](#)

¹ <https://www.england.nhs.uk/integratedcare/what-is-integrated-care/>

² <https://www.england.nhs.uk/wp-content/uploads/2019/06/designing-integrated-care-systems-in-england.pdf>

³ As per briefing shared at November 2020 meeting, pending publication on the website

⁴ To be published

- [HEE Clinical Placement Expansion Programme](#)
- [HEE Reducing Pre-registration Attrition and Improving Retention \(RePAIR\) project](#)

1.1. Strategic Scope

The scope of the HEE investment is concerned with pre-registration, non-medical, multi-professional health, and care students. The scope of this strategy, however, is concerned with *all learners*. The investment will implement improvements that can benefit learners actively pursuing health and care careers (e.g., both non-medical and medical undergraduate students) and those seeking routes into Health and Care careers⁵, (e.g., work experience, apprenticeships or people returning to practice).

1.2 LEAP Vision & Values

Engagement with a wide range of HCV stakeholders, including pre-registered students has developed our LEAP strategic vision and values.



VISION

Together, we're creating a healthier Humber Coast & Vale, where every learner has the opportunity, the support and the infrastructure to thrive in their chosen health or care career.



VALUES/PROCESS

We want learners to have **ownership**; we believe in **equality**; we want to foster a sense of **belonging**.

Doing the right thing....

We improve learning experiences through **collaboration**; we use **agility** to make change at speed and scale; we encourage **Preparation** to enhance the learning experience.

...by doing things right.

1.3 Strategic Aims

This strategic plan will develop and improve Learning Environments, student Assessment pathways and increase the number of Placements for all learners. Places within the HCV ICS have identified the case for change and workforce aspirations for their areas that can be supported by this strategy. All HCV plans highlight the value of health and care service system integration, as reinforced in the HCV Local System People Plan 2020/21⁶. Building System ownership, integration, and consistency for all

⁵ <https://www.nhsemployers.org/-/media/Employers/Publications/Workforce-Supply/Routes-into-the-NHS.pdf>

⁶ September 2020

learners, wherever they are in the HCV ICS, are therefore recognised as key principles that will strengthen LEAP delivery plans. Through this approach, the transformation achieved from a series of funded LEAP projects, will deliver local health and care service sustainability when the investment has ended, promoting a supportive education culture for the entire workforce.

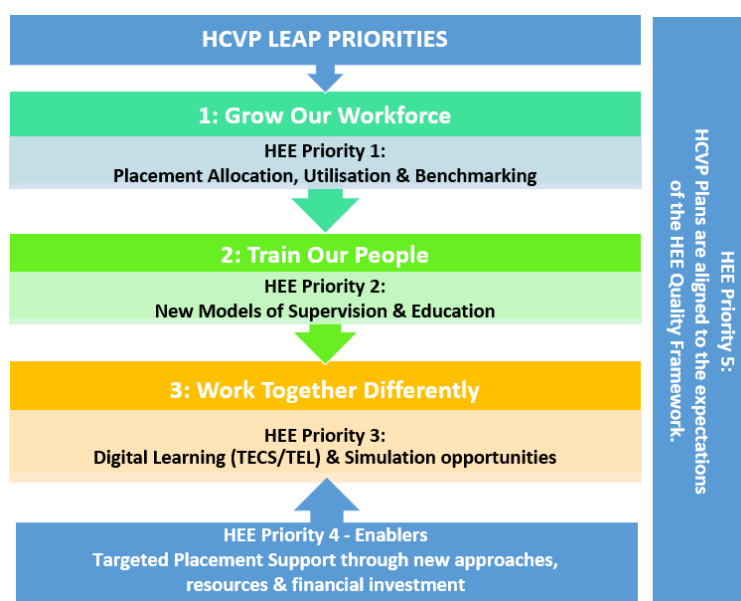
1.4 Strategic Priorities

LEAP Strategic priorities and five initial outputs are focussed on the following calls to action within the People Plan:

- **Grow our Workforce (Better Futures)**
 - 1 *Create a sustainable, high quality, clinical placement circuit*
- **Train our People (Better Experiences)**
 - 2 *System-wide, high quality placement opportunities are maximised*
 - 3 *Assessor and Supervisor leadership capacity/capability is developed*
- **Work Together Differently (Better Choices)**
 - 4 *Digital learning is a sustainable delivery and placement expansion solution*
 - 5 *The range and number of practice learning opportunities are increased, system-wide*

Figure 1 demonstrates how each of the priorities reflect three of HEEs key priorities. HEE Priority 4, ‘targeted placement support’ enables the HCV to deliver through new approaches, resources, and financial investment. We will benchmark our improvement initiatives with HEE’s Quality Framework⁷ (HEE Priority 5) to achieve compliance.

