

7 September 2016**Agenda Item: 6****REPORT OF THE CHAIR OF THE HEALTH AND WELLBEING BOARD****DEVELOPMENT OF INTEGRATED WORKFORCE DEVELOPMENT
STRATEGY & PLAN – PROGRESS REPORT****Purpose of the Report**

1. To provide an update on work to date on the development of an integrated workforce development strategy and plan for Nottinghamshire, including regional and local governance structures in response to the national planning guidance and the outcomes of the joint County and City Health and Wellbeing Boards workshop in November 2015.

Information and Advice

2. The national planning guidance for 2016/17 set out the requirement for geographical footprints to develop Sustainability and Transformation Plans (STP) to demonstrate a shared vision for future service delivery models and the level of ambition for transformation of the health of the population.
3. The need to bring together the Greater Nottingham and Mid Nottinghamshire transformation footprints to deliver a Nottinghamshire-wide STP supported the drive for an integrated approach to planning and developing the future workforce across the county.
4. Since November we have been working on scoping and shaping an integrated approach to workforce development and re-design and developing the partnerships and governance structures we will need to successfully develop and deliver a workforce fit for the future.
5. The following recommendations were agreed by the City and County Health and Wellbeing Boards following the November workshop and are reflected in the STP and workforce delivery programme:
 - a. The need for a strategic workforce development plan to maximise opportunities for joint working and joint training
 - b. Working together on reducing reliance on agency staff
 - c. A shared strategy to influence Higher Education Institutions to respond to our needs
 - d. To develop implementer sites for the Holistic Worker role
 - e. To promote health and social care careers
 - f. Development of an integrated leadership programme to deliver cultural change

- g. Working together on prevention skills (e.g. Making Every Contact Count) and improving wellbeing at work
6. The shape and scope of the integrated workforce development, leadership and organisational development strategy are described in the Workforce Transformation Mandate (attached) that was approved by both the Greater Nottinghamshire Partner Board and the Mid-Nottinghamshire Alliance Board and agreed as the basis for the STP submission. This sets out a future vision of the future workforce as follows:
- a. A sustainable, affordable workforce with the right skills, knowledge and capacity working in partnership to deliver new models of care designed around the needs of our citizens
 - b. A workforce with the confidence to work in partnership with others and lead and deliver service improvement and change
 - c. A workforce with positive attitudes and behaviours to deliver and sustain transformed services.

Strengthened & Aligned Governance Arrangements

- 7. Lyn Bacon, CEO of Nottingham Citycare and Chair of Nottinghamshire Local Workforce Action Board (previously the Local Education & Training Council) has been confirmed as the Executive Sponsor for Workforce, Leadership & Organisational Development as part of the STP governance infrastructure.
- 8. Dedicated programme manager support for workforce at a senior level (1.6 WTE) across greater and mid-Nottinghamshire is now in place (since June) and working as part of the programme management office resource.
- 9. Nottinghamshire workforce governance arrangements have been reviewed in light of the delivery requirements and in line with national Health Education England (HEE) requirements.
- 10. The new Local Workforce Action Board (LWAB) replaces the former Local Education & Training Council (LETC) and will have its first meeting on 16th August. This will be co-chaired by Lyn Bacon and Jane Johnson of HEE. It is embedded as part of STP governance structures.
- 11. The Board will have a very different membership to the LETC including Care Quality Commission and NHS Improvement and will have four key objectives:
 - a. A comprehensive baseline of the NHS and social care workforce within the STP footprint and an overarching assessment of the key issues that the relevant labour markets(s) present. *This will describe the workforce case for change.*
 - b. A scenario based, high level workforce strategy that sets out the workforce implications of the STP's ambitions in terms of numbers and skills, including leadership development.
 - c. A workforce transformation plan focused on what is needed to deliver the service ambitions set out in the STP.
 - d. An action plan that proposes the necessary investment in workforce required to support STP delivery, identifying sources of funds to enable its implementation.

12. We have put in place a revised supporting structure to the new Local Workforce Action Board to ensure wide engagement and delivery.

