



# 2022-23 ANNUAL REPORT

April<sup>2022</sup> – March<sup>2023</sup>

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# INTRODUCTION



**Kate O'Connell,**  
Director of Leeds Health and Care  
Academy and Leeds Strategic  
Workforce

**This year has been typically busy for the Academy with significant developments across our learning and culture portfolio, collaborative workforce projects and collaborative workforce planning. Our strengthening partnerships, both across and beyond Leeds, have improved the reach of our work and continue to demonstrate increasing impact and value for our health and social care workforce and the services they provide.**

Highlights in the calendar have included showcasing our collaborative work on T Levels and Team Leeds culture at national NHS Employers events; joining a variety of roundtable discussions with NHS England and the Department of Health and Social Care on the future of health and social care apprenticeships and integrated workforce planning; supporting strategic discussions on workforce challenges with the West Yorkshire Integrated Care Board, local government and our voluntary sector; and working with Integrated Care Systems across the country to share our Leeds Health and Care Academy model as they explore their own ambitions for a more connected workforce.

Building on the great work of last year, the Academy learning team has expanded its strong collaborative apprenticeships programme and has introduced a range of new short courses underpinning shared priorities across our One Workforce. The uptake of collaborative training and education continues to grow across Leeds, with 1344 unique learners taking part in an Academy learning opportunity this year, and we are seeing the increasingly positive impact of this shared learning back in the workplace. In a significant development, the Academy has now launched a city-wide digital learning platform which is free for anyone who works or volunteers in health and social care in Leeds. The unique design ensures that it is accessible and relevant regardless of how or where you are employed and provides the opportunity for truly inclusive and transformative Team Leeds learning.

In collaborative workforce projects, the continued partnership approach to staff portability and inclusive community recruitment has made significant impact this year. A diversity of health and social care employers have secured talented staff from local communities thanks to the innovative and collaborative approach we take as a city, involving local government skills teams, third sector and education partners to support people with their individual needs and aspirations. In addition, our Staff Portability Framework is helping to make sure that staff can work where they're needed most.

In total, approximately 2000 people have completed an Academy learning opportunity or been supported into employment via our team this year.

The launch of the Department of Health and Social Care's 'Leeds Health and Social Care Hub' in July created an opportunity to further develop the relationship between national and local health and social care leaders and strengthen the connections between policy and practice. The Academy has proven to be a valuable asset in connecting and shaping this work around people and talent - bringing real opportunities for shared learning to life.

As a learning organisation, we are also celebrating several publications and pieces of evaluative research, including an academic paper focused on narrowing inequalities in the International Journal of Health Promotion and Education, and the Health Education England AHP Workforce Planning Insights Report. This work is directly helping our Leeds Health and Care Partnership build on the fantastic work to date; deepening insights, testing ideas and supporting innovation. This applied research is creating a strong platform for developing high impact workforce strategies and programmes in Leeds and enabling us to inform and influence regional and national work around sustainable workforce integration. The development of the integrated workforce planning approach in Leeds this year is already helping us to better understand and focus on the collective impact and sustainability of our health and social care workforce, and the long-term value of this work will undoubtedly increase over the coming years.

The leadership from our Leeds One Workforce Strategic Board continues to be outstanding, with partners actively guiding, supporting and stretching the Academy's contribution to the city. However, our stakeholders extend well beyond our board, and the continued support from the Leeds Health and Wellbeing Board and our West Yorkshire People Board, along with new relationships including Leeds Learning Alliance, are continually creating opportunity and strengthening the ambition for our work.

Whilst we are a small team, the Academy is now well embedded in the infrastructure of our NHS partners, City Council, and independent health and care employers and networks across Leeds, and we have continued to attract substantial financial investment into our city's workforce. I feel immensely proud to work in the Leeds Health and Care Academy and as part of Team Leeds, and I know I speak for all our partners when I say how excited I am about our continued collaboration and the future potential of our Leeds One Workforce.

# ACHIEVEMENTS AND IMPACT

Our collective impact is evaluated around four key indicators:



## IMPROVE QUALITY

We have agreed with partners an approach to collaborative workforce planning and the principles upon which this will be based, to improve our shared capacity to address both challenges and opportunities more effectively.

Our work has been featured in major publications and presentations including an academic paper in the International Journal of Health Promotion and Education, an NHS Employers conference on T Levels, and a Health Education England Allied Health Professional Workforce Planning Insights Report.

**1344**

**Unique learners** participated in an Academy learning opportunity and took that learning back into their services and organisations.



## ACCELERATE PROGRESS

We removed traditional barriers to health and care recruitment via the Connecting Communities with Health and Care Careers programme.

