

Annual Report 2018 / 2019

Lancashire and South Cumbria Local Workforce Action Board

Purpose

This report provides an overview of the Lancashire and South Cumbria (L&SC) Local Action Board's (referred to as the LWAB) main areas of focus and investment for 2018-19. It does not include wider Health Education England (HEE) support and investment or specific financial details. The report is produced to update LWAB members and other key stakeholders on achievements, agreements and member attendance over 2018-19.

About the LWAB

The LWAB is the delivery board for the strategic workforce programme for the L&SC ICS and therefore the report will also inform the L&SC Integrated Care System (ICS) Executive team of the LWAB's focus to-date on workforce matters. As demonstrated within its Terms of Reference, the LWAB has 2 main areas of responsibility:

- Supporting Sustainability Transformation Plans (STPs) / ICS / Integrated Care Partnerships (ICPs) across a broad range of workforce activity.
- Acting as 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.

The Lancashire and South Cumbria (L&SC) LWAB meets bi-monthly and has a membership that spans health and care providers, place-based care representatives, Local Authorities, Public Health, the voluntary sector, commissioners and education, innovation and development bodies.

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1. National Perspective

In 2018 NHS England and NHS Improvement announced that they will work more collaboratively and accordingly have restructured into 7 regional areas. Health Education England (HEE) has now aligned to these structures and the 7 NHSE/I regions.

At a national level, the [NHS Long Term Plan](#) was published in January 2019 which detailed considerable service changes and a renewed focus towards more services being delivered in community settings. There has been an increased focus on 'place' based developments, including establishing Primary Care Networks which whilst not statutory bodies, will have the potential to be employers and a catalyst to change models of engagement and new ways of working at a place level.

The plan identified the need for a separate workforce implementation plan which has now been published as the [Interim People Plan](#) on 3rd June 2019. ICS/ICP workforce leads and SROs were invited to become involved in the development of the Interim People Plan which proposes greater accountability and responsibility for workforce planning at a local level, with the potential for devolution of HEE's continuing professional development funding to ICS level.

ICS/ICP's themselves are required to deliver an [STP/ICS 5-year Strategic Plan](#) in late 2019 and KPMG has developed an ICS maturity framework on which systems will be assessed prior to any devolved budgets being agreed.

In terms of Primary Care, the introduction of the [GP Contract Review](#) to deliver the NHS Long-Term Plan sees considerable investment going into reimbursement funding of 20,000 extra staff across England. The potential for L&SC is around 300+ of this share.

Our social care colleagues await the publication of the [Social Care Green paper](#) and have recently developed a national recruitment campaign to encourage people to consider careers in the care sector. This programme is currently being evaluated.

2. LWAB funded programmes committed to or completed in 18/19

2.1 Workforce Strategy

The LWAB has supported the development of a Workforce Strategy that articulates the vision for workforce development in the region and which forms the basis for LWAB funding. The strategy was first scoped via an event in July 2018 involving key leadership and stakeholders across the five ICP areas in L&SC and ICS Executive and Senior Responsible Officers. The strategy has been designed as an infographic brochure outlining four workforce priorities under which all workforce programmes will contribute towards delivery. The four themes are;

- Compassionate leadership and systems development
- A positive employment experience
- Opportunities for all
- Building a sustainable workforce

2.2 Strategic Resourcing

A number of key appointments were made in 2018 to assist in core LWAB funded activities. Alison Smith was recruited as Strategic Resourcing Lead to support the development of a strategic system-wide approach to recruitment and retention in the region. Alison is engaging with local employers in L&SC to understand their recruitment and retention challenges and develop a range of resourcing solutions. This has included increasing the use of international recruitment which has seen over 240 nurse job offers made via this route since Alison has been in post. Alison is also working on projects linked to clinical staff retention and is supporting the ongoing work to create a Centre of Excellence within L&SC for the Global Health Exchange Programme. Further work is in train to support the recruitment of Clinical Radiologists onto the programme

