

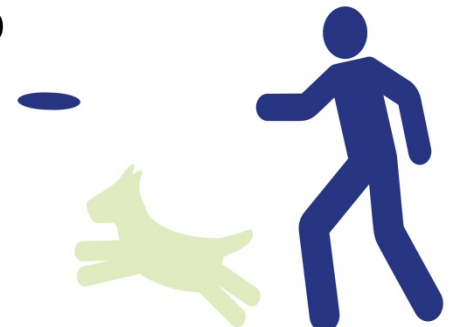


The Nottingham and Nottinghamshire
Sustainability and Transformation Partnership

Nottingham City Council Overview & Scrutiny Committee
Thursday, 21st June 2018

Workforce Update

Lyn Bacon, CEO CityCare Partnership & Exec Sponsor for Workforce
Jackie Hewlett-Davies, Workforce Transformation Programme
Manager, Greater Nottingham & STP Workforce SRO



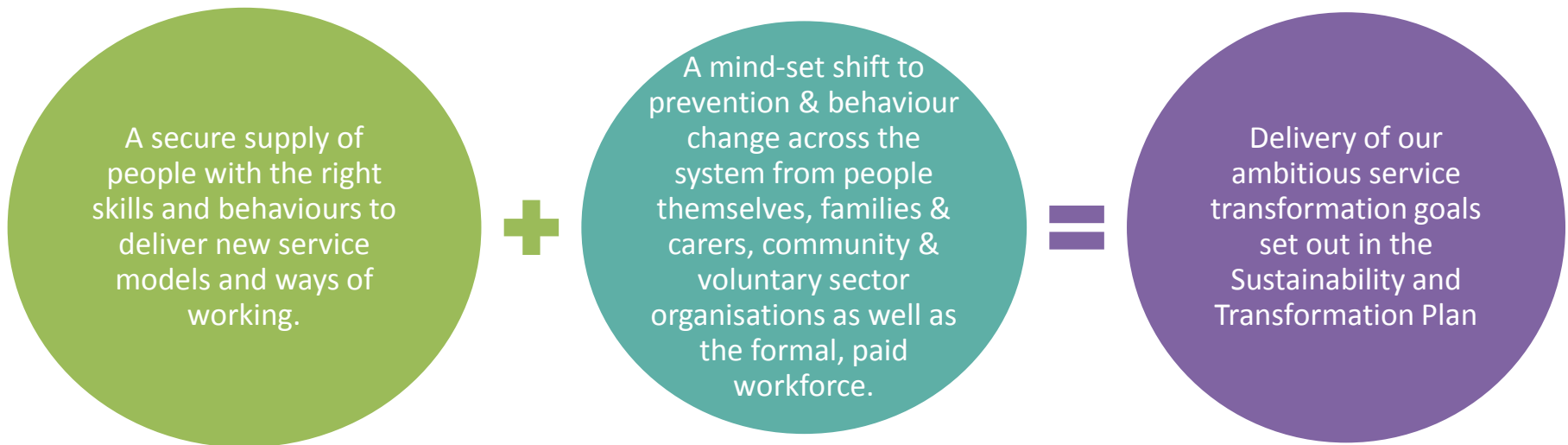
Today's Objectives

- Provide overview of workforce & OD priorities and delivery infrastructure
- Update on progress & outputs
- Discuss priorities & next steps