**211**

**people** have been supported into employment through an Academy programme or service this year, the jobs were offered in either hard to fill or business critical roles.



## AMPLIFY IMPACT

We have facilitated online, citywide development via the Leeds Health and Care Learning Portal, allowing us to reach a higher portion of the workforce, and more diverse learners.

Our collaborative approach and ability to work at scale has resulted in the attraction of external funding to the value of £928k over this financial year.

**1953**

**different members of the Leeds health and social care workforce** have completed a learning opportunity or been supported into employment via an Academy programme this year.



## DRIVE EFFICIENCY

Our learners this year were employed by / volunteering with 83 different organisations, which enhances the learning offer of those teams, and enables valuable organisational resources to be directed elsewhere.

**316%**

**increase** in views of the Leeds Health and Care Academy website this year compared to the previous period, with over 90k views recorded. The website streamlines access to learning, careers and collaborative opportunities.



This year has seen representatives from the Academy host sessions for health and care teams around the country, including Merseyside, Greater Manchester and London, where we have been able to share first-hand knowledge and insight from the development of the Academy and our programmes of work.

We are proud to be able to share our successes and learnings with colleagues in different locations, ensuring that others can take value from the brilliant partnership work and collaborative development that takes place here in Leeds.





# LEEDS ONE WORKFORCE PROGRAMME

Through our Leeds One Workforce Programme we work with partners and organisations across Leeds to address key workforce challenges at a strategic level, focusing on how to progress our workforce priorities through comprehensive insight and evaluation procedures, using this knowledge to develop, implement and manage high impact workforce projects that are designed to create positive change across the Leeds health and care system.

Key pieces of partnership activity this year include:

**West Yorkshire Talent Retention Programme** – we supported the retention and redeployment of staff and volunteers from the COVID vaccination programme and helped places across West Yorkshire develop a more joined up approach to retaining passionate people within the health and social care sector.

**Leeds Health and Social Care Hub** – we have been working with the Department of Health and Social Care and Leeds partners to develop priority areas for collaborative working within the Hub's 'People & Talent' workstream. This partnership creates real opportunity to better join up the brilliant work taking place across the city with national policy, funding and infrastructure.

**Leeds Learning Alliance** - we are supporters of the Leeds Learning Alliance, joining together with education partners across the city to work with children and their families to improve their opportunities. Our focus is on helping young people develop their understanding and skills to improve personal health and wellbeing and to explore future health and social care careers.

We refresh our Leeds One Workforce Programme outline each year; you can view the 2023 version [here](#).

# CREATE

POSITIVE CHANGE

This year has also seen us develop our collaborative approach to workforce planning, including the shared creation of underpinning principles for Integrated Workforce Planning:

## PEOPLE CENTRIC

Collaborative workforce planning will directly contribute to the city's vision that *"Leeds will be a healthy and caring city for all ages, where people who are the poorest improve their health the fastest"*.\*



## BESPOKE

Collaborative workforce planning in Leeds will creatively and pragmatically identify the specific workforce challenges in the city. In doing so it will create levers to actively and positively influence across the whole health and care system in Leeds, West Yorkshire and nationally.



## COOPERATIVE

Statutory partners in Leeds are committed to actively participating in all aspects of collaborative workforce planning. Other partners in the Leeds health and care system will engage in collaborative workforce planning as suits their circumstances because of the demonstrable added value of their participation.



## INCLUSIVE

Everyone in the Leeds health and care workforce will be considered with equal status and all partners in the Leeds health and care system will be able to participate and directly benefit from collaborative workforce planning. The diversity of partners will be recognised and incorporated, with collaboration being achieved through comparable outputs, which will evolve and develop over time.



## EVIDENCE-BASED

Methodologies will use data and professional insight to produce the outputs required to identify the actions and interventions necessary to deliver the health and care workforce the population requires to meet the city's ambitions.



We developed the Leeds Workforce Planners Community of Practice to provide a space where colleagues can meet to discuss workforce planning and share data, methodologies and insights in order to identify areas of potential collaboration.

We are also continuing to work with the Leeds Population and Care Boards, and other system boards, to introduce the concept and foundations of collaborative workforce planning to underpin future strategy and transformation. To-date, the following boards have been engaged: Maternity, End of Life, Long Term Conditions, Frailty and Same Day Response.

# CITYWIDE WORKFORCE PLANNING FOR ALLIED HEALTH PROFESSIONALS

Last year we, alongside partners, conducted a major project to gain a better understanding of the Allied Health Professional (AHP) workforce in Leeds and identify and explore common issues regarding supply and retention of staff within these roles. It marked the first time that we've attempted a collaborative approach to citywide workforce planning in Leeds. The project findings identified significant vacancies and difficulties in recruiting to AHP professions across the city, and that the diversity of the AHP workforce, particularly in senior roles, did not reflect the population it supports.

