



# Introduction

*Having well trained, skilled and supported staff in the right place, at the right time is essential to ensuring positive outcomes for people using health and social care services in Scotland.*

NHS Education for Scotland (NES) and the Scottish Social Services Council (SSSC) work together to deliver learning and development opportunities to people working across the health and social care sector.

The NES/SSSC Partnership Group steers the work we do in partnership and looks for opportunities for further collaboration. This report summarises and shares key elements of our work during 2018/19.

## Context and background

SSSC is the regulator for the social service workforce in Scotland. SSSC is responsible for registering people who work in social services and regulating their education and training. The SSSC is also the national hub for workforce development and planning for social services in Scotland and acts as the sector skills council for the sector.

NES is the national health board responsible for supporting NHS services in Scotland by developing and delivering education, training and workforce support for those who work in Health and Care in Scotland.

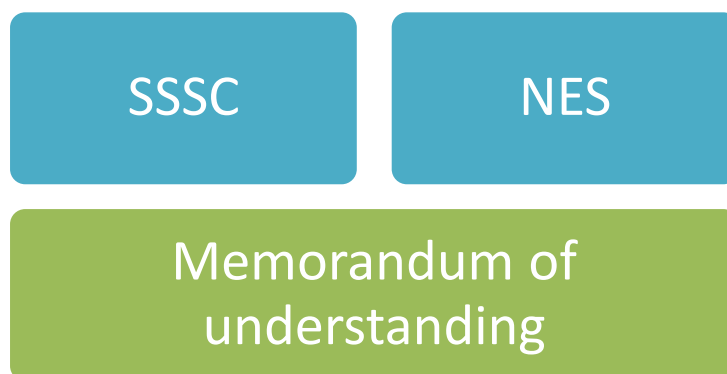
Both SSSC and NES are committed to the Scottish Government's drive for continuous improvement and efficiency in public services. We achieve this by supporting workforce development, promoting a culture of learning and encouraging evidence-informed practice.

# Partnership working

*Partnership working is one of the foundation blocks that underpins the delivery of support and services to people across Scotland.*

SSSC and NES have worked in partnership to deliver the work described in this report. However, the partnership usually involves more than just the two organisations: a wide range of other partners have collaborated with us depending on the particular work. For example, Health Scotland, Healthcare Improvement Scotland, people who use or deliver services, the Care Inspectorate or third sector organisations such as Alzheimer Scotland or the Thistle Foundation.

SSSC and NES have a formal partnership which underpins the work they do together, and is supported by a Memorandum of Understanding (MOU). This outlines the purpose of the partnership and how the organisations will work together to achieve shared key objectives:



The partnership seeks to:

- Provide a framework for the complementary development and governance of programmes of work.
- Ensure any programmes of work spanning both sectors are supported by coherent, complementary learning opportunities for each workforce.
- Share knowledge, expertise, resources and intellectual capital where this is practicable, achievable and to the benefit of both partners to seek collaborative advantage.
- Evidence how our programmes of work contribute to improved outcomes for both the workforce and those who use health and social services.
- Support, embed and sustain joint programmes of work.

# Our partnership - in practice

## *Each partner playing to their strengths*

The formal MOU supports the SSSC/NES partnership while allowing for flexibility and variation depending on the needs of the piece of work or project. This allows both partners to play to their strengths and recognises there may be different needs or priorities at different times. It also allows both organisations to learn from each other, influence each other and optimise each other's expertise, resources and intelligence. For staff working in health and social care organisations it means:

- Opportunities for learning together which brings added value.
- Development of resources and workforce development opportunities that are designed for staff across health and social care.
- Wider access to learning and development opportunities beyond those that might have been available within traditional organisational boundaries.
- Learning and development opportunities that reflect and support the current and emerging environments they work in.
- Spread and development of a shared language and consistent messages, for example, about personal outcomes and understanding of what that looks like in different areas of practice.
- Opportunities to understand more about areas of similarities and, equally importantly, differences across the sector, and practice in ways which take these into account.



# Workstream summary:

## Promoting Excellence (PE)

The programme for workforce learning that supports the implementation of the 3<sup>rd</sup> Dementia Strategy has been delivered in partnership. NES leads on the design, delivery and evaluation of a range of education and wider workforce development activities for all health and social service staff. SSSC lead on progressing the recommendations of the 17/18 Dementia Ambassador review and building sustainable infrastructure for dementia learning.

