



The Collaborative Workforce Transformation Academy

...promoting system wide workforce transformation for all



ImpACT Research Team, School of Health Sciences, University of East Anglia
Professor Sally Hardy, Associate Professor Carrie Jackson, Professor Kim Manley CBE, Professor Jonathan Webster

Introducing a Collaborative Workforce Transformation Academy: *Thriving in an effective workplace culture that enables learning at every level of the system*

As the Integrated Care Systems come into focus, attention turns to how we can be working together to rebuild confidence, excitement and revitalise potential opportunities for sustainable healthy futures for us all¹.

The **Collaborative Workforce Transformation Academy (WTxA)** is backed by HEE East of England. It has been developed to focus on system wide learning to support workforce transformation.

The WTxA offers an exciting potential across a whole portfolio of programmes, aimed at individuals, teams, organisation and system levels. Each element can be commissioned, and content co-created to focus on workplace contexts, key priorities and integrated care system goals. These activities will offer a 'portfolio of possibilities', to enable people, practitioners, organisations and ICSs to focus on developing effective workplace cultures that enable everyone to flourish focused on what matters to people.

The WTxA provides a creative innovation hub to share learning and best practice, to explore new ways of working, promote joint actions, leading and enabling, supporting effective collaborations that can drive sustainable improvements across traditional boundaries. We envisage the WTxA will provide a stimulating platform from which we can create shared purpose, working seamlessly together across what can be complex systems of care and service delivery, thus co-creating a thriving regional wide community that is an attractive place to work, live and age well.

The WTxA will achieve this purpose through:

- 1.1 Promoting multi-professional, multi-stakeholder activity, to release and recognise talent for establishing new pathways to excellence through access to expertise in practice, clinical, education & research arenas, working together.
- 1.2 Expanding potential for mutual learning opportunities aiming to stimulate learning for all, wherever you are in your career/lives.
- 1.3 Sharing best practice examples for improvement and innovation uptake, promoting new initiatives through a critical mass of enablers.
- 1.4 Promoting evidence-based practice driven research, knowledge exchange and utilisation, through a supportive infrastructure of collaboration and inclusion.

<https://www.gov.uk/government/publications/working-together-to-improve-health-and-social-care-for-all/integration-and-innovation-working-together-to-improve-health-and-social-care-for-all-html-version> (Feb 2021) last accessed 11 March 2021.

All programmes are designed to build capacity and capability in the workforce at systems, organisational and team levels across three key themes of:

- 1. Leadership Development and Culture Change for Transformation.**
- 2. Facilitation of Workforce Transformation.**
- 3. Developing and Evaluating Best Practice- embedded research, inquiry and knowledge rich cultures for transformation.**

The WTxA portfolio is informed by the Venus Model², an evidence-based approach to achieving skills and capabilities for person centered sustainable transformation across complex health and social care contexts. The Venus Model identifies five integrated skill sets required across our workforce for achieving effective and sustainable transformation. These are identified as *Practice Development, Leadership, Facilitation, Innovation and Improvement and Culture Change*.

What is on offer via a WTxA?

- Co-ordinating a variety of different aspects of activity (e.g., intelligence gathering as a centralised repository) with a focus on regional priorities, (i.e., workforce development) towards outcomes for clinical excellence.
- Co-ordinating a series of events that showcase activity, brings people together, and continues to expand engagement via an academy (i.e., virtual and actual activities) (refer to the WTxA matrix of activities).
- An infrastructure of support, acting as a hub through which ideas can be worked up, bringing people together, gaining access to regional expertise to further promote initiatives for tackling big issues, health priorities, and clinically driven innovation.

What are potential outcomes arising from a WTxA?