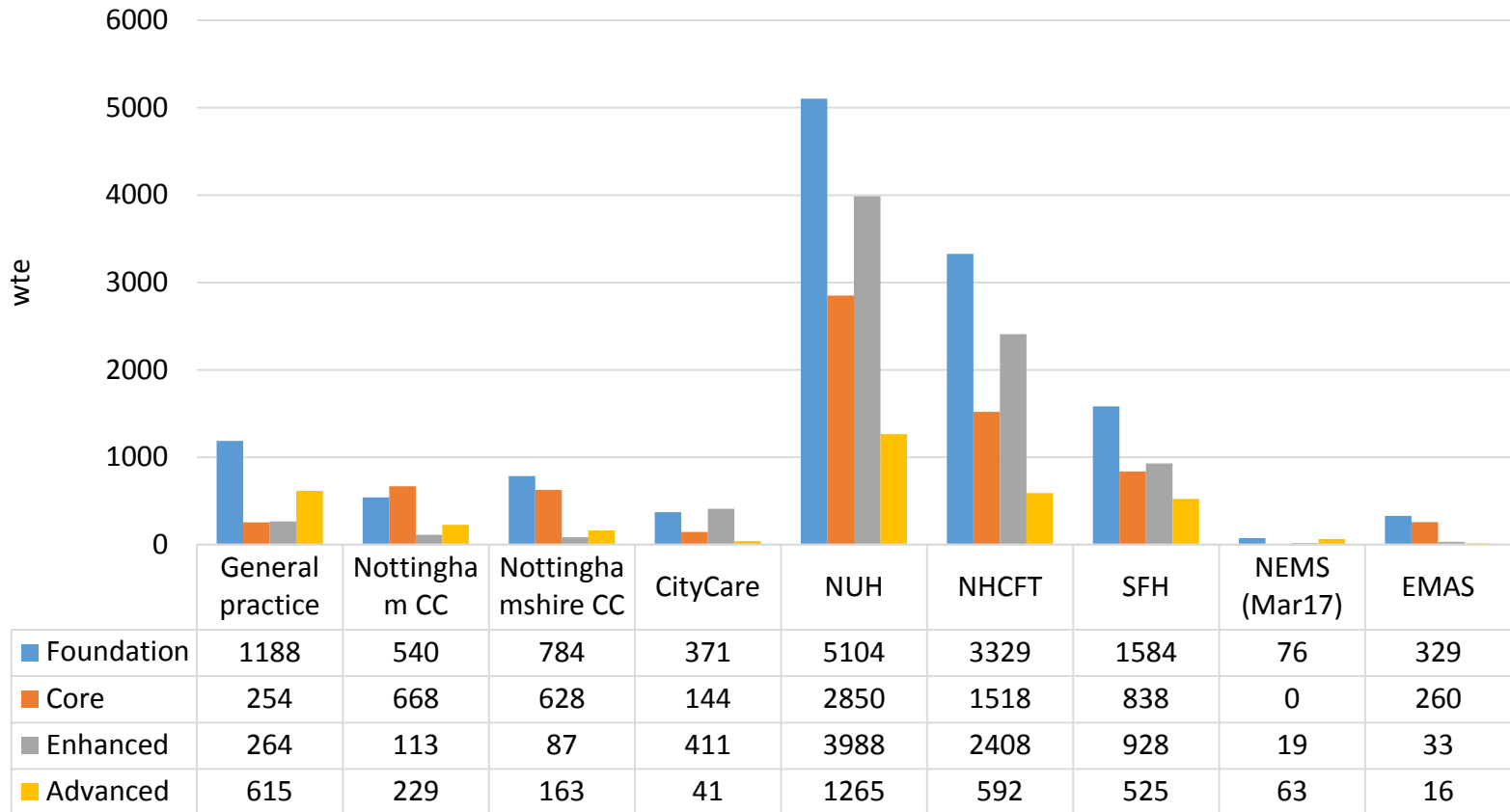


STP Workforce Vision



Workforce – the big picture

Whole Notts workforce - Sept 17

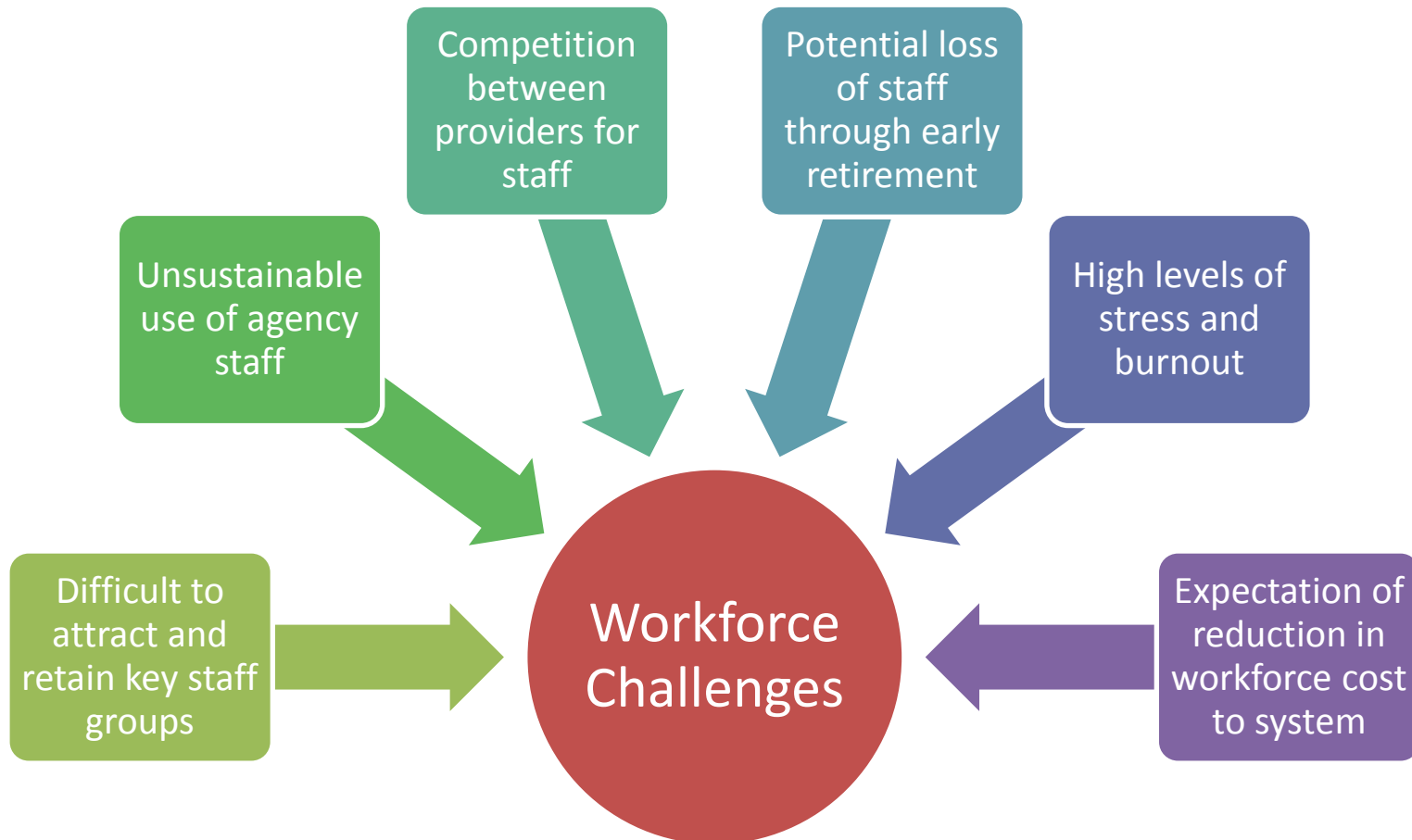


The Workforce Challenge

- Meeting health and care needs in the context of rising demand and complexity – changing *population health needs*
- Achieving greater service integration while meeting financial imperatives – the *strategic transformation* challenge
- Ensuring the right skills are available to achieve consistent, health benefits to the local population – *the workforce challenge*

