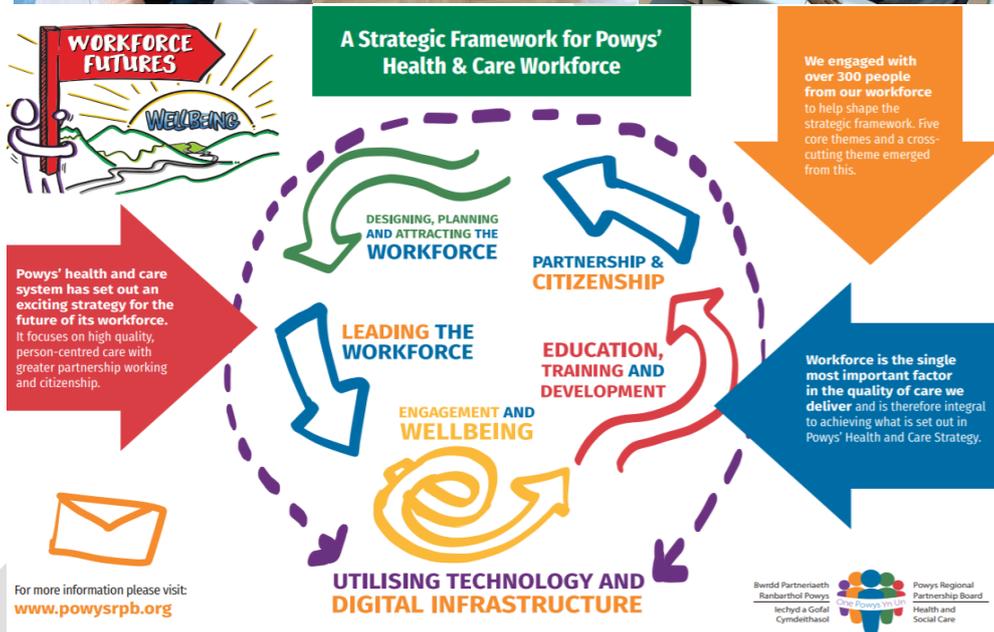


POWYS HEALTH AND CARE ACADEMY: Blueprint for The Future



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1. INTRODUCTION

The Powys Regional Partnership Board (RPB), incorporating the member organisations of Powys Teaching Health Board, Powys County Council and Powys Association of Voluntary Organisations, developed an integrated health and care strategy, 'A Healthy Caring Powys' for 2017-2027. As part of this strategy in January 2020, a Workforce Future Strategic Framework was agreed to take forward key enabling developments in implementing the strategy. This document outlines the collective vision and ambition for the future of Education, Training and Development across health and care, in the form of a Health and Care Academy. It describes a blueprint of a Health and Care Academy Model that will be truly integrated, and core to the delivery of the in-service education, training and development across the county that focuses on direct care, shared care and care delivered through digital, embracing the Welsh language.

Developed with Partners, the Health and Care Academy Model was a concept articulated in the Workforce Futures Strategic Framework and described the need for this model in Powys. It is also part of a Wales-wide response to increase local access to education, training and development across the health and social care sector, specifically focused on the workforce in Powys.

The ambition is clear; activating the Health and Care Academy Model will support the health and care sector in Powys to become the sector of choice, by growing the workforce through local training and education, skills development and leadership. The sector will become an exemplar provider of rural professional and clinical education through modern physical and virtual spaces, combined with a leadership and management talent operating at all levels and across systems. This will enable leaders to develop innovative models of care in a rural setting through technology, education, research and innovation, making sure the health and care workforce including our volunteers and carers can respond to people's needs in a timely way.

The proposed Health and Care Academy model has been developed with partners across the sector through an Executive Steering group, working closely to design a blueprint fit for the future. The concept of operating as a hub and spoke model across the county, offer a practical solution to the geographical footprint in Powys. It will offer modern, practical, academic and digital learning opportunities for staff, volunteers and carers. It will support local achievement of the aspirational health and care outcomes for the communities in Powys through in-service skills development, education and learning, and will have an important impact on the economy of Powys and Wales, by supporting improvements in employment opportunities. The work will connect with the Education Transformation programme for Powys, where there will be improved support for the 16+ Further and Higher Education.

