We are #Hull in this together

enhance

Enhancing Generalist Skills:

Should we widen access to all trainees or leave it for the enthusiasts?

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What is enhance?

A multi-professional educational development offer to enhance and embed generalist skills at all stages of postgraduate health and social care training.

Areas of focus:

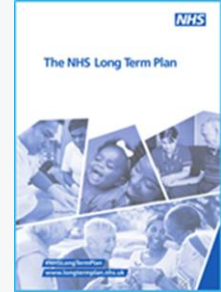- **Clinical knowledge and skills**

- **Attitudes & behaviours**

What are 'generalist skills'?
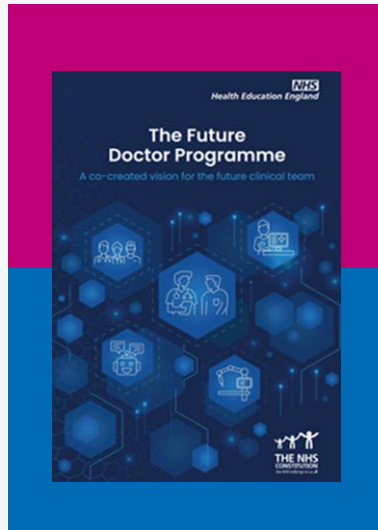
Two inter-related broad strands:

- Generalist clinical practice: Manage individual patients with multiple complex health issues (clinical skills and practice)
- Generalist behavioural approach: Show a deep understanding of whole person-centred care and healthcare needs and priorities of the populations you serve in the wider healthcare system, across a range of settings and integrated care organisations (knowledge, approach and attitude)
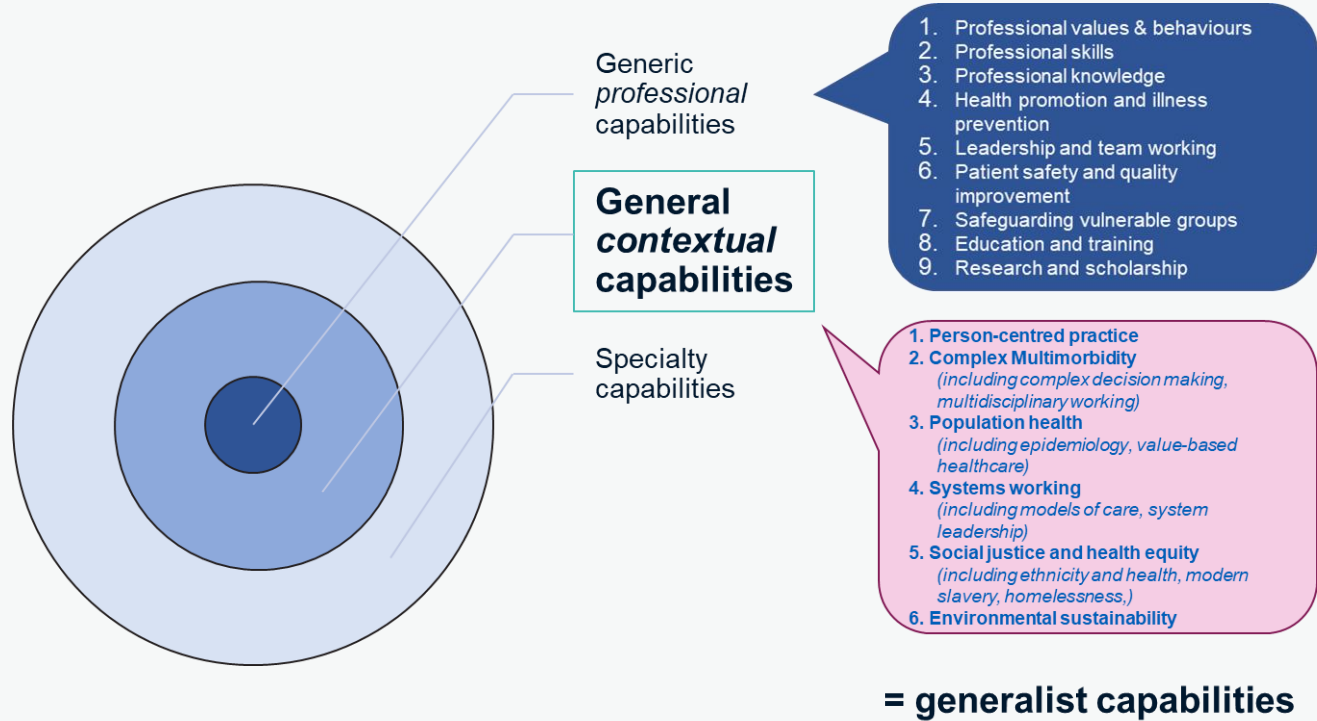
Context

HEE's **Future Doctor Report** captured crucial insight into patient, staff and stakeholder hopes for the role of clinicians in multi-professional teams.

Generalist skills identified as key to ensure future health and care professionals can respond to evolving population needs in a changing health and care landscape.

