



Our workforce strategy

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Open 

Foreword



It is our belief that this strategy will not only enable our workforce to deliver the NHS Long Term Plan ambitions of people receiving the best start in life, experiencing world class care for major health problems and supporting people to age well, but will also contribute significantly to creating a positive social impact on the 1.7 million people living in Lancashire and South Cumbria. This strategy builds upon the Interim NHS People Plan, which was published in June 2019, and describes how we will develop our shared workforce, working closely with Primary Care Networks, local authorities, providers, commissioners and wider partners.

It is clear we need to transform how we work and provide integrated care, with our workforce at the heart of this transformation. This will be achieved by Lancashire and South Cumbria becoming an integrated health and social care system, continuing the great work already started by the five local health and care partnerships within each of our regions - four integrated care partnerships and one multi-speciality community provider.

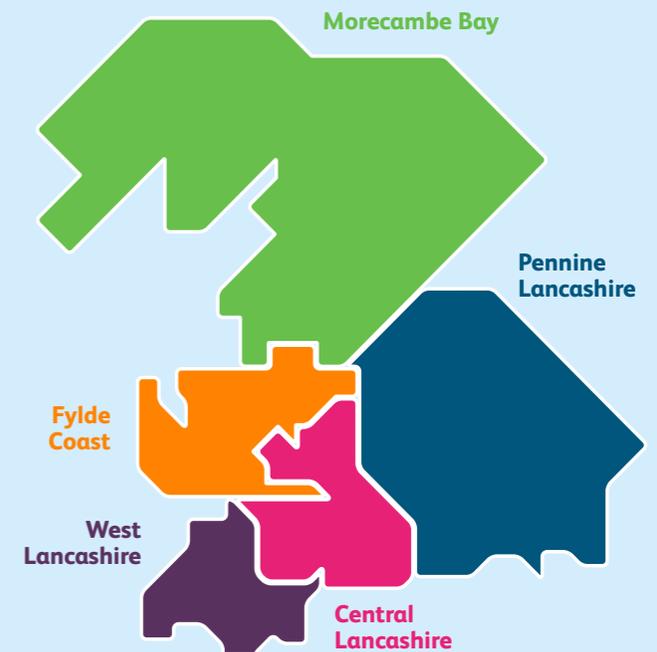
We hope that this strategy sets out to you our aspirations of what our workforce will become, now and into the future, to help our population lead healthier, happier lives.



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Foreword

▶ Welcome

▶ Our vision

Our workforce

Workforce facts

One workforce

Our priorities

Implementation

Our next steps

Our vision is to deliver an integrated health and social care workforce for the future with the capacity and capability to provide sustainable care and support to our local communities

We know that we face a number of challenges nationally and locally across our system:

- Financial shortfalls due to increased demand for services
- Poor health throughout our region
- Lack of joined-up care
- An ageing population with complex needs
- Problems recruiting and retaining staff
- Increased need for mental health support



In addition, Lancashire and South Cumbria represents a huge challenge geographically, with diverse services operating from countryside to coastal, city, urban and rural, both highly populated and isolated.

However, our key strength is our amazing staff who do an incredible job in delivering care to our local population, day in, day out. This is not only achieved through our acute, primary and secondary services but hand-in-hand with the regulated care sector, social care and voluntary, community, faith and social enterprise sectors. This allows us to reach out to many more people across Lancashire and South Cumbria.