The project identified five key ways where a collaborative approach could address these AHP workforce challenges, which included:

- Staff portability
- Collaborative apprenticeships
- Rotational training
- Additional Roles Reimbursement Scheme
- Community recruitment

Full details of this project and the approaches suggested can be found in this [Project Summary](#).

## STAFF PORTABILITY FRAMEWORK

The Leeds Portability Agreement was launched at the end of 2021 to facilitate the short-term sharing of staff across the Leeds health and care system. There are currently 30 partners signed up to the framework, which addresses the legalities and liabilities associated with sharing staff across organisations. Once signed up, it removes the need for individual Memoranda of Understanding and allows staff to work wherever they are needed most across the sector. The Academy administer the framework and retain signed copies of the agreements on behalf of all partners.



Hayley Lockwood  
Project Manager at NHS West Yorkshire ICB.

*"The portability agreement has enabled non LTHT staff working in the TOC Hub Team to read/write access to PPM+, this is fantastic as it moves us closer to working collaboratively as one service!"*



The planning and strategy work that we do informs our Leeds One Workforce strategic projects, all of which aim to create positive benefits for the Leeds health and care workforce and align to the Leeds Strategic Workforce Priorities.

# LEEDS CITY RESOURCING GROUP

The Leeds City Resourcing Group (LCRG) was set up in 2022 following an insight report into the effectiveness of health and care recruitment in Leeds. The challenges of recruiting and retaining our health and care workforce across our diverse employers remains in sharp focus and, building on the collaborative insights work recently undertaken, the LCRG identified six core workstreams to strengthen our collective interventions:

- Data and insights
- Entry requirements
- International recruitment
- Benefits and recognition
- Flexible working
- Collaborative recruitment

Key outcomes from LCRG activity to-date include:

- The launch of the **'Jobs and Career Opportunities'** section of the Academy website, which aims to simplify routes into, and across, careers within the Leeds health and care system, and make information about roles and employers more easily accessible. Last year, the Jobs and Career Opportunities landing page received 3894 views and is currently the second-most popular page across the entire Academy website.
- A data and insights report produced in November 2022 identified workforce challenges within key system flow roles which was used to inform the Academy's workforce planning modelling.
- An understanding of the expected demand for international recruitment over the next two years has been forecast for Leeds, with the group working together on aspects of collaborative international recruitment that can be delivered collectively to drive efficiency.
- The benefits available for Leeds health and social care staff have been collated and promoted via this [webpage](#) to encourage people to consider a role in the sector, with several organisation-specific benefits being extended to colleagues across the system.
- By working together, any high potential unsuccessful applicants for roles in health and care have been signposted to other opportunities across the sector – ensuring that no future talent is lost.

## LEEDS HEALTH AND CARE TALENT PIPELINE

This year the Talent Pipeline has been a vital part of the infrastructure of the LCRG and Connecting Communities projects, enabling sustainable change and building recruitment activity into a business-as-usual model, as well as supporting candidates entering the pipeline directly.

291

people have engaged with the Talent Pipeline this year.

136

people have been supported into employment via the Talent Pipeline this year.



# CONNECTING COMMUNITIES WITH HEALTH AND CARE CAREERS

This programme sees the city work in partnership to provide attractive and progressive careers within disadvantaged or under-represented communities in Leeds, removing traditional barriers to recruitment and employment, and providing practical support to help people succeed. This year saw the second campaign, which was focused on East Leeds, reach completion, with an additional focus on increasing reach, impact and sustainability by expanding the opportunities, support and career progression available through the programme.

Candidates were also able to access ‘Careers in Care’, a week-long course facilitated by the Academy and Leeds City College that provided participants with an introduction to the health and care sector and the jobs available within it, as well as offering practical experience to enable candidates to learn more about what it’s like to work in care.

Impact:

**850+**  
expressions of interest received

**211**  
people supported through education, training, and employment

**130**  
conditional offers of employment made

**131**  
accredited qualifications received

**51**  
attended a Careers in Care course

**90%**  
of people supported through a pre-employment programme later received a conditional offer of employment

**95%**  
of those supported into employment remain employed after 12 months

# HEALTH AND WELLBEING

The city’s 2022 collaborative [health and wellbeing programme](#) consisted of the following interventions:

- Health and Wellbeing Champion training
- Mental Health First Aid training
- Compassionate Circles
- Wellbeing Retreats
- Money Buddies
- Men’s Health: promoting and connecting the work taking place across the system

Following on from funding received to facilitate projects during 21/22, a Health and Wellbeing Community of Practice (CoP) which included health and wellbeing leads from across the city’s health and social care organisations was founded to provide an enduring legacy for the project. The CoP has allowed us to develop health and wellbeing support across organisational boundaries, build on the strengths across the partnership, reduce duplication and deliver efficiencies by connecting existing programmes and relevant expertise.