Capability: 'the ability to integrate and apply multiple competencies…in novel, complex and changing circumstances ' (Neve & Hanks 2016)

Generic *professional* capabilities

General *contextual* capabilities

Specialty capabilities

1. Professional values & behaviours
2. Professional skills
3. Professional knowledge
4. Health promotion and illness prevention
5. Leadership and team working
6. Patient safety and quality improvement
7. Safeguarding vulnerable groups
8. Education and training
9. Research and scholarship

1. **Person-centred practice**
2. **Complex Multimorbidity**
   (including complex decision making, multidisciplinary working)
3. **Population health**
   (including epidemiology, value-based healthcare)
4. **Systems working**
   (including models of care, system leadership)
5. **Social justice and health equity**
   (including ethnicity and health, modern slavery, homelessness,)
6. **Environmental sustainability**
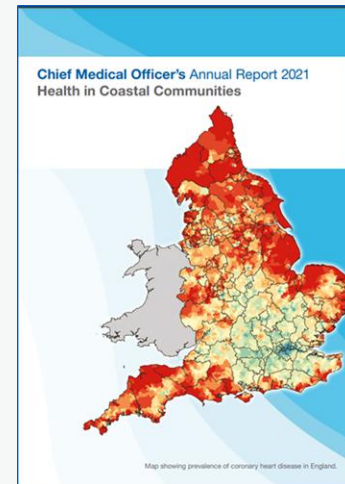
= generalist capabilities

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Why is enhance important?

Imagine an integrated care system where we all have the enhanced generalist skills to work collaboratively across multi-professional teams, champion person-centred care, reduce health inequalities and improve population health.

Change will deliver benefits to learners, educators, patients and healthcare systems.

CMO's report 2021 – p212

- Multiple long-term conditions are a major problem in older age and in deprived areas. Coastal communities have been shown to have both an older and more deprived population and are therefore more likely to need a workforce with generalist skills.

- The [Enhance] programme aims to support [staff] to address key 21st century health and care needs including:

  - Supporting equitable healthcare delivery across maturing integrated care systems including remote, rural and coastal regions
  - Understanding and addressing population health and care needs in the communities they serve, the profile of which has been demonstrated to be unique in coastal communities;
  - Application of learning to reduce health inequalities and address local health priorities such as poverty, deprivation and other social justice agendas, all of which are directly relevant in coastal communities.
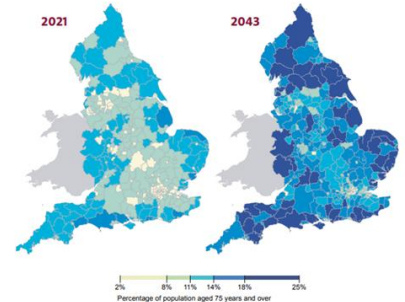

Chief Medical Officer's Annual Report 2021
Health in Coastal Communities

Map showing prevalence of coronary heart disease in England.

Enhancing Generalist Skills for future practice

"The medical profession needs to respond to the inexorable rise of multi-morbidity. The single most important way to achieve this is to recommit to maintaining generalist skills as doctors specialise. NHS organisations also need to minimise the probability that the same person has to attend multiple clinics for a predictable cluster of diseases."

"We need a reorganisation of medical services and training which takes account of multi-morbidity, including maintaining generalist skills and organising services around patients."

Chief Medical Officer's Annual Report 2023
Health in an Ageing Society

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NHS Long Term Workforce Plan 2023

- "We will expand the NHS's Enhance Programme…so that this programme is in place for all doctors in training by 2025"

- "We will support ICSs by expanding the seven existing pilots (trailblazers) to demonstrate the benefits of more generalist approaches to education and training…The ambition is to expand the trailblazers so there are pilots across all medical specialties and regions by August 2025."

NHS England

NHS Long Term Workforce Plan

June 2023

Intended benefits:

a) Patients

- Improved patient experience and outcomes, through delivery of more holistic and personalised care

b) Healthcare professionals

- Work better in multiprofessional teams
- Greater understanding of social justice and the environment
- Springboard to more varied, flexible and rewarding careers

