

Lancashire & South Cumbria Local Workforce Action Board (LWAB) Key Communications – 26th September 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 Health Education England mandate from the The Department of Health and Social Care (DHSC) 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 26th September 2019.

ICS 5 Year Plans

Members received an update from Paula Roles, L&SC Strategic Workforce and HR Lead, on the ICS's requirement to produce a 5-year plan, following the release of the NHS Long Term Plan.

- **Written Plan** - The ICS is on course to produce a narrative setting out what it plans to achieve for an integrated system through to 2023/24. This has included submissions from Integrated Care Partnerships (ICP's) who have highlighted workforce themes including staff wellbeing, transformation and working at top of license.
- **NHS E&I Technical Returns** - All providers in the region have completed and returned the NHS England / NHS Improvement strategic workforce planning tool and HEE's e-workforce tool. The tools include workforce modelling, activity, finance and the key metrics as required from the Long-Term Plan Implementation Framework. Further work is being undertaken to ensure Primary Care returns are reflective of the new roles entering the Primary Care Networks (PCN's).
- **Resourcing to meet deadlines** - Paula will be speaking to colleagues in the ICS and LWAB over the coming weeks around whether there is a need to organize a series of structured workshops on the workforce aspects of the 5-year plan.

North Cost Innovation Agency Programmes of Work

Carole Spencer, Director of Transformation and ICS colleagues provided members with the output (via reports and presentations) from the recently completed programmes of work that HEE commissioned the Innovation Agency to undertake, to improve workforce supply.

Think Tank/Market Research - This programme aimed to support the LWABs workforce supply strategies by commissioning market research to seek out external voices to challenge traditional approaches to careers and employment in the NHS. Some key points raised and discussed included:

- **Market Research** - Market research from various stakeholders including young people indicates modernisation needed in the tools used to undertake some employment activities. This includes an NHS jobs website with better functionality, a mobile 'app', tracking of progress for the user and the ability to offer alternative options for those applying for a particular role.
- **Think Tank** – A group of stakeholders from both inside and outside the NHS, considered the market research and agreed a number of recommendations including, not only making it easier for the individuals to join the NHS and Social Care but to be able to develop their career.
- **Careers Offer** – One of the recommendations is that a standard market driven careers and employment offer should be developed to strengthen the relationships between schools, colleges, Career Hubs and the NHS and to create an alliance between these stakeholders
- **HEE's Role** – Members felt there is need to be clear about what HEE's role is in influencing some of these issues especially as changes to NHS jobs, cooperation from regulatory bodies and the scope of national advertising campaigns, needs to be influenced at a national level
- **Synergy with existing programmes of work** - A recognition there are some key messages coming out of the report which overlap with existing LWAB funded projects.

New routes for psychological professions - This programme aims to address the supply challenge for Psychology graduates by improving career pathways in the NHS.

- **Difficulty in careers development for Psychology Graduates** - 12,000 learners graduate in the UK every year and whilst 80% of them want to work in a caring environment there is no training process upon which they can join the NHS / Social Care. They invariably take fixed term contracts on low wages or enter as volunteers. This can see over 200 applications for a single vacancy.
- **Stakeholder involvement** - The programme involved all Mental Health Trusts and Higher Education Institutions in the region and input from young psychology graduates and asked what conditions could be created to make better use of this supply
- **Opportunities for developing new roles** - Psychology roles exist in lots of different clinical areas and they could be deployed where there is short supply e.g. cardiac rehab, stroke, cancer, renal and in corporate roles such as Occupational Health, HR, OD and leadership functions.
- **Recommendations** - The programme recommends the creation of an integrated career structure, development of a new undergraduate training programme and a post-graduate training school

A neighbourhood workforce planning tool to support place based integrated care models -

Focusing on people with mental health, learning disability and autism the programme looked at how technology and population health data / information can be used to change the way we deliver services for the future.

- **Workforce Planning at 'Place' level** – The tool allows a 'place' such as a neighbourhood / region / PCN to take its current workforce situation, gather the available demand, agree the population health needs and then apply it to establish the workforce needed.
- **Functionality** - The tool allows the user to factor in new roles and their average capacity to manage demand. It also allows the user to predict reduction in demands when stating digital solutions. The programme was tested at ICS level and was successful in producing a model of care for adults with mental health conditions, learning disabilities and autism
- **Further deployment** - Members recognized the tool would be welcomed within Primary Care as there is not the expertise or capacity to be able to undertake workforce planning at this level of complexity and standardization would be seen as very beneficial on a PCN basis. This would allow the region to move beyond the pace of individual PCN's where there is differing approaches.

L&SC Workforce Delivery Plan

Members reviewed the progress against funding decisions for the 8 priority themes that make up the Workforce Delivery Plan for L&SC and this included:

- **Theme 6 - Undertake various 'skills-based pilots' to develop alternative workforce models** – Following the agreement to invest in pilots to take place in Maternity and Primary Care, members have reviewed the scope of the maternity paper and now require endorsement from ICS colleagues before allocating funding.
- **Theme 7 - Recruitment at scale for key shortage areas** – Members reviewed the proposals for a *L&SC Nursing and Midwifery Programme* and the creation of a *L&SC Regulated Care Nursing Workforce Development Programme*. Further discussion on these proposals is to be continued at Nov LWAB.
- **Theme 4 - L&SC's Careers Hub** – Members agreed to invest in an integrated volunteers project which originated in Pennine Lancashire and is to be applied system wide.

Date and Time of future meetings in 2019 - 2pm to 4pm in The Garden Room at St. Catherine's Hospice, Preston on 28th Nov 2019. Further meetings: 30th January 2020 and 26th March 2020.