

Report to STP Board: 20 May 2019

Agenda item:	4.1		
Title:	Workforce Transformation		
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Report purpose (Please mark one in bold)			
APPROVAL	DECISION	ASSURE	INFORM
Link to STP Priorities (Please mark all applicable in bold)			
AT HOME IS BEST	SAFE & EFFECTIVE HOSPITAL CARE, WHEN NEEDED	WE'RE ONLY SUSTAINABLE TOGETHER	SUPPORTED DELIVERY
Committees/groups where this has been presented to before (including date)			
Health and Care Executive (HCE) April 2019			

Purpose of the paper
This paper provides an update on key workforce activities during 2018/19 and emerging Workforce Transformation priorities for 2019/20.
The STP Board is invited to:
The Sustainability and Transformation Partnership (STP) Board are asked to note the content of this report.

1. INTRODUCTION / BACKGROUND

During 2016/17 a high level workforce strategy was designed and approved by the STP and Health and Wellbeing Boards for Cambridgeshire and Peterborough. This strategy leads with the following vision:

“We are committed to ensuring our workforce are fit, healthy, skilled, motivated and proud to work in our system. We will provide support, development and flexible career pathways for people to access at the right time for them and the services we provide. To achieve this, we will work collectively to understand the workforce requirements needed to meet changing practice, that will continue to deliver high quality and efficient health and social care for our population. We will use innovation to enable our highly skilled flexible workforce to meet the changing requirements of best in class and innovative new ways of working”.

2. BODY OF REPORT

Workforce Transformation 2018/19

During 2018/19 the LWAB defined its strategy as follows:

Fit for the Future
Working together to keep people well

Cambridgeshire and Peterborough STP – Workforce Vision & Objectives

Vision:

We are committed to ensuring our workforce are fit, healthy, skilled, motivated and proud to work in our system. We will provide support, development and flexible career pathways for people to access at the right time for them and the services we provide. To achieve this we will work collectively to understand the workforce requirements needed to meet changing practice, that will continue to deliver high quality and efficient health and social care for our population. We will use innovation to enable our highly skilled flexible workforce to meet the changing requirements of best in class and innovative new ways of working.

Objectives:

- Objective 1. Identify innovative approaches, workforce models, and new ways of working to build a sustainable workforce.
- Objective 2. Maximise recruitment and retention
- Objective 3. Develop a culture of enabling, involving and shaping training and people development.
- Objective 4. Enable our workforce to work flexibly, efficiently and effectively across the system
- Objective 5. Provide our learners with quality educational experiences.
- Objective 6. Developing our staff digital skills
- Objective 7: Fit, healthy workforce

Underpinning the system wide Workforce Strategy seven strategic workforce objectives were developed by the STP, these provide the pillars for Workforce Transformation activity during 2018/19:

- Identify innovative approaches, workforce models, and new ways of working to build a sustainable workforce;
- Maximise recruitment and retention;
- Develop a culture of enabling, involving and shaping training and people development;
- Enable our workforce to work flexibly, efficiently and effectively across the system;
- Provide our learners with quality educational experiences;
- Developing our staff digital skills; and
- Enabling a fit and healthy workforce.

A monthly workforce report is developed to update both System colleagues and workforce colleagues aligned to the enabling groups on the planned and delivered workforce transformation activity. Over the last 12 months the following key outputs have been achieved:

- Procuring a branding and attraction platform for Cambridgeshire and Peterborough health and care system to support recruitment;
- Reviewing apprenticeship issues and opportunities within the system, with recommendations for a system offer (May 2019);
- Analysing workforce demand and supply data, using intelligence to inform future investment decisions;
- Upskilling non-medical workforce in primary care (assessment skills, Non-Medical prescribing);
- Extending skill mix in Stroke and Ear Nose and Throat services;
- Supporting the mental health needs of doctors across the system
- Addressing key retention challenges in STP priority areas (Accident and Emergency (A&E) and Delayed Transfers of Care (DTC)) through additional leadership development support for staff in bands 5-7;
- Expanding of tried and tested leadership and OD interventions (Mary Seacole, Step into my Shoes, Systems leadership, Clinical leadership etc.);
- Rolling out of regional best practice in relation to streamlining and use of temporary workforce; and
- All employers agreeing a Memorandum of Understanding for staff to work across the system.

During the last quarter of 2018/19 a number of national and System workforce priorities were identified, these have been used to shape workforce transformation plans for Cambridgeshire and Peterborough during 2019/20 and include:

- Health and Social Care Peer Review;

- Publication of the Long Term Plan and subsequent Workforce Implementation Plan (final report due imminently); and
- 2019/20 System workforce priority for reducing premium staffing costs.

Workforce Transformation 2019/20

The Local Workforce Advisory Board (LWAB) commissioned the Workforce Strategy Delivery Group (WSDG) to come together with representation from all System partners, to review progress and discuss workforce transformation priorities for 2019/20 and beyond. Following the half day development session 28 March 2019, the following transformation themes were identified all with clear links to the System priorities, Urgent and Emergency Care (UEC), DTOC and System finances.

