

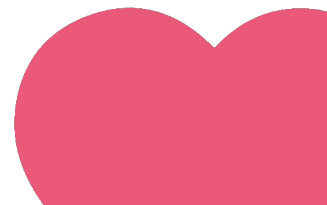


# The North East and North Cumbria People and Culture Plan

---

January 2024

#Beingthebestatgettingbetter



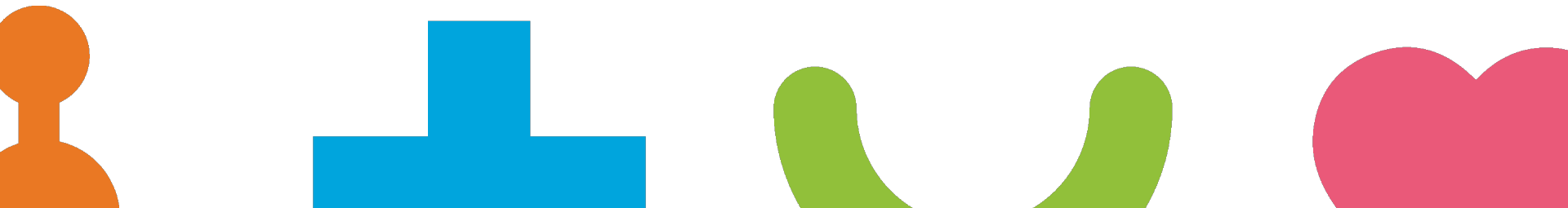


# Introduction

The NENC People and Culture Plan is being developed at a critical time for health and care, as significant workforce challenges pose a consequential risk to improving provision. Key challenges include recruitment, retention, absenteeism, wellbeing, bullying, harassment, and discrimination.

The plan aims to outline a shared vision towards a 'one workforce' model, focusing on greater integration and recognizing the role of culture in developing people. It acknowledges the importance of employment standards to enhance health and wellbeing, addressing health inequity and inequalities.

The strategy requires commitment and collaboration from all partners, with system delivery led by the NHS NENC People and Culture Directorate, working with system partners, trade unions, and delivery teams. The outcomes will be measured against the NHS People Plan reporting process, but the plan acknowledges limitations and will continue to influence nationally. It is also recognised that services across health and care already have detailed workforce programmes specific to their needs and priorities, these programmes will continue following the priorities outlined in the plan. The plan is focused on system wide activity and will not be able to capture the detail of all service level activity, but this does not in any way undermine its relevance or importance.



# Our mission as a learning and improvement community

## Why we want to be 'the best at getting better'

*As an integrated care system, we should be ambitious; we, naturally, want to be 'the very best' for those who use our services, for the whole population and for the people who work in our system.*

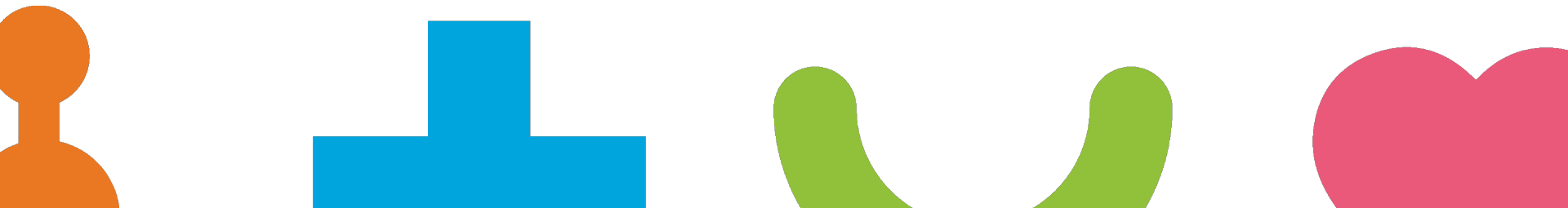
*Our aspiration to 'be the best getting better' is something that can unite us all. People are at the heart of our health and care services and are our biggest strength. We have a highly skilled, dedicated and committed workforce across the regional system. Our workforce showed exceptional resilience throughout the covid pandemic, including adopting new practices to sustain services for the benefit of the population. But our workforce is stretched and there are challenges to be addressed with the support of systems partners.*





