

Wiltshire Council

Health and Wellbeing Board

24 January 2019

Subject: Wiltshire Workforce Strategy

Executive Summary

To provide the Health and Wellbeing Board with an update on the development of the Wiltshire workforce strategy.

Proposal(s)

It is recommended that the Board:

- i) Notes progress.
- ii) Review the proposed objectives and approach to the development of the Wiltshire Workforce Strategy.

Reason for Proposal

To update the Board about progress and provide the opportunity to contribute to the development of the Wiltshire workforce strategy.

Maureen Holas

Interim Associate Director of Workforce

NHS Wiltshire Clinical Commissioning Group

Wiltshire Council

Health and Wellbeing Board

24 January 2019

Subject: Wiltshire Workforce Strategy

Purpose of Report

1. To update the Board on the progress of the Wiltshire workforce strategy.

Background

2. The workforce challenges across health and social care remains one of the key risks for Wiltshire. In order to deliver operational activity and quality plans across the system, any new care models relies on our workforce, being in the right place and at the right time in order to meet the needs of the community we serve.

Since the last report, Wiltshire CCG has appointed Maureen Holas, interim Workforce Lead, who has recently started. In the first few weeks in post, she will be meeting with key stakeholders to gain a better understanding of key workforce challenges different providers are facing. This will support the development of the integrated Wiltshire workforce strategy.

Main Considerations

3. **Proposed Objectives for the Wiltshire Workforce Strategy**

The integrated vision for Wiltshire is that people live in thriving communities that empower and support them to live fulfilling healthier lives. Our ambition will bring together Health and Care Services to provide a single co-ordinated care response that is underpinned by prevention, self-care, early intervention, reablement and rehabilitation rather than longer term of life-long service dependency.

Primary Care, Community Services, Social Care, Mental Health, Secondary Care, Voluntary Sector and Independent Providers will work together on a person centred, strength and asset based approach for the Wiltshire population based on the needs of the individual. Integral to this is the role of workforce transformation as an 'enabler' in delivering the service vision and ambition. The recent publication of the NHS long term plan puts strong emphasis on an integrated approach to health and social care across the health economy.

We must ensure that Wiltshire develops a plan to address the sustainability of general practice, care homes and care workforce, Mental Health and secondary care. With so many employees occupying many varied roles with many employers spanning multiple sectors, workforce planning should not be the sole responsibility of individual organisations.

It is only through a joint approach that we can hope to deliver improved outcomes and meet our population needs and expectations both now and in the future.

To do this, the overarching aim of the integrated health and social care workforce strategy is to ensure that high quality, evidence based workforce transformation activity is planned and implemented to support the delivery of the care and clinical models for Wiltshire.

To meet this aim, the proposed objectives of the strategy are as follows:

- Understanding the WTE/FTE baseline across health and social care. Specific roles to be defined by group/co-chairs.
- The reconfigured health and social care system has the optimum number of people in place to deliver good quality services, and promote health and wellbeing to everyone in Wiltshire.
- Health and social care is a fulfilling and rewarding place to work and train, and our people feel valued and supported.
- Planning for attracting and retaining the staff we need to deliver services now and in the future
- Ensuring that the staff resource is deployed and used as effectively and efficiently as possible to avoid unnecessary duplication
- Ensuring that staff have the skills necessary to fulfil their roles
- Develop a strong Wiltshire brand – why do people want to come and work in Wiltshire – the County of choice
- Utilise opportunities through the use of the apprenticeship levy, including exploring rotational apprenticeships between health & social care

To develop the integrated workforce strategy, emphasis will be placed on partnership working - aligning challenges, ambitions, resources, and identifying the enablers. This is to ensure that the priorities defined are based on / directly align with the ambitions for Wiltshire. Key system partners as referenced above, including, Health Education England (HEE) and Skills for Care will also be actively involved. This aligned approach will inform the development of the strategy, ensuring that resources are directed to the areas that will deliver the greatest value to the system.

The Wiltshire workforce strategy project plan is currently in development and will set out the key milestones for delivery of the strategy in 2019.

4. Wiltshire Workforce Group

At a recent Wiltshire Integration Board (WIB), there was an agreement to create a Workforce Sub Group, reporting directly to the WIB. The Terms of Reference have been drafted and in order to reflect the importance of this work-stream as a key enabler for Wiltshire wide integration, it is proposed that the group will be co-chaired at Director level by a Director from Wiltshire County Council (WCC) and Wiltshire CCG. Dina McAlpine, Director of Nursing, Wiltshire CCG will co-chair with Emma Legg, Director of Adult Care Operations; Access and Reablement from WCC. The first meeting is scheduled to take place on 05 February 2019.

The purpose of the group is to define and drive the delivery of the workforce strategy. The group is further responsible for reporting to and assuring the WIB on delivery of the integrated health and social care strategy. In particular:

- The development and delivery of an innovative workforce strategy and plan
- The development and design of a multi skilled workforce, to ensure that each organisation has productive staff, with the skills and competencies to meet future needs and needs arising from the Wiltshire New Health and Social Care Model
- The mechanisms for making improvements to the future integrated system engages with its workforce so that staff feel motivated to do the best they can for the system, the organisation and for the community that it serves.

Next Steps

5. It is expected that the following two key actions will be achieved by the time of the next report due to the Board in March 2019:
 - Maureen Holas and Caroline Smith (WCC) to identify and summarise the key challenges in developing the strategy, including workforce challenges specific to Wiltshire.
 - Draft the integrated workforce strategy project plan for approval at the Workforce Sub-group taking place on 05 February 2019.

Linda Prosser
Accountable Officer
NHS Wiltshire Clinical Commissioning Group

Report Authors:
Maureen Holas, Interim Associate Director of Workforce