

## The BSW Academy

### 1) Background

The BSW Academy is a new initiative as part of the Bath and North East Somerset, Swindon, and Wiltshire Integrated Care System (BSW ICS) enabling collaboration across health and care services for the benefit of the people working with us and our local communities.

BSW has a population of approximately 941,000 people with a region that consists of three local authorities and localities where health and care services will be increasingly delivered through place-based partnerships. The ICS framework expects integrated care systems to achieve the primary aims of:

- Improving outcomes in population health and healthcare
- Tackling inequalities in outcomes, experience, and access
- Enhancing productivity and value for money
- Helping the NHS to support broader social and economic development



The way we deliver health and care across BSW will change with a new model of care setting the integrated strategic direction and investment for the system.

### The BSW Model of Care



To deliver the model of care, our workforce will need to be supported to work and lead in new ways and through using models that bring people together with our patients and communities at the centre.

## 2) Our People

The people who work with us across BSW are our greatest asset and we care about the experiences, support, and opportunities of every person. We recognise there is a need for an enhanced focus on people that enables us to work together in compassionate, positive, and inclusive cultures.



In BSW we have a workforce of c. 34,000 people that provide a powerful community of talent, knowledge, skills, and innovation. However, we know not everyone is able to access or receive equitable support, development, and resources. The BSW Academy aims to build a collective commitment from all our partners to help address the inconsistencies so that we attract, retain, support, and grow an inclusive workforce.

## 3) The BSW Academy

The BSW Academy will bring together teams from across all our health and care providers as part of a network and mobilised through the core five pillars of: Leadership, Learning, Inclusion, Innovation, and Improvement.

**The BSW Academy Model:** *‘Unlocking potential, inspiring ambition and creating a culture where people can thrive’*





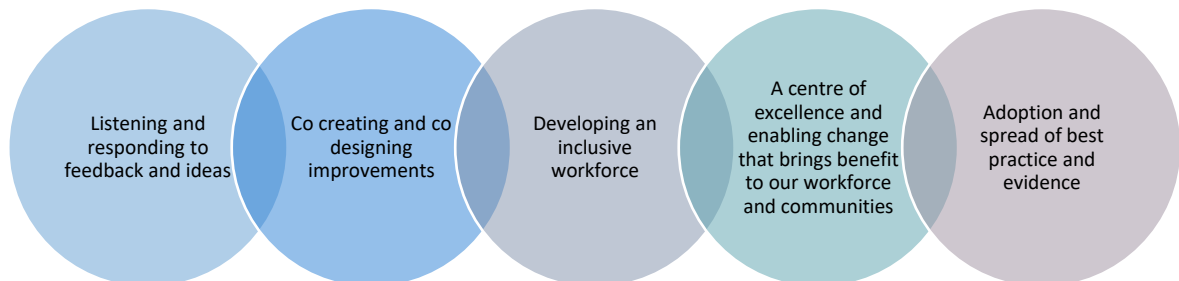
## The Pillars of the Academy

Each pillar of the Academy has short- term and longer-term priorities informed from consultation and evidence such as staff engagement, literature reviews, horizon scanning and public /partner forums. Whilst each pillar has separate priorities there are natural interdependencies meaning that the pillars will work together to achieve the overall ambition of the BSW Academy.

Our Pillars	Leadership	Learning	Innovation	Improvement	Inclusion
Leadership	A united leadership voice across BSW which sets clear direction and listens to its workforce and communities.	Develop curiosity in our workforce. Middle management support and growth through leadership.	Supporting leaders to develop an innovation mind-set, proactively adopting and spreading innovation and learning.	Supporting leaders to build a continuous improvement culture and embed improvement practices.	Designing and embedding leadership principles across BSW.
Learning	Support colleagues to feel empowered and 'fail safely'. Support staff to undertake supportive supervision. Active reverse coaching.	Increasing the quality and quantity of the learning and development offer.	Education / training, support / coaching for colleagues / partners in adopting, adapting and embedding innovation.	Accessible education / training/support/coaching for colleagues / partners in adopting a continuous improvement approach.	Specific inclusion learning within leadership programmes (all levels).
Innovation	Leaders supporting innovation in the workplace, in their networks and in their communities. Identify opportunities by making the connections.	Development and adoption of more innovative ways of learning. Be open to new ideas and listening.	Proactive support to partners to identify, adapt, implement and evaluate innovations and share learning.	Maximise the spread of innovation by supporting partners to identify and adapt innovations using a continuous improvement approach.	Targeted approach to ensure we focus our resources on areas of need in our workforce / communities. Allow them to be part of the solution.
Improvement	Drive a culture of improvement. Lead by example.	Apprenticeship levy to support the delivery of Quality Improvement. Learn from best practice across the system and nationally.	A multi agency centre of excellence for innovation and improvement, including members of the public supporting true co-production.	Building and spreading a consistent continuous improvement culture across our BSW partnership.	Co-design of projects and training toolkit development. Ensure feedback includes appropriate representation from our communities or workforce.
Inclusion	Empower everybody to lead in their own area. Everyone has a voice.	Evaluate current and emerging learning and development options available - are they inclusive?	Adapting and embedding innovation to solve unmet need and unwarranted variation, maximising equal access to opportunities for all.	Ensuring everyone is engaged and empowered to lead improvements, co-producing continuous improvement together.	Be clear on our ambition. Start the conversation: <ul style="list-style-type: none"> <li>• Workforce</li> <li>• Communities</li> <li>• Define the unmet need.</li> </ul>

