Successful Apprenticeships and Creative Workforce Management
Dr Ruth Vickerstaff, HEE London
What is an apprenticeship?

**Job**

*Job costs (incl salary) met by employer*

**Training**

*Funding for training met by Levy*
Responsibilities of the Employer

Contract: covers duration of apprenticeship (incl. EPA)

Apprentices must complete their apprenticeship during paid working hours.

Apprentice has 20% off the job training during normal working hours

Suitable mentor is provided.

Paid at least apprenticeship minimum wage
Audiology Scoping

Recruitment challenges (at all levels)

Interest in ‘grow your own’ staffing

Understand need to train but are short staffed

Confusion over different levels of apprenticeship etc.

Salary costs of an apprentice

Need for specialists as well
Interest in Apprenticeship Delivery

- Lower attrition rates.
- Attract and recruit from wider pool of people in your local community.
- Improve retention.
- Reduce training and recruitment costs.
- Develop your existing workforce.
- New workforce pipeline.
Increase understanding

- Regional Apprentice information sessions organised.
- National (England) Apprentice information session planned 28th June.
- Recording of session made available.
- Supported by resources
Salary Costs

• Example business cases.
• HEE Apprenticeship cost calculator.
• Applying Annex 21 to posts to allow for salary underspend against the post level and therefore possibility of bank back-fill for 20% off the job
Balance education and training

• Share resources locally.
• Future NHS workspaces for collaboration.
Staff Required at all Levels

- Is complimentary to traditional training routes.
- Can be used to develop existing staff as well as pipeline for new staff.
- Apprenticeships available at lots of different levels.
Healthcare Science Apprenticeships: A visual career pathway

**Key**

- Traditional Training Programme
- Apprenticeship

**Healthcare Science Assistant Apprentice**
- The Healthcare Science Assistant Apprentice is a 1-year apprenticeship programme. Apprentices are employed for the duration of their programme and carry out routine technical and scientific procedures and support across a range of healthcare settings for a wide range of people.
- On completion of the HCASA Apprenticeship, individuals will be eligible to apply to join the Academy for HCS (AHCS) accredited register and achieve a Level 2 Diploma in Healthcare Science.

**Healthcare Science Associate Apprentice**
- The Healthcare Science Associate Apprentice is a 2-year apprenticeship programme. Apprentices are employed for the duration of their programme and carry out routine technical and scientific procedures. Supporting healthcare science (HCS) practitioners and clinical scientists.
- On completion of the apprenticeship, individuals will be eligible to join the Academy for HCS’s (AHCS) accredited Associate Register at Level 4 and achieve a Level 4 Diploma in Healthcare Science.

**Healthcare Science Practitioner Degree Apprentice**
- The Healthcare Science Practitioner Degree Apprentice is a 3-year apprenticeship programme. Apprentices are employed for the duration of their programme. They work independently and as part of a team providing HCS scientific and technical services within HCS Divisions in Life Science, Physiological Science, or Physical Science, with the specific focus of work determined by the area/department within which they work.
- Apprentices will achieve an accredited/approved BSc (Hons) degree in healthcare science and also on completion of the apprenticeship be eligible to apply for statutory regulation with HCPC and RGT/IFEM (depending on their HCS specialism).

**The Practitioner Training Programme (PTP)**
- The Practitioner Training Programme (PTP) is a three-year BSc Honours undergraduate training scheme that includes work-based and academic learning.

**The Scientist Training Programme (STP)**
- The Scientist Training Programme (STP) is a three-year programme of work-based learning, supported by a University accredited master's degree.

**Clinical Scientist Apprenticeships (Level 7)**
- The Clinical Scientist Apprenticeship is a 3-year apprenticeship programme. Apprentices are employed for the duration of their programme and work across the whole patient pathway and breadth of healthcare environments in a range of scientific areas including Bioinformatics, Life Sciences, Physical Sciences and engineering and Physiological Sciences. Clinical Scientists are registered with the Health and Care Professions Council (HCPC) and have a specific scientific knowledge in a healthcare environment. This apprenticeship standard is available to individuals in professions which would be eligible for HCPC registration as a Clinical Scientist, which is a protected title.

**Higher Specialist Scientist Training Programme (HSST)**
- The Higher Specialist Scientist Training (HSST) programme is a bespoke five-year workplace-based training programme supported by a Doctoral level academic award.

Click the boxes to find out more
• Workforce planning
• Engage with Trust apprentice lead
• Procure training provider
• Recruit / appoint apprentice
• Apprentice completes training
• End Point Assessment
What are the phases of Workforce Planning?

