

# The National CLEAR Programme

## CLEAR Mental Health 2022/23

**Innovation and training in mental health redesign in  
NHS North West and South West**

**Part 1: Invitation to register for a CLEAR webinar**



**November 2021**

## Contents

<b>Purpose of this document.....</b>	<b>3</b>
<b>Part A – Introducing the National CLEAR Programme .....</b>	<b>4</b>
What is CLEAR?	
How CLEAR differs from other innovation programmes	
Who provides CLEAR?	
Previous success of CLEAR	
What CLEAR can do for your organisation	
<b>Part B – How CLEAR will develop mental health transformation in your region .....</b>	<b>11</b>
The context	
What is needed from you for a project as part of CLEAR	
Mental Health	
Benefits and outputs	
More information	
Next steps	

# Purpose of this document

## Welcome to the National CLEAR Programme

Welcome to the National CLEAR Programme and thank you for your interest in transforming the mental health workforce. Health Education England is offering support to local projects that help to develop the mental health workforce in your mental health trusts. This is a unique opportunity for organisations across the North West and South West regions.

This document explains what CLEAR is and how the programme can support mental health services in your region. This is a chance to accelerate initiatives, develop your workforce and improve outcomes for patients.

This document is split into two parts, Part A is a general outline of CLEAR and Part B goes into more detail of the system-wide mental health transformation proposal. Part B will also include an invitation to attend a webinar and the next steps required to take advantage of the region's offer to support your participation in the National CLEAR Programme.

If you have any questions about this document or the proposal, please contact [clear.team@hee.nhs.uk](mailto:clear.team@hee.nhs.uk)

# The National CLEAR Programme

## Part A – Introducing the National CLEAR Programme



# Introducing the National CLEAR Programme

## What is CLEAR?

CLEAR, which stands for Clinically-Led workforce and Activity Redesign, provides innovation expertise, data analysis and a unique methodology which allows clinicians to redesign clinical teams and services. This leads to innovative recommendations of new models of care and workforce from those closest to care delivery, which improves patient care and the efficiency of organisations. CLEAR offers three types of support in one programme:

### 1. Project support and expertise in workforce and service redesign

CLEAR offers your organisation a process and funded project support to design the right workforce solution for your future mental health services.

### 2. Big data analysis and visualisation

For every project, the CLEAR programme's data experts work with your data to create insightful visualisations of complex activity that help you identify where and what change is needed.

### 3. Training and modelling tools for clinicians

Your clinicians take control. Each project trains up to four participants with a funded education programme to equip clinicians with new skills and modelling tools to redesign workforce and care.

For further information, please [visit our CLEAR website](#).

## How CLEAR differs from other innovation programmes


The unique benefit of CLEAR is that it places clinicians at the heart of healthcare decision making and innovation.

Your clinicians are trained and supervised while working on live projects, meaning that all solutions and recommendations are locally-led. CLEAR helps to increase your organisation's capability in data-driven transformation. It offers career development for individuals, benefits for mental health services and better outcomes for patients.

CLEAR addresses key areas of the health and care agenda and is aligned to the triple and quadruple aim - improving population health, systems efficiency and better experience for both patients and staff. CLEAR aligns its education programme to support the delivery of national priorities, supporting the restoration and recovery of NHS services.

## Who provides CLEAR?

The National CLEAR Programme is sponsored by Health Education England (HEE). The programme and its materials are designed by 33n, a company of NHS clinicians, software designers and data analysts. Delivery and operational oversight is by a National CLEAR Faculty hosted by East Lancashire Hospitals NHS Trust.



“CLEAR has given me the opportunity to broaden the scope of my professional development and has made me feel I can make a broader impact on the health economy and patient care. As a doctor I help patients on a one-to-one basis. As a CLEAR Fellow I can help improve outcomes across entire pathways.”

Dr Sophie Tang, CLEAR Fellow


## Previous success of CLEAR

CLEAR evolved from health and care redesign in north west England, which experimented with ways of visualising, interrogating and modelling data and putting this together with the real experiences of clinicians and service users. The technique developed frontline clinicians as skilled leaders in workforce and service redesign.