2. STRATEGIC CONTEXT

2.1 National Context

In June 2018, the Welsh Government published 'A Healthier Wales: Our Plan for Health and Social Care'. The ambition of A Healthier Wales is for seamless health and social care, to help people live well in their communities, provide more services closer to or at

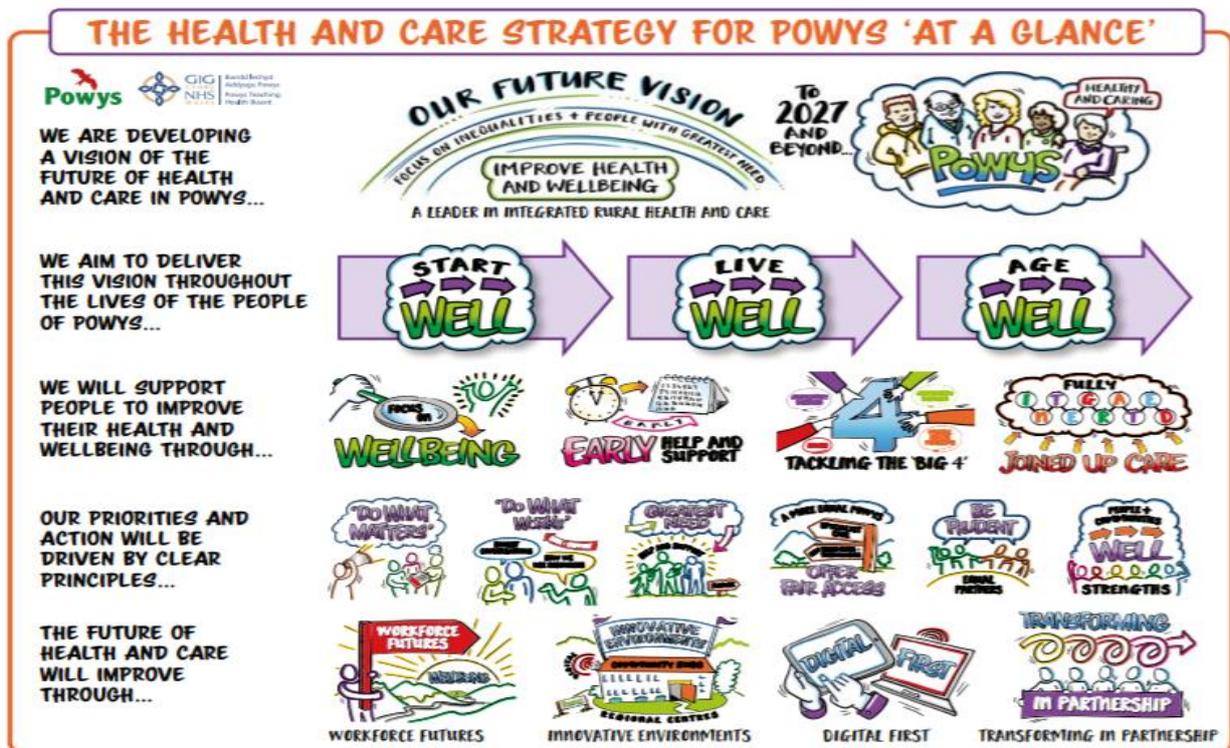
home, so that people only need to use a hospital for treatment that cannot be provided safely anywhere else. The strategy commits to investing in staff through training and development, providing them with the tools, systems and environment to work safely and effectively. Additionally, the Quadruple Aim of 'A Healthier Wales' demonstrates a commitment to both improving leadership and creating high value health and social care through rapid improvement and innovation, enabled data and a focus on outcomes. Part of this is the desire to use technology where possible to create high quality sustainable services, specifically trying to move to a more preventative offer and allowing people to manage their own health.

In the Autumn 2020, Welsh Government launched the National Workforce Strategy which sets out the vision, ambition and approaches that are needed to put wellbeing at the heart of the plans for the workforce. This strategy, developed by Health Education Improvement Wales (HEIW) and Social Care Wales (SCW) in partnership across Wales seeks to develop an inclusive, engaged, sustainable, flexible and responsive workforce in health and social care.

2.2 'A Healthy, Caring Powys'

'A Healthy, Caring Powys' (2017-27), was the first integrated regional Health and Care strategy in Wales. Developed with the people of Powys, it promotes a more holistic way of supporting the health and care needs of communities, with organisations and citizens and communities working together more effectively.

