

# Workforce Planning & Transformation: A to Z Directory

Workforce Planning and Transformation Team  
People and Culture Function, NHS Greater Manchester  
2023 version 1.0

**Greater  
Manchester  
Integrated Care  
Partnership**



# Introduction

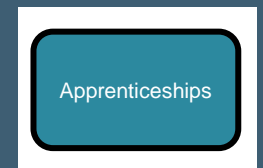
Welcome to the A to Z Directory of Workforce Planning and Transformation.

This document can be used by all colleagues across the ICS including primary, secondary and social care who are undertaking any aspect of workforce planning and transformation.

It brings together the key aspects of workforce planning and transformation into one place. Under each item you can find a quick summary as well as follow links to useful resources where you will be able to find more in depth information to help you with your workforce needs.

# User Guide

- To return to the directory contents page click the 'home' icon at the bottom of every page
- Use the arrows to scroll backwards and forwards through the document
- To access the content for each letter click below the letter icons on the next page
- Some letters will have more than one page so don't forget to scroll on
- Links to relevant websites can be found by clicking on the coloured squares that have a black outline or in the adjacent text
- Appendices are listed at the end of the document



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APPENDICES

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# A is for.....

Advanced Practice  
Anaesthesia Associates  
Apprenticeships

ARRS  
ADASS  
Allied Health Professionals



## Advanced Practice

Advanced level practice includes all practitioners who have progressed to an advanced level through further education and training. Advanced practitioners can be found across a range of professions and sectors. The Centre for Advancing Practice set up by Health Education England oversees the workforce transformation of advanced level practice, by establishing and monitoring standards for education and training, accrediting advanced level programmes, supporting and recognising educational and training equivalence, and growing and embedding the advanced and consultant practice workforce.

## Anaesthesia Associates

One of the [Medical Associate Professions](#) Anaesthesia Associates (AAs) are highly trained, skilled practitioners who work as part of the team under the direction and supervision of a Consultant Anaesthetist. Details on funding for AA's can be found [here](#).

## Apprenticeships


Apprenticeships are a key way for people to learn on the job, both for new starters to the NHS and for existing members of staff, allowing learners the opportunity to gain a qualification and apply their learning while continuing to earn a salary. Apprenticeships are now available as an access route for a large number of health and care careers and continue to be expanded upon.



# A is for.....

Advanced Practice  
Anaesthesia Associates  
Apprenticeships

ARRS  
ADASS  
Allied Health Professionals



## Additional Roles Reimbursement Scheme (ARRS)

To support PCNs, the Additional Roles Reimbursement Scheme (ARRS) provides funding for 26,000 additional roles into Primary Care to create bespoke multi-disciplinary teams. Primary care networks assess the needs of their local population and, working with local community services, make support available to people where it is most needed.

## (NW) ADASS

NW ADASS, the North West Association of Directors of Adult Social Services is one of nine regional ADASS branches across England and brings together the regions 23 directors. The group includes the Greater Manchester, Cheshire and Merseyside and Lancashire and South Cumbria ICS's. The group is committed to identifying and working towards common strategic priorities to bring long term and sustainable improvement to the sector.

## Allied Health Professions (AHPs)

There are 15 allied health professional roles, including physiotherapist, prosthetist and therapeutic radiographer just to name a few. And they all have one thing in common: they play a vital part in treating, rehabilitating and improving the lives of patients.



# C is for.....

Calderdale Framework  
Cancer Academy  
Cancer Alliance  
Care Academy

CLEAR  
COM-B  
CPEP  
CPD

## Calderdale Framework

An evidence based workforce transformation tool. It can be used in acute and community setting across health and social care sectors and can be used to rapidly identify skill sets required by services and their populations in acute, sub-acute and rehabilitation phases. It ensures staff are working to top of scope as well as skill sharing and delegating safely and effectively, thereby optimising workforce capacity whilst supporting staff to do so and reducing hand-offs and waiting times for patients.

## Cancer Academy

The Greater Manchester Cancer Academy is the education arm of the Cancer Alliance and the website was launched in September 2022. The website is a hive of cancer education produced by GM Cancer Alliance Pathways as well as other blended learning opportunities such as webinars, skills labs and events, and signposting to key offerings taking place locally and nationally.

## Cancer Alliance

Greater Manchester Cancer Alliance is one of 21 Cancer Alliances across NHS England. The Alliance aims for more people than ever to reduce their risk of developing cancer. For those diagnosed, we want to improve survival outcomes and experiences through earlier diagnosis, better treatment and supporting people to live well with and beyond cancer.



# C is for.....

Calderdale Framework  
Cancer Academy  
Cancer Alliance  
Care Academy

CLEAR  
COM-B  
CPEP  
CPD

## Care Academy

The (GM Social) Care Academy is currently in the development stages. It will seek to design, deliver and develop programmes of education and development specifically for the social care workforce, produce digital roadmaps and will also include coaching and mentoring to improve recruitment and retention in the sector.

## CLEAR

The National CLEAR (Clinically-Led workforce and Activity Redesign Programme) provides innovation expertise, data analysis and a unique methodology which allows clinicians to redesign clinical teams and services and is commissioned and sponsored by [Health Education England](#).

## COM-B

The COM-B Framework summarises behavioural science theories and evidence into three influences on behaviour: capability, opportunity and motivation. Understanding these influences helps people make change happen in their work places. Evidence and experience tell us that people want to be involved and in charge of their own change. Using a health psychology approach, in a participatory way, engages everyone in attempt to understand and change their own practice.



# C is for.....

Calderdale Framework  
Cancer Academy  
Cancer Alliance  
Care Academy

CLEAR  
COM-B  
CPEP  
CPD

Clinical Placement  
Expansion  
Programme  
(CPEP)

In 2020, HEE provided £10m of funding to support the growth of clinical placements in selected professions. This funding will bring about an increase in the number of placements offered to nursing, midwifery and selected allied health professional students from September 2020 and will enable HEE to deliver the future health and care workforce in sufficient numbers and with the skills the NHS needs.

Continued  
Professional &  
Personal  
Development  
(CPD)

Continued professional and personal development provides the opportunity for staff working in NHS pay bands 5 to 9 to access a wide range of educational activity to support improvements in patient outcomes as well as helping staff to develop confidence and competence in new interventions and techniques.



# D is for.....

Digital Directory  
Digital Literacy  
Digital Staff Passports

Digital Transformation Lead  
Department for Education  
Department for Work and Pensions

## Digital Directory

The Digital Directory is a repository of HEE funded offers and events relevant to the GM system. The directory is published on a monthly basis via email to relevant stakeholders and also published on the [GM Workforce Future Centre](#) website.

