Local Education Training Boards (LETBs) Development Stakeholder Event

Thursday 14 June 2012
10am-3.30pm
Park Plaza Westminster
Welcome
Professor Mike Spyer
Chair, NHS London
We have an invaluable opportunity to develop London’s Healthcare Workforce and improve the quality of patient care

• Since the release of “Developing the Healthcare Workforce” London’s education and workforce development community has been engaged in planning a new approach to developing the Healthcare workforce in London

• In October 2012, the HEE authorisation process will test these plans. We must be ready for that challenge ensuring on the way that we retain the talent we have in London

• The work we are doing now represents a once in a generation opportunity to take the great work we have done to develop London’s Healthcare workforce and to build on it to make it still better

• This is an opportunity to put London’s employers at the heart of developing the healthcare workforce bringing it closer to service delivery and making a real impact on patient care

• Today is your chance to hear about the emerging designs and to influence their future shape
<table>
<thead>
<tr>
<th>Time</th>
<th>Topic</th>
<th>Presented by</th>
</tr>
</thead>
<tbody>
<tr>
<td>10.00am</td>
<td>Welcome</td>
<td>Prof Mike Spyer</td>
</tr>
<tr>
<td>10.05am</td>
<td>Introduction to the Programme</td>
<td>Laurie McMahon</td>
</tr>
<tr>
<td>10.10am</td>
<td>The Future Context for Education and Training</td>
<td>Sir Keith Pearson</td>
</tr>
<tr>
<td>10.20am</td>
<td>The LETB Visions for London:</td>
<td>Prof David Fish</td>
</tr>
<tr>
<td></td>
<td>• South London LETB</td>
<td>Prof Anne Greenough</td>
</tr>
<tr>
<td></td>
<td>• North West London LETB</td>
<td>Heather Lawrence</td>
</tr>
<tr>
<td></td>
<td>• North Central East London LETB</td>
<td>Prof Chris Fowler</td>
</tr>
<tr>
<td>11:00am</td>
<td>‘Open Access’ session &amp; coffee</td>
<td>Laurie McMahon</td>
</tr>
<tr>
<td>12.30pm</td>
<td>Lunch</td>
<td></td>
</tr>
<tr>
<td>1.15pm</td>
<td>Exploring the Arrangements – Preparation</td>
<td>Laurie McMahon</td>
</tr>
<tr>
<td>1.45pm</td>
<td>Exploring the Arrangements – The Open Conversation</td>
<td>Laurie McMahon</td>
</tr>
<tr>
<td>2.45pm</td>
<td>Coffee break</td>
<td></td>
</tr>
<tr>
<td>3.00pm</td>
<td>What we have learned</td>
<td>LETB Design Leads</td>
</tr>
<tr>
<td>3.15pm</td>
<td>Closing words</td>
<td>Dr Anne Rainsberry</td>
</tr>
</tbody>
</table>
The LETB Visions for London
14 June 2012
London LETB Principles

• Three LETBs for London, led by employers in partnership with key stakeholders
  – Allocations made from HEE to individual LETBs
  – Accountable bodies for education, training & workforce planning
  – Require means to exercise authority invested in them
  – Employer-led with input from key stakeholders

• Complete the roll-out of the MDECS process
  – Fewer direct commissions for individual placements – all medical and dental commissioning through Lead Providers
  – Lead Providers take up QA responsibilities in relation to individual placements/rotations
  – Potential development of LP model to i) multi-specialty, ii) integrated primary & secondary care, iii) multi-professional education
London LETB Principles (2)

- **Setting a direction of travel**
  - Local where possible, centralised where necessary
  - Move to planning and commissioning education and training on a multi-professional basis which is across a care pathway and patient focused

- **Focus on efficiency**
  - Establish a shared service working to the LETBs to deliver functions that are most effectively done together across London
  - Requirement to meet challenging reductions in running costs
  - Commissioning support from other agencies as well, eg CfWI to provide certain workforce analysis

- **Safe transition**
  - The LETBs are committed to safe transition
  - The model proposed allows for certain current NHSL/PGD functions to be integrated in a single shared support service
  - Some functions will transfer to individual LETBs and LPs at the outset, others can follow and those elements that are best delivered once for all three LETBs have a sustainable basis for the future.
South London Local Education and Training Board

Anne Greenough

14 June 2012
The vision

• Local NHS employers and stakeholders directing and being accountable for the investment in workforce education and training of the whole healthcare workforce.