This led to a national pilot in urgent and emergency care, sponsored by Health Education England (HEE) in 2019. Projects in the seven NHS regions recommended new models of workforce and care that would reduce delays, improve care for patients and deliver £12.3 million in potential savings.

During 2020, CLEAR was adapted to the national pandemic response. CLEAR's methods enabled rapid redesign and capacity increase to manage the surge in critical care, including training for over 3,000 non-ICU staff to be redeployed to critical care.

In 2020, NHS England and NHS Improvement commissioned CLEAR projects in six London ICUs as part of the London Transformation and Learning Collaborative for critical care and projects in all seven NHS regions to support the development of anticipatory care in primary care networks. HEE is supporting a further four projects in urgent and emergency care and two phases of CLEAR projects for mental health transformation across the country in 2021.



“I was impressed by the CLEAR team's resilience and ability to maintain solution-orientated thinking throughout. Working together, we were able to take advantage of years of experience in workforce transformation with a range of clinical organisations and in a range of clinical environments and systems.”

Natalie Forrest, Senior Responsible Owner (SRO)  
for the New Hospital Programme, DHSC

# What CLEAR can do for your organisation

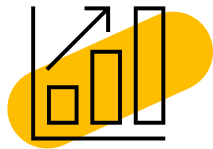
## Discover novel solutions

CLEAR provides a systematic approach to complexity. It is a route to solutions that maybe unclear at the start. The Programme uses unique methodologies including DELTA, which mirrors similar techniques in clinical practice.



### Define

Understand the key question



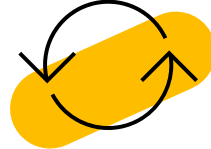
### Establish

Set activity and workforce baseline



### Link

Insights from multiple datasets



### Transform

New models of care and workforce



### Action

Develop implementation plans

The four key stages of a CLEAR project take those enrolled in the Programme through four key phases: clinical engagement, data interrogation, innovation and recommendations. We encourage and promote out-the-box thinking for these CLEAR Associates through interactive workshops and with our clinical innovation specialists.

“Recruitment and training very much benefited from a CLEAR approach to multi-disciplinary clinical and workforce design, which instilled excellent attention to detail and ultimately assured patient safety and quality of care. We all learned a lot from the experience, particularly how to tackle system redesign by managing the model of care, model of workforce and model of training as one challenge.”



Eamonn Sullivan, Chief Nursing Officer Royal Berkshire NHS Foundation Trust

## Deliver locally relevant outcomes

While CLEAR has a standardised methodology, each project is designed for specific local needs and characteristics, and is driven, not by external consultants, but by the clinicians who work within that local service. The process engages a wide range of people, providing strong assurance of outcomes that are locally relevant, practical and affordable.

