

HEALTH AND WELLBEING BOARD - 30th March 2016

Title of paper:	DRAFT REPORT OF THE JOINT HEALTH & WELLBEING BOARD WORKSHOP ON WORKFORCE	
Director(s)/ Corporate Director(s):	Lyn Bacon CEO of CityCare, Chair of LETC and Executive Workforce Lead for Greater Nottinghamshire Transformation Programme Helen Jones Director of Adult Social Care, DASS	Wards affected: ALL
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Date of consultation with Portfolio Holder(s) (if relevant)	16 th March 2016 Chairs brief	
Relevant Council Plan Key Theme:		
Strategic Regeneration and Development		<input type="checkbox"/>
Schools		<input type="checkbox"/>
Planning and Housing		<input type="checkbox"/>
Community Services		<input type="checkbox"/>
Energy, Sustainability and Customer		<input type="checkbox"/>
Jobs, Growth and Transport		<input checked="" type="checkbox"/>
Adults, Health and Community Sector		<input checked="" type="checkbox"/>
Children, Early Intervention and Early Years		<input checked="" type="checkbox"/>
Leisure and Culture		<input type="checkbox"/>
Resources and Neighbourhood Regeneration		<input type="checkbox"/>
Relevant Health and Wellbeing Strategy Priority:		
Healthy Nottingham - Preventing alcohol misuse		<input type="checkbox"/>
Integrated care - Supporting older people		<input checked="" type="checkbox"/>
Early Intervention - Improving mental health		<input checked="" type="checkbox"/>
Changing culture and systems - Priority Families		<input checked="" type="checkbox"/>

Summary of issues (including benefits to citizens/service users and contribution to improving health & wellbeing and reducing inequalities):

This report summarises the findings from the Joint Nottinghamshire and Nottingham City Health & Wellbeing Boards workshop, which took place on 4th November 2015. It identifies key opportunities and asks the Health & Wellbeing Board to support the development of a joint health and care sector strategic workforce development plan for Nottinghamshire including the City.

Benefits will be to streamline the system and define shared goals of delivering health and social care with commissioners, providers, health and local government. This will be linked into to the Greater Nottingham Transformation programme, the Mid-Nottinghamshire Transformation programme, the four Vanguard pilots held in our area and the D2N2 Local Enterprise Partnership (LEP) Health and Social Care Skills Action Plan; all informing the Sustainability and Transformation Plan for Nottinghamshire (5 year plan).

Recommendation(s):

1	To create a single Strategic Workforce Development Plan for health and social care across Nottinghamshire including the City and reflecting on previous strategies for lessons learnt
2	To ensure Workforce Groups, such as Local Education and Training Council LETC (Health Education England, working across the East Midlands), D2N2 LEP Health & Social Care Action Plan and the service transformation programmes have alignment with one another and make best use of resource for the whole system
3	To support Nottingham CityCare's joint bid with the City Council, New College Nottingham and D2N2 for the National Skills Academy: Establishing Excellence Centres for the training of health and social care support workers
4	To note the D2N2 Skills and Employment Board Health and Social Care Sector Skills Action Plan is due in the spring of 2016
5	To note a Workforce Transformation Group and a HR Directors' Network has been established to develop a collaborative action plan and will identify the resources and funding to realise the projects required for local implementation. This plan will need to come back to Commissioning Executive Group for oversight on funding and delivery

How will these recommendations champion mental health and wellbeing in line with the Health and Wellbeing Board aspiration to give equal value to mental health and physical health ('parity of esteem'):

Health Education England's Mandate and 5 year plan prioritise Mental Health and the recommendation to align the work of the transformation programmes, LETC and the Health and Well-Being Boards will help to achieve this aspiration

1. REASONS FOR RECOMMENDATIONS

1.1 This area is complex around health and social care integration and nationally and locally a range of service transformations are required to be more effective and efficient in both Children's and Adult services. These recommendations show the link with a range of planned work streams and intentions for a system wide response, so that we can make best use of the limited resources available and look to increase our capacity and capability across the sector.

2. **BACKGROUND (INCLUDING OUTCOMES OF CONSULTATION)**

2.1 The idea of a joint session of County and City Health & Wellbeing Boards on Workforce was proposed, as similar workforce issues have surfaced across the whole system. Councillor Nick MacDonald and Councillor Joyce Bosnjak opened the session as Joint Chairs of the Health and Wellbeing Boards.

2.2 The event was jointly designed by the Integrated Workforce Team at the City Council, Public Health at County Council and Health Education England, to give participants the opportunity to share experiences and to explore possible local solutions to known workforce issues. We used an open space type event to give opportunity for greatest contribution from the floor whilst also having 'experts' available to drive discussion.

2.3 The session was attended by **83 participants from health and social care across the City and County**, including a wide range of professionals (providers and commissioners) and third sector partners. Feedback from the event was extremely positive.