Figure 1: 'A Healthy, Caring Powys': Strategy on a Page



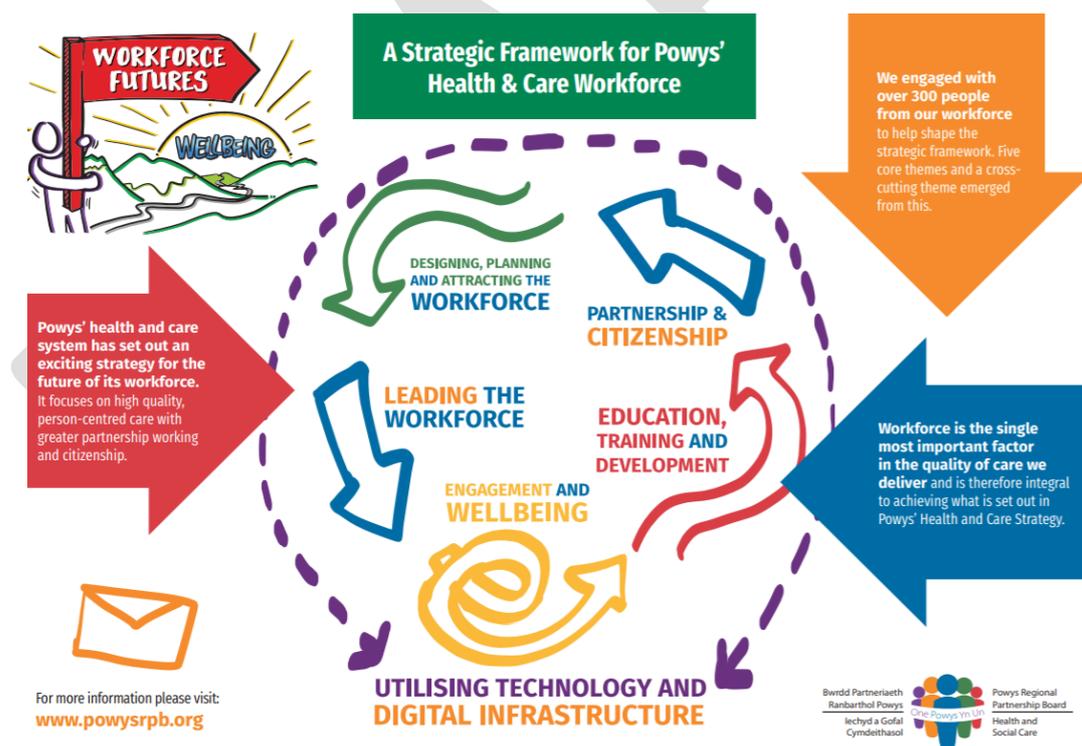
Partners in Powys are conscious of the undoubtedly challenging times ahead, particularly with prolonged austerity, the demographic changes in Powys and the impact of the

COVID-19 Pandemic. There is a compelling need to work differently if services are to be transformed for the future. Key Strategic Frameworks including 'Workforce Futures', 'Digital First', and 'Innovative Environments' act as key enablers in achieving the vision and transforming services. Delivery of the Health and Care Strategy will be critical to improving the social, health, economic, environmental and cultural well-being of Wales as part of Powys's longer-term Wellbeing Plan.

2.3 Workforce Futures Strategic Framework

As a key enabler for the 'A Healthy, Caring Powys', the Framework is designed to enable a strong, cross sector workforce, delivering our aim to improve health and wellbeing with and for the people of Powys. A wide range of individuals and organisations who are part of, and have an interest in the health and care workforce across Powys, helped to influence this Strategic Framework, focusing on 'what matters most' and the priorities for development. Over 300 people contributed to its development including partners, paid staff, carers and volunteers.

Figure 2: Workforce Futures Strategic Framework: Summary



The Framework sets out the high-level strategic priorities to deliver A Healthy, Caring Powys through the workforce and is based on needs, evidence and the views of people gained through engagement. To achieve the ambition, a workforce model that is designed to deliver new models of care, values the contribution of everyone and supports access to high-quality education, learning and development is key. The framework describes the key themes:

- Designing, Planning and Attracting the Workforce
- Leading the Workforce
- Engagement and Wellbeing
- Education, Training and Development
- Partnership and Citizenship
- Cross-cutting theme: Technology and Digital Infrastructure

The Workforce Futures Strategic Framework articulates the commitment to develop a Health and Care Academy. This describes the need to have:

- An approach where the growth of leadership and skills responsive to local need can thrive;
- A multi-agency workforce where people learn and develop together to meet the needs of a rural county and provide seamless health and care services;
- A reputation as a leading provider of health and care education, training and development and is seen as a first-choice employer;
- A flexible workforce making the most of resources, including digital technology, through having the right person with the right skills in the right place at the right time;
- Volunteers and unpaid carers who are recognised and supported as key members of the 'workforce';
- Clinical and professional leadership teams who have more capacity and capability;
- A commitment that increasingly delivers learning and development in the Welsh Language.