### Highlights and achievements:

- Engagement across health and social services in the review and refresh of the Promoting Excellence Framework.
- A third Cohort of 44 staff from NHS Specialist Dementia Units, Care Home, Care at Home and District Nursing participating in Dementia Specialist Improvement Leads (DSILs) programme.
- The graduation of Cohort 9 of the Dementia Champions Programme and start of Cohort 10, meaning by March 2020 over 1,000 Dementia Champions have been trained.
- Development of a Dementia Ambassador resource at skilled level on the PE and PEOLC frameworks.
- 108 staff from the Care Home and Care at Home sector have completed the NES training in Palliative and End of Life Care in Dementia for Front Line staff programme.
- 212 people from across health and social services have attend a variety of NES Masterclass designed at the Enhanced Level of Promoting Excellence.
- NES delivery of capacity-building 'Training for Trainers' Programmes in the following areas: Essentials of Psychological Care; Palliative and end of Life Care and Dementia; Meeting the Complex Physical Health Needs of People with Dementia; and Pharmacological Care and Dementia.



People said:

*“So far have really enjoyed being part of the project, it has given us that really important time to reflect on our practice, recognise the good work being undertaken and look at what we need to develop, which for me, is really important. I have found the training sessions helpful and the networking with other Boards has been invaluable. I also attended the Stress and Distress Training and although we are fairly advanced with this in our area I still learned from it. I also attended a coaching session which was very helpful, and I intend to attend future coaching sessions.”*

Dementia Specialist Improvement Leads programme

*“How valuable the two days were. I have been talking about it to everyone at Napier and ex colleagues in NHS Lothian! It was such a fantastic two days, I really liked how it was broken up into theory and case studies, with Pharmacists on hand! It really highlighted to me how Inter-professional learning could work so positively. I think we tend to migrate to AHPs but for Nurses, the pharmacists are an absolute goldmine of information. It was the most positive course I have been on in a long time!”*

Pharmacological Care of People with Dementia

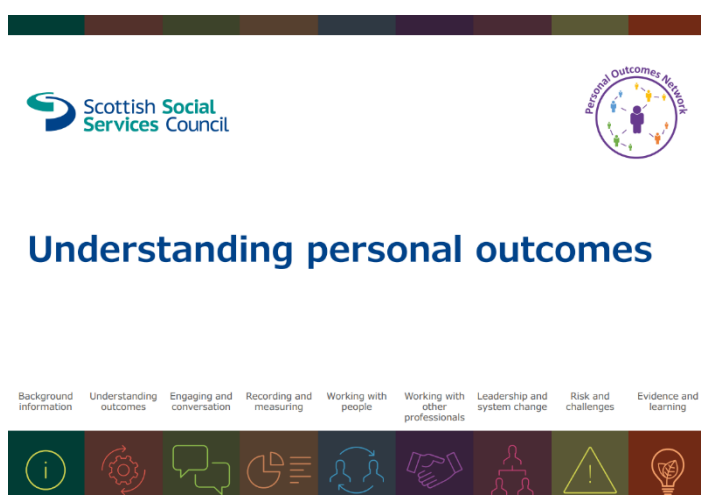
For more information see <http://www.knowledge.scot.nhs.uk/dementia.aspx>

# Workstream summary: Personal Outcomes Network

The Personal Outcomes Network (PON) aims to influence, inform, promote and embed personal outcomes approaches. It does this at both a practice level and via contribution to national and local health and social care strategy and policy direction. NES and SSSC work in partnership with other agencies to support the development and delivery of the network.

Highlights and achievements:

- Delivery of four national personal outcomes events, addressing local implementation of national policy, supporting innovation and new models of care at local level.
- Delivery of personal outcomes resources refresh and maintenance of the [personal outcomes collaboration website](#).
- Membership of network has grown to 302, with representation spread across health and social care.
- Members reported increased confidence and awareness, and a deeper understanding of PO approaches and what they look like in practice as a result of attending the network.



People said:

*“The network helps us to feel more determined and motivated to keep going...and that we are on the right track with personal outcomes.”*

*“I have better understanding of different ways of capturing outcomes information, and how this can be done at different levels.”*

*“I’m excited about opportunities around outcome focused supervision – feel I have more direction.”*

*“It’s great to have so many different people from different sectors and organisations...let’s take the ideas and resources and start trying them.”*

*“It (the network) helps to close the gap between policy, information and practice.”*



# Workstream summary:

## Leadership for Integration

Leadership for Integration (Lfi) is a programme offered in partnership by NES, SSSC and the Royal College of General Practitioners (Scotland). It addresses an appetite for leadership support for health and social care integration in Scotland and creating a pool of current and potential future leaders.