2.3 Careers and Engagement Hub

Another core LWAB funded project was to further develop and implement a system-wide health and care career engagement strategy. Ruth Keeler was recruited utilising LWAB funding in 2018 to play a pivotal role in developing and implementing this service including establishing a system-wide Career Engagement Hub & Spoke model, overseeing career engagement activity across all health and care organisations in L&SC and publishing and promoting an annual programme of events. Work to-date has included:

- Coordinating health and social care employer contributions to the National Apprenticeship Week and Apprenticeship and Careers Expo to highlight hundreds of Apprentices working in Health and Social Care across L&SC
- Aligning the application process for Work Experience, including a booklet for employee to reflect on activities and provide a reference for successful applicants.
- Developing information booklets for Apprenticeships
- Developing Career pathway maps to place on Health and Social Care Careers site.
- Continuing engagement of employers to support collaborative working on apprenticeship development including a local strategy, integrated apprenticeships and improved marketing

2.4 Regulated Care Programme

Linked to the Career Engagement initiative the LWAB invested in a programme to develop the commissioning intentions and priorities of the Regulated Care workforce for the ICS. A project lead was initially recruited in September 18 and this work is now being overseen by Ruth Keeler. Work to-date has included:

- Providing tools for Care Homes to use to work more closely with local colleges to attract young people into the sector. This has included; promoting apprenticeships and developing, job descriptions, advertisements and videos
- Pop-up events have taken place in the Bay, Fylde and Pennine ICPs) which are providing a local response to the Department of Health and Social Care national adult social care recruitment campaign.
- A network across L&SC's ICPs has been developed where those with successful events and activity supporting the regulated care sector, can share the learning.

2.5 Mobility Project

The third core LWAB funded project in 2018 was the establishment of a L&SC Mobility Hub which is aimed at helping current staff move easily between health and social care employers in the region. Paula Reed was recruited in 2018 to lead this work. The Hub will require employers to work more collaboratively for mutual benefit.

The work to date has included progressing a Memorandum of Understanding (MOU) between key employers to enable a smooth and simple process to sharing resources across LSC while ensuring governance protocols are in place and the introduction of a Clinician Passport which enables clinicians to move easily and freely across the 5 provider Trusts without the need for honorary contracts in place. Linked to the Mobility Project two 'well@work' conferences in partnership with Lancashire County Council Public Health Leads were undertaken. Looking forward the Hub is developing a region wide secondment protocol to standardise staff that can be mobilised for discreet pieces of work and introducing 'It's Your Move', the single point of access for staff to receive advice on career opportunities current vacancies, flexible working and relocation.

2.6 Building a Digital Ready Workforce

In 2018 the LWAB contributed significant funding towards the Building a Digital Ready Workforce Programme headed up by Amanda Thornton and Declan Hadley within the ICS. Sue Capstick was appointed as a Project Lead in May 2018. Work to date has included:

- **Board Digital Leadership Programme** - A Board Digital Leadership action plan was developed in April 2018 following a consultation event of 70+ local attendees and refined at the June 2018 Digital summit (100+ attendees).
- **Digital Pioneer Programme** – This programme was developed in partnership with the Innovation Academy and launched in Aug 18. 32 applications were approved and 24 pioneers started their projects. There is a mix of applications from health, social care and third sector and the applications are spread evenly amongst all Clinical Commissioning Group (CCG) areas. All applicants have agreed for their idea to be filmed as part of the ongoing digital storytelling work with many applicants taking up the offer to enrol on the Innovation Agency Adoption and Spread Course. An independent organisation has been commissioned to evaluate the scheme and this has started with the company undertaking phone interviews with the first cohort.
- **Digital Storytelling** – A Digital Storytelling programme has been developed to produce films highlighting the impact of digital initiatives for staff and workforce. These will show the impact on health provision using digital technology and will be made available on the Healthier and Lancashire website/digital stories as each come online. The plan is to capture up to 50 stories from participants.