It also describes its alignment to other strategic frameworks that enable the Health and Care Strategy to be delivered.

Key Enablers

Utilising the four key enablers of the Health and Care Strategy, provides the foundation on which health and care education, training and development in Powys can develop. The key enablers provide critical support to deliver services, resources, relationships and infrastructure.

Aligned to **Digital First** - An infrastructure support that enables the development of a future proof Health and Care Academy, by supporting the following:

- A stronger infrastructure, providing a platform for learning and education through digital media, tools and technology;
- Information sharing protocols and IT solutions which improve communication and enable agile joint working;
- A workforce that has the skills and knowledge to operate a single health and social care record accessible across agencies;
- Digitally enabled environments that support the workforce to increase the use of digital applications such as health checks, monitors, the e-market place, software for remote consultations and diagnostics, risk stratification tools and artificial intelligence.

Aligned to **Innovative Environments** - The environmental offer that enables an attractive location for educational providers, learners and the wider workforce, by creating the following:

- An innovative built environment, helping agencies to work together to provide care closer to home, learning in state-of-the-art simulation suites and virtual learning;
- Generic and flexible spaces that support agile learning and working;
- Assets that are shared across partners;
- Buildings that are digitally enabled and designed to support wellbeing;

Aligned to **Transforming in Partnership** - A partnership that comes together to lead and activate the future of health and care education, training and development in Powys through:

- Integrated, evidenced-based educational and skills development pathways which are used across multi-agencies and/or multi-disciplinary teams;
- Strategic partnerships that support the delivery of the Health and Care Academy Model;
- Better understanding of the voluntary, third sector and social enterprises requirements to enable more support in the delivery of health and social care services;
- Creating and learning from research, development and innovation that enables better health and care;
- Commissioning and networking integration between primary, community and secondary care services;
- Developing stronger Industry relationships working collectively to support wellbeing.

3. CURRENT POSITION

Overall, Powys is faced with significant workforce challenges, some of which are specific to the county, and some are common on a national level. Common national challenges include shortages in several professions, such as social care workers (particularly in children's services), nurses and doctors, which are likely to persist for some time to come, with some services relying heavily on agency staff e.g. medics, nursing and social workers. Other challenge areas include the domiciliary carer workforce. In social care the current picture of the Welsh legislation and social care registration requirements, now diverging from English requirements, is reducing fluidity across the Wales/England border and thereby increasing the urgency of 'growing our own' social care staff, and retaining them.

Locally, many people working in health and care services are due to retire soon. Although this will not tell the whole story of future staffing level predictions, it is a concerning factor and one that needs consideration in the planned delivery of professional and clinical education, training and learning locally. 65% of unpaid carers are over 50 and 39% are retired. Their health is typically below average, and some carers are now providing more than 50 hours of care each week. Unpaid carers are more prevalent in the south of Powys, particularly around the Ystradgynlais area. The number of unpaid

carers is expected to increase over the coming years due to the increasing ageing population. The number of young carers is also increasing, with most providing up to 19 hours of care. Some young carers, due to their responsibilities, are at risk of missing out on school time, affecting their education and future prospects.

Evidence suggests that a large proportion of the working-age population access education, learning and development outside of county, given there is no 'brick university' within the foot print of Powys, with approximately 500 students each year going out of county to access higher level educational opportunities, equating to £2 million worth of educational funding moving to neighbouring counties and across the border into England.

Population changes mean there may be more older people and fewer younger people living in Powys in the future, and whilst people are living longer, these years are not always healthy. To meet future demand, there has to be a change in the way services are delivered and how the workforce is secured and developed, so that both are affordable and sustainable.

Positively, developments in technology are changing how some health and care services and support are provided. For example, more people can access services in or closer to home, and the workforce is acquiring the ability to operate in a new digital world, supporting more of the communities to receive health and care services in this way. Enabling leaders across the sector are aware of the latest thinking and digital advancements and able to drive forward improvements based on sound research.

There is a strong commitment and contribution from our third sector providers to health and care in Powys. Maintaining, however, the right levels of care delivered in a different way, requires improvements in how volunteers and carers are supported including skills development and ongoing support.

