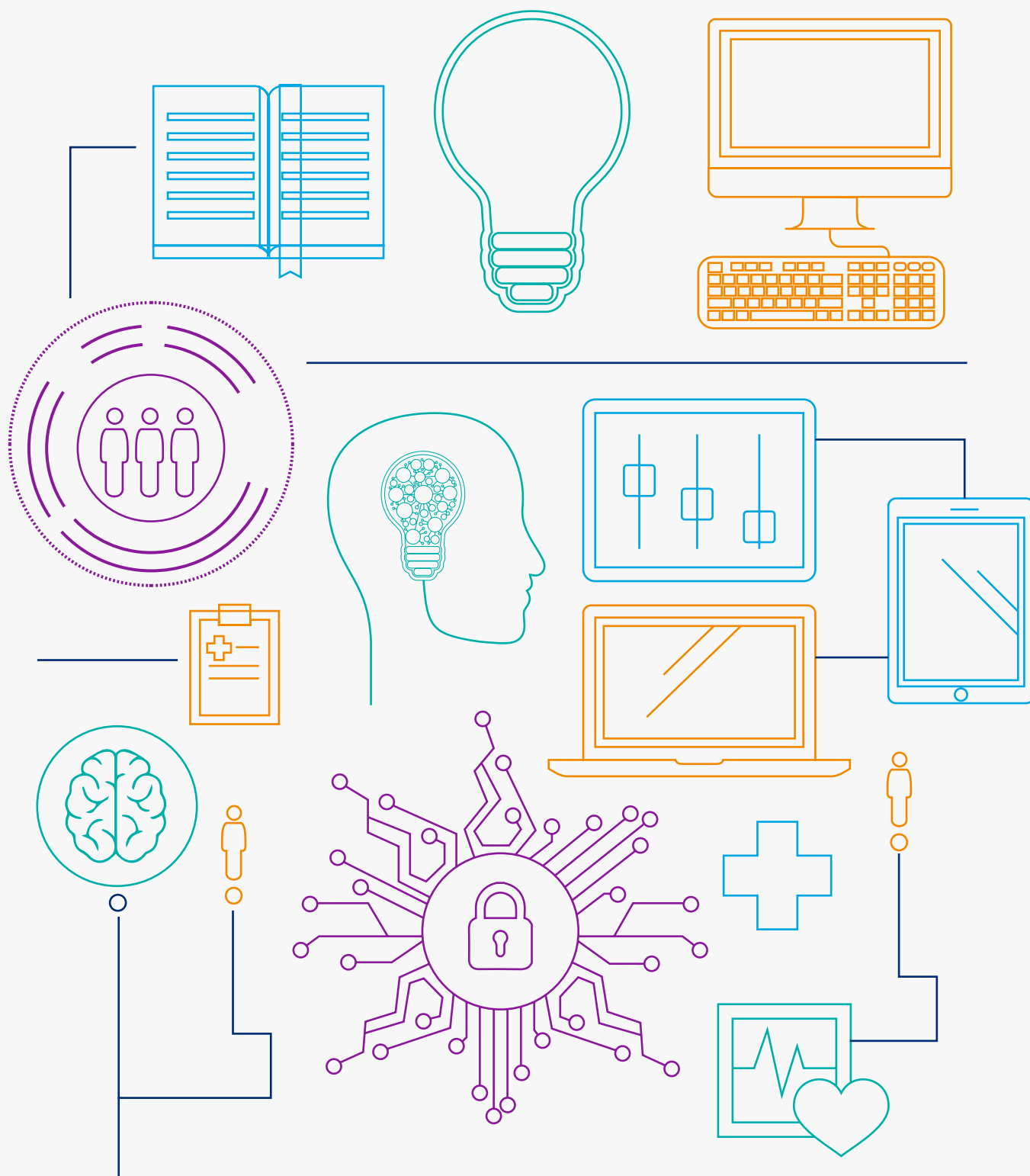


# ANNUAL OPERATIONAL PLAN (AOP) 2019/20



## 1. Introduction from our Chair and Chief Executive

---

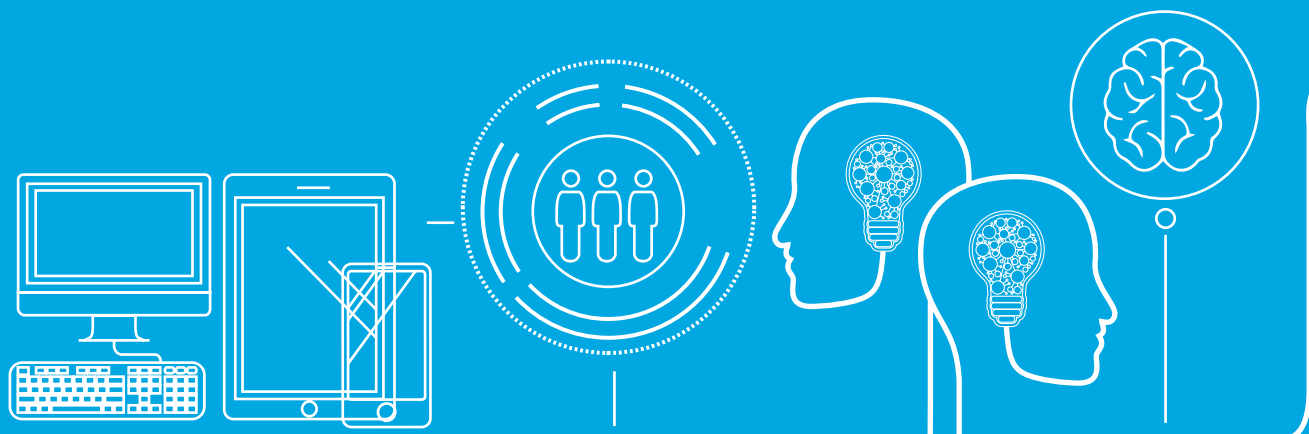
NHS Education for Scotland (NES) is the national NHS Board with responsibility for education, training and workforce development. We work with key partners in the Scottish Government, NHS Boards, regions, social care, the academic sector and UK professional bodies and regulators across Scotland's diverse geography.

The NES Annual Operational Plan (AOP) for 2019/20 supports the Cabinet Secretary's priorities on waiting times, integration, mental health, primary care and healthcare associated infection and maintains our focus on providing the right numbers of trained staff in the right place at the right time. This AOP is aligned with our new strategy for 2019-24 which continues to extend our core business into areas that improve the attractiveness of healthcare careers and recruitment and retention. It describes our ambition to enhance the training and employment experience supported by digital innovation and a step change in the quality of data available.

This Annual Operational Plan (AOP) represents NES's agreement with the Scottish Government on the work we will undertake over 2019/20 and the subsequent two years. It will be delivered within the financial plan submitted alongside this document and it focuses on key strategic and policy areas; including the Cabinet Secretary's priorities. The AOP does not cover all our work; this is included in a detailed operational and financial plan covering the full range of our activities, their desired outcomes, performance targets and budgets, for 2019-20.

**David Garbutt**  
Chair

**Caroline Lamb**  
Chief Executive