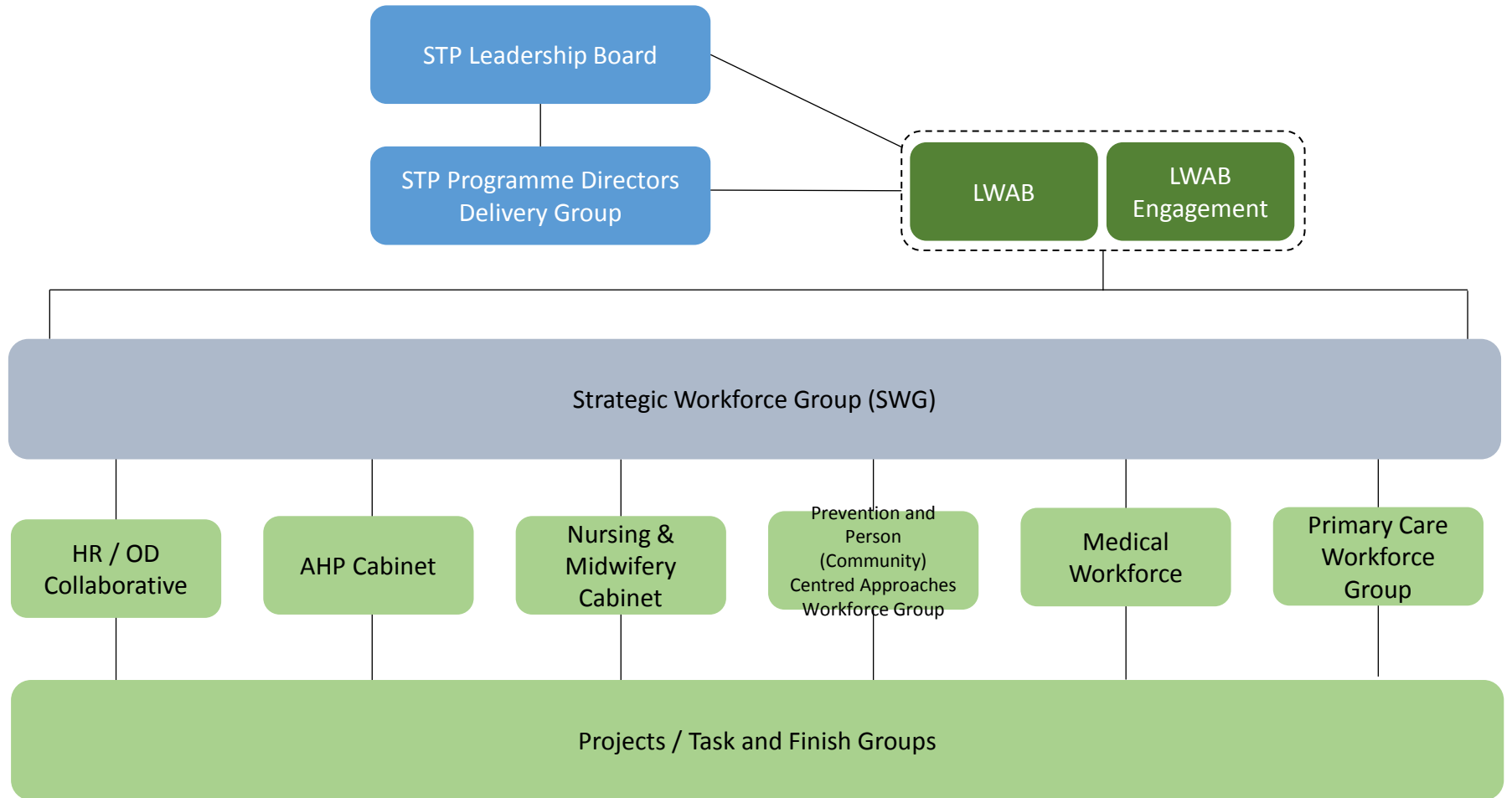


Workforce Challenges for Nottinghamshire





Nottingham and Nottinghamshire Integrated Care Service (ICS) – Workforce Governance Structure



KEY: STP Leadership Group



System Wide Engagement Group



Strategic Workforce Group



Workforce Delivery Group

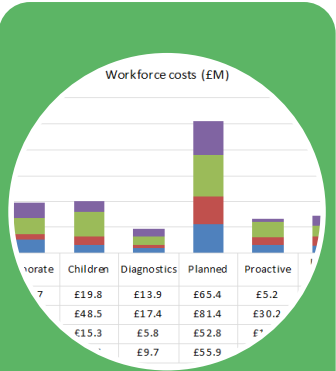




Workforce Priorities Identified in the STP



Systematic Approach to Disease Prevention & Promoting Independence



Developing a Population/ Place-based Approach to Workforce Redesign using systems dynamic modelling



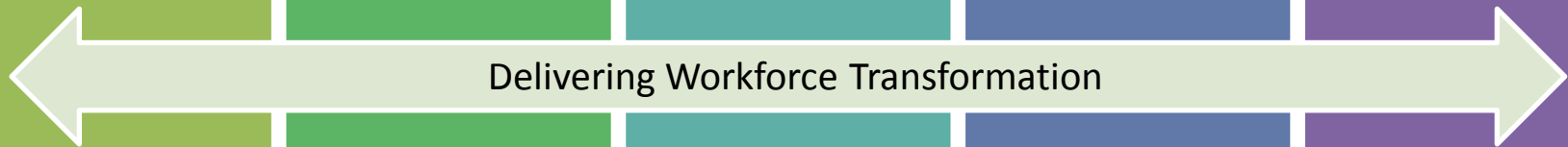
Building Capacity, Capability and Resilience in the Primary Care Workforce (general practice & pharmacy)



