

ICS People Plan update for Health and Wellbeing Board Somerset People Board for Health and Social Care

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ICS Workforce Programme Manager
June 2022

- Who we are
- Our People Plan – 8 strategic aims
- Work highlights & achievements
- Priorities for 22/23
- Focus on:
 - Health and Wellbeing work
 - Social care
- Recommendations
- Questions

Who are the People Board?

- Formal workforce delivery Board of the ICS
- Chaired by Chris Squire (Somerset County Council HR & OD Director)
- About 24 members strong representing health, social care, local authority, VCSE, HEE, unions
- Small workforce team seconded from SCC, SFT & CCG
- Responsible for coordinating the health and care (ICS) workforce plan – Somerset's People
- Have aligned our plan to other national plans & regulatory frameworks:
 - NHS People Plan
 - Adult Social Care People Plan
 - 10 outcome based functions expected of the ICB new People Function
 - The 4 core purposes of ICS' found in NHSE ICS Design Framework
- We've refreshed our People Plan for 22/23
- Near future - People Board restructure and governance in line with new ICB/ICS developments



We're building a **brilliant** health & social care sector in Somerset

Planning for the future,
addressing workforce shortages



Creating opportunities to
support personal development



Recognising the impact of Covid
and supporting health and wellbeing



Developing career pathways, attracting
more people to join the workforce



Ensuring we're offering great employment and
development opportunities on our doorstep



Improving the ways we collaborate
and learn from each other



Promoting Somerset as a great
place to live and work in care



Nurturing more inclusive workplaces
and celebrating our diversity



We're
doing this
by...

Ultimately, this will help us:



To develop a **train/work here** culture,
keeping good talent here in Somerset



Maximise collaboration between
employers and education providers



Support independent living and
care within in the community



Create **equality** across health and social care services
and the wider voluntary and community sector



Develop digital skills in the delivery of health
and care services and in education and learning



Support our community with a
diverse and inclusive sector

Achievements: 2021 - 2022

- **We've created a better understanding of our workforce shortages**, increased clinical placement capacity, have dedicated resource looking at Advanced and Enhanced Clinical Practice expansion, Somerset Registered Nurse Degree and Nursing Associate apprenticeship programmes in place, new cross-sector pharmacy technician apprenticeship programmes
- Supported the **Sector Based Work based Academy programme (SWAP)**, led by Somerset NHS Foundation Trust
- Created a broader, proactive partnership & strategy around **social care**
- Have received national recognition for our work on **health and wellbeing** (next slide)
- Started the development of an **ICS Talent Hub** to support our work on recruiting, retaining & developing our health and care talent, deploying to areas of need or at times of surge activity
- Created a system approach to **Equality, Diversity and Inclusion**
- Building our **systems thinking/leadership capacity** and capabilities through a Systems Leadership Competency Framework

Somerset ICS People Board 2021 - A Year in Review

Working together to create a sustainable, vibrant, resilient and agile workforce for Somerset's health and social care sector

- Planning for the future, addressing workforce shortages**
 - Workforce supply analysis completed for 14 RHP groups and identified priority areas.
 - Expanded clinical placement capacity across nursing and RHP groups and secured funding for further expansion
 - Recruited the first fully Somerset-based cohort of Registered Nurse Degree Apprenticeships and Nursing Associate Apprenticeships.
- Ensuring we're offering great employment and development opportunities on our doorstep**
 - NMC accreditation for University Centre Somerset to deliver Fd and BSc Nursing Programmes, New Facility based in Taunton.
 - Commendation for strength of partnerships between college and local employers
- Recognising the impact of covid and supporting health and wellbeing**
 - Enhanced OH Project
 - Success of React MH Training Coaching and mediation offer
 - Bereavement Strategy work
 - Collaborative work with providers - Somerset Emotional Wellbeing Hub
- Develop career pathways, attracting more people to join the workforce**
 - Paired work placement programmes for 30 T Level (Health) students in conjunction with Bridgwater & Taunton, Strade and Yeovil Colleges
 - Developed career pathways, Health and Care Town
- Promoting Somerset as a great place to live and work in care**
 - Sector based work academy (SWAP) began May 2022
 - Built connections for place based work in Chard and Wiveliscombe
 - Proud to Care - recruited engagement lead. Hosted first careers event in Taunton.
- Creating opportunities to support personal development**
 - 13 sessions of group coaching for PCNs
 - System approach to SW Leadership Academy Offers - programme established
- Nurturing more inclusive workplaces and celebrating our diversity**
 - Overhauling Recruitment Group established
 - Broader EDI work mapped and best practice understood
 - Training shared
 - Plan in place to roll out work over 22/23
- Improving the way we collaborate and learn from each other**
 - Implemented new cross-sector pharmacy technician apprenticeship programmes involving primary care networks as well as traditional areas of practice.
 - Systems Leadership Work