## 2. National Boards Collaborative

We are part of a collaborative of eight national boards providing services where improved quality, value and efficiency is best achieved through a national approach. We share a common purpose and by working closely together, and with our partners in the Scottish Government, regions, territorial boards and integration joint boards, we will support the changes required to improve services, reduce unnecessary demand, improve workforce sustainability and strengthen leadership to protect and improve Scotland's health.

These are the areas where we believe we can help our partners redesign services to meet technological, demographic and societal changes. We will take on difficult issues in partnership to identify where national support can help deliver real sustainable change to address priority areas such as waiting times, integration, mental health, primary care and healthcare associated infection.

The National Boards Collaborative Programme focuses on three areas - (1) improvement, transformation and evaluation; (2) digitally enabled service redesign; and (3) a sustainable workforce:

The three key areas are:

- 1 Supporting evaluation, improvement and transformation**  
We work with our key partners to better align our skills, expertise and resources to support transformation and continuous improvement across the health and social care system. We will develop our approaches to supporting the evaluation of complex change across Health Boards and Social Care Partnerships as they focus on keeping people in good health, delivering care closer to home and improving services.
- 2 Digitally-enabled service redesign**  
We will drive the transformation of services to improve patient care and to better enable staff to carry out their jobs, ensuring the design and implementation of modern, user-led services and alignment to Scotland's Digital Health and Care Strategy.
- 3 Developing a sustainable workforce**  
We will work with a wide range of colleagues across the health and social care landscape to improve how we attract and recruit the right staff with the right skills. We will support them to do their jobs well and to be successful in their career aspirations through training and development opportunities.

