

The National CLEAR Programme

CLEAR Living Well: Supporting primary care networks to develop new care pathways for people at risk of CVD

Innovation and training in primary care redesign to optimise the health of people at risk of CVD and other long term conditions

June 2022

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The National CLEAR Programme

CLEAR Living Well: Supporting primary care networks to develop new care pathways for people at risk of CVD

Part 1: Outline of the National CLEAR Programme

Purpose of this document

Welcome to the National CLEAR Programme

Welcome to the National CLEAR Programme and thank you for your interest in taking part in our CLEAR Living Well programme designed to support primary care networks develop new models of care for CVD prevention. This work is sponsored by NHS England (NHSE). The aims of CLEAR Living Well are to:

- identify patients from PCN data who are at risk of developing CVD and other related long-term conditions in line with the Network Contract Directed Enhanced Service – cardiovascular disease prevention and diagnosis
- design innovative new models of care and workforce to proactively care for this population cohort.

This document explains the CLEAR approach and how the programme can support your PCN. This is an opportunity to accelerate existing initiatives, build transformation capability in workforce redesign and improve outcomes for patients.

This document is split into two parts:

- Part A gives a general introduction to the CLEAR Programme
- Part B outlines in more detail of the opportunity to take part in CLEAR Living Well. This includes how to submit an expression of interest (EoI) and frequently asked questions (FAQs).

The CLEAR national team will be holding webinars on the following dates to provide further information and address any questions you may have:

- 13 July at 5pm- 5.45pm
- 21 July at 1pm- 1.45pm

Please email us at info@33n.co.uk to confirm your attendance at the webinars and secure the remote link.

PCNs interested in taking part in CLEAR Living Well will need to complete an **Expression of Interest (EoI) by 29 July**.

After submitting an EoI, PCNs will be invited to attend a meeting to discuss how they can benefit from CLEAR, followed by an interview for site selection.

If you have any questions about this document or the proposal, or are unable to make the above webinar dates, please contact info@33n.co.uk

Introducing the National CLEAR Programme

What is CLEAR?

CLEAR, which stands for Clinically-Led workforcE and Activity Redesign, trains and enables frontline staff to use a combination of big data analysis, clinical insight and local knowledge to deliver new models of care and workforce. This leads to those closest to care delivery developing new skills in data science, transformation and leadership while delivering live redesign projects which improve patient care and efficiency.

CLEAR offers three types of support in one programme:

1. Project support and expertise in workforce and service redesign

CLEAR offers PCNs a tested methodology and funded support to shape services for the future.

2. Big data analysis and visualisation

Our data experts work with your PCN to enhance your analytical capability, accurately mapping service and care delivery and providing insightful visualisations to help identify where and what changes are needed.

3. Training and modelling tools for clinicians

Local clinicians take control - each project trains up to four people with an education programme equipping them 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 and key benefit of CLEAR is that it places local clinicians and patient needs at the heart of healthcare decision making and innovation.

Clinicians are trained in transformation skills while working on live projects, resulting in locally-led recommendations and solutions. The programmes increases your organisation's capability in data-driven innovation. It enhances expertise, offers career development and improves 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, system efficiency and experience for patients and staff. CLEAR's education programme aids the delivery of national priorities, supporting the restoration and recovery of NHS services.

Who provides CLEAR?

CLEAR Living Well is sponsored by NHSE and is an NHSE programme. The programme and its materials are designed by 33n, a team of NHS clinicians, educational specialists and data engineers in partnership with East Lancashire Hospitals NHS Trust (ELHT). Delivery and operational oversight is by the National CLEAR Faculty in conjunction with ELHT. The development and design of the National Faculty and CLEAR is sponsored by Health Education England.



“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 successes of CLEAR


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

This led to seven pilot projects focussed on transformation in urgent and emergency care in 2019 – they recommended new models of workforce and care that would reduce delays, improve care for patients and deliver £12.3 million in potential savings.

Since then, CLEAR has provided rapid support and training to the NHS during the COVID-19 pandemic, supporting workforce redesign to manage the surge in critical care, including training for more than 2,500 staff to be redeployed (see published articles in the Journal of the Intensive Care Society: [Rapid ICU remote training for frontline health professionals](#) and [Impact of the ICU Remote Learning Course](#)).

CLEAR continues to support the NHS in restoring and transforming services across six priority areas – mental health, critical care, urgent and emergency care, operating theatres, anticipatory care and ophthalmology, in addition to CLEAR Living Well.