# Work to date

- Draft strategy written in March 2023
- Engagement event – 8th June 2023
- Release of the NHS Long Term Workforce Plan
- Review of ADASS Workforce Strategy
- Consideration of A Social Care People Plan Framework – Future Social Care Coalition
- Input from existing People Workstreams



# NHS Long Term Workforce Plan

- **Train:** growing the workforce through increasing education and training, as well as increasing the number of apprenticeships and alternative routes into health care roles.
- **Retain:** working to improve culture and leadership across NHS organisations and better support staff throughout their careers to ensure that the NHS keeps more of its staff.
- **Reform:** improving productivity among the workforce by ensuring staff have the right skills to take advantage of new technologies that will provide patients with the care that they need more efficiently and effectively, and by expanding enhanced, advanced and associate roles to offer modernised careers, with a stronger emphasis on the generalist and core skills needed to care for patients with multimorbidity, frailty or mental health needs.\*

\*Kings Fund 2023

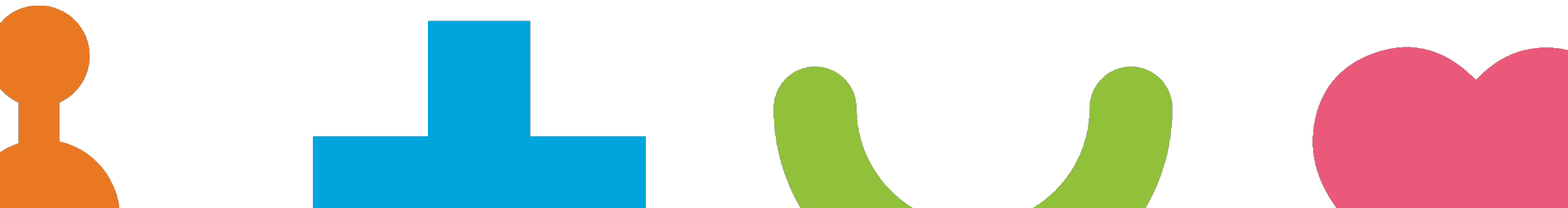




# 6 Pillars

The 6 Pillars of the NENC People & Culture Strategy are comprised of the following elements:

- Workforce supply across the system
- Workforce retention across the system
- Workforce health and wellbeing across the system
- System Leadership and Talent
- Health Equity, Inclusion and Belonging
- Reform



# Workforce Supply across the system

## Objectives:

1. We will ensure safe staffing levels across all of our services and sectors, in every Place through collaborative approaches to workforce planning.
2. We will boost recruitment through local, national, and regional campaigns and initiatives.
3. A key focus will be on developing improved career structures across and between health and social care. This will include better ways to enable people living in our communities to enter the health and social care workforce, with good training and support, recognising that many talented and committed people currently face barriers to joining our workforce.
4. Ensure that social care including the PA workforce, the voluntary sector, primary care and public health are equal partners in the system's workforce agenda.



# Workforce Retention across the system

## Objectives:

1. We will enable our system workforce to enjoy satisfying careers, feeling valued and able to make their best contribution.
2. We will develop improved career structures across and between health and social care. This will include better ways to enable people living in our communities to enter the health and social care workforce with good training and support throughout their career.
3. We will challenge ourselves to go further with flexible working to make the system a more attractive place to work.
4. We will develop our support offers to help advocate that the health and care sector is a sector of choice in the region for employability.