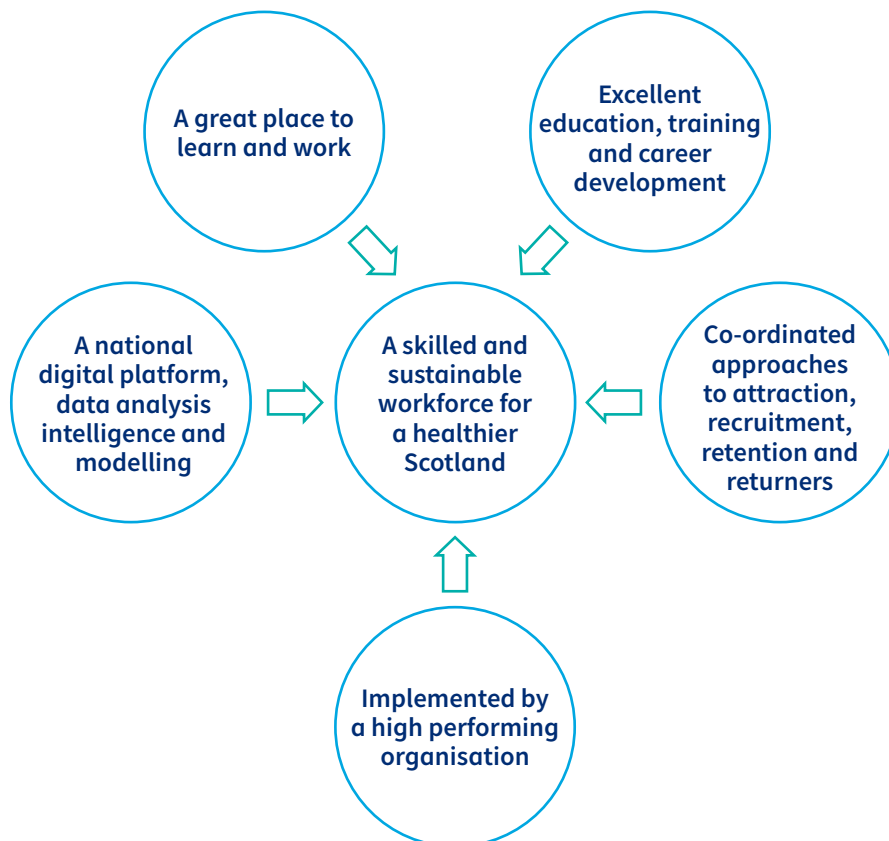
### 3. Our Vision and Mission

Having the right numbers of trained staff, in the right place at the right time, is essential to addressing the Cabinet Secretary’s priorities in providing high quality health and social care. NES aims to work with the service to ensure that the NHS in Scotland is a workplace where learners are valued and supported, and where health and care careers are flexible and full of possibilities to help us attract and retain the workforce we need.

**OUR VISION:** ‘A skilled and sustainable workforce for a healthier Scotland’

**OUR MISSION:** ‘Enabling excellence in health and care through education, workforce development and support’

NES also aims to provide digital services where people can access the information they need where and when they need it, where people are confident using technology and where staff are supported by systems that create time for frontline care. We want to improve employment choices, including for people who have taken a break and want to return to work. We also want to ensure that we have the right number of undergraduates in the healthcare disciplines in Scotland, and that they have the best possible experience following curricula that are relevant to the changing needs of services in Scotland.



### 3. Our Vision and Mission (continued)

NES's work will be increasingly informed by data analysis, evidence and impact assessment. We will provide high quality advice on intakes to undergraduate and postgraduate programmes, recruitment, progression and retention. We will also retain a focus on improving our organisation, ensuring that we are an exemplar in employment practice.

2019/20 represents the first year of the new NES strategy for 2019-24 which identifies five key areas of focus as follows;