c) Wider health and care system

- Bridge organisational boundaries
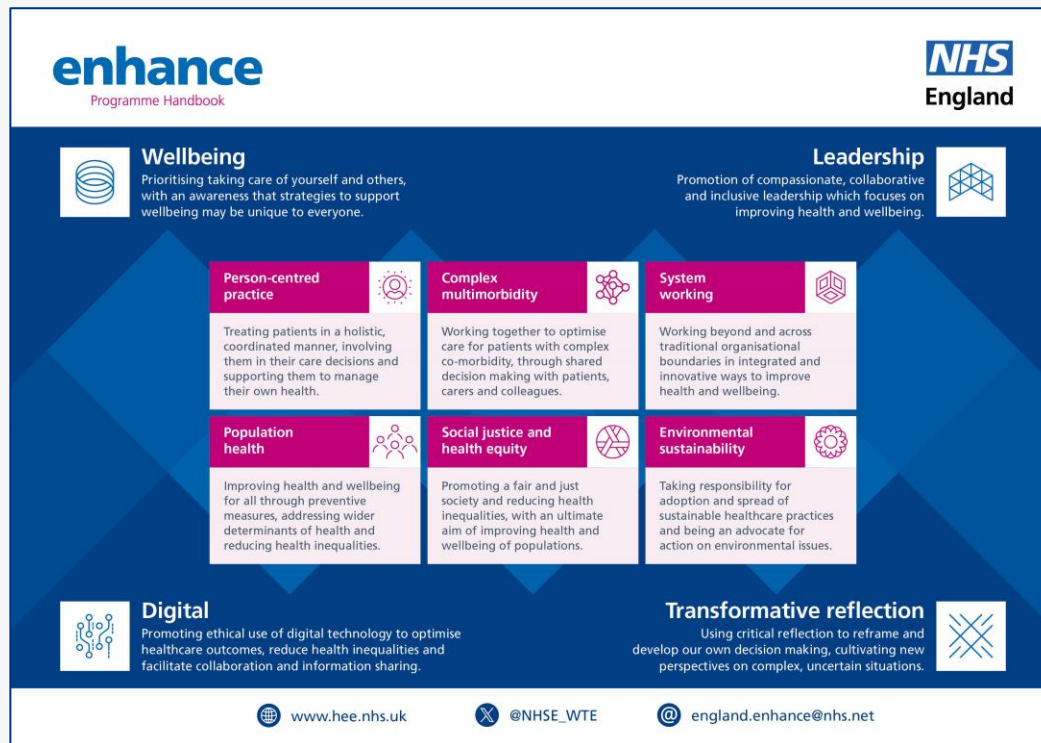- Support workforce retention with improved productivity and wellbeing

Programme structure

Many are called…

enhance

enhance programme options

enhance enable

A self-directed learning offer (online/ workbooks) facilitating broad-based learning across the whole spectrum of the *enhance* programme

enhance explore

An immersive experience supporting learners to explore one or more enhance domains within a local environment, and implement inspired, impactful and sustainable quality improvement programmes
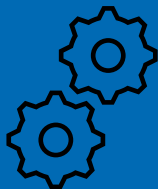
enhance engage

A supported opportunity for learners to engage with local ICSs or cross-sector environments to implement an *enhanced* approach to services and deliver the wide-reaching benefits of the programme at system level

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Foundation: two offers

enhance enable
- Offer available to all foundation doctors from August 2023
- Self-directed engagement with learning resources, via module workbooks & self-assessment
- Opportunity to attend some stand-alone training days
- Particular enhance modules aligned with each year of the foundation programme
- Support & sign off available via educational supervisors

enhance explore
- Specific enhance priority programmes available in most regions, applications via Oriel
- Some programmes live for 2023, more coming in 2024
- Application of learning in a practical way – tailored to health priorities in your region
- Community placement e.g. 1 day per week, or 1 4-month post
- Protected time for regional training days
- OR regional educational explore programme available to any multi-professional applicant

Foundation offer - enable

enhance recommended modules: Foundation year 1

Introductory module

An introduction and guide to working through the enhance programme in a way that is fun, interactive and aligns with the Foundation curriculum

Person-centred practice

Treating patients in a holistic, coordinated manner, involving them in their care decisions and supporting them to manage their own health.

Complex multimorbidity

Working together to optimise care for patients with complex co-morbidity, through shared decision making with patients, carers and colleagues.

F2 modules

1 stand-alone module, 1 combined '3 in 1' module, 1 summary contextual leadership module

Population health

Improving health and wellbeing for all through preventive measures, addressing wider determinants of health and reducing health inequalities.

Social justice and health equity

Promoting a fair and just society and reducing health inequalities, with an ultimate aim of improving health and wellbeing of populations.

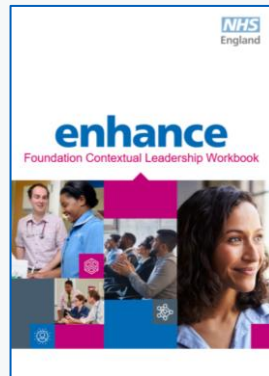**Environmental sustainability**

Taking responsibility for adoption and spread of sustainable healthcare practices and being an advocate for action on environmental issues.

System working

Working beyond and across traditional organisational boundaries in integrated and innovative ways to improve health and wellbeing.