Our workforce

Foreword

Our workforce

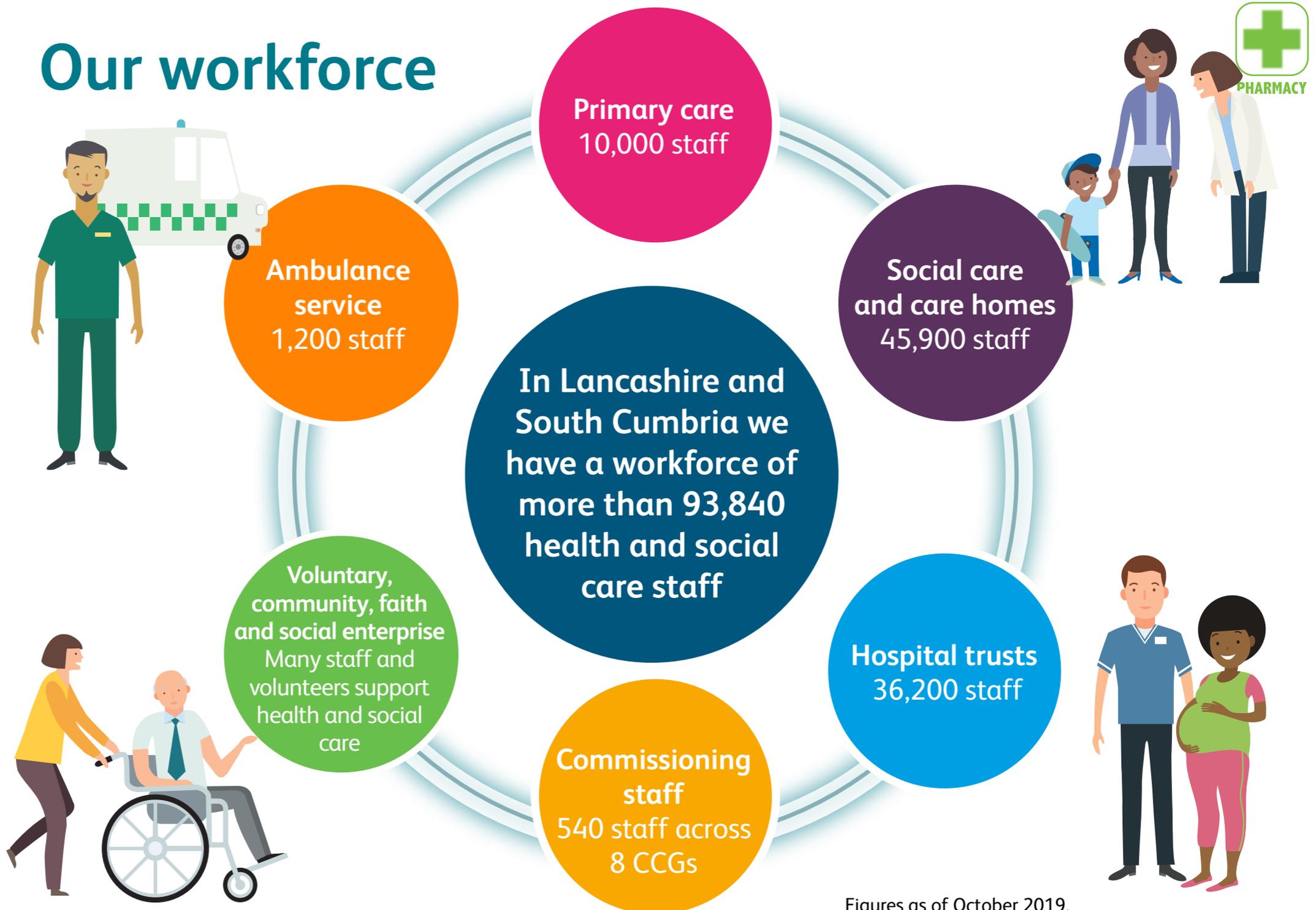
Workforce facts

One workforce

Our priorities

Implementation

Our next steps



Figures as of October 2019.



Back



4



Go



Print

Workforce facts



There are **1.7 million** people living in Lancashire and South Cumbria.



There are more than **93,840** people employed in the health and social care workforce, which equates to approximately 6% of the population.



While not all staff who work in Lancashire and South Cumbria live there, many staff are employed locally to where they live.

In addition, it is estimated that approximately 4% of the local population act as informal carers for family members or friends, at some point in their lives, equating to approximately

68,000 people

– an additional, hidden workforce. Their valuable contribution is acknowledged throughout the workforce strategy.



Workforce supply is a key issue for us and in particular, our ageing workforce. We are looking at how we can attract young people as our future workforce and link with schools and colleges.

There are five local health and care partnerships within each of our regions - four integrated care partnerships and one multi-speciality community provider. These are supported by 8 Clinical Commissioning Groups, 4 upper tier local authorities, NHS England and NHS Improvement.