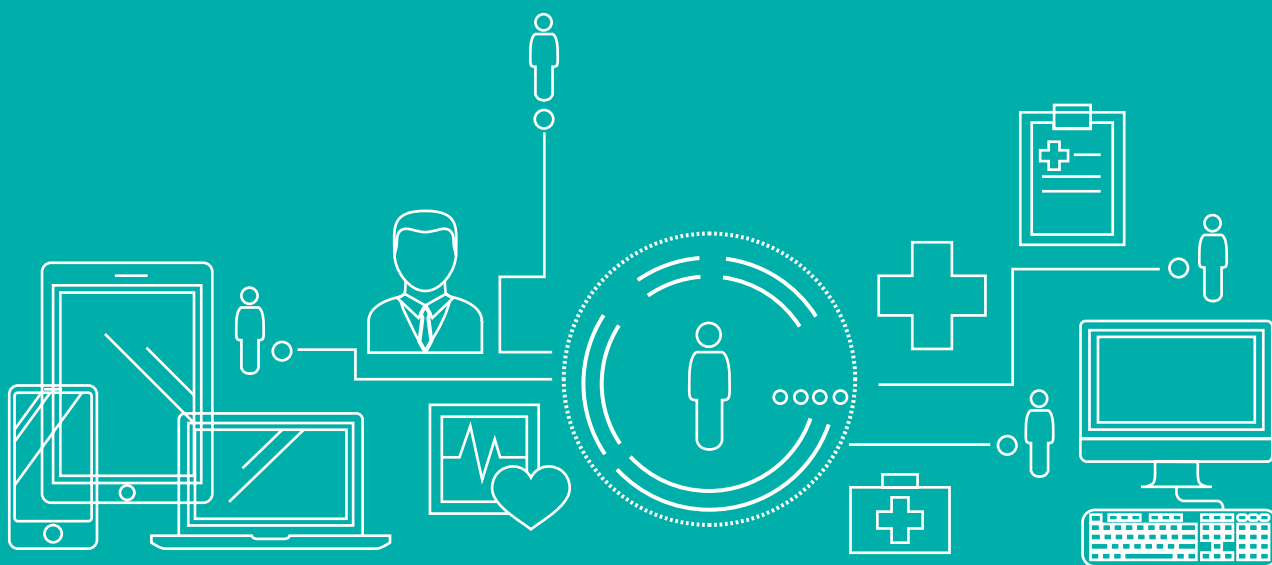
- a high-quality learning and employment environment
- national infrastructure to improve attraction, recruitment, training and retention
- education and training for a skilled, adaptable and compassionate workforce
- a national digital platform, analysis, intelligence and modelling
- a high performing organisation (NES)

This AOP and the NES strategy for 2019-24 are ambitious and will require investment to deliver. We will work with Scottish Government to ensure that our financial plan underpins the delivery of this AOP to fully realise the benefits from investment in the workforce.

## 4. A Skilled and Sustainable Workforce

Workforce availability is a key challenge facing health and social care as people seek more flexible careers and working patterns. NES aims to support the workforce in a way that improves the training and employment experience and assists us in attracting and retaining the right people. This AOP provides a high-level summary of the key work to recruit and develop a well-trained workforce, prepare professionals for practice, drive integration and deliver education for specific areas such as mental health, primary care, healthcare associated infection, quality improvement, person centred care, patient safety, advanced practice, leadership and management and children and young people. We will also support policy initiatives to increase the number of GPs, develop pharmacists with advanced clinical skills and provide accessible learning resources for remote and rural learners.

All this work is underpinned by TURAS, the NES cloud-based workforce platform which provides a wide range of digital resources and services which can be accessed by anyone working in health and care, anywhere at any time on any device. TURAS strongly supports health and social care integration and our partners in social care are now starting to use it to develop their own applications.



## 4.1. High Quality Learning and Employment

### Strategic Outcomes

- More consistent, modern and flexible employment experiences
- High quality training programmes and placement learning
- Meaningful career conversations, appraisal and educational portfolios
- Excellent support for workplace learning and development
- Improved opportunities to access learning
- More accessible and flexible resources for remote and rural learners
- Improved employee and trainee feedback, engagement, and health and well-being
- Best value national administrative systems which enable flexible working and release time
- More accessible employment and training services, resources and information

NES plays an important role in ensuring the quality of the learning and employment environment which we recruit to, and in which we manage, and quality assure undergraduate, post-graduate and pre-registration training. This core part of our role provides a 'pipeline' of staff for the health service, which is crucial to improving waiting times, as well as educational governance, quality management, supervision and practice education support.

Doctors and dentists in training are a critically important part of the workforce and NES will continue to provide educational governance and support infrastructure to ensure a high-quality learning and employment environment which fulfils and exceeds regulatory requirements. Over the next year we will establish new processes for the recognition of medical trainers and provide training for trainers and new eLearning resources. In partnership with NHS Boards, we will continue to develop new employment models which contribute to waiting times improvement by reducing the amount of time trainees spend on administrative processes and sends them to where they are most needed. Medical trainees already enjoy the benefits of this model and over the next three years we will transfer dental trainees and further develop the TURAS platform for national programme employment along with policies for trainees, performance management and a governance framework for concerns and complaints. We will also further develop the TURAS platform to join up employment and education information between lead and host employers and introduce new engagement and communication tools. As these more flexible approaches to employment develop, we will explore their potential for other staff groups and services such as elective centres or cancer care.