3.1 Current education, training and development provision

There is a strong commitment in Powys to invest in the skills and development of the workforce. Across Health, Social Care, General Practice and Third Sector, there are a range of in-service development opportunities, these span across:

- Statutory & Mandatory training
- Role Mandatory training
- Leadership Training
- CPD training
- Professional and Clinical training

There are in the region of over 200 different types of development opportunities. There is also support for the workforce to access a range of commissioned training, provided by external providers. Some of our commissioned training is delivered locally, and some is delivered outside of county. There is an investment to capitalise on the national Continuing Professional Development offers for the workforce i.e. Health Education and Improvement Wales & Social Care Wales and Academi Wales initiatives.

On average a professional/clinician will spend 18.5 days annually undertaking CPD*. Other healthcare supporting roles spend on average 1.5 days annually undertaking statutory and mandatory training**.

The current education, training and development model satisfies the immediate need, however, will not be fit for purpose in the future. There is a heavy investment across partners in education, learning and development, which is resource intense and often provided within silos. There is currently no central/combined coordination of the wide learning offer, which sometimes results in duplication across the system. Individual organisations design and manage organisational and professional specific training, however modern training space is sparse, with organisations outsourcing for training space. Pooling efforts could redirect time and resources to other pertinent work, and ensure efforts are put to best use.

There is a newly established Innovation and Improvement hub, which is a vehicle for formal collaboration amongst partners interested in improving rural health and care, as well as influencing local and national policy and strategy. This has strong connections to the education, training and development agenda.

*SCW – 15 days for social workers; RCN – 27 days for nurses; **GMB** – 30 days for Medics.

**Statutory and Mandatory requirements across Health and Social Care

3.2 Gaps and opportunities

A comprehensive assessment has been undertaken in understanding the gaps and opportunities that exist. These are summarised as:

- A truly integrated health and care training offer and/or central coordination and planning model doesn't exist. This is not too dissimilar to other parts of Wales and/or across the UK.
- The Leadership development offer is more developed and spans across both sovereign bodies in county, however, there is more work to do to open this up for the third sector and potentially wider public sector organisations.
- Training placements for social workers are delivered through Open University (OU), and no current formal agreement with brick universities in Wales and/or across the borders into England exist. There is further work to do around the engagement with academic partners and the development of mentors within the system to support an increase in trainee social care workers placements. Also, there is an age requirement for the social care worker degree (18 years), a consideration of a career pathway from 16+ to 18 bridge this gap is required.
- The academic element of the nursing degree/social work degree is delivered either out of county and/or via OU. National colleagues (HEIW and SCW) are keen to work with local regions across Wales to upscale new in-reach educational opportunities, combined with blended models of learning. Powys would be an ideal location for some of this national work to take place.
- The majority of Primary Care & Medical education and development is managed separately, again this is not too dissimilar to other areas in Wales. The Welsh Deanery however is keen to work with Powys as a region to train more medics in a rural setting through credentialled programmes such as Rural Care and Palliative Care.
- The current education facilities in county are dated, there is no simulated/ test and trial scenario-based learning space and limited dedicated modern training space.

- The Innovation and Improvement Hub, although is in its infancy stages and offers a unique opportunity to bring more research, development and innovation into county through trial and testing.
- There is also a legal obligation to support the Welsh Language Active offer, creating opportunities for Welsh speakers to access to education, training and development through the medium of Welsh and enabling non-Welsh speakers to be able to learn.
- There is further work to do with local schools and colleges to help students learn about the health and care sector, and additional discussions required to create educational pathways into health and care to meet the increasing demands of the workforce system.

4. HEALTH AND CARE ACADEMY PROPOSAL

4.1 Overview of Ambition

By 2027, that aim is that through a Powys Health and Care Academy model a modern education, training and development approach will be established and thriving. It will provide access for a multi-agency, multi-disciplinary workforce that includes carers and volunteers working in partnership with paid employees to access high quality education, training and development. With the skills, knowledge and expertise gained through the Health and Care Academy, the combined workforce will work together to deliver seamless health and social care to those who need it. This will support a compassionate and collective culture, bringing benefit to the workforce, citizens, communities and wider economics.