- **A focus on temporary workforce:** Interventions indicated across a number of pathways to improve over reliance on temporary workforce, including reducing medical locum costs and improving flexibility for GPs;
- **Workforce planning:** Discussions highlight the need for a System approach that compliments organisational processes already in place *and* that drives our activity as a system to support the most challenged areas e.g. domiciliary care, areas with high vacancy rates, such as A&E consultants at NWAFT;
- **Attraction, recruitment and retention:** With strong links to the importance of improving our approach to workforce planning, reducing reliance on temporary/locum workforce, attraction and recruitment sit together with an emphasis on flexibility of offers, defining clear career pathways and making the C&P system a desirable proposition for employees (retention);
- **Apprenticeships:** Developing a buy/build model to support workforce planning and enable increased widening participation to maximise levy opportunities for system benefit. This enables us to “build” the future workforce and links to the importance of good workforce planning processes;
- **A focus on systems leadership at all levels:** Support for continuing OD focus across the system, developing transformation capacity and capability, including system wide interventions to improve talent management processes; and
- **Workforce flexibility:** Improving ways in which our workforce can work more flexibly (rotations, skill mix reviews, modernising routes into learning etc) to improve attraction, recruitment and retention for critical posts across the system, e.g. GP workforce.

During April, WSDG discussed further support to system priorities with a clear focus on improving efficiency, contributing to improving the system financial position and delivering at pace. As a result, a number of task and finish projects have been established under the following headings, with KPI’s monitored through the existing governance structure:

- Recruitment and attraction;
- Workforce planning and intelligence scrutiny and challenge;
- e-Rostering efficiency; and
- Agency spend taskforce.

WSDG have agreed key lines of work in these areas and meet again in May to establish KPIs for monitoring and reporting purposes. It is expected that accelerated and enhanced system activity to reduce agency expenditure and increase effective use of e-roster will generate an additional £1.1m saving in 2019-20

Appendix 2 outlines some of these key lines of work in more detail.

Key Risks

Risks relating to workforce are escalated through the WSDG to LWAB. It is important that these risks also form the basis of our workforce transformation activity for 2019/20, namely, to address:

- Vacancies within the system having a negative impact on the System's ability to deliver collaboratively;
- Workforce activities not being adequately aligned to System priorities;
- Underutilisation of apprenticeship levy funds due to the lack of backfill funding;
- Low pre-reg commissioning numbers; and
- Impact on patient flow (DTC) due to high turnover and vacancy rate in primary and domiciliary care workforce.

3. RECOMMENDATIONS

The STP Board are asked to note the content of this Workforce report.

Appendix: *Annex 1 Transformation Funding 2018/19*
Annex 2 Workforce Priorities for SOPO

13 May 2019

Annex 1 Transformation Funding 2018/19

HEE development funding for 2018/19 has totalled over £2.9m and consists of the following:

Funding stream	Allocation
Workforce Transformation Funds <ul style="list-style-type: none"> • LWAB WT Programmes • QIS training • Maternity • MH Awareness training • Stroke training • Pharmacy • Hypertension Training • Nursing Associates • Care Homes • Workforce Team 	£2,119,000
OD Funds	£265k (discussed further in the Leadership and OD paper to HCE, April 2019)
Primary Care Training Hub	£86k
Learning Beyond Registration	£422k
Advanced Clinical Practice	£82k

Annex 2 – Workforce Transformation Priorities for SOPO

Workforce

Impact on Patients and Staff													STP Lead	Clinical Lead	Finance Lead	
<p>Impact on patients: Improving continuity of patient care and enhancing overall patient experience</p> <p>Impact on Staff: Providing stability within teams and build confidence improving morale Reduce attrition rates across staff groups</p>													Tracy Dowling	N/A	N/A	
Overall Objectives													Stage of 4 D Cycle	Driver of the Deficit	STP Priority	
<p>The Workforce enabling group have agreed a number of areas for additional focus to reduce workforce costs across the system in 19/20, these include:</p> <ol style="list-style-type: none"> 1. Focus on workforce planning data to address STP priority areas e.g. DTOC, A+E and the developing needs of Alliances. 2. Focus on activities to improve attraction, recruitment and retention, to create a one system employment offer. 3. Focus on reducing agency spend, working collaboratively to embed and share best practice. Design a system approach for temporary staffing. 4. Strengthen System leadership to improve partnership working and build trusting relationships. 5. Increase the number of apprenticeship opportunities within the System. 													Develop	System Capacity	Short/ medium	
Finance Information and Assumptions													Scope and Exclusions			
<p>To reduce workforce costs by £1.1m in 2019/20 Incremental increase in delivery of financial savings throughout the year, potentially rising in future years.</p>													<p>Reduce spend on expensive temporary agency staff and locums Reduce attrition rates across all staff groups Implement collaborative bank arrangements Share best practice for E-rostering practice Maximise use of apprenticeship levy across the system.</p>			
Outcome Measures													Milestones			
<p>Temporary staffing costs to reduce Staff turnover rates to reduce Ensure compliance with safer staffing levels, Carter review recommendations and NHSI Increase apprenticeships across the system Reduce underspend if not eliminate against the apprenticeship levy Retain more students in substantive roles</p>													Milestones		Start Date	End Date
													Rebranding digital platform provider appointed		April	
													Branding and attraction microsite Go-Live		June19	
													Increase number of apprenticeships across the system		Sept19	Mar20
													Analysis of workforce planning data and benchmarking scrutiny		Jul19	Sep19
													Design a system temporary staffing model		Aug19	Oct19
Benefits	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar				
Em												1.1				

Confidential Draft: work in progress