#### 4.1. High Quality Learning and Employment (continued)

NES continues to promote fairness for all trainees, and we will work with regulators and other key partners to tackle differential attainment rates, between different demographic groups. We will continue to evaluate information about learners' performance, progression and outcomes so we can monitor the impact of the action plan we have in place.

NES will continue to commission, and quality assure education and training for the trainee psychology, pharmacy and healthcare science workforce. We will also develop our key role in the performance management of pre-registration nursing and midwifery programmes through national practice education infrastructure. During 2019/20 we will complete the deliverables detailed in the Scottish Future Nurse and Midwife Programme plan and we will gather and analyse quality data on the recruitment, retention and completion of student nurses and midwives.

NES will also continue to support effective revalidation and appraisal systems. This will include further developing the TURAS platform to replace the appraisal processes previously provided through the eKSF system. Over the next year we will also establish links with the Scottish Workforce Information System (SWISS) to allow joiner and leaver updates.

Another priority for NES is the modernisation of national business and workforce systems. A key element of this work is procurement of national eRostering to improve the deployment of staff, reduce reliance on agency and locum staff, give employees more flexibility, improve the quality of workforce data and create more time for frontline tasks to help reduce waiting times. Over the next year we will approve the preferred bidder, develop a full business case and complete the contract award.





## 4.2. Attraction, Recruitment, Training and Retention

### Strategic Outcomes

- Improved promotion of career opportunities in health and care and easy access to information
- Greater awareness of career opportunities in health and care for young people and school leavers
- Higher education outcome agreements that meet the needs of health and care
- Widened access to higher education and improved recruitment in key areas
- Sufficient education and training capacity to meet future workforce needs
- High take up and fill rates in post-graduate training programmes
- Effective support for staff returning to work or retraining
- Initiatives to support succession planning

The Scottish Government has the vision of a society where everyone can contribute and share in success. NES will continue to improve the attractiveness of NHS Scotland as an employer, develop career pathways and widen access to opportunities as part of the drive to improve waiting times. To support this, we will work with higher and further education to develop outcome agreements that meet the needs of health and care and widen access to education and employment.

NES will work to recruitment targets for postgraduate and pre-registration training programmes across the healthcare professions to ensure there is an appropriate supply of well-trained staff to meet current and future demand. We will also manage Additional Cost of Teaching (ACT) funding in undergraduate medicine, dentistry and pharmacy working with universities to manage the use of this funding to better meet the needs of the NHS.

A key ambition for NES is to help widen access to education and careers. To achieve this, we will develop resources which promote careers in healthcare, help equip young people for jobs and improve access to learning for healthcare support workers. We will further develop the NHS Scotland CAREERS PORTAL to promote NHS Scotland jobs and connect with employers, supported by social media. This will be underpinned by national principles and guidelines which support a consistent approach to recruitment, employment and development and enable more flexible movement across employers.

## 4.2. Attraction, Recruitment, Training and Retention

NES will support the recommendations of the Chief Nursing Officer's CNO Widening Participation Commission to encourage more men into careers in nursing and midwifery. We will support a minimum of 350 nurses through a postgraduate diploma in advanced practice by September 2020 to help ensure an additional 500 advanced nurse practitioners are trained by 2021. To support primary care we will commission a minimum of 40 additional postgraduate district nurse training places alongside continuing professional development to support transition to the new GMS contract. We will continue to support 30 newly qualified nurses in general practice in the second year of their training and recruit a minimum of 20 additional places by September 2019. We will also work with universities to develop an integrated community nursing programme and we will commission additional health visitor training places.

Over the next three years NES will lead a joint programme with the Scottish Ambulance Service (SAS) to integrate paramedic education into universities. We will also work with the Scottish Government to develop specialist and advanced allied health profession (AHP) roles and provide career fellowships. Over the next year we will undertake a national service and learning needs analysis of AHPs working at advanced practice levels in health three priority areas (First Point of Contact/MSK, Mental Health and Unscheduled Care).

NES is committed to improving retention through return to work programmes accompanied by careers advice and enhanced induction for practitioners with no previous NHS experience. During 2019/20 we will complete a survey of medical practitioners who have completed these programmes and we will work to increase the number completing enhanced induction and returner programmes.

In addition, NES AHP practice education leads will actively support returners to practice and we will provide nursing and midwifery return to practice programmes.