Specifically, the Health and Care Academy sets out an ambition to:

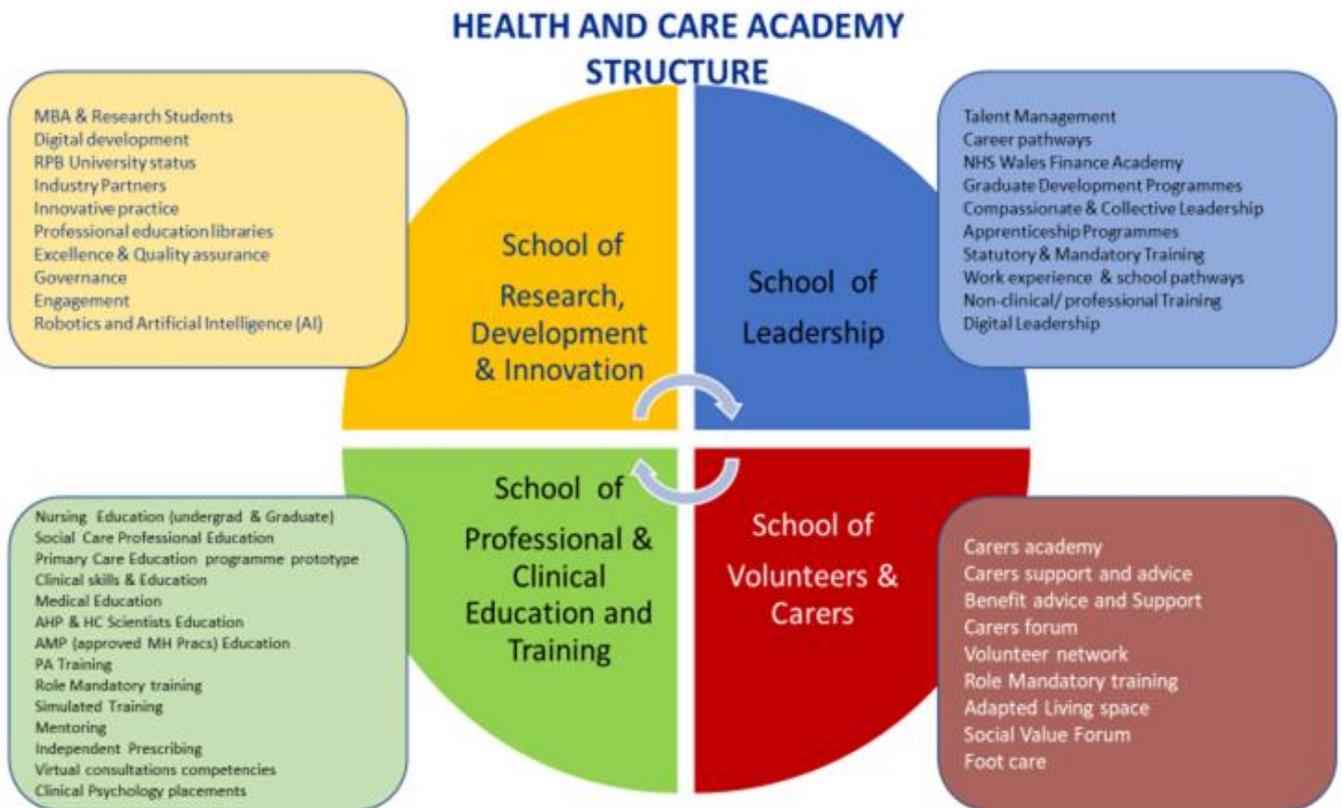
- Be an exemplar provider of rural professional and clinical education, by delivering an integrated in-service training offer that focuses on direct care, shared care and care delivered through digital;
- Be the sector of choice by growing the health and care workforce through skills development, education and local training, working with wider education providers and supporting the Welsh Language;
- Have a Leadership talent operating at all levels, compassionately working across systems making a difference to the citizens and communities of Powys and empowering their teams to do so;
- Enable the workforce to respond to people's needs in a timely way, including our volunteers and paid and unpaid carers, through skills development, education opportunities.
- Be recognised as a centre of excellence for research, development and innovation within Wales, through trial and testing techniques; that includes a well-established industry relationship, and supporting our core economy.

Operating as a hub and spoke model across many sites in the county, it will offer modern, practical, academic and digital learning opportunities for staff, volunteers and carers, through four schools of learning.

4.2 Outline of Schools approach

The Health and Care Academy, heavily focused on integrated approaches, will be built around four conceptual 'schools', with each 'school' offering a collaborative portfolio of specialism underpinned by research, development, innovation and strong leadership. The success of each school will rely heavily on the interdependencies of the other schools. Planning the programmes of work and interrelated activities will require combined leadership approach to ensure a whole system approach is adopted.