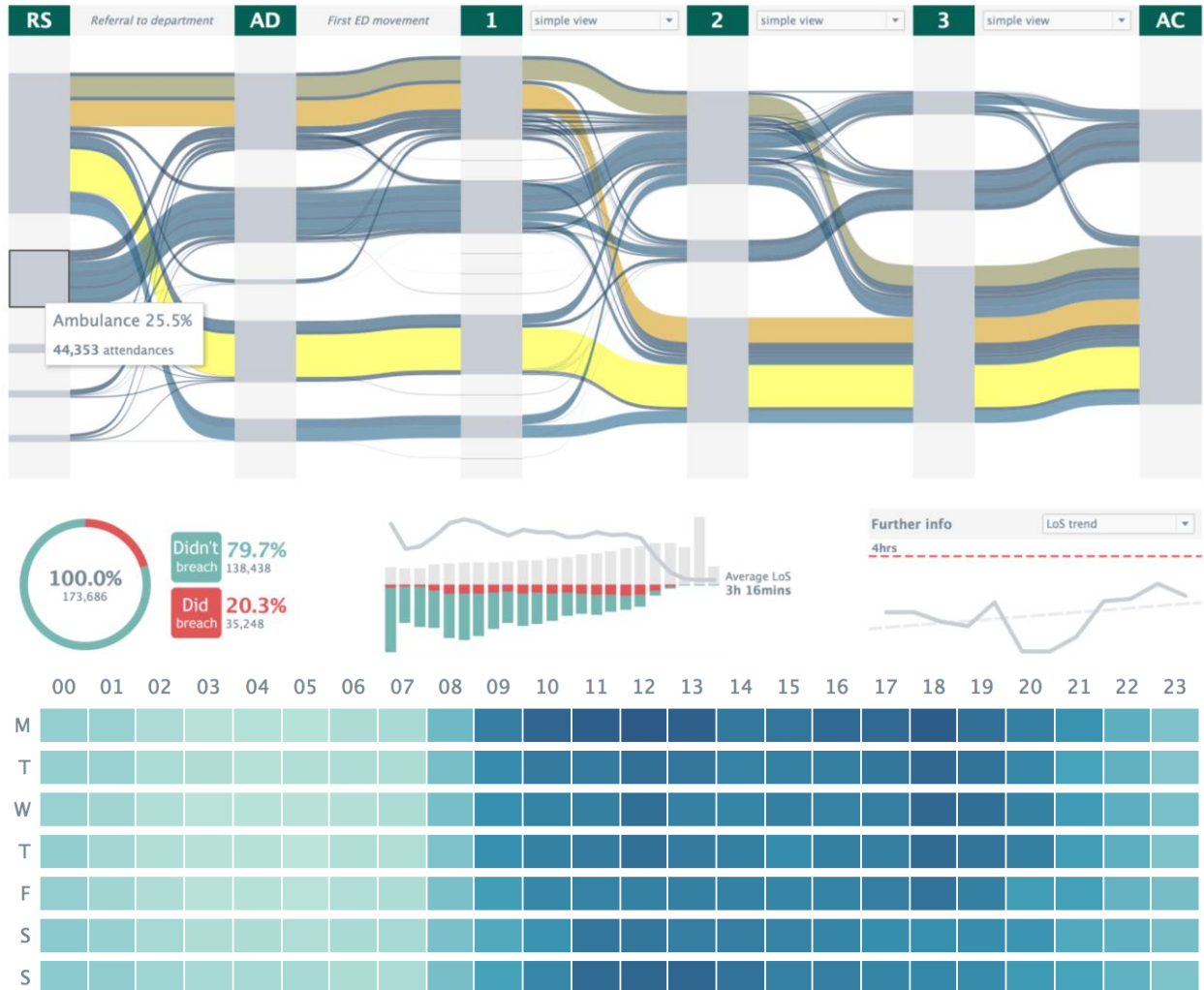
“The CLEAR programme outputs are supporting the organisation's ability to approach complex projects. We are looking forward to participating in the second project and using it more across the healthcare system.”



Dr Justin Phillips, Acute Medical Director

## Utilising data for fresh insights

The analytic and visualisation tools, provided by 33n, allow interpretations of data in novel ways. The detailed analysis of patient pathways and workforce data allows a fresh and unique understanding of how to improve care and performance.



Examples of patient pathway insights provided through dashboard visualisations.

## Invest in people

CLEAR recruits participants of all disciplines and trains them to redesign workforce and services, once recruited participants are known as CLEAR Associates. The CLEAR education programme comes with support and supervision from experienced CLEAR practitioners in the National CLEAR Faculty.

The skills acquired by Associates are applicable to many aspects of their clinical practice as well as to the project itself. CLEAR is an opportunity for clinicians to develop a portfolio career and for mental health organisations to build an intrinsic capability and gain local capacity for transformation.



## Education

The CLEAR education programme brings together the best of online distance learning and practical experiential learning to support CLEAR Associates and their project work.

CLEAR has projects and courses of varying lengths to suit all clinical professions. As participants gain transformation experience it is possible to progress through the levels of the CLEAR programme. From Associates to Fellows and Practitioners, progression through the programme is gained through structured levels of increasingly complex transformation work, with targeted training aligned to each level. Taking part in a CLEAR educational programme contributes to a portfolio career and provides the tools and techniques to allow those to apply learnings to future transformation projects.

All CLEAR education has been developed by clinicians and education specialists and is delivered by experienced clinicians to ensure that it is pedagogically sound and that those taking part are supported and their experience is a priority.

