



**Leeds Health and  
Care Academy**

2023  
2024

# ANNUAL REPORT

**April<sup>2023</sup> – March<sup>2024</sup>**

[leedshealthandcareacademy.org](https://leedshealthandcareacademy.org)

# OUR MISSION

**Our ambition is to make Leeds the best place to train and work in, at any age. Working with our partners we provide opportunities for skills, jobs and wealth creation. We engage and recruit those in our most disadvantaged communities and inspire the next generation health and care workforce. This will ensure we have the highly diverse, skilled workforce we need to work with the people of Leeds, now and in the future.**

Our ambition does not stop there. We are committed to working together as equals, recognising the strength and value of our diverse partners. Our vision for One Workforce is not about creating a single entity, but about connecting us all through shared purpose and accountability. This will ensure that development and progress is truly inclusive, and we all support each other to succeed.

## Our year in review includes:

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# WELCOME!



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

**As I look back at the work of the Academy and the Leeds Health and Care Partnership over the last year, it is wonderful to fully appreciate the passion, skill and determination of colleagues who share my belief that by working together, and creating an inclusive, valued and well-trained workforce, we can make Leeds the best city for health and wellbeing. I feel incredibly privileged to be part of such a team and want to share my admiration and gratitude for the Academy colleagues, Human Resources and Organisational Development partners, professional champions, and community advocates, both across Leeds and beyond, who make my job such a pleasure.**

As a partnership, we have many reasons for celebration, however the financial year of 2023-24 has undoubtedly been a challenging one for our workforce and our partners. Like the rest of the UK, we continue to experience the effects of Covid-19 recovery, industrial action, and significant economic turmoil. During this time, the Academy has maintained its focus on **strong collaboration** and effective partnership working, to support the inspirational staff and volunteers dedicated to health and social care across Leeds. By working together with our partners, we have made the most of opportunities, tackled challenges collaboratively, shared resources and demonstrated the true ethos of working as **#TeamLeeds**.

To support the health and care needs of Leeds and its residents, a key focus this year has been to inspire and support new people to start health and care careers in our city. The **Talent Hub** is a city-wide service that connects people to employment, volunteering, work experience and training in Leeds, through a person-centred approach. In the last year, the Talent Hub has attracted over 18,000 viewers on our website and has significantly increased the diversity and retention of people joining our workforce.

We also launched an innovative apprenticeship; the role of a **Community Health and Wellbeing Worker** whose role is to support Leeds residents and communities to identify and address health and wellbeing needs, build local support and resilience, improve health, and reduce inequalities.

Recognising the continuing work pressures for many of our health and care employees, we have been delighted to extend our input to support personal wellbeing. Through the work of the **Leeds Recovery College**, we have supported **290 health and social care employees** from many different organisations.

To further support the health and care workforce during these challenging times. We have trained over **400 Health and Wellbeing Champions** to provide peer support to their colleagues, improving access to resources and prioritising wellbeing at work.

Also, through our **I Care Ambassador programme**, we have developed an outreach model which invites our workforce to champion roles in health and care to inspire people of all ages to consider careers in our sector.

Across the city, senior leaders are committed to personal and professional development for our health and social care workforce, and through the Academy, we are pleased to have launched the city-wide digital platform, the **Leeds Health and Care Learning Portal**, which offers 115 learning and development opportunities. We are proud that colleagues from the third sector in Leeds are the third largest group of learners using the platform, following Leeds Teaching Hospitals Trust, (first), and Leeds Community Healthcare NHS Trust, (second). Staff from Leeds City Council, Mental Health organisations, GP practices, care homes, pharmacies, universities and many more are accessing our training, and it is fantastic to see the impact of our offer reaching staff across such critical and diverse services within our city.

This year, the Academy has enabled partners and organisations to look to **the future of long-term workforce planning** needs. The publication of our **City Workforce Profile** and a number of collaborative research and evaluation papers have contributed to a much deeper understanding of the opportunities and risks facing our Leeds workforce, and as a result, we are designing more tailored interventions to address the issues. A key strand of this work is the development of a **career exploration platform** targeted at 14-25 year-olds which helps this group to discover and develop their own interests aligned with the huge range and diversity of roles across health and social care employers in Leeds. This platform and its content has been co-designed with the help of young people in Leeds to ensure it is fit for their needs and will be launched in September 2024.

# WELCOME!

In recognition of the breadth and innovation of many of the Academy's programmes, it is essential for us to be able to transparently demonstrate our impact and value for the sector. Working with the **Leeds Academic Health Partnership** and **Leeds Beckett University**, we created and recruited to a role of **Embedded Researcher** to help us strengthen research and evaluation across all our programmes and learn from our findings for future success.

This year, we completed our **fifth year** as the Leeds Health and Care Academy and we continue to evolve and be responsive to the sector and partners' needs. Through learning from our experiences and achievements, we have a deeper understanding of our core purpose and the impact that our Leeds One Workforce partnership can have.

As an Academy we are now fully established in the infrastructure of our partnership. It is these partner relationships which have enabled us to collectively **Improve Quality; Amplify Impact; Accelerate Progress; and Drive Efficiency** to develop and support the health and care workforce in Leeds.

## We can best achieve this where the Academy acts as:



### A CONNECTOR

– to strengthen partnerships and optimise assets



### A CATALYST

to make action happen and amplify impact



### A PARTNER

– to learn together and contribute expertise



### An INNOVATOR

– to harness creativity and collectively drive progress.

Once again, leading the Academy, developing our workforce, and working with such diverse health and social care partners, has been an inspiration and a privilege. Although the Leeds Health and Care Academy is a relatively small team, I have seen our impact grow through true partnership and an unwavering belief in what we can achieve when we work together. As we continue to experience significant challenges across our system, I am proud to share our impact with you in this document, and to **'Spotlight'** five key highlights from this year.

As always, I welcome comments, questions, and feedback on our work, and I look forward to exploring new connections and opportunities next year.