• Supporting the effective delivery of services by the continuum of education and training from initial professional education through to continuing personal/professional development
Primary design principles

Set out in *Liberating the NHS: Developing the Healthcare Workforce from Design to Delivery* and the advice given by the Future Forum:

- Greater accountability for all providers to plan and develop their workforce, whilst being professionally informed and underpinned by strong academic links
- Aspiring to excellence in training and a better experience for patients, students and trainees
- Supporting NHS values and behaviours to provide person-centred care
- Supporting the development of the whole workforce, within a multi-professional and UK-wide context
- Supporting innovation, research and quality improvement
- Providing greater transparency, fairness and efficiency to the investment made in education and training
- Reflecting the proposed, explicit duty of the Secretary of State to secure an effective system for education and training
Constituency and engagement in South London

- A partnership of NHS service providers, higher education institutions and key stakeholders.
- A project board with representation from across south London established to develop plans for the LETB and meets monthly.
- Each of the members of the project board inform and provide feedback from the constituency they represent through their network events.
- The design lead and other board members present at network events.
- Monthly events for all stakeholders and a fortnightly bulletin.
- The South London HIEC networks have been built on to facilitate the development of the LETB. All documents/relevant news items are put on the HIEC web-site, which contains a FAQ section.
- All CEs, CSG chairs and the Board signed off the Pathfinder application.
<table>
<thead>
<tr>
<th>Stakeholder group</th>
<th>Board member</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chief executives</td>
<td>Miles Scott (Chair) (St George’s Healthcare Trust)</td>
</tr>
<tr>
<td></td>
<td>Stuart Bell (South London and Maudsley Mental Health NHS Foundation Trust)</td>
</tr>
<tr>
<td></td>
<td>Kate Grimes (Kingston Hospitals NHS Trust)</td>
</tr>
<tr>
<td></td>
<td>Tim Higginson (Lewisham Healthcare NHS Trust)</td>
</tr>
<tr>
<td>Medical leads</td>
<td>Cleave Gass (St George's Healthcare Trust)</td>
</tr>
<tr>
<td></td>
<td>Anne Greenough (King’s Health Partners)</td>
</tr>
<tr>
<td>Academic lead</td>
<td>Anne Garvey (London South Bank University)</td>
</tr>
<tr>
<td></td>
<td>Peter Kopelman (St George’s, University of London)</td>
</tr>
<tr>
<td>Nursing leads</td>
<td>Di Caulfeild-Stoker (St George’s Healthcare Trust)</td>
</tr>
<tr>
<td></td>
<td>Shelley Dolan (Royal Marsden NHS Foundation Trust)</td>
</tr>
<tr>
<td></td>
<td>Hilary McCallion (South London and Maudsley NHS Foundation Trust)</td>
</tr>
<tr>
<td></td>
<td>Geraldine Walters (King’s College Hospital NHS Foundation Trust)</td>
</tr>
<tr>
<td>Dental leads</td>
<td>Peter Briggs (St George’s Healthcare Trust)</td>
</tr>
<tr>
<td></td>
<td>Nick Kendall (Croydon PCT)</td>
</tr>
<tr>
<td>Commissioning consortia lead</td>
<td>Andrew Parson (BBG Lead SE London)</td>
</tr>
<tr>
<td></td>
<td>Marilyn Plant (NHS SW London)</td>
</tr>
<tr>
<td>HR and OD lead</td>
<td>Kevin Croft (Epsom and St Helier University Hospitals NHS Trust)</td>
</tr>
<tr>
<td></td>
<td>Simon Hart (Oxleas NHS Foundation Trust)</td>
</tr>
<tr>
<td>Performance, accountability and finance</td>
<td>Jeremy Brinley-Codd (Guy’s and St Thomas’ NHS Foundation Trust)</td>
</tr>
<tr>
<td></td>
<td>Tony Leonard (Croydon Health Services NHS Trust)</td>
</tr>
<tr>
<td>Health and Wellbeing board lead and social care</td>
<td>Jo Cleary (London Borough of Lambeth)</td>
</tr>
<tr>
<td></td>
<td>Paul Robinson (Wandsworth Borough)</td>
</tr>
<tr>
<td>AHSC/AHSN lead</td>
<td>Laurence Benson (SW London System)</td>
</tr>
<tr>
<td></td>
<td>Helen McCutcheon (King’s College London)</td>
</tr>
<tr>
<td>Cluster representative</td>
<td>Jocelyn Fisher (NHS SW London)</td>
</tr>
<tr>
<td></td>
<td>Ana Selby (NHS SE London)</td>
</tr>
<tr>
<td>AHP lead</td>
<td>Iain Beith (St George’s, University of London &amp; Kingston University)</td>
</tr>
<tr>
<td></td>
<td>Linda Burke (Greenwich University)</td>
</tr>
<tr>
<td>Pharmacy</td>
<td>Ash Soni (Future Forum member)</td>
</tr>
<tr>
<td>GP service provider lead</td>
<td>Nav Chana (Cricket Green Medical Practice)</td>
</tr>
<tr>
<td></td>
<td>Rebecca Torry (Bermondsey and Lansdowne Medical Mission)</td>
</tr>
<tr>
<td>Chair of the South London HIEC</td>
<td>Paul Lincoln (National Heart Forum)</td>
</tr>
</tbody>
</table>
Workforce issues

