

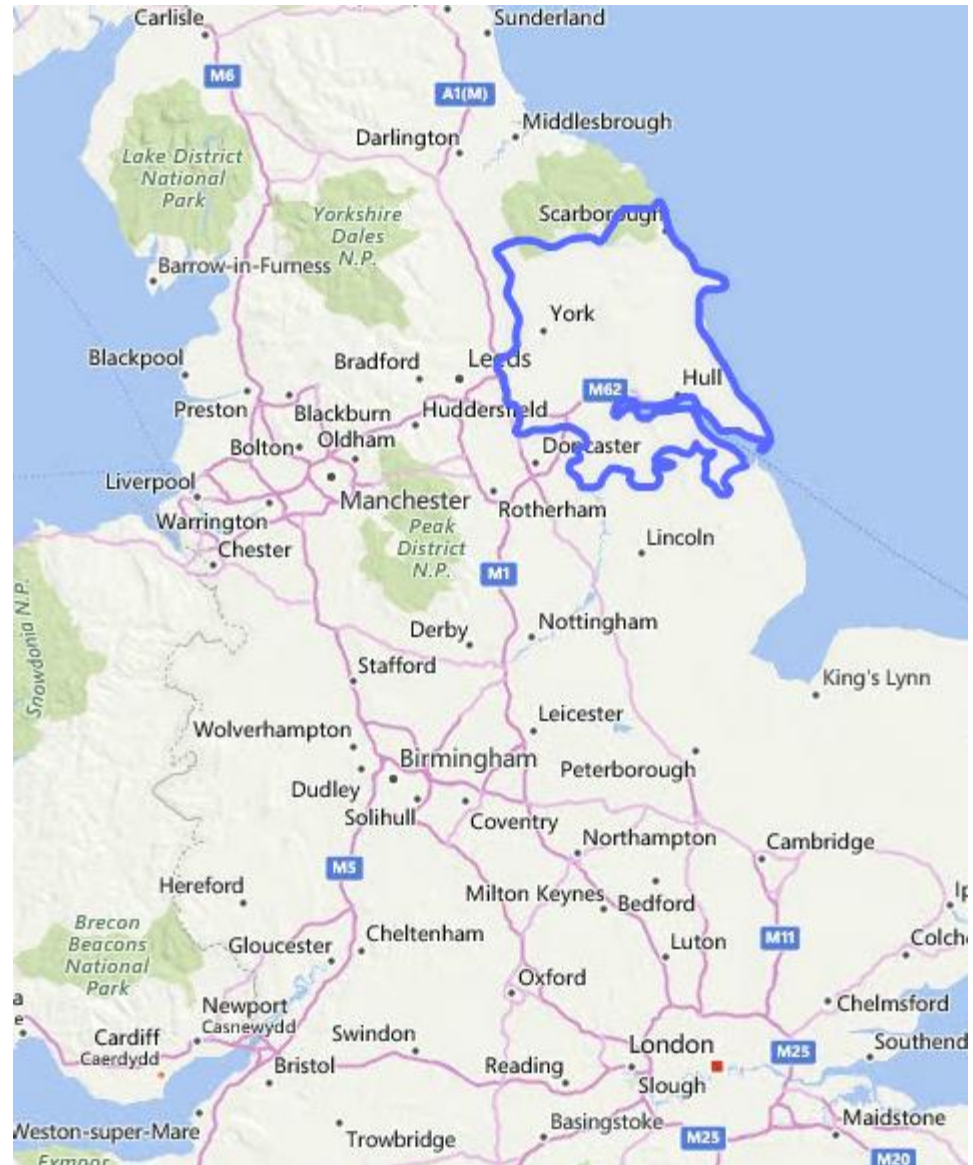
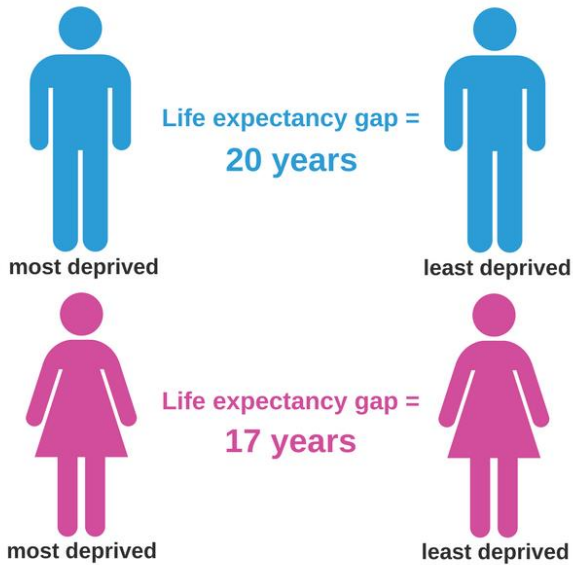
Humber, Coast and Vale Health and Care Partnership

Workforce Plan – November 2018



Humber, Coast and Vale

- **1.4 million people**
- **23%** of our population live in areas that are categorised as the most deprived areas of England.
- Nearly **9%** of the population is aged over 75.



