

North West Faculty for Advancing Practice



2022-23 Monitoring of activity aligned to the strategic aims and objectives

NW Regional Faculty for Advancing Practice highlights 2022 - 23



Critical Care

Upskilling of ACCPs
Investment of £97K for
86 ACCPs

ESR / AP upskilling

Identification of AP workforce
& coding changes in ESR
Quality audits in
32 Trusts



Projects

Radiography Advanced and
Consultant workforce
Scoping report



Trainee information

Regional Database to
monitor progress and track
changes



Employer support

£3.7m investment
for new ACP
training
358 new trainees
started



Leadership

TPD projects
ICS support
Provider / TH
HEI's &
Supervisors



Community ACP

8 Community ACP Advisors
to support growth in
workforce
Growth in 23/24



Centre accreditation

6 HEIs accredited
with Centre
4/10 working
towards
accreditation



Communication

Regional web page
Case studies
Monthly updates
Webinars: Trainee,
employers &
research



Engagement

100% all Trusts
had AP lead
meetings



E-Portfolio (supported) route

Cohort 1: 127
Cohort 2: 45
Cohort 3: 28



National priorities

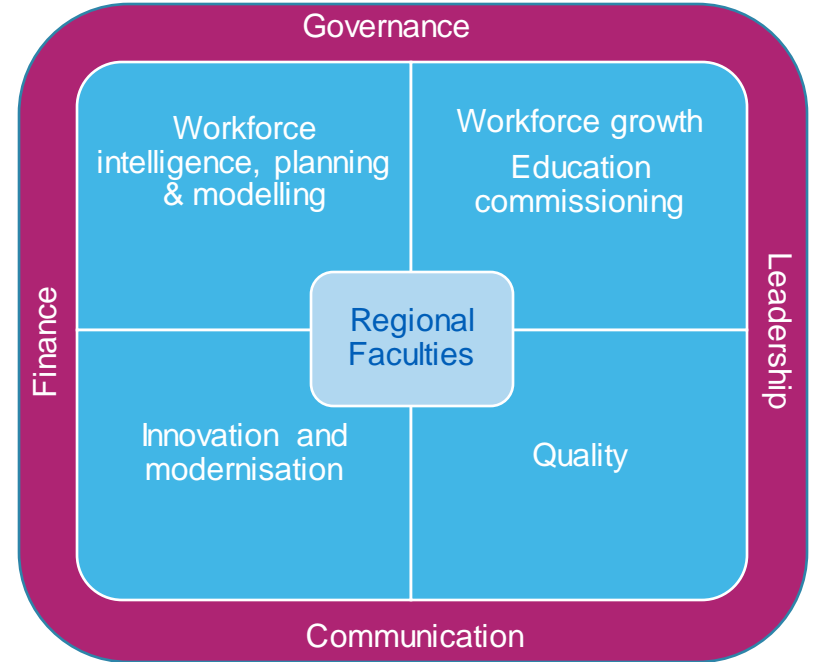
15 trainees ACCP
6 trainees LD&A
3 LD&A Consultant
Practitioners



Overview

The NW Faculty will lead and promote advanced practitioners as part of the workforce solutions that support service changes and work with local systems to identify demand, commission high quality education and training and vitally to support the supervisory needs of learners.

- Develop clear and appropriate lines of reporting
- Availability of accurate workforce intelligence and workforce modelling for ACP's in NW
- Ensure that advanced practice is embedded across all agendas and enabling functions, e.g., business intelligence, commissioning, finance etc.
- Develop NW commissioning framework and ACP strategy
- Robust governance and accountability for nationally allocated resources
- Ensure supervision is provided in line with new national standards.



Regional Leadership and Team Development

Strategic Objectives	Risks
Develop and optimise HEE’s advanced practice leadership capacity and expertise and optimise the capacity and expertise within the faculties through a facilitative learning culture.	As a result of key stakeholders not engaging with the Faculty, there is a risk that we will not optimise the leadership, which would lead to an inequity of investment across the system, individual places and specific professions within the multi-disciplinary workforce.