Supporting System Effectiveness through Organisational Development



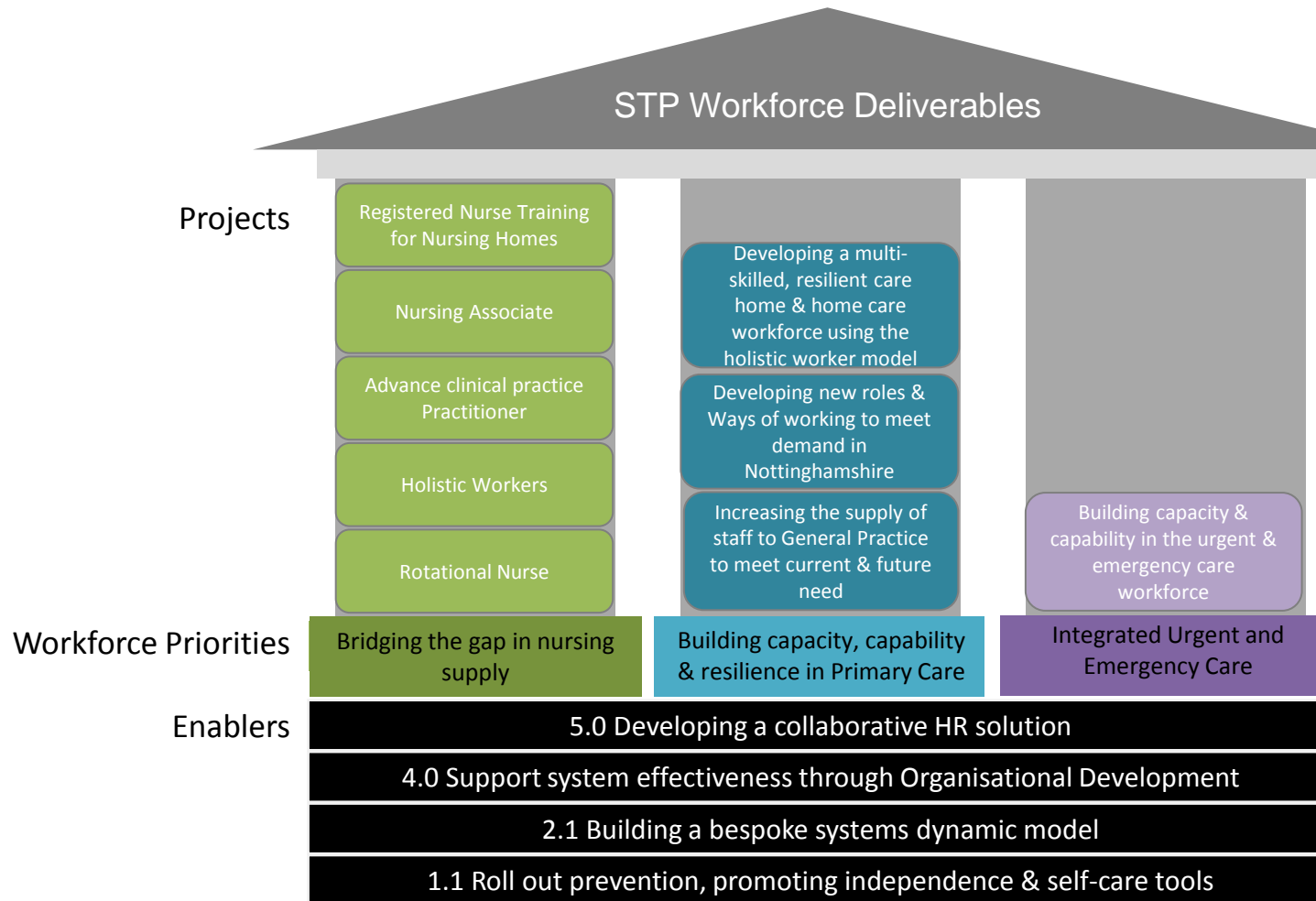
Developing Collaborative HR Solutions to employment & deployment of people & skills



Delivering Workforce Transformation



An Overview of the Delivery Plan 17-18



National Workforce Priorities

During 2017/18 a number of national priorities were identified requiring a system response to workforce priorities, targets for expansion and submission of supportive system narrative within stipulated timescales:

1. General Practice Forward View narrative and trajectories to 2020 (February 2018)
2. Mental Health Forward View narrative and trajectories to 2020 (March 2018)
3. Transforming Care Partnership – Learning Disability
4. Maternity Services Strategy – narrative submission with workforce implications to be identified
5. Cancer workforce plan – national plan issued, awaiting information on required submission
6. Urgent and Emergency Care – awaiting further information on timetable for submission

Key achievements 17 - 18



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- Five year workforce development & OD strategy signed off across the system
- Developed integrated workforce information system across all partners to provide baseline for measurement of change
- Developed 'system tracker' to capture workforce risks and challenges
- Agreed shared narrative across Prevention, Promoting Independence & Self Care (PPIISC) & reviewed education programmes in integrated framework
- Delivered service improvement skills programme (QSIR) – train the trainer
- Secured funding to support ongoing development of workforce modelling & published showcase materials on national New Care Models website

Key achievements 17 - 18



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- Scoped Notts Advanced Clinical Practice model, competences & career framework
- Clinical Pharmacists working in urgent & primary care
- 81 trainee nurse associates across all sectors
- Launched next phase of workforce modelling at well-attended workshop & secured engagement from key programme leads
- Submitted GPFV and MHFV workforce plans to NHSE
- Secured funding to support development of Faculty of Urgent Care
- Delivery of education programmes to care homes
- Co-ordinated approach to work experience, careers work in schools & apprenticeships
- Pilot of Medical Team Administrator role to free up clinical capacity
- Trade Union Engagement meetings held & ongoing programme planned

18 – 19 Work Plan

- Delivery of expansion plans set out in GPFV including international GP recruitment & retention plan
- Continuation of development & delivery of Notts model for Advanced Clinical Practice across all sectors
- Development of a sustainable model for training hubs in primary care & community for engagement & education delivery
- Development of a care home & home care 'offer' to the system & investment in skills development including holistic model
- Continuation of HR & OD Collaborative work to reduce agency spend and develop a menu of flexible employment models to support deployment of staff

18 – 19 Work Plan

- Partnership working initiated with Derbyshire & Lincolnshire to make more effective use of resources to support workforce modelling & population health approach to workforce redesign
- Focus on workforce redesign for national priorities – GP Forward View, Mental Health Forward View, Maternity, Urgent Care & Cancer
- Engagement with STP workstreams to provide support with workforce redesign, OD and staff engagement
- Establishment of Nottinghamshire Talent Academy to co-ordinate joint activity on apprenticeships, work experience, working with schools, recruitment and retention – learning from work in Derbys & Lincs
- Continue work with D2N2 to co-ordinate proposals to secure ESF funding to support Talent Academy activity
- Development of a medical workforce strategy to recruit & retain medical staff and roll out MTA role