NHS England

enhance
Foundation Contextual Leadership Workbook
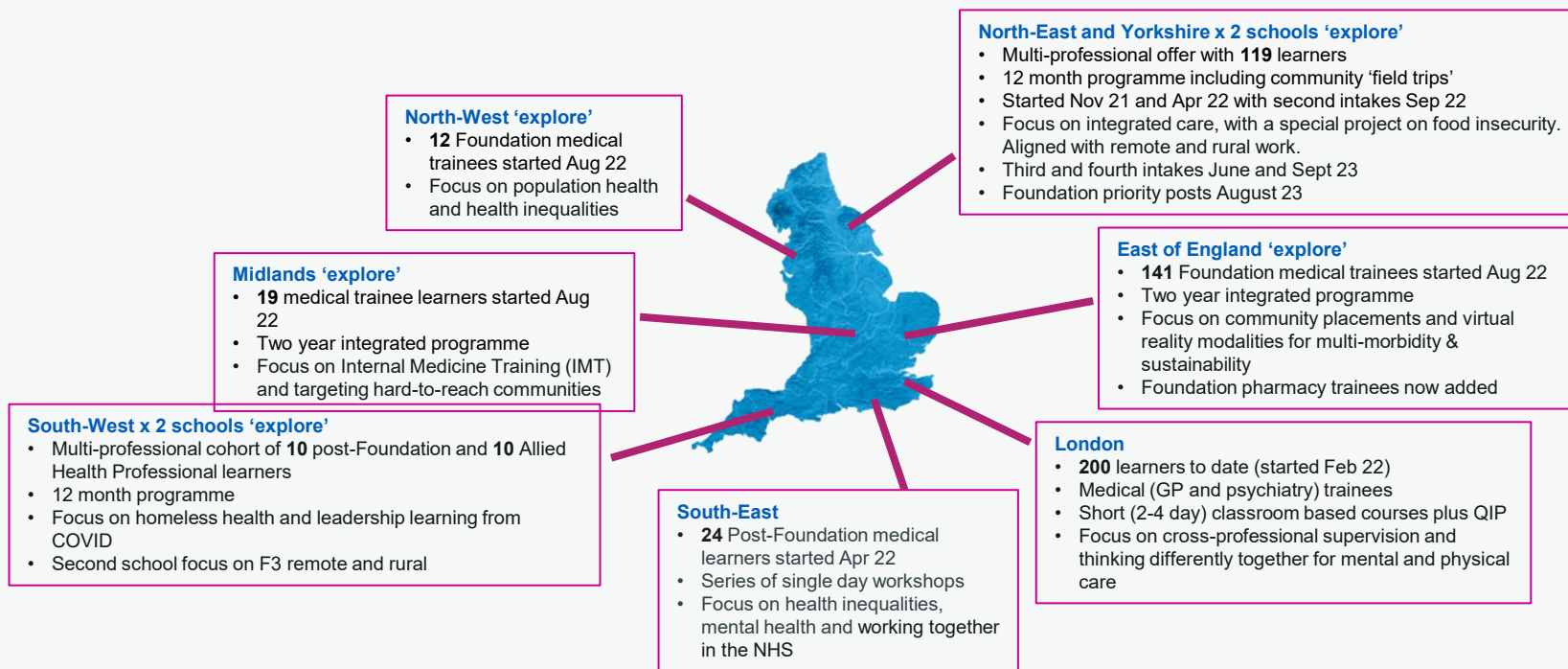
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Foundation offer - explore

- Foundation priority programmes – in some regions
    - LIFT placements
    - Separate community placements
    - Tailored and structured programmes with protected time
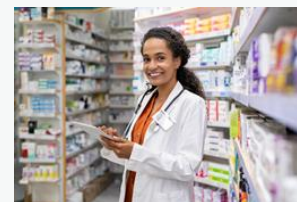
- Trailblazer programmes

Enhance regional trailblazers – Oct 2023

North-East and Yorkshire x 2 schools 'explore'
- Multi-professional offer with **119** learners
- 12 month programme including community 'field trips'
- Started Nov 21 and Apr 22 with second intakes Sep 22
- Focus on integrated care, with a special project on food insecurity. Aligned with remote and rural work.
- Third and fourth intakes June and Sept 23
- Foundation priority posts August 23

North-West 'explore'
- **12** Foundation medical trainees started Aug 22
- Focus on population health and health inequalities

East of England 'explore'
- **141** Foundation medical trainees started Aug 22
- Two year integrated programme
- Focus on community placements and virtual reality modalities for multi-morbidity & sustainability
- Foundation pharmacy trainees now added

Midlands 'explore'
- **19** medical trainee learners started Aug 22
- Two year integrated programme
- Focus on Internal Medicine Training (IMT) and targeting hard-to-reach communities

South-West x 2 schools 'explore'
- Multi-professional cohort of **10** post-Foundation and **10** Allied Health Professional learners
- 12 month programme
- Focus on homeless health and leadership learning from COVID
- Second school focus on F3 remote and rural

South-East
- **24** Post-Foundation medical learners started Apr 22
- Series of single day workshops
- Focus on health inequalities, mental health and working together in the NHS

London
- **200** learners to date (started Feb 22)
- Medical (GP and psychiatry) trainees
- Short (2-4 day) classroom based courses plus QIP
- Focus on cross-professional supervision and thinking differently together for mental and physical care