Figure 1: HCV LEAP Strategic Purpose & Priorities



⁷ [HEE Quality Framework](#)

2 System Level Governance Arrangements

LEAP Governance and accountability arrangements are outlined in Appendix C. They enable the HCV Workforce Board and HEE to understand how this strategic plan will be delivered and monitored. In summary:

- The Programme Manager and Senior Suppliers will be members of the LEAP Programme Team, overseeing the prioritisation of outline proposals used to secure HEE investment. They will monitor delivery, performance and manage risk.
- The LEAP Programme Team will be supported by three time-limited delivery groups aligned to the LEAP strategic priorities, with responsibility for operational coordination and delivery of approved programmes.
- Information flows, assurance, programme updates, approval of outline proposals, escalation of risk and/or requests for support will be to the HEE Workforce Transformation Group and as appropriate, the HEE HCV/NEY EELE Governance structure.
- The HCV Healthcare Partnership Workforce Board approved this HCV LEAP Strategy, receive regular progress report updates from the HEE Workforce Transformation Group and hold the Senior Responsible Officer and Senior Suppliers to account for its delivery.
- The Chair of the HCV Healthcare Partnership Workforce Board is a member of the NEY Regional People Board, providing further assurance that the strategy contributes to the delivery of HCV workforce plans at regional level.

2.1 The Placement Allocation Network

It is anticipated that the only group to continue beyond the lifetime of LEAP funding, will be the Placement Allocation Network. Members will include Higher Education Institute Student Placement leads and Placement Provider Learning and Development leads from within the HCV geography. Partners will collaborate as part of a longer-term Partnership arrangement to ensure strategic and operational oversight of student placement allocation. The initial remit will be to:

- develop methodologies for agreeing fair share placement allocation arrangements that will maximise placement capacity and utilisation across all HCV areas
- improve communication between Partners, including operational Learning Facilitators and Practice Educators, to secure a more consistent approach to understanding placement capacity and allocation practices across the region.

- Ensure student curriculums compliment and reduce the incidence of placement peaks and troughs in practice throughout the year.

Members will work closely with LEAP Programme Management resources, Delivery Groups and Locality Placement Capacity meetings as subject matter experts, where funded programmes of work require their input, guidance, and oversight.

3 HCV Partnership Engagement – Creating a Distributed System

The wider aspiration for the LEAP Strategy, is that a Programme Management approach will facilitate a community of practice, where system partners collaborate and work together on projects that add the most value where it makes sense to do so. This strategy has been co-produced, with a wide range of stakeholders throughout the HCV geography to agree how HEE investment can support the local delivery of NHS People Plan objectives. A stakeholder analysis identified over 40 key stakeholder groups, their influence on the strategy and their interest. Communication needs and frequency were highlighted, and dedicated expertise has developed a stakeholder engagement and communications plan and will evaluate the effectiveness of that engagement.

The aim will be to secure System Partner awareness of this strategy; a key enabler for the strategy to work, will be for all stakeholders to recognise their role and responsibilities towards the delivery of the strategy and progress the current arrangements from a predominantly hospital-based system of clinical placements, to a more distributed system through an asset-based approach. The expectation must be set for more education and training to take place in a broader range of settings and this engagement will motivate system partners to influence, support and sustain implementation.

