

6 January 2016**Agenda Item: 8****REPORT OF THE CHAIR OF THE HEALTH AND WELLBEING BOARD****REPORT OF THE JOINT HEALTH & WELLBEING BOARD WORKSHOP ON
WORKFORCE****Purpose of the Report**

1. This report summarises the findings from the Joint Nottinghamshire and Nottingham City Health & Wellbeing Boards workshop, which took place on 4th November 2015. It identifies key opportunities and asks the Health & Wellbeing Board to support the development of a joint health and care sector strategic workforce development plan for Nottinghamshire.

Information and Advice

2. In response to concerns raised through the Health & Wellbeing Board, it was proposed that an event be held to specifically discuss workforce issues in more detail. As similar workforce issues are experienced across the system, a shared approach was considered.
3. It was agreed to hold a joint workshop hosted by Nottinghamshire and Nottingham City Health & Wellbeing Boards to explore possible local solutions to known workforce issues. The workshop was designed to give participants the opportunity to share experiences and discuss local strategies to address workforce issues, such as 7 day working, use of agency staff, integrating workforce, skills and retention, new models and implications of the living wage.
4. The session was attended by 83 participants from health and social care across city and county, including a wide range of professionals (providers and commissioners) and third sector partners. Feedback from the workshop was extremely positive.
5. The workshop focussed on seven themed discussions along with the opportunity for open discussion on any additional themes raised by participants. The themes covered during the workshop and summary of discussions were as follows:
 - a. Seven day services - Discussion highlighted the importance of an appropriate approach to seven day services. Blanket application would not address real need, so a focus on patient flow, multi-disciplinary approaches and self-management is required to identify a workable and sustainable solution.
 - b. Hybrid (or Holistic) worker - The new Nottingham Citycare multi-skilled worker model. The hybrid worker model within Citycare was recognised as excellent practice that could be transferrable to many care situations and could support other workforce issues such

as 7 day services, workforce transformation & retention. Promoting the key benefits of such a model may help support implementation in practice.

- c. Integrated working in Adult Social Care. Integration was raised in almost all discussions. The need for a common understanding of integration, agreement around individual responsibilities, the need to work across professional boundaries and importance of a system-wide approach were considered essential. A joint strategic development plan for health and social care workforce was proposed that included third sector partners.
- d. Strategies to help manage the use of agency staff. The discussion accepted that the use of agency staff was important to a well-functioning system, but a proper root-cause analysis can help identify reasons for high usage and help find solutions. Organisations will need to consider new ways to make jobs more attractive to existing and new staff, highlighting benefits for staff and service users.
- e. Transforming the Fire & Rescue Workforce. The Fire & Rescue service transformation highlighted a number of general issues applicable to workforce change management. Discussions also focussed on the importance of prevention and cross-sector working, keeping the person at the centre and making every contact count, sharing information across the services involved.
- f. Workforce retention issues in Children's social work. Workforce retention was a common theme across many discussions. Organisations were already taking action to address need independently. The example of Children's Social Services highlighted issues that were common across the health and care system. The need for a flexible and holistic approach to support staff and maintain wellbeing should help retain staff. Consistency in salary, terms & conditions etc across the region could help alleviate problems of staff migration.
- g. Implementing the living wage in care settings. The national living wage poses a particular challenge for the care sector. The discussions highlighted the need to consider holistic benefits for staff and a whole system approach to make the roles more attractive and broaden career progression.
- h. Open discussions. In addition there was a wide ranging debate as part of the open discussions. The main elements included the need to improve joint working across organisational boundaries, using the skills of the wider workforce and allowing career progression around the system; the importance of promoting primary care medicine as a valuable career and the need to include the third sector as valuable partners in the care sector.

6. **Appendix One** contains the full report from the workshop.

Next Steps

- 7. The workshop achieved its objectives allowing for a thorough debate across health and care partners supporting the identification of shared solutions. It was also extremely valuable at allowing people to make contact and share ideas. However in order to make real progress, the Board's leadership is required to maintain the momentum and support an environment where shared solutions can be implemented.