With best wishes,  
**Kate O'Connell**



*As the Academy matures, senior leaders across the city recognise its extensive value for our partnership working. We have welcomed the insightful, resourceful, and collaborative support of the Academy through significant system change. This has led us to stay focussed on our shared long-term priorities while remaining agile and adaptive to the uncertain environment. Without exception, colleagues within the Academy bring energy, passion, and expertise to create space for solving problems together and developing an open and learning culture across organisations. The persistent focus on narrowing inequalities, evidence-based practice and trusted relationships is undoubtedly strengthening our health and social care workforce for the benefit of the people of Leeds. On behalf of my fellow CEO's, I would like to thank the Academy for its innovation and pivotal role in our Leeds Health and Care Partnership.*

**Dr Sara Munro**,  
CEO of Leeds and York NHS Partnership Trust and the executive lead on workforce for the health and care partners in Leeds

# ACHIEVEMENTS AND IMPACT

Our collective impact with our partners is evaluated around four key indicators: improving quality, accelerating progress, amplifying impact, and driving efficiency. An example of the progress made this year includes:



## IMPROVE QUALITY

Our innovative approach to collaborative workforce planning has enabled partners to share data and insights about our city-wide workforce which have substantively improved the design of our collaborative workforce projects and services. With stretched capacity and resources, the ability to continually improve the quality of our focus, project design and implementation has been critical in managing priorities such as winter service pressures, diversifying clinical placements, and sustaining collaborative apprenticeships.

Key to improving quality across all our work is co-production, exemplified this year through development of the Career Exploration Platform.

Over

**450**

**young people** from across Leeds joined forces with subject matter experts, employers and educators to design a digital platform which supports navigation of a career pathway tailored to each individual person.

In addition, our Leeds Health and Care partnership and national collaborations ensure that the very best experts contribute to high quality training and development, with support from Academy colleagues to ensure it's relevant and relatable for colleagues across the breadth and depth of our health social care services.



## ACCELERATE PROGRESS

The Academy provides the connection and infrastructure within Leeds to harness workforce innovation and help speed up the adoption and spread. Whether this is through our innovative Learning Portal, our Talent Hub tackling inequalities or our development of our system leaders, it is the Team Leeds ethos which enables us to build the trust and share the insights and resources to unlock the potential within our city.

This year has seen amazing progress in our Connecting Communities into Health and Care programme, which is not just removing barriers to recruitment for a more diverse workforce, but influencing changes in strategy, policy and practice across partner organisations to ensure that we can go further and faster. In 2023 / 2024, **63% of people engaged in the programme were from an ethnic minority group**,

**38%**

were from **priority wards**.

Critical to accelerating progress is our ability to attract external funding to support the pace and scale of collaborative workforce projects across Leeds. Whilst this year was financially challenging for many of our usual funders, we were fortunate to be able to focus on delivery of previous multi-year funding awards as well as securing a further **£180k** to kick start change.



## AMPLIFY IMPACT

We are constantly seeking ways to amplify the impact of what we do and this year has seen a significant increase in the reach of our Learning Portal across health and social care employers in Leeds. We have provided learning opportunities for over **3,290 employees across 180 different organisations**, supporting increasingly diverse services to develop their knowledge and skills.

In 2023, we appointed our Embedded Researcher to help strengthen our approach to evaluation and impact, and with Cara's support we have created clearer frameworks, deeper insights and powerful case studies which highlight the wider impact of our work, beyond just the numbers and direct measurable outcomes. We are starting to build a much richer picture of the wider and longer-term impact of our One Workforce partnership, on the careers and lives of those benefitting from our work.

**900**

**people engaged with our Talent Hub**, and through personalised conversations and tailored support **180** people secured jobs, **163** entered education or training, and **144** attained an accredited qualification. The impact though goes far beyond numbers, and our evaluation has highlighted the importance to our candidates of financial independence, confidence building and social connections through engagement with our programmes.



## DRIVE EFFICIENCY

Efficiency has been a key focus of all partners this year as we strive to achieve more with our finite resources. In the Academy, this has been an important driver for the development and delivery of new learning offers on behalf of the city, ensuring that we reduce duplication and optimise value for service providers. New courses have included cross-organisational training on Pressure Ulcers and Long-Term Conditions, as well as procurement of a single licence for Leeds employers to access Skill Boosters training including Equality, Diversity and Inclusion development amongst a wider offer.

Developing our open access digital platforms has enabled us to deliver efficiency through technological enhancements, with our website now hosting insights and resources for employers, self-referral forms for the Talent Hub and easy access to free training and development for anyone working in health and care in Leeds. Our website has attracted

**25,524**

**25,524** people this year, enabling us to share information and opportunities quickly and effectively with more people than ever before.

The shared ambition and coordination of resources across collaborative projects with a clear focus on value for money and return on investment, ensures that the Academy continues to optimise our assets across Leeds.

# ACHIEVEMENTS AND IMPACT

## PROFILE AND INFLUENCE



Nationally, our Academy colleagues have presented at events organised by the King's Fund, the NHS Confederation, the Association of Directors of Adult Social Services, and other Integrated Care Boards to share insights and innovation around 'Learning Together' and 'Narrowing Inequalities' across a more integrated health and social care workforce.

Collaborating with partners in Leeds, we have been involved in critical collaborative workforce discussions at the Adults, Health and Active Lifestyles Scrutiny Board, Leeds Teaching Hospitals Strategy Board, the learning partnership visit with Staten Island, and the West Yorkshire Integrated Care Partnership Board. A particular highlight was the Academy being invited to give evidence at the Skills 2030 Inquiry into Skills and Devolution, held in Leeds in November 2023.



## SHARING AND INFLUENCING



To share our innovative approach to our workforce, we have engaged in several events, podcasts, journals, and presentations to highlight our unique Leeds approach:

- **June 2023 - we presented at the Healthcare Partnership Network (HPN) Midland's event;** 'Team Leeds: a collaborative approach to workforce' where we explored strategies and practical solutions aimed at developing a strong and collaborative healthcare workforce.
- **June 2023 - we contributed to the first ever Health T Level Graduation** which was held alongside Leeds City College and Notre Dame Catholic Sixth Form College to highlight the success of the programme.
- **July 2023 - Kate O'Connell, Director of Leeds Health and Care Academy and Strategic Workforce** spoke on the Health Matters Most podcast about shaping the future of healthcare education, skills, and opportunities.
- **July 2023 - we held our Springboard Celebration event** which commemorated over two hundred women completing the programme in Leeds.