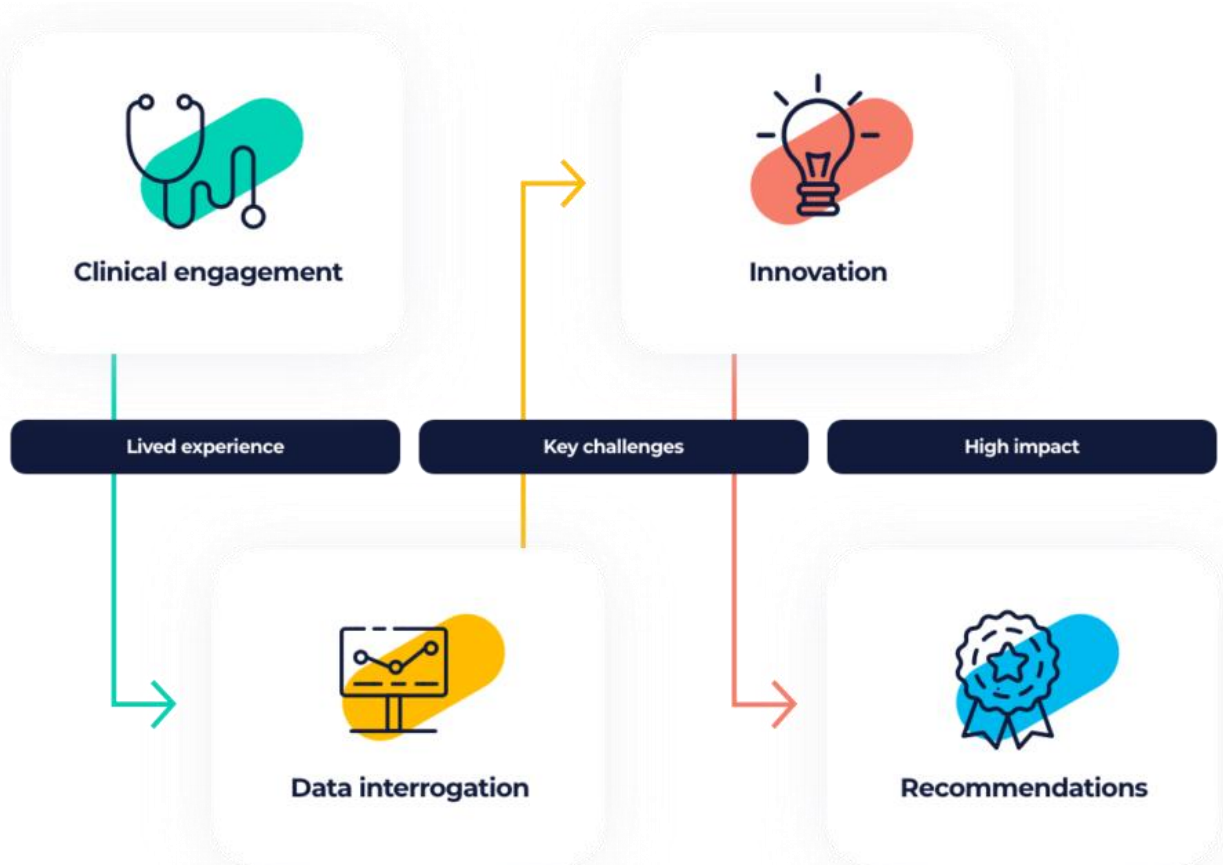
The CLEAR programme that is proposed for mental health service transformation will take place over 26 weeks. Project work will align learning and experience to key technical and non-technical skills of workforce and activity transformation and redesign.



Bespoke online education is provided for all elements of the projects with live tutorial and workshop sessions run by the CLEAR Faculty to support the learning and work of the associates throughout.

[View our week by week education guide](#)

## How a CLEAR project works



This unique methodology is designed to build expertise, form a robust evidence base and create a unified practice in each area, with our specialists in NHS workforce transformation supporting CLEAR Associates and organisations every step of the way.

## An outline of what is needed from every CLEAR project

A typical project begins by looking at the potential for workforce and service redesign. We will work with you to agree the possibilities, the scope of the project and feasibility. Once agreed, the National CLEAR Faculty will assign a project team, including clinicians you have identified from your organisation.

