

**EAST RIDING OF YORKSHIRE COUNCIL**

Report to: Health and Wellbeing Board
9th November 2017

Wards: [All]

System-wide Workforce Strategy

Report of the Programme Director, Humber, Coast and Vale STP and the Deputy Chief Executive, York Teaching Hospitals NHS Foundation Trust

A. Executive Summary

This report provides an update for the Board on the key workforce challenges facing the health and care sector across the area known as Humber, Coast and Vale and highlights a number of areas of collaborative work that are seeking to address these challenges. It also sets out some of the key strategic questions in relation to workforce and invites the Board to share their views on the future workforce strategy for Humber, Coast and Vale.

B. Corporate Priorities 2016-2021

Maximising our Potential
Supporting Vulnerable People, Reducing Inequalities
Promoting Health, Wellbeing and Independence
Reducing Costs, Raising Performance

C. Portfolio

Adult and Carer Services
Children, Young People and Education
Community Involvement and Council Corporate Services
Transforming Lifestyles
Deputy Leader

D. Matters for Consideration

The Board is asked to discuss the key workforce challenges outlined in this report and to comment upon the strategic issues raised in the report in relation to the future health and social care workforce for Humber, Coast and Vale.

E. Equality Implications

There are no specific equality implications of this report.

1. Background Information

- 1.1 Since early 2016, the organisations responsible for providing and commissioning health and social care services across the area known as Humber, Coast and Vale have been working together to plan the future of local health and care services. They formed a partnership known as the Humber, Coast and Vale Sustainability and Transformation Partnership (STP) and have been taking steps to work together better in order to address the challenges facing local health and care services both now and in the future.
- 1.2 The Partnership has developed a shared vision for our local health and care system: “We want everyone in our area to have a great start in life, to have the opportunities and support they need to stay as healthy as they can throughout their lives.” To achieve this, the 28 organisations that make up the Partnership are working together to create a health and care system that promotes better health and wellbeing for its local people; a system that is able to provide good quality treatment and care to those who need it both now and in the future.
- 1.3 In order to bring about the transformational change that is required, the Partnership is working on a number of key priority areas. These are:
- Healthier People (working with Local Authorities, improving prevention and addressing the wider determinants of health)
 - Better ‘Out of Hospital’ Care (improving, extending and joining-up services in local communities so people only go into hospital when it is absolutely necessary and do not stay longer than they need to)
 - Better ‘In-Hospital’ Care (making the best use of the resources and workforce across the system to plan and deliver hospital-based services for those who need them)
 - Better Mental Health Care
 - Better Cancer Care
 - Balancing the Books (making the best use of all the resources – financial, human and physical – within the system to deliver good quality local services within the funding available).
- 1.4 A key factor in delivering this change is the availability of the right number of people, in the right places with the right skills to deliver care services in new ways. Workforce is therefore one of the top priority areas for joint working across Humber, Coast and Vale.

2. Workforce Challenges in Humber, Coast and Vale

2.1 *Recruitment and retention*

- 2.2 Employers in the health and social care sector in Humber, Coast and Vale are often unable to permanently recruit all the staff they require to deliver their services, resulting in heavy and increasing reliance on temporary staffing.
- 2.3 Recruitment and retention issues exist across all our organisations but the challenges vary by geography and profession and are more acute in some areas than others. There are, however, some challenges that are consistent across Humber, Coast and Vale. These include: an ageing workforce, and shortages within of a number of areas/staff groups:
- Appropriately qualified care staff

- Endoscopy and sonography staff
- Experienced social workers
- Medical staff (doctors) in emergency medicine
- Medical staff in primary care (GPs)
- Paramedics
- Radiology and radiography staff
- Registered nurses (across all settings including social care)

2.5 An overview of local workforce data is provided in the Humber, Coast and Vale Workforce Report (June 2017, pp.17-31). This provides an overview of current workforce and key challenges by area. Further detailed work is being undertaken across the Humber, Coast and Vale Partnership to provide a comprehensive picture of our collective workforce challenge. This will be used to further develop our workforce strategy going forward.

2.7 *New models of care*

2.8 Health and social care is changing and re-shaping healthcare means re-shaping the workforce. As we are developing new models of care and new ways of delivering joined-up health and care services within our local communities, the roles that healthcare professionals undertake must also change to meet these new demands.

2.9 Our local place-based plans are focused on delivering integrated out of hospital care in our local communities. This integration across health and social care sectors and the expansion of out-of-hospital provision will require healthcare professionals to work in new ways across traditional disciplinary boundaries. As local plans develop, new roles and responsibilities will continue to emerge and we need to ensure our workforce can respond appropriately.

2.10 Research has shown that around 90% of the future health and care workforce is already working within the system, therefore, developing the skills of existing staff and enabling them to take on new roles and different ways of working is extremely important to addressing the challenge posed by new models of care.

