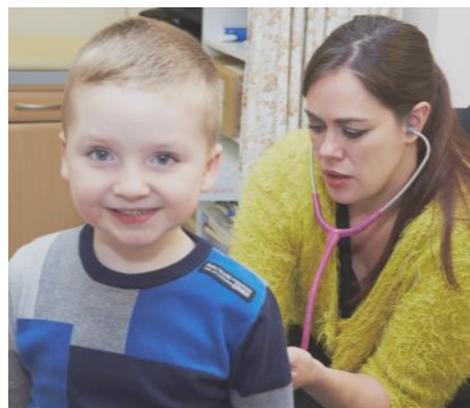


Delivery of Advanced Clinical Specialist pathways within the North of England

Invitation to Tender



Developing people
for health and
healthcare

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Section 1: Tender Summary

1. About Health Education England

- 1.1 Health Education England (HEE) exists for one reason only: to support the delivery of excellent healthcare and health improvement to the patients and public of England by ensuring that the workforce of today and tomorrow has the right numbers, skills, values and behaviours, at the right time and in the right place.
- 1.2 Originally established as a Special Health Authority in 2012, we are now a Non-Departmental Public Body (NDPB), as of 1 April 2015, under the provisions of the Care Act 2014.
- 1.3 We believe that the most important resource the NHS has is its people. Without a skilled workforce there is no NHS. More than 160,000 students are at this moment studying to be part of our future workforce. That includes doctors, nurses, midwives, paramedics, physiotherapists and many more roles - in fact there are over 300 different types of jobs performed by more than one million people in the NHS.
- 1.4 Our vision is to provide the right workforce, with the right skills and values, in the right place at the right time to better meet the needs and wants of patients - now and in the future.

2. Rationale for Procurement

- 2.1 HEE, at a national level, is leading an Invitation to Tender for the delivery of Advance Clinical Practitioner (ACP) programmes via an apprenticeship route.
- 2.2 While HEE will, as far as possible, be encouraging this as a preferred route for supporting the development ACPs, HEE also recognise the requirement of the availability of ACP specialist pathways across the North of England in order to:
 - Support the provision of specific specialist pathways
 - Meet anticipated workforce priorities
 - Ensure critical mass of potential ACP's to work within specific geographical areas for the delivery of health care services
- 2.3 Accordingly, HEE is inviting expressions of interest from relevant education providers to provide specialist clinical pathways for ACPs.
- 2.4 The specialist pathways required, and further information about the requirements, are detailed in the attached service specification (Appendix 1).
- 2.5 HEE is also inviting expressions of interest from relevant education providers to provide a general, non-specialist, pathway predicated on the commitment that the organisation will be working towards delivery under the Apprenticeship standards.

3. Tender Timeline

Milestone	Date
ITT issued	Friday 15th March 2019
Bidder question & clarification period closes	Friday 29nd March 2019
ITT Submission deadline	Friday 19th April 2019
ITT evaluation	TBC (April/May 2019)
Identify Preferred Bidder(s)	TBC (April/May 2019)
Contract sign and mobilisation	TBC (May/June 2019)
Start Date of Service 'Go Live'	TBC (September 2019)