Figure 3: Overview of the 'Schools' approach



i. School of Professional and Clinical Education and Training

This will build a strong reputation of applied study across all health and care specialities, giving learners the opportunities to gain professional and clinical skill and expertise in modern simulation environments, whilst studying alongside other multi-disciplinary teams and professionals embedding peer support and collaborative working. The Schools' strength will be developing a rural professional and clinical education training offer, supporting the workforce to deliver innovative models of care.

Building better relationships with Academic partners, Health Boards and Trusts and HEIW and SCW, the School will increase the in-reach academic education into the county spanning nursing, social care, allied health professional, medicine and primary care training. This school will support the existing workforce to operate at the top of their

profession. This will be achieved through capitalising on our unique community based Primary Care service, and testing a future proof primary care prototype model through the lens of a rural community-based model of care. The ambition to enhance our current clinical primary care training, increasing in-county placements and becoming the expert in rural credential training.

The areas this School will cover include:

- Nurse Education (undergraduate and graduate)
- Social care professional education
- Primary care education programme prototype
- Clinical skills and education
- Medical education AHP and healthcare scientists education
- AMP (Mental Health) Education
- Physicians Associates training
- Mandatory training
- Simulation training
- Mentoring
- Independent prescribing
- Virtual consultations competencies
- Psychology placements

ii. **School of Research, Development and Innovation**

A fundamental element of the Health and Care Academy and a core part of the Innovation and Improvement Hub, the School will provide a focal point to support and grow a culture of learning and improvement. The aim is to equip the County's health and care workforce with the skills and confidence to identify improvement needs in their areas, and to systematically make those improvements, measuring and demonstrating the impact that they have on citizen patient experience. It will complement the other schools by underpinning their work through the lens of research, development and innovation.

Through embedding a robust approach to Innovation, Research and Improvement there will be support for local health and care workers to develop ideas and be a central point for external partners to collaborate on ideas and provide clinical expertise to drive forward priority areas most relevant to the Powys population. The School will provide facilitated support, governance and measurement for innovations, research and improvement. The approach is to focus on both:

- a. Supporting the work to redesign systems, services and processes which enable people to receive the right support and care, in the right place, at the right time while also reducing harm, waste, duplication, fragmentation and unwarranted variation.
- b. Supporting the development of cultures of continuous quality improvement and innovation so that every person working in health and social care is engaged in the work of improving their day to day practice.

The School will combine a person-centred, evidence and data informed approach with the systematic application of design methodologies, quality improvement methodologies

and relational change management. The School will support an increase in research students i.e. MBA and PHD studying alongside staff in county, supporting the development of services, and also focus on building relationships with industry partners.

The areas this School will cover include:

- MBA and research studies
- Digital development
- RPB University status
- Industry partnerships
- Innovative practice
- Professional education libraries
- Excellence and quality assurance
- Research governance
- Robotics/AI

iii. **School of Volunteers and Carers**

The School will focus on providing education, training and development support to volunteers and carers, as a core and important part of the broader workforce. There will be a skills development portfolio on offer, from manual handling and first aid skills to training to care for people with specific needs. There will be access to adaptive living spaces where volunteer and carers can see the latest home gadgets and technology that support people to live independently. The school will also offer a range of opportunities to connect with others through virtual and face to face forums, and provide opportunities for focusing on volunteer and carer on health and well-being through courses and resources.

Available to the young and more mature volunteers and carers, this school will be the place to learn, to connect and to become part of a caring community which supports the delivery of Health and Care across Powys. An emphasis will be place on the potential of volunteer and carer leaders, experts by experience, alongside a potential to peer support others. The School will also support volunteers and carers from across Powys in association with the 13 local support networks led by the Community Connector Service. This includes their role in bringing together people, organisations, groups and initiatives in order to coordinate action, maximise potential, realise effectiveness, enable efficiency, collect, collate & analyse data & information and pursue future opportunities.

This School will include:

- Carers Academy
- Carers support and advice
- Volunteer Network
- Role training
- Adaptive living
- Social Value Forum

iv. **The School of Leadership**

The School seeks to support the development of leaders across the whole health and care system in Powys. Investment in system and collective leadership will enable this approach to stand out in Wales as well as equip people for the modern leadership challenges and opportunities of integrated and whole system care. Leadership talent development will form a core element exposing new and emergent leaders to exemplar leaders in action at all levels. There will be clear career pathways established across systems that will enable leaders to understand the whole system, and increasingly this will start at the individuals point of entry i.e. apprenticeships through to Executive development programmes.

