

## Lancashire & South Cumbria Local Workforce Action Board (LWAB)

### Key Communications – 31<sup>st</sup> January 2019

The Lancashire & South Cumbria (L&SC) LWAB, supports the Integrated Care System (ICS) across a broad range of workforce activity to ensure the workforce element of the clinical change portfolio is delivered. The LWAB is also responsible for the local delivery of the HEE mandate from the Department of Health (DH) and other key workforce priorities in line with national and regional policies. These key communications are from the Lancashire Workforce Action Board held at St Catherine's Hospice on 31<sup>st</sup> January 2019.

#### LWAB Constitution and Operating Principles

All LWAB members have been provided with the new operating principles and confirmation of their role as an LWAB member moving forward. Two new members contributed to the LWAB meeting this month and arrangements are in place for further new members to attend the workshop taking place on 28<sup>th</sup> March 2019, to develop the Workforce Delivery Plan.

#### LWAB Funding for 2018/19

Members received an update paper on the progress of the six Workforce Development Projects that the LWAB has committed £425k funding to.

#### L&SC Workforce Strategy

The LWAB has agreed the content of the L&SC Workforce Strategy to move forward to the design stage, with members expressing a strong view that the strategy emphasises the commitment to grow our own workforce within the region. Members also support the four themes of the strategy; Compassionate Leadership and System Development, Opportunities for All, A Positive Employment Experience and Building a Sustainable Workforce.

#### L&SC Workforce Analysis

Paula Roles presented a systematic assessment of workforce data to understand the workforce challenges and identify where the region needs to focus effort and investment to address the challenges with the various workforce staffing groups. The key messages from the presentation highlighted the following and the opportunity for further granular analysis and modelling:

**Nursing** – Workforce data which showed that whilst providers have increased the nursing workforce over the last five years through establishment, the number of vacancies remains high. The need to address the imbalance between demand and supply and close some of the vacancy gaps with a multi-factored approach around staff retention and leavers. The need for an increase in supply routes (new roles, apprenticeships, international recruitment and global health exchanges) and to understand the cost of these supply routes.

**Medical and Dental** – A detailed focus on the consultant and medical workforce vacancy rates that impact clinical fragile services and the potential out-turn of CCT qualified consultants across main and small specialties.

**Primary Care** - The move to primary care networks and the use of an alternative clinical and non-clinical workforce to deliver aspects of primary care. This included the future modelling of the workforce in terms of the numbers required and what that would cost financially e.g. Physician Associates, GP Assistants, Clinical Pharmacists, Advanced practitioners and Physiotherapists. The opportunity to pilot some of this utilising new funding within the National GP Contracts, moving forward.

**Regulated care** – The gaps in the workforce in social care and the growth of demand for those services. This included the challenge in gathering more data and engaging over 800 service providers in the region, ranging from one service owner up to national companies. Also, the desire to create a bespoke health and social care apprenticeship programme.

#### L&SC Workforce Delivery Plan

To develop a shared view of the workforce challenges and take forward the Workforce Delivery Plan, it was agreed by members that the next LWAB meeting on 28<sup>th</sup> March 2019 is to be converted to a 3-hour workshop.

## L&SC Workforce Workstream Update

Members received an update paper from Paula Roles on the progress of a number of workstream activities taking place as an enabler of the ICS portfolios.

**Strategic Resourcing:** There has been significant activity to encourage overseas nurses to join the NHS via Health Education England's Global Learners Programme. In December 2019, 96 offers of employment have been made to Indian nurses from the Kerala region and a team of interviewers visited St Vincent's and the Grenadines in January 2019 to interview 80 prospective nurse candidates whilst a further 108 Indian nurses were interviewed via Skype.

**Mobility Hub:** Interviews have taken place for this role and the post has been offered.

**Apprenticeships:** The group are working on developing the approach for an integrated health and social care apprenticeship programme. Planning has started for national apprenticeship week during w/c 4th March.

**Local Economic Partnership (LEP) Health and Social Care Sector Skills Group:** This group has been reinstated and met for the first time on 24th January. A workforce plan is being developed based on feedback at the first meeting across a range of stakeholders. An adult social care national recruitment campaign is also in development and supported locally.

**Careers and Engagement:** The team is engaging with the SHOUT network to support careers promotion, are supporting the Careers Expo in March 2019 and making links with LEP to support development of Apprenticeship Ambassadors

**Innovation Agency Projects:** The Mental Health/Primary Care workforce modelling project will hold a one-day workshop on 13th March for all relevant stakeholders.

## Leadership and Organisational Development Work-stream Update

Paula Roles and Mike Burgess provided members with an update on two key appointments within the region:

**L&SC Leadership and OD senior role** - Utilising funding through the North West Leadership Academy (NWLTA) this senior Leadership & OD Support Role has now been recruited. The postholder will support the development of L&SC's Leadership and OD strategy and will attend LWAB meetings to link in with the Workforce Delivery Plan.

**Regional Talent Boards** – The ICS Director of Transformation has submitted a proposal to the Regional Talent Board detailing how they wish to utilise the Local Talent Board funding to support the work on talent management in L&SC

## HEE Pharmacy School Update

Chris Cutts Pharmacy Dean HEE North who attended with Jane Brown who is HEE's Associate Dean for Advance Practice and Regional Lead for North West, provided an overview of the Pharmacy workforce and the challenges ahead in terms of training and pathways. The highlights included:

**Return on Investment** - The NHS spends £16.8 billion a year on medicines (£1 in every £7 that the NHS spends) and medicine is the most common treatment in the NHS. For every pound spent on clinical pharmacy the NHS receives a £5 return. There are a lot of examples now in L&SC where Pharmacists have been used to achieve cost saving e.g. in GP Practices, Hospitals, Community Pharmacy and Care homes, but it is reliant upon a skilled pipeline

**Pharmacy Training** – Pharmacists are now undertaking clinical examinations, ordering tests and working in a wide range of diverse areas but the training model is often left to employers to establish. Even though the Pharmacy workforce is the third largest profession, after initial training there is not the support, post-registration that medical and dentistry receives.

**Initiatives** - There are a range of training initiatives funded by the Pharmacy Integration Fund, but they are time limited and end in March 2021. A pharmacy workforce career pathway needs to be established and a 'Pharmacy School' will link in with the seven LWABs in the North

**LWAB support** – A business case to be submitted to LWAB members to seek funding for cross-sector pharmacy technician training

## Date and Time of future meetings in 2019

1pm to 4pm in The Garden Room at St. Catherine's Hospice, Preston on 28<sup>th</sup> March 2019  
(30<sup>th</sup> May 2019 / 25<sup>th</sup> July 2019 / 26<sup>th</sup> September 2019 / 28<sup>th</sup> November 2019)