

# Workforce Strategy & 2017/18 Implementation Plan

*We aim to deliver the fastest and most comprehensive improvements in the capacity and capability of the whole GM workforce to improve the health & well being of the population. Our target outcome is that Greater Manchester has a resilient workforce across Health & Social Care that feels sufficiently motivated, supported, empowered and equipped to deliver safe and effective services, drive sustainable improvements and positively influence the health & well being of the population.*

## V3.2 EXECUTIVE SUMMARY

# The Greater Manchester Workforce Programme

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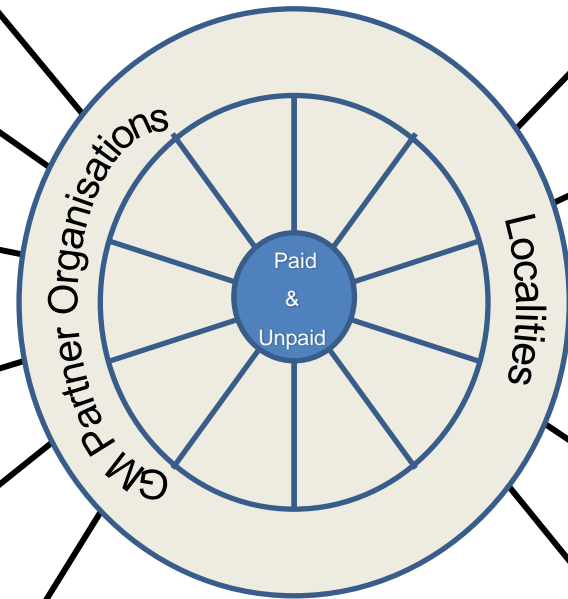
- The Greater Manchester Health & Social Care workforce programme was established to enable the fastest and most comprehensive improvements in the capacity and capability of the whole GM Health & Social Care workforce (paid & unpaid) to support the achievement of the transformation ambitions as defined in the GM strategic plan and the locality plans.
- The workforce programme is dynamic and has a focus on three main areas:
  - **Developing a comprehensive workforce strategy:** setting out the key priority areas of the GM workforce programme based on a detailed appreciation of the needs of localities, the transformation themes, the ambition of wider GM stakeholders and key national priorities.
  - **Supporting localities in improving and implementing their local transformation plans:** supporting the localities and GM transformation themes to develop and implement comprehensive workforce transformation plans, insights and interventions that are practical, implementable and address key strategic challenges.
  - **Establishing the GM Workforce Collaborative:** bringing together all key stakeholders across GM (localities, regional and national bodies across Health & Social Care), leveraging collective expertise, capacity and resources to implement initiatives, share best practice and accelerate the delivery of key workforce priorities
- The GM workforce strategy is proposed as a framework to create a shared understanding of key system level challenges. It does not replace the need for organisation level and locality level workforce plans. Instead, it provides a set of priorities that stakeholders agree are best addressed in a co-ordinated way at the GM system level to compliment locality plans and accelerate the implementation of the GM Strategic Plan.
- The strategy also:
  - provides a framework for a range of initiatives/solutions/interventions to be developed and implemented for all the workforce across all facets of Health & Social Care across Greater Manchester.
  - focusses on practical and deliverable long term solutions to key challenges.
  - the new GM Workforce Collaborative as the mechanism to drive implementation. This brings together local, regional, national and International partners, pooling resources as appropriate and co-ordinating action on key system priorities.
- The strategy will continue to evolve over time as lessons are learnt, policies change, new opportunities arise and new challenges emerge.

# The Strategy builds on Greater Manchester's unique opportunities, priorities, challenges and partnerships

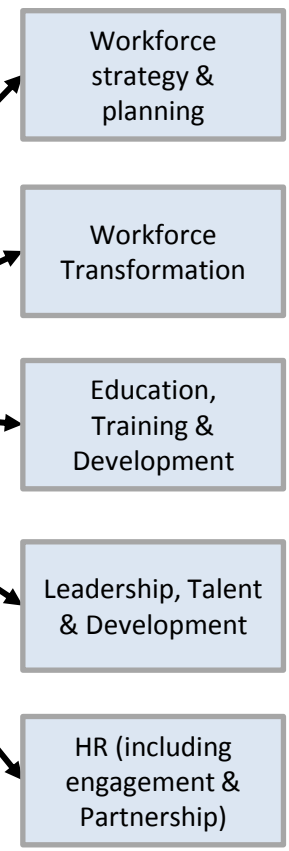
Key GM transformation themes & cross cutting Programmes