To ensure the project begins smoothly the following will need to be agreed:

- Agreement to data sharing and governance
- Support from your IT team and business analysts to extract the relevant workforce, activity and financial data
- Collaboration with your communications and patient participation teams
- Commitment of clinical leadership, Board and executive sponsors

If you are interested in taking part in a CLEAR project, more detail on what is required from you will be outlined below.

# The National CLEAR Programme

**Part B – How CLEAR will develop Mental Health transformation in your region**



# How CLEAR will develop Mental Health transformation in your region

## The context

Improving Mental Health services is a national priority highlighted in the NHS Long Term Plan (LTP) and expanded on in The Five Year Forward View for Mental Health.

Based on the experience of the National CLEAR Programme working with and delivering projects in Community Mental Health Teams (CMHTs) across England, the National CLEAR Faculty has a unique insight into the national challenges of this service. CLEAR has empowered clinicians in local organisations to investigate, understand, and co-develop new models of care and workforce and engage the local workforce at each of these organisations along the way.

CMHTs are a key component of national policy for integrated service delivery, but organisational challenges exist in reaching the outlined goals.

To support organisations to reach these goals, Health Education England has supported the delivery of 4 CLEAR Mental Health projects in Adult Severe Mental Illnesses (SMI) Community Care.

## What is needed from you for a project as part of CLEAR Mental Health

The following lists the main requirements for each CLEAR project:

- **Organisation leadership** from your executive or board level to help guide and align project goals to organisational strategy.
- **Directorate leadership**, we ask for a senior clinician working in the department to work with us 1 day a week to support the project team.
- **Available staff** Up to 3 clinical associates to join the CLEAR programme on secondment for 2.5 days a week for 6 months. Associates will receive full training and supervision from the National CLEAR Faculty with support from your organisation's IT, HR, Finance, and administrative team.
- **Collaboration** from various departments at your Trust to enable data extraction and analysis.
  - Information Governance team
  - Information Technology/Business Intelligence team
  - HR and Finance team
- **A commitment** to support the project with collaboration across your organisation including dedicated administrative and communications support for the project.

For more detail required from each department/team, please join us for an online webinar for the North West on Thursday 2 December and the South West on Wednesday 8 December 2021.

You can register your interest for this webinar by emailing [clear.team@hee.nhs.uk](mailto:clear.team@hee.nhs.uk). If you cannot make these times, please contact the CLEAR team to arrange an alternative.