To receive the directory please email [GM.Workforce@hee.nhs.uk](mailto:GM.Workforce@hee.nhs.uk)

## Digital Literacy

Digital Literacy of the wider workforce can be defined as those capabilities that fit someone for living, learning, working, participating and thriving in a digital society. Preparing the whole workforce to work confidently in a digital world is an important step. Find out more about Digital Literacy and tools to support the healthcare workforce on the [HEE website](#).

## Digital Staff Passports

The Digital Staff Passport enables staff portability across organisations and makes the North West an attractive place to work.



# D is for.....

Digital Directory  
Digital Literacy  
Digital Staff Passports

Digital Transformation Lead  
Department for Education  
Department for Work and Pensions



## Digital Transformation Lead

Digital Transformation Leads were added to the [ARRS](#) roles in September 2022. The role is designed to assist primary care networks in identifying and planning improvements, projects and strategies and introduce new technologies to deliver improvements to staff and patients. In addition the role will support integration within the Primary Care Network and wider system and use data to identify opportunities and to drive improvements in care quality and experience.

## Department for Education

The Department for Education is responsible for children's services and education, including early years, schools, higher and further education policy, apprenticeships and wider skills in England.

## Department for Work and Pensions

The Department for Work and Pensions (DWP) is responsible for welfare, pensions and child maintenance policy. It administers the State Pension and a range of working age, disability and ill health benefits to around 20 million claimants and customers.



# E is for.....

Education Training Tariff 22.23

Education Transformation Alliance

e-Learning for Healthcare

## Education Training Tariff 2022.23

The 2022/2023 Education and Training Tariff guidance was published in March 2022. This document sets out, the national tariffs for healthcare education and training clinical placements in the financial year 2022 to 2023, how the tariffs will be implemented, in what circumstances the national tariffs may be varied and how to do this.

## Education Transformation Alliance (ETA)

The Education Transformation Alliance (ETA) was established to bring together colleagues from health, social care and education across GM. It acts as a platform to share education transformation work and best practice across the sector. The group which reports into the GM People Board. There are five working groups which feed into the ETA where small groups of experts meet and discuss apprenticeships, career pathways and development, workforce supply, transformation projects and learning environments.

## e-Learning for Healthcare (e-LfH)

e-Learning for Healthcare (e-LfH) is a HEE programme, working in partnership with the NHS and professional bodies, to support patient care by providing e-learning to educate and train the health and social care workforce. e-LfH is now delivering or developing more than 400 eLearning programmes in collaboration with organisations including Royal Colleges, Department of Health and Social Care, NHS England and Public Health England.






# F is for.....

Faculty of Advancing Practice

Fellowship Programmes

First Contract Practitioner

Funding Offers



## Faculty of Advancing Practice (HEE)

The North West Faculty for Advancing Practice was established in 2020 to drive pioneering workforce transformation for advanced practice at a regional level, recognising the impact that advanced practitioners can have on workforce transformation, providing highly skilled care that can drive service redesign, enhance patient care, and improve outcomes.

## First Contact Practitioner (FCP)

A First Contact Practitioner service is provided by a registered health professional who is the first point of contact for patients, providing new expertise and increased capacity to general practice and providing patients with faster access to the right care.

## Funding Offers (HEE)

HEE provide funding to a wide range of health and care professions and careers. Allocated funding is provided in order to deliver the workforce required to deliver NHS health and care services. Sign up to the [Digital Directory](#) for monthly updates.



# F

is for.....

Faculty of Advancing Practice

First Contract Practitioner

Funding Offers

Fellowship Programmes

Fellowship  
Programmes  
(Primary Care)

The programmes, hosted by the [GM Training Hub](#) are for the multidisciplinary primary care team in Greater Manchester.

There are three programmes available;

[GP Fellowship](#) - For newly qualified GPs, that are in substantive, salaried or partner positions within Greater Manchester and within one year of their CCT.

[GPN Fellowship](#) - For newly qualified nurses, who have qualified within the last 12 months, and who hold a salaried role within general practice.

[GP Supporting Mentors Scheme](#) - For experienced GPs looking to pass on their experience and knowledge to newly qualified GPs on the 2 year GP Fellowship programme.



# G is for.....

GP Assistants

GM Health & Social Care Careers Hub

GMCA

GM COVID 19 Vaccination Passport

Greater Manchester Access

GP Ready Programmes

## GP Assistants

As part of the wider team in general practice, General Practice Assistants provide a support role, carrying out administrative tasks, combined in some areas with basic clinical duties. They can help to free up GPs time and contribute to the smooth running of appointments, improving patients experience in the surgery. GP Assistants are now also one of the [ARRS](#) roles.

## GM Health and Social Care Careers Hub

The GM Health and Social Care Careers Hub is an initiative aimed at improving the support and information available to people looking for careers across the health and social care sector.

## GM Combined Authority (GMCA)

The Greater Manchester Combined Authority(GMCA) is made up of the ten Greater Manchester councils and the Mayor of Greater Manchester, who work with other local services, businesses, communities and other partners to improve the city-region. The ten councils are; Bolton, Bury, Manchester, Oldham, Rochdale, Salford, Stockport, Tameside, Trafford and Wigan.



# G is for.....

GP Assistants  
GM Health & Social Care Careers  
Hub  
GMCA

GM COVID 19 Vaccination  
Passport  
Greater Manchester Access  
GP Ready Programmes



GM COVID 19  
Vaccination  
Passport

The GM COVID 19 Digital Passport provides a digital record of essential training for providing vaccinations that can be continually updated as further training is completed.

Greater  
Manchester  
Access

The Greater Manchester Access website is hosted by NHS Greater Manchester Integrated Care. The site aims to support people across Greater Manchester to find and develop their careers, making it a simpler, easier, and empowering process.

GP Ready  
Programmes

The programmes, hosted by the [GM Training Hub](#) are for the multidisciplinary primary care team in Greater Manchester. There are three GP Ready programmes offered, the FCP GP Ready Programme, Pharmacy Technician GP Ready Programme and the Physician Associate GP Ready Programme.






is for.....

Health Education England

HEE Roles Explorer

Healthcare Support Worker Programme



### Health Education England (HEE)

Health Education England is an NHS body that exists to help improve the quality of life and health and care services for the people of England by ensuring the workforce of today and tomorrow has the right skills, values and behaviours, in the right numbers, at the right time and in the right place.

### HEE Roles Explorer



The HEE Roles Explorer supports employers and healthcare systems to navigate the innovative adaptation of roles and the introduction of new roles. It is a collection of resources to support those responsible for planning and delivering workforce re-design. The resources are for use when introducing new roles, or innovative adaptations to existing roles already being deployed within a service or system.