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enhance 'explore' in YH

- 7 modules of 7 weeks over 12 months
- Half day per week on average
- 6 core modules and one applied module e.g. oral health, frailty, prison health, trauma systems
- Per module:
  - One interactive workshop for knowledge acquisition
  - Four sessions for self-directed learning
  - One 'field trip' outside the usual work environment
  - One wrap-up session using action learning sets to share learning
- Optional academic accreditation with further work in own time
- 7th cohort underway in York & North Yorkshire; 8th cohort in Humber due to start in Sep 2025

Examples of impact

- Sepsis clinic

- Medicine reviews and de-prescribing

- Green operating theatres

- Homeless discharge pathway

- Continuity of care

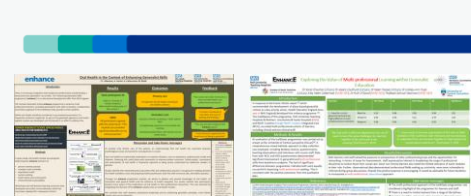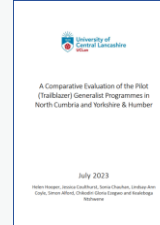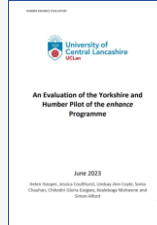- Knowledge, attitudes, skills & behaviours

Sponsors

- Sponsors are individuals with significant knowledge of the health and care system
  - Some are 'graduates' of the course
  - Some are senior health and social care leaders
  - Volunteers
- Not the same as a supervisor – a guide and a challenger
- Ideally meetings should take place once per module (i.e. 6 x 30 minute meetings)
- Reflection and growth

Feedback, evaluation & research

"I want to pinch myself – I can't believe I'm being given the time and space to think about this"

"The module has resonated with me so much...I am going to continue this work throughout the course and indeed my career"

"My head is buzzing with new ideas"

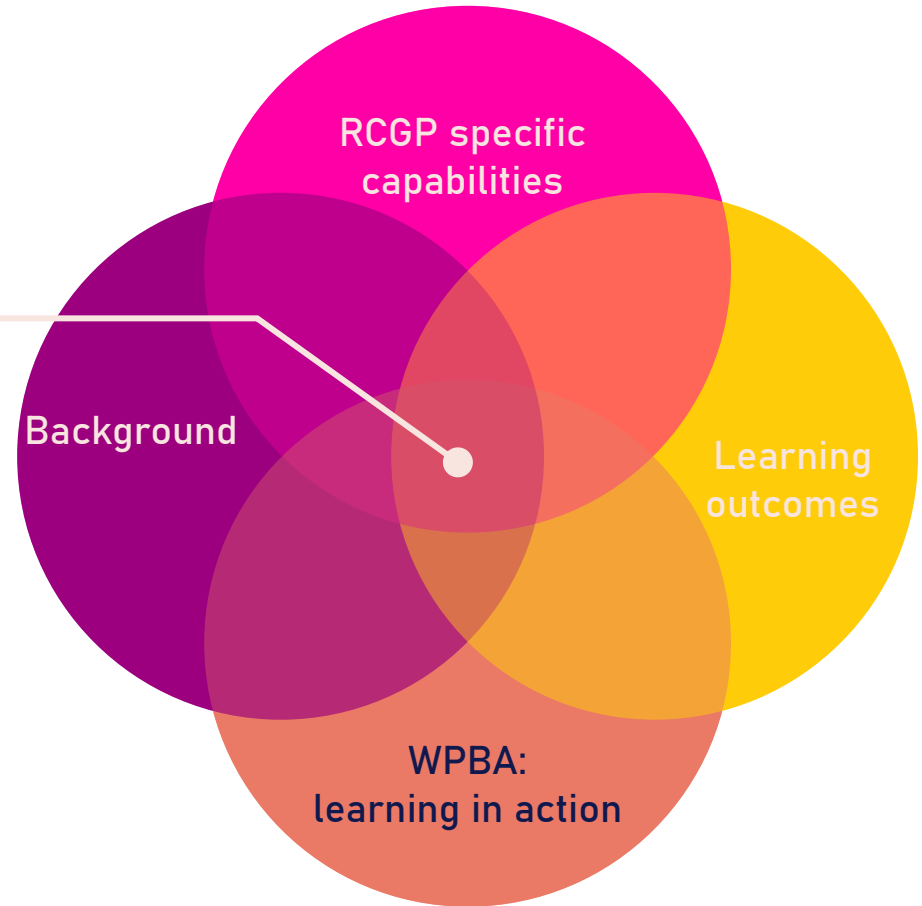"The multi-professional learning environment is the most useful part of the course"

"ENHANCE is the best thing I've done as an FY Doctor. It has helped prevent burnout, reminding me of all the possible ways I can help patients and their communities through generalist medicine. It has inspired me to get the best out of interactions with patients and colleagues, by encouraging my curiosity to understand the person and the community at the centre of NHS healthcare."