- **By October 2023 - we were presenting at The Kings Fund 'Those who dare: thinking differently about the health and care workforce'** and spoke about the work we are doing with partners to engage directly with young people and communities.

Academy colleagues Kate O'Connell, Michelle Stanley and Chris Tissiman have continued to raise our profile and have all co-authored in high-profile publications:

**'Strategic workforce planning in health and social care - an international perspective: A scoping review.'**

**'Reducing health inequalities through skills training, support and removing barriers to employment - James Woodall, Susan Coan, Michelle Stanley, 2023.'**

Also, within this year, we were shortlisted for the Healthcare People Management Association awards at the University of Bradford for their Cross-sector Working category.

The last quarter of the financial year has been typically busy across the Academy portfolios with the opportunity to highlight our narrowing inequalities work and system learning at the London Anchor's Network in February. In addition, we were selected as one of six national case studies on **"Care and Health Academies - what good looks like"** for the Local Government Association and presented at their national online seminar earlier this month.

An ambitious three-year business case was presented at **Leeds One Workforce Strategic Board** in April 2023 to develop the Talent Hub. Through the creation of the Talent Hub, the Academy has played a vital role in our striving aim to **Narrow Inequalities**. By targeting areas of Leeds we know face the most challenges, our priority wards, we have targeted employment opportunities, volunteering, and work experiences to ensure equitable access and fairness of opportunity for those in need. Please see our spotlight on the **Talent Hub on page 22**.

# SPOTLIGHT ONE: NARROWING INEQUALITIES

At the Leeds Health and Care Academy we are exemplars of the #TeamLeeds ethos. This partnership, made up of all our major health and care providers and the third sector, is driven by the Leeds Health and Wellbeing Strategy, which the Academy is a key driver in enabling the city to reach its goals. Our work is focussed on our combined ambition:

**'Leeds will be a healthy and caring city for all ages, where people who are the poorest improve their health the fastest.'**

In support of this city-wide goal, the Academy has pioneered and implemented programmes to increase and retain our health and care workforce and to ensure that people from communities with the biggest inequalities have an equal chance to access and thrive in health and care careers. In addressing 'Health Inequalities' in Leeds, we use data and feedback from services and people to address the areas of our city are not accessing as equitably the health and care support they might need. To give this context, in Leeds, the life expectancy of residents in the North of the city is ten years longer than people living in the South of the city, as detailed in the [Leeds Health and Well-being Strategy 2023 – 2030](#). As a key partner within the Leeds Health and Care system, we do not think this is right.

To ensure we address the health inequalities within our city, we know we need a strong and sustainable workforce. We are aware that quality jobs and financial security are key factors affecting people's health. In 2023-24, we delivered and attracted people to our programmes which have addressed the needs of Leeds residents, and the workforces that deliver health and care. This in turn has enabled us to get people into reliable jobs, and therefore supported their health and well-being. This includes:

**Our work to ensure Inclusive Recruitment has developed from** the cities drive to narrowing inequalities. The partnership has developed a dynamic approach to **connecting communities into health and care careers**, through adopting a flipped recruitment model. This model adopts a person centric approach focusing on is the role right for the person rather than is the person right for the role.

This programme, implemented in 2022 after the successful Lincoln Green pilot, is tailored to ensure we work in areas of our city with the most need and help to enable greater workforce opportunities.

In our drive to embed a partnership approach, we have worked in collaboration with Leeds City Council's **Employment and Skills** team who achieved an **outstanding Ofsted rating** during this year. The partnership and collaborative approach demonstrated by our Connecting Communities work contributed to the overall rating achieved.

## EMBEDDING RESEARCH AND EVALUATION

Our actions over the last year have **reinforced research and evaluation** as priorities to support the growth of what we do as an academy. This has included working collaboratively with Leeds Beckett University to appoint an **Embedded Researcher** with academic and applied research expertise. This role is placed to ensure **quality and effective evaluation** remains on the agenda in our priority programmes and beyond from the outset. This will become part of what we do as an organisation, building capacity and knowledge within the team and not just a standalone role.

Working closely with our embedded researcher, our programme teams have developed detailed evaluation plans for the next year and beyond to support all four externally funded priority areas: Narrowing Inequalities; Health and Wellbeing; System Learning and Culture Change; and the Health and Care career exploration tool. These plans aim to maximise learning from each area and include mixed evaluation methods to increase the breadth and depth of learning opportunities.

The Academy has also developed the questions we ask around programme delivery to ensure we address the underlying theories of change for each of these programmes. We will aim to produce detailed reports to demonstrate impact for each of these areas and reflect on lessons learned. This will be shared with our partners and the wider health and care sector through academic conferences and publications, reports written for appropriate audiences within our networks, and communications to influence policy and practice change within the Leeds health and care sector. This will also provide us with evidence to support future funding bids and influence plans for future interventions.

Alongside the programmes above, we have developed wider **case studies**. These include colleagues in our sector who have accessed our wide range of programmes and the impact that has had on individuals and communities, which can all be **viewed on page 15**.

# MAXIMISE LEARNING



# SPOTLIGHT TWO: COLLABORATIVE APPRENTICESHIPS AND T LEVELS

The Health and Care Sector in Leeds is approximately 60,000 people covering a diverse range of roles and employers, including large NHS Trusts, small independent care homes, GP Practices, charities and so much more. The sector genuinely offers a range of opportunities for a variety of individuals and is keen to ensure the workforce represents the local population.



The ambition of the Leeds Health and Care Academy is for Leeds to be the best city for learning and working in the sector. This is to ensure there are progressive, diverse careers for all students and staff, and to inspire the next generation of health and care workers. Working with our partners, the Academy has developed a range of programmes to support this ambition:

**The Children and Young People Programme** aims to inspire children and young people aged 4 to 18 years into health and care careers. The driving principles of this are to co-design, develop, and embed collaborative approaches across employers, education and the third sector in Leeds.