2.7 Making Every Contact Count (MECC)

In late 2018 the LWAB commissioned a project to be delivered by Public Health England North West and Lancashire County Council to assist in embedding the use of 'Making Every Contact Count' within NHS Trusts and partner organisations. MECC is an approach to behaviour change that uses the millions of day-to-day interactions that organisations and people have with other people to support them in making positive changes to their physical and mental health and well-being. A MECC conversation is brief and is not intended to burden already busy staff. All NHS provider organisations are expected to be implement MECC as part of the standard contract.

The project has appointed a MECC Coordinator for L&SC, based within the council and is currently being overseen by a Healthcare Public Health Consultant from Public Health England. The project is ongoing and is due to be completed by February 2021. Deliverables include delivery of Train the Trainer programme to increase the MECC face to face training and website and marketing to offer other online solution-based training. An integral aspect of the project is to test specific increases in use of MECC within the region including gathering views of those recently trained to establish frequency of use and prevalence of use within key NHS organisations in the region.

2.8 Preceptorship Plus across Primary Care

From 2015 to the present, HEE has been funding L&SC's 'Training Hub' to assist in increasing Primary Care medical and non-medical education and training within the region. This has included creating a network of GP Training Practices who can offer clinical placements to pre-registration nurses in training, supporting the introduction of new roles including the Physician Associate / Trainee Nurse Associates and facilitating campaigns for return to practice clinicians in Primary Care.

In late 2018 the LWAB funded the Training Hub to provide a second year of learning for nurses returning to General Practice Nursing by offering up to two modules which contribute to a master's qualification. The additional training will increase the skills, knowledge and confidence of nurses returning to general practice and provide a platform to master's level postgraduate study.

The L&SC Training Hub was also made a core member of the L&SC LWAB in recognition of its strategic position moving forward in delivering core functions to educate and train the current and future workforce to meet the requirements set out in the Long-Term Plan. The Training Hub is also due to be funded by NHS England to assist in delivering aspects of the new GP Contract five-year framework which marks some of the biggest changes in primary care for over a decade.

2.9 Assistant Practitioner to Nursing Associate Programme

There are significant registered nurse shortfalls within the band 5 workforce across the L&SC region and the launch of the Trainee Nurse Associate (TNA) Apprenticeship has provided a route to train this additional registered workforce. As part of the bidding round for L&SC LWAB funds for 2018 to 2019 the LWAB responded to a request by the L&SC Human Resources Director Forum to fund a project to measure the sustainability of the Assistant Practitioner (AP) role and the required upskilling necessary for it to be transitioned to a TNA.

The funding is supporting a band 7 project manager for 9 months to scope the demand across the region for upskilling of the existing AP workforce to transition to become NA's. The programme will allow for consistency in approach across the ICS footprint establish the required recognition of prior learning) (RPL) to be considered for transition from one role to the next and identifying the true costs for upskilling existing AP's. A final report and recommendations, due in 2019 will allow Trusts and HEE to make an informed decision as to how funding is allocated and provided to create a pathway to upskill APs in the most cost-effective way.

2.10 Better Births Multidisciplinary Training

In 2017/2018 a 'Better Training Better Births' consortium made up of East Lancashire Trust, Lancashire Teaching Hospital and Blackpool Teaching Hospital successfully implemented a training programme of multidisciplinary training and improvements in skills including using a Simulator called PROMPT (Practical Obstetric Multi-Professional Training). The training also included Human Factor training for obstetricians, midwives and obstetric anaesthetists.

To further enhance this new clinical skills training, in autumn 2018 the LWAB further funded the project to increase the number of PROMPT trainers via a Train the Trainer programme. This included the role out of the next cohort of staff: band 6 midwives, trainee obstetricians and anaesthetists, and neonatologists. The funding is contributing to the establishment of a sustainable programme for the region

2.11 Stroke Therapy upskilling

Stroke is undergoing large reconfiguration across the North West Coast footprint due to a considerable shortage of workforce across all disciplines. There is a national shortage of stroke consultants and speech and language therapists and challenges in recruiting skilled and experienced occupational therapists (OTs) and physiotherapists. Coupled with the need to increase the provision of therapies to seven day working and offer community rehabilitation will present a significant workforce challenge both in recruiting and retaining stroke specialist therapists.