NES will continue to work with Scottish Government, NHS Boards and the British Medical Association to improve junior doctors' working lives by contributing to expert working groups and the redesign of rotas to a maximum 48 hours.

### 4.3. A Skilled, Adaptable and Compassionate Workforce

#### Strategic Outcomes

- Learner-centred continuing professional development which ensures practitioners keep up to date
- Enhanced roles to support an improved skill mix and service redesign
- Well-developed multi-disciplinary teams
- Improved development for support workers and allied health professionals
- Clear career progression routes for all roles
- A caring and compassionate workforce
- People developed with the right values and behaviours to operate across boundaries
- Access to leadership and management development at all levels
- A culture of continuous improvement embedded in everyday practice
- Excellence in clinical practice based on evidence and safe models of care
- Coherent approach to developing and sharing learning resources

Access to continuing professional development and enhanced roles for staff working in primary care teams are key factors in attracting and retaining the workforce. These areas are crucial to the success of new models of community-based care which will help improve waiting times and drive integration across health and social care.

NES will continue to provide continuing professional development (CPD) for primary care practitioners and teams. This will involve programmes for general medical and dental practice, community pharmacy and optometry. We will also deliver a range of workforce development to address health inequality and improve the health and wellbeing of women, children, young people and families such as education for maternity care professionals in continuity of care.

To support integration NES will continue to provide role development for health and social care staff in areas such as non-medical prescribing, dementia, forensics, end of life and bereavement care and mental health. We will also deliver education for priorities such as pharmacists with advanced clinical skills and education in health protection and infection prevention and control. In dentistry we will develop practitioners to provide domiciliary care in care homes and in optometry we will support development in ocular therapeutics, ocular hypertension and glaucoma. We will also provide development and improved career pathways which widen access to education for support workers, administrators and managers.

NES will maintain a strong focus on mental health, providing a range of education across health and social care to improve access to services. As well as delivering psychiatry training programmes, we will provide education for clinicians to maintain their approved medical practitioners (AMPs) status under the Mental Health Act. We will continue to support 54 clinical psychology training places, 30 MSc trainees in psychological therapies in primary care and 19 MSc trainees in applied psychology for children and young people. We will increase multidisciplinary capacity for psychological interventions as well as mental health and wellbeing training for school nurses. We will also deliver a range of education to ensure health and social care staff have the knowledge and skills to improve the health and wellbeing of people with learning disabilities.

### 4.3. A Skilled, Adaptable and Compassionate Workforce (continued)

For people living with dementia we will support health and social care staff to complete the Dementia Specialist's Improvements Leads programme and continue to train trainers. In addition, we will support health and social care staff to complete the Enhanced Level of the Dementia Promoting Excellence Framework and we will deliver the Dementia Champions programme. We will also provide training in palliative and end of life care in dementia for care home and care at home staff.

NES will embed person-centred care in our activities, placing people at the heart of services. This will include training for health and social care staff in death, dying and bereavement as well as spiritual care and chaplaincy education and a range of resources that reflect the National Health and Wellbeing and National Care Standards principles and outcomes. We will also provide patient safety and clinical skills education for safe and effective care as well as educational development and research in human factors and ergonomics. In quality improvement (QI) we will provide programmes and curricula supported by a national network of leads and practitioners. This will include QI for Access training focussed on improving patient pathways to help reduce waiting times and the introduction of a new development package in leadership, governance and quality improvement (QI) for non-executive board members and board chairs.

To support the development of a skilled, adaptable and compassionate workforce NES will continue to provide an increasing range of resources through TURAS, our national learning platform free of licence costs for public sector organisations in Scotland. The platform ensures health and social care staff can access learning resources, knowledge, evidence and subscription content by integrating digital library services and national learning resources. This initiative has great potential for sharing across health and social care and improving access for remote and rural staff. During 2019/20 work will continue to migrate NHS Boards and local authorities to TURAS and we will provide new subscription resources through the Knowledge Network.

The development of an improvement-focussed workforce that is open to change is central to the Health and Social Care Delivery Plan. We will continue to be a key delivery partner with Scottish Government for Project Lift, transforming leadership development, talent management, performance appraisal and values-based recruitment. This will involve providing national programmes and resources on the TURAS platform to develop leadership potential at all levels. With a strong focus on health and social care integration, we will provide early leadership career development to support effective team-based working and collective leadership across Scotland's public services. We will deliver a range of early leadership careers development as well as You as Collaborative Leader and Leadership for Integration programmes. We will also provide induction and development events for up to 50 existing and aspiring executive nurse directors.