Impact:

**750** employees across 45 different organisations have accessed Health and Wellbeing training and support.

**369** Health and Wellbeing Champions have been trained and inducted into the citywide network.

**100%** of colleagues who accessed health and wellbeing support rated it between excellent and good.



**Rahel Hagos**  
Connecting Communities candidate who secured the role of Apprentice Clinical Support Worker at LHTH after participating in the programme.

“Since securing the role, the impact on me has been massive. I am now a lot more confident as it has helped me to increase my self-esteem, and it has given me the opportunity to study whilst I earn money. I am happy that I am earning my own money. I am also very happy that this role has allowed me to meet new people, both friends and colleagues.”

The Connecting Communities with Health and Care Careers programme continues to attract national attention; it has been featured in a report by [NHS Providers](#), an academic paper in the [International Journal of Health Promotion and Education](#) is the focus of a [Health Anchors Learning Network](#) case study, with more features in the pipeline.

Read more case studies from candidates, employers and recruitment managers [here](#).



**Dr Frances Dodd**  
Associate Director for People Experience at LYPFT and CoP lead

“It has been an incredible honour to chair the Community of Practice and to work together with all our health and social care partners in Leeds, developing and implementing collaborative city-wide wellbeing projects. I look forward to seeing our work growing this year and further increasing the positive impact on wellbeing.”

An example of the positive changes made by health and wellbeing training participants back in their host organisations are as follows:

- “I hold weekly catch ups with my team”
- “I hold group sessions for staff on stress management”
- “I have created a wellbeing notice board”
- “I have established listening and supportive environments”



# LEARNING AND CULTURE

**This year, the number of people accessing Academy learning and development programmes has increased by 22%.**

We've added several new learning opportunities to the portfolio, including our first degree-level collaborative apprenticeship – Level 6 Chartered Manager in Health and Social Care.

We have piloted both our Team Leeds Connects (virtually connecting colleagues across the sector for an introductory conversation) and Take a Colleague to Work (a shadowing scheme where colleagues in similar roles can get first-hand experience of how their role works in a different health and care setting) initiatives and intend to roll these programmes out to the workforce next year. These initiatives have been created to address the need to provide more opportunities for staff working in different organisations to meet and collaborate, as identified as part of the Team Leeds Hearts and Minds work.

We have grown our Core Health and Care Skills portfolio area with the launch of collaborative Pressure Ulcer Prevention training and Smoking Cessation training, as well as piloting a Goal Setting skills package with clinical staff.

This year also marked the launch of our first major event – the Leeds People & OD Festival. The festival aimed to bring together our HR and OD community working at all levels across our Leeds health and care system to connect, celebrate and develop as professionals, acting as a catalyst for collaborative working - strengthening connections and working on practical and tangible issues in collaboration. 121 People and OD colleagues attended the festival which included 10 different speaker representatives from across the system, and we were able to host impactful collaborative discussions around key areas and challenges related to People and HR.

**VIEW AND  
DOWNLOAD**  
our 2023 Prospectus [here.](#)

## LEEDS HEALTH AND CARE LEARNING PORTAL

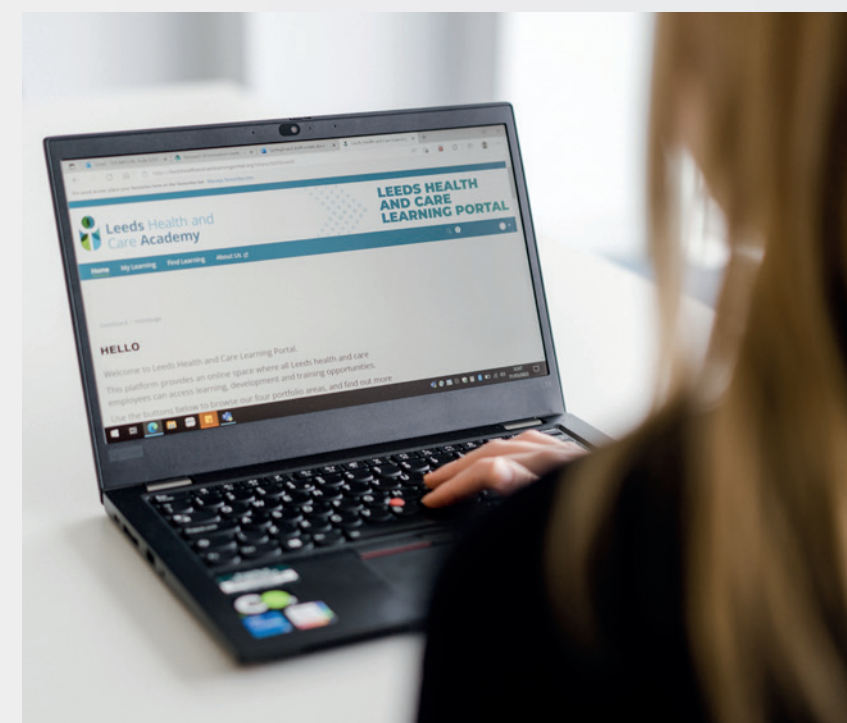
Launched in December 2022, the **Leeds Health and Care Learning Portal** is an online catalogue of free development resources, training, and learning content that is available for all health and social care staff and volunteers across Leeds to access.

