

# **Health and Wellbeing Board Health and Care Skills Update June 2022**

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# Introduction and Wider Context

- Workforce recruitment and retention is one of the biggest risks within the Health and Care system currently, both locally and nationally
- Devon wide (Integration Care System) workforce strategy in development. This will identify skills gaps across the system and develop a high-level approach to address these in the short, medium and long term

# Local Context

- The Plymouth Local Care Partnership (LCP); through Plymouth City Council (PCC), have established a multi-agency Health and Care Skills Partnership to bring partners together to develop a system wide solution that promotes Health and Care as a profession of choice and, to attract and train the volume of new entrants required to make the local system sustainable
- The Health and Care Skills Partnership Steering Group plans will sit underneath the Devon wide strategy. The group is developing a local delivery plan.
- The local approach builds on a model of good local practice - the blueprint of the successful PCC led “Building Plymouth skills partnership”, with the construction sector.

# Identified local issues and need

- We know local employers and providers have critical skills gaps and skills shortages, including the urgent need to recruit 500+ care workers and domiciliary support workers. This creates system wide pressures.
- Current real-time Labour Market Intelligence has identified nearly 2,800 new jobs in Plymouth's health and care sector between now and the next 18 months
- We need to be better able to attract, develop and retain a skilled workforce that will be capable of delivering the strategy for health and care – to meet short, medium and long term demand

# Progress to date

- PCC Recruitment campaign – innovative approach to working with recruitment agency to attract staff . Described as “inspirational” in recent LGA review)
- Plymouth City Council (PCC) have invested in 2 Health and Care coordinators to build capacity to deliver local plans (now in post). Over 50 people recruited to health and care roles since February.
- PCC have facilitated the establishment of, and Chair the Health and Care Skills Partnership
- Recruitment via Job Centres and Job Shops with DWP
- System wide recruitment and retention work
- Engaging with the Lighthouse Lab staff at risk of redundancy
- Plymouth Prospectus – harvesting existing material and literature to portray Plymouth as desirable location to live and work

# Programme Outputs

- Provide system leadership to engage partners and develop whole system approach “joining dots” and realising the benefits of systemic working
- Working with partners, develop pathways across the Plymouth system to attract, train, recruit and retain people into Health and Care careers
- Describe agreed proposals in the form of a plan, with clear timelines, milestones and goals
- Monitoring of progress in terms outcomes

## Priority 1

To gather data and intelligence that will inform the development of our plan

Understand the current (and on-going) levels of vacancies within the health and care system)

Use the local population profile to understand how levels of need will impact upon workforce requirements

## Success Measures

· Plans will be based on best evidence and align with strategic drivers and the needs of the population

Begin scoping the future configuration of the Plymouth health and care system based on best evidence and strategic drivers





## Delivery Plans

Using exit interview data and other available intelligence, identify reasons for people leaving

Explore supportive incentives e.g. subsidised housing, flexible career pathways

Create more joint appointments, rotational posts and flexible roles that span systems and pathways.

Review other identified recruitment issues e.g. pay and conditions and

### Priority 2

To attract and retain individuals into health and care careers

### Success Measures

- Number of vacancies will decrease
- Sufficient capacity to deliver plans
- Numbers of applicants increase-
- The number of people leaving health and care will decrease

Appointment of 2 Health and Care coordinators

Creating a collaborative training offer

Develop local programme of recruitment campaigns supported by a partnership with a recruitment agency to increase numbers applying for care sector roles

Develop a single health and care prospectus for Plymouth

Recruit internationally into vacancies

## Delivery Plans

Develop and maintain visibility and active recruitment within all schools

Create an active recruitment programme for veterans

Engage and maximize the private, voluntary sector as equal partners in the system

Comms programme myth busting perceptions of health and care

### Priority 3

To develop a sustainable planned pipeline of people who want to work in health & social care, in Plymouth

### Success Measures

- Adequate flow of recruits into health and care roles
- Full employment across health and care roles

Develop a workforce model that articulates the roles required, the predicted numbers for each role and an understanding of the number of recruits required

Every secondary school/college in Plymouth to have a Proud to Care Ambassador

Sufficient teaching and training capacity

Create opportunities for the long term unemployed and disabled

## Priority 4

To effectively coordinate communication across the partnership and to potential applicants

Clear points of contact are identified

Communicate clearly to potential and existing staff the different roles and training pathways across the system.

## Success Measures

- Clear lines of communication and leadership are identified
- The number of applicants for health and care careers increase

Myth busting material and comms plan developed to support recruitment

# Delivery Plans

## Priority 5

Review rostering systems that allow and enable flexible working

To ensure that enabling work supports the delivery of the health and care skills programme

Enable new technology introduction through identification of best practice and provision of training

Monitor and review an agreed set of success indicators e.g. vacancies, applications for courses, people leaving etc..

## Success Measures

- The workforce is efficient and effective
- Reduction in leavers from health and care roles
- The Plymouth Health and Care Skills Partnership Delivery Plan is effective

Prepare staff for change and supporting new technology introduction through removal of barriers to change.

Using leadership programme, identify key issues that representatives from the partnership can focus on as a discreet programme of work

# Summary & Next Steps

## Next Steps:

Plymouth LCP have established a system wide Health and Care skills partnership that aims to address the recruitment and retention challenges within the health and care workforce. The LCP are aiming to:

- Build on good practice and partnerships spanning several years.
- Pursue and develop international recruitment campaign
- Codify existing work to develop a “Plymouth Prospectus”.
- Gather data and workforce projections
- Explore and deliver programme of recruitment and retention incentives
- Expand programme architecture, including leads and detailed plan
- Deliver a system wide plan that addresses the workforce challenges across Plymouth