4 Delivering the LEAP Strategy

We will utilise the LEAP strategy and targeted investment to support innovation and expansion, that achieves longer term, sustainable LEAP transformation. Whilst the impact of COVID-19 is catastrophic and the demand unprecedented, transformation can happen during disruption when System Partners, teams and individuals are:

- empowered to deliver value and business change, and
- supported to make space for new ways of working to exist

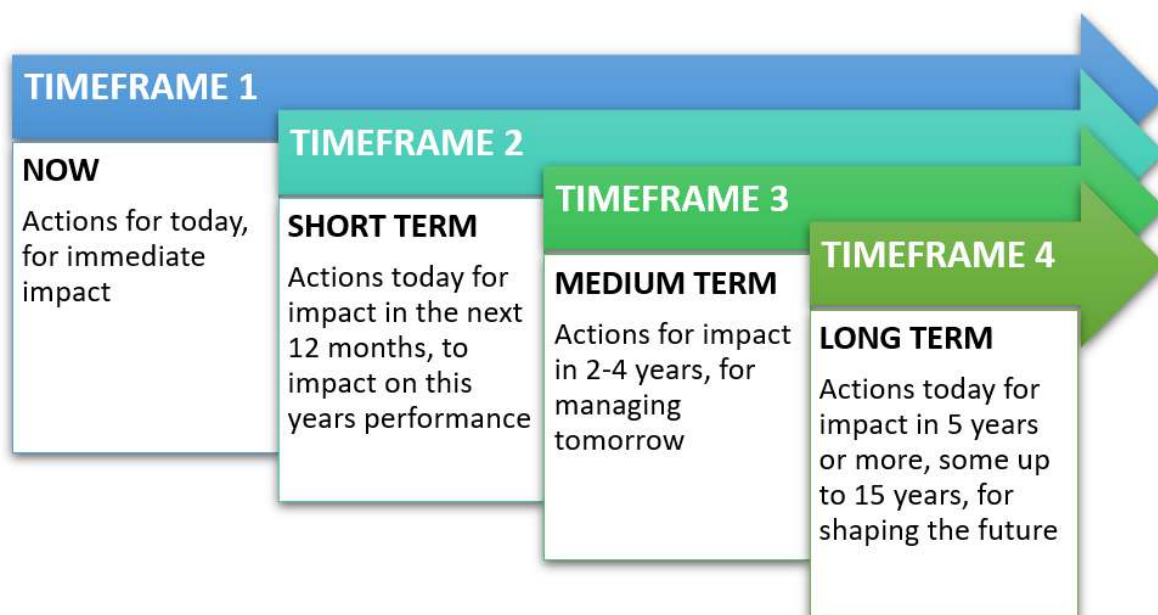
Dedicated, skilled management and capital resources will be invaluable to all stakeholders who have competing demands, both those directly contributing to the delivery and implementation of approved LEAP work programmes and those receiving the benefits of the wider business change and transformation. Specifically, Programme Management resource will be deployed initially in Year 1 to

provide dedicated capacity for portfolio working aligned to the LEAP Strategic Priorities. Their role will be to:

- Balance each work programme’s timeframes, budgets, and overall scope, supporting LEAP Delivery Groups to meet their objectives
- Oversee the individual tasks needed to move each programme forward toward completion
- Improve productivity and morale to ensure the best use of stakeholder time and energy, with the aim of leading to greater LEAP efficiencies
- Support the analysis and evaluation of outcomes relevant to each funded programme.

4.1 LEAP Strategy Delivery Plan

A comprehensive LEAP Strategy Delivery Plan will be developed and will include programmes approved in 2019/20 and those approved for 2021/22. To ensure consistency, Impact Timeframes have been aligned to those detailed within the NEY Regional People Board strategic briefing (November 2020)⁸. As recommended, these should recognise that People and workforce matters span several timeframes, from very short term to very long term, with reinforcement that where a timeframe is longer, there is a greater opportunity to create more sustainable workforce change. These are described as follows:



Whilst the initial delivery plan for this Strategy largely considers short term proposals, it is anticipated that new programme proposals will arise from stakeholder collaboration and new ways of working, either supported by new investment or achieved through more efficient ways of working. Through

⁸ URL to briefing to be added when published

the identification of unmet need delivered through system-wide solutions, this will promote opportunities for the LEAP Strategy and Delivery Plan to be reviewed, to mature and/or be consolidated with the local HCV People Plan as it evolves, making sure LEAP principles remain effective and add value.

4.2 Performance Monitoring & Sustainability

Time limited Programme Management resource will create a climate for change by accelerating the delivery of short-term goals that add value to stakeholders and achieve results. Ideally this will be over a 9-12-month period before investment ends and the possibility of new investment for additional programmes is secured.

