

Case for Direct Award to Swanwick Morris LLP

Health Education England [HEE] believe that Swanwick Morris LLP is the only organisation capable of providing support such as to meet specific requirements of the HEE Enhancing Generalist Skills programme – individually and jointly. The Swanwick Morris Partnership is the only supplier with the requisite expertise and experience to assist HEE in fulfilling Mandate deliverables and actions of UK government policy including the Long-Term Plan, People Plan and recommendations from the Future Doctor Report. Specifically:

- More Doctors with generalist skills are a central aspiration of the NHS Long Term Plan and People Plan and are defined by the Medical School Council as:
- *'doctors who are prepared to deal with any problem presented to them, unrestricted by particular body systems, and including problems with psychological and social causes as well as physical causes. They take a holistic approach, mindful of the context of the local community. Medical generalism is therefore distinct from specialist care restricted to a particular body system or subset of medical practice, or restricted by virtue of having access to, or involvement in, providing particular types of interventions in particular settings'* (Medical Schools Council)¹
- The need for a greater proportion of doctors to have generalist skills was identified as a key priority in HEE's recent [Future Doctor Programme](#) and made even more pertinent through learning from the COVID-19 pandemic. The COVID-19 pandemic highlighted how crucial generalist skills are in enabling doctors to work effectively in and across different specialties to meet patient need. Developing generalist skills augments and potentiates specialist learning and ensures that doctors are confident at managing complex care throughout their careers. Doctors with generalist skills are adept at working across organisational boundaries and bridge community, primary and secondary healthcare settings.
- This period has also been marked by increasing concerns about the working lives, quality of training and wellbeing of doctors in training. Trainees report feeling a lack of belonging and community in their workplaces, which diminishes wellbeing and productivity.⁶ This is exacerbated by difficulties forming meaningful relationships with supervisors and mentors, high workloads and rota gaps. Many trainees wish to influence change and seek greater empowerment. They also seek a better work-life balance, more flexible training and more support for portfolio careers.
- In the context of COVID-19, HEE has had opportunity to realise the potential of system wide collaborations and rapid health responsiveness to deliver positive medical education reform.
- As part of this and since the publication of the Future Doctor report in 2020, considerable work has been undertaken to develop and operationalise the framework of recommendations provided by the report, HEE's Medical Education Reform Programme (MERP) is nationally co-ordinating and working with regional trailblazers to deliver a multi-year programme focussed on embedding generalist skills within the medical workforce in training.

¹ <https://www.medicalvirtues.co.uk/defining-medical-generalism>

- The proposal is for a generalist offer to be provided through several 'generalist schools' which will focus on providing broader training options aligned to local health priorities underpinned by a common, nationally commissioned syllabus and educational infrastructure.
- The syllabus content will be delivered through a spiral approach via longitudinal learning. Educational content will be commissioned and delivered nationally (with local modelling) to offer national currency and transferability.
- Syllabus content will be commissioned and curated, and at this stage via a core educational offer and infrastructure which will be identified as being components that are identified across multiple trail blazers.

HEE believes that it is highly unlikely for any other supplier to be able to provide the following skills/tools provided by Swanwick Morris as a current supplier for the following reasons:

- [The Swanwick Morris Partnership](#), established in 2020 and based in England, is a limited liability partnership offering a unique portfolio of services to the health and care sector supporting organisations in their approach to professional learning and development.
- Swanwick Morris is an independent, clinically-led organisation, that drives forward the development of healthcare professionals as educators, leaders and researchers. Its partners have a well-established track record and an international reputation for excellence.
- The Partnership offers a unique blend of professorial level experience in the education of health professionals and postgraduate education delivery in the healthcare setting. This breadth and depth of expertise is exceptionally rare.
- The Partners' work has included the design and delivery of professional learning interventions in clinical and academic environments, strategic approaches to learning and development, and the analysis and evaluation of education, training and professional development activity.
- Swanwick Morris has authored the educational infrastructure framework for the Programme, which will underpin the future development of the syllabus, and on which this ongoing work is being built. Their in-depth knowledge of the intended educational outcomes of the Programme, and their complex inter-relationship is unique.
- Swanwick Morris has also worked with HEE to co-design a faculty development strategy for the Programme and have previously led regional and national faculty development initiatives in healthcare.
- Swanwick Morris has also provided HEE with initial thinking on an evaluation strategy to underpin the programme's development.

The duration of the direct award is 1 year so as to:

- Provide the Enhancing Generalist skills programme with continuity and sustainability through and across NHS financial years.
- Develop detailed module guides including syllabic content and provide examples of suggested activities to support learning and make recommendations for learning units.
- Provide educational consultancy to regional trailblazer pilots which will comprise of providing educational input into the design of local programme and initiatives enable meaningful use of educational framework to underpin local programme provide educational expertise to support approaches to faculty development support orientation to, and engagement with, evaluation programme.
- Further refine and develop the draft educational framework which has been exclusively developed by Swanwick Morris, building on feedback from local pilots, the evaluation process and the development of module guides, further refine the draft educational framework.
- Contribute to the implementation of faculty development strategy which will include support development of local approaches to faculty development and designing and participating in national programmes for champions and training leads.
- Exploring options for recording and recognising learning which will include exploring options for recording learning, developing a basis for portfolio-based learning, exploring in partnership with Colleges and GMC, future options for development for including interface with ARCPs, credentialling and embedding in curricula.
- Achieve greater efficiency in HEE programme management by reducing delays in project implementation and delivery. This efficiency is achieved by having one procurement exercise and therefore reduces procurement timelines and associated costs. Maintaining continuity of provider across multiple programme strands will also help create cohesion and reduce scope for programme drift.
- Improve NHS capability to rapidly respond to changing workforce need, due to changing workforce aspirations, workforce shortages and sudden environmental changes such as COVID-19 and future UK government mandate and policy.

In the event that Swanwick Morris are unable to provide dedicated services, there will be a detrimental impact on HEE service delivery for a number of reasons:

- Significant delay to the delivery of projects where Swanwick Morris is the only supplier, due to their positioning within the community and expertise. This will include the delivery of Educational Infrastructure for the programme and the ongoing support of the regional trailblazers. This will result in the loss of important information and a vital aspect of the programme which could contribute to improving both education and training and quality of care now and in the future.
- Loss of expertise is the sole supplier of the initial draft of the educational infrastructure.

- Stakeholder engagement will be adversely impacted if HEE are unable to utilise the contacts and subject matter experts facilitated by Swanwick Morris.

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