

# PLYMOUTH WORKFORCE PLAN

## Priority 1 – Right person, right skills, right place, right time

Purpose: To attract, retain and support the development of the health & social care workforce across Plymouth – Martin Bamber						
Number	Outcome	Lead	Complete Date	Action	RAG	Comments & Progress
1	Implementation of a Plymouth Clinical competency passport	STP Lead; All	30/11/2018	PWDG members not already part of the STP Clinical Competency Group to nominate a representative to join the STP clinical competency passport workstream already in progress.		
2	Plymouth partners to maximize apprenticeship levy spend into priority roles, gifting levies agreement	1. STP Lead 2 - 4. PWDG Apprenticeship / Training Leads	28/02/2019	1. Identify latest position of the STP Resourcing Group on the levy share and confirm proposed Plymouth approach to ensure no duplication or conflict with STP work in progress. 2. PWDG levy-paying organisations to confirm agreement to levy-share and how this will operate in practice. 3. PWDG organisations seeking levy-share support to Identify and share T&D needs 4. T&D needs proposed for levy-share support to be agreed by PWDG as Plymouth system priorities.		
3	Create more joint appointments and rotational posts.	LW & UHP recruitment Leads; All	31/03/2019	1. Livewell & OHP Recruitment Leads to facilitate workshop to share recruitment streamlining work already undertaken, with PWDG recruitment leads, to identify further opportunities for widening shared recruitment process. 2. Development of portfolio and wider clinical roles for Doctors and Pharmacists. 3. Extend GP job fair to other professional groups including Pharmacy 4. Participate actively in the International GP recruitment workstream 5. Work flexibly in terms of in our approach to medical recruitment (where needed) and/or ability to work with HEE to make Plymouth a higher priority in terms of training places		
4	Create Clear Progression Pathways across the system	1. All 2. DS & GD / other?	30/04/2019	1. Communicate clearly to staff the different roles and training pathways across the system. 2. PWDG Nursing, Pharmacy and AHP professional leads to nominate clinical leads to identify the barriers to staff to moving through these pathways and to develop ways to overcome barriers and make roles more flexible. [note - could be extended further than nursing an AHPs] 3. Ensure local linkages into CEPN and implementation of the 10 joint plans 4. Develop primary care workforce in line with skills and competency requirements and learning from good practice locally 5. Expand existing roles and responsibilities within context of career pathways		
5	Creating a collaborative training offer	All STP lead, Katy Kerley	28/02/2019	1. PWDG members not already part of the STP OD Leads Group to nominate a representative to join the STP workstream on collaborative training already in place. 2 Reflect changes in medical training locally		
6	Ability to deliver 7 day working standard	UHP/LSW	30/04/2019	1. PWDG members not already part of the STP OD Leads Group to nominate a representative to join the STP workstream on collaborative training already in place. This work is ongoing I in organisations and a workshop to be established to agree across the PWDG		

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## Priority 2 – Growing Plymouth’s future workforce

Purpose: To develop a planned sustainable supply of people who want to work in health & social care in Plymouth - Dawn Slater																																	
Number	Outcome	Lead	Complete Date	Action	RAG	Comments & Progress																											
1	Every secondary school/college in Plymouth to have a Proud to Care Ambassador	STP Lead; All	30/11/2018	PWDG members not already part of the STP resourcing Group to nominate a representative to join the STP resourcing group workstream already in progress.		<p>The Trainee Nursing Associate role was introduced via a national pilot site in January 2017. Devon STP submitted a bid and was successful in securing 69 places across Livewell Southwest, University Hospital Plymouth, Torbay and South Devon and North Devon.</p> <p>The TNA programme is a 2 year foundation course underpinned by clinical competences. The role will be regulated by The Nursing Midwifery Council in January 2019. The role has been introduced to support the role for the registered nurse. It also develops the career pathway for registered nurses by introducing a shortened process.</p> <table border="1"> <thead> <tr> <th>Trainee NA</th> <th>LSW</th> <th>UHP</th> </tr> </thead> <tbody> <tr> <td>Jan 2017</td> <td>11</td> <td>16</td> </tr> <tr> <td>Sept 2017</td> <td>22</td> <td>7</td> </tr> <tr> <td>Sept 2018</td> <td>14</td> <td>14</td> </tr> <tr> <td>Total</td> <td>47</td> <td>37</td> </tr> </tbody> </table> <p>Plymouth total -</p> <p>From the 1st cohort there are 8 NA's who will undertake the registered nurse programme</p> <p>The nursing workforce across Plymouth is a substantial workforce. there are 2,800 nurses across UHP and LSW. There are approximately ____ nurses across the private sector in nursing homes</p> <p>The vacancy factor for the organisations</p> <table border="1"> <thead> <tr> <th>Organisation</th> <th>Nurses</th> <th>Vacancies</th> </tr> </thead> <tbody> <tr> <td>LSW</td> <td></td> <td></td> </tr> <tr> <td>UHP</td> <td></td> <td></td> </tr> <tr> <td>Private Sector</td> <td></td> <td></td> </tr> </tbody> </table> <p>The developments for the future</p> <ol style="list-style-type: none"> <li>1) To Develop the numbers of TNA's across Plymouth</li> <li>2) To continue to develop the nursing pathway</li> <li>3) To support the levy to support areas that do not receive the levy for funding.</li> </ol>	Trainee NA	LSW	UHP	Jan 2017	11	16	Sept 2017	22	7	Sept 2018	14	14	Total	47	37	Organisation	Nurses	Vacancies	LSW			UHP			Private Sector		
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2	Increase Nursing Associate training places across Plymouth each year	1. STP Lead 2 STP Nursing Associate Pilot	28/02/2019	<ol style="list-style-type: none"> <li>1. Identify latest position of the STP Resourcing Group on the levy share and confirm proposed Plymouth approach to ensure no duplication or conflict with STP work in progress.</li> <li>2. to identify Nursing Associate places across Plymouth</li> </ol>																													
3	Promoting and supporting the role of PHB Assistants especially in rural areas	G. Wilson	31/03/2019	Livewell & OHP Recruitment Leads to facilitate workshop to share recruitment streamlining work already undertaken, with PWDG recruitment leads, to identify further opportunities for widening shared recruitment process.																													