Training
the Future GP

- Rationale
- Complementary approach to achieving competencies
- SDL

RCGP specific capabilities

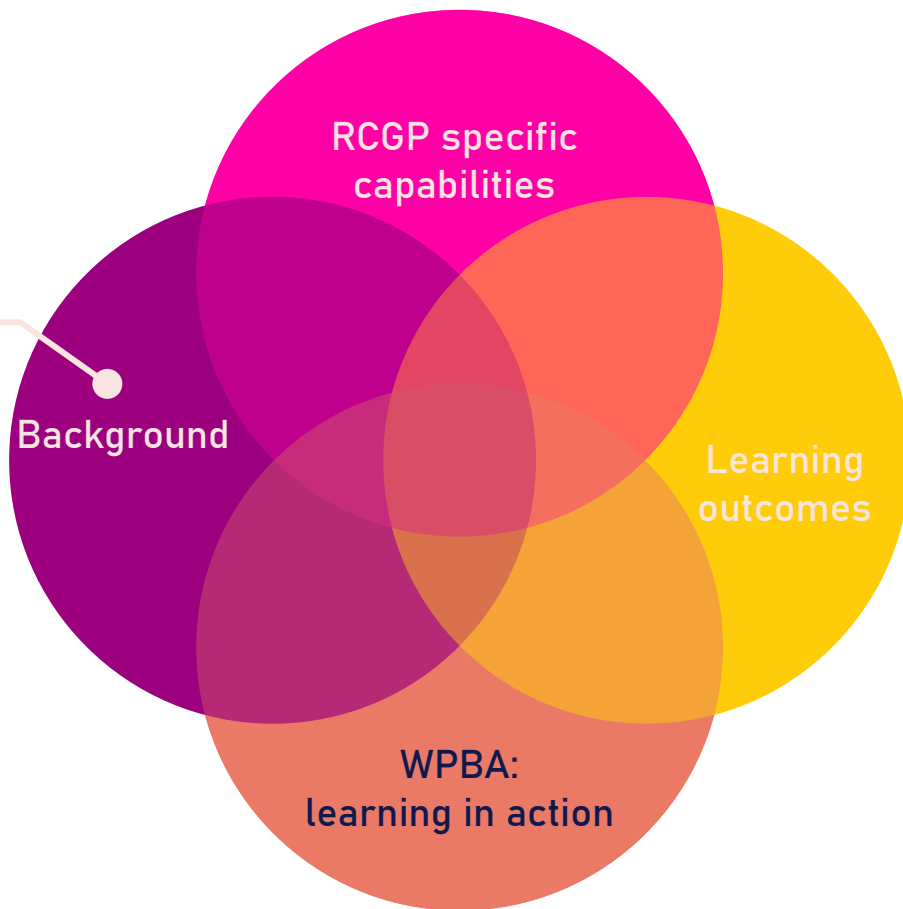Background

Learning outcomes

WPBA:
learning in action

Purpose

This domain is about working collaboratively in ways that are safe, effective and provide a positive experience for patients with complex comorbidity.
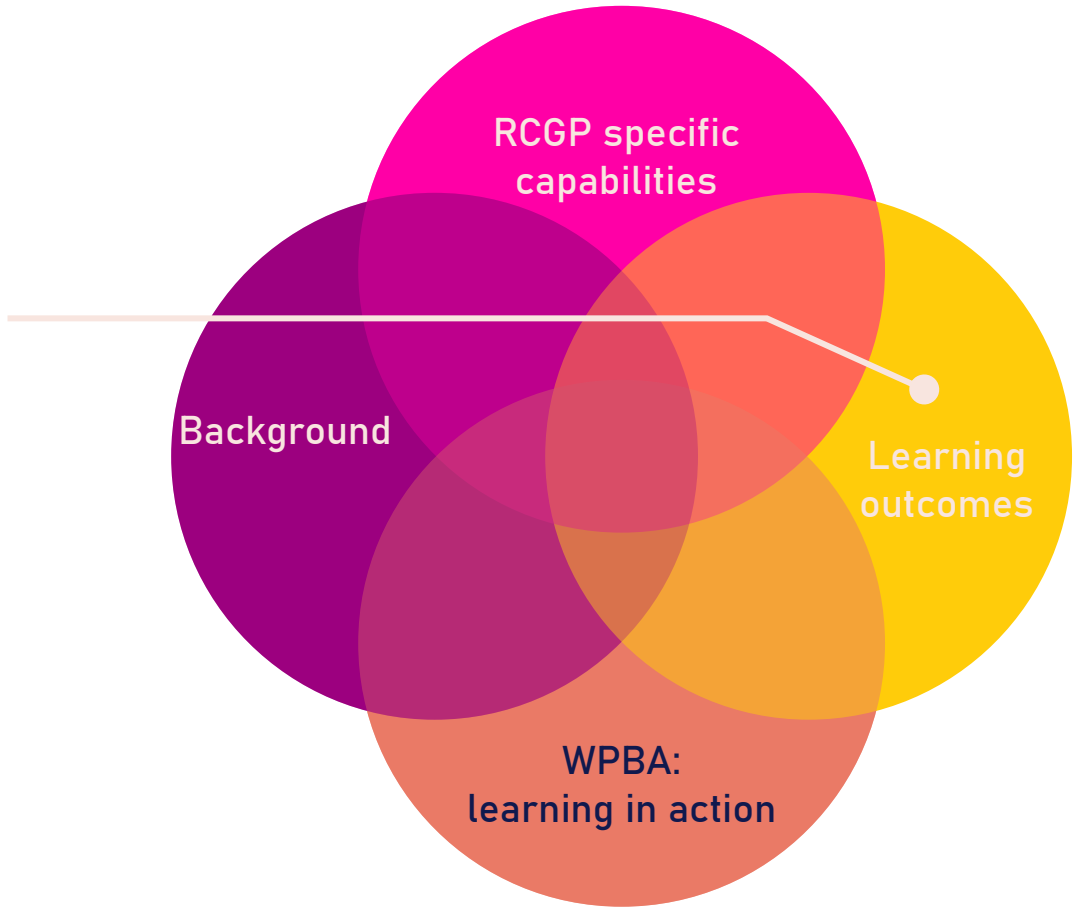
Why is this important?