- Establishing Communities of Practice for transformational facilitators around each theme of the VENUS model (culture change, leadership, facilitation, innovation and improvement, practice development).
- Building a connected culture of learning for innovation, to address health priorities and workforce development focused on what matters to people.
- Supporting development of systems leaders in joint roles to embed research, innovation, learning and improvement
- Linking academics with clinical partners to achieve clinical initiatives – with the ultimate aim of co-creating collaborating partnerships to take concept of ideas through to large research funding.
- Enabling clinical expertise to be shared in the classroom to inspire pre- and post-graduate students seeking to be inspired about their clinical academic careers and future career pathways in the region.
- Co-producing outputs (clinical, academic etc) that further disseminate knowledge exchange, utilisation and transfer that will benefit others – outside the region for improved planetary health.

What is the WTxA architecture for enhanced collaboration?

The WTxA architecture links to the development of Communities of Practice (CoP), commencing with a focus on the skill set requirements for sustainable workforce transformation.

The ultimate purpose of a CoP is to create a network of like-minded people, who engage cross all aspects of health and social care, to share best practice, generate ideas for innovation, improvement and sustainability, offering space for peer support and critique, all of which is contributing to transformation.

- A CoP can be achieved through engaging in shared activities that maximise innovation uptake and effective outcomes such as:
 - *Collaborative workshops, conferences, webinars, and other inclusive events for knowledge exchange, utilisation and transfer (e.g., through curriculum development, project work, newsletter, blogs, webinars, creative space, living labs). Project developments, supervision, support and active participation.*
- The overarching CoP combination of activities will be co-constructed with participants and may change over time.
- It is anticipated there will be different CoP for each of the five stems of the Venus Model for sustainable transformation.
- People can join as many CoPs as they wish or move between these as their skill sets evolve.
- Potential outcomes will be to undertake and/or influence collaborative research, publications, outputs for the benefit of all.

How do people join/sign up to a WTxA CoP?

- People are free to join. However, a willingness to share expertise and give time for the promotion of learning/transformational gain for all is encouraged as active participants in the CoPs.

How will the Community of Practice development be facilitated?

- As a tripartite structure that includes leads from amongst the ICS structure, alongside citizen representation/experts by experience, system leaders/innovators working collaboratively, from across the wider system of health and social care.
- Each CoP will have a dedicated membership, with an interest and capacity to help establish CoP functioning, which will then become a shared process as skills, confidence and excitement is generated amongst participants.

What is the commitment requirement?

- Inclusive participation, communication, time to engage with others across the WTxA
- Time commitment will depend on level of engagement – and what projects/activities are agreed to be undertaken collaboratively
- Community of Practice – a maximum of six sessions a year (@2 hours per session).



This is a unique opportunity to embed successful integration across the Region and wider ICS structures; as a Prospectus of Opportunities.

Three key messages to invite participation are:

- ***You are invited to engage in the collaborative development of several Communities of Practice, as part of the Collaborative Workforce Transformation Academy, working as a coproduction approach with citizens, sharing best practice across our region (@WTxACoP).***
- ***We are promoting a collaborative approach to addressing complex transformation, at every level of the system. The WTxA is built upon a sound evidence base, and together we can empower and develop workforce capacity and capability for system transformation.***
- ***Would you be interested in sharing some of your time (e.g., six sessions a year @2 hours per session over a 12-month period) to establishing a rich network of collaborators in any of the following areas, through engaging in a Community of Practice around the following transformational stems³ of Facilitation, Leadership, Culture Change, Improvement and Innovation.***



There is a Facebook page entitled '***Collaborative Workforce Transformation Academy Communities of Practice***' which will enable people to share best practice, resources, news items, events and to book for WTxA activities. Do share widely amongst your networks and teams, as a repository of resources related to system transformation.



The formal launch event of the Collaborative Workforce Transformation Academy is planned for the 30th November 2021 and this will be a jointly hosted webinar, with HEE from 1-2pm. You can register your interest/attendance here: [Eventbrite for Launch Webinar](#)



WTxA PROGRAMME OFFER – *A portfolio of potential*

A series of co-created offers are outlined below, identified to support workforce transformation at micro, meso and macro levels of the system focusing on *what matters to people* in the area of complex systems transformation.