## 4.4. Digital Platform, Analysis, Intelligence and Modelling

### Strategic Outcomes

- A national digital platform with a coherent architecture
- The ability to rapidly introduce and scale up new technologies based on consistent standards
- Products developed on the national platform that improve patient care and experience.
- Business, administrative and workforce systems that create time for care and improve the employment experience.
- Improved access to information, data analytics and intelligence
- Improved capability and capacity in our specialist digital workforce
- A workforce with up to date skills to deliver digitally enabled services
- Accessible, accurate and linked I workforce data for planners and decision-makers

Improving access to data and developing modern digital systems are important elements of new models of care which will help to address the Cabinet Secretary's priorities. Publication of the Scottish Government's Digital Health and Care Strategy in April 2018 provided a national framework for digitally-enabled services where people are confident using technology and data to improve services. The strategy identified the need for better data sharing and access, digital leadership, investment in infrastructure and more systems integration. It included the vision of a national digital platform for service and business systems to replace the multiple systems which have resulted in duplication and restrictions in data access.

NES has a key role to play in delivering the Digital Health and Care Strategy and in late 2018 the Scottish Government established the NES Digital Service (NDS) to develop the single national digital platform. NDS sits within the NES organisational structure alongside NES Digital, which already has a strong track record in building the TURAS workforce platform using agile development and cloud technologies.

During the latter part of the 2018/19 financial year, we established the core NDS team and started recruiting, securing accommodation and integrating with NES governance processes. In addition, we developed and shared the outline architecture for the national digital platform and engaged with key stakeholders.

#### 4.4. Digital Platform, Analysis, Intelligence and Modelling

Over the next year we will continue to develop NDS financial and recruitment plans alongside communications arrangements, and we will position NDS as the integrated quality data platform to support excellent clinical care. We will also establish connections with the national Office 365 and community health index (CHI) number replacement programmes and clearly articulate how this work will interact with existing systems. To enable data and knowledge availability when it is needed and in a format that works for patients and care providers, we will procure public cloud resources and establish a cloud-based clinical data repository. In addition, we will establish a product development pipeline which shows growth in maturity and number of products and includes a 2019 product launch.

The work described in Section 4.1 on national eRostering is part of a wider modernisation of national business and workforce systems. Over the next year NES will scope work to remove the requirement for re-keying data between existing eRostering systems and the Scottish Standard Time System (SSTS). We will also develop an updated roadmap and project plan and start work to manage contract extensions and development requirements for existing systems against the planned procurement and implementation of improved technologies.

NES will maintain a strong focus on the continued development of the TURAS workforce platform to reduce cost, drive efficiencies and provide better access to single sources of workforce data and resources. In addition, the vision of a national digital platform will be crucial to ensuring accurate data and intelligence is more easily available to improve how we understand and predict need, model service demand and inform planning at a local, regional and national level. During 2019/20 we will continue to work with health and social care partners to bring together multiple workforce data sources into a single platform supported by a new data and analytics team. This will involve a minimum standardised dataset with linked 'end to end' workforce data and new workforce planning analytics and reporting which will help stakeholders quickly develop a picture of the current and future available workforce and more easily plan to meet current and future demand.

Digital leadership and a digitally enabled workforce will be key to improving health and wellbeing. NES will play an important role in developing a health and care workforce that is confident delivering digitally enabled services. Over the next year we will work with the Local Government Digital Office and Scottish Social Services Council to develop a workforce that supports digital inclusion, service transformation and the adoption of the single national digital platform. Over the next three years we will focus on developing a network of digital champions with the right knowledge, skills and capabilities supported by new learning resources and digital standards.

## 4.5 A High Performing Organisation

### Strategic Outcomes

- A positive and flexible employment experience for NES staff
- Improved training, organisational development and quality improvement capacity and capability
- A culture of innovation, improvement and shared responsibility
- A digitally enabled NES
- Effective accountability and governance and a sustainable NES

Over the next three years NES will continue to improve our governance and business support services to ensure we are equipped to deliver in a world where collaboration and transformational change are an everyday part of life. We will enhance our training, organisational development, and improvement capacity to support the development of staff within and beyond NES. We will retain a strong focus on staff governance, development and wellbeing to ensure our staff have a positive and flexible employment experience.