An [evaluation of the programme](#) found that CLEAR is cost-effective, encourages retention and is more likely to deliver results than other complex change programmes.



“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 ⁷

What CLEAR can do for your organisation


Discover innovative solutions

CLEAR provides a systematic approach to transformation and workforce redesign. 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.



Programme participants are guided through four key phases: clinical engagement, data interrogation, innovation and recommendations. Throughout they are encouraged to think outside of the box during a series of interactive workshops using transformation tools 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

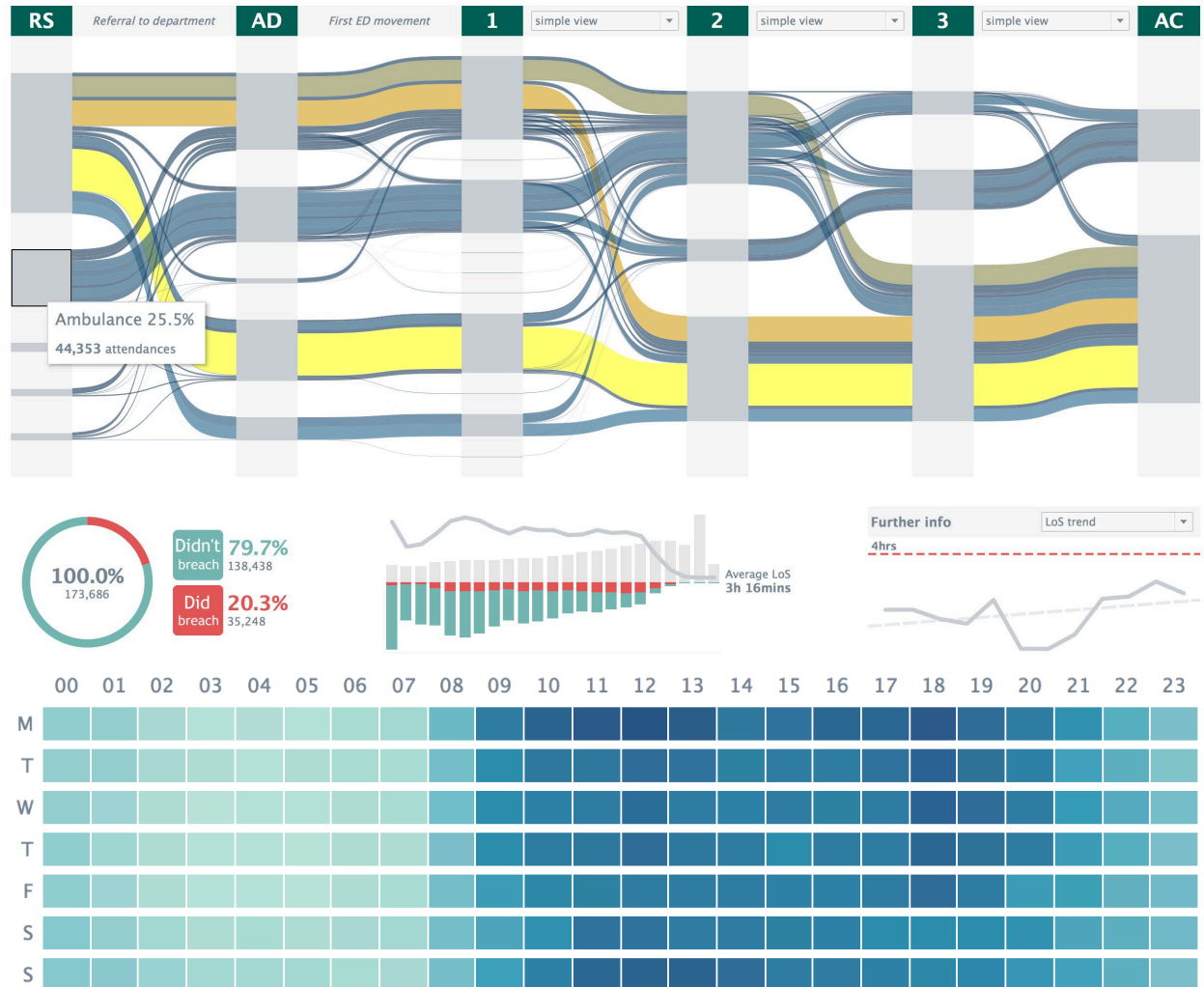
While CLEAR has a standardised methodology, each project is designed for specific local needs and characteristics, and is driven, not by external consultants, but by the clinicians who work within that local service. The process engages a wide range of people, providing strong assurance of outcomes that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

“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

Using data to provide fresh insights

Our suite of analytical and visualisation tools empower clinicians to map current service and care delivery and gain insights to identify improvements. They enable detailed analysis of patient pathways and workforce data providing a fresh understanding of activity and how to improve care and performance.



