

North East & North Cumbria Workforce Programme - Update for the Northumberland, Tyne and Wear and North Durham Joint Overview and Health Scrutiny Committee – 25 June 2018

Introduction

This paper follows an earlier update to the Committee in March 2018 and provides information with regards to the current and emergent work of the North East and North Cumbria Workforce Programme.

The programme is establishing as one of the STP / emergent ICS enabling programmes and on 1 June 2018, Lisa Crichton-Jones commenced in post as the Director of Workforce Transformation for the region. She will be working with partners to firmly establish the Programme, incorporating a number of strategic workforce themes of work to help realise the ambition *to deliver seamless and cost effective health and care through innovative partnership working, achieving the 'best' health outcomes for the people of the North East and North Cumbria.*

Executive Summary

This paper provides an overview of the following information.

- Context, opportunity and challenges.
- Work to date
- Priority actions
- Next steps and recommendation

It reminds the Committee of the context, opportunities and challenges relating to the health and social care workforce including recruitment and retention challenges, skills shortages and the need to further improve workforce planning as well as the overall employment experience across health and care pathways.

A regional workforce summit was held in February 2018 with over 100 attendees from across health and social care and a wider range of partners. A number of suggested actions arose from the summit and these are set out within the paper.

A number of priority actions are underway including the creation of a Strategic Workforce Board which will oversee the development and implementation of a regional workforce strategy with emerging themes of work on recruitment and retention, preparing people for change and supporting the workforce, workforce development and innovation, education and training, leadership development, development of the primary care workforce and employment experience.

A Workforce Programme Board will also be established to maintain oversight on all areas of work, reporting progress and risks to the Strategic Workforce Board.

As the approach to this work is finalised and formally agreed, the information set out within this paper may be subject to some change.

A further update on workforce communications will be given in September 2018 and a full programme update in December 2018.

Context, opportunities and challenges

A lot has been written and debated as to the current context in which we all work and the opportunities and challenges faced.

By way of reminder, we know current service delivery models are struggling to meet the demographic challenge of people living longer often with complex co-morbidities, and the increasing demands on the health and care system.

It is also recognised that we are experiencing a multi-factorial workforce crisis, caused by challenges in recruitment, retention, and lack of specialist skills, affordability, and a preference for shorter work time commitments.

Across the North East and North Cumbria partners including Arm's Length bodies (for example Health Education England (North East), Foundation Trusts, CCGs and Local Authorities / social care are already working hard to tackle these issues but much of our current workforce planning could be better coordinated and move from being based around professional silos.

Further, workforce development funding has reduced significantly with central funding allocated non-recurrently and to various agencies, resulting in what can sometimes be an uncoordinated and patchwork approach to investment.

As set out in March, we need to move from the position of innovation and quality improvement being subordinate to a future where there is far less daily firefighting and crisis management. Demand, specialisation, reducing numbers of trainees, staff retirement and the intensity of modern working practice all contribute to complex and often difficult work environments. There is a reliance on expensive locum and agency staff contributing to making the existing configuration of services unsustainable. The workforce is fragmented in silos and divided by organisational and professional boundaries

Social care shares similar challenges and is under significant pressure due to Local Authority budget cuts and we know there is huge untapped potential in the community and voluntary sector – but this too requires investment and development.

We now have an opportunity through our STP / emergent ICS arrangements to develop a coordinated regional workforce strategy, across health and care, to meet these challenges, ensuring that we plan our future workforce on a whole systems basis, allowing for greater innovation and new models of care.

We should also be cognisant of the recent draft national workforce strategy for health and care. 'Facing the facts, shaping the future' and await publication of the final strategy in July 2018, following consultation in the spring time.

Work to date

Whilst the regional Workforce Programme is currently being formally established and more so becomes fully operational, there have been a number of early successes to date and these include;

- A large scale Workforce Summit event, held in February 2018.
- Briefings to Health HR Directors and regional Trade Union colleagues at the North East Social Partnership Forum.
- Beginning to establish links with Directors of Adult and Children's Social Care and Local Authority Heads of HR.
- Scoping the opportunity to build on the many examples of good work, already underway within the region.
- A regular meeting of colleagues from across the system to drive this work forwards; the *Workforce Scoping Group*, whose membership comprises colleagues from health, local authority, CCGs, Health Education England and a regional trade union representative in their role as Joint Chair of the North East Social Partnership Forum.