Delivery Objective	Outputs/deliverables	Progress/Achievements/ Outcomes Commentary	RAG
<p>Provide high quality advanced practice workforce advice, expertise, and assurance to HEE work programmes across the region.</p> <p>Ensure the cultural development of one advanced practice team across England playing to the strengths of our people.</p>	1.1 Evidence of Faculty Leads and their teams regularly engaging with the Programme and other relevant stakeholders	Representation in appropriate groups. Evidenced by a comprehensive list of all meetings the Faculty are a representative	
	1.2 Provide regular regional and key workstream updates	Attend National Regional Faculty Network where regions provide key updates	
	1.3 Clear and robust arrangements that demonstrate how Faculties fit within regional governance structures and how they relate to other key functions. The work of the Faculties clearly identified in regional delivery plans and in regional reporting.	<ul style="list-style-type: none"> - Report to NW Region PMO - Working with Head of Office to ensure Faculty identified with regional governance and delivery plans. 	
	1.4 Faculty Leads to support the Programme with co-ordination and delivery of key workstreams through a matrix approach.	<p>NW Faculty lead - leading Public Health Credential, Long Term Conditions Credential, National Workforce Planning, Modelling and Intelligence.</p> <p>Faculty Team assigned to workstreams of interest to support progression.</p>	
	1.5 Continue to assess Faculty development against the Faculty Maturity Matrix and share learning through a through dedicated session in Q4.	Faculty re-assessed against Maturity in the progress of developing an implementation plan for improvements.	
	1.6 Identify team development needs to optimise human resources and succession planning	NW OD Team plan to be shared with National Programme for identified learning/training needs.	
	<p>1.7 Lead by example and through line management structures, build a positive and engaging culture within the wider faculty teams and with external and internal partners nationally and regionally.</p>	<p><i>Faculty culture is in alignment with HEE values</i></p> <p><i>Key Stakeholder survey to retrieve feedback of their experience with the Faculty. Outcome evidence – 95 % provided positive feedback.</i></p>	

Regional Leadership and Team Development continued

22-23 Regional Objective	Outputs/deliverables	Progress/Achievements/ Outcomes Commentary	RAG
By December 22 the Faculty will evidence progress within the Regional Advancing Practice Faculties maturity matrix	Review of maturity matrix (Q3)		
Create a team level organisational development plan in collaboration with the North West OD team, that links to the six best place to work (BPTW) strategic outcomes	Team OD plan developed and progress monitored on a quarterly basis	Initiated a plan and shared with North West OD Team for feedback.	
Throughout 22-23 the faculty will ensure our work programme and support offers are accessible, relevant, and targeted to strategic developments at system and place in the north west	<ul style="list-style-type: none"> a) Team updates on ICB development (ongoing) b) Targeted outreach support to ICSs on ACP leadership c) One page ICS facing support offers 	<ul style="list-style-type: none"> a) Established 6 weekly with each HEE ICS Workforce Education and Transformation Leads with their Workforce Planners b) ICS ACP Strategic Groups – Faculty key member offering support and expertise. Individual meetings with Trust AP leads 	
Throughout 22-23 the Faculty will support ICSs to develop and transform services with ACPs through the strategic networks at ICS level in the region	<ul style="list-style-type: none"> a) An ICS level named ACP lead in C&M, L&SC and GM (Q2) b) Investment of ACP workforce in priority areas: LD & A; Mental health (Q3) c) Completion of readiness checklist at ICS level (Q1) d) Review of Readiness checklist (Q4) e) ICS / Regional ACP showcasing event (Q3) f) Case studies on use of investment/service transformation and practitioner profiles. 	<ul style="list-style-type: none"> a) Achieved – All 3 ICSs have a named lead b) National LD&A offer has been shared and in the process of working with the national team. c) Outstanding due to delay in recruitment of C&M AP Lead. d) Reviewing current Readiness Checklist with Trusts and will analyse with updated submission during Expression of Interest process 23-24. e) Planned within communication plan f) Planning commenced and aligned to Workforce Planning and Intelligence workstream. 	