Thank You to all partners across the system

22/23 Priorities

- Continuing workforce planning and expanding training capacity- particularly nursing and pharmacy
- Continue Enhanced OH work
- Social care - place based recruitment
- Build on People Board governance and assurance framework
- Develop 'One Workforce' Talent Hub

Priorities for 22/23: highlights



- Getting underneath the **(workforce) data & intelligence & workforce planning to address workforce shortages** which includes:
 - Developing 5 year system wide workforce plans, supply metrics and dashboard with governance and assurance
 - Delivering transformation programmes for:
 - AHP
 - Pharmacy
 - Nursing
 - Diagnostics
 - Social work
 - Social care
 - Continue to deliver clinical placement capacity & T-level expansion plans
 - Increase employer engagement in Somerset TNA programme
 - Expansion of Advanced and Enhanced Clinical Practitioner roles
- Understanding and taking action to **retain our older workforce and those at flight risk**
- Expand the **SWAP programmes** to include social care & deliver the (Chard) Place based pilot ('Passport to Care')

Priorities for 22/23: highlights

- Support the **regeneration of the Old Bridgwater Hospital site** to become a Centre of Excellence for Health and Social Care (Levelling Up Funding)
- Implement the **ICS Workforce Talent Hub** – attract, recruit, develop, retain & deploy our flexible workforce needs across the system – creating flexible roles and meeting demands from surge/winter pressures/vacancy gaps
- Continue to deliver the 4 elements of our system **colleague wellbeing offer**
- Identifying targeted opportunities at ‘place-based’ level to **widen engagement, participation and access to health and social care careers** by particular ‘disadvantaged’ groups (linking with PHM/JSNA)
- Scope a system wide **work experience programme**, expansion of work with schools and colleges
- Expand **Proud to Care** to become our ‘One Workforce’ care brand
- Identify workforce requirements for **digital skills**, transformation and growth
- Develop and implement our **Systems Leadership Competency Framework** & build capacity/capability around QI and systems thinking
- Develop our system plan around **equality, diversity and inclusion**
- Continue to develop **equity of voice** in our system work so we ‘speak whole system’

Focus on ICS Colleague Health and Wellbeing Programme

- **Continue to deliver and evaluate the 4 ICS Colleague Health and Wellbeing projects**
- Workforce Bereavement Support strategy - charter
- A National ambassador site for ShinyMind wellbeing app - Nursing workforce and Primary Care patient prescribing pilot
- World first innovation with a Somerset Pan System Engagement survey – providing system data & insights for current and emerging needs
- Colleague Support line

1. Resilience Hub

- Podcasts
- Somerset Emotional Wellbeing digital platform
- Thinking Pitstops
- Colleague Support Line

2. Enhanced Occupational Health and Wellbeing (EOH&WB)

- Coaching
- React90 Mental Health
- ShinyMind app
- Emotional Logic
- Sabbatical
- EAP
- Bereavement Coordinator
- Trainer/Coordinator
- Evaluation Partner Dundee University