Our local health and care economy

3 acute hospital trusts
(operating across 8 sites)

3 mental health trusts

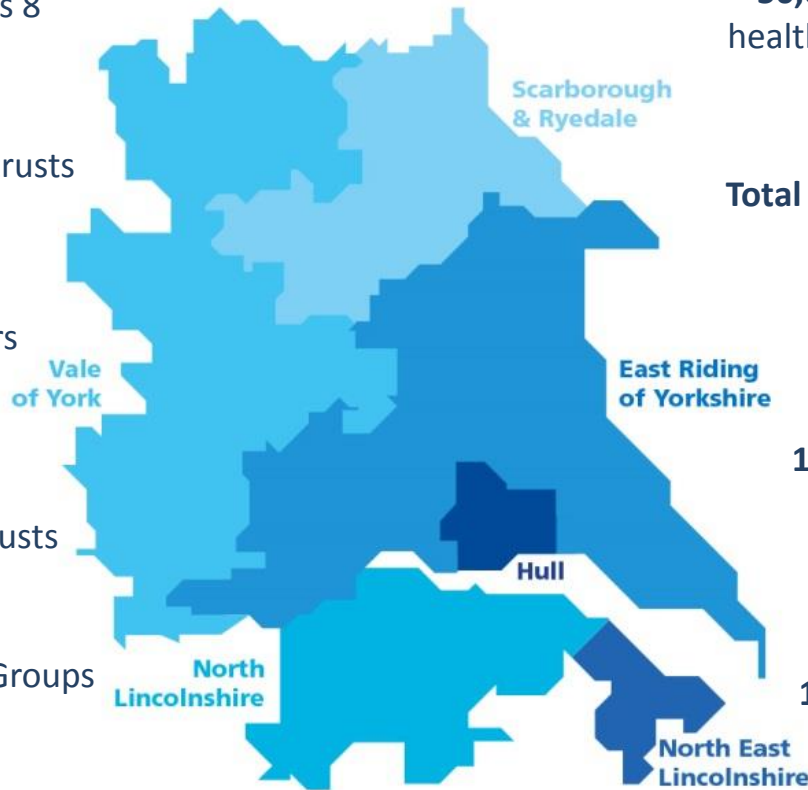
5 community services providers

190 GP practices

2 ambulance trusts

6 Clinical Commissioning Groups (CCGs)

6 Local Authorities



50,000 staff across health and adult social care

Total budget of £3.0bn

450 care homes

140 home care companies

7 hospices

1000s of voluntary and community sector organisations

Partners

Local Authorities

Kingston upon Hull
East Riding of Yorkshire
North Lincolnshire
North East Lincolnshire
City of York
North Yorkshire

Clinical Commissioning Groups

East Riding of Yorkshire
Hull
North Lincolnshire
North East Lincolnshire
Scarborough and Ryedale
Vale of York

Providers

Northern Lincolnshire & Goole NHS FT
Hull & East Yorkshire Hospitals NHS Trust
York Teaching Hospitals NHS FT
Humber Teaching NHS FT
Tees, Esk and Wear Valley NHS FT
Rotherham, Doncaster & S Humber NHS FT
City Health Care Partnerships CIC,
Navigo Health and Social Care CIC
Care Plus Group
Focus Independent Adult Social Care CIC
Yorkshire Ambulance Service NHS Trust
East Midlands Ambulance Service NHS Trust.



Our health and care ambition

We want everyone in our area to **start well, live well and age well**.

To achieve this we are working hard to create a health and care system that supports everyone's health and wellbeing and that is there to help when people need it. We want to become a **health improving system** rather than an ill-health treating system.