Finance

Strategic Objective		Risks	
Demonstrate financial accountability, value for money and equity of opportunity to advanced practice trainees.			
Delivery Objective	Outputs/deliverables	Progress/Achievements/ Outcomes Commentary	RAG
Promote the standardisation of financial offers to advanced practice trainees. Provide an audit trail for the utilisation of national programme funds	2.1 Implement the guidance in the Advanced Practice Commissioning Framework and Investment Principles paper (April 2021) and engage in reviews as required.	Principles document will be updated in alignment to the North West commissioning paper (signed off at RMT September 2021)	Green
	2.2 A financial year-end (annual) report that captures utilisation of funds against plan, quarterly activity monitoring and key developments		Green
	2.3 Maintain records to evidence and support the delivery and reporting timelines set out in this specification.	Detailed below	Yellow
22-23 Regional Objective	Outputs/deliverables	Progress/Achievements/ Outcomes Commentary	RAG
By August 2022, a process will be developed to demonstrate robust financial accountability and value for money for ACP programme funding.	An agreed process document	The project has not commenced due to resource capacity but will be monitored to achieve as close to August 2022	Yellow

Workforce Planning, Modelling and Intelligence

Strategic Objective	Risks
Support effective advanced practice workforce planning in the short and longer term, at system, regional and national levels, through timely access to accurate advanced practice workforce supply and demand data and intelligence.	As a result of the Faculty breadth of workload, there is a risk of not being able to deliver against all identified priorities, resulting in a delay of our improved knowledge of the Advancing Practice workforce.

Delivery Objective	Outputs/deliverables	Progress/Achievements/ Outcomes Commentary	RAG
Improve regional workforce planning by ensuring workforce needs at a system level are identified, understood, prioritised, captured and shared with the Programme/other national programmes (population needs, key pathways and whether an advanced practitioner is the most appropriate solution).	3.1 Working closely with regional workforce intelligence teams, continue to identify workforce planning data per ICS and associated delivery requirements	NW WP&I Sub Group meet 6 weekly. Baseline report has been reviewed. A proposed work plan is being developed to prioritise focus and gain improvements.	
	3.2 Work with local Workforce Intelligence Teams to support improvement in the accuracy of the ESR data and evidence growth. Ensure an equivalent approach for primary care.	Working with Primary Care team and training hubs regarding primary care workforce.	
	3.3 Drive EDI work across all Faculty workstreams and across region and wider systems.	Faculty attends National EDI Network	
	3.4 drive greater understanding of the value and benefit of advanced practice and generate appropriate demand.	This is aligned to our communication and engagement work.	

22-23 Regional Objective	Outputs/deliverables	Achievements/Outcomes Commentary	RAG
Based on the publication of NHS Digital ISN amendments the Faculty will support the system during 2022-23 to make quality amendments to ESR and NWRS that will improve the accuracy of ACP workforce data.	80% of trusts provides commitment to the Faculty to amend ESR job roles	Presentations either delivered or planned to ICS Networks to share changes. Agenda item to be discussed in Trust's AP Leads meetings scheduled between July and August 2022 to gain commitment. Engagement with ESR Relationship Managers to flag changes wider workforce responsible for changes.	

Data/Activity Monitoring and Reporting

Strategic Objective		Risks/Issue s	
Demonstrate an accurate understanding of regional advanced practice activity levels.		Due to the inflexibility of TIS a bespoke system will now be developed in preparation for September 2023. The NW Faculty will work with the national team on an interim solution for implementation for Sept 2022.	
Delivery Objective	Outputs/deliverables	Progress/Achievements/ Outcomes Commentary	RAG
Establish and maintain a national minimum dataset and monitoring system to ensure the accurate recording and reporting of advanced practice activity.	4.1 Maintain existing data collections	Faculty reviewing existing trainees on financial tracker and developing a tracker to gain additional information about trainees and their supervisors.	
	4.2 Support the development of a data monitoring solution to capture learners in training	Representative of National Group that are working with Information System's Programme Team	
	4.3 Support the National Programme in the planning for long-term data requirements.		
	4.4 Ensure appropriate information governance is in place for regional specific systems.	North West are leading a collaborative approach with the other six regions and national Information Governance team .	
22-23 Regional Objective	Outputs/deliverables	Progress/Achievements/ Outcomes Commentary	RAG
The Faculty will implement a monitoring system to record and review ACP trainees from September 2022 onwards.	A collection tool either through TIS or another format	As detailed above	