The School will ensure leaders know and understand how they manage themselves, the services they deliver, the outcomes they achieve and where relevant, the people they lead. Leaders will support the workforce, through effective coaching and mentoring, to be able to adapt quickly to the changing nature of health and care. Leaders will have the ability to flex their style to work successfully across boundaries and engage with the workforce to play a key role in the future design of new services. They will be bold, focused on citizenship, social partnership, the wellbeing of their teams and most of all outcomes that deliver seamless health and care services in Powys.

Cultural concepts will be learnt to enable our leaders to play a key role in shaping the culture of organisations. Leaders will focus on developing a positive, inclusive and people-centred culture that engages and inspires all our people and has a clear focus on improvement and advancing equality of opportunity. Learning in modern physical spaces, and through research, development and innovation, Leaders will understand how to best deliver the latest digital transformation across the systems we work in.

An inclusive approach will be taken working closely and develop partnerships with other Academies and leadership collaboratives. One such example is the potential partnering with the Finance Academy, with an ambition to create opportunities for finance professionals in leadership roles to learn about the integrated system in Powys.

This School will include:

- Career pathways
- Talent management
- NHS Wales Finance Academy partnership
- Graduate Development Programmes
- Compassionate and collective leadership development
- Digital leadership

5. WORKING IN PARTNERSHIP TO DELIVER THE AMBITION

5.1 Stakeholders and Partners

Working in collaboration with stakeholders as been a key element of the work to date and will continue to take place across the life span of the programme of work. These

include those who are interdependent in the work and those who will be guided by, keep engaged and informed, and others who will receive an active consultation.

Each pivotal point of the work will involve different stakeholder engagement. The stakeholders we will engage with during the collation and laying foundation stage can be found in diagram 1. The stakeholders who sit in the red circle of the diagram will be highly influential and will be highly interested. Those who sit in the amber circle will be moderately influential and interested and those in the green circle will be keen to understand the outcome of the service delivery.



Health Education Improvement Wales (HEIW) and Social Care Wales (SCW)

Capitalising on the work underway by HEIW and SCW to deliver on the National Workforce Strategy will enable us to support the National activities at a local level, such as increasing in-reach and blended educational opportunities, specialising in Credentialed rural training, advancing the primary care education model and adopting collective and compassionate leadership across health and social care in Wales.

NHS Wales Finance Academy

Adopting a similar model to the successful NHS Wales Finance Academy not only enables learning to take place from NHS finance colleagues about a well-established, successful model, but will encourage Finance leaders and professionals from across the system to come and learn in county about our integrated health and care model of working.

Welsh Government (WG) Intensive Learning Academy (ILA)

The University of South Wales (USW) proposes the delivery of an Intensive Learning Academy (ILA), which focusses on the development of highly capable leaders from across the Public sector in Wales that embrace digital technologies and innovation. The primary focus of the ILA will be the delivery of a Master's programme in Digital Transformation Leadership Academy/ Leading in a digital world, piloted in Powys, which will drive the theme of content for CPD modules, and other qualifications and learning experiences at from apprenticeships to level 7.

Developed in collaboration with Powys Regional Partnership Board (RPB); specifically, the Workforce Futures Programme Board and in consultation with Social Care Wales (SCW), Health Education Improvement Wales (HEIW), NHS Wales Informatic Services (NWIS) and Velindre cancer care (VCC) and leaders from across NHS Wales. This partnership will bring an investment into Powys.

Powys County Council Education Transformation Programme

The transformation of education in Powys is underway. There is potential of a longer-term vision for the Health & Care Academy to potentially become a faculty of a wider Rural Academy of Learning. In the short-term close working is taking place with Education Colleagues to ensure there are clear post 16 education pathways into health and care in Powys.

5. IMPLEMENTATION/MEASURABLE OUTCOMES

Further work is required on implementation. This would include the governance within the RPB and with individual organisations to drive forward this work. This will also include the development and agreement of measurable outcomes. An outline below is provided that steers the work in terms of the more immediate deliverables.

By the end of the 2021/22 the outcome will include:

- 1. A recognisable 'brand' and offer from the Academy**
- 2. Clear programmes of work for each of the 'School' areas, including demonstrable progress in enhancing the current offer.**
- 3. A well-established partnership approach to working with a wide range of provider organisations, supported by effective governance**
- 4. An Academy Hub building offering a modern learning environment**
- 5. A detailed 3-year plan for the further development of the Academy**
- 6. Evaluation and user feedback relating to the impact of the Academy.**

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