Workforce Summit event - February 2018

The Workforce Summit was a well-attended event with attendees from CCGs, Health Education England, hospital trusts, public health, NECS, trade unions, NHS Employers, NHS England, primary care organisations, local authorities, NHSI, the voluntary sector, skills for care and the ambulance trust.

The 100+ attendees actively participated in the half day session to make significant contributions to a SWOT analysis, mapping out current challenges and discussing what were referred to as 'wicked issues'. Examples of which included;

- What does the integrated workforce look and feel like – what are we wanting to achieve?
- How to we truly engage with the workforce?
- How do we balance current workforce pressures and long term planning?
- How do we as a region influence national policy to make health and social care the career of choice?
- What will make it different this time?

A number of next steps were suggested and summarised as follows

- Developing a vision for the future workforce
- Developing some principles and priorities to underpin our future ways of working
- Establishing a governance framework
- Establishing baseline data and the 'as is' 'starting point' position
- Establishing links with the Communications and Engagement Work stream, given the importance of ongoing communication and engagement, linked to this work.

Feedback was given to all attendees during early May and this work is being taken forward and integrated into the wider Programme as it gains momentum.

Priority Actions

With the Director of Workforce Transformation now in post the following areas of work are commencing;

Establishment of a Strategic Workforce Board

The current Cumbria and North East Local Workforce Action Board (LWAB) is being reviewed to ensure that the health and care workforce ambitions for North East and Cumbria are shaped and then overseen by a Strategic Workforce Board. This new Board, reporting to the Health Strategy Group, will be chaired by one of the Senior Responsible Officers for Workforce. Members of the new Board will have sufficient seniority to engage with, represent and where possible, make decisions in the best interest of the system.

Whilst terms of reference are yet to be formally agreed, it is envisaged some of the responsibilities of the Board will be to;

- Champion the vision for the future workforce across health and social care, seeking out the best workforce innovation, be that nationally or internationally.
- Champion and influence workforce development and innovation across health and social care at a regional and national level.
- Oversee the development and implementation of a regional workforce strategy for health and care workforce.
- Establish and oversee a number of strategic, regional workforce priorities and delivery programmes to ensure the supply, education, leadership development and innovative ways of working for the future workforce.
- Oversee the provision of advice, guidance and support to the ICS delivery programmes to shape future workforce needs across pathways.

Whilst yet to be formally ratified, a number of strategic themes of work need to be established or realigned into the programme from existing pieces of work; each with clearly assigned lead officers. These areas of work will likely take the form of delivery groups and will report to the Strategic Workforce Board, through a Programme Board, where oversight can be maintained and progress against plan monitored.

Once formalised each delivery group will need to scope their delivery plan and updates on both plans and lead officers will be given at a future committee meeting.

Early thoughts on strategic workforce themes include;

Recruitment and retention;

How do we attract the future workforce to the North East and North Cumbria and once here, how do we retain them?

How do we build on the work of the Find Your Place campaign, (shared with the Committee in March 18).

How do we nurture a vibrant employment environment and promote an employment offer and brand?

How do we work with the unemployed within the region to support them back into employment, supporting the public health agenda?

How might we retain an ageing workforce and create opportunities which meet both their needs and those of health and care pathways?

How do we create greater efficiency across all recruitment processes within health and care, building on the North East NHS regional Streamlining work?

Preparing people for change and supporting the workforce;

How do we ensure the workforce are ready for change? To work across organisational and professional boundaries, in different settings, with different teams and with new skills, maximising use of technology?

How do we support our future workforce to be passionate about prevention? To promote parity of esteem and health and well-being within the early stages of education programmes?

How do we align the workforce programme with the communication and engagement programme, recognising the interdependencies and with a workforce of nearly 200,000 people across health and care, to see our workforce and their families as a significant part of our local population?

Workforce Development and Innovation

How do we seek national and international best practice on workforce development, pushing boundaries and moving away from traditional thinking, traditional education and traditional ways of working?

How do we design new innovative roles that work across pathways and deliver excellent care and support to the local population, whatever their health and care needs?

How do we widen access to roles within health and care, developing career entry opportunities and progression into and across a range of new and existing roles?