This will facilitate:

- Initial work to articulate the scope, requirements, outputs and exit strategy for each programme
- Stakeholder engagement/confidence and the identification of those best placed to sustain new arrangements at the earliest opportunity.
- Financial forecasting, to take the costs of sustaining value/change into account, utilising for example:
 - ~ Increased placement tariff income, achieved through placement expansion and/or efficiency savings
 - ~ opportunities to pool/consolidate existing resources to deliver integrated business change where there is the most value in doing so

Reporting arrangements for each investment will be produced in accordance with HEE's monitoring requirements. Each work programme will be developed into a programme brief detailing:

- Budget, duration, project team members and background
- Alignment to LEAP strategic priorities, results, and the overarching project objective
- Anticipated project outputs, timescales, and the method of evaluation/measurement
- A scored Issue/Risk Log with mitigation and mitigation gaps
- Project Governance Arrangements
- Forecast Budget Arrangements including Year 1 and for subsequent years as part of the exit strategy for the programme and business as usual. This should include how the system transformation/changes will be funded and by whom.

With the Programme/Project Managers, LEAP Delivery Group members will be responsible for:

- Operational coordination, risk management and delivery of their assigned Programmes

- Information flows, assurance, and programme updates.

Where members are unable to manage a programme risk, escalation and/or requests for support will be to the LEAP Project Team in the first instance.

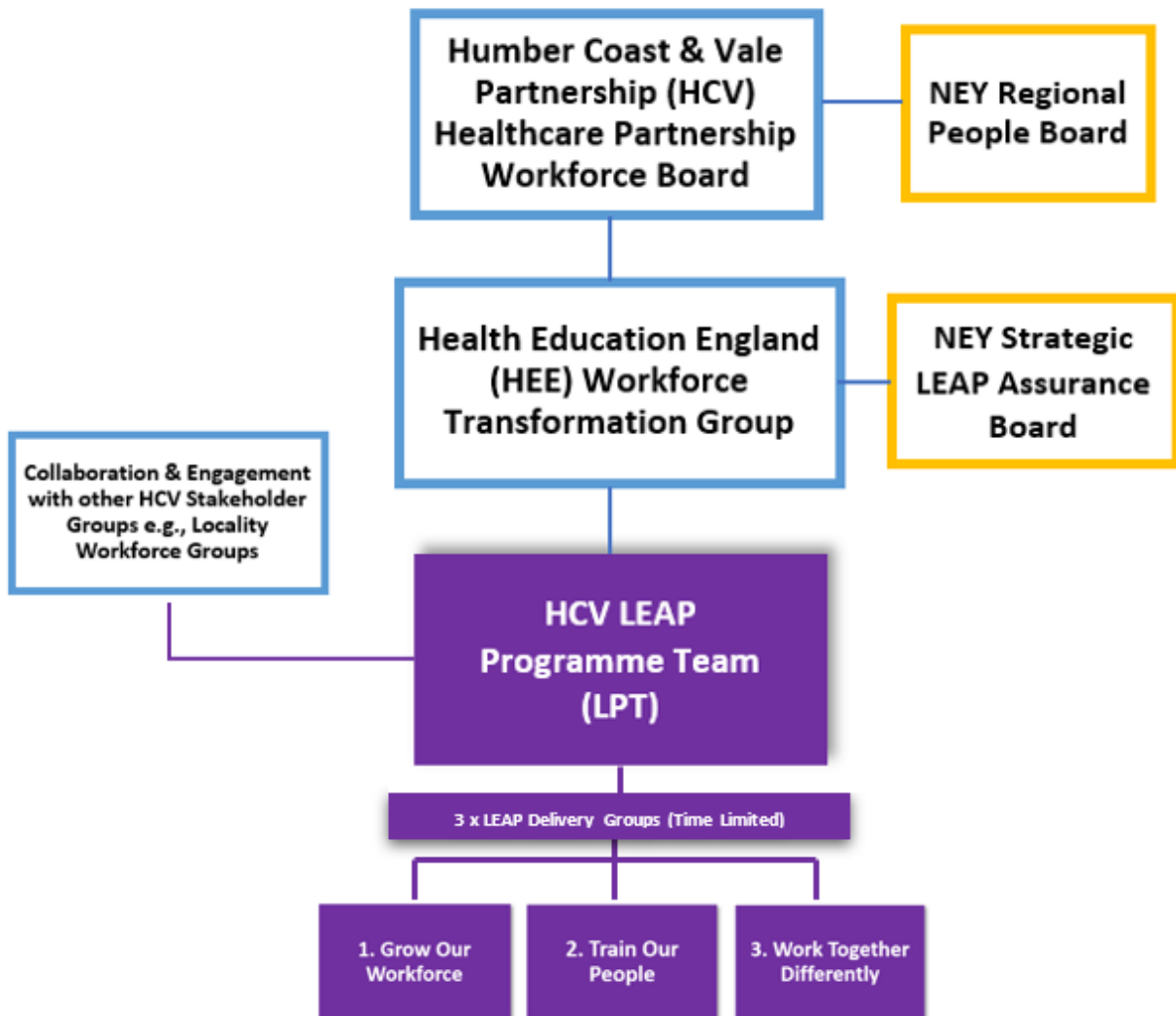
Through their involvement, System stakeholders, supported by dedicated Programme Management and capital investment, will ultimately be delivering clearly specified, relevant workforce benefits and outputs of the NHS Long Term Plan and the People Plan. Other metrics will be connected, but not limited to the NEY Regional People Board Workforce Insight Report which includes a wide range of data to inform workforce performance, immediate workforce risks/mitigations, workforce supply to meet future health and care workforce needs and external regional workforce targets. The Workforce Insight Report suggests that data will include variables relating to existing and future workforce:



