Case study – creating an apprenticeship-friendly culture in the health sector and NHS work places.

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Skills For Health
OVERVIEW

1. Recognising and understanding the value of apprenticeships
2. Overcoming the challenges of implementing apprenticeships
3. Using apprenticeships to value staff, improve workforce satisfaction & efficiency leading to improved quality of service and patient care and ‘growing your own’
4. Maximising apprenticeship funding to gain best value for both apprentices and employers
What do you know about the NHS?

- Doctors
- Nurses
- Hospitals

But....

It is so much more....
What is the NHS?

Overview-Key facts

- The NHS employs more than 1.5 million people, putting it in the top five of the world’s largest workforces, together with the US Department of Defence, McDonalds, Walmart and the Chinese People’s Liberation Army.

- The NHS in England is the largest employer-catering to a population of 54.3 million and employing around 1.2 million people.

- The NHS in Scotland, Wales and Northern Ireland employs 161,415; 84,000 and 66,000 people respectively.

- The NHS deals with over 1 million patients every 36 hours.

- For 2015/16, the overall NHS budget was around £116.4 billion.
Overview of trusts and organisations

In England there are:

- 209 clinical commissioning groups
- 137 acute (hospital) non-specialist trusts
- 17 acute (hospital) specialist trusts
- 56 mental health trusts
- 34 community providers (11 NHS trusts, 6 foundation trusts and 17 social enterprises)
- 10 ambulance trusts
- 7,674 GP practices
- 853 for-profit and not-for-profit independent sector organisations, providing care to NHS patients from 7,331 locations
Overview of staffing

- In 2015 NHS staffing across Hospital & Community services and GP practices:
  - 150,000 doctors
  - 363,450 qualified nursing staff, midwives and health visitors
  - 146,792 qualified scientific, therapeutic and technical staff
  - 18,862 qualified ambulance staff and
  - 30,952 managers.

- In other words-51.5 per cent of NHS employees across these services are professionally qualified clinical staff (ie-with a degree or higher).

- A further 26.6 per cent provide support to clinical staff in roles such as nursing assistant practitioners, nursing and healthcare assistants.
More than you think…So what is the NHS and the health sector?

- Hospital care & operations/outpatients
- Urgent and emergency care & patient transport
- General Practice/Primary care
- Mental Health
- Sexual health
- Pathology Services/Screening
- Walk in centres
- NHS Direct
- And more………..
- Pharmacy
- Dentists
- Opticians

- But…. in addition every service is a business unit so also has internal services:
  - Management
  - Finance & Payroll
  - HR
  - Administration
  - Cleaning services
  - Maintenance and estates
  - Catering………..
Who are Skills for Health?

• Our raison d’être is to improve the way health services are delivered through improving operational efficiency, quality and productivity

• We are a not for profit organisation

• Across the UK we are the recognised Sector Skills Council for the whole UK Health Sector, licensed by Government
SKILLS FOR HEALTH & APPRENTICESHIPS

- We develop and manage existing health related Apprenticeship Frameworks
- We certificate apprentices completing health apprenticeships
- We work with health employers to develop the trailblazer new Apprenticeship Standards
- Provide practical tailored support to employers on making the most of apprenticeships as part of their workforce
- National Skills Academy (NSA)-approved Apprenticeship Training Agency (ATA) for the health sector and regional excellence centres
Skills for Health:

“Passionate about ensuring patients receive the highest standards of care delivered efficiently through a planned, skilled and competent workforce.”

It’s not about making individuals more productive, rather about making more productive use of the staff you have which includes making the most of apprenticeships…
1. RECOGNISING THE VALUE OF APPRENTICESHIPS
Apprenticeships-Starting with the ‘support workforce’-an NHS approach

Support staff in the NHS and health sector:

• Who are they?
• What types of roles do they do?
• Are 40% of the workforce
• Do 60% of the hands on care
• Receive 5% of the training budget
• Need to receive recognition
Attracting new talent & upskilling the existing and future workforce

• Going back to basics………………
• Talent for Care – national strategic framework to develop the healthcare support workforce
• “Getting in, getting on and going further”……

Get In                                 Get On                         Go Further
Talent for Care

Incorporating the NHS Constitution and Values

Band 1 & Pre-employed
- Prince’s Trust; Job Centre Plus;
- NHS Careers and Schools;
- Traineeships;

Band 2 & 3
- Minimum standards; Certification;
- Apprenticeships and Advanced Apprenticeships

Band 4 inc Assistant Practitioners
- Foundation degrees;
- Higher apprenticeships

Band 5+ Registered professions & specialist roles
- Pre-degree care; part-time undergraduate courses (OU)

Incorporating the NHS Constitution and Values
Getting in (to the health sector)

• Get In - opportunities to attract people of all ages to the NHS and health sector and see it as a career and employer of choice
• Careers work - did you realise there are over 300 job roles in the NHS?
• Pre-employment programmes - Job Centre Plus
• Princes Trust - "get into hospital" programme
• Traineeships
• Work experience with schools and colleges
• Internships
• volunteering
• ……all before apprenticeships
Needing to Dispel the myths

Health Education England Survey of 500 young people aged 14-18 years—October 2016