Section 2: Tender Evaluation and Award Criteria

4. Tender Assessment

- 4.1 Applications will be scored according to the evaluation criteria set out in the Tender Response Document and assessed against the weighting criteria as set out below.
- 4.2 HEE will establish a panel to review all submissions against the service specification and evaluation criteria. HEE will evaluate all tenders without prejudice or bias towards any one bidder that fulfils the conditions and requirements of this Invitation to Tender. The panel may consist of representatives from:
 - Health Education England
 - Employer Representatives
 - Other relevant parties
- 4.3 The panel will recommend to HEE their preferred bidder(s) who give the best overall compliance with the specification. The preferred bidder(s) may not necessarily have submitted the lowest price.
- 4.4 Following tender evaluation, HEE may invite the top scoring bidders to a presentation and clarification session. Full details will be published to the top scoring companies following the tender evaluation.
- 4.5 This will not be scored separately but will be used to clarify and verify information submitted with the Tender Response Document. It is possible therefore, that scores may go up or down depending on the outcome of this session.
- 4.6 Although HEE may request formal clarification meetings or supplier presentations, HEE reserves the right to award the contract based on evaluation of the initial tenders, without the need to conduct any presentation/clarification sessions.
- 4.7 Prior to awarding the contract, HEE may choose to conduct a brief period of Due Diligences once a preferred bidder(s) has been identified.
- 4.8 HEE will negotiate the detailed terms of the contract and pricing with the preferred bidder(s) prior to any award of contract being ratified by HEE.
- 4.9 HEE is not bound to accept any quotation and may at any time and at its entire discretion terminate this procurement any time without making any contract award. Unless the submission stipulates to the contrary, the Authority may choose to accept any part of a tender.

5. Criteria and Weightings

Criteria	Weighting
Company Information	For Information only
Mandatory Requirements	Pass/Fail
Financial Information	30%
Ability to meet local demand with regards to delivery	20%
Quality, Deliverables and Added Value Criteria	50%
Total	100%

Section 3: Terms and Conditions

6. Instructions to Tender

- 6.1 Bidders are invited to submit bids based on the details provided within this Invitation to Tender and its associated appendices.
- 6.2 HEE may, at its absolute discretion, amend the service specification document (Appendix 1). Under such circumstances, HEE will notify all relevant parties and consideration will be given to extending any deadlines if appropriate.
- 6.3 The closing time/date for receipt of tenders is clearly noted within and on the portal, and you are recommended to upload all documents and submit your tender submission in sufficient time for it to reach the server prior to the closing time/date stated. The server automatically time/date stamps all tender submissions.
- 6.4 Tenders received after the above date and time may not be considered.
- 6.5 HEE will not be liable for any difficulties encountered uploading documents and the closing date and time will be strictly adhered to.
- 6.6 Ideally, where possible, all supporting documents should be embedded into the tender document, at the relevant question/section, rather than being attached as a separate document(s). This will benefit bidders by reducing the time to upload their submission, and it also greatly assists the Evaluation Team in identifying the response to each specific area.
- 6.7 If Bidders have any questions about the Invitation to Tender, such questions should be submitted to HEE using the 'Messages' facility within the opportunity advertised on the portal. A copy of the question and a copy of the written reply may be circulated to all bidders, with anonymity of the bidder preserved where requested.
- 6.8 Bidders must not raise questions through any other channels, including emails direct to HEE staff or to the Procurement team. No questions will be responded to, other than those raised through the portal as described above.
- 6.9 It is critical that the documents are read carefully prior to completion. Any questions which are received after [Friday 8th March 2019] may not be considered.
- 6.10 Bidders are advised to consider the Invitation to Tender in detail to satisfy themselves as to the nature and extent of HEE requirements. Bidders are responsible for ensuring that they are fully familiar with the nature and extent of the requirements described in the Invitation to Tender and shall obtain for themselves at their own expense all information necessary for the preparation of their tenders.
- 6.11 Bidders should note that notwithstanding the invitation to submit a tender HEE makes no representations regarding bidders' financial ability, technical competence or ability in any way to fulfil the requirement.
- 6.12 The Invitation to Tender must be treated as private and confidential. Bidders must not disclose the fact that they have been invited to tender or release details of the Invitation to Tender other than on an 'in confidence' basis to those who have a legitimate need to know or with whom Bidders need to consult for the purpose of preparing the tender. The Invitation to Tender shall remain the property and copyright of HEE.