- Workforce size, diversity, attendance and absence, vacancy rates and bank/agency use
- the training pipeline, placement sufficiency and quality.

This will directly support the NEY Regional People Board to make informed strategic business workforce decisions for the HCV, including opportunities to understand future workforce planning that can inform future education, training, and capacity needs.

Health Education England Investment Awards 2020-2021				
Placement Management Fund (2019) £50k	Place Based Pilot (2019/20) £50k	Clinical Placement Expansion Programme (2020) Circa £300k	Enabling Effective Learning Environments (2019/20) £375k	Enabling Effective Learning Environments (2021/22) £611k


Appendix C: LEAP Governance & Accountability Structure




Learning Environments Assessment & Placements Programme (LEAP)

Humber Coast & Vale LEAP Strategic Plan 2021-2022



VISION

Together, we're creating a healthier Humber Coast & Vale, where every learner has the opportunity, the support and the infrastructure to thrive in their chosen health or care career.



VALUES/PROCESS

Equality

Ownership

Belonging


Doing the right thing....

Collaboration

Agility

Preparation

...by doing things right.



GROW OUR WORKFORCE


Better Futures

- 1

Create a sustainable, high quality, clinical placement circuit

 - ARC Placement Allocation Software
 - Capacity Benchmarking, audit & validation
 - Forecast Student Recruitment
 - Develop PARE & consolidate placement capacity/activity
 - Support API arrangements
 - Develop a Humber Coast & Vale Placement Partner Agreement – Fair Share Methodology
 - Develop Joint Humber Coast & Vale Placement Allocation/Utilisation Policies & Procedures

TOGETHERNESS



TRAIN OUR PEOPLE

Better Experiences

- 2


System-Wide, high quality placement opportunities are maximised

 - Pilot – Hub & Spoke Place-Based Pilots
 - Evaluate – Hub & Spoke Place-Based Pilots
- 3

Assessor & Supervisor leadership capacity/capability is developed

 - Pilot – Coaching/Mentoring Partnership model for Practice Educators
 - Pilot – Leadership Practice Learning Placements
 - Produce/publish Educator/Student Resources
 - Evaluate – Practice Assessment Documentation

IMPACT



WORK TOGETHER DIFFERENTLY

Better Choices

- 4

Digital learning is a sustainable delivery & placement expansion solution

 - Pilot – Digital Indirect clinically relevant learning (TEP/TEL)
 - Pilots – Blended Learning Experiences (Simulation; V/R & 360° immersive technology)
- 5

The range & number of practice learning opportunities are increased system-wide

 - Identify current/emergent placement capacity for pre-registration professionals
 - Pilot – Flexible Placement Collaborative/Place Models and Out of Hospital Placements

INFRASTRUCTURE