• Nearly half have never considered a career in the NHS
• 40% did not know it was possible to do an apprenticeship in the NHS
• 86% believed apprenticeships were only for those looking to pursue a trade such as plumbing and engineering.
• A further 42% believed they were only for people who struggled academically.
• To build on this NHS Careers is launching the #NHyeS campaign to encourage young people into the NHS using apprenticeships.
Getting on (in the health sector)

• Get On - support people to be the best they can be in the job they do
  • Apprenticeships - for all ages across the board
  • Across a huge range of apprenticeships from business & admin, trades and team leadership across all levels of staff
  • Introduced progression routes healthcare support from Level 2, 3 and 5 assistant practitioner posts (and accompanying apprenticeships)
  • Investing in existing staff and attracting new staff
  • Clinical and non-clinical roles at all levels
  • https://www.youtube.com/watch?v=tDcT97uQ5x4
Going further (in the health sector)

- **Go Further** - provide opportunities for career progression, including into registered professions.
- **Bridging Programme** - a level 3 (70 UCAS points) qualification enabling L3 apprentices into health related vocational programmes in Higher Education
- **Part-time Access into HE courses** as a route into nursing and other registered professions
- **Secondments from NHS jobs** into HE and registered courses
- **Degree apprenticeships** being reviewed (Nursing-*Raising the Bar*)
2. OVERCOMING THE CHALLENGES
Overcoming the challenges

- Lack of understanding about apprenticeships by new potential entrants, existing staff and employers
- Capacity and skills to implement and support
- Time—too busy ‘doing the day job’
- Seen as too complicated
- Much ‘in-house’ non-accredited training delivery and focus on CPD
Providing a solution to challenges

Case study
Yorkshire and the Humber – Health Education England (HEE)
Skills For Health worked with over 20 local NHS trusts and health organisations on Talent for Care (above):

• Developing Apprenticeship Strategies for support and other staff, implementation plans, business cases, career progression pathways, identifying skills gaps, staff training needs, sector specific information on the levy, raising awareness of the value of apprenticeships with staff

• Apprenticeships often the solution……
Skills Development using Apprenticeships & identifying Standards/Frameworks

- Decide WHAT needs to happen based on patient pathways
- Design teams and roles based on Standards (NOS)
- Identify a precise specification of training needs
- Deliver excellent training and assessment
- Safe, High Quality, Cost Effective Service
3. USING APPRENTICESHIPS TO VALUE STAFF, IMPROVE WORKFORCE SATISFACTION & EFFICIENCY
Apprenticeships offer benefits and a huge value to the NHS:

• Training to upskill staff making more competent, confident and safer
• (safer-NHS-Francis Review-South Staffs, Cavendish Review)
• Attract a younger and more diverse workforce to replace an ageing workforce
• Shortage of nurses and other professional roles- career route and planned pipe-line of future staff-’grow your own’
• Huge range of apprenticeships available at all levels including management & leadership
• Recruitment and retention
Promoting the benefits

Studies by the British Chambers of Commerce and the Centre for Economic and Business Research in 2013 found apprentice employers reporting the following benefits:

- Greater productivity - 81% of apprentice employers say they make their businesses more productive.
- Increased employee satisfaction - 88% of apprentice employers believe they lead to a more motivated and satisfied workforce, leading to greater loyalty and quality.
- Reduced staff turnover - 80% of employers feel that apprenticeships reduce staff turnover.
- Lower recruitment costs - 75% of apprentice employers say the programme has helped cut recruitment costs. 80% say that apprenticeships will play a bigger part in their future recruitment policy.
- Building skills - 82% of employers take on apprentices to build the skills capacity within their businesses.
4. MAXIMISING FUNDING
The Apprenticeship Levy

Will have a huge impact on NHS budgets:
For an average medium NHS hospital trust predicted:

• Example of Trusts Levy account:
Trust Annual Pay Bill for 2017/18: £260million
Levy Payment Paid on: £257million
Levy Payment and Trusts Levy account is: £1.285million
Plus government top-up of 10% adds additional: £128.5k
Total annual levy account: £1,413,500.

• So need to make the most of this funding
• Consider applying to be on the Register of Apprenticeship Training Providers (RoATP)
Health Apprenticeship Trailblazers

• Get involved with Trailblazers to develop new standards for health based apprenticeships

• Develop and implement your own apprenticeship strategy and focus

• Look across all services and levels to identify apprenticeship training routes for existing and future posts-including non clinical- ie
  – Finance
  – Administration
  – Estates
  – Supervision/Management and leadership-standards available at levels 3, 5 and 6 in Management that could be implemented to upskill managers and team leaders.

• Consider all support role vacancies as suitable for an Apprenticeship
Still a long way to go….

- Targets- 100,000 apprenticeship starts in the NHS by 2020
- Clarity on targets- 2.3% public sector target to the NHS as a whole would mean around 28,300 apprentice starts annually on headcount. If it’s FTE then the figure would be around 24,900.
- Skills For Health have certificated nearly 6000 apprentices in ‘health’ only frameworks in 2015/6-(no of starts unknown)
- Lack of higher and degree-level apprenticeships currently suitable for use across the NHS and lead in time for developing new standards
- Time, capacity and expertise to implement
- Commissioning and procurement rules
- Raising awareness to NHS and health employers
THANKYOU

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Questions?