Examples of patient pathway insights provided through dashboards

Invest in people

Multidisciplinary working is at the heart of the CLEAR – the programme recruits participants of all disciplines and trains them to redesign services and workforce. 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. CLEAR is an opportunity for clinicians to develop a portfolio career and for organisations to build capability and local capacity for service improvement and 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 needs. As participants gain transformation experience, they can progress through the programme. From associates to fellows and practitioners, progression is gained through structured levels of increasingly complex transformation work, with targeted training aligned to each level. Taking part in a CLEAR programme contributes to a portfolio career and provides the tools and techniques to apply learning to future transformation projects.

All CLEAR education materials have been developed by clinicians and education specialists. Participants are supported throughout with a strong emphasis on ensuring a positive learning experience.

The CLEAR Living Well programme will be delivered 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.

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

How a CLEAR project works



The 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. Full details of the CLEAR methodology can be found in the [BMC Health Service Research publication](#).

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 work with organisations to agree the possibilities, the scope of the project and feasibility. Once decided, the National CLEAR Faculty will assign a project team, including clinicians selected from your organisation.

To enable the project to go ahead, the following will be required:

- Agreement to data sharing and governance
- Support from your IT team or practice managers to help extract the relevant workforce, activity and financial data- this can be done by seconding one of our data team to complete the data extraction depending on the internal capability of the PCN
- Collaboration with your communications (where relevant) and patient participation teams
- Commitment of clinical leadership, Board and executive sponsors.

How CLEAR Living Well will support PCNs to optimise the health of people with LTCs

The context

Approximately 15 million people in England are living with long term conditions (LTCs) and have the greatest healthcare needs of the population (50% of all GP appointments and 70% of all bed days). It is estimated that treatment and care of this cohort absorbs 70% of acute and primary care budgets in England.

Multimorbidity is becoming the norm, obesity rates are increasing and, combined with an ageing population, the number of people at risk of developing cardiovascular disease is growing. Preventative action is urgently needed to deliver personalised interventions which minimise the risk of deterioration and severe illness.

The World Health Organisation identified population-focused, integrated and personalised rehabilitation as a priority for integrated health systems with the following potential benefits:

- improvements in patients' health and well-being
- reduced hospital admissions
- reversal of risk factors and
- increased self-management for long term conditions.

The NHS Long Term Plan made a commitment to provide extra support for prevention and management of disease, however, further work is required to develop data driven solutions to identify the patients that would benefit from early intervention.

The National CLEAR Programme with NHS England is offering support to two PCNs to:

- Identify patients at risk of LTCs and disease progression
- Address the requirements of the Network Directed Enhanced Service (DES) for cardiovascular disease prevention and diagnosis
- Meet the goals of the NHS Long Term Plan in the prevention and management of disease.

Prospective organisations will submit expressions of interest to CLEAR and NHSE.

What is needed from you for a project as part of CLEAR Living Well

The following lists the main requirements for each CLEAR project:

- **Organisation leadership** from your executive or board 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 one day a week to support the project team.

- **Available staff** Up to three clinical associates to join the CLEAR programme on secondment for 2.5 days a week for six months. Associates will receive full training and supervision from the National CLEAR Faculty with support from your organisation.
- **Collaboration** from various parts at your PCN to enable data extraction and analysis.
 - Information Governance support
 - Information Technology support
 - HR and Finance support.
- **A commitment** to support the project with collaboration across your organisation including dedicated administrative and communications support for the project.

Benefits and outputs

The National CLEAR Programme offers organisations expert support to design locally relevant solutions, that create improved outcomes for patients and better experience for staff, aiding retention. CLEAR projects deliver clinically sound, co-developed recommendations, that are operationally possible and financially viable.

Education of staff

The CLEAR education programme comes with support and supervision from experienced CLEAR practitioners in the National CLEAR Faculty.