Driven predominantly by age, the number of people living with two or more medical conditions - currently around three million in England - is steadily increasing. But multimorbidity is not restricted to older citizens; it can occur at any stage of life, and there are strong associations between multimorbidity and socioeconomic disadvantage. This inexorable trend presents significant challenges to healthcare where greater specialisation, although it has improved our ability to treat single diseases, disadvantages an increasingly large proportion of the population. Treating each disease in a patient as if it exists in isolation complicates, confounds and duplicates interactions across the healthcare system and ultimately leads to poorer outcomes.
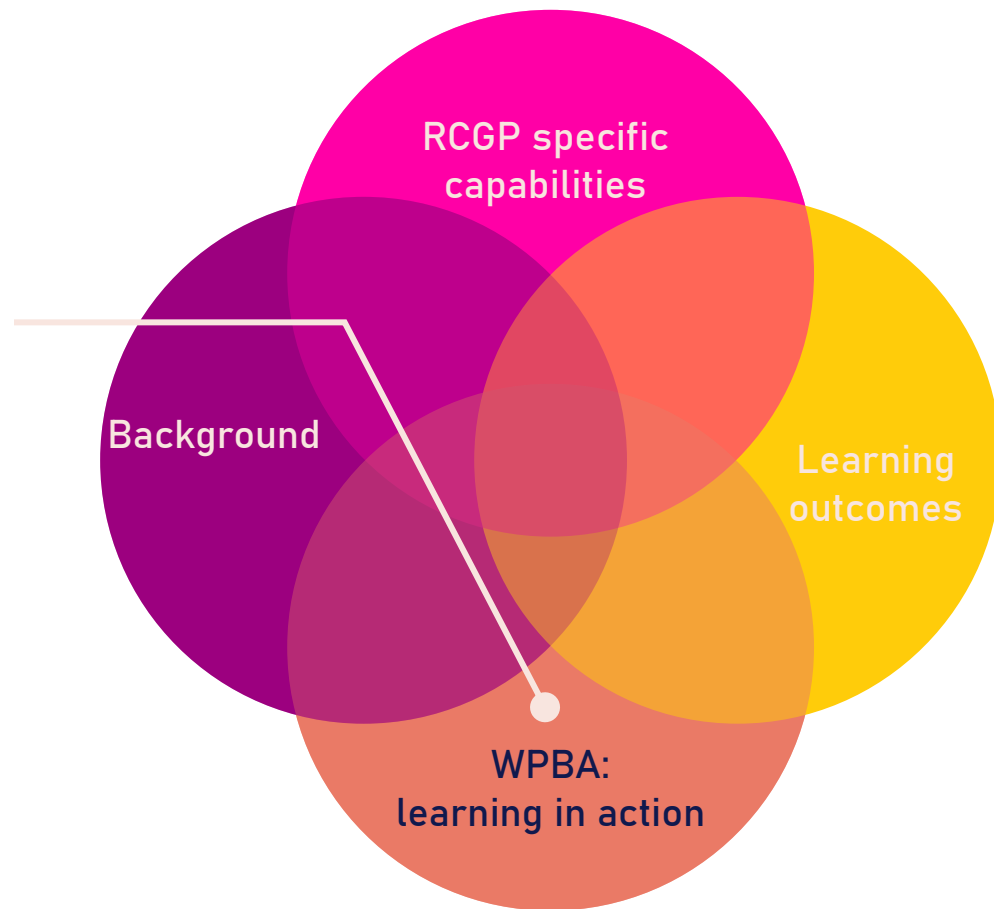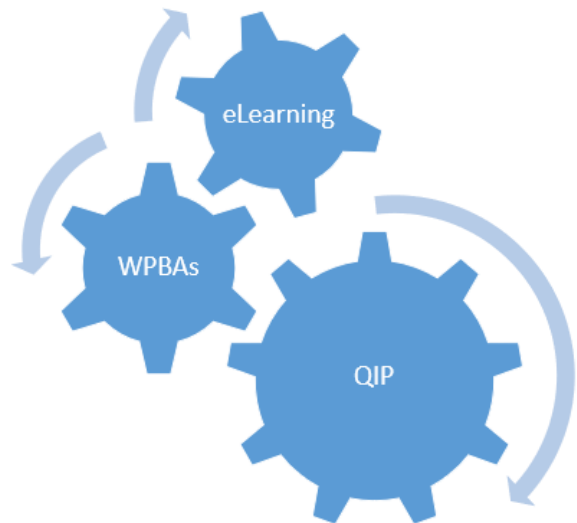
RCGP specific capabilities