General Practitioners

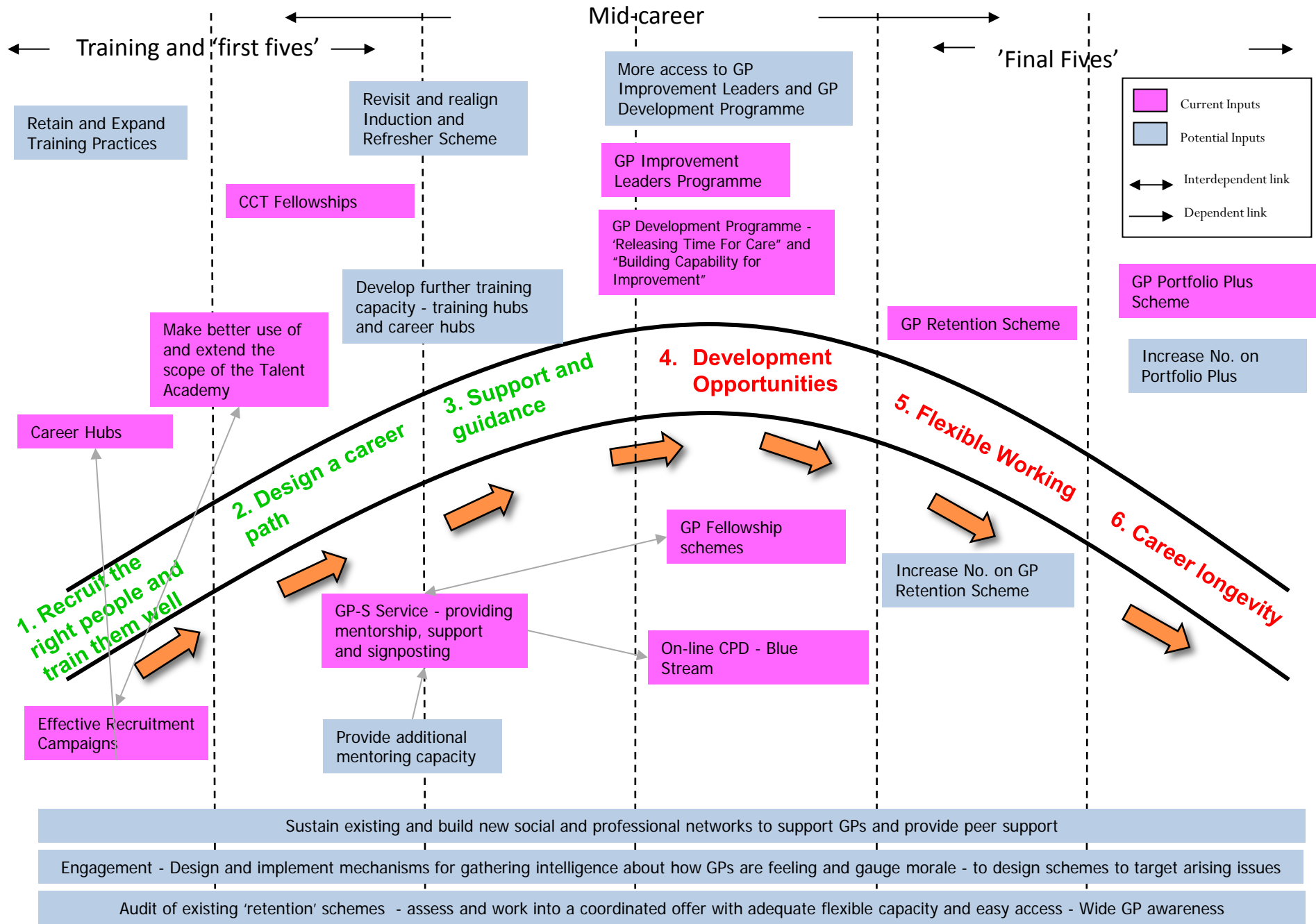
Recruitment (Supply)

- Loss of 30 FTE GPs since 2015 baseline
- Successful TERS initiative
- International GP Recruitment Programme
- Capitalise on interest for CCT Fellowships (Recruit/Retain)
- Recruitment Campaign – attract from outside of the system

Retention

- Build on existing approaches - Portfolio Plus
- Provide increased peer support, create social and professional networks
- Review with HEE GP Retention Scheme uptake
- Engagement campaign: engage with and listen to practices – develop targeted initiatives with CCGs

6 steps – Recruiting and retaining GPs – Process Map



Ten Point Plan:

- Celebrate and Raise the profile of general practice nursing and promote general practice as a first destination career
- **Extend Leadership and Educator Roles**
- Increase the number of pre-registration placements in general practice
- Establish inductions and preceptorships
- Improve access to 'return to practice' programmes
- Embed and deliver a radical upgrade in prevention
- Support access to educational programmes to deliver national priorities as set out in the Five Year Forward View
- Increase access to clinical academic careers and advanced clinical practice programmes, including nurses working in advanced practice roles in general practice
- Develop healthcare support workers, apprenticeships and nursing associate career pathways
- **Improve Retention**

Wider expansion of the general practice workforce

- 21 Nottinghamshire GP practices are involved in the Phase 1 pilot, which is part funded until March 2019. Fourteen clinical pharmacists are employed in the pilot phase, with sites in Ashfield, Nottingham City and Nottingham West.
- A further 51 GP practices, across both Greater Notts and Mid-Notts are involved in Phase 2 which is being rolled out at present – a further 16 pharmacists have been recruited to join these sites.
- Further applications are invited from groups of practices (minimum population covered by bid must be 30000) with application deadlines in July 2018, November 2018 and February 2019.
- Action Plan for future recruitment and retention of Pharmacy workforce (linked to HEE support)

Programme Risks & Opportunities

- Financial constraints and changes to Health Education England funding
- Working with D2N2 & other partners to secure new funding sources
- Lack of alignment between national priorities & local commissioning plans in the short term
- Continue to engage across the ICS partnership
- Need investment in range of initiatives to retain our skilled staff for longer by being an attractive place to work



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Any Questions