1. Strategic Direction
2. Supply Analysis
3. Demand Analysis
4. Gap Analysis
5. Solution Implementation
6. Monitoring Progress
Workforce Development Need

• Look at your current workforce; staffing numbers and/or competencies
• Predict future needs.
• Assess gap between current workforce and future needs.
• Create plan, implement and assess effectiveness.
Possibilities

- Sharing an apprentice between Trusts
- Looking at tasks people are doing – are they working to the top of their banding?
- Use natural turnover to create roles suitable to your current service needs
- Share resources to reduce the training burden
- Learn from best practice about increasing placement capacity
- Staff training in education delivery to embed a culture of learning
Recipe for Success

• Fit a service requirement
• Job descriptions with clear roles and responsibilities
• Have mentors
• Dedicated tutorial time
• Collaborative working on resources:
  – Log books
  – Competency assessments
  – Tutorials
Service feedback.....
Employer feedback - Audiology

“The level 2 and 4 apprenticeships have been a great assets to our department; the staff have grown in their knowledge and skills. They have progressed from a band 2 to a band 4 Associate Audiologist and are now able to perform more clinical tasks and skills. This therefore helps us with our waiting lists and is cost effective. Also staff see that they can progress which helps morale.

Not all our apprentices want to follow the full route some just want the opportunity to learn the back ground knowledge in Health Care Science so they have a greater understanding of what they see in a clinic environment.

Overall the apprenticeship route has been beneficial for staff, the Department and the Hospital and we hope to encourage more staff to complete an apprenticeship to help them progress if they want to.

Our mature staff who would not be able to afford full time education would take the opportunity to skill up. Also we have apprentices who have had degree in other subjects in the past who have had an admin role and they wanted to change to a clinic role so they have taken the opportunity to complete an apprenticeship to achieve this while still working and earning otherwise they could not have done this.”
Challenges

• Time commitment in setting up the internal resources – the apprentices receive the same resources as the PTP students from the university
  • Setting up a training log like the BSc/MSc students used
  • Development and Delivery of tutorials and training resources
• Development of links with other services who are taking on apprenticeships
What have been the successes?

• Creating a more diverse workforce
• Taking on clinical administrative duties, freeing up the Audiologists to focus on their clinical workload
• Given allocated clinics – parent audiograms clinic / over 5s second tier
• Provision of postal repairs during the pandemic
• Working across and supporting both administrative and clinical teams
Potential Career Pathway

- Newborn Hearing Screener (B3)
  L4 Apprenticeship (18 months)
- L6 Apprenticeship (3-5 years)
  • Audiology Assistant (B4)
- • Audiologist (B5)
  Could progress via HTS, STP or L7 Apprenticeship
A suggestion...
The Practitioner Training Programme (PTP)

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Healthcare Science Practitioner Degree Apprenticeship

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Enhanced Clinical Practitioners or HTS

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Enhanced Clinical Practitioner

- 18 months duration
- Level 6 apprenticeship but can do M-level modules.
- Portfolio of evidence and service improvement project.
- Can include F2F examination of clinical episodes as part of the assessment.
Enhanced Clinical Practitioner

Paediatrics:
• Newborn
• 6 months+
• Habilitation

Balance
• Assessment
• Rehabilitation

Advanced Adults:
• Additional needs
• Advanced assessment
• Rehab
## Costs and Options

<table>
<thead>
<tr>
<th>Costs / Training Burden</th>
<th>In House Training</th>
<th>HTS</th>
<th>ECP</th>
</tr>
</thead>
<tbody>
<tr>
<td>Registration</td>
<td>N/A</td>
<td>£75</td>
<td>£0*</td>
</tr>
<tr>
<td>Academic Units</td>
<td>N/A</td>
<td>£2,500 - £6000</td>
<td>£0*</td>
</tr>
<tr>
<td>Assessment</td>
<td>N/A</td>
<td>£448</td>
<td>£0*</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>Training burden alone</strong></td>
<td><strong>£3023 – 6523</strong></td>
<td>Training burden alone</td>
</tr>
</tbody>
</table>

*Note: ECP costs are not applicable.*
How could it be used?

• Early professionals looking to specialise.
• Moving from one area of Audiology to another.
• All B6 staff – potential to improve retention in NHS.
Over to you....

- [https://healtheducationyh.onlinesurveys.ac.uk/ecp-in-audiology](https://healtheducationyh.onlinesurveys.ac.uk/ecp-in-audiology)

- Want to understand:
  - If useful?
  - Are the modules right?
  - Demand?

- Can then discuss with HEIs
Thank you!

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