Our health and care priorities



Supporting self-care and helping people to stay well



Integrating and improving 'out of hospital' care



Creating the best hospital care



Improving services in priority areas including cancer and mental health



Deploying resources effectively – workforce, IT, buildings and equipment



Making the most of every penny to deliver good quality local services within the funding available



Our health and care place based and wider collaboration

Place Based Plans

East Riding

Hull

North Lincs

North East
Lincs

Scarborough

York

Strategic Developments

1. Joint Commissioning

2. Acute services

Strategic System Resources

1. Workforce

2. Digital technology and ICT

3. Capital and estates

4. Finance

5. *Population health management and analytics*

Strategic Clinical Priority Transformation Areas

1. Cancer

2. Mental Health

3. Urgent and emergency care

4. Elective (including diabetes)

5. Primary Care

6. Maternity



Our health and care collaboration at Place focuses on:

- Integration of ***commissioning*** based on collaboration between local authorities and CCGs
- Integration ***provision*** based on closer collaboration between GPs, community health service providers, mental health providers, acute hospitals and social care providers
- Improving the health and wellbeing of local populations by
 - addressing the wider determinants of health,
 - promoting prevention initiatives, and
 - providing better support for people to manage their own health and health conditions.

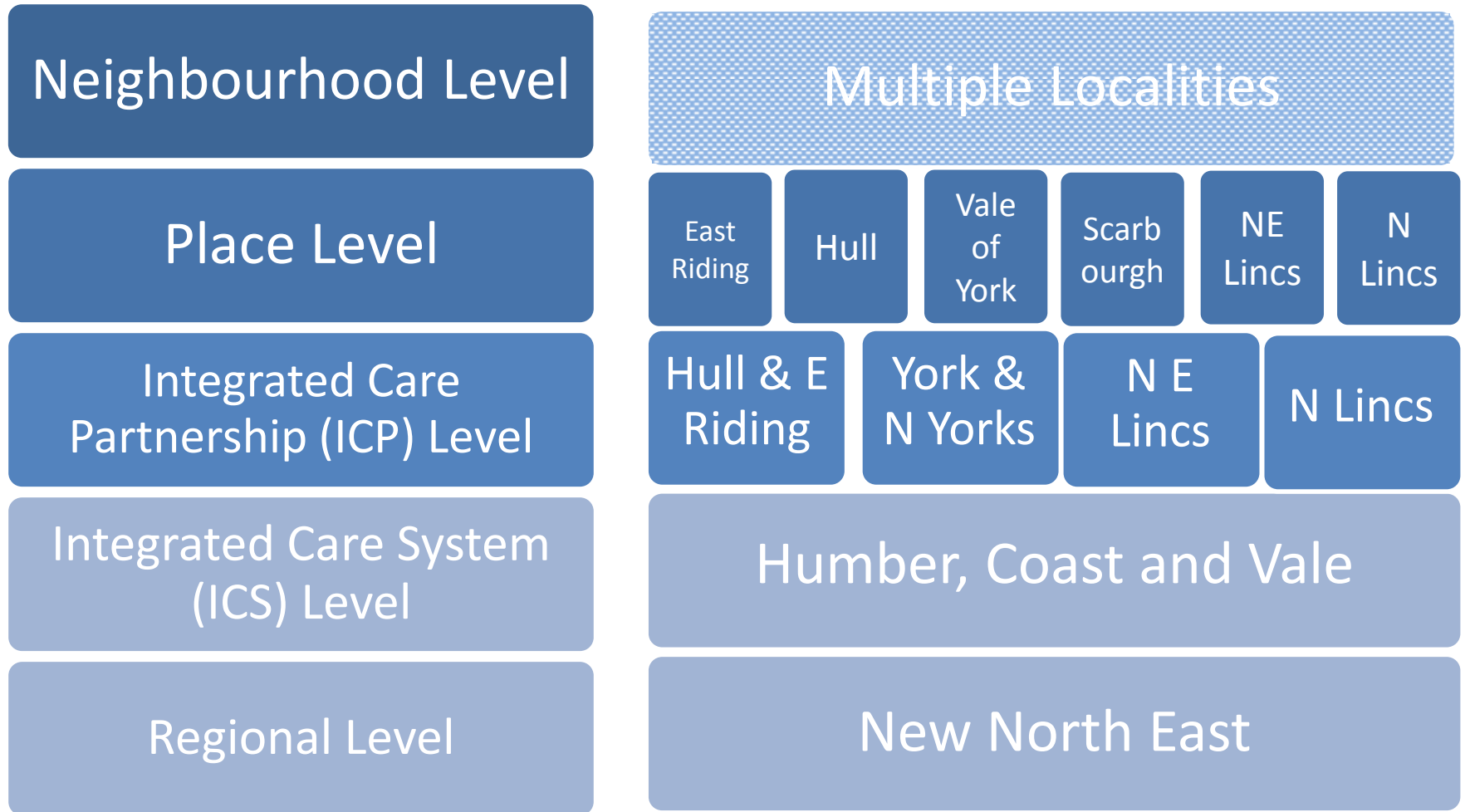


Our health and care wider collaboration focuses on:

- Strategic and operational delivery including improving constitutional performance across six key clinical transformation priority areas
 - Cancer
 - Mental health
 - Urgent and emergency care
 - Elective care
 - Maternity services
 - Primary care
- Key resourcing issues of workforce, estates and capital investment and digital technology.