## 4) What will the BSW Academy aim to achieve?

The BSW Academy is an innovative and exciting opportunity for us to work together to achieve added benefit to the people who work with us, our patients, and communities.





## Our BSW Academy Priorities

This section offers a snapshot of the agreed priorities of which each pillar has a more detailed work programme in how the priority will be achieved, evaluated, and shared.



## Leadership

Develop and implement system wide leadership programmes that embed a consistent and united model of leadership

Launch a network of structural dynamic facilitators creating increased system wide access for capability and capacity in organisational development and change

Create, and implement, a sustainable system wide and multi-disciplinary model for talent management and coaching

Disseminate local, regional, and national leadership development opportunities and best practice case studies

Optimise opportunities of working with the Southwest Leadership Academy

Identify, and apply, a consistent approach for the evaluation of leadership development

Embed clinical and care professional leadership throughout leadership development programmes and as part of the BSW Academy's decision-making process

### Longer term priorities:

- Establish the BSW Academy as a centre for the commissioning of leadership expertise and development.
- Review the evidence from leadership evaluations to inform future sustainable activity.
- Deliver comprehensive leadership development pathways that integrate the range of internal and external opportunities such as apprenticeships.

### Our indicators of success

- Our staff surveys are in the top 20% for staff engagement rates
- Decrease in the number of formal complaints and investigations
- Increase in leadership development opportunities by 20%
- A decrease in reliance on external corporate leadership consultancy
- Leadership development programmes have a >90% learner/staff satisfaction outcome
- A live, BSW system record of staff who have leadership capability
- Improved staff access to coaching



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**Learning**

Implement staff passporting of statutory and mandatory training and the care certificate across health and care

Increase clinical placement capacity for learners aligned with workforce supply priority areas and with improved quality of learner experience

Undertake an annual system wide training needs analysis that becomes translated into sustainable skills and continuing professional development opportunities

Promote apprenticeships as a method for enabling new and sustainable staff development and employment pathways

Increase the range of training and employment supply routes such as T levels, traineeships NHS cadets and DWP (Department for Work and Pensions) initiatives of SWAP and Kickstart that attracts talent representative of local communities

Establish a dynamic, collaborative digital space able to communicate and improve access to development opportunities across the BSW system

Coordinate and deliver flexible, employer led training pathways and supervision models for new roles and aligned to the BSW workforce strategy.

Identify new models of education supply routes that promote 'a grow your own' philosophy and reflect place-based partnerships and communities

#### **Longer-term ambition:**

- Create a single-access BSW careers hub and youth opportunities board.
- Co-create and design training schools and skills centres throughout BSW.
- Enhance the shared use of estates for learning and development.
- Implement flexible system-based career development pathways and rotational opportunities for gaining skills and expertise.
- Develop new portfolio career and internship opportunities.

#### **Our indicators of success:**

- Increased utilisation of apprenticeship levy to an overall 90%; inclusive of levy sharing.
- 90% of learners remain in employment in BSW.
- Continuing professional development and learning opportunities have a 90% uptake/fill rate.
- Learner evaluations are > 90% for overall satisfaction.
- 30% reduction in induction training hours/contact.
- Decreased staff vacancy rates.
- Increased staff retention rates.



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## Inclusion

Develop BSW system approved equality, diversity, and inclusivity (EDI) principles and an assurance process of the principles being achieved in practice

Maintain system wide staff networks and a community of practice for EDI leads

Build a staff EDI development pathway that improves succession planning and capacity and capability of EDI expertise

Review and benchmark workforce data such as WRES and WDES across the system with corresponding collaborative sharing of best practice and recovery plans

Implement, and evaluate, a BSW reverse /reciprocal mentoring model and a career mentoring scheme

Identify, and develop, EDI leadership development opportunities and enhanced integration of EDI into all leadership programmes

Establish the inclusion pillar as an expert resource for EDI

Implement methods that improve inclusive employment and work experience opportunities representative of local communities

Increase the diversity of learners on training programmes with a focus on the applicants facing the greatest structural barriers accessing education and employment

### Longer-term priorities:

- Become known locally, regionally, and nationally as an expert advisory centre for EDI.
- Implement a system wide ambassador programme that supports staff and learners.
- Develop, and implement, a range of external community hub events.