In late 2018 the LWAB agreed to fund a programme to assist the work of the ICS/STP stroke programme to enable acute and community providers in the area to look at current workforce and upskill them to work differently. The funding is specifically to be used to offer training for such workers including the senior therapy nurse, who when upskilled could cover shortage of stroke physicians to perform specialist assessments, consultant assessments and cover some aspects of 7-day consultant cover work.

As part of the Stroke upskilling offer, the LWAB has funded the ICS/STP Stroke Programme Board to continue to offer NETSMART training. Netsmart Advanced is a course aimed at senior stroke specialist nurses who will be taught to interpret CT, CTA, MRI scans which will support consultants working in practice to allow patients to be treated in a timely manner. Additionally, NETSMART Junior training is offered on-line aimed Band 5/6 nurses to improve stroke knowledge and skills. The University of Central Lancashire has facilitated the introduction of this programme in the UK.

The programmes to-date has created a centralised co-ordination function established that supports training take-up and is currently prompting the training to the providers in the region. A network of clinical leads and service managers from employers (held on a database) will monitor attendance and progression of their employee. The first employees receiving training is underway

2.12 Use of The WRaPT (Workforce Repository and Planning Tool)

The WRaPT is a data processing, modelling and visualisation tool that is supporting the L&SC LWAB to help model workforce requirements at team, department, Trust and cross economy levels.

The LWAB funded a consultancy to work with East Lancashire Hospital Trust Emergency Department & Acute Medical Unit to introduce WRaPT to improve workforce modelling in these departments. The scope of subsequent recommendations has included; aligning workforce and clinical models around the diagnostic and decision-making process, placing the senior decision maker as early as practical in the patient pathway and streamlining patient pathways / reducing variability of care.

The tool identified recommendations for remodelling that could improve Emergency Department performance by up to 47% and reduce the bed base by up to 37 beds by improving senior decision making and investing in new roles. The Programme now forms the basis of HEE national rollout of building clinical capacity programme across 8 hubs in England.

3. Other LWAB Activity in 18/19

3.1 Advanced Clinical Practitioners (ACP's)

The L&SC LWAB has been liaising with the ICS Senior Responsible Officer leads regarding maximising the opportunities of ACP placements for key priority areas. During 2018/19 HEE in the North West supported over 100 places for ACP's. Additionally, in March 2018, monies were set aside by the LWAB to pay the tuition fees for five staff from three GP Practices to undertake the ACP programme. HEE funding for financial year 19/20 the region received applications from 14 employers seeking funding for 115 students, 60% via apprenticeship route and remainder MSc fees paid.

3.2 Leadership and Organisational Development (OD)

The L&SC LWAB has established the North West L&D Collaborative, consisting of NHS North West Leadership Academy, AQuA, The Innovation Agency, North West Employers and Health Education England. These organisations have been brought together to work in partnership to develop a collaborative offer to the L&SC footprint. This offer is supporting member organisations and their partners to develop and deliver leadership activity tailored to the needs and circumstances in their local health and care system.

Further to this Danielle Sharples has been employed via the North West Leadership Academy as the regions Leadership and OD lead and is supporting the LWAB on leadership related programmes of work. This has included the launch of the North Regional Talent Board for which there are 2 talent and OD roles being recruited to support this work, a project support

band 5 and project lead band 7. As part Talent Management agenda for the region a High Potential Scheme (HPS) is being developed which will identify possible participants, assessors, placements and projects. The LWAB also secured funding for a further ICS wide roll out of the Fylde Coast 100 leaders programme aimed at developing system-based leadership behaviours and competency. The programme for mental health and cancer leaders/influencers is in the initial stages of development.

3.3 The Cancer Workforce

Cancer care is one of the Five Year Forward View's key priorities - focusing on prevention, earlier diagnosis, better treatment and living with cancer. In July 2015, the independent Cancer Taskforce published their strategy setting out how England could achieve the very best cancer outcomes by 2020. Nationally, it is recognised that workforce capacity (in particular, radiology and pathology) has contributed to performance challenges. The highest cancer workforce group at risk in L&SC is Clinical Radiology, both reporting and intervention. There are also growing concerns with Radiography because of the need to maintain recruitment onto programmes.