The locality & GM level plans



key messages



strategic priorities

1. **Talent Development and System Leadership**
2. **Grow Our Own**
3. **Employment Offer and Brand(s)**
4. **Filling Difficult Gaps**

A new Workforce Collaborative – Building Best Practice capacity & capability



# The GM Workforce Strategy has Four Key Priorities, each with accompanying 17/18 implementation plans.

The vision for GM as defined in the Strategic plan, is **“to ensure the greatest and fastest possible improvements to the health and wellbeing of the 2.8 million population of GM”**. Key to achieving this vision is having the right GM workforce.

The ambition for workforce development is to **‘deliver the fastest and most comprehensive improvements in the capacity and capability of the whole GM workforce (paid & unpaid) to improve the health & well being of the population’**. The target outcome is for Greater Manchester to have a resilient paid and unpaid workforce across Health & Social Care that feels sufficiently motivated, supported, empowered and equipped to deliver safe and effective services, drive sustainable improvements and positively influence the health & well being of the population.

**1**

**Talent Development and System Leadership**  
*Pro-actively invest in nurturing the skills and competencies of our workforce*

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| To do this, we will: | <p>Build on the Leading GM programme to further invest in Leadership &amp; Talent Development for our front line leaders (across Health &amp; Social Care including Registered Managers) to develop their competencies and capabilities to lead integrated services.</p> <p>Implement a comprehensive development framework for carers and volunteers recognising, valuing and supporting their role in maintaining the health &amp; wellbeing of the population.</p> |
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**2**

**Grow our own**  
*Widening access for and accelerating talent development across a range of new and existing roles*

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| To do this, we will: | <p>Establish a single shared gateway providing GM workforce with the support, information, guidance, tools and resources to enable upskilling, reskilling and personal development.</p> <p>GM delivering one of the largest apprenticeship programmes in the UK with a clear and compelling career path for all – existing staff and new apprentices.</p> <p>Get into employment &amp; education initiatives operational in all GM localities, including working across organisational boundaries to provide best placement experiences for health and social care professionals</p> |
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**3**

**Employment Offer and Brand(s)**  
*Nurturing a vibrant employment environment that makes Greater Manchester the best place to work for Health & Social Care professionals*

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| To do this, we will: | <p>Define a GM benefits programme providing a range of consistent offers for current and future staff; as well as employment guarantee scheme(s) or similar incentives for students, newly qualified health &amp; Social care professionals and apprentices.</p> <p>Build a GM employer brand across Health and Social Care with a focus on improving quality, safety, diversity &amp; inclusion and a healthy working culture</p> <p>Set up recognition and reward programmes and schemes at multiple levels across GM providing the opportunities to recognise and celebrate the positive contributions of the GM workforce – individually and collectively</p> |
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**4**

**Filling Difficult Gaps**  
*Co-ordinated action to address specific long term skills & capacity shortages across Health & Social Care*

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| To do this, we will: | <p>Systematically target key skills shortage areas to address short term needs whilst growing long term capacity &amp; capability, nationally piloting ‘STAR’ approach with Health Education England (focussing on supply, upskilling, new Roles , new ways of working and leadership)</p> <p>GM International established raising the profile of Greater Manchester as a top destination for health and social care professionals internationally.</p> <p>Establish centre(s) of excellence for workforce development (e.g. Teaching Care home, virtual learning networks, new medical school etc.) for a range of strategically important staff groups to raise competency levels and support continuous professional development for front line staff.</p> |
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# The GM Workforce Strategy directly aligns with key national and local drivers

## NATIONAL

- NHS Leadership
- Social Care workforce integration
- NHS Non Medical Supply & Demand
- Delivering the 5 Year Forward View
- NHS HR Profession. Building capacity and capability
- Medical Education & training
- Reward strategy
- Staff engagement & experience
- Equality & Diversity

## 5 YEAR FORWARD VIEW

- Improve productivity and grow frontline workforce
- New roles investment
- Increase in medical students
- Address key shortages e.g. Emergency medicine
- Post Graduate accelerated learning programme
- Action on HWB staff. All Trusts to have plan in place 2017
- BME staff year on year improvements (appointments & bullying)
- NHS GP Service to support doctors with Mental Health & Wellbeing
- NHS staff passport to 'derisk' service change
- £2b reinvestment in 26,000 affordable homes