- Foreword
- Our workforce
- Workforce facts**
- One workforce
- Our priorities
- Implementation
- Our next steps

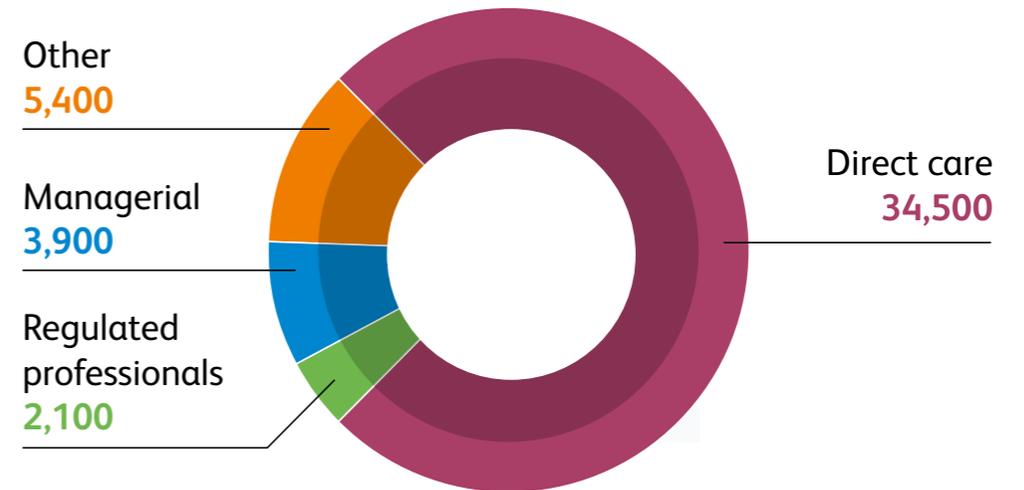
One workforce

Social care

The social care workforce are the biggest staff group, with 45,900 people employed in this sector. However, many of them work part-time hours, giving the full-time equivalent figure of 32,300. Out of those, 34,500 provide direct care, 2,100 are regulated professionals, 3,900 are managerial and 5,400 work in other roles. There are approximately 850 regulated care providers which includes care homes (nursing and residential) and care at home.



45,900 people are employed in social care, our largest staff group



Primary care

There are around 10,000 people working in primary care. Staff are spread across a large number of employers, including GP practices, community pharmacy, dental care and eye care. The NHS Long Term Plan sets out that primary care services will work in Primary Care Networks, based on populations of 30,000 to 50,000.

Ambulance service

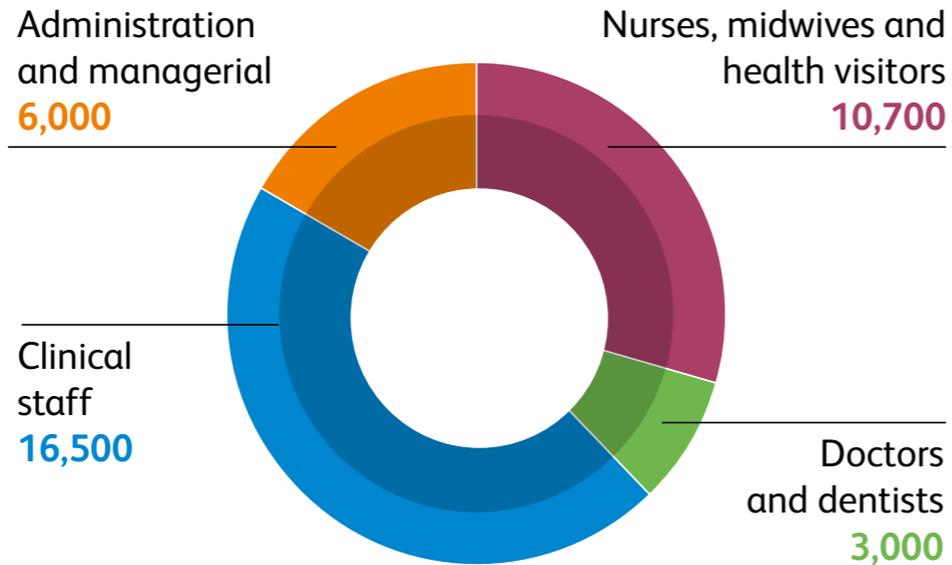
North West Ambulance Service (NWAS) employs 1,200 staff within Lancashire and South Cumbria.



