

Wiltshire Council

Health and Wellbeing Board

19 September 2017

Subject: Adult Health and Social Care Workforce Strategy

Executive Summary

To update the Health and Wellbeing Board on the actions being taken and those planned that contribute to the delivery of the Workforce Strategy.

Proposal(s)

It is recommended that the Board:

- i) Notes the actions being taken on this key risk to operational delivery;
- ii) Make recommendations for any further action required

Reason for Proposal

To update the Board about the actions being taken to improve the system's ability to have a workforce able to meet the plans to transform health and social care services.

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Health and Wellbeing Board

19 September 2017

Subject: An update on the Adult Health and Social Care Workforce Strategy

Purpose of Report

1. To remind the Board of the workforce challenges within the adult health and social care system and the transformation required in order to achieve delivery of operational plans
2. To update the Board on the actions that have been taken in the last year to help address the challenges and plans for the future

Background

There are a number of national and local changes that are exacerbating the workforce challenges within the Wiltshire health and social care system. The Office of National Statistics forecasts that the Wiltshire population is growing by 6.6% between 2011 and 2021 and the number of people aged over 80 (the group with the greatest need for services) is expected to grow by 34.6% over that same period. However, the working age population has been shrinking, from 63% in 2009 to 60% in 2016 and similarly those unemployed has reduced from 4.1% in 2014 to 3.2% in March 2017. This means health and social care employers are facing greater competition for those staff recruited locally and this has led to significant workforce capacity challenges.

National issues are also having an impact: for example the implications of the potential changes to European immigration status have made recruitment of registered professionals such as nurses from abroad more difficult, as has the high bar for passing the English language tests, a requirement for professional registration for international applicants. Changes to the national system of education for student health professionals, including the removal of bursaries and the role of Health Education England (HEE) has also changed so that the commissioning of student numbers will be more market driven in future. Conversely comprehensive changes arising from the new national Apprenticeship Strategy: 2020 Vision gives us new and different opportunities to grow the workforce we need.

At a time when the population demographics and national workforce landscape is changing Wiltshire is aiming to transform its health and social care services, all of which are highly dependent on their workforce for delivery. The strategy is to transform the model of care so that more care is delivered at home or as close to home as possible. This necessitates organisations working together in a more integrated way to provide effective and efficient services focused around patients/clients and in so doing reduce admissions to hospital and increase

timely discharge. This is taking place at a time when funding too is under significant pressure and is not keeping pace with the increased rate of demand.

Achieving these ambitious targets requires the workforce to provide care in different locations with a shift in the balance of resources from hospitals to community and social care settings. It requires ways of working to change to complement new integrated pathways, requiring staff to have a wider range of skills, have more discretion and able to manage more complexity and greater acuity in the community.

Similarly the change of ethos will require a change in behaviours of both staff and patients to enable people to live in the community with more long term conditions and to take responsibility for their health and how they live their life. This needs the development of an ethos of health promotion, prevention of ill health and supporting staff (paid and unpaid) to empower people to access the assets and support they already have around them.

Each of the health and social care providers in Wiltshire are working hard to address these challenges, but mainly working within their own traditional organisational boundaries. This paper updates the Board on the collaborative system wide initiatives taking place to help mitigate the workforce challenges described.

There are no quick solutions to the many faceted workforce challenges but there are things that can be done to improve the situation by assisting organisation's to work collaboratively and proactively across the system. Unfortunately many of these are long term and it is speculative to quantify the benefits of any one initiative.

The Workforce Strategy

The Wiltshire Workforce Strategy, structured similarly to many workforce strategies, has three main elements:

- **Workforce capacity/numbers** – ensuring the right number of the right staff in the right place
- **Workforce skills** – ensuring the workforce has the right skills and knowledge to meet people's changing needs
- **Culture** – ensuring our people work in ways that are consistent with health and social care strategy, in particular in a proactive, prevention focused way and to encourage person centred care delivered by integrated, cross organisational services

There are collaborative initiatives taking place that encompass all three of these elements. Some of these are Wiltshire focused and others are working across Bath and North East Somerset, Swindon and Wiltshire as part of the Sustainability and Transformation Plan.

Solutions to Workforce Capacity

Every organisation within the health and care system is struggling with recruiting and retaining enough staff due to the changes described in the previous section. We know that the staff groups most constrained are Registered Nurses, some specialities of Doctor, experienced Physiotherapists and Occupational Therapists and Support Workers (Carers and Health Care Assistants). We also know this shortage is particularly severe in Domiciliary Care services where turnover is on average approximately 37% (in common with the rest of England). Skills for Care have estimated that 66% of new starters in carer roles (domiciliary care and care homes) have previously worked in health or social care roles so in order to increase the workforce for these roles we need to seek new potential 'pools' of people to recruit from.

The Wiltshire Workforce Action Group (WWAG) (a collaborative network of representatives from health and care organisations who work on operational initiatives) developed a recruitment promotion website, www.proudtocarewiltshire.org.uk which was launched in July 2017. This promotes jobs in health or care organisations across Wiltshire, including the voluntary sector. The website links with each organisations jobs pages so it provides a central resource for someone wishing to work in care but unsure about what sort of roles are available. Further work to advertise the website is being planned. This links with the south west Local Authority initiative "Proud to Care" which has developed an advertising and social media campaign to promote Carers as a valued role. It's first phase is running from July 2017 to December 2017 with a proposal to extend that time period into the next 3 years.

Discussions at the WWAG are now moving to planning attendance at recruitment and career fairs during 2017/18 as 'Proud to Care Wiltshire' representatives. Resources for the stands are presently being designed and a list of events is being developed in liaison with Wiltshire Council Economic and Development Department. The local iCare Ambassador scheme is being refreshed; this Skills for Care initiative provides training for Carers who are released by their employer to attend career fairs and promote Carer roles. In Wiltshire we are keen to develop a similar scheme for health ambassadors. The WWAG were successful in obtaining funding from HEE for these initiatives.

The WWAG has also been promoting the free, high quality resources available for the Care Certificate, required to be undertaken by all new recruits to care roles within health and care organisations. This has included promoting a newly established Wiltshire wide network run by Wiltshire Council to moderate the quality of care certificate provision to encourage portability of learning when staff move to alternative organisations and enhance the skills of new starters.

As part of our strategy to make it easier for people interested in a job in care to be recruited a next step will include discussions with organisations within a local area about how they could collaborate on recruitment initiatives for similar types of role.

Workforce development across the many GP Practices in Wiltshire is also being enhanced at pace through the Wiltshire Community Education Provider Network (CEPN) which is supporting practices to work together on training initiatives, including developing more placements for students – something which we know helps encourage recruitment of newly registered professionals. We have just been given funding by HEE to recruit 2 part time Education Facilitators for 18 months to work across the STP footprint to engage more non-medical student placements in primary care and we have already been liaising with University of West of England about how we can work in partnership to make this happen for professions such as nursing and also newer roles such as Physicians Associates.

A task and finish group has been meeting since July to consider practical initiatives to improve the recruitment and retention of Domiciliary Care workers. This is building links with other related sectors, such as the job centres, the Council Economic and Development Department as well as contributing to the Proud to Care Wiltshire initiative. Access to transport has been identified as a particular barrier so we are exploring what could be done to assist new recruits with accessing car loans, particularly for more mature applicants where the on-going insurance costs would not be prohibitive.

A second strand to our strategy to increase workforce capacity is to ensure we retain our competitiveness by ensuring we offer attractive jobs. The new Apprenticeships Schemes will enable high quality work based training for both new and existing staff. An STP wide network has been established and is initially focused on procuring high quality education providers for new apprenticeships. With the recruitment of an STP Apprenticeships Programme Manager in July 2017 work has expanded to developing information resources and 'myth busters' to promote the new apprenticeships being developed nationally up to Masters level. This will enable system wide career pathways to be developed, along with rotations to other organisations. For example national apprenticeship standards for Nurse degree level training is available and those for Occupational Therapy, Physiotherapy and Social Work are being designed.

The STP have recruited a Project Manager to promote staff health and wellbeing initiatives, particularly to smaller employers such as GP Practices and care homes as research has shown this is a key retention aid. The Project Manager is presently establishing a network and a baseline of current initiatives in place in the larger health and care organisations across the STP footprint.

Solutions to Workforce Skills Development

During autumn 2016 and spring 2017 two programmes of training took place across health and care in Wiltshire funded by the Better Care Plan:

1. The first was for new staff working in care homes, domiciliary care, the voluntary sector, unpaid carers and personal assistants. It provided 2 conference style days of practical training for new staff in basic rehabilitation skills aimed at supporting the people they cared for to maintain their independence. This was run by a collaboration of

therapists and nurses from Salisbury Foundation Trust, Wiltshire Health and Care and Wiltshire Council with lunchtime “market stalls” provided by Public Health, Medvivo Telecare, Medequip, Alzheimers Support, Age UK, Fire Safety and others. In total 50 people attended the training and their evaluation was to recommend the event to their work colleagues. 4 further days are being planned for 2017/18

2. Person centred coaching training has been provided to 162 staff, 4 of which have had additional training to become trainers in their own right. This gives front line professionals additional skills to engage with their patients/clients in a more person centred way, encouraging people to take more responsibility for their health or thinking about the assets they already have. This behaviour change training builds on the Public Health initiative “Making Every Contact Count” (MECC) training already available. A more formal evaluation is taking place over the next few months but anecdotal feedback has been extremely positive with many requests from work colleagues to attend future session . A further programme is being planned with the aim of achieving a sustainable programme for the future.

As the Board heard at the presentation from HEE in May they have also allocated funding to the STP for a number of initiatives. Some, received more recently, are for the STP to bid against and these are still being decided. Others were allocated for particular purposes. One of these related to an allocation of HEE funded modules for post registration training for non-medical staff through a three year contract with the University of West of England. In Wiltshire we allocated the significantly reduced number of modules (68 reduced from 276 in 16/17) mainly to community and primary care for developing more advanced practitioners. We know there is a requirement for further modules and this will be one of the bids submitted through the STP.

South Wiltshire and Salisbury Foundation Trust are linked to Health Education England (Wessex) and this difference in boundaries is something that the organisations involved live with for practical reasons as the approach is similar with HEE South West.

Next steps will be to explore the establishment of training hubs in local areas to share expertise, knowledge and training programmes across organisations and also to work in partnership with education providers during this transformation of the education landscape.

Solutions to Cultural Development.

There are two areas of cultural development required:

1. How staff engage with their clients/patients in a more person centred, proactive and prevention focused way

2. How staff work together in a collaborative way, working across organisational boundaries

There are two training programmes that are giving staff the skills to work in the way described in 1. These are the Make Every Contact count initiative and the Person Centred Coaching training – both aimed at giving staff new skills to engage with their patients/clients in new ways

The second area is, so far, being delivered through the way many of the workforce solutions discussed in this report are being developed. That is through a collaborative approach, encouraging others to work together to share expertise and information or to learn together. Next steps are to look at how training in leading across systems, as well as leading teams can be facilitated. The discussions around Accountable Care systems and how to make that a reality will help move this forward.

Next Steps

The main next steps have been described throughout this report but in summary they include:

- Continuing to develop collaborative solutions to help resolve the workforce capacity and skills development challenges, moving some of those to a more local area footing
- Continue to innovate and actively promote careers and career pathways to new 'pools' of potential recruits
- Remain competitive by working in partnership with education providers and each other to proactively respond to the changing nature of educational routes to careers
- Individual organisations actively committing to this collaborative agenda

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