The different programmes will be run on demand or as commissioned.

NB. If you do not see what you need and you would like us to work to co-create with you, do get in touch

System Development (Macro System)	Organisational/Partner Development (Meso System)	Team Development (Micro system)
Theme 1: Leadership Development and Culture Change for transformation		
Systems Leadership	Organisational Leadership for transformation	Team Leadership
<p><u>Venus: A Programme for System Wide Transformation (1 day a month for 6 -12 months)</u></p> <p>What: Using the new evidence-based Venus model for person centred sustainable transformation, this programme offers a hands-on learning experience, blending interactive action learning, design thinking, group coaching and leadership and facilitation methods. Specifically designed with systems leaders, meso facilitators and team leaders in mind the programme provides a unique opportunity to work together with peers on focused projects of transformation to improve and align health and care delivery across the whole system. This programme offers to work together on focused projects of transformation to improve and align health and care delivery across the whole system of care.</p> <p>How: using the five stems of the Venus model for sustainable transformation.</p> <p>Who: Systems leaders, education and workforce facilitators and team leaders.</p>	<p><u>Patient Safety Culture (1 day a month for 6 months)</u></p> <p>What: It is widely acknowledged that culture eats strategy for breakfast, but when organisations are able to nurture their culture, it can positively set the conditions for sustainable and continuous improvement. This programme helps explore and influence organisational and team culture and investigate its relationship to patient safety and improvement.</p> <p>How: Underpinned by the Achieving and Celebrating Excellence framework which supports teams to evidence bottom-up change projects and receive recognition for their innovations by their organisation.</p> <p>Who: All clinical/patient facing practitioners.</p>	<p><u>Embedding Best Practice as a link worker/champion in the Workplace (3 hours a month over 6 months)</u></p> <p>What: A programme to developing skills to enable and support others to embed person-centred, safe and effective care. The programme supports individuals to enhance their clinical supervision/critical companionship/ practice development skills offering evidence-based insights and tools.</p> <p>How: 1) creating a learning culture and, 2) knowledge translation. Linked to clinical supervision and facilitating individual effectiveness through the facilitation skillset for clinical supervision/critical companionship/ practice development.</p> <p>Who: For link workers and champions in quality improvement/practice development roles.</p>

<p><u>Aspiring Consultant Practitioner Programme (6 months)</u></p> <p>What: This programme helps aspiring consultants to develop their understanding of the role and attributes of the consultant practitioner in readiness to apply for a consultant post.</p> <p>How: During this six-month programme participants will be mentored in the competencies and attributes of the consultant practitioner using the national multi-professional consultant practitioner framework, developing a personal action plan and a valuable portfolio of evidence to demonstrate their readiness and expertise in key functions of these clinical system leaders. Participants will also benefit from networking with a group of peers who are on the same leadership trajectory.</p> <p>Who: Advanced level practitioners looking for consultant practitioner positions as clinical systems leaders.</p>	<p><u>Teaching & Learning Care Homes programme (12-18 months)</u></p> <p>What: Delivered In collaboration with the Foundation of Nursing Studies and Care England, Teaching & Learning Care Homes demonstrate an ongoing commitment to person-centred care and ways of working, which will be experienced by all who live, die, visit and work in the home. They are centres for learning, practice development and research, actively engaging with staff, students, residents and the community.</p> <p>How: Through workshops, onsite mentoring, support, coaching and discussion groups (through a Community of Practice).</p> <p>Who: All health and care staff working in Care Homes.</p>	<p><u>Multi-professional Clinical Leadership Programme (6 months)</u></p> <p>What: This multi-professional programme draws on the workplace as the main resource for learning, development and innovation, and develops individuals as transformational leaders who can positively impact on practice and service development and improvement.</p> <p>How: Monthly whole day workshops focusing on how to be an effective leader to deliver person centred safe and effective care. Use of range of tools in practice to facilitate effective leadership and gather evidence of impact of self, team and patient improvements.</p> <p>Who: For Level 6 and 7 health and social care staff.</p>
--	---	--