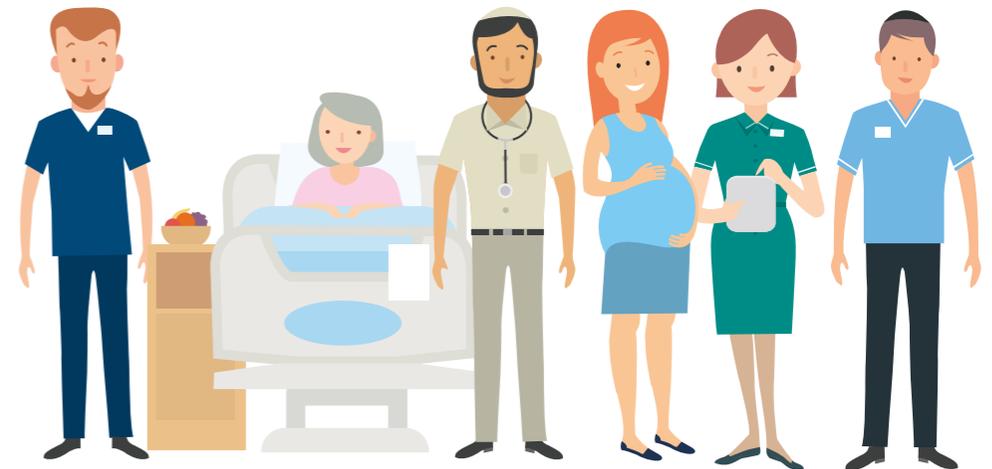
Secondary care

We have around 36,200 staff working across our five hospital trusts, 77% of whom are female and 17% are over the age of 55.

Staff who work in our five hospital trusts represent the second largest group of **around 36,200 staff**

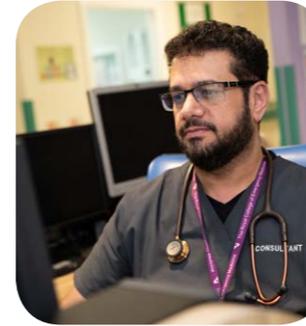


Working in health and social care offers a huge variety of opportunities, with **more than 350** health and social care career choices



Our priorities

In order to achieve the workforce we need to deliver the Healthier Lancashire and South Cumbria objectives, there are **four priorities**:



1 Compassionate leadership and systems development

Fostering a leadership culture that is compassionate, visionary and equipped to build an integrated workforce across the health and social care system.

2 A positive employment experience

Building a network of employers in the region who continuously demonstrate that Lancashire and South Cumbria is a great place to work, develop and progress.

3 Opportunities for all

Working collectively with all health and social care providers to create a single point of access for all current and future employees to gain vocational experience, meaningful employment and continuous development within the region, developing and supporting our local communities to access these opportunities to grow our own workforce.

4 Building a sustainable workforce

Working with employers and other partners to develop innovative approaches to develop our current health and care workforce and support transformation to build the integrated workforce we need to deliver future services.