Our health and care system arrangements



Our high level health and care workforce context

- An ageing workforce
- Gaps in skills and workforce numbers
- Attraction rates
- Retention
 - Supply not there
 - Turnover costs
 - Lose experience and skills

Further detail available in the 'Workforce Report: transformed care through a transformed workforce' (June 2017) Humber, Coast and Vale Partnership

<http://humbercoastandvale.org.uk/wp-content/uploads/2017/08/hcv-workforce-report.pdf>

Specific identified shortages within of a number of areas/staff groups:

- Appropriately qualified care staff
- Experienced social workers
- Diagnostic staff (Radiography, Endoscopy and Sonography)
- Medical staff (doctors) in ED, Acute Assessment and surgical specialities
- Medical staff in primary care (GPs)
- Paramedics
- Registered nurses (across all settings including social care)



Our health and care key workforce projects/activities

(not an exhaustive list)

- Lots of good work going on across the Partnership which we need to build on. Examples include:
 - 115 funded Advanced Clinical Practice trainee places for HCV, 65 have been recruited and of these 36 are in Primary Care. Recruitment to continue into the new year.
 - Excellence Centre delivery plan developed focussing on support level staff in Health and Social Care.
 - 48 Physician Associate places funded on a 2 year preceptorship programme across the NHS, 41 recruited to including 15 in Primary Care. Recruitment to continue into the new year.
 - Multi-professional education initiatives utilising the post graduate medical schools to support ACPs in training (Primary Care & Emergency Medicine) and newly qualified PAs (Foundation School)
 - Medical school expansion
 - Cervical Smear training pilot. Haxby Practice and the University of Hull working in partnership to address immediate skill shortages
 - Developing a Career Framework for HCV Apprenticeships project



Our health and care workforce ambition

To have a resilient paid and unpaid workforce across health and care in the Humber, Coast and Vale that feels sufficiently motivated, supported, empowered and equipped to deliver safe and effective services, drive sustainable improvements and positively influence the health & wellbeing of the population.

Our health and care workforce objectives

- Proactively invest in nurturing, training and educating the current and new health and care workforce to provide flexibility and adaptability
- Securing the supply of the health and care workforce needed to deliver high quality care now and in the future
- Ensuring a vibrant employment environment that makes Humber, Coast and Vale a great place to work for existing health and care workforce and those considering a career
- Ensuring that in future service, financial and workforce planning are joined up.



Our health and care workforce priorities

- 1. Developing the current workforce** by concentrating on retention, development of skills and system leadership,
- 2. Increasing the future workforce supply** by developing new roles linking with and increasing training places, developing apprenticeships and maximising recruitment
- 3. Developing the workplace** by focussing on employment practice, wellbeing of the workforce and looking at new employment models
- 4. Building the infrastructure and investment** by understanding what we need and ensuring appropriate use of the funding available



Our health and care workforce action plan

In addition to addressing the objectives and priorities set out on the previous slides the actions also consider impact on:

- User experience of health and care services
- Improvements to health and well being of staff
- The overall financial position of the Humber, Coast and Vale health and care system
- Provide improvement in communities longer-term health and care outcomes



Priority Area	Developing the current workforce by concentrating on retention, development of skills and system leadership	
Actions	Level (HCV, ICP, Place, Organisation)	Lead / <i>other links</i>
Agree and implement a baseline passport for statutory and mandatory training that the workforce can passport within and across sectors in the Partnership	Humber, Coast and Vale	Excellence Centre Delivery Group
Maximise the opportunity and availability for the workforce to access continuing professional development	Organisations	Directors of HR
Enable greater access to high quality education and training for the health and care support workforce e.g. Care Certificate	Humber, Coast and Vale / Organisations	Excellence Centre Delivery Group
Identify the system knowledge gaps and implement the training that would improve performance and impact on services such as Mental Health Awareness Training	Humber, Coast and Vale	
Develop and implement a leadership competency framework to support maximising the talent across the system and recognise the rising stars	Humber, Coast and Vale	
Define the training need and develop an organisational / system development plan(s)	Humber, Coast and Vale / Place / Organisations	Partnership Executive / Place Boards / Organisations <i>North Region Talent Board Leadership Academy</i>
Develop and deliver the Shadow Board development Programme	Humber, Coast and Vale / ICP / Organisations	HCV Partnership <i>Inspiring Leaders Network</i>