# Workforce Health and Wellbeing across the system

## Objectives:

1. To support a learning and improvement wellbeing culture across NENC.
2. To collaborate and share data to develop an approach to health and wellbeing where it makes sense to work together.
3. To work on maximising the terms and conditions of staff across sectors and services, wherever possible ensuring that people are appropriately rewarded for their work.
4. To develop a thriving network that supports NENC become a great place to work that supports people's occupational health and wellbeing.



# Workforce Health Equity, Inclusion and Belonging across the system

## Objectives:

1. Improved Health Equity, Inclusion and Belonging capability and knowledge by providing our people with opportunities for learning, experiences and development in all professions and at all levels.
2. We will be compliant with the statutory and mandatory elements of being part of the health and social care system and we will exceed expectations beyond legal compliance. We will pay additional attention to characteristics beyond the equality act, such as; social mobility, Menopause, neurodiversity and the long term unemployed.
3. We will listen and work with our People to build psychological safety, improve their lived experience, to create the best workplace environment, providing them with the opportunities to perform at their best supported by consciously inclusive talent development.



# Workforce System Leadership & Talent across the system

## Objectives:

1. Scope and develop an integrated approach to talent management that secures and increases our leadership supply pipeline and includes rotational opportunities for future leaders.
2. Develop compassionate and inclusive leaders that represent our diverse communities and amplify our strength as a system.
3. Create a system of leadership development focusing on sharing best practice for integrated working. Recognising that different places need different approaches, but we will come together with a collective ethos of learning and developing to create the NENC ICS 'way'. This will include a clear ICS system leadership vision.
4. Create opportunities for our future leaders to connect and learn about system leadership.



# Workforce Reform across the system

## Objectives:

1. Explore the use of and access to innovative digital solutions including Artificial Intelligence to improve efficiency focussed on difficult to recruit/staff areas.
2. Support the delivery of service change initiatives exploring creative ways of utilising skill mix and new roles to enable service transformation and provide solutions to work challenges.
3. To facilitate cross system learning and the sharing of good practice utilizing system thinking and human centred design as skills to make sense of a more complex health and care system.



# Comments received

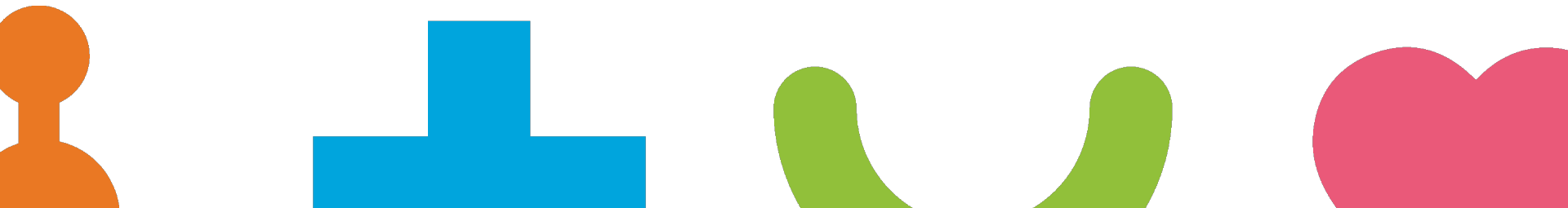
- Very positive and constructive feedback
- Some clarity on language / terminology used
- To be inclusive to all staff across health and care as well as recognise those in employed through independent organisations or via Personal Health Budgets
- Learn from programmes / work already out there
- Ambitious plan – is it realistic?
- Capacity to deliver
- Funding to support delivery





# Further considerations

- Consideration on how any Social Care Workforce Plan is captured within the strategy
- Baseline data and metrics to establish what good looks like – develop local metrics to support local integrated care
- Are the timelines realistic?
- Health literacy and clear language
- Appropriate use of infographics
- Governance structures – ensure accountability and delivery of the plan
- Establish key lines of communications – ensure sharing of good practice etc i.e. People Promise week
- Integration/link of plan in thematic and delivery area workforce plans
- Integration of elements required as a result of the 24/24 planning round





# Thoughts?