This transformational learning platform ensures that all partners, across every part of the sector, can offer their staff the opportunity to access high quality eLearning, across an incredibly broad range of topic areas, that is free at the point of access.

There are over 70 training opportunities and learning packages available on the Portal, including a full suite of video-based training that address important workplace challenges in equality, diversity and inclusion, wellbeing and personal development, and leadership and teamwork, that have been co-created with people that have lived experiences in these topics.

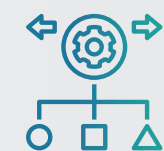
Through the Learning Portal colleagues can also access Microsoft Office learning packages, booking systems for Academy programmes including Better Conversations, 'Facilitating Hybrid Meetings' and 'Leading Hybrid Teams' virtual sessions, and Springboard Women's Development Programme.

We will continue to add learning content to the portal throughout the year.



**806**

**users** are currently signed up to the Portal.



**38**

**is the number of different organisations** that users are employed by/volunteer with.



**75**

**different courses and learning packages** are currently available to access on the Portal.



# EDUCATION AND CAREERS

This portfolio area cuts across our future and current workforce and how we inspire, develop and retain our people. In 22/23 we renewed our focus on inspiring future generations, expanded our collaborative apprenticeship offering, and facilitated the development of shared resources, events and system-learning.

## INSPIRING FUTURE GENERATIONS

Ensuring that children and young people are aware of health and care careers, the diversity of them, and how valuable they can be, has become a key focus of this portfolio area during 22/23.

961 young people were engaged through careers events, 1-1 support and qualifications as a result of the [Healthier Working Futures programme](#).

33 partner events have been supported by the [Leeds I Care... Ambassador Network](#), including recruitment events, career fairs and workshops. 10 events were supported in the 10% most deprived communities in Leeds. Overall, these events reached 3600 children and young people aged between 11 and 25.



## EXPANDING AND EMBEDDING COLLABORATIVE APPRENTICESHIPS

Working with Manchester Metropolitan University we are offering their degree-level **Chartered Manager in Health and Social Care** apprenticeship to middle/senior managers in the Leeds system. On successful completion of this apprenticeship, learners will be awarded a BA (Hons) Business Management Professional (Executive), the Mary Seacole Award, Chartered Manager status with the Chartered Management Institute, and a Level 6 apprenticeship. This higher-level course complements the existing Level 3 Team Leader apprenticeship that is already well established within our portfolio.

This year we have enabled

# 71

members of the Leeds health and care workforce to learn together in apprenticeship cohorts across data analysis, project management and line management. This includes 11 learners from 7 different third sector organisations.

## SHARING LEARNING AND COLLABORATING ACROSS LEEDS

In February, we held a partner workshop focused on how we can engage, inspire and inform young people about health and care career paths, with 50 colleagues in attendance who represented over 30 partners. Themes identified to shape future work included:

- A focus on primary school children to inspire future generations.
- Co-designing any future approaches with young people to ensure engagement.
- Focusing on the areas we can make the greatest difference as a collective - both in terms of the neighbourhoods we work with, and the breadth of careers we promote.

We facilitated a collaborative health and care stand at Leeds Apprenticeship Fair, which was our most successful to-date, with six partners represented and over 11,000 people attending the event - a strong indicator of the demand for apprenticeships moving forward.