Key members of the LWAB are working with the Cancer Alliance to produce a Cancer workforce plan which includes take up of HEE funded education programmes. The key areas of work that the LWAB has supported are:

- Participation in the Clinical Endoscopy Expansion programme as part of the Cancer Workforce Plan. Secured 2 training posts.
- Participation in the Reporting Radiography Workforce Expansion programme as part of the Cancer Workforce Plan. Secured 5 training posts.
- UHMB have recruited 4 Radiologists in partnership with HEE Global Fellows Programme and they are continuing to recruit Radiologists via the same programme to supply Trusts nationally
- A new cancer lead was advertised and has been recruited to. The Lead is being supported by the LWAB

3.4 Mental Health Workforce

Stepping Forward to 2020/21: Mental Health Workforce Plan for England sets out a high-level roadmap and reflects the additional staff required to deliver the transformation set out in the Five-Year Forward View for Mental Health. The plan has been developed by HEE, together with its NHS partners, the Royal College of Psychiatrists and other experts in the field of mental health services.

To deliver the growth and transformation agenda in mental health services, the system will need motivated and multi-professional teams focused on delivering person-centred care: expert clinicians, doctors, nurses, psychologists, allied health professionals, and social workers, combined with new and enhanced roles such as peer support workers, nursing associates, assistant practitioners and assistant psychologists.

Since the publication of the Mental Health Workforce Plan, Key LWAB members have worked with the L&SC Mental Health Programme Leads to support the submission of a workforce plan, which was submitted on 26th March 2018 and covers the ambition to establish 602 FTE

posts across the key areas. Three reiterations of the quantitative and qualitative plan were further made.

In collaboration with the ICS Mental Health Leads, the ICS Strategic Workforce Lead and LWAB members a mental workforce reference group was established in 2018 to develop a delivery plan. Key pieces of work the LWAB then funded in 2018 with the Innovation Agency (Academic Health Science Networks Northwest Coast) were:

- Understanding the workforce impact of the MH transformation funds around perinatal services, acute liaison and IAPT / PWP across mental health
- Broadening the recruitment of psychology professions across L&SC.
- Modelling the mental health therapist workforce across the primary care networks (PCN).
- Understanding the “We can Talk” – Change the future and potential roll out in L&SC
- Guidance on co-locating mental health workers in primary care
- Considering MECC, Health and Wellbeing, Mental Health first aider, Individual Placement and Support worker
- Working with the key workforce leads in the system to deliver a robust action plan across the disciplines of mental health. The plans will be the foundation for the mental health framework to deliver the long-term plan which earmarks funding for an extra 27,000 staff across mental health services in England.

3.5 Primary Care Workforce

In 2017/18 every STP/ICS across the North Region was asked to develop and submit GP Forward View delivery plans highlighting how the various chapters of the GPFV would be delivered over the five years of the programme.

In Lancashire and South Cumbria, the ICS decided to develop a Primary Care Delivery Plan which not only described how the GPFV programme would be delivered across Lancashire and South Cumbria but set a vision for Primary Care Transformation and how the GPFV would be used as a catalyst for transformation. The vision reflected all Primary Care Services, including dental, pharmacy and eye health services and described Primary Care Networks as the foundation for new models of care.

The ICS Primary Care delivery plan was signed off by all CCGs across Lancashire and South Cumbria, NHS England and finally the ICS in February 2018 and articulated a vision for transformed primary care services over the next five years.

12 months into the plan significant progress has been made and many components of the plan are still applicable, especially given that the GPFV has two more years to run.