Over the next year NES will achieve information governance accreditation with ISO27001 and Cyber Essentials Plus. We will also improve our service desk and move to a new data centre model. We will ensure our Procurement Contract Register achieves savings and we will refresh our Property and Asset Management Strategy to focus on improvement and efficiency in how our estate is used. In addition, over the next year we will establish a long-term property option for the NES Digital Service and scope options for the end of our lease in 2021 at the Centre for Health Sciences in Inverness.

NES will maintain a culture of collaborative and flexible working, efficiency, continuous improvement and sustainability supported by organisational development and performance improvement. We will embed SMARTER working practices through flexible working policies, digital technology and workplace design to improve how we work. We will also provide corporate services which deliver effective accountability and governance and meet our responsibilities to become a more sustainable and energy-efficient organisation.



## 5. Our Workforce

This section of the AOP focuses on our workforce and our plans to support the Everyone Matters: 2020 Workforce Vision Implementation Plan. Our People and OD Strategy is designed to enable a capable, sustainable and flexible workforce with the skills to adapt to a changing world.

### 5.1 Healthy Organisational Culture

NES will continue to work with managers and staff to embed Our Way in NES, ensuring that it appropriately reflects the ways of working outlined in the NES strategy and the outcomes of the People and OD Strategy. We will do this alongside continued support for the effective use of iMatter, building on our average levels of participation to date, with a focus on ensuring teams develop and implement action plans that reflect Our Way.

### 5.2 Sustainable Workforce

We will continue to promote the health, wellbeing and resilience of our workforce. As part of embedding Our Way, this will include the development and provision of I want to know more... sessions on key issues such as dignity at work, organisational values and well-being, as well as maintaining our Healthy Working Lives Gold Award. We will continue to monitor and succession plan for key posts and explore approaches to the attraction and retention of the skills required for the development of digital services, including the national digital platform and the adoption of national workforce data modelling responsibilities.

### 5.3 Capable Workforce

We will continue to promote participation in personal development planning through appraisal, and the completion of essential learning, and will invest in developing the key skills required to adopt new working practices in the context of future service requirements. We will make use of our national learning resources such as Digital Matters and will use available funding streams such as the flexible workforce development, graduate apprenticeships and established continuing education support to equip our workforce with the knowledge and skills necessary to develop a digitally led, data driven and collaborative organisation.

### 5.4 Workforce to Deliver Integrated Services

We will continue to use our established health and social care integration group, leadership and management planning forum, and public health reform interest group to support cross-sector and multi-professional working, sharing evidence-based practice in learning and development. We will also work collaboratively to support national board planning and our ambition to work in different ways across traditional boundaries.

### 5.5 Effective Leadership and Management

We will continue to work with the national boards to further develop Management Matters, building leadership and management capacity and capability through on-line and experiential programmes for first line managers. This will build on the success of our SCQF credit-rated modules.



## 6. Our Annual Operational Plan (AOP) for 2019/20

This AOP focuses on a range of priority workforce and digital activities which will require effective partnership working to deliver. It supports the national board collaborative and regional planning, the Health and Social Care Delivery Plan and the Cabinet Secretary's priorities on waiting times, integration, mental health, primary care and healthcare associated infection.

This AOP does not cover all our planned work and is supported by a more detailed operational and financial plan, aligned to our new strategy for 2019-24, which includes the full range of our activities, their desired outcomes, performance targets and budgets. Through our leadership commitment, collaborative working and effective use of our resources; NES will build on our past successes to help develop health and social care services that are fit for the future.

Both this Annual Operational Plan and our strategy for 2019-24 can be found at: [www.nes.scot.nhs.uk/about-us/corporate-plans-and-annual-reports.aspx](http://www.nes.scot.nhs.uk/about-us/corporate-plans-and-annual-reports.aspx). The more detailed information contained in our 2019/20 operational plan can be obtained by e-mail from [nes.planning@nes.scot.nhs.uk](mailto:nes.planning@nes.scot.nhs.uk)



## Annual Operational Plan (AOP) 2019/20

This resource may be made available, in full or summary form, in alternative formats and community languages. Please contact us on **0131 656 3200** or email **[altformats@nes.scot.nhs.uk](mailto:altformats@nes.scot.nhs.uk)**.



NHS Education for Scotland  
Westport 102  
West Port  
Edinburgh  
EH3 9DN  
**[www.nes.scot.nhs.uk](http://www.nes.scot.nhs.uk)**

© NHS Education for Scotland 2019. You can copy or reproduce the information in this document for use within NHSScotland and for non-commercial educational purposes. Use of this document for commercial purposes is permitted only with the written permission of NES.