Education and Training

Based on the above, how do we design and commission new and innovative education programmes?

How do we build on the work of the Excellence Centre, working with Skills for Care and Skills for Health, to maximise use of the apprenticeship levy, implementing a new apprentice standard for roles where individuals work across health and care?

How do we create greater efficiency through standardising and sharing records across a number of core standard training subjects, building on the North East NHS regional Streamlining work?

Leadership development

How can we work together to design and deliver leadership development programmes for the health and care workforce, working to ensure that their leadership needs are met, increasing personal resilience and readiness for change.

How can we work together on talent management and be influential partners in the developing Northern Regional Talent Boards?

Development of the primary care workforce

How do we build on the work of the Community Education Provider Networks and address the workforce challenges arising from the GP Five Year Forward View. We know the primary care workforce is under increasing pressure with an ageing population and work being transferred from secondary care contributing to an average annual 4-5% increase in workload since 2010, with similar increases anticipated over the next 10-15 years. The current workforce is increasingly mature with ~20% of GPs and ~30% of practice nurses within 5 years of average retirement age.

How do we transform the recruitment of doctors to GP training programmes where levels have been below capacity for the past 4 years – with Cumbria and the North East being the region with the lowest fill rate [75% for each of the past 2 years].

As a consequence there are insufficient numbers of newly qualified GPs to replace those leaving, and there will also be many of the nursing workforce retiring soon.

Employment Experience

How do we collectively work towards the employment experiences, for employees within the health and care sectors in the North East and North Cumbria, being the best it can be with strong employee engagement and low levels of bullying and harassment?

How do we become better employers for those colleagues in protected characteristic groups, notably colleagues from BAME backgrounds?

How do we ensure excellence in work place health and wellbeing, supporting the strategic theme of prevention and improved public health?

Wider Programme Governance and Infrastructure

In addition to the emergent high level strategic workforce themes, the Workforce Programme needs to be able to influence, support and respond to the workforce needs arising from the wider delivery programmes within the region, for example, from the Urgent and Emergency Care network, the Mental Health or Cancer Network programmes.

Work is currently underway to map the 'as is' position with regards to each programme and a Workforce Programme Board, when established, will oversee all of the ongoing work, map themes and interdependencies and determine key programme milestones, objectives and review risks, monitoring delivery against plan.

In addition, the workforce programme will need to take account of any 'place based' approaches to health and care integration and where this may include place based people strategies, establish links and any interdependencies with the wider regional approach. The wider regional approach will continue to support person-centred care and local population health needs.

Workforce Transformation Hub

Consideration is also being given to what a 'Workforce Transformation Hub' for the emerging ICS could look like, building on some of the emerging models elsewhere such as the Workforce Transformation Hub being created for the South Yorkshire shadow ICS. The principle of a Workforce Transformation Hub is to bring together system-wide stakeholders as appropriate, in order to ensure effective use of collective data, intelligence and resources to deliver on agreed local workforce priorities across the ICS footprint. As a coordinated approach, a Hub would have direct links to any Strategic Workforce Board and ICS governance, as well as local links to stakeholders to ensure delivery remains appropriate for the local needs of the population.

Communication and engagement

The importance of communications to the Workforce Programme is not underestimated and alignment of this work to the Communications and Engagement Work Stream is essential. A Communications Director has been aligned to work with the programme and early work will include a full stakeholder analysis, development of an identity / branding for the programme (building on 'Join our Journey') and the design and planning for regular communications, for example, a programme newsletter.

We recognise the early stage of a lot of this work and that further stakeholder links are yet to be made, but give a commitment to develop this work and embed a partnership approach at the heart of the programme.

Next steps

- Strategic Workforce Board to be established by August 2018.
- Workforce Programme Board to be established by August 2018.
- Initial workforce delivery work streams and lead officers to be agreed by September 2018.
- Draft regional workforce strategy (high level) to be drafted by October 2018.
- Each workforce delivery work stream to develop high level objectives by October 2018.
- Further updates to be given to the Committee;

- Workforce communications in September 2018.
- Workforce Programme update in December 2018.

Recommendation

The Committee is asked to receive this update report for information, advise of any further information required and note the further scheduled updates in September and December 2018.

Lisa Crichton-Jones

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June 2018

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