Leadership for Integration comprises of two main development opportunities for primary care and social care professionals including GPs, senior primary care professionals, and middle or senior managers in statutory, third or independent social care organisations who are working in lead roles in health and social care partnerships or localities to shape, develop and deliver integrated care.

Highlights and achievements:

- Delivery of two cohorts of You as a collaborative leader (YACL) – 145 applications, 60 participants.
- Development and delivery of a YACL Train the Trainer programme.
- Delivery of Collaborative leadership in practice (CLIP) to five more locality groups.
- On-going support to existing locality groups who have engaged with CLIP already.
- Delivery of six half-day Readiness (for integration) Workshops.
- Delivery of three Practitioner Briefings (GPs/Quality Cluster Leads, Council/Health and Social Care Partnerships, effective facilitation in live work).
- Ongoing action research and evaluation activities.
- Contribution to leadership landscape discussion at Scottish Government level to ensure connection between Lfi and other leadership offers.

People said:

*“It was genuinely one of the most useful experiences professionally. I have never had supervision which has allowed me to focus on who I am and what I bring to my role and how I can affect change in such a structured, interesting and challenging way. Each session reinvigorated my motivation to do a good job.”*

Health and Social Care Partnership manager, YaCL

*“CLiP has helped us all to get the imagination going. We share more and are more open. We’re not assuming so much about each other. We’re not assuming that the other person understands our work. And when we do this, the ideas get better. It’s small-scale, but it’s what we can do.”*

East Kilbride, CLiP

For more information see [Leadership for Integration](#)

# Workstream summary: Carers

NES and SSSC support Health and Social Care Partnerships, Health Boards and third sector organisations in the delivery of workforce requirements associated with the Carers (Scotland) Act 2016 and its implementation plan.

Highlights and achievements:

- The delivery, dissemination and evaluation of an outcomes-focused support planning resource, with focus on the requirements for adult carers support plans and young carers statements.
- Support to the evaluation of Section 28 Hospital Discharge projects.
- Support to the Children's Services and the Hospital Discharge short life working groups.
- A refresh of Equal Partners in Care learning resource



People said:

*“I felt motivated to look at how I can improve my practice and guide others.”*

*“We have used the resource within our local team and also the social work team...It helped us to discuss outcome focused planning – it’s a useful and accessible resource.”*

For more information on the outcomes-focused support planning resource:

[www.badges.sssc.uk.com/badges/personal-outcomes-ebook/](http://www.badges.sssc.uk.com/badges/personal-outcomes-ebook/)

# Workstream summary: Palliative and end of life care (PEOLC)

NES and SSSC worked together to support workforce development related to PEOLC and delivered a palliative and end of life care education framework. In the past year SSSC have continued to embed the education framework and lead work to support practice.

Highlights and achievements:

- Delivery of PEOLC Skills set, incorporated within PEOLC guidance toolkit for SVQ candidates, assessors and learning providers.
- Delivery of PEOLC e learning resource for Care Inspectors linked to the Health and Care standards.
- Completion of Action Learning Set for PEOLC test sites.
- Impact evaluation of learning resources.



People said:

*“I’m using the framework to assist care managers in their role of supervisions.”*

*“We’re encouraging other staff to download and use the resource in day to day practice.”*

*“I include the framework within my (PEOLC) training which I deliver.”*

*“I’m using it in my ongoing development and implementation of my workplan.”*

*“I will hold a staff meeting/discuss to inform staff of this and this can be filtered down to front line staff.”*

For more information on the PEOLC e learning resource for Care Inspectors:

<http://learningzone.workforcesolutions.sssc.uk.com/course/view.php?id=91>

# Workstream summary:

## Integrated working workforce research

During 2018/19 SSSC, along with NES, other national partners and 3 Health and Social Care Partnership test sites, commissioned research to gain a deeper understanding of the workforce experience of working in integrated teams. Integrating health and social care. The exact scope of research was co-designed by the project partners, a range of engagement methods and tools were used across the test sites and were tailored according to the needs and circumstances of each site. Themes explored included the conditions and infrastructure for integrated working, workforce skills and understanding of integrated working and the impact of organisation, professional and system-wide factors.