8. A suggestion that was introduced at the event, was the need for a strategic workforce development plan for health and care across Nottinghamshire. This would frame what needed to be done to address local issues and track progress across the system.
9. The plan can be used to address some of the key opportunities and suggestions that were highlighted through the discussions. These included:
 - a. Share workforce plans and learning across the Health & Social Care sector to promote joint working / integration where possible.
 - b. Consider joint Training & Development opportunities for all staff working in the field of health and wellbeing.
 - c. Develop a joint strategy to influence Higher Education Institutions to develop University Courses (Nursing, Medical, Social Work, Health and Social Care, etc) that reflect the strategic direction of travel for integration, hybrid/holistic working and a professional workforce fit for the future.
 - d. Identify early implementer sites to roll out the hybrid worker model to new areas of health & care, particular around care staff.
 - e. Promote 'Health & Social Care as a career' through a targeted and integrated campaign.
 - f. Develop an integrated leadership programme to support culture change through system leadership.
 - g. Extend wellbeing at work scheme across Nottingham and Nottinghamshire.
 - h. Use the principle of 'Making Every Contact Count' across health and care to develop a shared common assessment for vulnerable people
10. The proposed strategic development plan will define key outcomes which are shared goals across Nottinghamshire straddling commissioners and providers, health and local government.
11. It will anticipate and describe the workforce needs across the City and County by undertaking an organisational and system assessment to identify the gap between current workforce and future needs. These will be connected to the JSNA and new models of care.
12. The plan should take a long term view, covering a 5 year period, but with annual reviews built in to keep it refreshed to reflect the current situation.
13. The plan will also:
 - a. Identify common strands from workforce plans across Nottinghamshire and areas that benefit from activity at a strategic level.
 - b. Collate information on innovation from around the country and consider its application to our local area.
 - c. Link to economic development plans and relevant bodies e.g. Local Enterprise Partnerships
 - d. Identify the training and development vehicles required to achieve the strategic objectives
 - e. Identify development for early implementation such as the hybrid worker model

14. In order to ensure that the plan is realistic and achievable, it will identify the resources required to deliver the plan that supplements and supports local implementation.
15. It is anticipated that there will be a range of actions required, at individual level, organisational level and system level. It is therefore crucial that there is ownership across all organisations to allow successful implementation.
16. Discussion is taking place with organisational workforce leads and key members of workforce groups, such as the Local Education & Training Council, Nottinghamshire Public Sector Compact and the N2 Skills & Employment Board – Health & Social Care sector working group to identify the best approach to taking this work forward.
17. The Board can support the plan through collective leadership, and leadership of individual members within their organisations, networks and relationships. It is recommended that the Boards influence is required to maintain a system-wide approach, promoting shared approaches across the sector.
18. The Board is asked to support the development of a joint health and care sector strategic workforce development plan for Nottinghamshire and highlight any specific support that members can give to the work. Progress will be monitored by the Health & Wellbeing Implementation Group on the Boards behalf.

Statutory and Policy Implications

19. 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.

Financial Implications

20. Financial implications will be considered as part of the development of the strategic workforce development plan.

Human Resources Implications

21. Human resource implications will be considered as part of the development of the strategic workforce development plan.

Implications for Service Users

22. An effective workforce across the health and care sector will support delivery of quality care designed around the individual, making the best use of joint working to avoid duplication and streamline care.

RECOMMENDATION

1) The Health and Wellbeing Board are asked to note the findings of the workforce workshop and support the development of a joint health and care sector strategic workforce development plan for Nottinghamshire.

Cllr Joyce Bosnjak

Chair of the Health and Wellbeing Board and Deputy Leader of the Council

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Constitutional Comments (SMG 18/12/2015)

23. The Board's responsibilities include promoting and encouraging integrated working including joint commissioning in order to deliver cost effective services and appropriate choice. This includes providing assistance and advice and other support as appropriate, and joint working with services that impact on wider health determinants. The proposals set out in this report fall within the remit of this Board.

Financial Comments (KAS 17/12/15)

24. The financial implications are contained within paragraph 20 of 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.

None

Electoral Divisions and Members Affected

All