### Healthcare Support Worker (HCSW) Programme

In 2022 £10 million from HEE is being made available to support the transition of HCSWs into an additional 2,500 trainee nursing associate (TNA) roles nationally. This funding will enable NHS trusts to strengthen their career development offer to existing HCSWs and enhance the development of future registered nurses and midwives. This will be through training needs analysis, talent mapping, career conversations and subsequent enrolment into the TNA training programme where appropriate.



is for.....

Integrated Workforce Planning

ICS Funding Statements

International Recruitment

Information Governance

Integrated Care Board

Integrated Care Systems

### Integrated Workforce Planning

Integrated planning seeks to set out how workforce planning can best be integrated with population health, localities, service and financial planning. The ICS integrated workforce programmes including [\(OWOM\) Train the Trainer](#) and [Workforce Planning Masterclass](#) strives to create a common language around workforce planning and integrate planning methods together into one model and one approach where workforce planning activities are focused on the GM population and local communities. See also [METIP](#)

### International Recruitment

Opportunities are available to use international recruitment to support local workforce planning arrangements. The Nursing International Recruitment Programme and Refugee Support Pilot Programme are examples of support available. HEE also offer support to the recruitment of AHP's from overseas. For more information see the [HEE website](#).

### Integrated Care Board

NHS Greater Manchester Integrated Care Board (ICB) is part of the Greater Manchester Health and Care Partnership. The Integrated Care Board will work to deliver the strategy set by the GM Integrated Care Partnership and will support the ten place-based partnerships in Greater Manchester.



is for.....

Integrated Workforce Planning

ICS Funding Statements

International Recruitment

Information Governance

Integrated Care Board

Integrated Care Systems

### ICS Funding Statements

An Integrated Care System (ICS) Education Funding Statement is an online report that HEE provides to each ICS annually. It details the financial contribution that HEE makes for educating and training the current and future workforce, in the ICS, in that financial year and also contains the “Planned Investment” for the following financial year. A statement will provide details of this investment by training programme, alongside information about the activity provided for that investment which is expected for that investment.

### Information Governance

The legal framework governing the use of personal confidential data in health care is complex. The law allows personal data to be shared between those offering care directly to patients but it protects patients’ confidentiality when data about them are used for other purposes. These “secondary uses” of data are essential if we are to run a safe, efficient, and equitable health service.

### Integrated Care Systems (ICS)

Integrated care systems (ICSs) are partnerships of organisations that come together to plan and deliver joined up health and care services, and to improve the lives of people who live and work in their area. Following several years of locally led development, recommendations of NHS England and passage of the Health and Care Act (2022), 42 ICSs were established across England on a statutory basis on 1 July 2022.



# K is for.....

Kickstart Scheme


NHS Knowledge & Library  
Services



Kickstart  
Scheme

The Kickstart Scheme provided funding to create new job placements for 16 to 24 year olds on Universal Credit who are at risk of long term unemployment. Applications closed in December 2021 however a follow up piece if work is being looked into by Greater Manchester Primary Care team.

(NHS)  
Knowledge and  
Library Services



NHS Knowledge and Library services staff play a business-critical role. They bring evidence to the fore and save considerable time for healthcare professionals. Health Education England takes the strategic lead for NHS knowledge and library services in England and is the steward of national investment in these services on behalf of the system.



# The 10 locality areas of Greater Manchester Integrated Care Partnership



# L is for.....

Locality Plans

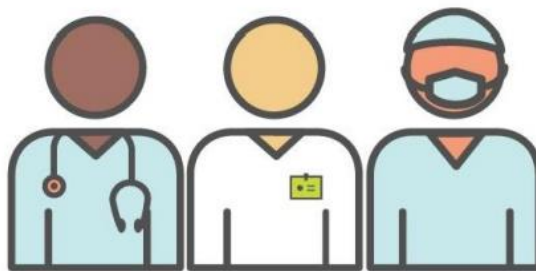
Life Long Learning Model

## Locality Plans

Locality Plans are being drawn up to support individual GM localities to make area specific workforce plans. Locality Plans articulate the vision of the locality for the improvement of wellbeing, health and care outcomes for residents in the geography, across a timescale of short, medium and longer term impacts. The Plan sets out specific programmes and objectives which are in place to deliver against that vision. The Plans are aligned to GM ICS strategies.

## Life Long Learning Model (LLLM)

This programme aims to map out the learning and development offers across all sectors of GM to create the blueprint and a digital roadmap for a GM Lifelong Learning model. Through research methodology, there will be a focus on exploring 'in work' and 'pre-employment' current offers and where there are gaps and potential opportunities to support and transform the workforce. Also see [One Workforce, One Model](#).



# M is for.....

M-Care resources

METIP

Medical Associate Professions

MDT Toolkit

MSK Practitioner

## M-Care resources

The innovative Mixed Realities for Health and Social Care Education (M-Care) teaching resources comprise mixed reality digital media; 2D games, digital fly-throughs, virtual reality (VR), augmented reality (AR) and supporting documentation designed to inspire and cultivate children and young people's interest and engagement with further education and careers in health and social care. Also see [Appendix 5 - M-Care infographic](#) for more information.

## Medical Associate Professions

As part of the continuing drive to provide safe, accessible and high-quality care for patients, the NHS has seen the emergence of new medical associate professions (MAPs) working across multi-professional teams. They include physician associates, anaesthesia associates, surgical care practitioners and advanced critical care practitioners.

## MSK First Contact Practitioner (FCP)

MSK First Contract Practitioners are Allied Health Professionals designed to deliver a streamlined, person-centred service and support the growing demands on general practice and secondary care. A national NHS England Musculoskeletal FCP programme is underway to build on a range of developments for the role.



# M is for.....

M-Care resources

Medical Associate Professions

MSK Practitioner

METIP

MDT Toolkit

METIP

HEE has established an annual investment planning process called the Multi-Professional Education and Training Investment Plan (METIP). METIP is not a workforce plan, but an investment plan for HEE's 'Future Workforce' and 'Workforce Development' budgets – around 90% of HEE's spending – which includes funding the future workforce supply needed to deliver NHS workforce strategies. It will enable HEE to respond positively to NHS workforce challenges through prioritising its spending to generate the biggest and best impact for patients.

Each year's METIP will set out both the activity intentions and related HEE funding policy for that activity. Only 20% of the 'Future Workforce' budget is amendable annually, so the METIP will also take a longer-term, multi-year view of the investment decisions required to develop the future professional NHS workforce.

See also [Integrated Workforce Planning](#).

MDT  
(Multidisciplinary  
Team) Toolkit

This toolkit is a step-by-step guide to help progress a one workforce approach across health and care organisations and Integrated Care Systems (ICSs). By one workforce we mean people coming together as part of multidisciplinary teams (MDTs) to deliver a shared objective – whether that be a project to introduce a new role, redesign of a patient pathway or providing care in a different way.