Building on the work of the partners and the SLHIEC:

• Reconfiguration of service with an emphasis on integrated care
• Developing the workforce to provide care closer to home
• Need to provide care for more patients with LTCs
• Reduction in the number of doctors in training
• Developing a workforce that will improve access to care
• Delivery of care outside the NHS
• Empower staff to change their capabilities throughout their careers
• Training practitioners who can support patients taking greater responsibility for their health and care
Delivery model

- Effective leadership with a shared vision and agreed outcomes, demonstrating professional and clinical legitimacy for joint decisions
- Learning organisation
- Care pathway, patient facing
- Continuity between undergraduate and postgraduate training
- Identifying and creating innovative solutions to long term problems
- Collaboration with other LETBs
- Involvement of the private and voluntary sectors
- Ensure education of the whole workforce, including bands 1-4
Established working groups: governance, operational design, planning, HR, finance and medical and dental education

Agree the LETBs future responsibilities and what won’t be done

- List NHSL workforce directory and Deanery functions
- Registered/unregistered workforce
- Leadership

Innovative workforce planning and strategy

- Map current activities
- What to do together and what by individual organisations
- Further identify local workforce issues
- Implications of changes (e.g. funding, nursing commissions)
- Linking to the CfWI

Nimble education commissioning

- Uni- versus multi-professional
- Understand any short term changes planned by SHA/PGD for 12/13, 13/14
- Contracting and QA capabilities

Harness innovation

- HIEC legacy
- Linkage to the AHSCs
- SHA innovation activities
Overall approach

Identify need for action
• The need for action could be raised by any part of the membership or externally

Validate data and build case
• Either via a task and finish group or the LETB managers will review data gathered via the analytics function and build a case for action.
• If no data are available, then an audit or study of the area would be commissioned

Prioritise and agree action
• Prioritisation of activities will take place at the LETB board meetings
• The role of the managing director will be to ensure that the workload is achievable