This year has also seen us work with partners to develop a shared suite of materials for use across the city to promote apprenticeships, roles and opportunities, which include:

**"Apprenticeships in Health and Care"** printed booklet

**Case studies** of young people working in health and care

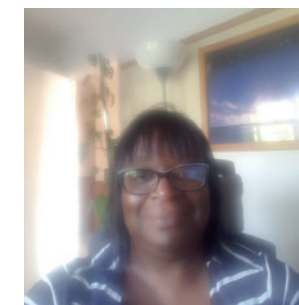
An **infographic** demonstrating the different routes into health and care

**Thought-leadership pieces** that demonstrate the impact of apprenticeships

# “

*"Me and my partners set up our own monthly meeting and talk about how we're feeling about the course, and how we're progressing with the work. My partners are also brand new to SQL, and it's so nice to talk to people who are at the same level, being able to share knowledge has been really good for us. We're all from different organisations across the system too, so we can share other useful information with each other. I can already see how we'll be able to work together in future, as we now have an understanding of how each other's organisations work."*

# ”



**Diane Williams,**  
Hepatitis C Network Manager,  
Leeds Teaching Hospitals  
NHS Trust and Data Analyst  
apprentice.

# SYSTEM LEADERSHIP, CHANGE AND CULTURE

This area of work sees us focus on programmes that aim to develop the Team Leeds culture through effective communication, leadership, and cross-organisational working.

Phase 1 of the Team Leeds Hearts & Minds workforce engagement programme ended in November 2022. This year we have focussed on embedding the learning and resources from the evaluation of the programme within our Learning and Culture area of work.

**Feedback from participants and the Team Leeds survey identified several key themes:**

- There is a need to better understand why, and how, we are moving towards more integrated care.
- Colleagues want more structured opportunities to connect with one another, and shadow peers working in different settings to problem solve and support our integration ambitions.
- Colleagues value learning alongside other health and care colleagues, and this is fundamental in developing our Team Leeds culture.
- As new structures emerge across the city to support integration, those in roles which lead system working need to work differently across organisational boundaries and acquire new skills.

Given the wide potential scope of activity in this area – we have developed a **Team Leeds Knowledge, Skills and Behaviours framework**, and are using this to underpin the activities and programmes that are in development.

Knowledge	Skills and Behaviours
Team Leeds	Matrix Working
Health Inequalities	Coaching Conversations
Population Health	Sharing Accountability
Person-Centred Care	Facilitation Skills/
Promoting	Productive Partnerships
Independence	Conscious Inclusion
Theory of Change	

Whilst the Hearts and Minds programme was an essential catalyst in moving forward as a system - the Academy has continued to embed the Team Leeds approach through a designated induction slide deck, accessible and informational video content, and a 1-day in-person programme that is currently in development. This year also saw us pilot our Virtual Networking Club and Take a Colleague to Work initiatives, both of which aim to connect colleagues across organisational boundaries.



**Springboard** is designed to help women delve further into self-reflection and empower them with self-belief, assertiveness and positive thinking. The programme aims to tackle how our values drive us and influence our behaviour and decision making.

A total of 83 women across 4 cohorts have participated in Springboard this year, with a celebration event planned for July to focus on the successes and progress of the women that have taken part in the programme.

After participating in Springboard:



*"I have noticed so many subtle changes and more obvious ones too. I am so grateful for the opportunity and will make sure I use all the skills I learned. I feel way better about myself in general and in relation to my career, I feel more positive than I have in ages. I will recommend this to everyone I can."*

- 22/23 Springboard participant

*"I had lost confidence in my ability to manage challenges and stresses at work, this programme has empowered me to dust myself off and reminded me of all the skills I have to give."*

- 22/23 Springboard participant

*"As my working world has changed somewhat since covid (a new role and much less face to face interaction with colleagues and teamwork) this was a shot of support and positivity from other women in the sector when I needed it the most. I hope to take everything I've learnt forward and try to support others in the process."*

- 22/23 Springboard participant

Fatima Patel, Children's Continuing Care Manager at the NHS West Yorkshire ICB participated in Springboard in 2020. Since then, she has achieved a senior promotion within her organisation which includes managing and developing a team of five women. Hear Fatima's story [here](#).



## Better Conversations

Two **Better Conversations** learning packages are available to book via the Learning Portal, a 60-minute self-study package and a 3-hour facilitated group session. Both aim to support colleagues to reflect on their conversations and explore their communication in a supportive environment.

After working on the pilot this year, June 2023 will see the return of in-person Better Conversations workshops, which provide an opportunity for colleagues to further build on their communication skills as well as learn about coaching through a newly added core coaching model, which promotes person-centred ways of working.

**433** people have completed a Better Conversations workshop/package this year.

**93%** of participants would recommend to colleagues.

**95%** stated the Better Conversations session was beneficial for their role.

**94%** felt confident that they will use the Better Conversations principles in their role.



*"The skills covered will be used almost daily in my role. I will make a conscious effort to include more solution and decision-making techniques and to also ask more questions. This means instead of me just providing information the client will have more opportunity to be involved in the conversation."*

- 22/23 Better Conversations participant





# CORE HEALTH AND CARE SKILLS

The Core Health and Care Skills programme focuses on identifying, developing and embedding specific skills, capabilities and knowledge across the health and care workforce. In 22/23 we piloted Leeds-specific skills training for practitioners and worked with a partnership group to embed consistent, high-quality pressure ulcer prevention training.