Background

Learning outcomes

WPBA: learning in action

Domain learning outcomes

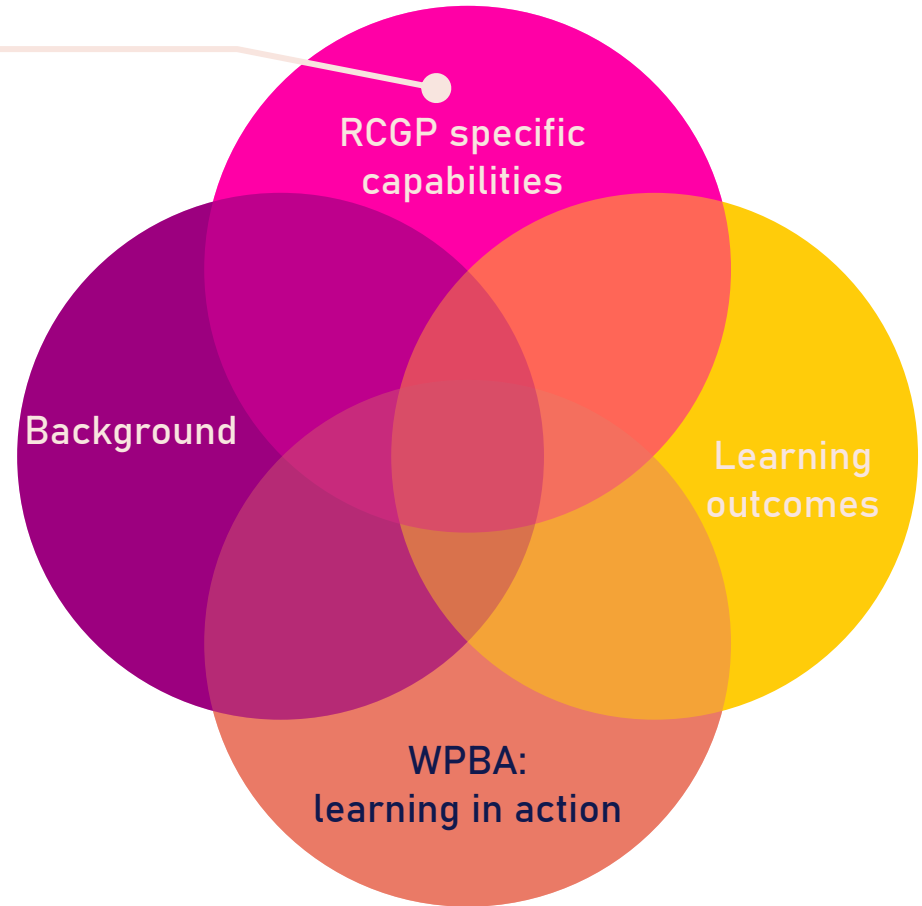On completing this domain of the enhance programme, you will be able to:

1 Co-create management plans with patients with multiple long-term conditions, taking a critical approach to the application of multiple clinical protocols while balancing risk and benefit

2 Routinely take action to reduce harm from over-investigation, multiple intervention, and polypharmacy

3 Identify common disease clusters, predicting the issues that may arise and manage accordingly

4 Work collaboratively across disciplinary, team and organisational boundaries to ensure that the care and resources deployed achieve the best possible health outcomes and experience for the individual

5 Identify and mitigate the issues and risks - adopting a biopsychosocial approach - for a frail and/or vulnerable

RCGP specific capabilities

Background

Learning outcomes

WPBA: learning in action

The following RCGP specific capabilities can be supported by completing this module:

- Applying a structured approach to data gathering and investigation
- Demonstrating a proficient approach to clinical examination
- Demonstrating a proficient approach to the performance of procedures
- Adopting appropriate decision-making principles
- Providing general clinical care to patients of all ages and backgrounds
- Adopting a structured approach to clinical management
- Making appropriate use of other professionals and services
- Enabling people living with long-term conditions to improve their health
- Managing concurrent health problems within an individual patient
- Adopting safe and effective approaches for patients with complex needs
- Working as an effective team member
- Coordinating a team-based approach to the care of patients
- Continuously evaluating and improving the care you provide
- Adopting a safe and scientific approach to improve quality of care
- Supporting the education and development of colleagues
- Applying leadership skills to improve your organisation's performance
- Understanding the health service and your role within it
- Building relationships with the communities in which you work