### Our indicators of success:

- 100% of staff with a protected characteristic are offered a coach/buddy.
- 20% improvement for learners on training programmes with protected characteristics.
- Improved workforce, WRES and WDES data.
- Increased employment and training opportunities for people with learning disabilities through Project Search and for young adults leaving care.



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**Innovation**

Identify and increase opportunities for innovation in the system

Create a centre of excellence inclusive of partnership working with education providers, industry, NHSE, Health Education England and the AHSN

Identify and support innovation funding opportunities

Implement an evaluation framework for the identification of the realised benefits from innovation

Develop collaborative leadership skills for complexity, change and transformation

Deliver, and evaluate, multi-disciplinary training and support for the adoption of innovation

Improve the mobilisation of evidence and innovation into practice

#### **Longer-term priorities:**

- Establish a system wide innovation award and recognition scheme.
- Become an established centre of excellence.
- Create the evidence for new models of care and transformation.
- Implement and evaluate an innovation 'hot line' for all staff.

#### **Our indicators of success:**

- Increased staff awareness and adoption of innovation.
- Successful submission and award of innovation funding.
- A system wide tracking and recording process for innovation.
- Increased and timely adoption of innovation into practice.
- An annual showcasing innovation event.



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## Improvement

Increase the capacity and capability for improvement methodologies

Establish a community of practice improvement group and implement a BSW system wide network of improvement associates and coaches

Develop, and deliver, a training/improvement resource for population health and health inequalities

Improve shared and equitable access to evidence-based improvement methodology resources

Identify, and embed, the role of improvement as part of the system wide collective model of change

Ensure improvement expertise is aligned with workforce, patient safety and system priorities

### Longer-term priorities:

- Develop a commissioning model for improvement capability and capacity.
- Identify and implement quality improvement accreditation pathways,
- Implement a process for embedding academy improvement associates and fellow posts.
- Create new evidence and models of care that promote safety and person-centred care.

### Our indicators of success:

- 50% increase in staff trained in improvement methodology.
- Evidence of adoption and spread of local, regional, and national best practice.
- Improved connections and joint working with planning teams.
- Increased connectivity and consistency between system wide improvement teams and expertise, inclusive of our citizens.
- Improved evidence of consistency and measurable improvements in outcomes and quality.
- Staff and leaders at all levels who are engaged, confident and committed to making improvements.



## 5) How will the BSW Academy Work?

The BSW Academy will identify common themes and opportunities that by working together, with all partners and communities involved in the development and delivery of health and social care, can achieve a greater impact and benefit. Each pillar of the Academy will be led by an identified pillar lead and SRO with an overall director, senior administrator, and senior manager. Through the BSW Academy, networks and communities of practice will be established, and maintained, able to draw together expertise and resource; this approach will include working with our external partners such as colleges and universities. There are many existing academies, faculties, or similar structures across BSW, and these will continue to lead and support specific organisational activity. It is intended that the BSW Academy will work complimentary to the existing organisational structures and teams and the focus will be where aspects can be more effectively and efficiently achieved through working together.

### The BSW Academy: Our principles and ways of working

#### We will:

- Promote and enable an inclusive workforce with access based on need to employment, development, and career progression.
- Foster innovation, with sharing of best practice and evidence.
- Promote a philosophy of learning organisations with a commitment to continuous quality improvement in all that we do.
- Effectively manage and commit to accessing and utilising the talent of our people.
- Enable organisational development and cultural change through leadership that focuses on collaboration, compassion, people, and relationships.
- Foster and manage external partnerships that co-create and co-design workforce solutions with us.
- Embed workforce initiatives that ensure we have a workforce reflective of our diverse communities across BSW.
- Collaborate for common purposes, priorities, and efficiency of resource.
- Support large scale change that brings positive benefits to our people, care models and communities.
- Be known as a centre of excellence promoting, sharing, and celebrating our collective ambition and achievements.
- Promote team and multidisciplinary working that improves quality and sustains improvement.
- Ensure all projects encompass the wider health and care focus and are reflective of our communities, patient safety and person-centred care.
- Strive to ensure we are fair and inclusive with diversity at the heart of our work



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## The BSW Academy:

