

# Workforce Strategy Priorities

## *Workforce Development Plan for Plymouth*



DRAFT

## 1. Introduction and context

- Purpose Statement
- Our approach
- National Context
- STP and Local Context
- The Scale of the Challenge
- Accountability for Workforce Development

## 2. Current system workforce

- Health
- Social Care
- Primary Care
- Current Workforce challenges for Plymouth

## 3. Developing our future workforce

- Future workforce for Plymouth
- Attributes we will need to transform our workforce
- Developing Leadership Talent

## 4. Workforce plan

- Priority 1 – Right person, right skills, right place, right time
- Priority 2 – Growing our future workforce
- Priority 3 – Eliminate Agency Usage
- Priority 4 – Growing strategic partnerships with local and national education providers
- Priority 5 – Health & Social care will be the best place to work in

## 5. Timescales

- 6 months
- 12 months
- 18 months

- *The following plan has been developed to date through engaging with key organisations working across the Plymouth system.*
- *The plan is fully intended to be an iterative document that will continue to develop as we continue to more fully understand and engage with the challenges, solutions and work that is progressing in each part of our workforce that is supporting the delivery of Health and Social Care.*
- *Organisations that have supported the development, design and content of the plan **so far** include:*
  - *Plymouth City Council*
  - *Livewell Southwest*
  - *NEW Devon CCG*
  - *St Luke's Hospice*
  - *Plymouth Octopus Project*
  - *Devon Local Pharmacy Committee (LPC)*
  - *Improving Lives Plymouth*
  - *University of Plymouth*
  - *University Hospitals Plymouth NHS Trust*

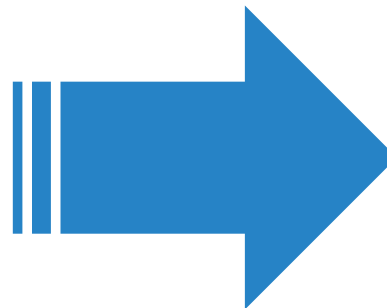
## Document Purpose

This document aims to provide an overview of our current workforce and describe the vision for our future workforce so that we are in the best place to deliver sustainable health & care services

## Workforce Purpose

To grow, develop and shape a resilient and sustainable workforce for health, social care and partners across the system to deliver a service which is clinically, socially and financially sustainable and meets the needs of the local population

In order to deliver our vision we need to significantly develop the way in which the system accesses its supply of its most valuable resource – its workforce, managing the workforce resource across the system and the development of the workforce to ensure that it is ready for future delivery of services.



***Our workforce VISION is to ensure that we have a workforce with the right numbers, skills, values & behaviors in the right place at the right time to improve the quality of care for our population now and in the future.***

### ‘Facing the facts, shaping the future ‘

A draft health and care workforce strategy for England

#### **Growing the workforce**

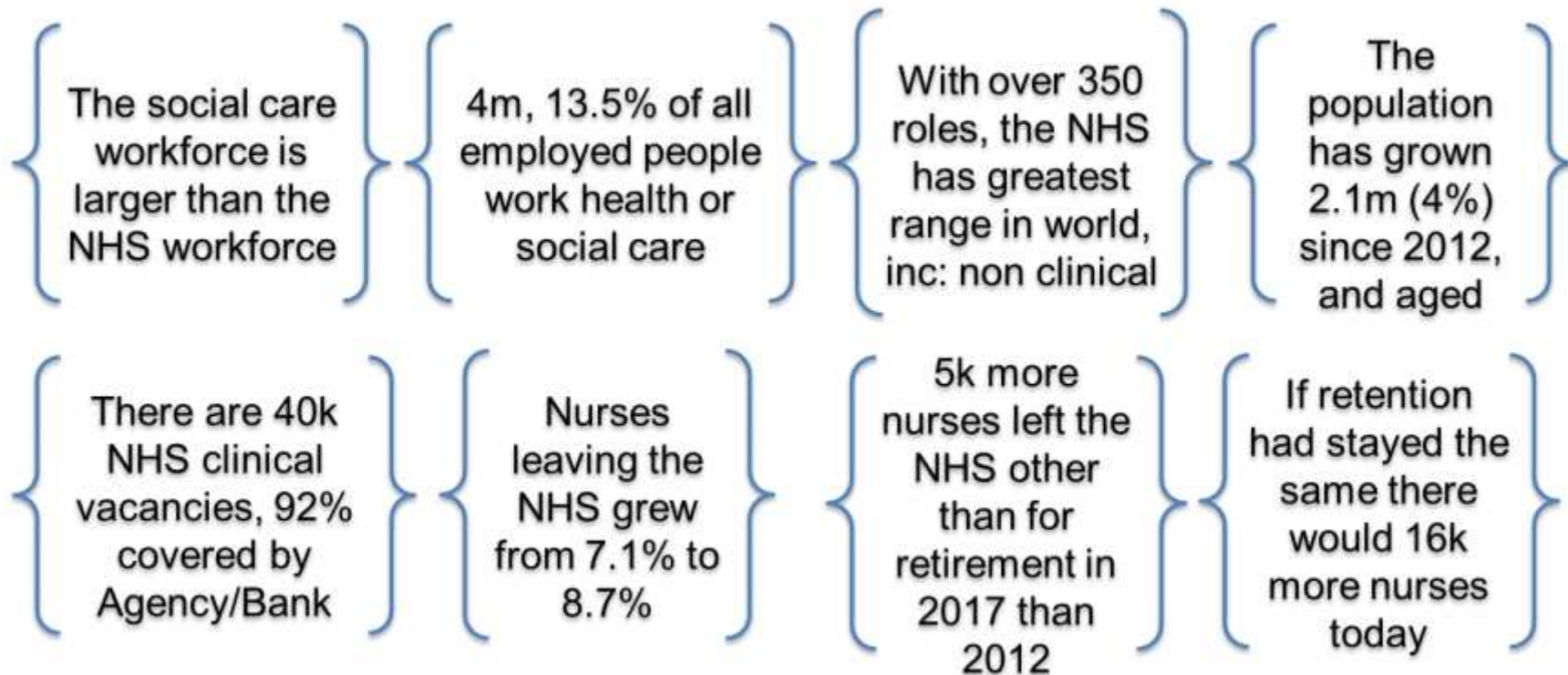
- Recruitment & Education – new graduates, return to practice & recruitment outside the NHS
- Retention – will have the most immediate impact on workforce growth & quality of care
- Move towards Self Sufficiency (growing our own)
- Five Year Forward View – Integrating care is vital to delivery
- Social Care
- Development of new roles & skill mix

#### **Looking to the Future**

- Requirements beyond 2021/22 –workforce, finance & service planning must be better aligned
- Shaping the Future
- Developing specific workforce groups
- Accelerate growth of workforce

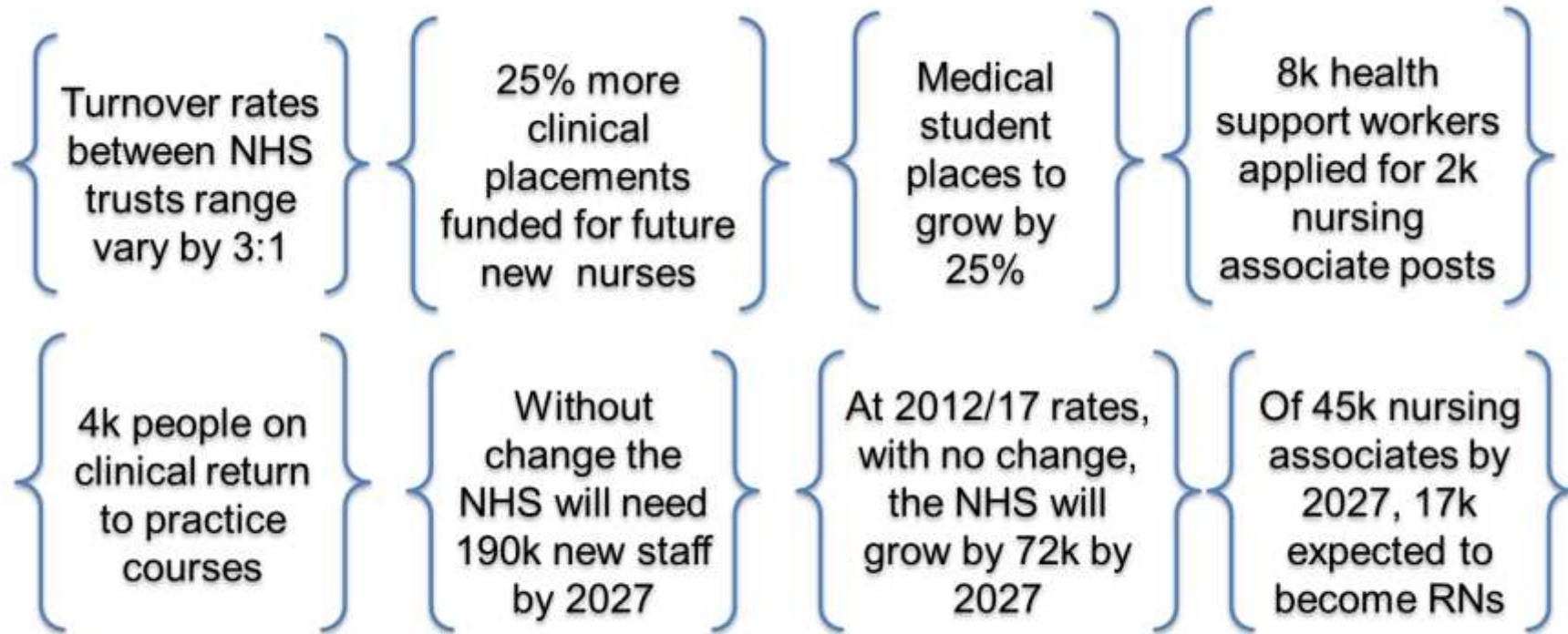
### 3. National Context – Facing the facts, shaping the future

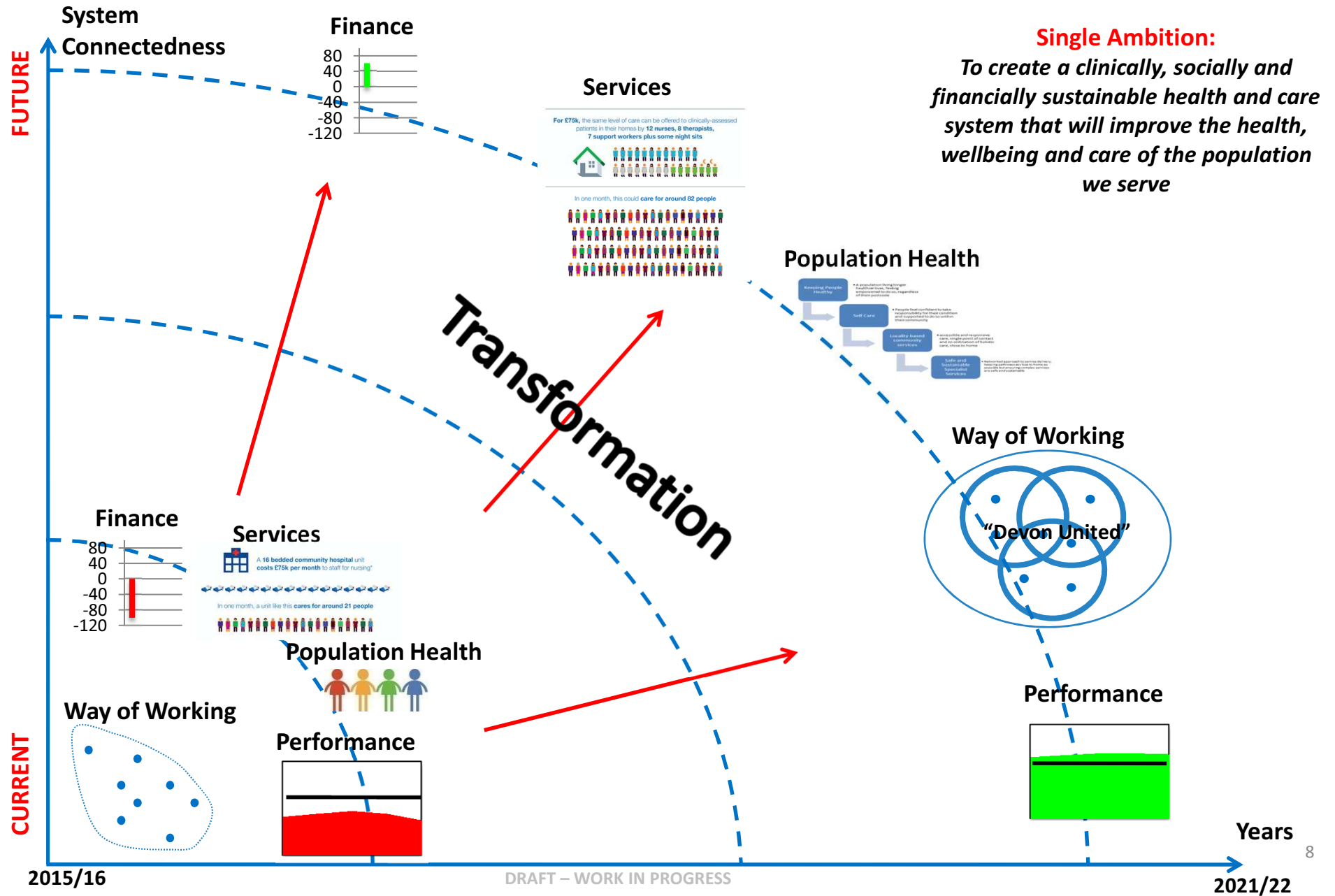
In setting the scene for the national Workforce Strategy, HEE states that the **current national workforce**:



### 3. National Context – Facing the facts, shaping the Future

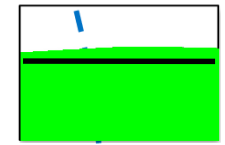
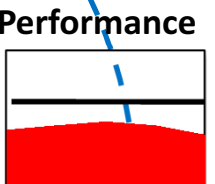
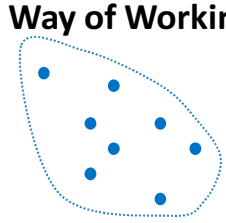
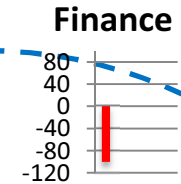
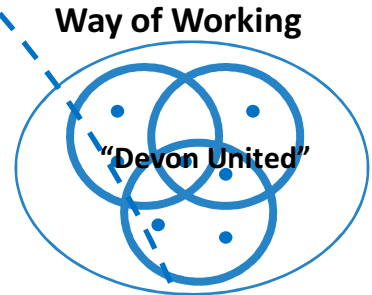
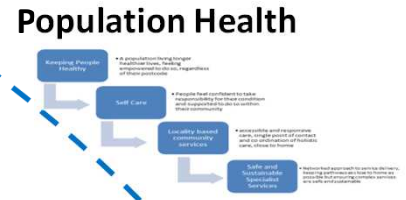
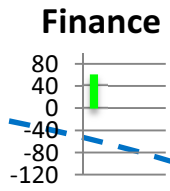
#### National strategy **next steps:**





FUTURE

CURRENT



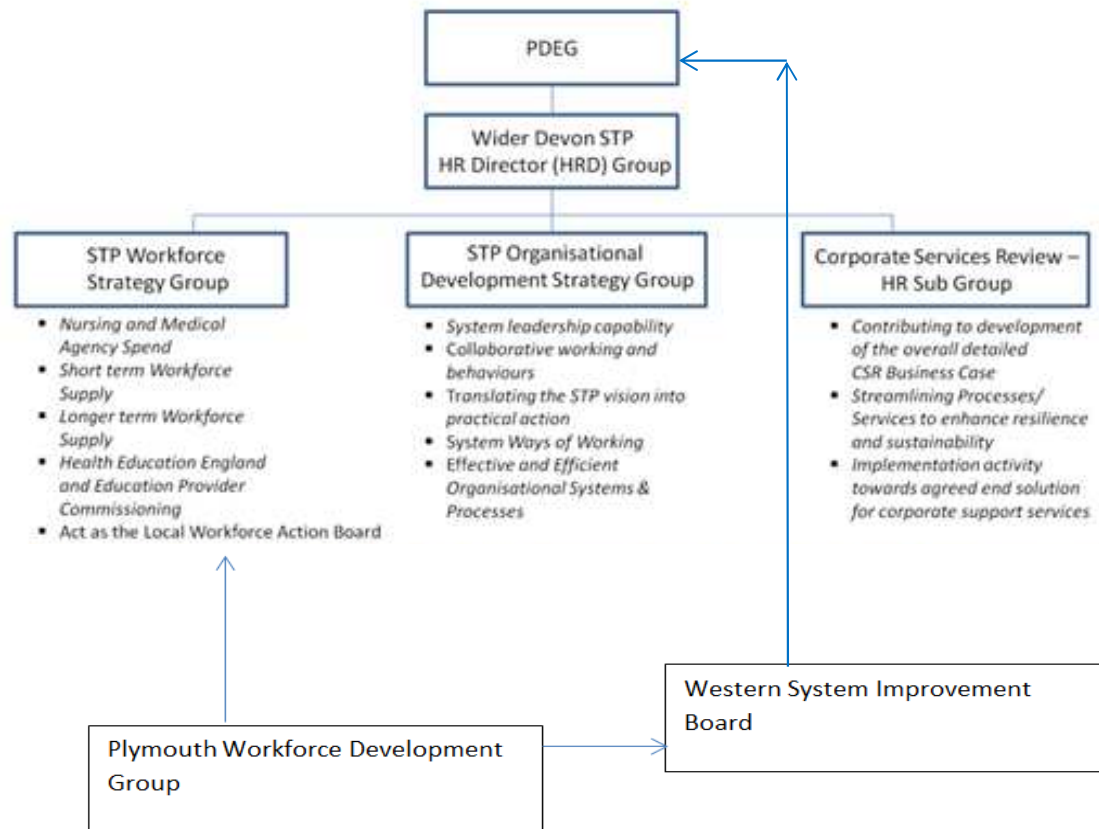


- Using the five priorities within the STP strategy to cover:
  - Local Care Partnerships workforce requirements
  - Primary Care workforce needs
  - General Practice nursing workforce gaps
  - Mental Health workforce
  - Learning Disability and Transforming Care Partnership workforce requirements
  - Children's workforce needs
- Underpinned by a workforce plan which specifically identifies the actions and programmes of work that will be undertaken to support and enable system transformation and/or help resolve specific workforce challenges

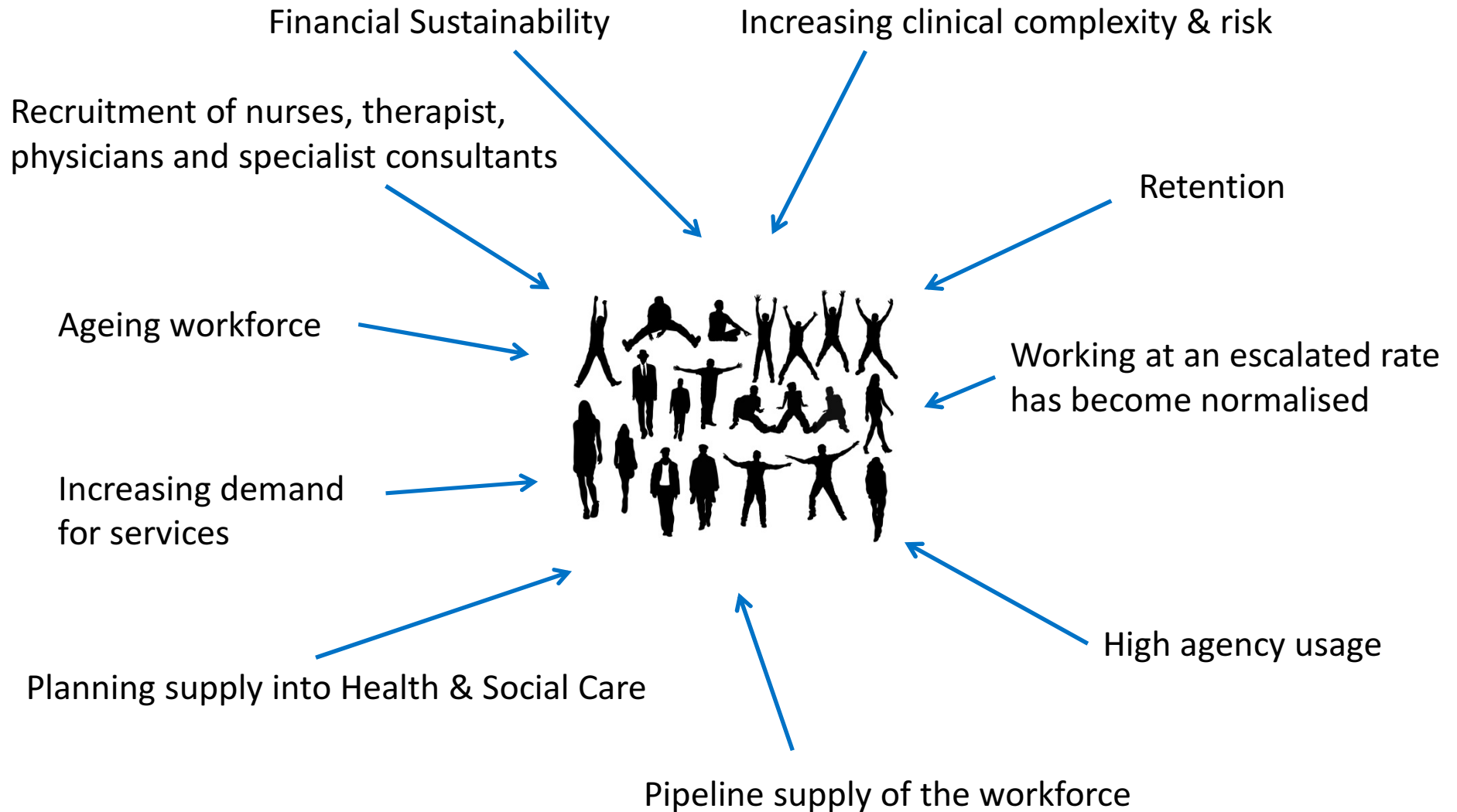
## Strategic outcomes framework – context for future workforce alignment

- More people will be living independently in resilient communities
- More people will be choosing to live healthy lifestyles and less people will be becoming unwell
- People who do have health conditions will have the knowledge, skills and confidence to better manage them
- The healthcare system will be equipped to intervene early and rapidly, to avert deterioration and escalation of health problems
- More care will be available in the community and less people will need to visit or be admitted to hospital
- People will have greater control over health services and will be equal partners in decisions about their care
- People who need treatment will be treated effectively and quickly in the most appropriate care setting
- People who go into hospital when necessary and will be discharged effectively and safely with the right support in the community

# Workforce & Organisational Development Governance Structure:



# Current workforce challenges



# In order to transform our workforce we need to be:

Resourceful

Creative

collaborative

Consistent

Resilient  
& flexible



Innovative

Open

Risk aware

Determined

Need to  
invest in  
the  
workforce

Brave

Commitment

Looking  
outside of  
Business as  
usual

# Current workforce data suggests in Health

## Livewell and University Hospitals Plymouth

Staff Group	FTE by Month	Headcount by Month	Turnover	Vacancies
	2018 / 09	2018 / 09	2017/10 - 2018/09	2018/09
Add Prof Scientific and Technic	461.36	527	13.34%	3.58%
Additional Clinical Services	1807.65	2134	10.69%	7.65%
Administrative and Clerical	1796.64	2050	10.60%	3.28%
Allied Health Professionals	646.05	782	10.92%	4.85%
Estates and Ancillary	264.69	321	11.57%	6.34%
Healthcare Scientists	256.78	281	3.64%	2.86%
Medical and Dental	1050.77	1142	13.77%	14.63%
Nursing and Midwifery Registered	2421.49	2831	12.77%	7.29%
<b>Grand Total</b>	<b>8,706.43</b>	<b>10069</b>	<b>9.70%</b>	<b>6.05%</b>

10,069 staff. 7.29% vacancy rate in nursing (9% nationally) across Health

87 nurse leavers across the system in Jan 18 up from 63 in Sept 17

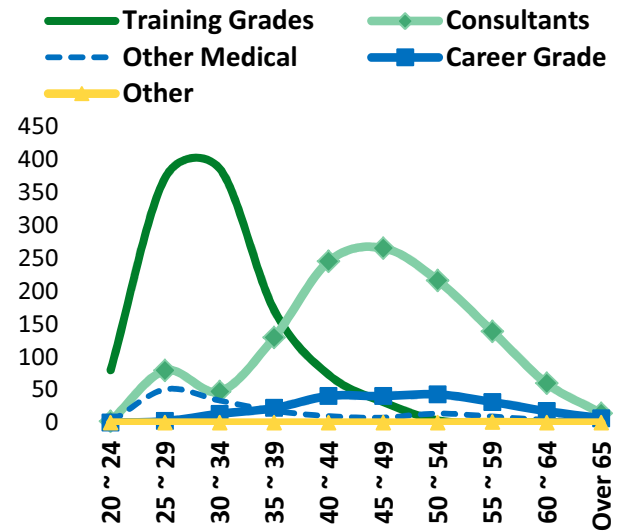
### Staff Groups with Highest over 55's Proportion

**Medical & Dental**  
 Pathology Group **26.3%** (27.5 FTE), Dental Group **16.3%** (7.3 FTE), Obstetrics & Gynaecology Group **14.0%** (16.9 FTE)

Total Vacancies  
6.05%

Turnover locally  
9.70%

### Medical & Dental



# Current workforce data suggests that in Adult Social Care.....

## Why Care Workers leave the sector

- Too much responsibility (for the level of reward)
- Lack of flexibility over working hours
- Lack of time for and between appointments
- Lack of opportunity for personal or professional growth.
- Lack of guaranteed hours
- Cost of childcare

3000 care workers employed within Plymouth

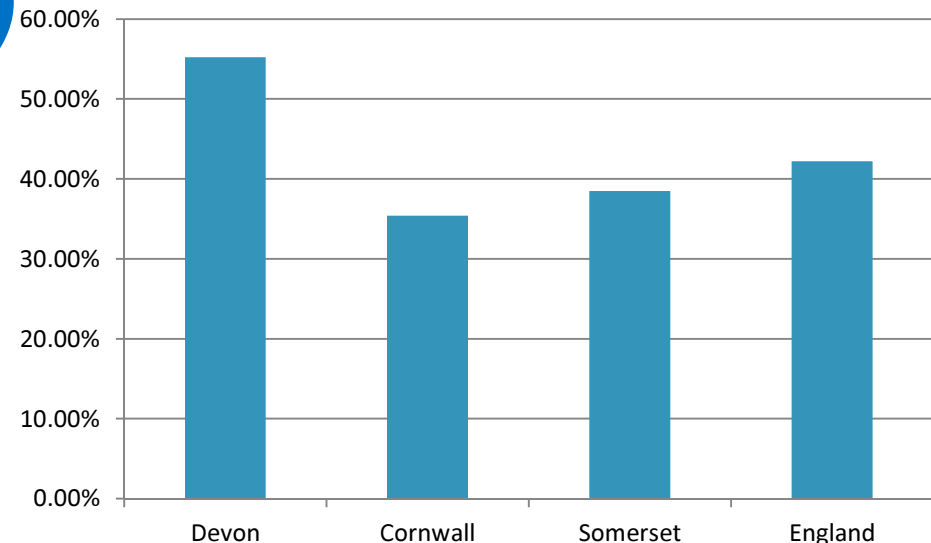
3400 posts in Plymouth care homes – estimated there are 170 vacancies. Approx 300 care vacancies in Plymouth

Turnover for regulated care workers across Devon **41%**



**49.7%** of all Staff are employed Full Time, **37.5%** work Part Time and **12.8%** are recorded as Neither of these

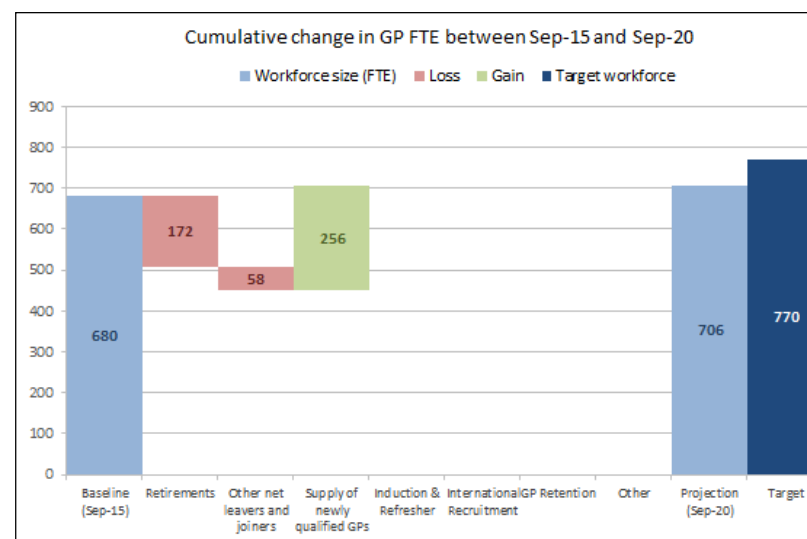
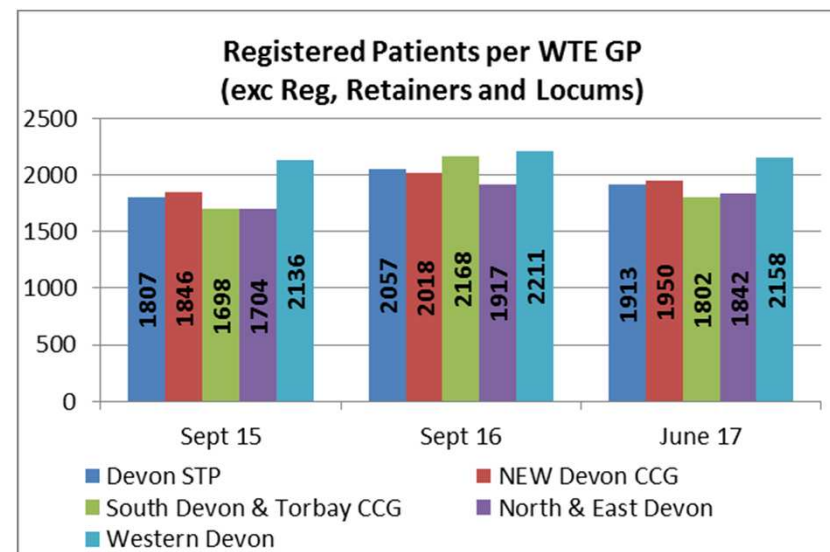
Turnover rate for regulated care workers in the Private Sector



# Primary Care Workforce

* General and Personal Medical Services, England As at 30 June 2017 ** AHSN Workforce Analysis Tool Dec '16		STP	NEW Devon CCG	South Devon & Torbay CCG
GP's (Exc Reg, Retainers and Locums) *	HC	844	633	211
	FTE	634.2	472.8	161.4
GP's aged >55 *	HC	187	139	48
Practice Nurse **	HC	594	453	141
	FTE	384.8	289.6	95.2
Health Care Assistant **	HC	272	206	66
	FTE	169.5	125.0	44.7
Direct Patient Contact **	HC	467	370	97
	FTE	282.5	219.0	63.5
Phlebotomist **	HC	76	53	23
	FTE	37.0	23.0	14.0
Pharmacist **	HC	9	8	1
	FTE	5.8	4.8	1
Dispenser **	HC	96	91	5
	FTE	62	59	3.1
Physician Associate **	HC	1	1	0
	FTE	0.5	0.5	0

Workforce Surveys are currently being undertaken to clarify / confirm workforce figures including vacancies.



Source: NHS England Primary Care Workforce - STP GP Workforce Demand / Supply Tool



## The Community and Voluntary Sector in Plymouth...

### Charities Commission and POP Data

- There are at least 1500 VCSE organisations in Plymouth
- Total income is in excess of £900M
- 10% of the sector generates 85% of income - larger organisations dominate

The sector in Plymouth employs around 15,000 people

A third of VCSE organisations in Plymouth have an annual income of under £10,000



23% of adults in Plymouth volunteer at least once a month

57,000 people volunteer, the financial equivalent of £100 million a year

## Purpose

Implementation of a Plymouth Clinical competency passport

To attract, retain and support the development of the health & social care workforce across Plymouth

Create Clear Progression Pathways across the system

## Content

Plymouth partners to maximize apprenticeship levy spend into priority roles, gifting levies agreement

- Plymouth system visibility of staffing hot spots, to trigger rotation/ short assignment.
- Promotion of careers in health & social care through schools, colleges & universities
- Workforce rotations
- Flexible working opportunities.

Creating a collaborative training offer

Create more joint appointments and rotational posts. Create a shared recruitment passport

## Outcomes

- Consistent approaches to support short term workforce supply
- Improved capacity across the system
- Improved staff retention
- Support financial savings
- Preventing competition between providers

Ability to deliver 7 day working standard

### Purpose

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

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

Increase Nursing Associate training places across Plymouth each year

### Content

- Visibility of training pipeline for all prioritized staff groups
- Development of a Plymouth system wide attraction, recruitment & retention strategy
- Developing a workforce that supports care at home
- Collaborative and innovative approaches to developing new roles & ways of working

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

Promoting and supporting the role of PHB Assistants especially in rural areas

### Outcomes

- Improved supply of workforce
- System approach to workforce planning
- Consistent system approach to the development and use of new roles
- Improved resilience across the system
- Established career pathways including rotational & placement opportunities

Create an active recruitment programme for veterans

Creating opportunities for the long term unemployed and disabled

## 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.

Develop a shared bank across Livewell Southwest and University Hospitals Plymouth

Increase the profile and attraction to individuals of working on the bank

## Content

- Creation of a shared bank with Livewell and UHP
- System wide recognition of employment checks & mandatory training
- Delivery of financial savings

Expand the availability of bank posts

## Outcomes

- Generate financial savings through reduced usage & reduced rates
- Improved information to enable better decision making
- Easier movement of staff across the system
- Generate an increased pool of staff available before relying on agency

Ensure agency staff are of good quality

## Purpose

To influence the numbers, content and delivery of training for the Plymouth Health & Social Care workforce

Develop linkages with leading local educational establishments in acting as a link between schools and health/care careers

Join the national Men in Nursing Campaign

## Content

- Agree key priorities in partnership with HEE and University of Plymouth to enable the development of the future workforce in line with STP requirements
- Maximise the use of the apprenticeship levy

Undertake a local needs analysis

Lead in the rollout of National Nurse Ambassador Programme

## Outcomes

- Targeted training and development through apprenticeships linked to system wide workforce plans
- Improved competencies
- Improved system capacity
- Ability to address shortfalls in a planned way
- Robust system wide workforce planning where future challenges are spotted and resolved early

## Purpose

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

**To develop a healthy culture that allows staff to flourish and reach their potential**

Identify the important aspects of a healthy culture and create a vision

## Content

- **Plymouth wide adoption of an agreed health & well being framework**

Identify current/planned initiatives to create or maintain a healthy culture (including employing organisations' commitment to training, development, education, staff welfare, organisational development)

## Outcomes

- **Building workforce resilience**
- **Improving retention of the workforce in all areas of the system**
- **Retaining people post traditional retirement age and valuing their experience**
- **Creating system reputation for innovation and being a great place to live and work in turn improving attraction**
- **Reduce costs of sickness absence across Plymouth**

In light of priority groups of staff and also the whole workforce, identify realistic priorities for change towards realising the vision

Gather and interpret intelligence from other relevant organisations (schools, universities, training organisations, Chamber of Commerce, employment agencies)

### ➤ Proud to Care Ambassadors

- There are 78 Proud to Care Ambassadors across Plymouth

### ➤ Shared Plymouth Nurse Bank

- Shared bank established between Livewell Southwest and University Hospitals Plymouth (UHP) for Health Care Assistants and Registered Nurses with comparable CPD offer to staff employed in permanent posts

### ➤ Training Nursing Associates

- Plymouth (as part of a Devon STP initiative), was successful in their bid to be part of the national pilot for Nursing Associates. The first cohort qualify in January 2019

### ➤ Links into Schools

- Established links into Scott College – now have pipeline into Health and Care Apprenticeships, University education. Resulted in improved fill rate

### ➤ Innovative medical roles that span hospital and community services

- Associate Medical Director at UHP leading the development of a number of roles that span diagnostic groups and organisational boundaries

# Priorities – 6 months

Workstream	Actions	Timescale	Lead	RAG rating
Scoping	Identify and collate existing local workforce plans	30/09/18	Programme lead	Green
Programme Architecture	<p>Identify locality leads for each workstream, specifically:</p> <ul style="list-style-type: none"> <li>• Priority 1 : Right person, right skills, right place, right time</li> <li>• Priority 2 : Growing future workforce</li> <li>• Priority 3: Eliminate Agency Usage</li> <li>• Priority 4: Growing our strategic partnerships with local and national education providers</li> <li>• Priority 5: The Health &amp; Social care sector is the best place to work</li> </ul> <p>Ensuring identified work covers:</p> <ul style="list-style-type: none"> <li>• Primary Care and General Practice Nursing</li> <li>• Mental Health</li> <li>• Learning Disabilities</li> <li>• Nursing Workforce</li> <li>• Medical Workforce</li> <li>• Adult Social Care</li> <li>• Allied Health Professionals</li> <li>• Children’s Services</li> <li>• Critical Support services workforce</li> <li>• Pharmacy</li> </ul>	31/10/18	SRO	Green



# Timescales – 6 months

Workstream	Action	Timescale	Lead	RAG Rating
Programme Architecture	<ul style="list-style-type: none"> <li>Identify Programme support</li> <li>Agree and develop reporting and monitoring process and schedule</li> <li>Produce flash reporting template</li> </ul>	31/10/18	SRO	Green
Programme Architecture	<ul style="list-style-type: none"> <li>Develop individual Project Plans to support each workstream</li> </ul>	31/10/18	Project leads and programme lead	Green
Effective management of temporary staff	<ul style="list-style-type: none"> <li>Maximise the efficiencies of existing banks through better coordination across Plymouth</li> </ul>	31/12/18	Project leads	Green
Effective management of temporary staff and Growing Future Workforce	<ul style="list-style-type: none"> <li>Implement short term strategies to support the recruitment of high risk staff groups</li> </ul>	31/1/19	Project leads	Amber

# Timescales – 12 months

Workstream	Action	Timescale	Lead	RAG
Right person, right skills, right place, right time	Implementation of a Plymouth Clinical competency passport	31/8/19	PWDG	Amber
Right person, right skills, right place, right time	Plymouth partners to maximize apprenticeship levy spend into priority roles, gifting levies agreement	28/02/19	PWDG	Amber
Growing our strategic partnerships with local and national education providers	Undertake a local workforce needs analysis, led by the University of Plymouth	30/9/18	UoP and PWDG	Red
Growing future workforce	Identify and develop framework for developing new roles & ways of working	30/6/19	PWDG and UoP	Red

# Timescales – 18 months

Workstream	Action	Timescale	Lead	RAG
The Health & Social care sector is the best place to work	Develop staff wellbeing framework	30/11/19	Project lead	Red
Growing future workforce	Revise and approve recruitment and retention strategies, ensuring synergy	31/10/19	Project lead	Red
Growing future workforce	Ensure that proud to care Ambassadors are embedded and that schools/colleges are supported in promoting health and care as career options	31/10/19	Project lead	Amber
The Health & Social care sector is the best place to work in Plymouth	In light of priority groups of staff and also the whole workforce, identify realistic priorities for change towards realising local workforce vision	31/12/19	Project lead	Red