

Report to STP Board: 18 July 2019

Agenda item:	5.1		
Title:	Workforce Transformation		
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Report purpose <i>(Please mark one in bold)</i>			
APPROVAL	DECISION	ASSURE	INFORM
Link to STP Priorities <i>(Please mark all applicable in bold)</i>			
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 <i>(including date)</i>			

Purpose of the paper
The following will provide an update to the Sustainability and Transformation Partnership (STP) Board on workforce priorities and transformation activities for 2019/20.
The STP Board is invited to:
The STP Board are asked to note the content of this Workforce report.

1. INTRODUCTION / BACKGROUND

The Workforce strategy was developed in 2016/17 with an agreed vision, this vision was updated during 2018, to:

“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

In March 2019 the workforce community had a half day development session, to review the progress and discuss workforce transformation priorities, the following themes were identified with clear links to the system priorities, Urgent and Emergency Care (UEC), Delayed Transfers of Care (DTC) and system finances.

- A focus on temporary workforce;
- Workforce planning;
- Attraction, recruitment and retention;
- Maximising apprenticeships;
- A focus on systems leadership at all levels; and
- Workforce flexibility.

Workforce costs significantly contribute to the System financial position. As a result, the Workforce Strategy and Delivery Group (WSDG) agreed a number of actions, assigning workforce task and finish groups (below) to report to WSDG on key actions to deliver increased efficiencies, (see appendix one);

- Workforce planning and intelligence;
- e-Rostering efficiency;
- Agency taskforce; and
- Recruitment, attraction and retention.

These groups, each chaired by a System partner workforce lead, have agreed initial workstreams and will report to WSDG in late July with plans for delivery. The workforce community agreed to commit to a set of KPI's and key deliverables, (see Annex 1).

Throughout June, WSDG have been working closely with PA Consulting and in collaboration with the Finance, Performance and Planning Group (FPPG), to ascertain areas of financial importance for focussed action across the STP to help tackle the deficit whilst improving and transforming services. The key principles of this collaboration, agreed with both FPPG and WSDG are:

- Any initiatives will improve (or at least maintain) quality of services as well as reduce costs;
- Cost savings vs cost management improve productivity in the long run not just simply focusing on cost reduction. This could mean an initial upfront investment;
- Design in accordance with Interim People Plan (and Full People Plan when published);
- Initiatives may be short, medium or long term with focus on delivery as an ICS from April 2021;
- Consider readiness of different user communities to support and adopt new ways of working;

- Consider capacity and capability of current staff to deliver current and proposed services;
- Consider readiness of other corporate services to provide support to initiatives;
- All options for service delivery are 'on the table';
- Not all need to pursue all initiatives, those that do commit do so fully and others remain engaged; and
- Collective commitment to follow through on agreed actions and initiatives.

An initial desktop review of the NHSI Corporate Services Benchmarking Reports for each organisation has been conducted, which identified a number of priority focus areas. For workforce these relate to two workstreams;

- Bank, agency and premium pay; and
- Recruitment.

The Financial Performance and Planning Group (FPPG) and WSDG are working together with PA consulting to produce more granular solution designs and supporting business cases for the workforce opportunities so that the cost/benefit for each organisation can be considered more fully.

Workforce Transformation 2019/20

Risks relating to workforce are escalated through WSDG to Local Workforce Advisory Board (LWAB), these risks (along with the recommendations of the Interim People Plan (IPP)) continue to underpin the workforce transformation activity for 2019/20 and beyond, 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;
- Low pre-reg commissioning numbers; and
- Impact on patient flow (DTCOC) due to high turnover and vacancy rate in primary and domiciliary care workforce.

3. RECOMMENDATIONS

The STP Board are asked to **note** progress highlighted in this Workforce report and await further updates regarding FPPG and WSDG agreement.

July 2019

Appendices: *Annex 1 – Summary of Workforce priorities.*
 Annex 2 - LWAB and Workforce Governance and Operating Model

Fit for the Future

Working together to keep people well

Annex 1 – Summary of Workforce priorities.