Since March 2023, there have been a variety of schools engagement sessions delivered by Academy staff, employers, and members of the **I Care Ambassador** network including bespoke classroom lessons, assemblies, careers fairs, skills sessions, and activities fairs, with **3955 children and young people engaged in our work this year.**

**The Health T Level** is also a unique collaboration with partners across Leeds. This year we have worked together to support and deliver this exciting two-year programme to students looking to develop knowledge and practical skills within the health and care sector. The course combines classroom theory, practical learning, and a 315-hour industry placement to make sure students have authentic experience of the workplace.

The Leeds Health and Care Academy is proud to be working with **Notre Dame Catholic Sixth Form College** and **Leeds City College** to offer the Health T Level to students in Leeds, alongside our main placement providers: Leeds City Council, Leeds Community Healthcare NHS Trust, Leeds Teaching Hospital NHS Trust, Leeds and York Partnership NHS Foundation Trust and NHS West Yorkshire Integrated Care Board. Leeds is the only place in the country offering a city-wide partnership, providing a variety of placements in mental health, community, primary care, social care, and acute settings.

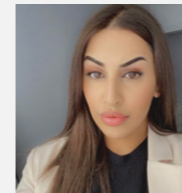
**“I was able to gain so much new experience and knowledge throughout the course, and the industrial placement allowed me to develop an in depth understanding as to what working in healthcare would be like.”**

Health T Level graduate

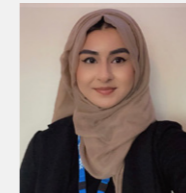
**“I will have better insight on what to expect when attending placement at university. It has also helped me develop my skills such as communication when providing care to individuals.”**

Health T Level graduate

## ROLES IN HEALTH AND CARE - CASE STUDIES



**Sabaa**  
Apprentice Health care Assistant



**Halima**  
Project Support Officer



**Sally**  
Mental Health Support Worker



**Stephen**  
Head of Operations



**Tracey**  
Facilities Assistant Manager

To support this work we created a 'Routes into Health and Care' poster to communicate routes and opportunities for young people:





# SPOTLIGHT THREE: WORKFORCE PLANNING

The Academy and our partners have been developing a bespoke approach to collaborative workforce planning. This innovative project brings together large and small employers, along with education partners from across the health and social care sector in Leeds. This allows better understanding of our current and future workforce based on the needs of our city's population.

Our unique approach allows us to share data and insights across organisations in a way which informs our innovative predictive modelling. We are also able to identify future workforce demand and model where our future workforce will be coming from, when and how they will be joining our organisations.

This is not just theoretical modelling. It considers the changes in the health of our Leeds population, as well as the planned transformation of our services, improvements in technology, and the allocation of funding and resources. This modelling is helping us to anticipate workforce gaps ahead of time and develop joint projects to design and implement better solutions.

With guidance from the Leeds One Workforce Strategic Board, the city's HR Directors, and the city's workforce planners' Community of Practice, as well as input from professional leads and subject experts, we are taking a values-driven approach to this work. **Our principles are:**



## PEOPLE-CENTERED

– directly contributing 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

– creatively and pragmatically identifying the specific workforce challenges in our city.



## COOPERATIVE

– partners committing to full and active participation in collaborative workforce planning in accordance with their respective responsibilities.



## INCLUSIVE

– partner organisations having equal status in the process, recognising that diversity brings strength and ensuring all partners benefit.



## EVIDENCE-BASED

– using clear methodologies based on research, data and professional insight to produce the outputs.

**As a result of our partnership work, we have developed a bespoke workforce planning model for our Leeds health and care system which contains three distinct but connected processes.** We can now conduct joined-up workforce planning for short-term operational delivery (3-12 months), medium-term tactical planning (1-5 years), and long-term strategic planning (5-20 years).

So far, our insights have helped **manage workforce pressures** over winter, inform the design of collaborative workforce projects including clinical placements and apprenticeships, and establish frameworks to evaluate the impact of partnership working on our city's workforce capacity and diversity.

To read more about this innovative and pioneering project please [click here](#) to view more detailed information and model development.

**"Jack Lysaght has been integral to the data exploration and for designing and compiling a data comparability matrix.**

**Jack says "the data comparability matrix is critical to the success of collaborative workforce planning. Partners hold and process data in diverse ways to suit their needs and understanding this allows us to compare workforce metrics across all partners, identifying common issues and actions. Collaborating with partners to develop a genuinely innovative approach to workforce data across the Leeds health and care system was challenging work, but extremely rewarding. It gives us unique insights into the city's health and care workforce which we have never had before."**

**Chris Tissiman**, Head of Workforce Planning, Leeds Health and Care Academy

## PLACE-BASED LEARNING NEEDS ANALYSIS

The Academy is developing and coordinating a city-wide approach to Learning Needs Analysis (LNA) with health and social care partners across Leeds. The aim of the LNA is to capture the immediate, emerging, and transformational learning needs of the health and care workforce systematically and regularly. This will allow collaboration between partners, and across the city, to improve delivery. All Leeds health and social care service providers are involved in the design of a new process, either as an individual organisation or through a respective professional body or sector network.

# SPOTLIGHT FOUR: LEARNING PORTAL

The Academy's Leeds Health and Care Learning Portal was launched in 2022 to share and widen access to learning across the sector. Our open access platform is uniquely placed in the system as it can be used by anyone with a Leeds-based health and care role. Our user base has grown rapidly this year with a 309% increase on the previous year, taking us to a total of 3293 users overall. Our users include employees, volunteers, unpaid carers, and students from across the sector and we continue to attract new users each week.

This year we have added an additional 40 items to our catalogue of learning opportunities available to our users, taking us to a total of 115 items available. Users have **accessed 2,954 learning opportunities** through the portal, and this continues to grow each week.

With the increase in use of our platform, we have been able to amplify the impact of our learning opportunities and the **#TeamLeeds** ethos. This has been done by delivering learning opportunities that enable people from different organisations to learn together, build relationships and networks across the system.

