

NHS Scotland Academy Framework

About NHS Scotland Academy

NHS Scotland Academy (NHSSA) was established in October 2021 with a vision to create and provide innovative, world class education and training that delivers a national accelerated approach to NHS Scotland workforce priorities.

NHSSA's Big Idea is to provoke a collaborative approach to education and training to make a positive impact on the workforce, patients and users of NHS Scotland and Social Care within Scotland.

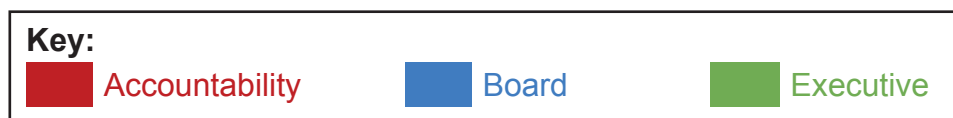
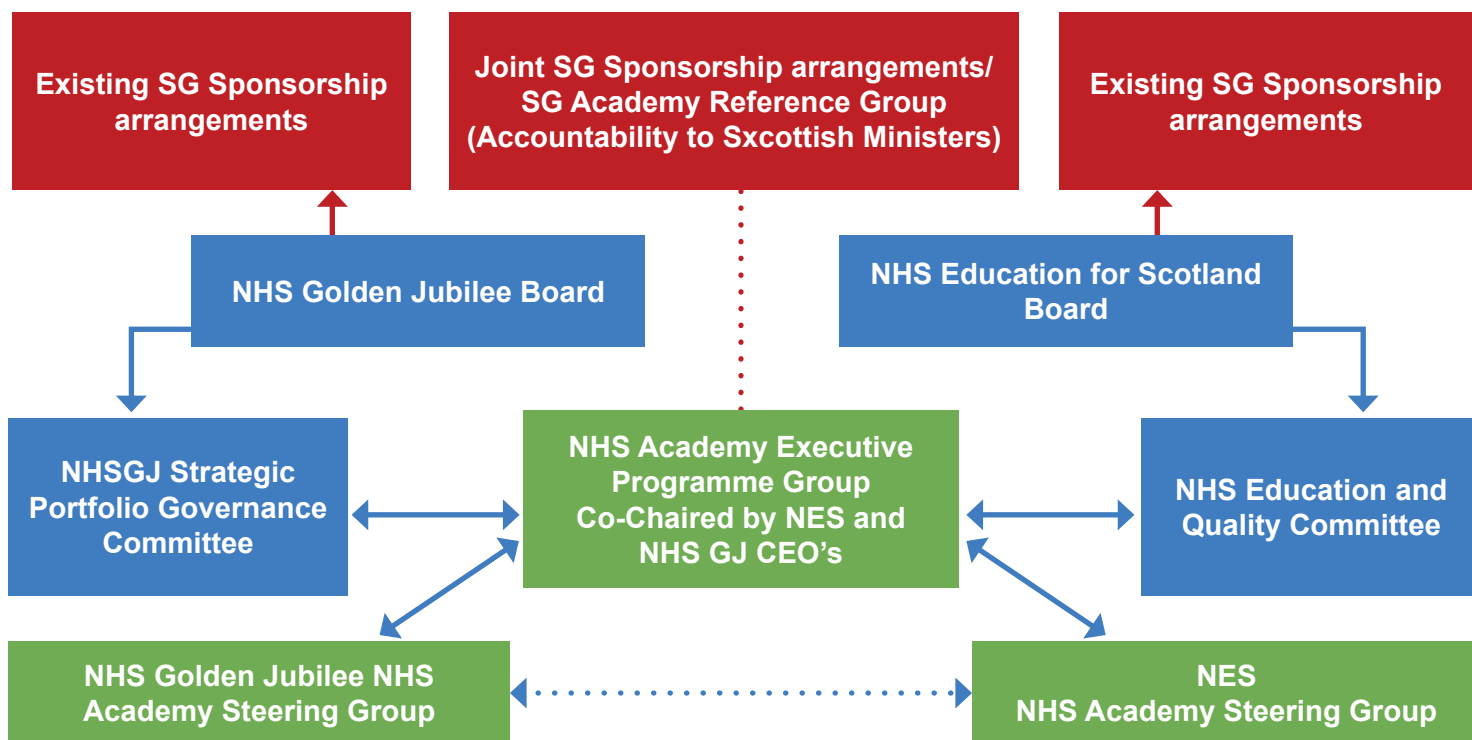
NHSSA does not duplicate or compete with existing work, but fills in gaps, working with partners who are already established in any space, pulling people together and creatively exploring solutions to wicked issues. Where possible, NHSSA provokes a collaborative approach that does not require NHSSA to develop and deliver training, but where other public bodies are not able to, NHSSA steps in as content creator and training provider.