The research was undertaken at a time of major organisational change in all 3 test sites and captured an authentic snapshot of staff views at that point. These were summarised in an initial report provided by the researchers in March 2019.

Phase 2 of the work across 19/20 is focusing on:

- Identifying and building on the learning gained by staff through being involved in the research. Having their voice heard and reported on, for example, has been widely reported as a positive by staff involved in phase 1.
- Summarising and sharing key findings of phase 1.
- Agreeing and implementing next steps for test site and national partners.
- Strengthening links between this work and projects being undertaken as part of the National Health and Social Care Workforce Plan.

A learning paper summarising the above is being collated by the research reference group and will be available in early Autumn 2019. The key principles of collaborative working and co-design will continue to underpin this action research.

Over 19/20 SSSC will continue to work with neighbourhood care sites and others to gather qualitative data evidence of workforce skills and support that informs the delivery of skills set for enhanced integrated roles, the Transforming Roles programme and the future proofing of the SSSC Register.

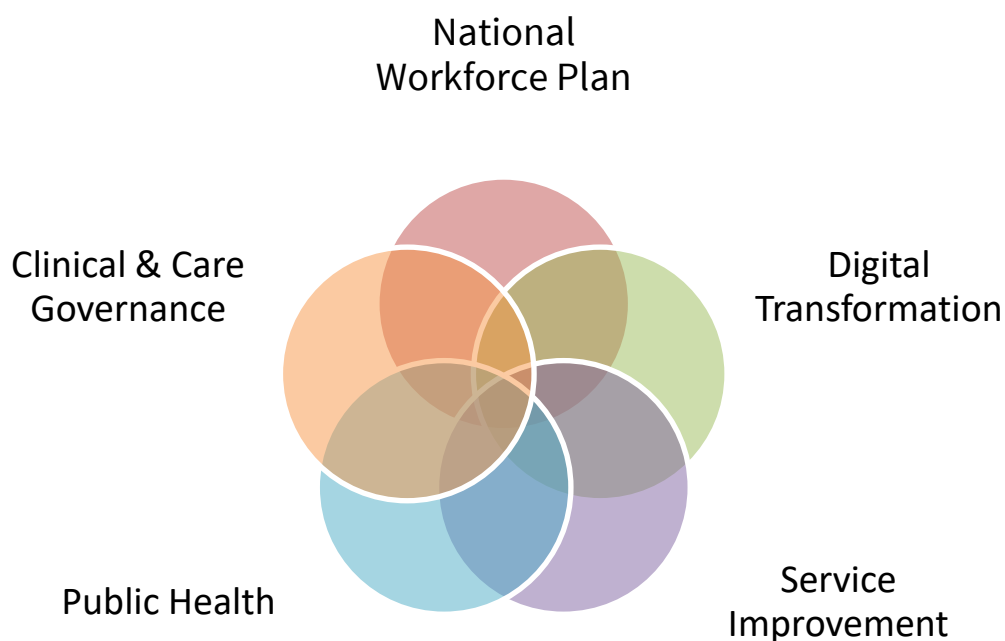


# Future partnership activity

Health and social care services and the workforce that deliver them are facing significant challenges within an increasingly complex environment. This reality reinforces the importance of partnership and collaborative working to ensure people have access to the services and support they need, so their care feels seamless to them, and so they experience good outcomes and high standards of support. These themes are reflected across our current health and social care environment including, for example:

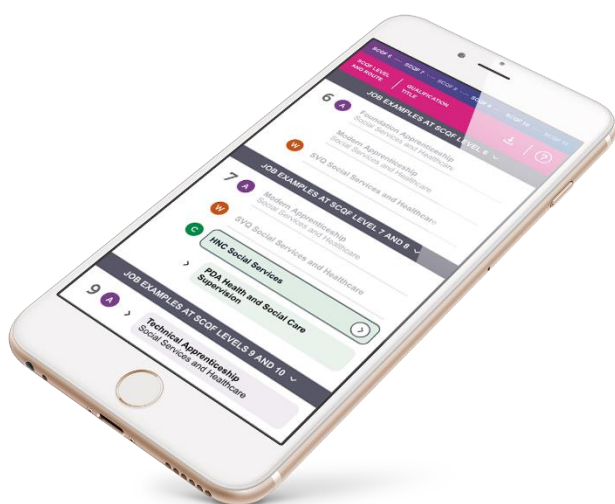
- Integration of health and social care
- Realistic Medicine
- Reform of Adult Social Care