# N is for.....

New Roles

New to Primary Care

NHS Health Careers

NW Endoscopy Training Academy

Nursing Associates

Nursing in Social Care Guide

## New Roles

A range of innovative, new clinical and non clinical workforce roles added to the health and social care sector in order to decrease pressure within the system and increase capacity for patients. See also [Workforce Transformation](#) and [Additional Roles Reimbursement Scheme](#)

## New to Primary Care

The New to Primary Care Programme aims to provide a co-ordinated strategic role to embedding new roles within primary care. It has oversight of various projects and programmes supporting the development of new roles in primary care.

## NHS Health Careers

Health Careers is the information service about the range of 350 or so careers available in health. Part of [Health Education England](#) their aim is to support people in education and at all stages of their career to discover more about the health roles that are available, and how to get in and get on.



# N is for.....

New Roles

New to Primary Care

NHS Health Careers

NW Endoscopy Training Academy

Nursing Associates

Nursing in Social Care Guide

NW Endoscopy  
Training  
Academy

Through the Endoscopy Training Academy, training is provided to the whole endoscopy workforce, including nurses and support staff, in a multi-disciplinary environment. The Endoscopy Training Academies have the potential to provide greater health system value than traditional education models.

Nursing  
Associates and  
Trainee Nursing  
Associates

The nursing associate is a new support role in England that bridges the gap between healthcare support workers and registered nurses to deliver hands-on, person-centred care as part of the nursing team. Nursing associates work with people of all ages in a variety of settings in health and social care. Funding is offered for trainee nursing associates by HEE.

Nursing in Social  
Care Guide

A guide to becoming a nurse in social care was developed by a group of experts over the pandemic and contains valuable information about all routes into adult social care nursing. The guide can be found on the [GM Workforce Futures Centre](#) website by clicking [here](#).





# O is for.....

One Workforce, One Model

Operating Planning Round

One Workforce, Oversight  
Committee

## One Workforce, One Model

The One Workforce One Model (OWOM) programme aims to develop solutions and infrastructure around workforce planning to build capacity and capability within systems across Greater Manchester. See [Appendix 3](#) and [Appendix 4](#) for more detail.

## One Workforce Oversight Committee

The committee meets quarterly and provides an integrated and dynamic workforce, activity and finance planning platform which meets current and future population, service, and workforce needs. It also aims to enable the system to retain, recruit and, where required, grow its workforce to meet future needs, embedding the 'one workforce' across the ICS to represent the local communities served.

## Operating Planning Round

Operational planning is an annual process which sets out the requirement for systems and individual commissioner and provider organisations to work together, to produce workforce, finance and activity plans, specifically ensuring that plans and contracts are both realistic and fully aligned at an ICS level. Plans are aligned to key NHS priorities detailed by NHS England in supporting guidance requiring plans to cover between 1 and 5 years.



# P is for.....

Patient Learner Journey  
Physician Associate  
Place Based Information Pack  
Placement Capacity

Population Health  
Primary Care Services  
PTPT



## Patient Learner Journey

Conceptual maps developed to help teams think differently when having discussions about workforce and workforce needs. It enables visualisation of these needs in a different way- starting with the patient/service user or service user.

## Physician Associates

One of the [Medical Associate Professions \(MAPs\)](#), Physician Associates (PAs) are medically trained, generalist healthcare professionals, who work alongside doctors and provide medical care as an integral part of the multidisciplinary team.

## Place Based Information Pack

The place based information packs will provide a full overview of each locality area in order to produce a more specific locality plan for workforce planning. The packs will include information on education data, deprivation statistics, population data and so on.



# P is for.....

Patient Learner Journey  
Physician Associate  
Place Based Information Pack  
Placement Capacity

Population Health  
Primary Care Services  
PTPT



## Placement Capacity

Clinical placements are a pivotal element of healthcare education. Historically, the ability to take on learners for whom practice-based learning is a requirement of their programme has been limited by two main factors, the number of placements available to host them and having experienced staff who can teach and assess. Increasing placement capacity is an essential part of growing the workforce. See also [CPEP](#).

## Population Health



Population health is one of the core strategic aims for integrated care systems (ICSs); to improve physical and mental health outcomes, promote wellbeing and reduce health inequalities across an entire population, with a specific focus on the wider determinants of health (things like housing, employment, education).

## Primary Care services

Primary care services provide the first point of contact in the healthcare system, acting as the 'front door' of the NHS. Primary care includes general practice, community pharmacy, dental, and optometry (eye health) services.



P is for.....

Patient Learner Journey  
Physician Associate  
Place Based Information Pack  
Placement Capacity

Population Health  
Primary Care Services  
PTPT

Pre Registration  
Trainee Pharmacy  
Technicians  
(PTPTs)

Pre-Registration Trainee Pharmacy Technicians (PTPTs) are trained within the workplace and complete a 2 year training programme. The HEE Pharmacy Technician Workforce Expansion Project 2022/23 will help employers develop PTPTs across England, either as part of a cross-sector programme or by providing a single-sector training placement in community pharmacy.




# R is for.....

Return to Practice

RePAIR Programme

Retire and Return

Roles Explorer



## Return to Practice (RTP)

Return to practice initiatives have seen thousands of people commence training to return to practice in nursing and other professions, but more can be done. The national return-to-practice scheme for nurses has been run by HEE since 2014 and provides experienced nurses with training and a route back into the NHS and social care.

## RePAIR Programme

Covering the four fields of nursing (adult, child, learning disabilities and mental health), midwifery and therapeutic radiography, RePAIR (Reducing Pre-registration Attrition and Improving Retention) explores effective interventions to improve retention across the student journey – from pre-enrolment to two-years post-qualification.

## Retire and Return

The Retire and Return scheme allows healthcare professionals to leave employment, take a (short) break and draw their pension benefits they then return to work on a new contract.



# R is for.....

Return to Practice  
RePAIR Programme  
Retire and Return

Roles Explorer

Roles Explorer

An on-line collection of resources to inspire alternative skills mix to traditional workforce models, explore the capabilities, training requirements and career frameworks for different roles and provide best practice when designing and implementing new roles



# S is for.....

STAR tool

Skills for Care

Social Care Learning

Environments Group

Social Care

Strategy

## STAR tool

The HEE Star is a key tool developed by HEE to bring structure and coherence to conversations about workforce challenges and to support workforce transformation. The primary function of the HEE Star is to be an organisational development tool, enabling a comprehensive diagnostic of workforce requirements and better definition and prioritisation of solutions. Secondly, it is an interactive resource, showcasing offers and products from HEE to fulfil a chosen solution. To find out more about the HEE Star visit Star TV on the [Star webpage](#) and [Appendix 2: HEE Star](#).

## Skills for Care

Skills for Care is the strategic workforce development and planning body for adult social care in England. They work with employers, Government and partners to ensure social care has the right people, skills and support required to deliver the highest quality care and support now and in the future.