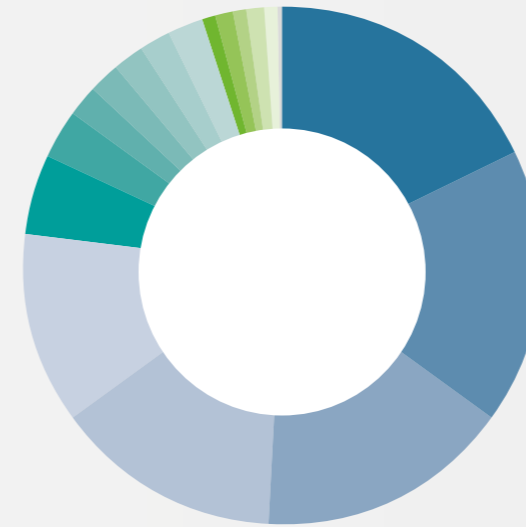
In our second year, we have **widened our reach to over 180** different Leeds-based health and care organisations, building on last year's figure of 38. We have seen an increase in all areas of our sector and good representation across all our partners organisations with a notable increase from the Third Sector who now represent 12% of our overall user base.

There is a broad spread across the system in terms of organisations. As the largest of our NHS employers in Leeds, it is no surprise that colleagues from Leeds Teaching Hospitals NHS Trust were the largest user of the portal in terms of numbers. We also have fantastic proportional representation from our partners in Leeds Community Healthcare NHS Trust, where users make up almost 10% of their current workforce. Alongside these, we also see organisations within our Leeds Health and Care Partnership utilising our shared learning approach.

Our innovative approach to delivering learning in this way, across organisational boundaries, has attracted interest from across the region as others seek to follow this successful model and recognise the benefits of learning together.

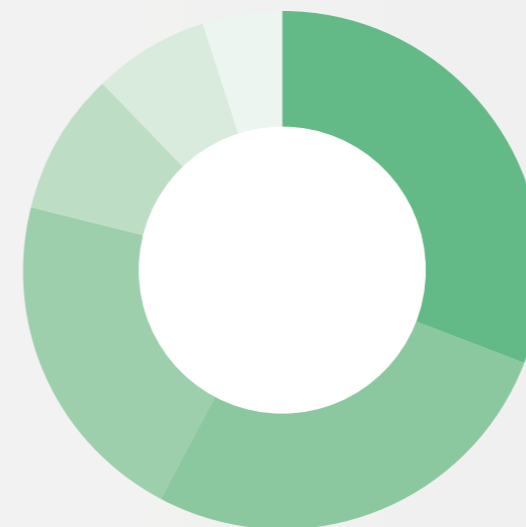
Looking at the Learning Portal users by role, we can see our largest category of users are in Nursing and Midwifery, with Healthcare Support, Care Worker and Administration and Business Services, making up the joint second largest user base. This is closely followed by Allied Health Professionals.

Users of the portal by role:



Nursing & Midwifery	18%
Healthcare Support / Care Worker	17%
Administration & Business Services (including Finance Communications etc.)	16%
Manager / Line Manager / Team Leader / Senior Manager / Head of / Director / CEO	14%
Allied Health Professional	12%
HR, Organisational Development & Organisational Learning Professional	5%
Community Work & Engagement	3%
Social Worker	2%
Pharmacy	2%
Digital Data & Technology	2%
Volunteer	2%
Project Management / Delivery	2%
Healthcare Sciences & Research	1%
Doctor / Dentist	1%
Estates & Facilities	1%
Student	1%
Education & Learning (including Schools Further Education & Higher Education etc.)	0.96%
Unemployed	0.04%

A breakdown by category of learning accessed:



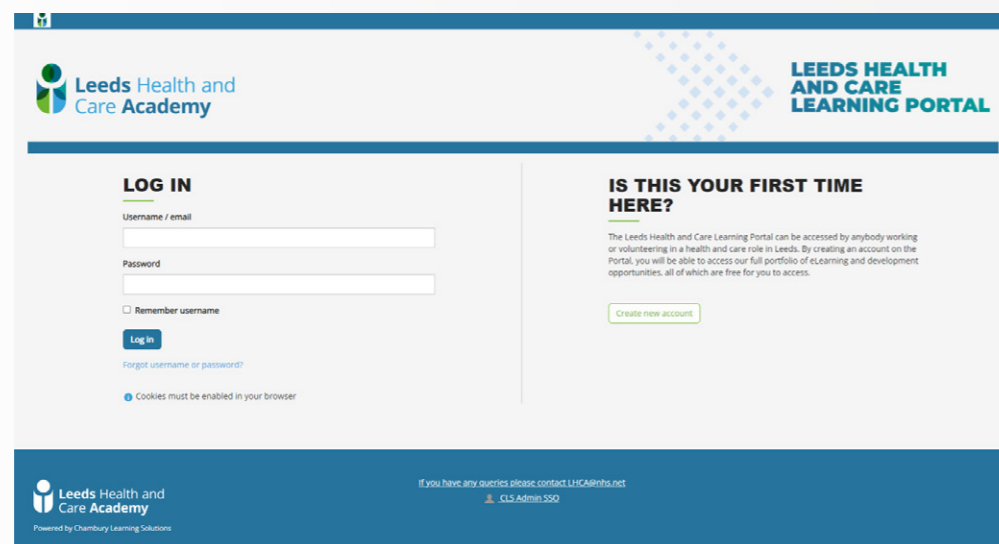
Team Working, Leadership & Coaching	31%
Diversity & Inclusion	27%
Personal Development	21%
Health & Wellbeing	9%
Delivering care	7%
Digital skills	5%

# SPOTLIGHT FOUR: LEARNING PORTAL (CONTINUED)

As we evolve and grow our platform, we are working with partners to deliver and promote the content across the sector to ensure we develop and review content continuously along the way. We keep the users at the heart of our design process ensuring we are as inclusive as possible. This year, we implemented changes to streamline the way we capture data on our users' roles and changed the way we categorised our content to make it easier for users to navigate the platform as the content grows.

We are delighted that this year we have been able to widen our reach to so many organisations and individuals across our sector to provide free and relevant training to support the vital work that we do within health and care.

This year, the four most popular courses are; Introducing the Principles of Better Conversations; Understanding Unconscious Bias; Trans and Non-binary Awareness; and Springboard Woman's Development Programme.