- 6.13 Any prospective bidder who directly or indirectly attempts to canvass employees of HEE or their professional advisers to gain unfair favour concerning the award of the contract will be immediately disqualified from the process.
- 6.14 HEE shall not be held liable for any costs, expenses and charges relating to or arising from the preparation of the tender including without limitation, the preparation of the documentation, attendance at meetings, attendance at presentations and inspection of premises.
- 6.15 The tender must be submitted strictly in accordance with the Invitation to Tender. The tender must not be conditional or be accompanied by statements that could be construed as rendering it equivocal and/or placed on a different footing from any other Bidders. Only tenders submitted strictly in accordance with these instructions will be accepted for consideration.
- 6.16 Bidders **MUST NOT CHANGE THE FORMAT** of the tender document and shall complete their submission without modifying the forms, questions or format of the questions. Non-compliance with this requirement may lead to rejection of the bidder from the tender process. Any unauthorised amendment, qualification or deletion of, or addition to, the Invitation to Tender issued by HEE may invalidate the tender.
- 6.17 A tender submitted in accordance with this Invitation to Tender will be deemed to remain open for acceptance or non-acceptance by HEE for a period of 90 DAYS from the closing date stipulated. HEE may accept the tender at any time within this prescribed period, however, shall not be bound to accept the lowest or any tender.
- 6.18 HEE does not bind itself to accept the lowest, or any, tender and shall be at liberty to accept or reject either in part or wholly any tender or modification of such tender and/or abort the tender process at any time prior to award. In such circumstances HEE shall not incur any liability in respect of the tender submitted and will not be obliged to commence evaluation or continue to evaluate tender submissions or be liable for any costs incurred in connection with preparing and/or submitting and/or negotiating a tender. All such costs shall be borne by the bidder themselves.
- 6.19 Where estimated annual/whole-life usage/service levels/volumes are indicated in the Invitation to Tender, such levels are approximate estimates of the annual/whole-life requirements of the proposed Contract. HEE does not guarantee that the usage/service levels/volumes will be restricted to/achieve the amounts stated in the Invitation to Tender. The successful bidder will be expected to honour the actual required usage/service levels at the tendered rates.
- 6.20 HEE may, and hereby reserves the right to, alter the contents but not the intention of the Invitation to Tender prior to the closing date for tender submission. Procurement will forward these amendments, in writing, to all Bidders. No person other than the procurement authorised service officer shall have the authority to vary any part of the Invitation to Tender who shall do so only in writing.
- 6.21 Bidders are deemed to have fully satisfied themselves before submitting their tender as to the accuracy and sufficiency of the rate and prices stated which in the event of the tender being accepted, shall (except insofar as it is otherwise provided) cover all the obligations under the Contract including without limitation, all fees, labour, equipment, and other overhead charges, profit other costs, expenses and disbursements and all general risks, taxation duties, liabilities, obligations and liabilities set out or implied as

necessary to comply with the Contract. No claim against HEE shall be allowed whether in contract or tort or under the Misrepresentation Act 1967 or otherwise on the grounds of any inconsistencies.

- 6.22 Tenders are submitted on the condition that HEE authorised service officer may, after opening the tender, discuss verbally or in writing with the Bidder the details of the documents submitted prior to formal acceptance of a tender by way of clarification (please note that such clarification enquiry does not in any way invite negotiation), without in any way committing HEE to accept such tender.
- 6.23 Variant tenders will not be accepted.
- 6.24 Submissions must be complete in all respects, with any appended and permitted supplementary material fully referenced to the relevant question within the Invitation to Tender.
- 6.25 Submissions must be made in English, in black script.
- 6.26 The completed tender must be signed by the bidder and submitted in the manner and by the date and time stated, together with all supporting documents as required by the Invitation to Tender. All documents requiring a signature must be signed:
- i. Where the tender individual, by that individual
 - ii. Where the bidder is a partnership, by two (2) duly authorised partners
 - iii. Where the bidder is a company, by either two (2) directors or a director and the Company Secretary such persons being duly authorised for such purpose
- 6.27 The successful bidder will be required to execute a formal agreement prepared by HEE, which will include or refer to all relevant documents or information in the Invitation to Tender as forming the Contract. No work should be undertaken in respect of the delivery of the Supplies, Service or Works procured until the formal agreement has been signed or sealed by both the successful bidder and HEE.
- 6.28 HEE may request post tender clarifications.
- 6.29 All requested documents must be completed and returned. HE reserves the right to reject as ineligible any incomplete submissions or submissions which are guilty of misrepresentation in supplying any information requested.
- 6.30 Tender submissions must be returned in the format requested. HE reserves the right to disqualify a tender if it has not been submitted in the format requested.
- 6.31 In the event of any conflict arising between any of the provisions of the Invitation to Tender as issued by HEE and those submitted by the bidder, the Invitation to Tender as issued by HEE shall take precedence.
- 6.32 The following details the documents to completed and returned, and in the most appropriate format:
- i. Tender Response Document – Uploaded as Excel document
- 6.33 This document has been prepared for information purposes only and does not constitute the basis of a contract. Whilst this document has been produced in good faith neither HEE nor their professional advisers accept any responsibility for the information contained in it or for any omission or interpretation and shall not be liable for any loss or damage arising as the result of reliance on this document.