## COLLABORATIVE PRESSURE ULCER PREVENTION ELEARNING

We have been working with clinical experts across various partners to align the approach to pressure ulcer prevention training, awareness and delivery across health and social care. The aim of the work is to improve pressure ulcer prevention training and standardise pressure ulcer prevention care in Leeds.

Organisations across the city have worked collaboratively to identify and adopt an eLearning for Health virtual package which is based on national guidance and provides training on how to identify and manage some of the risk factors which can cause pressure ulceration. The collaborative training is hosted on the Leeds Health and Care Learning Portal where it can be accessed by colleagues across the system, the portal acting as an enabler for collaborative training.

8 organisations have already adopted the training, and plans are underway to further expand this across the system, as well as providing centralised reporting.

To date, 1074 members of the workforce have completed the training. This includes staff from 4 organisations where the training is embedded in internal training provision.



*"I am incredibly proud of how partners have worked together to achieve this progress at a time of relentless pressure across the system. A testament of how we can do things better together in Leeds."*

**Sheila Sorby**  
Assistant Director of Nursing & Clinical Governance at LCH and senior responsible lead for the Pressure Ulcer Prevention project.



## GOAL SETTING

### SKILLS PILOTS

This year saw the Academy work in partnership with public health colleagues to design and deliver two bespoke skills pilots for Leeds – Goal Setting and Smoking Cessation. Each pilot was supported by a partner design group and aimed to target specific parts of the workforce to develop person-centred skills and support the Leeds health and wellbeing strategy by preventing ill-health.

By working with experts in public health and system partners, the Academy's learning and development facilitators have created high-quality learning content that can now be used by colleagues across Leeds and West Yorkshire.

# DIGITAL, DATA AND TECHNOLOGY

Our ambition in this area is to improve digital, data and technology capabilities across the workforce to enable integrated working, advance the provision of care and services, and improve confidence in using digital, data and technology to enhance service delivery. Three core workstreams supported this ambition during 2022/23:

### 1. Establishing the Digital Capabilities Advisory Group

This group brings together workforce, digital and co-design experts to shape, inform and embed our digital, data and technology portfolio. The group's initial focus is to explore the conditions, culture and capabilities required across the workforce, share learning from successful programmes (e.g., 100% Digital Leeds) and develop city-wide principles grounded in a person-centred approach.

### 2. Strengthening Data Apprenticeships

Since the launch of the collaborative **Data Analyst Level 4** apprenticeship, 32 have completed the programme from 8 different partner organisations.

Through this programme we have identified not only the benefits of shared learning, but significant cost saving, efficiency improvements and quality benefits.

### 3. Skills for Working and Leading Digitally

We have adapted our **Digital Workshop series** to focus on the skills, behaviours and capabilities required to work in hybrid ways as our workplaces continue to evolve: 'Leading Hybrid Teams' and 'Facilitating Hybrid Meetings'. 80 members of the workforce have accessed these workshops during the year.

The launch of the Leeds Health and Care Learning Portal has also allowed us to embed Microsoft Office eLearning packages, including courses on how to use Excel, Teams, PowerPoint, Word and Outlook, to ensure that any member of the health and care workforce can access guidance and useful information on demand, providing people with the core digital skills needed to fulfil their day-to-day roles.



# 100%

OF APPRENTICES ARE  
USING THEIR NEW  
DATA SKILLS DAILY

OF APPRENTICES FEEL  
EXTREMELY CONFIDENT  
WHEN SHARING DATA  
SKILLS WITH COLLEAGUES



# FINANCE AND FUNDING

## As a partnership we continue to focus on building evidence-based practice and innovation;

applying a person-centred approach that's not constrained by organisational boundaries to drive inclusive growth, narrow the inequalities gap and optimise the Leeds pound. This success has attracted £928k of external funding for workforce into the city during 2022-23.

This will enable the Academy to accelerate progress and amplify impact across priority collaborative projects including Connecting Communities with Health and Care Careers, engaging schools and young people and supporting workforce health and wellbeing.

### OUR FUNDING PARTNERS ARE



Total amount of external investment attracted:



# £928K

# LOOKING FORWARD

**Building on the work of Team Leeds Hearts and Minds:** We are currently planning to expand our system leadership programmes using the Team Leeds Knowledge, Skills and Behaviours framework, to ensure that a culture of collaborative working continues to become embedded into the Leeds health and care system.