Some of the Learning Portal's key focus and development during 2023-2024 include:

## **PRESSURE ULCER PREVENTION**

The Academy has worked in partnership with health and care providers to align the approach to pressure ulcer prevention training, awareness and delivery. An e-Learning training package was agreed and adopted by all providers to align practices across the city and to ensure the best possible care for patients and service users. We continue to develop this area and have added other agreed learning packages to the catalogue such as essentials of leg ulceration and dysphagia essentials for health and care staff.

## **LONG-TERM CONDITIONS**

Approximately 292,000 people in Leeds live with a long-term condition. This is expected to rise by an estimated 23% over the next 25 years. Leeds Health and Care Learning Portal has provided a platform to share the Leeds Long Term Conditions Course across the sector. This course was developed in partnership with many people and organisations across Leeds, for Leeds. It explores the components core components of person-centered approaches, prevention and healthier living and what those with long-term conditions may experience. The portal has provided a way to share this learning across organisational barriers, supporting colleagues working in this area by providing training that will make a difference to people's lives when they meet a healthcare professional.

## **SKILL BOOSTERS (NOW VINCI WORKS)**

Working with our partners we identified an opportunity to co-ordinate Equality, Diversity, and Inclusion (EDI) training and secured a licence for Skill Boosters. Working closely with partners (especially in promoting the content to staff) we successfully piloted this suite of easily accessible, video based e-learning which is popular with our users. This has resulted in ongoing investment from our partners and continued access to a broad range of high quality training which offers more than just EDI.



**TO VIEW OR  
SIGN UP TO  
THE PORTAL**

Click the above image or  
scan the QR code to login



# SPOTLIGHT FIVE: TALENT HUB

The Talent Hub continues to connect communities with health and care careers through person-centric approach, tailored to the candidate's ambition, ability and personal circumstances. The Talent Hub leverages the expertise across the Leeds Health and Care Partnership to support people into education and training, volunteering, work experience and employment. The Talent Hub provides the infrastructure to support the sustainable delivery of several of our workforce priorities.

These are:



**GROWING AND DEVELOPING NUMBERS OF PARTICIPANTS**



**NARROWING INEQUALITIES**



**INTEGRATED WORKFORCE DESIGN**



**LEARNING TOGETHER**



The Talent Hub goal is to be a city-wide service that connects the people of Leeds with careers, training, work experience or volunteering opportunities in the Health and Social Care sector. Through partnership working the Talent Hub improves the quality and accessibility of talent pools to support workforce supply across health and care; contributes towards narrowing inequalities in our city by engaging with and recruiting from our most disadvantaged areas; ensures that the diversity of Leeds health and care workforce better reflects that of people that it serves; and supports people to achieve their potential through applying a person centric approach.

**This is achieved by:**

- Supporting people to achieve their potential through bespoke tailored interventions which are matched to their ambition and circumstances
- Engaging with stakeholders to ensure that the service offering matches their needs or expectations
- Actively working with under represented groups for wider participation and increase the diversity within the health and care workforce
- Focusing on communities who reside in the city's priority wards to improve those who are the poorest to improve their health the fastest
- Leveraging partner expertise across the system to provide holistic support for candidates
- Reducing time to hire and associated recruitment costs through effective screening of candidates supported
- Increasing workforce retention through bespoke interventions and activity
- Attracting the future workforce through connecting talent pools into opportunities
- Support the retention of talent within the system.

For more information, please visit the [Talent Hub pages on our website.](#)

During 2023-24, the Talent Hub has:



**989**

Engagements with people



**389**

Supported candidates in Assessment Centres



**147**

Supported people into employment



**163**

Supported people into education or training



**144**

Supported people to achieve an accredited qualification



**167**

Supported people to connect to Specialist Support

For those supported into employment through the Talent Hub the retention rate after the first 12 months is consistently higher than 90%, which is significantly more than traditional recruitment methods.

With a focus on "get in, go on, go future," pastoral support is offered throughout the first 18 months of a candidate's journey, to ensure that they remain well and thrive.

People who attended the Talent Hub said:

*"I feel privileged to have been able to access such an event, for free!"*

*"The Talent Hub is an excellent opportunity"*

*"Without your help and support I would not be in my happy place"*

*"I am happy about the opportunity and have also made lots of friends."*

*"Built up our confidence and skills. Thank you"*



Our residential practitioner pre-employment programme is endorsed by **Councilor Fiona Venner, Executive Member for Children's Social Care and Health Partnerships:**

*"This course for aspiring residential practitioners is a notable example of the Council and our wider health and care partners working together to find innovative ways to inspire and open training and job opportunities for people who otherwise might not have considered this career."*

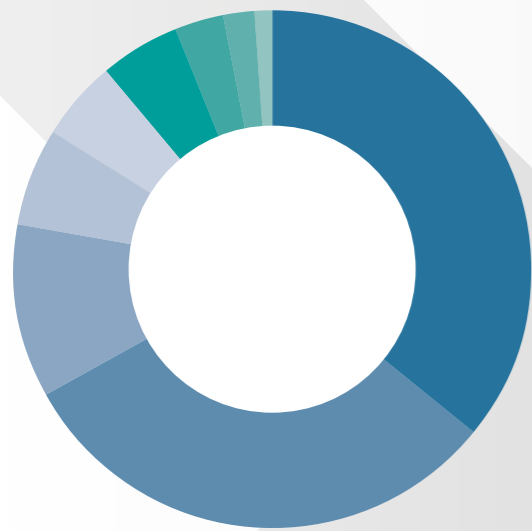
*"We have worked hard to safely reduce the need for children to enter care. For people referred to us, we are committed to enabling young people to stay close to their family and community wherever possible. So, we are continuing to expand our residential provision across the city and are looking for dedicated staff who share our passion for improving outcomes for all our children and young people."*

**The Leeds City Resourcing programme** is a year-long programme with six workstreams which ended in 2023/24. As part of this, the programme developed a number of assets for use by our health and care workforce. This includes the health and care careers webpage, **Jobs and Career Opportunities - Leeds Health and Care Academy**, which has attracted c. 15,000 views to date. The workstream is also continuing to collaborate on developing joint organisations recruitment campaigns, including the out of area recruitment for students in Leeds.