7. Confidentiality

- 7.1 The recipient indicates by accepting this, and associated, documents their agreement to comply with the following:
- i. That they shall keep permanently confidential the information contained herein or sent herewith or made available about further enquiries (in accordance with the Freedom of Information Act 2000)
 - ii. That they shall not divulge or communicate to any personal (other than those whose province it is to know the same or with the permission of the HEE or where a joint response with another Education Provider is requested) any such information
 - iii. That they shall ensure that their employees, agents and sub-contractors comply with the same principles

8. Freedom of Information

- 8.1 Information that that is supplied to bidders as part of the procurement exercise is supplied in good faith. However, Bidders must satisfy themselves as to the accuracy of such information and no responsibility is accepted for any loss or damage of whatever kind or howsoever caused arising from the use by the Bidders of such information, unless such information has been supplied fraudulently by Health Education England.
- 8.2 All information supplied to Bidders by Health Education England in connection with this procurement exercise shall be regarded as confidential. By submitting an offer, the offeror agrees to be bound by the obligation to preserve the confidentiality of all such information.
- 8.3 This invitation and its accompanying documents shall remain the property of Health Education England and must be returned on demand.
- 8.4 The Freedom of Information Act 2000 (FOIA) applies to Health Education England.
- 8.5 Bidders should be aware of the Health Education England obligations and responsibilities under the FOIA to disclose, on request, recorded information held by Health Education England. Information provided by Bidders in connection with this procurement exercise, or with any Contract that may be awarded as a result of this exercise, may therefore have to be disclosed by Health Education England in response to such a request, unless Health Education England decides that one of the statutory exemptions under the FOIA applies. The Health Education England may also include certain information in the publication scheme which it maintains under the FOIA.
- 8.6 In certain circumstances, and in accordance with the Code of Practice issued under section 45 of the FOIA or the Environmental Information Regulations 2004, Health Education England may consider it appropriate to ask Bidders for their views as to the release of any information before a decision on how to respond to a request is made. In dealing with requests for information under the FOIA, Health Education England must comply with a strict timetable and Health Education England would, therefore, expect a timely response to any such consultation within five working days.
- 8.7 If Bidders provide any information to Health Education England in connection with this procurement exercise, or with any Contract that may be awarded as a result of this

exercise, which is confidential in nature and which a Bidder wishes to be held in confidence, then Bidders must clearly identify in their Tender documentation the information to which Bidders consider a duty of confidentiality applies. Bidders must give a clear indication which material is to be considered confidential and why you consider it to be so, along with the time period for which it will remain confidential in nature. The use of blanket protective markings such as “commercial in confidence” will no longer be appropriate. In addition, marking any material as “confidential” or equivalent should not be taken to mean that Health Education England accepts any duty of confidentiality by virtue of such marking. Please note that even where a Bidder has indicated that information is confidential, Health Education England may be required to disclose it under the FOIA if a request is received.