## (GM) Social Care Learning Environments Group

Reporting into the [Education Transformation Alliance](#), the Social Care Learning Environment Group (GMSCLEG) aims to increase access to clinical learning environments in social care settings. The group meet on a monthly basis.



# S is for.....

STAR tool

Skills for Care

Social Care Learning

Environments Group

Social Care

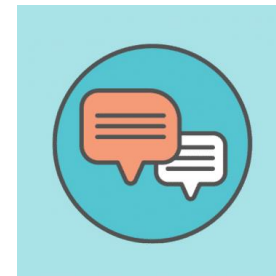
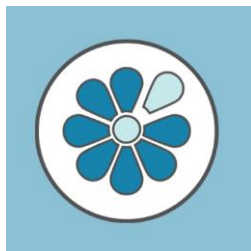
Strategy

## Social Care

Social care is a term that generally describes all forms of personal care and other practical assistance for children, young people and adults who need extra support by giving practical and emotional support to a wide range of different people.

## Strategy – People and Culture

The People and Culture strategy has been developed by the People and Culture Function within Greater Manchester Integrated Care and outlines the shared ambitions, key priorities and deliverables for the health and care workforce in Greater Manchester from 2022 to 2025. Coming soon.



# T

is for.....

Training Hub

Train the Trainer Programme

Talent for Care

T Levels

TPEP

TALC Resources

(GM) Training  
Hub

The Greater Manchester Training Hub is a part of the HEE Training Hub model designed to meet the educational needs of the multi-disciplinary Primary Care team. Objectives include developing and expanding placement capacity, ensuring workforce planning is in place, increasing recruitment to Primary Care, retaining the workforce within Primary Care, offering placed based tariffs.

(OWOM) Train  
the Trainer  
Practitioner  
Programme

As part of the [One Workforce, One Model](#) programme, a GM integrated workforce planning model has been developed with colleagues from across the system. This has been included within a Toolkit alongside facilitator training to grow and upskill workforce planners and champions across the system. A workforce planning forum has also been established to share learning and increase connectivity across the ICS.

Talent for Care

Talent for Care enables people to Get Ready, Get In, Get On and Go Further in their journey towards a career and progression in the NHS. Talent for Care's vision is to support the NHS in England to widen access and participation by adapting and developing accessible employment, education, training including apprenticeships and T levels in order to improve socio-economic, health and wellbeing outcomes in local populations, and to move towards a workforce that is reflective of the communities it serves.





is for.....

Training Hub

Train the Trainer Programme

Talent for Care

T Levels

TPEP

TALC Resources



## T - Levels

T levels are a level three technical education route that provide an alternative to A-levels for 16-19-year-olds. One T Level is equivalent to three A levels. These 2-year courses have been developed in collaboration with employers and businesses so that the content meets the needs of industry and prepares students for work, further training or study. T Levels help support the recruitment of the NHS's future workforce.

## Targeted Practice Education Programme (TPEP)

Health Education England have identified investment to fund a sustainable collaborative ICS approach to practice education, through the Targeted Practice Education Programme. This funding will support practice learning for pre-registration Nursing, Midwifery, AHP, Healthcare Science, Clinical Psychology, Trainee Nursing Associates, Advanced Practice Programmes, Physicians Associate, Pharmacy, pre-registration apprenticeships and T-level students for academic year 2022/23 and beyond.

## TALC Resources

Training Learning and Consultation Skills or TALC is a set of learning modules covering all aspects of teaching and learning consultation skills. TALC will be useful to any clinician who wants to work on their consultation skills. Improved consultation skills give better and safer clinical outcomes and better relationships with patients.






# V is for.....

Virtual Workforce Information  
System

Vocational Learning



## Virtual Workforce Information System (VWIS)

Part of the One Workforce, One Model programme, the Virtual Workforce Information System (VWIS) is an innovative project, utilising a bespoke resource created for the GM system, to facilitate a strategic and operational understanding of the shape and composition of the health and care workforce by aiding working planning and transformation discussions. Currently Local Authorities and Trusts can view workforce metrics within a tableau product to identify areas of concern through visualisations which generate 'aggregated data' and trends. Enabling users to compare demographics across organisations and neighbourhoods, supporting delivery of any workforce ambitions within 'locality plans'.

See also [Workforce Planning Digital Tool](#) and [One Workforce, One Model](#)

## Vocational Learning

Vocational training is a broad category of education that encompasses any learning of practical skills and knowledge. Vocational learning is relevant to performing a specific role or working within a sector and is often achieved through direct experience. Many different fields feature and rely upon elements of vocational learning.



# W is for.....

Wellbeing Toolkit  
Widening Participation  
Workforce Bureau  
Workforce Connect

Workforce Development Investment  
Workforce Planning Digital Tool

Workforce Transformation Ideas & Design Hub  
Workforce Planners Masterclass Programme

Workforce Workforce Futures Centre website  
Workforce Transformation



## Wellbeing Toolkit

The Greater Manchester Wellbeing Toolkit is an interactive toolkit to help support you to be at your best. We have refreshed this toolkit to reflect the things that you have told us matter to your wellbeing. It provides advice on keeping well physically, practically and psychologically, as well top tips on how you can support those around you and find help for yourself or someone you know when it's needed.

## Widening Participation

The Health Education England Widening Participation team seek to increase the availability of equal opportunities, engagement and access to resources in education leading to health and care careers from within all areas of Greater Manchester.

## Workforce Bureau

The GM Workforce Bureau team deploy programmes which strengthen and complement existing local workforce resourcing plans and models to support the recruitment, retention and succession themes contained within the NHS People Plan. The GM Workforce Bureau also support elements of career activity. See also [GM Health and Care Careers Hub](#).



# W is for.....

Wellbeing Toolkit

Widening Participation

Workforce Bureau

Workforce Connect

Workforce Collaborative

Workforce Development Investment

Workforce Planning Digital Tool

Workforce Transformation Ideas & Design Hub

Workforce Planners Masterclass Programme

Workforce

Workforce Futures Centre website

Workforce Transformation



## Workforce Connect

Greater Manchester Workforce Connect is a free job-matching service connecting employers and individuals across Greater Manchester with employment opportunities in primary care. Employers can use Workforce Connect to find people interested in working in the new roles that they are looking to recruit. Individuals can use Workforce Connect to find an employer with a job vacancy. Individuals and employers can register for GM Workforce Connect on the [Greater Manchester Primary Care Careers website](#).

## Workforce Collaborative

The Greater Manchester Health and Care Workforce Collaborative was created to support the delivery of the region's Health and Social Care Workforce Strategy. It is made up of partners from across the region including hospitals, local authorities, universities, the voluntary sector, carers organisations, trade unions and many more. By coming together and making the most of the skills we have across the region, we can start to deliver these plans and develop and develop a health and care workforce for the future. The collaborative meets on a monthly basis.