# SOUNDBITES

Our work to understand the City Workforce Profile is the collation of headcount figures, which help us to measure and understand the size and shape of the health and care workforce across Leeds.

## THE CITYWIDE WORKFORCE PROFILE 2024 IS AROUND 60,000 PEOPLE MADE UP OF:



Leeds Teaching Hospitals NHS Trust	36%
Adult Social care (Independent)	31%
Third Sector	11%
Leeds Community Healthcare NHS Trust	6%
Leeds and York Partnership NHS Foundation Trust	5%
Primary Care (General Practice)	5%
Childrens Social care (Leeds city council)	3%
Adult Social care (Leeds city council)	2%
Leeds Integrated Care Board	1%

The health and care workforce profile identifies the overall size and shape of the workforce in Leeds and allows us to use insight to inform our work. For more information, please [click the link](#).

## WORKING WITH THE THIRD SECTOR

Over this financial year, we have increased our offer to support the Leeds third sector by tailoring specific activities or learning opportunities to their needs. This year's driver has been to enhance the collaborative working between third sector organisations, and sharing workforce knowledge and learning, as well as enhance the awareness of the Academy offers for the third sector.

To support this, we have developed several programmes:

**Involving and connecting third sector organisations into the Academy work and projects;** Collaborative Apprenticeships, Career Exploration Tool, Learning Management System.

**HR Network meetings - maximise opportunity to connect** - speakers from Leeds City Council, Leeds Health and Care Academy and an external solicitor.

**Attendance at third sector meetings** - including Health and Care Leaders, Third Sector Strategy launch, Volunteering Strategy launch, etc.

**Connecting into work across the system** - Volunteering Strategy work, connecting Leeds City Council's training offer with our Academy's offer.



*"The HR Network Bulletin is brilliant, it makes such a big difference having all the key information in one bulletin, instead of 10 different emails. It's so accessible, informative and to the point. Through the bulletin I feel assured that we are aware of new developments happening across the third sector and NHS, we actively share the relevant sections with Touchstone's staff, thereby many staff benefiting from seeing this information, including accessing training through the Leeds Health and Care Learning Portal and the many benefits available through the benefits portal, which has been so beneficial to staff especially with the cost of living".*

Kathryn Hart at Touchstone



**Better Conversations** skills sessions and our newly developed Introduction to Coaching Skills can be accessed by anybody working in health and social care in Leeds, at any level, and from any organisation.

The programmes support the workforce to think about how collaborative conversations can empower both our service users and colleagues to take a more active role in decision making, whether about their health and care or to address a difficult decision in our workplace. It aims to enable health and care colleagues to deliver and encourage more collaborative conversations. Better Conversations focuses on those conversations between a health and care professional and individuals; whilst Coaching Skills supports our leadership or peer to peer communication in our workplaces.

During this year, our team has delivered Better Conversations over **12 individual courses via zoom** or **face to face to 195 participants in 25 different organisations**. After a successful pilot in the Autumn, our Coaching Skills programme will run throughout 2024 with the support of our partners across the Leeds system.



Feedback includes:

*"I have learned a lot about how a positive conversation can have a positive impact on someone's life. Brilliant day, I will recommend to colleagues."*

*"I have enjoyed and above all benefited massively from the session. The session has helped me reflect on my conversational skills and has identified the areas of my strength and weaknesses."*



# SOUNDBITES



This year, our innovative programme 'Springboard' enrolled 91 women over 5 cohorts. The Springboard programme is an award-winning international programme which attendees experience a 3-month personal and work development initiative. This opportunity is available to women in non-managerial roles working across health and care in Leeds, up to and including Band 6 or PO4 or equivalent. Feedback from our participants include:



*"After 6 years in a full time caring role, going back to the workplace felt rather a daunting prospect. Taking part in the Springboard Programme helped me so much. My confidence has increased immensely and every day I look forward positively to what life has in store for me both at work and in my personal life."*

*"Springboard has taught me to be unapologetically me. I now know I can do anything I set my mind to thanks to this programme."*

*"A life changing experience for me, I met some wonderful women and felt so supported. it gave me the confidence to grow and develop."*

*"I'm not sure I can express sufficiently the amount of gratitude I have for this course and what it's opened for me within myself. I've been able to clarify career aspirations I have struggled with, begin planning my next steps and confidently discuss these with my line manager"*



**60%** of women felt more confident in building relationships

**93%** of women were more confident in personal development

**79%** of women more confident in communicating

**98%** women would recommend the training to friends or colleagues

**79%** of women feel Springboard has helped them connect with colleagues from other organisations working in health and care in Leeds - building the **#TeamLeeds** spirit.

## STAFF PORTABILITY

The Staff Portability Agreement continues to enable better service delivery through addressing system barriers. Areas where the Staff Portability Agreement has supported staff mobility across organisational boundaries over the last 12 months include:

- Winter vaccination programme
- Children's Community Intravenous Antibiotic Service
- Community Acute Paediatric Service – Asthma 48

We developed this testimonial from colleagues using staff portability for the Leeds Vaccination programme. For further information on how the Staff Portability Agreement can support staff mobility please [click here](#).

## HEALTH AND WELL-BEING CHAMPIONS

Between April '23 and March '24, 72 people trained as health and wellbeing champions with the Academy. Trainers were a mixture of Academy staff and partner representatives, and participants came from a wide variety of system organisations. The training offer was a face to face one day package and a virtual offer over two half days. Participant feedback showed they highly valued working with others from different organisations, sharing knowledge and ideas, and appreciated the time to stop, think and reflect.

## I-CARE AMBASSADORS

The city-wide group of Leeds I Care Ambassadors are members of the health and care workforce from different employers within a range of roles. The Ambassadors volunteer to engage and attract people from local communities, inspiring them to join the sector.

Ambassadors attend events across the city and talk honestly and enthusiastically about their job and career journey. The Academy provides training and support to all staff who volunteer for this role. I Care Ambassadors are an invaluable resource for all our engagement work to grow our future workforce which include recruitment fairs, school careers evenings, virtual classroom question and answer sessions, and online networking meetings.