Theme 1: Leadership Development and Culture Change for transformation		
Systems Leadership	Organisational Leadership for transformation	Team Leadership
<p><u>System Leadership Webinar Series (Monthly 1 hour)</u></p> <p>What: This series of monthly online international webinars focuses on sharing theory and experiences of system transformation exploring how to develop system leadership behaviours and actions required to drive collaborative approaches to improving outcomes.</p> <p>How: The Venus model for sustainable transformation will be applied to enable participants to understand the skill sets required to facilitate complex change.</p> <p>Who: System level leaders.</p>	<p><u>Developing Collective Leadership for Primary Care Networks (8 months, 1 day per month)</u></p> <p>What: This multi-professional programme of active and action learning through masterclasses and workshops aims to support collective leadership development focused on improvements in services.</p> <p>How: Through peer consultation sessions participants will learn how to facilitate change and collaboratively problem solve in a safe space. Participants will be invited to 'pitch a project' or idea to pilot together to clinical commissioners to demonstrate how their PCNs could provide improved services to meet population need.</p> <p>Who: All those working within primary care settings.</p>	<p><u>Spheres of Influence</u></p> <p>5 days</p> <p>What: Exploring where and how you influence others in your role and career pathway potentials</p> <p>How: Working through a process of structured critical reflection and self-exploration, giving and receiving feedback, using business toolkits and career target setting, this programme aims to inspire and reveal your potential for growth and development</p> <p>Who: Aspiring Effective leaders to reach high.</p>
		<p><u>Guiding Lights for Effective Workplace Cultures (12 months)</u></p> <p>What: Delivered in collaboration with the Foundation of Nursing Studies and Fontys University (as co-authors) this programme will focus on supporting Teams in working with the four Guiding Lights for Effective Workplace Cultures: 1) Collective Leadership; 2) Living shared values; 3) Safe, critical, creative learning environments and 4) Change for good that makes a difference. Together, the Guiding Lights account for the ultimate outcomes of 1) Strong, high performing teams; 2) Staff retention and low sickness rates; 3) Sustained positive, improving, workplace cultures which are not dependent on specific individuals and 4) Building effective partnerships within and across settings.</p> <p>Who: Health and Care Staff/Teams.</p>

Theme 2: Facilitation of workforce transformation		
Systems facilitation for learning, quality, safety, innovation and shared governance	Facilitators of an integrated approach to learning, development, improvement. Knowledge translation, inquiry and innovation across organisations	Facilitation learning, development, improvement, knowledge translation across teams (link workers, champions)
<p><u>Transformational Facilitation programme- 1 month</u></p> <p>What: This programme has been developed for facilitators supporting transformation work programmes across systems. Exploring models of innovation, improvement, population health and co-production, participants will be supported to further enhance their skills in facilitating complex system transformation programmes whilst getting the best out of participants.</p> <p>How: It enables facilitators to understand how to be the best out of their workforce, how to develop the facilitation capacity and capabilities of others, and how to build services around the needs of citizens and population health needs.</p> <p>Who: This programme is tailored to support facilitators of learning, development, innovation and improvement to advance their facilitation skills, focusing on facilitating system complexity and interprofessional working across interdependent partners.</p> <p>When: Potential to run 4 times a year using an online platform, action learning and coaching.</p>	<p><u>Workforce Masterclass– Duration 3 months</u></p> <p>What: A workshop/masterclass series, participants will be immersed in design thinking to explore scope, potential and application of innovative workforce solutions to real world problems. In this experiential learning approach, multidisciplinary stakeholders will bring a workforce problem and develop a future focussed strategy for solution implementation.</p> <p>How: Participants will learn new ways of approaching problems and designing solutions including design thinking and quality improvement methodology; Be inspired to implement new ways of working. Test out new skills –participate in action learning by doing, testing, and refining solutions collaboratively and Connect and grow – an opportunity to meet and connect with new people to grow your peer group and multi-disciplinary networks.</p> <p>Who: Workforce transformation leads, education leads, etc.</p>	<p><u>Champions4Change Programme</u></p> <p><u>12 months (one day per month)</u></p> <p>What: This programme develops confidence to make improvements based on evidence and research capabilities</p> <p>How: 1) Supporting staff to initiate improvements to practice through the use of research and evidence-based practice.2) Developing a pre ‘clinical academic’ route for support to novice researchers including opportunities to grow understanding and appreciation of research whilst maintaining close links to clinical practice. 3) Developing innovative improvements in care in line with organisational or service goals through partnership and collaborative research programmes.4) Building your network; a series of ‘speed-dating’ events that brings you together with people who inspire and can help you navigate ideas through to fruition</p> <p>Who: Open to students, service users and all interested in influencing change at a local level through research</p>