2.4 The event focussed on seven themes along with the opportunity for open discussion on any additional themes raised by participants. The themes covered during the event and summary of discussions were as follows:

- **Seven day services** - Discussion highlighted the importance of an appropriate approach to seven day services. Blanket application would not address real need, so a focus on patient flow, multi-disciplinary approaches and self-management is required to identify a workable and sustainable solution.
- **Holistic worker** - The new Nottingham CityCare multi-skilled worker model. The holistic worker model within CityCare was recognised as excellent practice that could be transferrable to many care situations and could support other workforce issues such as 7 day services, workforce transformation & retention. Promoting the key benefits of such a model may help support implementation in practice.
- **Integrated working in Adult Social Care.** Integration was raised in almost all discussions. The need for a common understanding of integration, agreement around individual responsibilities, the need to work across professional boundaries and importance of a system-wide approach were considered essential. A joint strategic development plan for health and social care workforce was proposed that included third sector partners.
- **Strategies to help manage the use of agency staff.** The discussion accepted that the use of agency staff was important to a well-functioning system, but a proper root-cause analysis can help identify reasons for high usage and help find solutions. Organisations will need to consider new ways to make jobs more attractive to existing and new staff, highlighting benefits for staff and service users.
- **Transforming the Fire & Rescue Workforce.** The Fire & Rescue service transformation highlighted a number of general issues applicable to workforce change management. Discussions also focussed on the importance of prevention and cross-sector working, keeping the person at the centre and making every contact count, sharing information across the services involved.
- **Workforce retention issues in Children's social work.** Workforce retention was a common theme across many discussions. Organisations were already taking action to address need independently. The example of Children's Social Services

highlighted issues that were common across the health and care system. The need for a flexible and holistic approach to support staff and maintain wellbeing should help retain staff. Consistency in salary, terms & conditions etc across the region could help alleviate problems of staff migration.

- **Implementing the living wage in care settings.** The national living wage poses a particular challenge for the care sector. The discussions highlighted the need to consider holistic benefits for staff and a whole system approach to make the roles more attractive and broaden career progression.
- **Open discussions.** In addition there was a wide ranging debate as part of the open discussions. The main elements included the need to improve joint working across organisational boundaries, using the skills of the wider workforce and allowing career progression around the system; the importance of promoting primary care medicine as a valuable career and the need to include the third sector as valuable partners in the care sector.

2.5 The City also has **an existing Vulnerable Adults Workforce Strategy** that is linked to the City Vulnerable Adults Plan (VAP) and a **Nottingham Children's Partnership Workforce Strategy** that follows the Children and Young People's Plan CYPP). Both of these documents are now up for renewal and could be subsumed into the new Strategic Nottinghamshire and Nottingham City Workforce Development Plan which could sit under the new Health and Well-Being Boards Strategy.

2.6 **D2N2 Local Enterprise Partnership (LEP)** have a Skills for Growth Strategy, and will support partners to work collaboratively to design training and placement pathways and delivery models across the health and social care system. Health and social care is a priority employment sector for D2N2 and is a key priority for the Nottingham and Nottinghamshire Skills and Employment Board (SEB). The N2SEB has acknowledged that further work is needed to develop a clear written statement of the skills and employment challenges affecting employers in Derby, Derbyshire, Nottingham and Nottinghamshire in the health and social care sector, and set out employer views on the actions necessary to address these challenges through a D2N2 Health and Social Care Skills Action Plan. With that in mind, the N2SEB is leading a working group of employers and stakeholders that will publish the sector skills plan in the spring of 2016.

2.7 Health Education England and the local **LETC have started to identify priorities for collaboration based on whole system solutions** for Nottinghamshire and Nottingham City. Key areas of workforce transformation; human resources policy and practice; organisational development; workforce intelligence, modelling and analysis; and workforce productivity have been mooted to shape the work stream and funding options going forward.

2.8 Nottingham CityCare as lead within a consortium with the City Council and New College Nottingham and D2N2 have bid for the National Skills Academy: **Establishing Excellence Centres for the training of health and social care support workers** This could secure funding from the Department for Business Innovation and Skills. This will be an employer led centre to act as a hub for facilitating learning and development for health and social care support workers. The outcome should be to improve the competencies of health and social care support workers and increase capacity locally.

3. OTHER OPTIONS CONSIDERED IN MAKING RECOMMENDATIONS

- 3.1 Other options considered have been to stay in professional and/or organisational silos and work with small pockets of innovation and change. This has not brought the learning and improvements we need for whole system change where real sustainable benefits will be gained.
- 3.2 We need to be innovative and creative about working across the whole system as this is fundamental to creating improvements required on such a scale and at pace. We need to work collaboratively with place based planning and to look to system leadership to drive workforce transformation and support the breaking down of silo solutions.

4. FINANCE COMMENTS (INCLUDING IMPLICATIONS AND VALUE FOR MONEY/VAT)

4.1 Financial implications will be considered as part of the development of the strategic workforce development plan

5. LEGAL AND PROCUREMENT COMMENTS (INCLUDING RISK MANAGEMENT ISSUES, AND LEGAL CRIME AND DISORDER ACT AND PROCUREMENT IMPLICATIONS)

5.1 Procurement and legal implications will be considered as part of the development of the strategic workforce development plan.

6. EQUALITY IMPACT ASSESSMENT

6.1 Has the equality impact of the proposals in this report been assessed?

No



An EIA is not required because:

(Please explain why an EIA is not necessary)

An EIA is not required because: this is an initial scoping document to recommend action to work more collaboratively across Nottinghamshire and Nottingham City. Further detailed work will need to be agreed to be a position to assess potential impact.

Yes



Attached as Appendix x, and due regard will be given to any implications identified in it.

7. LIST OF BACKGROUND PAPERS OTHER THAN PUBLISHED WORKS OR THOSE DISCLOSING CONFIDENTIAL OR EXEMPT INFORMATION

7.1 National Skills Academy – establishing excellence centres for the training of healthcare support workers – expression of interest (EOPF project).

8. PUBLISHED DOCUMENTS REFERRED TO IN COMPILING THIS REPORT

8.1 None