- a. The Nottinghamshire Workforce Transformation Delivery Group (WTDG) will oversee the development and delivery of the LWAB programme of work and will manage a series of standing sub groups and task & finish groups as needed. Nicky Hill, Director of HR at NUH is chairing this group with Julian Eve, Associate Director of Learning & Development from Nottinghamshire Healthcare as Vice Chair.
 - i. WTDG has set up a Pharmacy Workforce Task & Finish Group to identify and address the challenges being faced by this key professional group if national and local changes to ways of working are to be achieved.
 - ii. A review of the role of the Primary Care Staff Education & Training Group is taking place to ensure we develop the capacity and capability in primary care and general practice in particular to deliver our service models of the future.
- b. We have also set up a Nottinghamshire Human Resources Collaborative that will bring together HR expertise to agree consistent approaches to employment and deployment challenges presented by new ways of working and models of care. Clare Teeney, Director of Workforce at Nottinghamshire Healthcare is chairing this group with Lynn Robinson, Human Resources Business Partner at Nottingham City Council as Vice Chair.
 - i. Key projects being delivered by this group include:
 - Reducing reliance on use of agency staff
 - Building the supply of flexible workforce
 - Joint approaches to learning and development
- c. The Workforce, Education, Learning & Development Group is continuing to oversee delivery of the 16-17 work programme and investment plan. Key projects include:
 - i. Oversight of STP workstreams and projects
 - ii. Roll out of the Holistic Worker programme
 - iii. Establishment of a rotational training programme for nursing
 - iv. Development of the peer support worker role
 - v. Introduction and piloting of the Associate Nurse new role
 - vi. Roll out of specialist skills for community staff
- d. Julian Eve has been identified as the lead for organisational development across the system and the approach has been agreed by WTDG. We have a workshop planned for 14th September to bring together OD leads to take forward this work. We are accessing support from the National Leadership Academy and the East Midlands Leadership Academy.
- e. Detailed work is underway to ensure we have available the information we need about our current workforce and the future supply of health and social care professionals.
- f. We are working with colleagues from the community and voluntary sector to engage them in our programmes of work in order to ensure their workforce development needs are identified and included in our plans

- g. We have had discussions with Public Health England to shape the roll out of prevention, early intervention and self-help skills and will be working with them to learn from and build on previous programmes of work such as Making Every Contact Count.

Sustainability and Transformation Plan

- 13. Workforce, leadership and organisational development is recognised as a key enabler to delivery of the STP in Nottinghamshire. It describes how our staff will need to work in a more integrated way, in teams designed around the care needs of our citizens (e.g. multi-disciplinary teams in primary care), with strong relationships and partnerships that cross organisational and sector boundaries. New models of care will require the development and implementation of new roles, new skills and new ways of working as well as co-location of, and access to, staff from different sources together with the ability to deploy staff more flexibly to where their skills are needed.
- 14. The integrated workforce plan will take account of the development needs of the whole workforce including enhancing the skills of citizens, families, carers and communities for self-care and prevention; volunteers and the third sector, and staff employed by organisations commissioned to deliver health and care services in the private and public sector.
- 15. HR colleagues will work in partnership to address shared shortages of key roles and skills to minimise competition within our boundaries and review policies and practices to minimise barriers to flexible employment and deployment.
- 16. The workforce work programme will also co-ordinate activities with the vanguards, pioneers and other local initiatives to ensure there is a coherent and integrated approach across the whole transformation agenda. Our strategic approach has been structured into four key strands to clarify roles, responsibilities and expertise that will be needed to develop and deliver the workforce mandate:
 - a. **Strategy 1: Develop a population/place-based approach to workforce redesign** (creation of new roles, skills and ways of working; including integrated teams, primary care workforce, advanced practice, independent prescribing, use of pharmacists, physician associate, associate nurse)
 - b. **Strategy 2: Facilitate the deployment and movement of staff across the system through collaborative HR approaches** (including implementation of Carter Review recommendations)
 - c. **Strategy 3: Embed a systematic approach to prevention and lifestyle behaviour change by rolling out prevention and early intervention skills across the workforce** (including 'Making Every Contact Count')
 - d. **Strategy 4: Organisational development to support system effectiveness**
- 17. The STP recognises the need to build both capacity and capability across the system:
 - a. Improving the supply of people who want to work in Nottinghamshire by attracting young people, volunteers, support staff and professional staff
 - b. Reducing the demand for staff by developing new ways of working and giving citizens and staff new skills