**Student Pathways:** We are developing a citywide strategy that will lay the foundations for how we inspire, engage and support children, young people and schools around careers in health and social care. The strategy will include:

- Bespoke interventions co-designed with young people, schools and community partners.
- Support for partner-led careers events and activities.
- A universal offer of resources, materials and information.

**Digital Careers Platform:** Leeds has been awarded £250k of regional funding by Health Education England. This funding will allow us to design, develop and implement a digital careers platform that will engage our current and future workforce and "inform, inspire and open doors" to health and care careers, training and opportunities in Leeds. This project will:

- Support individuals to navigate opportunities in a bespoke, person-centred way, and identify suitable next steps and actions they could take.
- Inspire a diverse range of individuals to explore information, opportunities and pathways in health and social care.
- Increase the impact and reach of partner approaches and collaborative projects that are focused on career and education pathways.

**Connecting Communities with Health and Care Careers - Phase 3:** Autumn 2023 will see the Connecting Communities programme focus on addressing systemic inequalities by working with communities and identified experts to use evidence and learning to address the root causes of health inequalities in Leeds. We will spend time focusing on system change, prevention and early intervention to narrow the gap.

**Launch of Level 3 Data Technician Programme:** In 23/24 we are launching a complementary Level 3 Data Technician programme, which will enable us to support a greater number of colleagues to develop their data capabilities, support the development of intermediate data skills, and provide a valuable entry point to our current Level 4 Data Analyst apprenticeship.

**Leeds Health and Care Talent Hub:** Next year will see the current Talent Pipeline develop into the Leeds Health and Care Talent Hub. The Hub will form a city-wide approach to connecting the people of Leeds with skills, jobs and wealth creation, supporting candidates to navigate a diverse range of partner opportunities and services to help them achieve their potential and improve their health and wellbeing, at the same time aiming to reduce health inequalities. Support offered through the Hub will be holistic and person-centred, ensuring that it aligns to the candidate's own ambition and potential. By providing a central service in which we can amplify and accelerate connections between candidates and education and training providers, employers, and community networks, we will be able to support the recruitment and retention of our current and future workforce and ensure that it reflects the diversity of the communities we serve.



# CITYWIDE STRATEGY



# ACKNOWLEDGEMENTS AND THANKS



## **Dr Sara Munro,**

**Chief Executive of Leeds and York Partnership NHS Foundation Trust:**

Our thanks once again go to our incredible Chair of the Leeds One Workforce Strategic Board who leads our collaborative work with passion, care and determination. Sara brings to life the Team Leeds values acting as a guide, mentor and advocate for our shared One Workforce ambition.



## **Jenny Lewis,**

**Director of HR and OD at Leeds Teaching Hospitals NHS Trust:**

As co-chair of the Academy, Jenny continues to inspire and encourage city-wide collaboration, contributing her personal leadership and expertise to develop and enhance the Academy's portfolio for the benefit of all partners. Her passionate focus on narrowing inequalities and optimising shared learning across Leeds has ensured that the Academy stays true to its purpose.



## **Cath Roff,**

**Chief Officer for Adults and Health at Leeds City Council:**

A special thank you must go to Cath who, as co-chair of the Academy for over three years, has created the foundation for the city's workforce partnership to flourish. Her vision and commitment to a stronger, more equal, and better-connected health and social care workforce has provided the stretch and support needed for the Academy to realise its goals over the last three years. As Cath steps away from this role for new adventures, we are delighted that Leeds will continue to benefit from her wisdom, compassion and tenacity.

We would also like to acknowledge our Team Leeds colleagues who have been instrumental in developing Academy workstreams this year, either through leading or co-ordinating projects, chairing subgroups, presenting at workshops, sharing case studies, or providing services vital to our projects:

Cathy Woffendin, Frances Dodd, Sonia Kumar, Lisa Kundi, Helen Wilkinson, Lucia Dey, Adam Maher, Jenny Allen, Laura Smith, Aaron Wray, Mark Edwards, Hannah Cressey, Andy Dodman, Ann Prince, Estelle Brewster, Debbie Banks, James Woodall, Sarah Bronsdon, Maureen Drake, Keri Evans, Pip Goff, Tina Turnbull, Bill Owen, Simon Burton, Rebecca Hewitt, Gaynor Connor, Steph Lawrence, Dean Butcher, Sally-Anne Greenfield, Rosie Holmes, Claire Matson, Lucy Oswald, Graham Sephton, Rich Cooper, Manraj Singh Khela, Adrian Winterburn, Sarah Rowson, Kate Sims, Jo Harding.

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