## Workforce Development Investment

Annually, an investment portfolio is made available to all health and social care providers in the GM system via the GM Integrated Care Partnership for workforce transformation initiatives. All funded programmes are evaluated and there is further scope for the most successful projects to be expanded or rolled out wider. The investment is attributed and managed by the Workforce Collaborative.



# W is for.....

Wellbeing Toolkit  
Widening Participation  
Workforce Bureau  
Workforce Connect

Workforce Development Investment  
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Workforce Transformation

**Greater Manchester Integrated Care Partnership**

Workforce Planning Digital Tool

**Coming Soon:** A one stop online workforce planning solution powered by the [Virtual Workforce Information System](#) which will include a workforce planning online form, an interactive evolution of the GM toolkit that facilitators can develop and export and a workforce planning calculator for future forecasting and projection planning. Potential launch date of winter 2022.

Workforce Transformation Ideas Hub & Design

A creative space which to enable all Greater Manchester providers the opportunity to share ideas in an open forum by capturing common themes, problems and areas ready for transformation. The Hub includes resources, sharing of successful programmes, a space to share innovative ideas and submit problem areas you would like help resolving. See [Appendix 4](#) for more information.

Workforce Planners Masterclass Programme

**Coming Soon:** A specifically designed training programme for workforce planners who have completed the [OWOM Train the Trainer Practitioner Programme](#) to provide a more in depth look at how the OWOM model works.



# W is for.....

Wellbeing Toolkit  
Widening Participation  
Workforce Bureau  
Workforce Connect

Workforce Development Investment  
Workforce Planning Digital Tool

Workforce Transformation Ideas & Design Hub  
Workforce Planners Masterclass Programme

Workforce  
Workforce Futures Centre website  
Workforce Transformation



## Workforce

With approximately 350 careers available within the sector the workforce is the greatest asset to health and social care. The NHS being the largest single employer within the UK and each role is integral to the safe functioning of the whole system.

## Workforce Futures Centre website

The GM Workforce Futures Centre website was set up by HEE and GM Health and Social Care Partnership and contains a wealth of workforce information specific to the GM area including resources, publications and external links. It also houses information about the [Virtual Workforce Information System](#), the [One Workforce, One Model](#) and [Workforce Transformation Ideas and Design Hub](#).

## Workforce Transformation

Workforce transformation is a process, driven by improving the way we recruit, retain, deploy, develop and continue to support the healthcare workforce, to meet the growing and changing needs of local populations – ensuring high quality care for the patients of today and the future.



# Appendices

[Appendix 1: Workforce Transformation Case Studies](#)

[Appendix 2: What is the HEE Star?](#)

[Appendix 3: The One Workforce, One Model Approach](#)

[Appendix 4: Integrated Workforce Planning Approach](#)

[Appendix 5: The Workforce Transformation Design and Ideas Hub](#)

[Appendix 6: M-Care Quick Guide Infographic](#)

[Appendix 7: Higher Education Institutes in GM & Health & Social Care Courses](#)

[Appendix 8: Glossary of Acronyms](#)



# Appendix 1: Workforce Transformation Case Studies

## M-Care



The M-Care (Mixed Realities for Health and Social Care Education) project was established in 2019 working in partnership with the Manchester Metropolitan University to develop a co-ordinated mixed reality programme of resources for health and social care careers education across key stages 1 to 4. The resources are designed to align with the national curriculum programmes of study for science and PSHE (personal, social, health and economic education) and can therefore be used in the classroom to deliver lessons across all key stages. A virtual tour and a facilitator's guide accompany the resources to describe the contents and to illustrate how they might be used by teachers to enhance their teaching.

All M-Care resources are free to download and use in educational settings. For more information and to view the resources visit [gmcareershub.nhs.uk/m-care](https://gmcareershub.nhs.uk/m-care)

See also [Appendix 5](#).

## Education and Career Guide - Become a Registered Nurse in Social Care

In 2020, a small group of professionals from across Health and Care in the North West identified a potential opportunity which would help raise the profile for anyone seeking employment as a Nurse in Social Care. Colleagues came together and formed a task and finish group developing a vision to educate and promote the career opportunities to any individual wishing to progress a career in social care as a registered nurse. As a result, the group have developed a comprehensive and unique education and career guide designed to inspire anyone who is interested about becoming a registered nurse in social care.

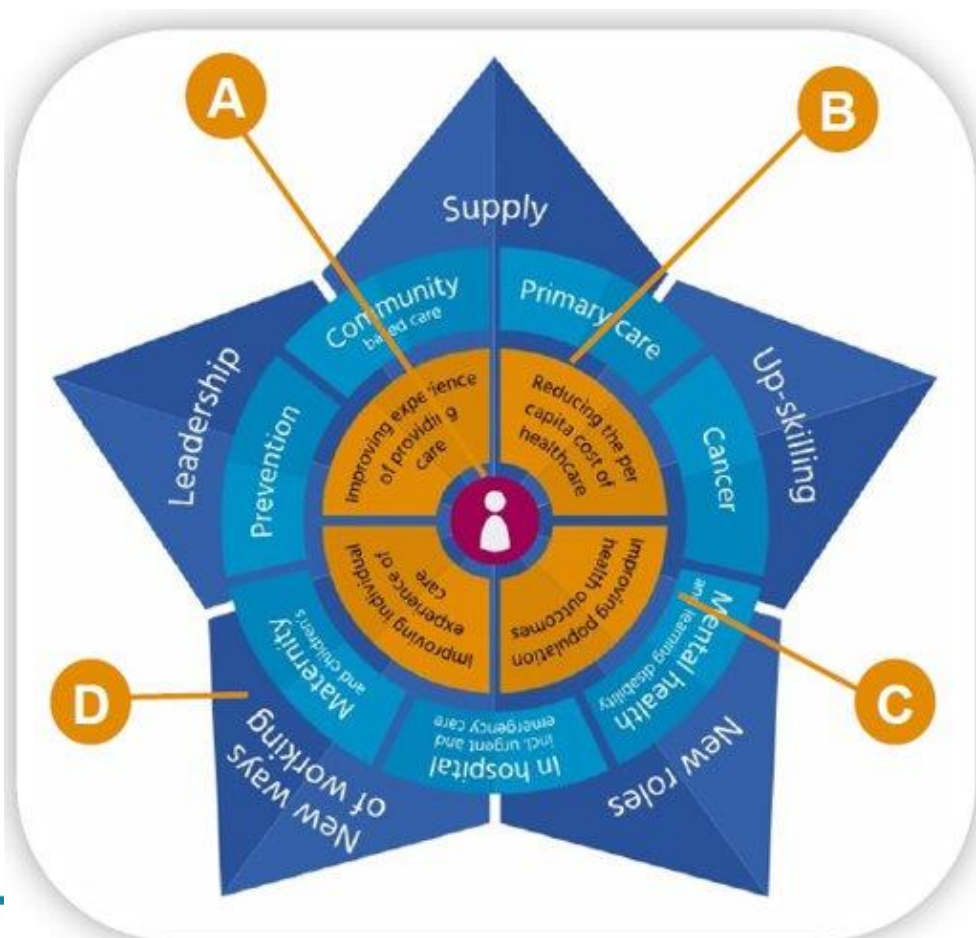
The full guide contains detailed information and a wide range of topics and acts as in depth resource for those currently working as or actively encouraging those to work as nurses in social care. Accompanying the guide is a digital interactive e-book which contains compressed information and uses links to external sources, videos and interviews to provide an engaging and informative resource. This can be used by schools, colleges or for anyone wanting an overview of the full guide.