3. Health Inequalities

- Multicultural Wellbeing Action Advocates

[Multicultural Wellbeing Action Advocate Recruitment Video - YouTube](#)

4. Primary Care

- Can access Wellbeing Hub, EOHWB and Health Inequalities projects and additionally:
- Coaching
- Thinking Pitstops
- Emotional Logic
- Connect 5
- Wellbeing Lead Wellbeing Fellows - 2x

- **To develop and implement a 1- 5 year system Health and Wellbeing strategy - Levelling up system support**
- Placing emphasis on a positive health and wellbeing culture
- Place greater emphasis on the preventative health and wellbeing interventions – Women’s Health Strategy (menopause), System OH& EAP review
- Embedding equality, diversity and inclusion
- Providing a clear rational and QI case for change

Purpose, vision and key objectives

Vision

Our vision is that by working collectively, we will **raise the value and uniqueness** of social care so that a greater number of people are attracted into a **resilient and vibrant sector** and that our **current workforce feels valued and is retained** (reduced vacancies and turnover or loss from the social care sector)

Purpose

- Provide coordination and strategic direction to deliver workforce transformation
- Collectively identify transformational change activity & decide priorities
- Provide influence, data, advice and guidance to system partners and decision makers on all matters relating to social care

Objectives

- Identify and coordinate the key actions that are needed (the action plan) that will achieve the vision and decide their order of priority and timescales.
- Identify and mobilise key stakeholders from across the health, social care and voluntary and community sectors to deliver against the plan
- To raise the profile and value of social care across Somerset through Proud to Care and other initiatives
- Identify risks and points of escalation to senior leaders across health and social care
- Monitor the performance (improvement) of the system action plan through the collation of all relevant data and present a single view of the social care workforce to help inform decision making

10 point plan

1. Attracting & retaining younger people into care, with opportunities for development

- Engage with young people to understand core motivations and drivers

2. Creating more sustainable workforce supply routes into care

- Develop a collaborative employer engagement (MoU) to offer local work to local people

3. Creating a more sustainable workforce supply against a diminishing pool of local care talent

- Develop new workforce supply models
- Workforce redesign

4. Opening up access and creating consistency in quality of learning provision across the system

- Learning and development provision for care roles

5. Increasing the attractiveness and value of working in care

- Recruitment initiatives

6. Promoting social care as a valuable and rewarding career/job to targeted audiences

- Call for action marketing activity

7. Increasing young people's experience of social care through development of consistent work experience opportunities to change the perception of working in care

- Consistent work experience programme

8. Improving turnover and retention rates through improving candidate experience and employee satisfaction

- Retention initiatives

9. Identify the impacts of and the opportunities provided by the micro-provider market on home care

- Assess the impact of the micro provider market on home care

10. Understanding the all assets within local areas to identify capacity to support place based care

- Mapping all assets in each neighbourhood area

Focus on social care



World Social Work Day

How Does Social Care Integrate with the Trust?

"As the Community Clinical Skills Team (previously known as the Social Care Train and Learn Service), we are a team of 5 trainers, who are able to provide person-specific clinical skills training to patients, families and any social care providers; facilitating hospital discharges, preventing unnecessary District Nurse visits, and to ultimately promote safe, effective, evidence-based care, within the community"

Charlie Herbert - Social Care Clinical Skills Trainer

NHS Somerset NHS Foundation Trust



Somerset West and Taunton

Somerset Integrated Care System

Somerset Health & Social Care Training Centre of Excellence

Project Board Meeting 4th April 2022

'Passport to Care' (Chard/Ilminster/Crewkerne pilot)

An 18 month programme aimed at attracting new entrants into the care sector



Somerset Care @SomersetCare · 21h

We're excited to soon welcome 24 Trainee Nurse Associates, who will undertake their placements towards their degree from the University Centre Somerset, across some of our care homes. #learningatworkweek @lawweekwire

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Recommendations

1. Note the progress made by the People Board and delivery against the Plan
2. Agree future reporting arrangements will be made through the Integrated Care Partnership (ICP)