## HEALTH EDUCATION ENGLAND

- To develop the workforce to improve out of hospital care
- To create the safest, highest quality health and care services
- To deliver value for money
- Preventing ill health and supporting people to live healthier lives
- Supporting research, innovation and growth
- Building the workforce for the future
- Improving services through the use of digital technology, information and transparency

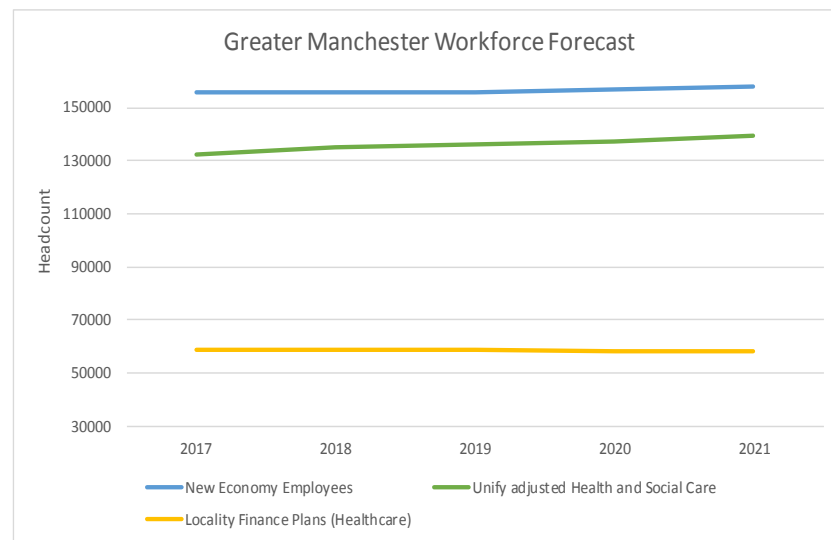
## GM MAYOR

- First fully integrated NHS and care service with single integrated teams
- Champion unpaid carers – particularly young carers – ensure they are identified and supported
- Increase control over workforce planning
- Incentives for those in training to stay and more to encourage young to enter training
- Over time work to bring social care staff into NHS family (training & reward)

# Greater Manchester workforce - Developing the picture

- The Greater Manchester Health & Social Care economy is creating a shared narrative around the current and projected future workforce, based around the 3 scenarios described at locality and GM levels. To help inform this we have considered the emerging scenarios around the likely future workforce needs based on current and emergent plans:

- New Economy projections:** The policy, strategy and research group for Greater Manchester, New Economy, has produced a view on workforce size and likely workforce changes across Greater Manchester up to 2035, which includes the health and social care sector. The information here is taken from their draft Labour Market report, a final version of which is in development.
  - Provider projections:** Providers identify workforce trends through 2 systems, of which we have used Unify as the data set. Unify is an NHSI online collection system for data collating, sharing and reporting. It provides a strong picture of NHS provider views, but additional information is needed from:
    - Social Care National Minimum Data Set:** Provided by Skills for Care, the Social Care NMDS includes current and future projections for local authority staff.
    - CCG Plans:** CCGs hold plans for changes in primary care workforce. This includes General practice staff and CCG staff.
  - Locality projections:** There are two potential locality views - locality workforce plans and locality finance projections. For this analysis, we have used the locality view obtained through the finance process. At present, this view is incomplete, and the numbers for this scenario are therefore lower than the other scenarios. It will develop over time.
- A significant number of assumptions have had to be made to create and align data sets. These are available in a separate report. Whilst the quality is being further refined, the scenarios are suggesting that GM faces the need for a slightly growing workforce over the next five years and beyond. The biggest challenge will be reducing or addressing the predicted requirement to replace 16,900 staff per year over the next five years and beyond.



- The bottom-up locality picture identifies the lowest staff numbers in 2017. These figures are missing some significant staff groups, including all social care staff. (Localities are currently updating these, aligning them to their finance and activity projections)
- The variations in the provider and New Economy projections will be accounted for by the different sources of the data; a lack of information on organisations outside of GM but working on GM citizens; and inaccuracy in data collation.
- The overall picture is that GM has circa 158,000 employed staff (not including 19,000 self-employed staff that are not reflected in any graph) according to the wide data set this represents.