- 8.8 Health Education England cannot accept that trivial information or information which by its very nature cannot be regarded as confidential should be subject to any obligation of confidence.
- 8.9 In certain circumstances where information has not been provided in confidence, Health Education England may still wish to consult with Bidders about the application of any other exemption such as that relating to disclosure that will prejudice the commercial interests of any party.
- 8.10 The decision as to which information will be disclosed is reserved to Health Education England, notwithstanding any consultation with you.

Appendix 1: Service Specification for Advanced Clinical Specialist pathways

1. Background

- 1.1 Health Education England, working across the North of England (HEE), has invested significantly in the development of Advanced Clinical Practice (ACP) as part of local workforce development and transformation, with approximately 750 ACP places being commissioned in 2018-2019.
- 1.2 Health Education England, in partnership with NHS Improvement and NHS England, has developed a National Framework for Multi-Professional Advanced Clinical Practice, which includes a national definition and standards to underpin the multi-professional advanced level of practice (Appendix 2).
- 1.3 This framework identifies that advanced clinical practice is delivered by experienced, registered health and care practitioners. It is a level of practice characterised by a high degree of autonomy and complex decision making. This is underpinned by a master's level award or equivalent that encompasses the four pillars of clinical practice, leadership and management, education, and research, with a demonstration of core capabilities and area specific clinical competence.
- 1.4 Advanced clinical practice embodies the ability to manage clinical care in partnership with individuals, families and carers. It includes the analysis and synthesis of complex problems across a range of settings, enabling innovative solutions to enhance people's experience and improve outcomes.
- 1.5 The clarity provided through the framework on the definition of ACP, and the core elements that need to be achieved and demonstrated by designated ACPs, has been warmly welcomed.
- 1.6 The publication of the Framework for Multi-Professional Advanced Clinical Practice now provides an opportunity for HEE to ensure that the commissioning of and delivery of any ACP programme being supported by HEE is consistent with the expected outcomes of the framework.
- 1.7 HEE, working across the North, have had variation in how its ACP provision has been commissioned previously, with variations in programme structure and price. Consequently, there is therefore a need for ensuring that any future ACP programmes commissioned by HEE:
 - Are consistent with the core capability requirements of the Framework for Multi-Professional Advanced Clinical Practice
 - Help assess market provision
 - Have more consistent and harmonised contracting arrangements in place for any new ACP education provision being sought and provided
 - Support innovation in ACP education

2. Core Requirements

- 2.1 HEE, at a national level, is leading an Invitation to Tender for the delivery of Advance Clinical Practitioner (ACP) programmes via an apprenticeship route.
- 2.2 While HEE will, as far as possible, be encouraging this as a preferred route for supporting the development ACPs, HEE also recognise the requirement of the availability of ACP specialist pathways across the North of England in order to:
- Support the provision of specific specialist pathways
 - Meet anticipated workforce priorities
 - Ensure critical mass of potential ACP's to work within specific geographical areas for the delivery of health care services
- 2.3 In order to ensure the above, HEE will continue to provide additional investment to commission pathway specific ACP programmes and provide training grants to enable employers to release staff to undertake such provision.
- 2.4 Accordingly, HEE is inviting expressions of interest from relevant education providers to provide specialist clinical pathways for ACPs.
- 2.5 The specialist pathways required, in addition to a general ACP pathway, are in the following areas:
- Cancer Care
 - Child Health
 - Critical Care
 - Emergency and Urgent Care
 - Maternity
 - Mental Health
 - Neonatal Care
 - Primary Care
 - Radiography Imaging and Reporting
- 2.6 HEE is also inviting expressions of interest from relevant education providers to provide a general, non-specialist, pathway predicated on the commitment that the organisation will be working towards delivery under the Apprenticeship standards.
- 2.7 HEE has not set an overarching curriculum but expects the provision to be fully consistent in meeting the core capabilities and expectations set out in the Multi-Professional Advanced Clinical Practice framework and any other specific established standards related to the delivery of clinical services.
- 2.8 The initial contract volume delivery will be funded for programmes that commence from September 2019 until 31 March 2020, and thereafter commissioning intentions and volumes will be reviewed and allocated on an annual basis for up to three years.
- 2.9 Confirmation of any commissioning allocation will be determined by HEE's mandate and commissioning function, and subject to affordability within the available HEE budget

allocation for ACP workforce development. We anticipate that this will be determined on an annual business planning basis.