Workforce Growth/Education Commissioning

Strategic Objective	Risks
Secure necessary growth in advanced practitioners through commissioning plans that reflect a mix of routes to satisfy system needs in partnership with HEIs, practice education leads, Directors of Nursing (DoNs), Chief Allied Health Professionals (AHPs) and other partners and contributing to national targets.	

Delivery Objective	Outputs/deliverables	Progress/Achievements/ Outcomes Commentary	RAG
Delivery regional advanced practice METIP numbers and achieve regional proportion of growth of the HEE's 2022/23 Mandate target of 1,000 additional trainees against the 2019/20 activity baseline.	5.1 As part of the regional METIP process, scope demand for advanced practice trainees	22-23 – implemented a late submission process and a waiting list process 23 – 24 – Planned the development of an operational policy and update template documentation.	
	5.2 Deliver agreed 2022/23 regional METIP quota for advanced practice trainees to ensure HEE's overall Mandate target of 1,000 additional trainees in 22/23 against 2019/20 baseline	As detailed below	
	5.3 Ensure any national programme advanced practice quotas/ambitions are distributed fairly between regions		
	5.4 Work with the Centre to realise the activity levels set out in the ePortfolio (supported) Route contracts and provide regional support.	NW representation in the national operational e-portfolio group.	
	5.5 Actively engage with national tendering, value for money exercises, evaluation and improvement work and implement the required outcomes, including system awareness and readiness, demand scoping and help to develop new suppliers over time.	NW Commissioning Team in discussion to support this.	

22-23 Regional Objective	Outputs/deliverables	Progress/Achievements/ Outcomes Commentary	RAG
The NW Advanced Practice Faculty will deliver the METIP Investment of 450 new Advanced Practitioners to commence MSc Advanced Clinical Practice (ACP) by end of March 2023	450 new Advanced Practitioners to commence MSc Advanced Clinical Practice (ACP)	NW target 450:- 403 successful, 53 late submission - small % declined - % of late submission will not be offered - % not able to recruit waiting List likely	

Quality

Strategic Objective	Risks
Ensure the quality of practice learning for advanced practitioners is fully understood and improved on across Region	

Delivery Objective	Outputs/deliverables	Progress/Achievements/ Outcomes Commentary	RAG
	6.1 Quality assurance of ALL commissioned programmes (triangulating all quality monitoring including, Student Data Collection Tool, local/regional quality intelligence and the use of the National Education and Training Survey (NETS).	Further exploratory work is required around SDCT. Faculty engaged in active promotion of NETS	Yellow
	6.2 Assurance that all commissioned programmes (including credentials when available) are accredited or actively engaging in the process.	NW have 3/10 HEI fully accredited with the Centre and annual monitoring reviews in progress 7/10 have planned accreditation with NW Faculty during 22-23	Green
	6.3 continue to support the continuous improvement of work-based learning quality across England.		Green

22-23 Regional Objective	Outputs/deliverables	Achievements/Outcomes Commentary	RAG
During 22-23 the Faculty will monitor the quality of training provision of ACP programmes	"Increase in response rate for NETS survey (Q3)	Collaborative work with Quality Team and Communication Team to increase response rates.	Green
	Completion of annual monitoring of accredited programmes Submission for accreditation of 6 programmes through Centre process (Q4)"	Developing a process flow chart to ensure a consistent approach is taken.	Green