NHSSA is built on four pillars of Collaboration, Excellence, Ambition, and Integrity. Our personality is that we are Straightforward, Friendly, Imaginative, and Confident.

Governance

NHSSA is a partnership between NHS Golden Jubilee University Hospital and NHS Education for Scotland, and operates within the standing orders of the parent Boards. NHSSA is supported by finance, HR, and governance functions in each Board.

For efficiency, some processes including delivery planning, project management, and risk and opportunity processes are managed using an NHSSA approach.



NHSSA approach to Delivery Planning

An NHSSA Annual Delivery Plan (ADP) is managed as an appendix to both parent Board delivery plans, and incorporates a deliverable that allows for new workstreams to be explored and developed in-year. New programmes are added to the ADP after being developed through our robust initiation processes and after funding has been secured.

Our current ADP is available from the NHSSA Senior Leadership Team, or from our SG Sponsorship team.

In addition to delivery planning, NHSSA reports across all projects including those at the exploration stage to our Executive Programme Group, which meets every second month. The most recent report is available on request from: NHSScotlandAcademy@nhs.scot

Commissioning Process for new workstreams

NHSSA is funded to enable exploration of some of the tricky issues facing the health and social care workforce. We generally have 7-10 workstreams in the exploration stage at any time. The exploration stage has a number of steps – outlined in the NHSSA Initiation Process for new workstreams flowchart.

If it is not appropriate for NHSSA to develop an accelerated solution, the workstream will be passed to the relevant body or institution to take it forward, this could happen at any point of the exploration process. We collaborate with stakeholders throughout health and social care, tertiary education and regulators and professional bodies, along with co-creators, throughout the exploration process.

Policy teams are welcome to initiate discussions with NHSSA – NHSScotlandAcademy@nhs.scot directly on potential new workstreams. When in the process of formally approving commissions by NHSSA policy colleagues should contact the SG Sponsor Team – NESSponsorship@gov.scot for the official guidance.



Funding

NHSSA is funded by Scottish Government, with a recurring allocation to support the core programme team, and additional allocations for programme funding for a number of workstreams in workforce priorities. Individual projects are funded by a number of policy teams, with business cases developed in collaboration during the initiation process. All SG allocations should be directed via the NHSSA Sponsorship team, contactable at: NESSponsorship@gov.scot

In addition to direct funding, some projects are funded by partners including universities, professional organisations and societies. All workstreams, regardless of funding, are discussed with and approved by our SG sponsors as part of the commissioning process. The Accountable Officers for the NHSSA budget are the two Chief Executives of the partner boards, with operational responsibility sitting with the NHSSA Director, supported by the Associate Director and Head of Programmes (Education).

The NHSSA Executive Programme Group (EPG) provides the mechanism for governance of the NHSSA within each Board. The EPG meets every second month and a standing item on the meeting agenda is a financial update, presented alternately by the DoF of each partner board.


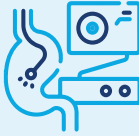













The types of programmes NHSSA delivers

NHSSA reached our second birthday in October 2023. NHSSA is a creative team from a wide range of backgrounds and experience, and we have quality standards in place for the design, delivery and improvement of all our programmes. Within these standards, there are no limits to the solutions we explore, develop and deliver. This is sometimes a small, specific intervention to support delivery of an optimal patient pathway, or it is an accredited, externally validated full training programme, or it is immersion to allow the acceleration of skills and support for more people to practice independently.

We have programmes supporting primary care, people new to roles in health and social care, and international recruits to registered roles. We use a mix of face to face, digital, synchronous and asynchronous delivery, intensive simulation experiences, local supervision and assessment – unique solutions are required to meet each issue we consider.