A self-sustaining community of practice within the NHS

Creating portfolio careers for NHS staff improving recruitment and retention

Improving patient experience, care and outcomes through model of care and workforce redesign



Big data analysis

Bespoke data analytics and visualisations available to all participating organisations and a cohort of clinicians capable of data-driven redesign.

Care and workforce redesign

Clinicians are able to share skills learned for future adoption and spread, linking to a nationwide community of practice as part of the National CLEAR Programme.

Outputs from the live redesign projects include a detailed report which can be used to demonstrate the case for change, calculated costs and projected benefits as well as presentations of key findings for the PCN board and key stakeholders, while building an intrinsic capability within the NHS.

By joining the national CLEAR programme, your PCN will gain:

- Education and training – Up to four trained clinicians (three associates and one clinical sponsor) 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 PCN for the duration of the project
- Nationally approved standards of project assurance and information governance
- Shared information and experiences from similar projects of the same CLEAR cohort taking place across England
- Links to a nationwide community of practice, as part of the National CLEAR Programme.

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Summary

We are inviting PCNs in England to submit an expression of interest to take part in the CLEAR Living Well programme.

This is a competitive process with places limited to two PCNs in England.

The projects are performed concurrently to ensure shared learning and education between projects and across systems. This means that the timelines for network preparation and on-the-ground delivery are fixed to ensure the successful choreography of all project sites together. Please review the timelines outlined below.

A successful expression of interest will require the full commitment and input from:

- Executive sponsor for the project
- Clinical lead for the project
- Network team leads for information governance (IG) and data.

The requirements for each role are outlined later in the document. A successful EOI will need the representatives listed above to have completed relevant agreements, these are found in the corresponding sections in this document.

Dates and timescales

| Dates | Action |
|---------------|---|
| 1 July | Expression of interest application opens, and a series of webinars are offered to provide information and an opportunity for questions. |
| 13 & 21 July | Webinars (please email info@33n.co.uk to confirm your place) |
| 29 July | EOI Closes (deadline for submission) |
| W/c 9 August | Interviews with PCNs to confirm the final two sites |
| W/c 15 August | Sites informed of the interview outcome and project launch of shortlisted networks, the PCNs have approximately four months to complete data sharing agreements, facilitate data extraction, recruit participants and prepare for on-the-ground delivery. |
| W/c 22 August | Provide dates for a planning and engagement meeting for your team. |
| January 2023 | Successful networks which have completed milestones will commence the education, training and project delivery. |
| July 2023 | Completion of projects and consideration of findings. |

What do I need to know about CLEAR?

Role requirements for project success

To ensure the best possible outcome from the programme, participants should be selected from a mix of professional groups e.g., medical, nursing, allied health professionals, etc. CLEAR's experience is that a variety of background generates the most innovative types of service and workforce redesign. Participating PCNs must be committed to providing:

- Executive sponsor
- Clinical sponsor
- Practice manager
- CLEAR participants

Please ensure the relevant colleagues take the time to understand the requirement from project sites ahead of completing an expression of interest for CLEAR Living Well.

| Role | Responsibility | Time |
|---------------------------|---|---|
| Executive sponsor | An executive sponsor for the PCN, this is usually a member of the PCN Executive Board. | 5 hours per week |
| Clinical sponsor | A clinical sponsor to collaborate with each team from the project site. This is usually a senior clinician at a senior GP, matron or a band 7/8 level. | 5 hours per week |
| CLEAR participants | A minimum of 3 CLEAR participants who will be trained to deliver the projects, the person specification for the CLEAR participants is described on page 22. Participants can be from any professional background in the MDT and will need to be released for 2.5 days per week for the duration of the project. These participants will be trained and supported by the existing CLEAR National Faculty. | Part time (2.5 days per week) for 6 months to perform this project. |
| Practice Manager | An identified practice manager of each PCN who will assist with the commitment of signing the IG agreement and systematic problem solving as well as internal communications. The PCN to identify IT/BI leads to enable the appropriate data extraction who understand GDPR / existing information sharing agreements. Data extraction can be completed by secondment of CLEAR data analysts to the PCN in the absence of intrinsic capability. | 1 hour per week |

Network executive sponsor

The executive sponsor for the CLEAR project site has responsibility for ensuring the CLEAR team are welcomed within the PCN and can function within the organisation. Key responsibilities include:

- Ensuring the executive team are aware of the scope and limitations of the CLEAR project.
- Ensuring that key personnel within PCN/ICS finance, human resources, and data team (where relevant) are aware of the expectations of the CLEAR project and are accessible by the programme team so that project outputs can be reviewed and disseminated effectively in line with the strategic priorities of the PCN/ICS.
- Liaise with relevant clinical leadership in the PCN and integrated community teams to agree the scope of the CLEAR project as well as identifying key individuals for engagement.
- Providing a point of escalation for the CLEAR team when operational issues within the host PCN cannot be addressed by the project leads.