Over 2019/20 our partnership work is focused on equipping and developing the workforce with the skills and support to deliver on these ambitions; we will continue elements of the workstreams described above. We will also further explore and develop partnership activity related to five themes, acknowledging there are areas of overlap across these themes:



## National Workforce Plan

NES and SSSC are each leading on recommendations across parts 1, 2 and 3 of the National Workforce Plan as well as contributing to the delivery of the Integrated Plan. Both organisations have highlighted Workforce Planning as a functional responsibility within their forthcoming Strategic Plans. Examples of the work include; delivery of a new careers website for social services and updating the NHS careers website to expand on allied health professions working across health and social care settings, developing a professional practice framework for social work, and social care. We are providing data and analysis to support a system of integrated data to increase our understanding of current career journeys in the sector and look at ways to develop career opportunities to support retention and succession planning. Promoting funding opportunities for training is a key action. The Transforming Roles work with Nursing Midwifery and other health professions is supporting the definition and educational needs to support practitioners working at advanced levels and working in new and emerging settings and areas of practice including becoming first contact practitioners in community and primary care services.



## Digital transformation

The move to the Office 365 as part of a digital transformation in both organisations will facilitate smooth, secure collaboration on joint projects. Microsoft Teams is expected to play a central role and reliable video conferencing makes virtual attendance at meetings and events far more practical than it has been. As both organisations explore and digital cultures grow, there will be opportunities to share organisational learning with each other. Technology enabled care plays an increasingly important role in supporting people to stay at home or homely setting. Education and learning to support staff introducing and working with technology will be relevant to both NES and SSSC. People who use Alternative and Augmentative Communication (AAC) including hi-tech systems to support their communication require all staff who support them to access

relevant learning and education. Both NES and SSSC are members of the AAC education group to raise awareness of existing learning resources and identify gaps for new learning opportunities.

### *Service improvement*

The SSSC, NES and other partners including the Care Inspectorate and the Alliance will continue to work closely to develop and strengthen the capacity of people working across health and social care to use different improvement approaches, tools and techniques, and ensure a more co-ordinated approach to improvement learning across the sector. NES will continue to deliver a programme of quality improvement learning, including a suite of improvement resources. SSSC staff are engaging in the Scottish Improvement Leaders (ScIL) programme and will be offering mentoring support to ScIL participants. Both organisations are using their involvement in the delivery of Leadership for Integration and Project Lift programmes to underpin and support improvement activity.

### *Public Health*

Support the newly formed Public Health commission workforce strand. Scotland's new Public Health body is due to go live in March 2020. SSSC and NES will consider the public health learning implications for integrated health and social care staff including identifying the learning needs for Allied health professions working across health and social care settings. A focus on the benefits of physical activity across the life span and in all settings including promoting physical activity within care home settings and with young people in school includes both SSSC and NES participating in the physical activity health and social care education working group.

### *Clinical and Care governance*

NES and SSSC make a key contribution to the safe delivery of services and the educational needs regarding governance of service provision. Good quality supervision including managerial, operational, clinical/practice and professional forms of supervision is a key factor in enhancing the practice of staff especially staff working in isolated roles. SSSC and NES are committed to supporting the education of supervisors and supervisees. Learning from situations where harm or risk of harm has occurred including learning from feedback and complaints and significant event analysis will be a focus for joint work with an "openness and learning" agenda incorporating the education resources supporting the Duty of Candour legislation. SSSC and NES also work collaboratively with a range of other organisations to support clinical and care governance in the integrated service setting and will consider education opportunities to support volunteers, carers, personal assistants and community link workers working closely with other bodies such as care Inspectorate, Scottish care, the ALLIANCE and Volunteer Health Scotland to

identify where SSSC and NES resources could provide added value to support the clinical and care governance of integrated services.

# Commitment

Both through our formal partnership and in informal collaboration, we will continue to work across these five themes of work to:

- Identify and share work that may be undertaken separately by either NES or SSSC but which has relevance to each other.
- Explore opportunities for any partnership activity related to this activity as appropriate.
- Identify any additional gaps or opportunities for partnership working.

September 2019