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Number	Outcome	Lead	Complete Date	Action	RAG	Comments & Progress
4	Creating opportunities for the long term unemployed and disabled	UHP/LSW	30/04/2019	<ol style="list-style-type: none"> <li>1. PWDG members are already part of the STP Sourcing Group</li> <li>2. To continue with existing programmes i.e. PWP programme and Project search</li> </ol>		
5	Engage and maximize the private, voluntary sector as equal partners in the system	UHP/LSW/POP	30/04/2019	<ol style="list-style-type: none"> <li>1. Communicate clearly to staff the different roles and training pathways across the system.</li> <li>2. PWDG Nursing, Caring, Pharmacy and AHP professional leads to nominate leads to identify the barriers to staff to moving through these pathways and to develop ways to overcome barriers and make roles more flexible.</li> <li>3. Livewell to offer joint training and support to the private sector</li> </ol>		
6	Create an active recruitment programme for veterans	UHP/LSW	31/10/2019	<ol style="list-style-type: none"> <li>1. PWDG members are part of the STP resourcing Group</li> </ol>		

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## Priority 3 – Effective Management of temporary staff

Purpose: To reduce agency spend in Nursing, Medical & Social Care in order to support the development of a stable workforce while reducing high cost spend on agency workers – Helen Reid						
Number	Outcome	Lead	Complete Date	Action	RAG	Comments & Progress
1	Develop a shared bank across Livewell Southwest and University Hospitals Plymouth	LSW/UHP	31/12/2019	<ol style="list-style-type: none"> <li>1. Identify challenges and obstacles across the system</li> <li>2. Develop protocol to enable flexible deployment of staff</li> <li>3. Develop skills and competencies across pathways</li> </ol>	Green	Now fully implemented in Plymouth
2	Expand the availability of bank posts	LSW/UHP	31/12/2019	<ol style="list-style-type: none"> <li>1. Identify high risk clinical areas</li> <li>2. Recruit 45 staff to Clinical Support Team</li> </ol>	Green	CST recruited to 45 posts in Livewell. Posts will be able to work across the system
3	Increase the profile and attraction to individuals of working on the bank	LSW/UHP	31/03/2019	<ol style="list-style-type: none"> <li>1. Ensure comparable T&amp;C's</li> <li>2. Ensure access to comparable training, CPD and educational opportunities fro bank staff</li> <li>3. Agree recruitment approach with comms and recruitment leads</li> <li>4. Advertise and recruit based on improved offer</li> </ol>	Green	Joint approach agreed and recruitment successful
4	Ensure agency staff are of good quality	STP	31/03/2019	<ol style="list-style-type: none"> <li>1. Ensure quality of agency workforce is raised through STP workforce group</li> </ol>	Red	

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## Priority 4 – Growing our strategic partnerships with local and national education providers

Purpose: To influence the numbers, content and delivery of training for the Devon Health & Social Care workforce – David McAuley						
Number	Outcome	Lead	Complete Date	Action	RAG	Comments & Progress
1	Develop linkages with leading local educational establishments in acting as a link between schools and health/care careers	D. McAuley	31/12/2018	<ol style="list-style-type: none"> <li>1. Develop link roles on Governing Board</li> <li>2. Undertake hospital open day (including job fayre) to increase interest in health/care careers</li> <li>3. Develop pathways from secondary schools into health and care careers</li> </ol>		Prof Greg Dix and Dawn Slater both now on The Board. Pathways developed into Medicine, Nursing, and Apprenticeships etc... Pipeline into local careers demonstrating excellent outcomes in terms of fill rates.
2	Undertake a local needs analysis	B. Kent	31/03/2019	<ol style="list-style-type: none"> <li>1. Work with UoP to begin work to understand needs bespoke to Plymouth across health and care</li> </ol>		
3	Improve access to nursing careers for men through joining the national Men in Nursing Campaign	UHP and LSW		<ol style="list-style-type: none"> <li>1. Join national campaign and engage comms teams</li> </ol>		
4	Lead in the rollout of National Nurse Ambassador Programme	LSW and UHP				

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## Priority 5 – The Health & Social care sector is the best place to work in Plymouth

Purpose: To develop a healthy culture that allows staff to flourish and reach their potential – Nicola Jones						
Number	Outcome	Lead	Complete Date	Action	RAG	Comments & Progress
1	Collate and analyse results of current and recent staff satisfaction surveys (re priority groups of staff and beyond) - identify what this tells us about the culture in each organisation	C.Massey	30/11/2018	1. Harvest existing staff surveys results and identify trends and issues.		
2	Gather and interpret intelligence from other relevant organisations (schools, universities, training organisations, Chamber of Commerce, employment agencies)	C.Massey	31/12/2018	1. Identify organisations required and harvest data.		
3	Identify the important aspects of a healthy culture and create a vision	C.Massey	31/12/2018	1. Agree collaboratively with partners key cultural issues prior to undertaking visioning work.		
4	Identify current/planned initiatives to create or maintain a healthy culture (including employing organisations' commitment to training, development, education, staff welfare, organisational development)	C.Massey	31/01/2019	1. Develop more detailed plan based on work undertaken.		