Clinical sponsor

The role of the clinical sponsor aligns the CLEAR work with the PCN's strategic priorities. They ensure local engagement for the project and that the right people are informed so that it can achieve a positive impact. The clinical sponsor must be part of the leadership within the clinical area where the project is being carried out. They should have five hours a week to support the work throughout the project's duration.

Key responsibilities include:

- Facilitating IG, data extraction and data transfer from the project site.
- Working with the CLEAR team to outline the key issues and scope of the project, including challenges to addressing this previously.
- Supporting data validation and mapping exercises.
- Explaining local clinical context to the CLEAR team and guidance around foreseeable challenges to new ways of working
- Ensuring the PCN is aware of the scope and limitations of the CLEAR project.
- Identifying key stakeholders for the CLEAR project and ensuring that they are accessible to the CLEAR team.
- Supporting the organisation of focus groups with key stakeholders or other appropriate arena for discussing new ways of working.
- Engaging with the CLEAR participants to support the analysis of the local data and innovation on the key themes.
- Reviewing project recommendations and outputs of interim and final reports.
- Supporting the communication of outputs to key stakeholders.
- Project governance.
- Providing pastoral care for the CLEAR associates.

Information for CLEAR participants

CLEAR offers motivated individuals the opportunity to improve the systems they work in through evidence-based, innovative solutions. By taking part in a CLEAR project, you will be enrolled onto a work-based learning initiative designed to teach you all the skills to perform effective, innovative workforce redesign and new models of care. You will be seconded for approximately 2.5 days a week as a CLEAR associate with the National CLEAR Faculty.

Your learning time is protected, with CLEAR giving you the opportunity to make an impact on health and care at a local and system level. Taking part in CLEAR will contribute to your portfolio career, providing you with new transformation skills and techniques for now and in the future. Throughout the project, we will monitor your personal development and experience to ensure you are getting the most out of the programme.

Further information on the CLEAR Programme is outlined in the next few pages, if you have any other specific questions, please contact us at: info@33n.co.uk

What skills do I need?

It is most important that you bring to the projects your understanding of clinical processes, ways of working and the nuances of these in different areas, departments and systems. Individuals applying need to have a solid IT skills, as much of the learning and work is online using Word, PowerPoint, Excel and Teams and there are new systems you will learn how to use with guidance from the CLEAR Faculty.

Good communication skills are required, including verbal and written, as elements of the work will require hosting interviews and conversations with frontline colleagues as well as important communications to stakeholders and others in your team. Good basic presentation skills are required with regular internal and external presentations of findings throughout your project. Due to the hybrid nature of the programme, with distance learning and work, there is a need for CLEAR associates to be well organised and take initiative.

What skills will I learn?

CLEAR projects provide excellent formal and experiential learning in various key areas for clinical professional development. At entry level to the programme, the training will focus on the basics of the CLEAR methodology and its associated skills. These include, project management, advanced communication skills and stakeholder management, leadership, qualitative and quantitative data analysis, innovation techniques, formal report writing and presentation skills, risk management and team working. All of these areas and more will be essential to develop and use within a CLEAR project. Moreover, a CLEAR project will give you the platform to practice these skills in real settings, including presentations to senior leadership and contributing to national stakeholder briefings.

Information for CLEAR participants

What work will I do?

The work is exciting and varied, no two weeks in a CLEAR project will be the same. CLEAR is divided into four distinct phases.

In phase one, the focus is on qualitative data gathering and analysis. During this phase you will learn about effective communication and lead interviews and meetings, followed by working as a team to code and theme the findings. In phase two, you will investigate the quantitative data of your organisation, through bespoke data visualisation dashboards and analysing these outputs, working as a team to consider how best to examine the data and the insights from it. In phase three, the findings of the first two stages are brought together enabling you in your team to create new models of care and workforce with the help of innovative tools to address the challenges identified. In the final phase, you create your final recommendations and document all your findings in a report and presentation, before presenting it to the executive board at your organisation.