## GM localities have developed plans and are driving forward a number of initiatives to address their workforce challenges

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- Each GM locality is setting out their workforce plans and transformation priorities aligned to their local challenges and ambition.
- Whilst the specific priorities differ in parts, key themes identified include:
  - The need for working across organisational boundaries to improve patient outcomes. The plans recognise that this approach requires leadership development at all levels and the need for training and local capability building. There is also a recognition of the need for talent development in order to ensure retention at locality level. Some are addressing this through career ladders and/or targeted recruitment strategies.
  - Employment brand for the locality and joint approaches to targeting difficult to recruit posts.
  - The challenge of an ageing workforce, filling difficult gaps and replacement demand and the opportunity to more effectively utilise apprenticeships and preregistration nurse training to address these.
  - The creation of new hybrid and generic roles, including roles with dual professional qualifications and unregistered roles. A number of localities are introducing new roles including: Nursing Associates, Physicians Associates and Advanced Practitioners.
  - The need to support the contribution and training requirements of unpaid carers and voluntary groups.
  - The consideration of more Asset based approaches as a way of harnessing the whole community in delivering health and social care.
  - The requirement and opportunity to more effectively utilise technology to support the delivery of care in the future.



# The strategy will be implemented via the GM Workforce Collaborative

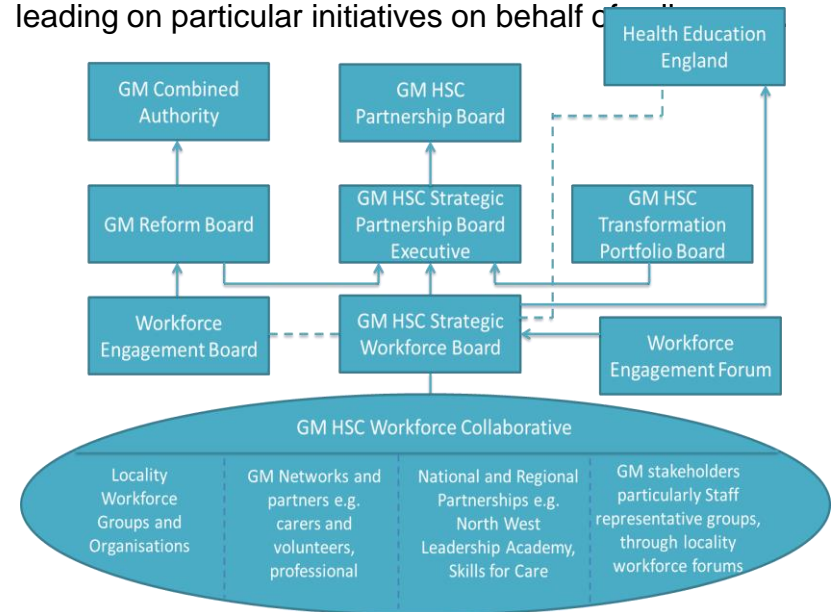
The Workforce Collaborative will be directly responsible to the GMHSCP Strategic Workforce Board, which is accountable to the GMHSCP Strategic Partnership Board and its Executive as well as the GM Reform Board. The Strategic Workforce Board will also continue to be accountable to Health Education England (HEE), as part of a unique MOU agreement, for exercising jointly its national responsibilities locally including ensuring an effective system is in place for planning education and training in the NHS, quality improvement in education and training, managing the funding HEE receives and discharging the Secretary of State's duty to ensure the supply of staff for the NHS. These statutory duties remain with Health Education England however the GMHSCP Strategic Workforce Board is also the HEE Local Workforce Advisory Board as part of the governance arrangements.

The Workforce Collaborative will be led by Janet Wilkinson, GMHSCP Director of Workforce. The Director will lead a small Collaborative team which will consist of;

- GMHSCP workforce team
- Delegated and assigned HEE team
- Programme teams supporting the delivery of the GM Workforce strategy
- Partnership funded people or teams where jointly agreed

The Director of Workforce will also manage the funds devolved to the Collaborative to ensure the delivery of the workforce strategy on behalf of GMHSCP, HEE and other partners.