At March 2024, our current project portfolio is:

<p>National Clinical Skills for Pharmacists Programme</p> <ul style="list-style-type: none"> Equipping pharmacists who have completed their independent prescribing qualification with the clinical skills and confidence to begin prescribing, reducing pressure on GP services. 	<p>National Endoscopy Training Programme (NETP)</p> <ul style="list-style-type: none"> To deliver high-quality training to national (JAG) standards in colonoscopy and upper GI, enabling services to be developed using a whole-team approach to reduce waiting lists and wait times. 	<p>Bronchoscopy Training Programme</p> <ul style="list-style-type: none"> To deliver training to around 45 individuals in basic bronchoscopy, and 36-48 individuals in endobronchial ultrasound and transbronchial needle aspiration of mediastinal lymph nodes (to improve lung cancer staging). 
<p>NHSSA Youth Academy</p> <ul style="list-style-type: none"> Co-creation with Skills Development Scotland of an NHS Pathway Pilot as a proof of concept for up to 100 senior phase school pupils in 5 regions. 	<p>Foundations of Perioperative Practice</p> <ul style="list-style-type: none"> To deliver the workforce for National Treatment Centres by delivering an accelerated training programme, over 31 weeks, to enable band 5 RNs to work in perioperative settings. 	<p>Anaesthetic Practitioners</p> <ul style="list-style-type: none"> To develop the perioperative workforce by delivering an accelerated anaesthetic practitioner programme, focusing on high impact, low volume NES competencies for Band 5 RNs delivered via a workshop programme over 26 weeks. 
<p>National Assistant Practitioner (Endoscopy) Programme and RN</p> <ul style="list-style-type: none"> To deliver accelerated training for 80 HCSWs currently working at career level 2 or 3, equipping them to function at career level 4. Supporting RNs new to endoscopy practice to gain the skills and confidence necessary for their role. These RNs join the AP (Endoscopy) programme working together as an interprofessional learning cohort. 	<p>Assistant Practitioner Perioperative Practice</p> <ul style="list-style-type: none"> Accelerated training for HCSWs working at career level 2/3, equipping them to function at career level 4 in perioperative practice. A 12-month accelerated SCQ pathway delivered alongside the Foundations of Perioperative Practice to support interprofessional working, improved teamwork and collaboration. 	<p>NMC OSCE Preparation</p> <ul style="list-style-type: none"> Supporting Boards who have recruited nurses from outside the UK, by helping with preparation for NMC OSCEs. This will help the nurses to gain registration so they can practice independently as quickly as possible. Development of a Cultural Humility online digital resource to support the development of culture humility values and behaviours across the health and social care workforce. 
<p>Surgical First Assistants</p> <ul style="list-style-type: none"> An SCQF level 10 accelerated learning programme to develop registered perioperative practitioners (career level 5/6 RNs and ODPs) into SFAs, to increase capacity and capability of surgical teams across Scotland. 	<p>High-Volume Cataract Training</p> <ul style="list-style-type: none"> Supporting implementation of the HVCS blueprint by providing digital learning resources for specific skills (draping, marking, consent) for registered and non-registered staff. 	<p>National Ultrasound Training Programme</p> <ul style="list-style-type: none"> Increase Ultrasound capacity in NHS Scotland by supporting Boards to train ultrasonographers and doctors in training, in general medical US and some specialties. 
<p>Preparing for work in health and social care in Scotland</p> <ul style="list-style-type: none"> To enable people new to roles in health and social care to be well-prepared. The digital resource is suitable to be used after interview but before starting work, when HR processes are underway. 	<p>Biomedical Scientist portfolios</p> <ul style="list-style-type: none"> Creation of an accelerated training pathway for BSc graduates to complete practical elements of the training portfolio and achieve registration faster. 	<p>Areas under exploration</p> <ul style="list-style-type: none"> Decontamination Clinical Perfusionists Clinical Engineering Pathology Endoscopic vessel harvesting Robotic assisted surgery Ear care 

NHSSA approach to Risk

The partnership between the two Boards enables NHSSA to operate with a more open appetite than either Board alone as NHSSA was created to explore new ways of working, and the learning that we gain from trying and testing new approaches.

The risk appetite adopted by the NHSSA is:

Category	Low												High		
	Averse		Minimal		Cautious		Open		Eager						
Financial sustainability			<												
Compliance (laws, regulation, codes)	<		>												
Reputation of NHSSA			<										>		
Infrastructure		<													
Piloting new technologies for learning															
Embedding new technologies for learning															
Routine use of new technologies for learning		<													
First run of a new programme															
Second and subsequent runs of a programme															
Partnership with industry															
Partnership with publically funded bodies															
Partnership with third sector bodies															

Risks, issues and opportunities are actively managed and change processes are in place, along with cycles of continuous improvement and annual review of programmes. NHSSA uses best practice from the 'Orange book', the 3 lines model, and standardised project documentation to capture and review risks, issues and opportunities.





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