Systems facilitation for learning, quality, safety, innovation and shared governance	Facilitators of an integrated approach to learning, development, improvement. Knowledge translation, inquiry and innovation across organisations	Facilitation learning, development, improvement, knowledge translation across teams (link workers, champions)
<p><u>IPDC Global Advanced Facilitation Programme</u></p> <p>What: An advanced programme for leaders to work together to facilitate complex change in a range of settings at a systems level.</p> <p>How: Leaders from health and social care, academic and research settings are offered creative space to co-produce solutions to issues they are facing in leading and facilitating complex change. The programme offers the opportunity to test a range of theories, tools and frameworks and contribute to the advancement of the body of knowledge around advanced facilitation.</p> <p>Who: Practice Development practitioners, academics, and researchers who have completed an IPDC Global Foundation School who wish to advance their facilitation skills. They can then join as members of the International Practice Development Collaborative for their organisations (IPDC) and become an international fellow with ImpACT.</p> <p>When: Annually.</p>	<p><u>The Challenge Initiative</u></p> <p>What: This initiative is designed to establish a corporate facilitation team with the full skill set required for integrated improvement to facilitate frontline teams to improve quality, safety and transformation.</p> <p>How: It is based on the integrated facilitation skillset required to use the workplace as the main resource for learning, developing and improving (Martin & Manley, 2017). This provides an opportunity to integrate organisational priorities and change programmes around improvement under one umbrella for supporting and evidencing change improvement, focusing on facilitation of frontline teams, as well as growing, developing and retaining staff.</p> <p>Who: Team leaders, service leaders, heads of service.</p>	<p><u>VITAL Signs: Developing teams to initiate what matters to people in your organisation</u></p> <p>What: This is a co-designed programme that aims to capture what the VITAL building blocks are for your organisation to ensure teams are working on what matters. It covers Vision, Improvement, Teamworking, Accountability/Approaches, and Learning for all.</p> <p>How: A mixed approach to some face to face where possible and remote group learning, taking forward ideas, initiatives and gathering evidence and feedback along the way.</p> <p>Who: Aimed at those change champions and teams who want to make a difference.</p>

