



5 December 2018

West Yorkshire Joint Health and Overview Scrutiny Committee

Workforce Challenges

A description of the role of the Local Workforce Action Board (LWAB) and the plans in place to mitigate our workforce challenges

Introduction

1. The purpose of this paper is to provide the WY JHOSC with a briefing on the activity taking place within the West Yorkshire and Harrogate Health and Care Partnership (WY&H HCP) relating to workforce. This includes a description of the role of the Local Workforce Action Board (LWAB) and provides some examples of the work taking place to mitigate workforce risks.

Background

2. In 2016, in response to the formation of the 44 Sustainability and Transformation Partnerships (STPs), Health Education England (HEE) formed a Local Workforce Action Board (LWAB) in each STP.
3. LWAB's are practically and technically independent of HEE. However in West Yorkshire & Harrogate our LWAB is co-chaired by Mike Curtis, HEE's local director together with Dr Ros Tolcher, Chief Executive of Harrogate and District NHS Foundation Trust. HEE also provides some annual funding to the LWAB.
4. The LWAB membership includes a wide and representative range of key stakeholder from across the health and social care system. Levels of engagement with the LWAB are high and it benefits from regular representation from each of our six places, social care, professional leads, trade unions, provider/executive directors, NHS England and Health Education England amongst others. The LWAB is a forum that seeks to be responsive to the needs its members and the system by promoting, identifying and coordinating collaborative action rather than assuming a traditional hierarchical/directive approach.
5. In April 2018 the LWAB published its workforce strategy 'a healthy place to live, a great place to work' on behalf of the WY&H HCP. The strategy, executive summary and easy ready version can be found here: www.wyhpartnership.co.uk/our-workforce-strategy
6. The strategy seeks to describe and acknowledge the work ongoing within organisations and places and to identify a number of strategic workforce priorities - where there are opportunities to address them at partnership level. The strategy was developed in close

consultation with the membership of the LWAB and stakeholders from across the HCP (Health and Care Partnership).

7. See below for a brief description of the ten strategic recommendations that are described in our workforce strategy.

- Maximise the contribution of the current health and social care workforce.

This seeks to address workforce supply challenges by improving retention. It focusses on the importance of developing and maintaining the skills (including leadership development) and wellbeing of the existing workforce.

- Get more people training for a future career in health and social care

This seeks to address workforce supply challenges by identifying and promoting high supply risk careers, through better use of marketing, the growth of training places and the promotion of new roles to the existing workforce.

- Grow the general practice and community workforce to enable the left shift

Growing the size and changing the shape of the primary and community care workforce to help increase capacity and sustainability – allowing more care to be delivered here rather than in hospitals and other secondary care settings.

- Transform Teamwork

Using tools and techniques to safely design new roles and ways of working that meet the increasing and changing demand for health and social care services.

- Make it easier for people to work in different places and organisations

Working with employing health care organisations to streamline and align processes (such as approaches to mandatory training) that are potential barriers to workforce mobility. Including social care colleagues in project discussions to plan for mobility between sectors.

- Agree and track workforce productivity measures

Identifying and tracking the right measures that help us to understand the best ways to influence workforce productivity (quality, safety, wellbeing, activity and finance) – recognising the existing evidence linking staff engagement with better service outcomes. Specifically looking for evidence of the productivity impact of inserting new roles in health and care settings.

- Strengthen workforce plans

This places emphasis on ensuring the necessary resource and expertise is in place to support HCP programmes and places to develop and deliver their workforce plans.

- Establish a workforce investment plan and fund

This encompasses the development of both an HEE/LWAB funded investment plan to support the delivery of the workforce strategy and the broader requirement to develop a system wide workforce transformation fund that has

the scope to influence workforce transformation at scale – recognising that benefits from spending on workforce are mostly realised in the medium to long term.

- Establish an Integrated Care System (ICS) ‘workforce hub’ in partnership with Health Education England

This addresses the need to develop and strengthen capacity to support workforce transformation by formalising and bringing together both existing and potentially new resources (where necessary) under the banner of a ‘workforce hub’. Doing this will help ensure we have a sustainable and joined up way of delivering the aims of our workforce strategy and programmes in the medium term.

- Establish effective workforce infrastructure in each place

This emphasises the mutual benefits (in terms of the ease of communication and joint working between the LWAB and places) when places have established workforce programmes, strategies and resource/capacity to progress them. The LWAB therefore will seek out opportunities to support and encourage places to develop their own workforce infrastructure.

8. In August 2018 the H&C Partnership Systems Leadership Executive group ratified a proposed £1million investment plan (utilising HEE funding made available to the LWAB) to support the delivery of the workforce strategy (see Appendix 1). The plan includes support for workforce initiatives put forward by places within the partnership.
9. In addition to delivering the workforce strategy the LWAB deploys its available resources to support the development and delivery of the workforce ambitions arising from each of the HCP’s clinical priority programmes such as Cancer, Mental Health, Carers and Urgent and Emergency Care.
10. The LWAB recognises that there are many excellent examples of workforce initiatives and innovation that take place at organisational level. We will support and disseminate locally led good practice but our focus is on the identification and progression of initiatives that can be done most effectively, or can only be done by working together as a system.