3. **Addressing our Workforce Challenges**

3.1 Two key projects are already underway within Humber, Coast and Vale in response to the demands of new models of care. These programmes have been developed through the Humber, Coast and Vale Local Workforce Action Board (LWAB) and are being supported by a wide range of organisations across the health and care system. The two programmes are:

- Developing Support Staff at scale
- Advanced Practice at scale

3.2 One of the priorities identified for action by the LWAB was to recruit, retain and develop health and social care support staff at scale in order to support new ways of working, particularly in out-of-hospital settings. This programme aims to increase the number of entrants into health and social care careers but also to provide more flexible career paths for health and care practitioners by providing a variety of entry points into

health and care careers and enabling more cross-over between health and social care as these sectors become increasingly integrated.

3.3 The support staff at scale programme is working on four key priority areas:

- Establishing a **centralised resource** for training and careers information and support in Humber, Coast and Vale to enable system wide leadership in the development of health and social care support staff. The centre will provide a repository of information to support recruitment and retention of support staff, which is accessible to all. It will also support learning and development across the system.
- Developing an **integrated health and social care apprentice programme** for Humber, Coast and Vale to enable system-wide recruitment to grow the health and social care support staff workforce and will increase the ability for staff to move around the system without the need to undertake additional qualifications.
- Develop a **career framework** for Humber, Coast and Vale to support schools and colleges, prospective employees and employers with consistent information about the career pathways, options and development opportunities across the system.
- Maximise access to the **apprentice levy** by working together across organisations, in particular through supporting smaller organisations to benefit from the apprenticeship levy and maximise the levy across the region to benefit health and social care workforce development.

3.4 A second programme is looking at developing Advanced Practice at scale across Humber, Coast and Vale. This means looking at developing roles for experienced registered healthcare practitioners to develop their skills and expertise in a particular area in order to take on additional roles and responsibilities. As of June 2017 there were fewer than 100 Advanced Practitioners working across Humber, Coast and Vale and there is growing demand for such roles within the current health and care system. This programme seeks to develop training opportunities in order to train more Advance Practitioners for a variety of roles across health and care. In particular, in each year from 2017 to 2021 we aim to secure 40 new pharmacists working in general practice (200 in total) and 40 new advanced Allied Health Professional practitioners each year (200 in total).

3.5 The Advance Practice at scale programme is working on four key priority areas:

- Agree the **definition of Advanced Practitioner** and competency standards.
- Create an **education pathway** and consistent offer across Humber, Coast and Vale.
- Develop a five year **investment plan** for growth supported by a sustainable funding model.
- Establish a mechanism for **evaluating** the role and its impact in service delivery.

3.6 In addition, we are working with our universities across Humber, Coast and Vale to explore the training opportunities that are available, working together to develop flexible routes to training and development for careers in health and social care. We are also working with our medical school to consider ways to improve retention rates of locally-trained clinicians so that more people who train in Humber, Coast and Vale become part of the permanent workforce within our system.

4. Workforce Strategy for Humber, Coast and Vale

- 4.1 The Humber, Coast and Vale Partnership has established a programme structure to support the delivery of the six priorities set out above (para 1.3). This includes a priority programme focused on addressing workforce challenges and developing a system-wide workforce strategy for Humber, Coast and Vale. A number of changes in order to enhance the profile and effectiveness of the workforce programme have recently been agreed by the Humber, Coast and Vale leadership, which are detailed below.
- 4.2 The workforce workstream is led by Mike Proctor as Senior Responsible Officer, supported by a wide range of partners including Health Education England. Health Education England (HEE) has recently reorganised its teams across Yorkshire and Humber to provide additional support to STP areas. HEE will provide support in terms of data, insight and clinical input on training and development issues as well as supporting and administering the Local Workforce Action Board (LWAB).
- 4.3 The Local Workforce Action Board for Humber, Coast and Vale, will continue to meet bimonthly, jointly chaired by Mike Proctor and Mike Curtis, Local Director, Health Education England, Yorkshire and Humber. The LWAB will continue to oversee a number of key projects, particularly focused on developing new roles for our health and care workforce (as set out in paras 3.1-3.5).
- 4.4 In addition to this existing infrastructure, the Humber, Coast and Vale leadership has agreed to develop a workforce strategy board, which will oversee the development of a comprehensive workforce strategy for Humber, Coast and Vale. This will build on existing work undertaken by the Local Workforce Action Board (LWAB), which includes the workforce baseline report published in June 2017.
- 4.5 Further collaborative work has begun to consider operational workforce issues in a systematic way, for example, looking at recruitment and retention policies across organisations and approaches to agency and other temporary staff.

4. Conclusion

- 4.1 The health and social care workforce is the primary driver of care delivery. It is also the primary driver of care cost. Workforce problems of recruitment and retention are the root cause of many of the problems we face today; financial, safety, performance and quality.
- 4.2 It is vital, therefore that we have a comprehensive approach to meeting our workforce needs both now and in the future.

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Background Papers

‘Workforce Report: transformed care through a transformed workforce’ (June 2017) Humber, Coast and Vale Sustainability and Transformation Partnership
<http://humbercoastandvale.org.uk/wp-content/uploads/2017/08/hcv-workforce-report.pdf>