Implementation

Foreword

Our workforce

Workforce facts

One workforce

Our priorities

Implementation

▶ Leadership
Positive experience

▶ Opportunities for all
Sustainable workforce

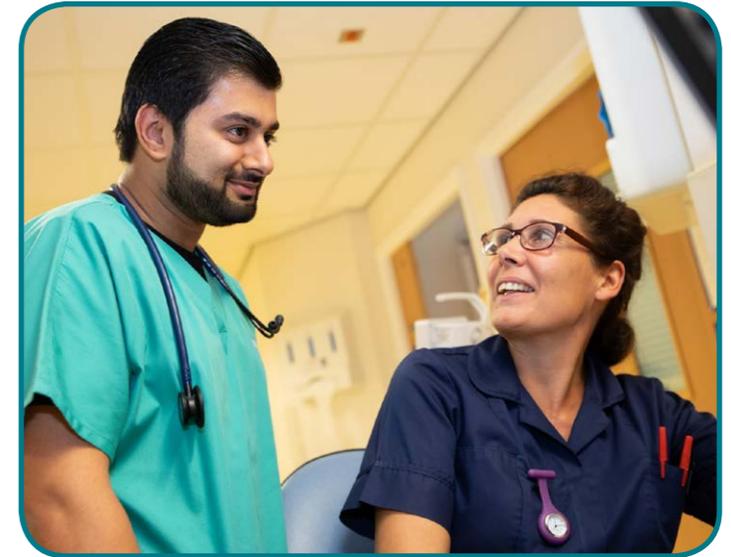
Our next steps

Leadership

- Develop leadership and organisational development interventions to support the development of a shared vision, shared values and a shared culture
- Develop standardised approaches to leadership and organisational development at Lancashire and South Cumbria Integrated Care System level and local health and care partnership level
- Develop a system wide approach to diversity and inclusion, understanding the needs of our communities
- Ensure compassionate leadership and values based behaviours are embedded in all leadership and organisational development programmes
- Develop Lancashire and South Cumbria Integrated Care System and integrated care partnership / multi-speciality community provider approaches to talent management

A positive employment experience

- Build a Lancashire and South Cumbria employment offer and brand to improve recruitment and retention across health and social care
- Develop common approaches to employment which support workforce integration across the whole sector and between employers
- Develop mechanisms for system wide recruitment and retention, offering opportunities for joint roles, secondments, and rotation
- Invest in joint training across health and social care, together with a commitment to recognise the transferability of staff skills, competencies, capabilities and experience
- Develop approaches to support flexible working



Back



9



Go



Print

Implementation

Opportunities for all

- Develop a single point of access for careers through a single careers hub
- Develop a consistent approach to careers and pre-employment opportunities across the health and social care sector
- Co-ordinate and contribute to the development of local arrangements to support place based approaches to work experience and careers promotion in schools and local communities
- Develop joint apprenticeships across health and social care
- Develop the volunteer workforce and provide opportunities for those seeking to access to employment
- Develop programmes to improve access to employment for our local communities, recognising the talent that exists in our local population
- Continue to work with higher education institutions and further education organisations to increase our training and education offers and create pathways for local students to study and work in our area
- Embed diversity and inclusion in developing our programmes

Building a sustainable workforce

- Develop a systematic approach to workforce planning and engage with higher education institutions and other providers to shape education and training
- Develop the use of scenario planning to help understand the impact of emerging technologies on our workforce plans
- Identify common competencies and skill sets to inform education and training for the future workforce, taking account the new ways of working that will be required
- Develop joint training across traditional professions so there is a more integrated workforce to deliver care to meet population health needs now and in the future
- Develop competency framework(s) for key roles to enable mobility and rotation across sectors
- Target transferable skills to create progression routes, and opportunities for creating different types of career paths
- Develop a consistent approach to health prevention and promotion
- Build a culture of improvement and innovation as part of education and training programmes



Our next steps

The partnership across Lancashire and South Cumbria has identified that delivering an integrated health and social care workforce for the future with the capacity and capability to provide sustainable care and support to our local communities is a priority.

Delivering the ambitions in the NHS Long Term Plan is contingent on having the right workforce in relation to skills, experience and numbers, to provide the right care to our local population and support them in preventing ill-health and maintaining well-being. There are significant health inequalities in our area and we need the workforce to help us address these.

We want to develop a system wide approach to tackle the range of issues affecting our workforce. Foremost of these is our ability to recruit and retain the workforce needed to provide care to our local population. We want to attract the workforce from our local population as well as growing our

own workforce so that we can maximise the wider social benefits arising from good employment opportunities.

We are committed to making Lancashire and South Cumbria a positive employment and career choice for health and care staff nationally and internationally.

The next step is to continue to work together across health and care to develop and deliver these priorities in partnership. We will be open and transparent about our plans to deliver this which will be available at:

healthierlsc.co.uk/Workforce



To get involved

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healthierlsc.co.uk/Workforce

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- Foreword
- Our workforce
- Workforce facts
- One workforce
- Our priorities
- Implementation

Our next steps