[Take a look at our week-by-week infographic outlining the course content in more detail.](#)

What is the time commitment?

As a key member of the team, you will be allocated to CLEAR work for 19 hours a week. This reflects two and half days, with two full days added to CLEAR and a half day of flexible working time. CLEAR projects ask clinicians to challenge existing ways of thinking while learning and developing new skills and continuing your clinical role, which means the work can be quite intense. We suggest that if you are undertaking any other education programmes or completing examinations that you consider your available time carefully.

What will I get out of a CLEAR project?

At the end of the project, you will have completed the introductory level of the CLEAR programme and gained many of the skills and experiences detailed above. You will have a full data and clinically-led transformation project under your belt and a report to evidence your work for future applications. You will also be given the opportunity to apply for continuation within the CLEAR programme and continue to work as part of the faculty within projects and build a portfolio career.

View of a previous CLEAR participant

Claire Brewster, Frailty Nurse, who took part in a CLEAR Project and now works for the programme's National Faculty, said: "I have learnt many new skills related to CLEAR such as being able to visualise and interpret data and how to apply it to clinical settings to explain the challenges we face. The new skills I have learnt are transferable to my clinical work including the invaluable communication skills and increased knowledge of strategic issues within the NHS."

[Read more about Claire's experience and ongoing work with CLEAR.](#)

CLEAR participants: job description

| Clinical | Essential | Desirable |
|---|-----------|-----------|
| Practicing MDT clinician with valid professional registrations | X | |
| Willing to be participate for a minimum of 6 months | X | |
| Minimum of 4 years recent experience as an NHS clinician | | X |
| No major professional commitments in the next 6 months (e.g. postgraduate examinations) | | X |
| Previous experience of QI or transformation work | | X |
| Data | | |
| Strong interest in data | X | |
| Proficient in excel or willing to learn | X | |
| Interest in new technologies or willing to learn | X | |
| Communication skills | | |
| Excellent verbal and written communication skills | X | |
| Experience of engaging a variety of stakeholders | | X |
| Able to adapt and effectively use new communication methods including virtual platforms to develop productive and collaborative working. | X | |
| Education | | |
| Strong interest in education | X | |
| Experience in clinical teaching and/or working with or within clinical education teams | X | |
| Post graduate qualification in education or previous substantive post in a clinical or academic education role | | X |
| Interest in new and innovative methods, or willing to learn | X | |
| Has been active in novel education design and provision and or creation of new education initiatives | | X |
| Personal attributes | | |
| Patient-centred thinking with a commitment to high quality of care outcomes | X | |
| Resilience under pressure to deliver high quality work to deadline, using effective task and time management skills | X | |
| Self-motivated and proactively seeks out learning opportunities and able to utilise online learning resources | X | |
| Effective team-working through acting as a team-player by driving toward a common goal, showing respect and support for colleagues and assuming accountability for work and actions appropriately | X | |
| Preference for collaborative approach to working with others | X | |
| Adaptability to a variety of situations and environments | X | |
| Engages effectively with others as a situation requires, and applies knowledge learnt in one field to novel environments | X | |
| Values – commitment to improving NHS from within. | X | |

Practice manager support

CLEAR relies on interrogation and visualisation of data to produce models of care and workforce, therefore, IG data sharing agreements are an essential part of the projects.

CLEAR will need assistance from a PCN practice manager to ensure that all the network managers engage with the information governance process and sign data sharing agreements. They will also be required to organise the data extraction on behalf of the network. More information is outlined below.

Data requirements

CLEAR projects will use data from your organisation that is:

- collected directly from your workforce
- shared from your information assets and systems, including patient administration systems or equivalents.

Individuals contained in the data shared by the organisation are not identified: no names, NHS numbers, dates of birth, unstructured data, or places of residence are shared. However, local unique identifiers are required to map patient journeys: and as such, the data is personal, and individuals are not anonymous.

Due to the extent to which 33n determine the purpose, scope and nature of processing, a controller-to-controller sharing agreement is best. This ensures the participating organisation and 33n can meet their respective data protection responsibilities and that data subjects are able to exercise their individual rights.

33n does not share data that has been shared from organisation's information assets or systems with any other organisation. 33n has completed the NHS Digital DSP Toolkit and is Cyber Essentials Plus certified.