Examples of the work we are doing

11. Supporting the establishment and funding of the WY&H Excellence Centre (WYHEC). A regional hub, hosted by a local employer that supports the development and transformation of the support staff workforce – ensuring they have the skills and experience to provide high quality care.

-WYHEC has 802 member organisations and course bookings have grown from 186 in April 2018 to 1100 in September 18

- Bringing together organisations to prioritise and collaborate on procurement of training enabling 500k worth of demand to be delivered for 300k.

- Launched an online care certificate programme

- Developed a library of training films

- Delivered a support staff conference and awards programme
 - A short video describing the achievements of the West Yorkshire and Harrogate Excellence Centre (WYHEC) can be viewed here (requires downloading):
<https://tinyurl.com/yasqw7so>
12. We have worked with the Stroke programme to establish a stroke clinical network with a training and development focus. This is a retention strategy to support and develop our valuable stroke workforce. In 2019 there will be a programme of activities/master classes and a network conference.
 13. We have worked with mental health providers to establish a collaborative workforce group with agreement to develop a workforce plan focussing on new role development and upskilling the current workforce.
 14. We are investing in a pilot programme within the Local Maternity System (LMS) to ensure that improved employee engagement and wellbeing is achieved whilst delivering service change.
 15. We are working with the unpaid carers programme to improve support for working carers (through better identification of working carers and promotion of flexible working) and to deliver a series of events promoting careers in health and social care to young carers. Supporting them to fulfil their potential and securing additional future workforce supply.
 16. Funding the establishment of a number of clinical leadership fellows to support priority programmes e.g. a fellow is to be established within the cancer programme to investigate factors that influence recruitment and retention of the medical workforce in cancer services.
 17. Addressing supply gaps by developing materials and social media campaigns to promote high supply risk careers. A pilot was carried out for Operating Department Practitioners (ODP) where we have a significant workforce supply challenge and this has had positive outcomes. This approach is now being extended to Mental Health Nursing, Learning Disabilities Nursing and Social Care Nursing. Our ambition is to systematise careers promotion activity through continued investment and by improving links and partnerships with key stakeholders such as the Leeds City Region Enterprise Partnership (LEP). As an example of this joint working, some of the LWAB ODP material now features as part of the LEP's existing #futuregoals campaign. This can be viewed here:
<http://futuregoals.co.uk/portfolio/health/>
 18. We have strengthened collaboration and strategic partnerships through the establishment of a group (reporting into the LWAB) that brings together employer education and training leads with all universities. The group focusses on the collective delivery of non-medical education, training and development.
 19. Supporting the growth of new roles such as Advanced Clinical Practitioners (ACP's) that help to mitigate medical workforce supply risks. Advanced clinical practitioners come from a range of professional backgrounds such as nursing, pharmacy, paramedics and occupational therapy. They are healthcare professionals educated to Masters level and have developed the skills and knowledge to allow them to take on expanded roles and scope of practice caring for patients. 110 ACP's began training in WY&H in 2018. 33 in primary care, 2 in hospice settings and 75 in acute services such as urgent & emergency

care, cancer and mental health

20. Supporting the pilot of existing roles in new settings such as Psychologists and Occupational Therapists in general practice. The Psychology pilot was proposed by, and is being led by the HCP Mental Health programme and will take place in Bradford. The Occupational Therapy pilot is being led by the Leeds workforce programme.
21. We have engaged with the NHS Leadership Academy to negotiate funding and support that is now available (and already being accessed) to each of our six 'places' for them to undertake activity that helps to support and develop systems leadership.
22. Primary & Community care. Establishing (with NHS England) a primary and community care workforce network across WY&H which has including the joint development of collaborative work plans
23. The LWAB works closely with the West Yorkshire Association of Acute Trusts (WYAAT) and provides capacity to help take forward projects such as the planned collaborative medical bank. WYAAT in turn engages with the work of the LWAB and HCP programmes to support initiatives such as the plans to better support working carers described in paragraph 15 above.
24. We are working with the HCP voluntary and community sector programme and other stakeholders to develop a standardised approach to the training of volunteers to ensure they feel valued, supporting and developed whilst ensuring consistency across the partnership.

What next?

25. The LWAB will continue to work towards delivering the objectives of the workforce strategy and is currently exploring ways in which it can develop infrastructure that will enable it to go further, faster. Progressing ambitions and providing support to programmes and the wider system.
26. We will shortly publish a document as a companion to the workforce strategy that helps to describe the resources available (and how to access them) to support workforce transformation in West Yorkshire & Harrogate (see Appendix 2)
27. On the 7th of October 2019 the LWAB will be hosting a learning conference which will be a vehicle for sharing and disseminating the learning from LWAB supported activities.

Appendices

Appendix 1: LWAB Investment Plan – August 2018

Appendix 2: Supporting Workforce Transformation – Draft Document

Contact details

For further information on the above contact wyh.lwab@hee.nhs.uk