# FINANCE AND ACTIVITY

As a partnership we continue to focus on building evidence-based practice and innovation; applying a person-centred approach that is not constrained by organisational boundaries to drive inclusive growth; narrow the inequalities gap; and optimise the Leeds pound.

During 23/24 there has been a focus on delivering multi-year funded programmes which were awarded in 22/23. This enabled the Academy to accelerate progress and amplify impact across some priority collaborative projects. This includes narrowing inequalities through health and care careers, engaging schools and young people and supporting workforce health and wellbeing.

In addition to this we have successfully secured an additional £180,000 to advance collaborative projects aligned to our strategic workforce priorities.

## OUR FUNDING PARTNERS ARE



We have successfully secured an additional



# £180K

# FORWARD FOCUS

The Academy has exciting and innovative plans for the year ahead:

## PERSON-CENTRED CARE

Over the next year, the Academy will continue to support the city's aspirations to improve the service user experience of care they receive. We are working with partners to develop a comprehensive training package to support a compassionate and coordinated approach to person-centred care. Targeting activity in priority areas of prevention and lifestyle, long-term conditions and mental health to reduce unplanned treatment and give our service users a greater stake in the management of their care.

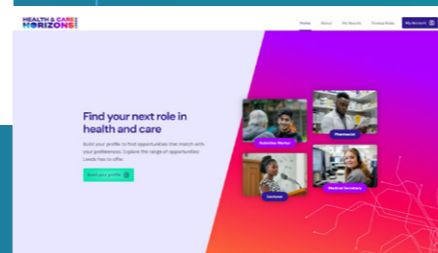
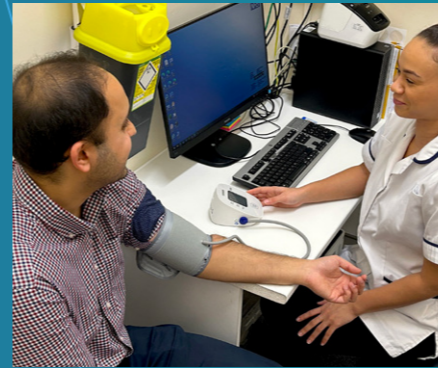
Our ambition is to create a shared language and behaviour, embedded in our Team Leeds culture which helps us to work in a compassionate way with our service users, but also with each other in our teams and across our partnerships. This approach contributes to the city's three C's approach:

Compassion in the way we work with our service users (and each other),  
Communication in how we get our messages across in a way that people can use; and  
Coordination in the way we bring services together with the service user at the centre.

**Career Compass Leeds** is a digital platform launching in Autumn 2024 to help people aged 14 –25 years (and their supporters or advisors) to navigate the extensive and inspiring range of health and care work opportunities that are available in Leeds. The digital tool enables the user to navigate the breadth of roles across health and care in lots of different settings and has a functionality which recommends roles based on their responses to a series of questions.

It also signposts them to relevant educational opportunities and resources in Leeds that align with their selected interests and preferences. The digital tool has been co-designed and developed with four hundred young people in fourteen different youth groups in Leeds as well as key health and care stakeholders.

**Clinical Placements** is designed to be a collaborative project led by clinical, workforce and educational leaders from across Leeds health and social care partners, building on the brilliant work of the Leeds Clinical Placement Expansion Project. The aim of the project is to challenge the constraints of the traditional clinical placement model to attract, retain and support learners in more diverse and rewarding health and care pathways. The focus is around analysing workforce data to understand where capacity can be increased; focusing on alternative methods of placement delivery, such as virtual reality, simulated placements, and student-led clinics; expanding placement capacity by introducing more Private, Independent, Voluntary Organisation placements by utilising the indirect supervision model and re-thinking the culture around student placements, developing leadership, and ensuring quality of placements.



# ACKNOWLEDGEMENTS AND THANKS

# INDEX



## **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 our purpose.



## **Caroline Baria,**

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

Over this financial year, Caroline has taken on the role of co-chair of the Academy with Jenny and has brought a valuable new perspective to understand our shared challenges and opportunities. Her insights and experience are helping to inform and develop the shape of our current and future Leeds health and social care workforce and continually explore what we can best do together.

**We would also like to acknowledge our Team Leeds colleagues who have been instrumental in working in partnership to develop 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:**

Steph Lawrence, Frances Dodd, Sonia Kumar, Helen Wilkinson, Jenny Allen, Laura Smith, Mark Edwards, , Andy Dodman, Ann Prince, Debbie Banks, Cheryl Pemberton, Claire Hardwick, James Woodall, Sarah Bronsdon, Keri Evans, Pip Goff, Tina Turnbull, Bill Owen, Simon Burton, Rosie Holmes, June Rollins, Graham Sephton, Rich Cooper, Nina Davies, Manraj Singh Khela, Adrian Winterburn, Sarah Rowson, Kate Sims, CATCH, Shelia Sorby, Emma Jaye, Julie Thornton, Tracy Harding, Arti Vyas-Brannick, Rich Cooper, Jenny Allen, Darren Skinner, Penny McSorley, Jo Harding, Kate Lodge, Workforce Planners Community of Practice (Lisa Kundi, Alison Wilkinson, Alan Sewell, Cassie Good, Sue Podmore and Claire Matson).

Please use the links below to find out more about Leeds Health and Care Academy work, projects, and portfolio areas.

[Better Conversations](#)

[Chartered Manager in Health and Social Care](#)

[Connecting Communities with Health and Care Careers](#)

[COVID-19 Vaccination Training](#)

[Data Analyst Apprenticeship](#)

[Data Technician Apprenticeship](#)

[Digital Workshops](#)

[Health and Wellbeing](#)

[Health T Level](#)

[I Care... Ambassadors](#)

[Jobs and Career Opportunities](#)

[Leeds Health and Care Learning Portal](#)

[Leeds One Workforce Programme](#)

[Leeds Talent Pipeline](#)

[Project Management Apprenticeship](#)

[Reimagining Clinical Placements](#)

[Springboard Women's Development Programme](#)

[Staff Portability Framework](#)

[Start Your Journey Leeds](#)

[Team Leader Apprenticeship](#)

[West Yorkshire and Regional Collaboration](#)

[Workforce Planning and Transformation](#)





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