For the programme to be a success in your network, we will require active support from all key governance roles to:

- Review and agree the information governance documentation in line with project timeline

More detail on the CLEAR privacy notices for both patients and the workforce can be found on the [CLEAR website](#).

Other key responsibilities:

- Act as a key contact for the CLEAR team to assist with problem solving during the duration of the project
- Connect the CLEAR team with key stakeholders as required during the project
- Reach out to appropriate third parties to obtain advice regarding data protection legislation and, where appropriate, for the installation of IT software.
- Aid in communicating messages back to internal PCN colleagues.

Project communications

Throughout the CLEAR project, the CLEAR communications team may promote findings, testimonials, and experiences through digital channels as well as promoting to the project sponsors at NHSE. Anything put out publicly or via social media channels will be discussed and agreed with your PCN team. We encourage you to promote this content and for participants to engage in social media during the project to enable wider sharing of their learning and experiences.

We envisage there will be comms activity during the start of the project to keep internal stakeholders informed as well as mid-project initial findings and towards the end of the project. A meeting with one of your team who's responsible for communications and one of the CLEAR communications team will take place before the project gets underway. Timelines will be confirmed once project onboarding has taken place.

Submitting your expression of interest

If you are interested in participating in the CLEAR Living Well programme, please fill out the proforma template attached and send it to info@33n.co.uk.

The deadline for expressions of interest is 29 July 2022.

Timetable

| Date | Activity and what we need from you |
|----------------------------|--|
| 13 (5pm) and 21 (1pm) July | <p>Series of webinars</p> <ul style="list-style-type: none"> • A series of webinars 45 minutes • Q&A session • Describes next steps to enrol in CLEAR • EOI pack dissemination <p>Please register your interest with info@33n.co.uk</p> <p>If you are unable to attend the designated webinar date, please contact us so we can discuss your interest further.</p> |
| 29 July | Deadline for submission of expressions of interest |
| w/c 9 August | Interviews to explore how CLEAR will benefit your PCN |
| w/c 15 August | PCN Living Well selections confirmed |
| w/c 22 August | <p>Project commences</p> <p>Shortlisted PCNs will be onboarded by the CLEAR team to achieve site readiness for CLEAR project.</p> |

If successful, you will be asked to identify three potential dates and times for the CLEAR team to meet and discuss next steps in the week of the 22 August. The objective of this meeting is to initiate local engagement, ensure initial understanding of the CLEAR Programme and introduce the work that is needed next.

Following the initial meeting, a series of subject specific meetings will be organised, particularly in relation to agreeing information governance, writing a scope document, arranging stakeholder interviews, arranging data extraction and visualisation requirements.

Further information

To find out more about the National CLEAR Programme: visit the CLEAR website at clearprogramme.org.uk/

Case studies of previous projects can be found at: clearprogramme.org.uk/case-studies/

“[The value of CLEAR](#)”, formative health economic evaluation findings.

If you have any questions about the above or would like to discuss your specific requirements, please contact a member of the CLEAR team by emailing info@33n.co.uk

Frequently Asked Questions

Frequently asked questions (FAQs)

The CLEAR Programme

How is CLEAR commissioned?

- The CLEAR Living Well programme is commissioned by NHSE.
- Project sites provide backfill for their participants to take part in the CLEAR programme.

What is the selection process for the project sites?

- This CLEAR Living Well programme is open to two PCNs in England. There is a competitive process to ensure that this investment is made into the networks that will engage most effectively with the programme.
- Interested sites are asked to submit an expression of interest (EOI) that requires engagement from key members of their teams. The EOIs are shortlisted and interviews will take place to select the final two sites.
- The onboarding process, which includes the recruitment of participants, data sharing agreements, data extraction and process mapping, is performed over a six month period to ensure that sites are lined up to commence the education programme and on-the-ground delivery together.
- The CLEAR team will be available to help guide your PCN through the process.

How is CLEAR different to Quality Improvement (QI) or research?

- Both QI and CLEAR aim to improve safety, clinical effectiveness and patient experience, however, CLEAR focuses more on optimising systems and workforce than direct clinical interventions.
- CLEAR is an in-depth mixed method workforce redesign programme, that explores service issues and develops data-driven new models of care.
- CLEAR brings together the best of applied research, QI, data analytics, action research and consultancy to develop bespoke solutions grounded in the data.
- Implementation science could support the implementation of CLEAR findings.