Task and finish group
• Once a priority has been agreed, a task and finish group or an existing advisory group will be tasked to address the issue
• They will report through the executive group to the board

Monitor and complete action
• The role of the executive group will be to ensure that the task and finish groups are progressing according to plan; the membership will hold each member to account

Formal approval and input into plans
• Once the recommendations have been completed, the board will authorise changes to the workforce and education plan

South London LETB
Priorities for 2012/13

• A planning approach inclusive of all healthcare organisations, transparent decisions open to professional scrutiny, streamlining the planning process
• Triangulates service and workforce plans and scrutinises them for quality, safety and finance with stakeholder involvement and challenge by finance
• To reduce attrition and ensure professionals are fit for purpose; greater collaboration between HEIs and placement providers
• Process is clinically lead and early involvement of senior staff
• Increase sharing of information between organisations
• Greater consideration in the planning process of the primary care workforce, including outside the NHS
• Planning across care pathways, patient focused, not in professional silos
• Complete roll out of the MDECs process
• Work with other LETBs and ensure planning is done in a national context
• Safe transition
North West London Local Education Training Board (LETB)

Stakeholder Event

Heather Lawrence

14th June 2012
The NWL London LETB will be local to engage employers, clinicians and other stakeholders in South London, North Central, & East London (NCEL).

It will:

- Give employers voice and control on behalf of local patients, allowing innovation to address local issues.
- Be co-terminus with the AHSP/N, CLAHRC and CCG clusters.
- Share functions with other LETBs where this results in the best outcomes.
The NWL plans are being developed by a Delivery Group supported by stakeholder events and the HIEC/AHSP

• Development of the NWL LETB is being led by a Delivery Group, aligned with the HIEC/AHSP

• NWL Stakeholder events on 18 April, 23 May and 30 May highlighted the importance of:
  – Focusing on improving the quality of patient care
  – Viewing training and education requirements through the lens of care pathways
  – Co-producing training, education and workforce planning
  – Engaging effectively with stakeholders
Our vision

- Our LETB will enhance the health of our local population by effective local partnership and innovation to commission and deliver education, training and continuous professional development in new ways to enhance multi-professional working and improved care pathways.

- Taking the best of science, innovation and technology to adopt and diffuse new ways of delivering care through education and training.

- The LETB will bring real benefit to patients locally; improving the quality of care and their experience of healthcare.

- Education and training of staff will drive the commissioner-led transformation of healthcare in NW London: ensuring that staff are empowered to change their capabilities and ways of working, potentially many times in their career.

- We also believe that leadership, team-working, quality improvement and patient safety should be embedded in all education and training programmes.
The NWL CCGs plan significant improvements to patient pathways, which will require changes to education & training.

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td><strong>Localising</strong> routine medical services means better access closer to home and improved patient experience</td>
</tr>
<tr>
<td>2</td>
<td><strong>Centralising</strong> most specialist services means better clinical outcomes and safer services for patients</td>
</tr>
<tr>
<td>3</td>
<td>Where possible, care should be <strong>integrated</strong> between primary and secondary care, with involvement from social care, to ensure seamless patient care</td>
</tr>
</tbody>
</table>

Three overarching principles underpin CCGs’ vision for care in North West London.
The LETB’s guiding document is its 5-year plan for delivering an appropriately skilled workforce. It will update its plan annually. The governance shown above is designed to ensure the plan is aligned with commissioner, pathway, employer and profession plans.
North Central East London Local Education and Training Board

NHSL Exploring the Emerging LETB Operating Model

Chris Fowler

Event Date: 14 June 2012
NCEL LETB – Operational Opportunities

The NCEL LETB will build on:

- HEE guidance as the framework for a high quality and fit for purpose LETB
- A strong and comprehensive local partnership that is effectively AHSN ready
- Existing UCLP focus on raising education quality
- A multi-professional approach to education and training
- A UCLP focus on service reconfiguration