Priority Area	Increasing the future workforce supply by developing new roles linking with and increasing training places, developing apprenticeships and maximising recruitment	
Actions	Level (HCV, ICP, Place, Organisation)	Lead / <i>other links</i>
Continue and increase roll out of Advanced Clinical Practice, Physician Associates and Training Nursing Associates Roles	Humber, Coast and Vale approach / Organisational delivery	New Roles Delivery Group
Through intelligence and discussions identify new role opportunities for development and implementation	Humber, Coast and Vale	<i>Excellence Centre Delivery Group, Directors of HR, HEI</i>
Create new entry apprenticeships roles (e.g. Radiology, ODPs, Care)	Humber, Coast and Vale	
Develop and implement a health and care Career framework	Humber, Coast and Vale	Excellence Centre Delivery Group <i>HEI, Schools, LEPs</i>
Develop training capacity solutions for specific specialist disciplines / professions (endoscopy, Sonography, ODPs, others to be identified)	Humber, Coast and Vale	Health Education England
Develop a Partnership-wider approach to maximising Apprenticeship Levy between organisations and sectors	Humber, Coast and Vale approach / Organisational delivery	Excellence Centre Delivery Group
Collaborate on recruitment exercises including Careers fairs, campaigns for hard to recruit, specialist disciplines and professions, and overseas recruitment	Humber, Coast and Vale	Directors of HR, GP International Recruitment Board
Develop a single approach to use of recruitment agency for sourcing workforce across the partnership	Humber, Coast and Vale	Directors of HR



Priority Area	Developing the workplace by focussing on employment practice, wellbeing of the workforce and looking at new employment models	
Actions	Level (HCV, ICP, Place, Organisation)	Lead / <i>other links</i>
Develop transferability and competency based framework / passport allowing for recognition of transferable skills and training across the system to avoid duplication and increase value of prior learning	Humber, Coast and Vale	Excellence Centre Delivery Group <i>LEPs, Directors of HR</i>
Develop core principles for flexible employment model(s) including design principles, policies, processes that support integration of the workforce	Humber, Coast and Vale approach / ICP or Place Delivery	Directors of HR
Share best practice on workforce policies, practices, initiatives across and between sectors with an initial focus on Health and Wellbeing of the workforce	Humber, Coast and Vale	Directors of HR
Collaborate to develop proposals around a Partnership wide collaborative bank and the establishment of standard rates	Humber, Coast and Vale	Directors of HR
Harmonisation of incentive policies and practices across organisations	Humber, Coast and Vale	Directors of HR



Priority Area	Modernising the infrastructure and building investment by understanding what we need and ensuring appropriate use of the funding available	
Actions	Level (HCV, ICP, Place, Organisation)	Lead / other links
Establish a Partnership 'workforce transformation hub' that will support workforce intelligence and planning	Humber, Coast and Vale	HCV Partnership supported by Health Education England
Develop a Workforce Data Dashboard to include information on turnover, sickness, vacancy rate etc. as well as specific roles / specialties	Humber, Coast and Vale / Integrated Care Partnership	HCV Partnership supported by Health Education England
Develop a Primary Care Workforce Plan	Humber, Coast and Vale / Place	Primary Care Workforce Group
Develop a workforce resource and implement tools such as the Calderdale Model and WRaPT to support planning	Humber, Coast and Vale	Health Education England <i>HCV Partnership Improvement Activity</i>
Develop and implement proposals for effective corporate service models such as shared services and or systems	Humber, Coast and Vale / Integrated Care Partnership / Place	Directors of HR
Produce a workforce investment funding plan	Humber, Coast and Vale	HCV Workforce Board <i>Health Education England</i>
Develop and pilot New Model for Allocating and Distributing Non-Medical Clinical Placement Funding	Humber, Coast and Vale	Hull University
Establish effective workforce governance and delivery infrastructure	Humber, Coast and Vale / Integrated Care Partnership / Place	HCV Workforce Board <i>HCV Partnership</i>