Theme 3: Developing and Evaluating Best Practice- embedded research, inquiry and knowledge rich cultures for transformation		
Effective research for system transformation	Quality safety and transformational research	Teams (research/quality champion programmes)
<p><u>Community of Practice Publication Platform</u></p> <p>What: Join a Community of Practice for clinicians to work on quality project outputs, effective dissemination strategies and high impact publications with facilitated group sessions facilitated by experienced PhD supervisors and Active Research Leads across the region.</p> <p>How: Attend regular action learning groups to explore opportunities for PhD by publication, writing for publication, developing research proposals, looking for career development opportunities as a clinical academic.</p> <p>Who: All those working towards higher degrees or undertaking innovations across the region seeking maximum impact and influence through project outputs.</p> <p>When: When there is an identified need from the system for a cohort to be brought together in a research publication group.</p>	<p><u>International Masters in Practice Development and Innovation- distance learning</u></p> <p>What: This international programme develops person-centred knowledge, skills and know how to facilitate learning, development, improvement, innovation in health and social care to create effective learning cultures, and good places to work leading to improvements in patient/citizen and staff outcomes.</p> <p>How: There are ten core themes, embedded in the programme: Person-centredness; Effective care; Workplace culture; Facilitation and influencing; Evaluation; Improvement and innovation; co-production; Sustainability; Work based and workplace learning; Growth, thriving and flourishing. Delivered internationally as an online programme.</p> <p>When: September annually with exit points for PGCert, PGDip, Masters. (Subject to UEA validation)</p>	<p><u>Research Champions Programme</u></p> <p>What: This programme develops the research capabilities of staff research by: 1) Supporting staff to have confidence to make improvements to practice through the use of research and evidence-based practice.2) Developing a pre ‘clinical academic’ route for support to novice researchers including opportunities to grow understanding and appreciation of research whilst maintaining close links to clinical practice. 3) Developing innovative improvements in care in line with organisational or service goals through partnership and collaborative research programmes.</p> <p>How: Monthly workshops with experienced clinical academic researchers. Participants use the learning to develop research ideas for improvement in their teams and services.</p> <p>Who: Level 6 and 7 practitioners with an interest in service improvement and research.</p>

Developing and Evaluating Best Practice- embedded research, inquiry and knowledge rich cultures for transformation		
Effective research for system transformation	Quality safety and transformational research	Teams (research/quality champion programmes
<p><u>Knowledge Transfer through Communities of Practice</u></p> <p>What: Our expert facilitation and hosting of communities of practice that support innovation, improvement allow effective transfer of tacit and formal knowledge.</p> <p>How: Communities share innovation approaches, leadership for innovation, entrepreneurial skills and provide an opportunity for connecting and networking. They are connected to lived experience panels who offer advice, act as co-researchers and co-produce solutions to transform services from the perspective of the citizen.</p> <p>Who: All involved in complex issues for transformation/improvement and innovation.</p> <p>When: These are bespoke CoPs that negotiate the frequency of meetings and activities.</p>	<p><u>Open Creative Sessions</u></p> <p>What: Facilitated reflective spaces that offer short, virtual peer learning circles where colleagues can come together to discuss theme-based challenges to improvement and innovation.</p> <p>How: Exploring 'wicked' problems and focussing on mind set to unpick potential barriers. These taster sessions aim to facilitate solution development and implementation.</p> <p>Who: All those interested in using left and right brain capacity!</p>	<p><u>Evaluating (is) Everything (12 weeks /3 months)</u></p> <p>What: Engage in a series of workshops that inspire interest in critically creative evaluation approaches.</p> <p>How: Understand and explore how to use different approaches to evaluation that capture the 'messy lowlands' of practice innovations. This programme will explore what holistic evaluation approach can/could be, what constitutes good evaluation and for whom? Are we moving towards a fifth-generation approach to evaluation that includes consideration of a transformational intent?</p> <p>Who: All interested in understanding the importance of effective evaluation strategies for influencing change</p> <p>When: Depending on interest and cohort size these will run once a year.</p>

		<p><u>International Practice Development Programme</u> (bespoke model in collaboration with international practice development collaborative (IPDC))</p> <p>What: A foundation programme for practitioners working in practice development roles that focuses on developing knowledge, skills and know-how to maximise opportunities to facilitate bottom-up change in practice settings drawing on a range of tools, theories and frameworks to maximise team collaboration, learning, development, improvement and knowledge exchange.</p> <p>How: Residential blocks of learning over 5 days. Active and action learning enabling participants to learn from each other's experiences and trying out different practice development tools in their practice settings to improve practice.</p> <p>Who: Practitioners, academics and researchers with an interest in practice development.</p>
--	--	---

For additional ImpACT related materials and information please go to:

YouTube: Narrated PowerPoint for: [Launching the Collaborative Workforce Transformation Academy and Communities of Practice - YouTube](#)

ImpACT research group @ UEA: Website page: [ImpACT - Groups and Centres - UEA](#)