For London:

- Access to national and international leaders to represent and amplify the voice for London
- A joint LETB commitment to deliver lean and efficient support services
- An opportunity to harness London Deanery expertise for the benefit of all professions
NCEL LETB – Operational Vision

• Working in partnership to deliver an operational service to meet local workforce reconfiguration, education and training needs for the highest quality service to patients

• Providing a lean, effective, responsive mechanism for decision making and the funding of activities to drive delivery of excellence within NCEL

• Providing assurance that commissioning activities are arms length to providers
NCEL LETB – Partnership for Excellence

Works in Partnership

Drives clinical excellence

Patient centric

Accountable, transparent and fair

Responsive to local needs

Outcome Focused

Delivers quality

Drives return on investment

Outcome Focused

NCEL LETB Partnership for Excellence

25 June 2012
High-level Target Operating Model

Advisory Council
(LETB representation approved by a simple majority of the Council)

Constituencies
(nominate members on to the Advisory Council)

Membership
(join constituencies)

Membership, Constituencies & Council engagement model shared with AHSN

Process Overview
The LETB seeks input from Council & Constituencies on planning priorities

Strategic Priorities identified by the LETB

The LETB instructs Executive to form Advisory Groups to address specific priorities

LETB Portfolio Managers coordinate the work of the Advisory Groups

Advisory Groups report back to the LETB Board

Hybrid composition’ – Composed of 10-12 Representative and Skills-based members

 LETB Operational Delivery

HEE Mandated Executive Leadership

LETB Portfolio Managers

Advisory Groups

Workforce Reconfiguration Priorities

Service Requirements & Provider Selection

Quality Management

Operations supported by Commissioning Support Services Provider Support Services

Input from Council & Constituencies provided in the form of engagement in LETB Advisory Groups and providing input into planning priorities, recommendations, endorsements, and exception reports to the LETB

North Central
and
East London

Local Education and Training Board
Developing the five year plan

Advisory Council

LETB

5 Year Strategic Plan

Business that must continue
Issues that must be addressed
Long Term Trends
Internal Business Development
Other

INPUTS
- SoS
- DoH
- Regulators / CQC

HEE
- Public Health England
- NHS Commissioning Boards

AHSN
- Advisory Groups
- Constituencies
- Membership
- Other External Stakeholders

OUTPUTS
- WORKFORCE RECONFIGURATION
- COMMISSIONS
- BAU Rollover
- Service Variations
- Novel Commissions
- Interventions
- Business Development
- Other

ENGAGEMENT

ADVISORY RECOMMENDATIONS

DEVELOPMENT OF PRIORITSED PLAN

AGREED PLAN

REVIEW AND ENFORCEMENT OF PLAN

BAU Rollover
Service Variations
Novel Commissions
Interventions
Business Development
Other
<table>
<thead>
<tr>
<th>Date Range</th>
<th>Event Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>By July 2012</td>
<td>LETB development plans in place and LETB geographies agreed and confirmed</td>
</tr>
<tr>
<td>From July 2012</td>
<td>LETB Managing Directors appointed</td>
</tr>
<tr>
<td>July – September 2012</td>
<td>Self-assessment of LETBs against authorisation criteria</td>
</tr>
</tbody>
</table>
| By October 2012            | • Independent LETB Chairs appointed  
• Detailed investment plan for 2013/14  
• Detailed description of the ambitions and priorities that the LETB will address in its first two years, that will form part of the Five-Year Workforce Skills and Development strategy  
• Remainder of LETB executive team appointed (ongoing)  
• Operating model developed and agreed by the LETB shadow board |
| October 2012 – March 2013  | LETB authorisation process                                                                                                                      |
| March 2013                 | Five-Year Workforce Skills and Development strategy available for consultation (to start in April)                                                |
| April 2013                 | LETBs established                                                                                                                                 |