Therefore, the ICS Primary Care Strategy 2019/20 – 23/24 will build on the ambitions and vision described in the STP Primary Care Delivery Plan to achieve and exceed the commitments made in all key recent publications, NHS Long Term Plan, GP Forward View, GP Partnership Review, and the GP Contract Reforms. Some of the key achievements across the system included:

- Modelling and costing an ambitious plan to reduce GP appointments by 60%.
- Modelling the workforce for the L&SC Primary Care plan based on pragmatism and realism rather than modelled demand and modelled supply
- Linked to the mental health and primary care modelling with the NW Coast Innovation Agency
- Participation in the L&SC Primary Care Programme Board, L&SC Workforce Steering Group, GP Retention Intensive Support Sites (GPRISS) board and forming collaborative working groups across the ICS / HEE / NHSE and Primary Care Training Hub

4. Strategic Workforce Programming

In addition to the key appointments stated earlier in this report, Paula Roles has continued to be employed within 2018 to 19 as Strategic Workforce Lead for the ICS. The post is a senior central leadership and coordinating role, responsible for establishing and ensuring a largely self-sustaining, enabled system approach across L&SC to deliver the workforce aspects of ICS strategic plans

Paula established *The Strategic Workforce Programme* in Dec 2017. In the first year the programme aimed to:

- Understand the challenges facing the health and social care workforce across Lancashire and South Cumbria
- Produce a workforce strategy for the ICS and develop the workforce baseline
- Develop a comprehensive programme of work on the various elements of the workforce agenda which are better done together across the Lancashire and South Cumbria health and care system
- Develop workforce plans for the clinical portfolios
- Establish a Lancashire and South Cumbria Social Partnership Forum
- Recruit an ICS leadership and OD lead and start to develop a system wide plan

Progress in 2018/19

In addition to what has been stated in this report the other following aspects of the programme delivered in 2018/19 were:

- Secured funding for and appointed L&SC Workforce Development Lead for Cancer.
- Secured access to a NW regional post via HEE to support Mental Health workforce development
- Submission of workforce plans in line with the national requirements for Cancer, Mental Health, LD/Autism Transforming Care Partnership
- Increased the number of training places for advanced clinical practitioners by 96, a 100% increase compared to 2017/18 and held a conference for ACP in Primary Care
- Developed support for recruitment and workforce development in social care including participation in the national adult social care recruitment campaign and local events
- Participation in the Lancashire Apprenticeship Expo to promote health and social care to over 2500 young people

- Worked with the primary care workforce steering group to develop workforce plans
- Worked with various clinical work streams to hold workforce events (Stroke, Radiology, Maternity, Mental Health CYP) and develop work stream workforce plans
- Secured funding to become one of 7 pilot sites for the national High Potential Scheme
- Via HEE delivered the contribution to L&SC from the HEE Mandate and Business Plan
- Engaged with Skills for Care (SfC), Lancashire Economic Partnership (LEP), ADASS and have developed plans for joint pieces of work
- Secured 3 Clinical Educator roles across the Urgent and Emergency Care (UEC) pilot sites. Supported the training and qualification of 26 Physician's Associates.
- Ensured key LWAB members became active members of the Social Partnership Forum established in December 2017, which includes all trade unions, NHS Employers and Local Authority.

5. LWAB Membership

In late 2018 LWAB members were asked to ratify a new Terms of Reference for the LWAB which re-defined membership role(s) and activities. There are currently 37 LWAB members representing; The five NHS Trusts in Lancashire and South Cumbria, Higher Education Institutions, Clinical Commissioning Groups, General Practice and Primary Care, Local and Unitary Authorities including Social Care, Public Health, Regulated Care and the Leadership Academy.

The Board is co-chaired by Jenny Cavalot who is Health Education England's Local Director for the North West and Karen Partington Chief Executive of Lancashire Teaching Hospitals NHS Trust.

Detailed below is the attendance numbers for the L&SC LWAB over the last 18 months.

Date of meeting	Number of Attendees	Number of Apologies
25 th Jan 18	17	8
31 st May 18	12	13
26 th July 18	10	12
27 th September 18	15	8
22 nd November 18	15	9
31 st Jan 19	19	9
28 th March 19	24	4
30 th May 19	19	11

Mike Burgess

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August 2019