- c. More effective use of existing staff through productivity improvements, supporting staff health and wellbeing, use of technology
 - d. Building system effectiveness through improved collaboration, partnership working and mind set shift to systems thinking.
18. Feedback on the workforce section of the STP requested the following areas to be included in the next submission (due at the end of September) and we have included a brief summary of the work that will be taking place to ensure these requirements are met:
- a. The need to develop a costed workforce plan within 3 months
Over the next few weeks a small task and finish group will be undertaking a deep dive into the workforce baseline data that will formulate the Nottinghamshire integrated workforce plan. Together with the modeling work, this will enable us to test out a range of workforce redesign scenarios and look at the costs of those. These options will be available to be included in the September submission and will provide the basis for more detailed work as the service models are designed and agreed.
 - b. A requirement to address high acute agency use and build the required community workforce
As mentioned above, this will be led by the HR Collaborative using learning and expertise from a range of current work at local and regional levels. This will also inform the development of appropriate recruitment and retention strategies for the 'hard to fill' posts and an agreed approach to workforce wellbeing to reduce sickness related agency usage.
 - c. A requirement to explain how we will address medical retention issues
The NUH and Sherwood merger workforce plan will be considering this and it is anticipated that there may be an improvement in the attractiveness of careers in the new organisation. The modelling will support the consideration of alternative and support roles, together with new ways of working, to reduce the demand for medical staff. We also need to develop strategies to improve the retention of local medical graduates and other doctors in training to encourage them to develop their careers in Nottinghamshire.
 - d. Resources
Our approach will be to release capacity across the system to enable people with expertise and enthusiasm to lead and contribute to the development and delivery of the work programme. We will explore all available resources at national, regional and local levels and maximize our access to these.
19. Nottingham and Nottinghamshire have the benefit of a number of vanguards that have been awarded national funding, a proportion of which will be invested in workforce re-design and development. Local Workforce Action Board has been allocated £300,000 by the Health Education England Five Year Forward View Programme Board and this will be used to support delivery of the four key strategic areas outlined above.

Statutory and Policy Implications

20. This report has been compiled after consideration of implications in respect of crime and disorder, finance, human resources, human rights, the NHS Constitution (Public Health only), the public sector equality duty, safeguarding of children and vulnerable adults, service users,

sustainability and the environment and ways of working and where such implications are material they are described below. Appropriate consultation has been undertaken and advice sought on these issues as required.

RECOMMENDATIONS

1. The Health and Wellbeing Board is asked to note the progress made on establishing the Nottinghamshire-wide workforce mandate/strategy aligned to the Nottinghamshire STP objectives and aspirations and the governance arrangements now in place to ensure delivery of an integrated workforce development and re-design strategy and plan.
2. The Board is asked to note the alignment of the planned programme of work with the outcomes of the joint Health and Wellbeing Boards workshop in November 2015 and acknowledge their assurance that the planned programme of work will deliver those recommendations.

Lyn Bacon

CEO Nottingham Citycare CIC

Chair, Nottinghamshire Local Workforce Action Board & Executive Sponsor

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Constitutional Comments (SLB 10/08/2016)

1. This report is for noting only.

Financial Comments (KS 10/08/2016)

- 2 There are no financial implications contained within the report.

Background Papers and Published Documents

Except for previously published documents, which will be available elsewhere, the documents listed here will be available for inspection in accordance with Section 100D of the Local Government Act 1972.

See Chairs report item:

- 59: Supporting integration through new roles and working across boundaries

Electoral Division(s) and Member(s) Affected

All.