# Appendix 2: What is the HEE STAR?

1 A simple, coherent framework to facilitate and guide workforce conversations

2 A single 'go to' directory for providers and systems to access and explore a range of workforce transformation solutions



**A** At the centre is the overarching goal to deliver **patient-centred care**, i.e. care that is tailored to the needs, circumstances and preferences of the individual receiving care.

**B** The orange segments symbolise the **quadruple aim of the NHS Five Year Forward View**. Every entry included in the tool contributes towards meeting one of four aims:

- Improving the individual experience of care
- Improving the health of populations
- Reducing the per capita cost of healthcare
- Improving the experience of providing care.

**C** Content can be viewed by **clinical area**: Primary care, Cancer, Mental health and learning disability, In hospital (including urgent and emergency care), Maternity and children's, Prevention, and Community based care.

**D** Content is framed around the **five key enablers** of workforce transformation, or the **domains**: Supply, Up-skilling, New roles, New ways of working, and Leadership.



# Appendix 3: One Workforce, One Model Approach

## ONE WORKFORCE ONE MODEL



**Life-Long Learning Model (LLLM)** Building an ICS learning & development framework

**Virtual Workforce Information System (VWIS)**  
A bespoke tool making workforce analysis simple



**Workforce Planning Transformation Investment**  
Funding for localities to develop sustainable and integrated planning solutions

**Workforce Planning Training**  
Growing and upskilling of workforce planning practitioners & online toolkit



**One Workforce**



**Workforce Planning Digital Tool**  
Digitalising the workforce planning model & bringing intelligence and workforce plans into a one stop shop solution

**Workforce Planning Resources**  
Creation of more toolkits, fact sheets, videos & podcasts to support workforce planning



**Creating the right environment together**

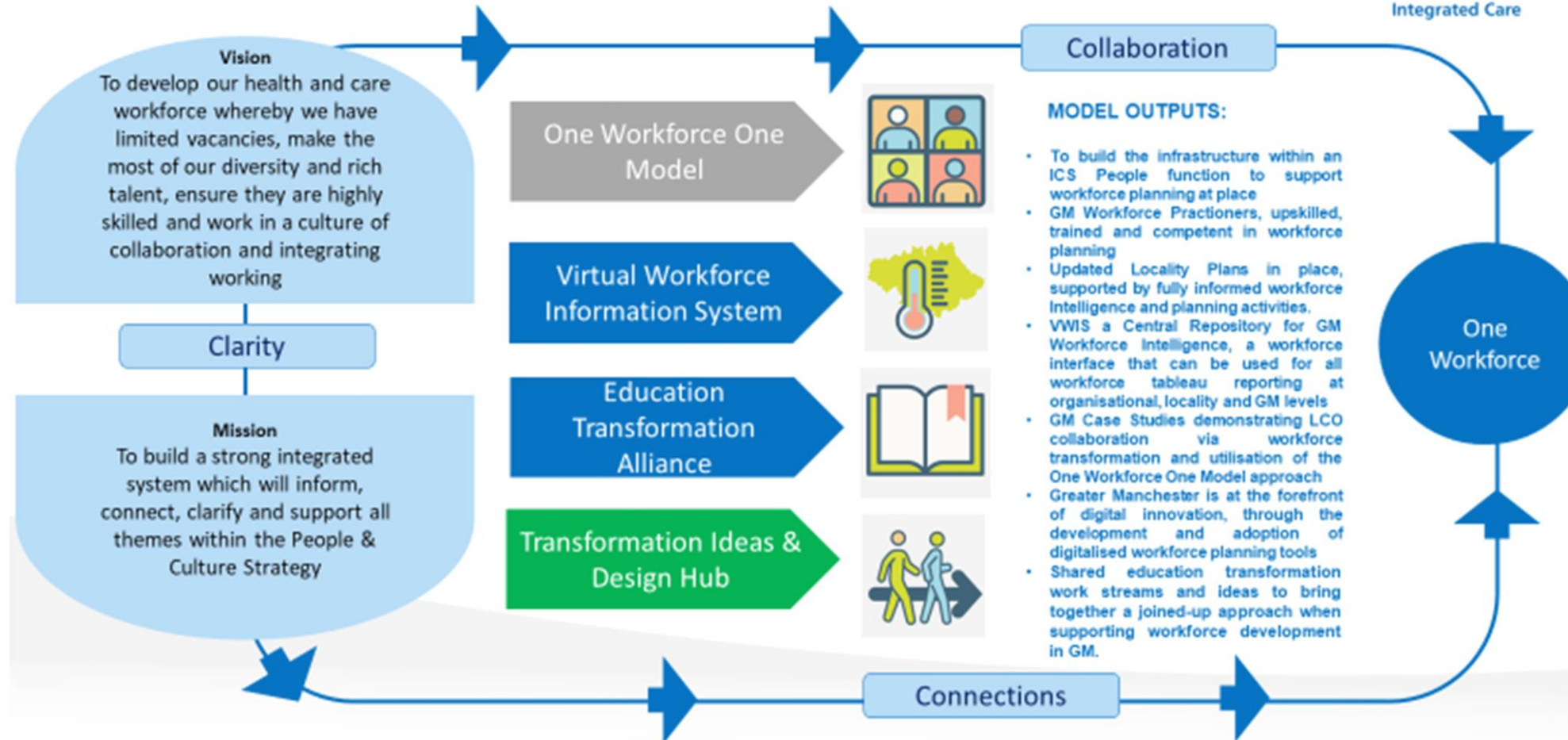


# Appendix 4: Integrated Workforce Planning Approach

## Workforce Planning & Transformation

INTEGRATED WORKFORCE PLANNING APPROACH

**NHS**  
**Greater Manchester**  
Integrated Care



# Appendix 5: Workforce Transformation Design & Ideas Hub Model

## GM WORKFORCE TRANSFORMATION IDEAS AND DESIGN HUB

### IDENTIFYING AND ACTIONING SOLUTIONS



#### 1. WICKED PROBLEM

Current workforce issues can be submitted online via a [webform](#). These will be reviewed by the transformation team and forwarded for further action or initial advice passed to the submitter.