Quality

Additional Projects	Outputs/deliverables	Achievements/Outcomes Commentary	RAG
Anna Riley Development of a Practice Support manual for ACP Trainees	To produce a document for ACP/ACCP trainees	Initial scoping and DPIA complete Questionnaires being analysed Engagement webinar in May 2022	
Liz Jemmett Developing a community of practice to support Research pillar of ACP	To support Paediatric/neonate ACP's to utilise the research pillar and offer opportunities to collaborate	Initial survey sent out and reviewed Webinar planned 1st July 2022	
Deepak Agnihotri Develop a community of practice and quality matrix for ACP in LD&A	Share learning opportunities across ACP LD&A Trainees and work towards improving quality of learning	6 weekly meetings and developing work plans and quality matrix Working with national team to develop community of practice	
Jaclyn Proctor Engagement project to explore challenges of ACP trainees within Acute Medicine	Initial survey Define where gaps exist Create document to prioritise recommendations from survey	Initial survey being created	

Innovation and Modernisation

Strategic Objective		Risks	
Optimise the impact of advanced practice through innovation and modernisation		Development of bespoke / specialist areas by education providers which may not be sustainable due to unpredictability in demand / need.	
Delivery Objective	Outputs/deliverables	Progress/Achievements/ Outcomes Commentary	RAG
Regional Objective: During 22-23 the faculty will collaborate with national programme teams and other faculties as required to develop, implement and support national priorities through regional scoping and provision	7.1 Actively engage in the prioritisation, development, and implementation of credentials.	Faculty engaged with Centre in all credential processes NW Faculty will lead nationally on implementation of Public Health credential	Green
	7.2 Support the Centre to identify future consultants and develop training pathways to support 'system' clinical leadership.	NW engaged with LD&A consultant offer and promotion within region	Green
	7.3 Support education providers to modernise their advancing practice programmes	Faculty collaboration with NW HEI network	Green
	7.4 Support the Programme to establish appropriate positioning with regards to the implementation of the enhanced practice framework.		Grey
	7.5 Support the Programme with the refresh of the Multi-professional Framework for Advanced Clinical Practice in England.		Grey
	7.6 Support the increased opportunities for advanced and consultant practitioners' development		Green
22-23 Regional Objective	Outputs/deliverables	Achievements/Outcomes Commentary	RAG
During 22-23 the faculty will support training, education and continuous professional development of the ACP workforce to support high quality patient care and local service delivery through regional training needs analysis and action plan	Training needs analysis and recommendations (Q1)	Due to work priorities this will likely occur in Q2	Yellow
	Support access to funding for research training / projects (Q3)	Research webinar July 2022 for all Advanced Practitioners. Key speaker from LCRN and NIHR	Green
	Recommendations on future activity/investment (Q3/4)		Green

Stakeholder Engagement and Communications

Strategic Objective		Risks	
Advanced practitioners are promoted as innovative solutions to patient care delivery and service transformation and opportunities to talent spot, train and deploy advanced practitioners are optimised.			
Delivery Objective	Outputs/deliverables	Progress/Achievements/ Outcomes Commentary	RAG
Faculty staff to act as a two-way information conduit between the Centre and Integrated Care Systems (ICS's)/employers. Increase understanding and Promote advanced practitioners as innovative solutions to patient care delivery and service transformation	8.1 Actively engage in the Programme's newly formed Communication Group (a sub-group of the Programme's Management Group)	NW Faculty representation on national group	
	8.2 Evidence of a regional stakeholder engagement strategy aligned with national plan	Development of a stakeholder engagement and communication plan for the year.	
		Review of North West webpage and update with a new structure	
	8.3 Actively engage in the Centre's annual conference for advancing practice	Faculty members of conference organisation and review group	
	8.4 Support the development, delivery and messaging associated with the Advanced Practice Governance Toolkit and roll out of the maturity matrix.	Faculty representation within comms group leading on this work	
22-23 Regional Objective	Outputs/deliverables	Achievements/Outcomes Commentary	RAG
By Autumn 22 all NW Trusts will be invited to attend a review meeting of their ACP trainee workforce and their organisational processes for advanced practice	75% of Trusts will have had review meetings by Q2	33 meeting slots are available for all Trusts. Trusts actively booking in slots. 45% of slots have been taken. 10 more slots to be taken to achieve target.	