What is the impact of the CLEAR programme?

- To read more about the impact of the CLEAR programme to date, visit: [“The value of CLEAR – A formative health economic evaluation”](#)

Where can I find out more information about the CLEAR programme?

- Further information is available on our website: clearprogramme.org.uk

Frequently asked questions (FAQs)

Implications for selected sites

What does my organisation have to commit?

- For these projects to be a success, your PCN will need to commit time, support and leadership. This will include proactively supporting the set-up of the project through facilitating data sharing agreements, data extraction and project coping, and identifying the right people to invest in as part of the project team.
- Building the capability within your organisation to perform this type of work is a positive investment for the future.

Is there a cost implication for the successful sites?

- Local project sites provide the backfill for their participants to take part in the CLEAR programme. This will include:
 - 5 hours per week for the Clinical Sponsor (x1)
 - 19 hours per week (approx. 2.5 days per week) for the CLEAR participants (x3)
- For a duration of 6 months.

Can there be more/less participants on a project?

- The project requires up to three CLEAR associates and one clinical sponsor for the duration. The programme involves intense education alongside a high-paced workforce redesign project which involves extensive engagement with frontline clinicians. Our experience of performing these projects has shown that the above structure provides the most effective and efficient approach, while providing resilience if required.
- The investment in individuals and the team will set up a strong foundation for further work in other areas at your organisation. It is important that the participants have dedicated time to undertake the education and perform this work as the quality of the outputs are closely correlated with these factors.

Do CLEAR participants have to be clinicians?

Clinical leadership is a fundamental tenant of these projects, giving the space and time for clinicians to combine their experience with a data-driven approach to system redesign. It is important that this clinical experience remains at the heart of the CLEAR team at your project site.

Can CLEAR participants be committed for less than 19 hours per week each?

- Undertaking the CLEAR programme involves significant post-graduate education whilst also putting that education into practice via a live project. This commitment requires an investment of time and effort that will be well rewarded by the personal development and project outcomes.
- We want to provide the environment in which individuals can thrive and so require that each participant has this time ringfenced.

Frequently asked questions (FAQs)

About the CLEAR Projects

How does CLEAR comply with latest IG legislation and GDPR?

- 33n are data controllers for CLEAR projects and have completed the NHS Digital DSP Toolkit assessment and are Cyber Essentials Plus certified.
- We have a dedicated information governance team that perform, and share with the participating organisation, data processing impact assessments that document the purpose, scope and nature of processing and give due consideration to compliance with data protection legislation and protecting individuals' rights and freedoms.
- The [CLEAR website contains privacy notices](#) for both patients, that may be included in the data shared by participating organisations, and for members of the participating organisation's workforce. These staff may be participating in interviews or workshops designed to gather complementary data used to help contextualise and validate insights from data shared from trust's information assets and systems.
- We take a collaborative approach to information governance to ensure that local concerns, risks or constraints are accurately reflected in our data sharing documents and in our processing of the data.

What data does CLEAR require to perform these projects?

- We consider the data to perform these projects to be a) qualitative – referring to rich experiential data gathered through techniques such as interviews and focus groups with members of the workforce and b) quantitative – referring to the numerical data that describes patient and workforce activity.
- The quantitative patient activity data is de-identified to understand the requirement for care and high-level workforce data to understand the current workforce available.
- The projects require three to five consecutive years of data to understand how trends have changed over time.

How are CLEAR insights and findings shared with interested parties?

- Progress on the CLEAR Living Well projects will be shared with the sponsors of the programme, NHSE.
- CLEAR projects require the involvement of frontline staff throughout. Findings related to the project will be presented to teams involved and the PCN and relevant system board.
- Stakeholders based outside the PCN will only have insights and findings shared after permission has been granted by the executive sponsor.
- Findings from the projects will be shared with the CLEAR Living Well Steering Group, NHSE (the programme sponsor), and published on the CLEAR website.

Frequently asked questions (FAQs)

About the CLEAR Projects

What are the outputs of a CLEAR project?

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

The CLEAR projects are diagnostic in that the project combines an in-depth analysis of the data (both qualitative and quantitative) led by your organisation's clinicians (known as CLEAR associates). The experienced CLEAR Faculty then work with the associates to innovate and refine proposed recommendations for change that are financially and operationally viable. These recommendations will include proposed new models of care and workforce and the impact of these.

clearprogramme.org.uk

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