- 2.10 HEE will, through its Sustainable Transformation Partnership (STP) facing teams, conduct a demand led process working with stakeholders across all health care settings to identify and consider where development of the workforce through ACP roles and commissioning can best meet the needs and priorities of local healthcare services. This demand process will be progressed within the context of the principles as set out in Appendix 3.
- 2.11 It is expected that employers receiving support from HEE in supporting ACP development will ensure their responsibilities as set out in the Multi-professional ACP Framework.
- 2.12 Healthcare employers will be expected to identify potential candidates who they might support to undertake ACP role development in the specialist pathway required.
- 2.13 We would expect that there would be joint recruitment between the successful bidder and employers to ensure that any candidates meet the required academic and professional criteria to enable them to successfully undertake an ACP programme.
- 2.14 HEE will retain the option to review the eligibility criteria of learners selected onto ACP programme, to ensure that selection is directly informed by service priorities.
- 2.15 On successful completion of the ACP programme we would anticipate that all learners will be able to meet the expectations for registration with the Voluntary Directory for Advanced Clinical Practice which is being sponsored by HEE and is currently in development.
- 2.16 The tender is organised into nine lots, with an indicative expectation that cohorts of a minimum of 10 learners can be supported across the geographical footprints as illustrated in **Table 1**. This is to:
 - Allow a spectrum of potential education providers to bid to deliver accessible provision to eligible learners across the North of England
 - Encourage collaboration between employers and the education providers to best maximise the impact of the available education provision
- 2.17 Bidders must have a regional base in HEE's North of England region to be considered for the specialist pathway(s) that they are seeking to deliver.
- 2.18 The bid response should specify the minimum and maximum number of places that they can offer per cohort for the pathways that they are seeking to deliver.
- 2.19 The proposed maximum price available is £42 per credit (inclusive of VAT, where applicable), regardless of format of the provision. Bid responses should highlight their ability to meet this threshold, or otherwise, in the Tender Response Document (note that the price per credit stated will be weighted accordingly on evaluation).
- 2.20 The Level 7 post-registration programme must be delivered by an accredited Higher Education Institution (HEI) or Approved Education Institute (AEI) programmes and demonstrate alignment with the principles of the quality standards set out in HEE's Quality Framework, which can be accessed here:

<https://www.hee.nhs.uk/our-work/planning-commissioning/commissioning-quality>

- 2.21 It is expected that all fees-based ACP programmes supported under this Invitation to Tender will be two full academic years in duration for full time learners, or up to three years for part time learners.
- 2.22 The format of the programme will need to demonstrate flexible, accessible, cost-effective and innovative methods to engage learners whilst reflecting the needs and challenges of providing education to a registered healthcare workforce population who will be involved in the delivery of services and having to balance work-life commitments.
- 2.23 Given the format requirements, it is expected that programmes are developed and delivered through:
- blended learning, with minimal disruption to the delivery of services to the public
 - differentiated assessment to enhance the learning of advanced clinical practice, considering the differences between learners such as:
 - current level of understanding and ability in relation to a topic or skill
 - prior learning experiences
 - learning style and preferences
 - motivation and interests
- 2.24 Given that many ACP's will be expected to undertake non-medical prescribing (NMP) as part of their service delivery, we expect that a NMP module will form a core part of the programme for those learners from professional groups who can gain registration and practice as an NMP.
- 2.25 Bids must demonstrate how their programme can offer flexibility to support those learners that might need to relocate to a different geography within the North of England, given personal and employment circumstances, and which might require the need to transfer from one education provider to another offering a similar specialist pathway to help best maintain continuity of learning.
- 2.26 Bidders must set out how they will enable & support learners who have already undertaken some related education preparation and are meeting some of the core ACP capabilities. This is, as indicated in the ACP Framework, integral to the accreditation or recognition of relevant prior learning or prior experiential learning (APL/APEL) and ensuring health and care professionals' existing qualifications and experiential learning are recognised as appropriate.
- 2.27 Bidders will be expected to have a supportive approach and process whereby they can help guide and support learners to maximise recognition of their prior learning and experience and agree an individual education approach that may be needed for them to be able to fully meet the core capabilities for ACP within the specialist pathway they are undertaking.
- 2.28 HEE would not anticipate that such learners would need to enrol on a full programme.
- 2.29 While it is anticipated that most learners will successfully complete their programme the Bidder needs to indicate how it will recognise and give education award at an appropriate academic level to those learners who successfully complete part(s) of the programme, i.e. post graduate certificate with the title of award being given.