Recruitment, Assessment and Supervision

Strategic Objective		Risks	
Ensure advanced practice trainees have access to a high-quality recruitment, assessment, and supervision			
Delivery Objective	Outputs/deliverables	Progress/Achievements/ Outcomes Commentary	RAG
Work with other Faculties to support the development of a standardised strategy and system for advanced practice recruitment, assessment, and supervision	9.1 Work collegiately to ensure advanced practice trainees consistently experience high quality supervision through local implementation of the Centre's national guidance for supervision of supervisors and promote good practice through the sharing of exemplars.	Dissemination and implementation of supervision guidance through AP leads meetings, regional webinar, comms and faculty support	Green
	9.2 Ensure that local systems drive 'train the trainer' training for supervisors to build and sustain capacity to meet commissioning needs.		Grey
22-23 Regional Objective	Outputs/deliverables	Achievements/Outcomes Commentary	RAG
By March 23 the faculty will improve the supervisory support for ACP trainees by increasing the availability, resources and training for ACP supervisors across the north west	Increase in supervisors for ACPs in Primary care and Mental health (Q2)	TPD project supporting supervisors in MH	Green
	Implemented minimum standards of supervision (Q2)	As detailed above	Green
	Update best practice guide for recruitment and supervision for trainee ACPs (Q3)	Best Practice guide is currently drafted and being reviewed by HEIs	Green
	Share with region a national bank of supervision resources (Q4)	NW part of a national group developing bank of resources	Green
	ACP supervision webinars (Q4)	In comms plan	Green

Recruitment, Assessment and Supervision

Additional Projects	Outputs/deliverables	Achievements/Outcomes Commentary	RAG
Liz Reilly Exploring supervision tools within PC setting in ACP	Review and assessment of the suitability of supervision tools within primary care setting and make recommendations following this	Initial project signed off	
Kay Roscoe Improving supervision for ACP Trainees in MH	Action learning sets to identify and support ACP Supervisors in MH	Initial action learning sets underway – further workshops planned Good feedback from attendees	
Scott Murray Identifying gaps in clinical competence in Primary Care ACP's	Designing and implementing a learning needs analysis tool and recommendations to fill the gaps identified	Listing clinical competency areas Pilot planned for LNA tool	
Martin Troedel Mentorship programme for ACP Trainees in Emergency and Urgent care	Initial survey to assess confidence of ACP Trainees in emergency and urgent care Create a Mentorship programme via meetings Repeat survey to analyse success	Initial survey complete Second survey being designed Mentorship programme underway	
Tanya Rumney Professional network for AHP's in ACP	Develop an AHP virtual network to support AHP's into ACP – focus on minority AHP professions	Initial survey complete and 1 st virtual meeting occurred. Group established using Future NHS platform	

Sustainability

Strategic Objective		Risks		
Delivery Objective	Outputs/deliverables	Progress/Achievements/ Outcomes Commentary	RAG	
Work with the National Programme and other Faculties to ensure the long-term sustainability of Regional Faculties	10.1 Contribute to the development the Centre's strategic plan	Faculty Lead involvement in development of national strategy	Green	
	10.2 Work collegiately in the preparation for merger and the development of one team culture	Ongoing work as part of Faculty Leads meetings and Faculty network meetings	Green	
22-23 Regional Objective	Outputs/deliverables	Achievements/Outcomes Commentary	RAG	
By Dec 22 the Faculty will work with the N&M AHP, PGME and national AP programme teams to ensure they are informed and can influence the process as HEE transitions with NHS England	Map areas of existing joint working with NHS England		Light Blue	
	Clear work programmes in place across team and shared with stakeholders	AP steering group involvement and sharing	Green	
	Review records management across team and ensure good practice maintained	Faculty workplan record management aligned to national strategic objectives for consistency and good practice	Green	
	Further actions to be identified and agreed as transition develops		Green	