Name of Group	KPI's	Key Deliverables
Agency Task Force	Collect workforce information by partner relating to premium pay, e.g., agency pay, overtime rates paid Review agency data (being collated at SDU) to identify heat map of spend and plan actions to reduce.	Develop system wide plan against the KPI of a 10% reduction in agency spend (and associated CCG (CHC nursing – opportunities for CPFT hosting?) contribution to reduction in temporary staffing spend as a total. Monitor and report to WSDG
The aims, scope, financial and non-financial benefits of this workstream as stated; <i>“Maximising the use of substantive and bank workers, thereby reducing the use of agency workers. In addition to reduce the cost of agency workers through pay rate harmonisation and reduction in the number of agencies used and their margins”.</i>		
Recruitment, Attraction and Retention Task & Finish Sub-group	Review workforce shortage areas across the system to enable the production of a clear set of system-wide working opportunities as at May 2019 for inclusion in the launch of the Microsite in June 2019. Develop a clear set of proposed KPI's to use for system-wide recruitment practices and use these as a benchmark going forward. Review opportunities to work with system partners on recruitment activities (in particular in hard to fill areas) and make recommendations to WSDG by the end of June 2019. Using the data gathered from the WIG – produce proposed plans to address the shortage areas across the system by July 2019. Develop a clear set of guidelines for the production and implementation for an agreed set of system-wide annual recruitment events by the end of June 2019.	Develop proposals for 'collaborative recruitment', i.e. joint jobs fairs, O/S recruitment, marketing, referral of applicants to STP partners, roles that 'rotate' etc. Scrutinise workforce shortage areas (FROM WIG) and recruitment activity to establish system-wide working opportunities. Ensure all system partners have vacancy scrutiny mechanisms – whether these should be based on learning from best practice? Collect recruitment KPI's for all NHS partners (from TRAC or other recruitment management systems), along with all NHS partners performance against these KPI's at present. Develop plan to address shortage areas across the system with timetable for monitoring actions (KPI's) which may include international recruitment (cost / benefit business case). Scrutinise NHSi retention best practice survey results (gathered via SEG) to inform system wide plan for deployment. Utilise apprenticeships to attract / retain workforce and maximise the potential of the apprenticeship levy.

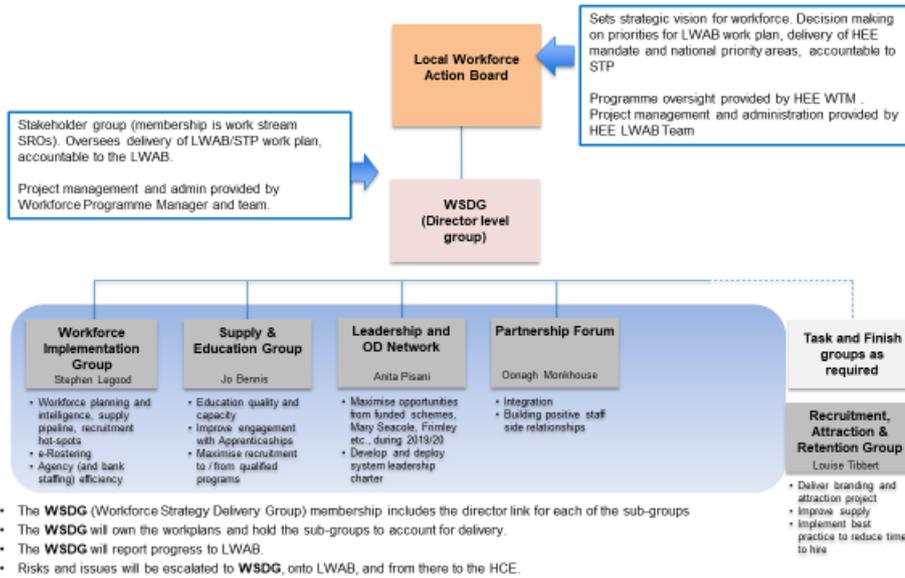
Fit for the Future

Working together to keep people well

<p>The aims, scope, financial and non-financial benefits of this workstream as stated; <i>“Increasing Supply- Maximise number of staff attracted to and recruited across C&P STP and reduce loss of staff through trust and STP retention optimisation. Improve Delivery - Optimise the service delivery of the recruitment functions, reducing time to hire, maximising conversion rates and automating onboarding processes.</i></p>		
<p>Workforce Planning & Intelligence Task & Finish Sub-Group</p>	<p>First meeting of group mandated by WSDG to focus on developing the system-wide workforce plans, in collaboration with all partners, in time for the autumn deadline.</p> <p>All partners to summarise current information and findings from each organisation in relation to the workforce plan and priorities – current year and up to 5 years and agree on proposed action plan.</p>	<p>To deliver a fully consulted on system wide workforce plan for autumn 2019</p> <p>Draft for review at WSDG August 2019</p>
<p>e-Rostering Task and Finish Group</p>	<p>Ensure system wide rostering practice scrutiny to ensure better management of rosters and implementation of rostering across the workforce.</p> <p>Agree KPI's and monitoring process to report to WSDG. Develop system wide approach to best practice and deploy (for example equivalent of agency 8 best practice areas), keeping WSDG apprised of progress.</p> <p>Ensure efficiency in rostering practice across the system and make recommendations on areas to support system wide improvement</p>	<p>To establish benchmark data to support identification of savings contribution.</p>

Annex 2 - LWAB and Workforce Governance and Operating Model

Governance and Operating Model



Confidential Draft: work in progress

1

Governance and Operating Model



Confidential Draft: work in progress

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