- 2.30 The bid response should specify the title of the programme award that will be given on completion of the programme.

Table 1: Proposed Lots

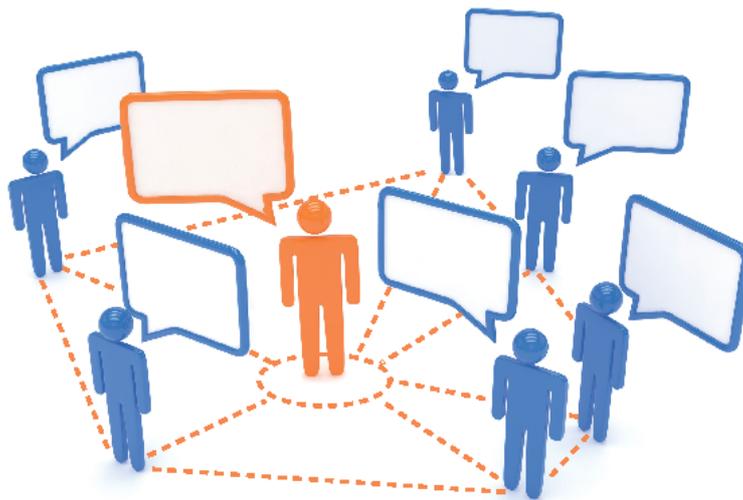
Lots	Pathway	Expected Geographical Coverage
Lot 0	General / non-specialist	North East & Yorkshire, North West
Lot 1	Cancer Care	North East, Yorkshire & Humber, Greater Manchester, Cheshire and Merseyside, Lancashire and South Cumbria
Lot 2	Child Health	North East, Yorkshire & Humber, Greater Manchester, Cheshire and Merseyside, Lancashire and South Cumbria
Lot 3	Critical Care	North East & Yorkshire, North West
Lot 4	Emergency and Urgent Care	North East, Yorkshire & Humber, Greater Manchester, Cheshire and Merseyside, Lancashire and South Cumbria
Lot 5	Maternity	North East & Yorkshire, North West
Lot 6	Mental Health	North East, Yorkshire & Humber, Greater Manchester, Cheshire and Merseyside, Lancashire and South Cumbria
Lot 7	Neonatal Care	North East & Yorkshire, North West
Lot 8	Primary Care	North East, Yorkshire & Humber, Greater Manchester, Cheshire and Merseyside, Lancashire and South Cumbria
Lot 9	Radiography Imaging and Reporting	North East & Yorkshire, North West

Appendix 2: Multi-professional Framework for Advanced Clinical Practice in England

<https://www.hee.nhs.uk/our-work/advanced-clinical-practice/multi-professional-framework>



Multi-professional framework for advanced clinical practice in England



“New solutions are required to deliver healthcare to meet the changing needs of the population. This will need new ways of working, new roles and new behaviours.”

Appendix 3: Advanced Clinical Practice Principles 2019-20

[Advanced Clinical Practice Principles 2019-20 \(V6 March 2019\)](#)