#### 2. FOCUS GROUP

The Transformation Supply group will act as a focus group to workshop the issue submitted and look at next steps including possible solutions.



#### 3. STAR WORKSHOP

For more complex issues a [HEE Star workshop](#) can be facilitated with team members and relevant stakeholders to have a structured discussion and agreed next steps including project ideas.



#### 4. PROJECT DEVELOPMENT

The ideas for projects developed from the online form, focus groups or Star workshops are developed into plans for small or large scale projects. These projects may need funding or be actioned by a small working group.



#### 5. BID ASSISTANCE AND RESOURCES

Where funding is required, assistance is offered to support bid writing and applications for external funding. Guidance can also be given on change management, workforce planning and workforce redesign using the OWOM model.

### CAPTURING AND BUILDING ON INNOVATION



#### 1. INNOVATIVE IDEA

Innovative workforce transformation ideas from within the workforce can be submitted for consideration via a [webform](#). Project ideas may be put forward for further development or recommended to seek funding.



#### 2. FOCUS GROUP

The Transformation Supply group will act as a dragons den style focus group to listen to the idea submitted and look at next steps such as project development or signpost to existing or past projects which are similar to prevent duplication.



#### 3. PROJECT DEVELOPMENT

Ideas for projects from are developed further by the Transformation Supply Group into plans for small or large scale projects. These projects may need funding or be actioned without funding by a small working group.



#### 4. BID ASSISTANCE AND RESOURCES

Where funding is required, assistance is offered to support bids and applications for external funding. Guidance can also be given on change management, workforce planning and workforce redesign using the OWOM model.



Both strands of the hub result in innovation and transformation projects being undertaken in the system. High impact projects may be selected for further spread and adoption across GM.



# Appendix 6: M-Care Quick Guide Infographic

## M-Care

### Mixed Reality resources for Health and Social Care Education in Schools

FREE to download here: <https://gmcareershub.nhs.uk/m-care> or <https://hee-vr360.azurewebsites.net/m-care/>

- ★ Accessible on iPads, Android tablets, laptops and PCs
- ★ Appropriate for pupils of all ages across key stages 1–4
- ★ Aligned to national curriculum programmes of study

#### 2D games

- Appropriate for KS1&2
- 12 games, some with differentiated levels to suit a wide ability range
- Timer can be used to introduce competition
- Successful completion of each level is rewarded with a positive comment, cheering & confetti



#### Body system fly-throughs

- Appropriate for KS2–4
- 3 fly-through videos: musculoskeletal, cardiovascular & digestive system
- Take the viewer on a guided tour through the body systems
- Narrated & interspersed info screens provide extra details
- Can be viewed on any device
- Bookmarks embedded to 'jump' to key areas



#### Augmented Reality (AR) models

- Appropriate for all KS
- 4 AR models: skeleton, heart, lungs & digestive organs
- Accessed via iPad or compatible tablet
- Heart and lungs are animated
- Models can be resized & rotated
- Key features are labelled



#### Virtual Reality (VR) work experiences

- Appropriate for KS2–4
- 3 work experience scenarios
- Viewed either in VR using Oculus Headsets or as a video on any device
- Work experiences feature a family plus health & social care professionals



Further detailed information is available in the Facilitator's Guide or by emailing: [vrforschools@hee.nhs.uk](mailto:vrforschools@hee.nhs.uk)



# Appendix 7: Higher Education Institutes in Greater Manchester and examples of Health & Social Care Courses available

## University of Bolton

- Health and Social Care
- Professional Practice
- Community Healthcare Nursing
- Social Care Health and Wellbeing



## University of Salford

- Nursing
- Nutrition and Exercise as Medicine
- Public Health Practitioner
- Social Work
- Physiotherapy
- Midwifery
- Podiatry
- Counselling and Psychotherapy



## University of Manchester

- Adult Nursing
- Biomedical Science
- Childrens Nursing
  - Medicine
- Mental Health Nursing
  - Midwifery
  - Optometry
  - Pharmacy
- Speech & Language Therapy

## MMU

- Adult Nursing
- Biomedical Science
- Healthcare Science
- Integrated Health & Social Care
  - Mental Health Nursing
  - Social Work
  - Physiotherapy
- Speech & Language Therapy



# Appendix 8: Glossary of Acronyms

<b>AHP</b>	Allied Health Professional	<b>ITT</b>	Invitation to Tender	<b>PARE</b>	Practice Assessment Record and Evaluation
<b>ARRS</b>	Additional Roles Reimbursement Scheme	<b>KPI</b>	Key Performance Indicator	<b>PCN</b>	Primary Care Network
<b>CPEP</b>	Clinical Placement Expansion Programme	<b>LA</b>	Local Authority	<b>PCTH</b>	Primary Care Training Hub
<b>CQC</b>	Care Quality Commission	<b>LD&amp;A</b>	Learning Disabilities & Autism	<b>PECE</b>	Practice Education Centre of Excellence
<b>DfE</b>	Department for Education	<b>LLLM</b>	Life Long Learning Model	<b>PEF</b>	Practice Education Facilitator
<b>DHSE</b>	Department for Health & Social Care	<b>METIP</b>	Multi-Professional Education and Training Investment Plan	<b>PIVO</b>	Private Independent and Voluntary Organisations
<b>DWP</b>	Department for Work and Pensions	<b>MH</b>	Mental Health	<b>SCLEG</b>	Social Care Learning Environments Group
<b>ESR</b>	Electronic Staff Record	<b>NHSE</b>	NHS England	<b>TPEP</b>	Targeted Practice Education Programme
<b>ETA</b>	Education Transformation Alliance	<b>OWOM</b>	One Workforce One Model	<b>VCSE</b>	Voluntary Community and Social Enterprise
<b>FCP</b>	First Contact Practitioner	<b>RePAIR</b>	Reducing Pre-registration Attrition and Improving Retention	<b>VFM</b>	Value for Money
<b>HEI</b>	Higher Education Institute	<b>RTP</b>	Return to Practice	<b>VWIS</b>	Virtual Workforce Information System
<b>ICB</b>	Integrated Care Board	<b>OT</b>	Occupational Therapist	<b>WTE</b>	Whole Time Equivalent
<b>ICS</b>	Integrated Care System	<b>PA</b>	Physician Associate or Personal Assistant		



# Key Partners



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Thank you for reading this directory,  
we hope you found it helpful.

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