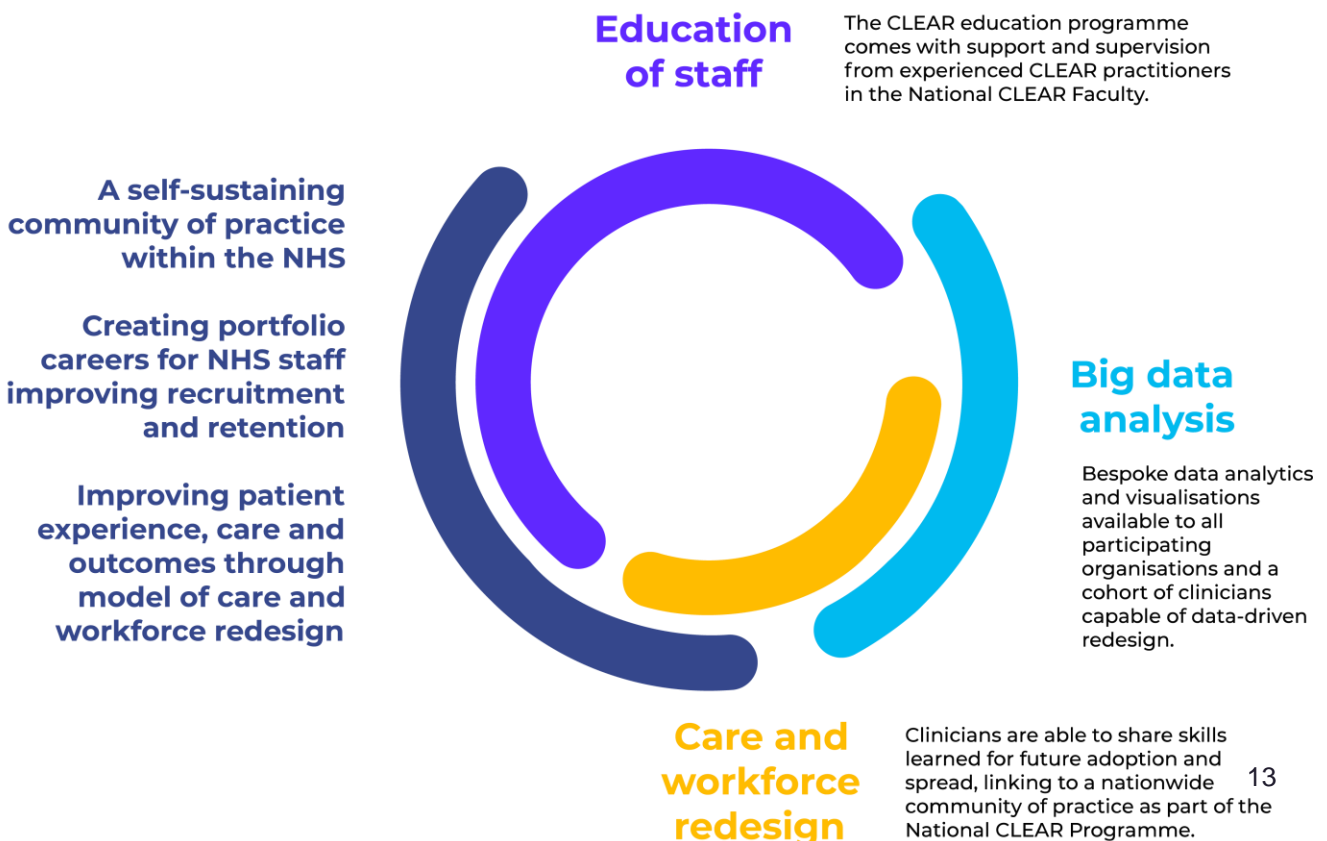
## Benefits and outputs

The National CLEAR Programme offers organisations expert redesign support for locally relevant solutions. CLEAR projects allow for the formation of clinically sound, co-developed recommendations that are operationally possible and financially viable.

Outputs include a detailed case study, presentation of findings for senior leadership, department level presentation and an extensive findings report, all while building an intrinsic capability within the NHS.

By registering your redesign project with the National CLEAR Faculty, you are joining a national programme that provides:

- Education and training – Up to four trained clinicians (three Associates and one Clinical Sponsor) in your trust capable of data-driven redesign and able to share skills for future adoption and spread.
- Senior clinical innovators and data scientists to work with your organisation
- Bespoke data analytics, modelling tools and visualisations available to the trust for the duration of the project
- Communication and cohesion between analysts and clinicians of your organisation
- Nationally approved standards of project assurance and information governance
- Shared information and experiences from similar projects of the same CLEAR cohort taking place across the country
- Links to a nationwide community of practice, as part of the National CLEAR Programme.



## More information

### Join a webinar

We will be holding a webinar organised in partnership with your regional Health Education England team that will describe:

1. The CLEAR programme in Mental Health
2. The process for submitting an Expression of Interest
3. The short-listing process
4. Question and answer

Please register your interest with [clear.team@hee.nhs.uk](mailto:clear.team@hee.nhs.uk)

More information is available on the [CLEAR website](#), including the recently published “[The value of CLEAR](#)”, formative health economic evaluation findings.

## Next steps

November 2021	<b>CLEAR Information Launch</b>
December	<b>Series of Webinars</b> <ul style="list-style-type: none"> <li>• A series of webinars starting in December</li> <li>• 45 minutes</li> <li>• Q&amp;A session</li> <li>• Describes next steps to enrol in CLEAR</li> <li>• EOI pack dissemination</li> </ul>
January 2022	<b>Expression of Interest</b> <ul style="list-style-type: none"> <li>• Submitted by multiple key stakeholders in trust</li> <li>• Review of EOI and score</li> </ul>
February	<b>Shortlist</b> Results of EOI applications and short-listed sites informed.
March	<b>Site commencement</b> Short-listed sites will be onboarded by the CLEAR team to achieve site readiness for CLEAR project.

clearprogramme.org.uk  
clear.team@hee.nhs.uk  
@clear4care