It is envisaged that in line with the Collaborative approach outlined that much of the delivery of the Workforce Collaborative will be led by GM Localities working together or leading on particular initiatives on behalf of



The Workforce Collaborative will launch its GM Workforce Awards in 2017 to recognise and reward achievement and best practice



## The strategy will be implemented via the GM Workforce Collaborative (2)

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The GM Workforce collaborative will act as the creative space where partner organisations across GM come together to drive the delivery of workforce transformation programmes out of mutual gains and in pursuit of a common cause. The Collaborative will:

- **Recognise and embrace staff representative groups including trade unions as key system partners.** We will strengthen existing collaborations with trade unions as strategic partners recognising their vital role in representing the views of the workforce and working in partnership at all levels, to develop and implement schemes in line with the strategy.
- **Embrace partnership Working - pooling resources and driving delivery:** Strengthen strategic partnership with key system partners including HEE, Skills for Care, North West Employers, NHS Leadership Academy as well as a range of education providers across GM, pooling resources as appropriate to ensure all GM organisations have full access to the tools, support and infrastructure they require to deliver their workforce strategies
- **Proactively engaging workforce (paid and unpaid) ensuring their needs inform the priorities and the solutions being put forward.** It will provide range of opportunities for the GM workforce to engage with the transformation leveraging their capacity, enthusiasm, expertise and insights to deliver sustained value
- **Provide a platform for all partner organisations across GM to share best practice and innovation:** This will extend to GM employers across the private and public sector and seek to offer co-ordinated insights and best practice to support service delivery, planning and decision making. It will establish centres of excellence widening participation to key institutions across all sectors of GM
- **Establish a learning and improvement culture across GM providing the appropriate platform and opportunity for learning by doing and innovation in the achievement of key priorities.** Wherever possible the emphasis will be on providing opportunities for localities to lead in the delivery of key priorities on behalf of the broader system
- **Invest in the right development opportunities (e.g. apprenticeships, leadership development, etc.) to develop local capacity and capability to deliver transformational change.** GM organisations and localities will be able to access support to establish clear skills pipelines to ensure local skills are secured and retained

Through the collaborative, GM will seek to establish a **Workforce Futures Centre** that will lead research and development of innovative insights on the future of work and its implications for workforce development locally, nationally and internationally.

# The Workforce Programme faces a number of significant strategic risks (1)

All risks will be further reviewed, prioritised and managed via the Strategic Workforce Board and in line with the wider approach to risk management being adopted across the GM Health & Social Care Transformation Portfolio.

|   | Strategic Risks & Implications   | Mitigation actions   |
|---|--|--|
| 1 | There is a risk that BREXIT could present significant challenges in attracting and retaining certain groups of talent. This could create significant workforce gaps in key discipline areas, creating risks for current service delivery and impact on the ability to deliver transformation | The Collaborative will carry out a labour market analysis which will be on a 'live' digital platform and will continue to be updated as greater clarity is received on the final shape of BREXIT.<br>Action will also be taken to co-ordinate the development of GM International to improve marketability and attractiveness of GM as an ideal destination to live and work internationally, whilst the strategy also focusses on solutions to 'Grow our own' solutions.  |
| 2 | There is a risk that the workforce programme will require significant financial investment not all of which has been accounted for in locality & GM plans. Insufficient funding could limit the scale and pace of implementation   | The GM Collaborative will work with national bodies including HEE, NHS England & Skills for Care to co-ordinate investments into workforce initiatives in order to maximise its impact for the benefit of all GM organisations. The locality and theme leads responsible for their various areas of work will also need to allocate some funding to drive forward the implementation of their workforce priorities.  |
| 3 | There is a risk that Locality and GM plans may not yet reflect the scale of investment required to deliver sustainable improvements in the workforce   | Localities will be encouraged to more effectively align their local workforce plans with their activity and financial plans, providing greater visibility on the need for investments into workforce initiatives in localities.  |
| 4 | There is risk that the workforce strategies are not underpinned by enough quantitative information to enable informed decision making  | The Collaborative will work with the respective statutory bodies to secure access to the appropriate information. This will ensure that synergies between reporting arrangements are maintained. The Collaborative will also continue to work with and provide assistance to the localities to ensure accurate data & information is being used to support future development of the plans. The centre for workforce futures, will also be established which will provide strategic analysis on key system challenges – to benefit of localities & GM partners. This will support local decision making. |
| 5 | There is a risk that the scale of the day to day operational challenges across Health & Social Care will distract from the transformation priorities and not encourage a more long term view of workforce needs  | The Strategic Workforce Board will pro-actively engage with all key GM forums to ensure the long term ambitions and needs of GM remain firmly on the agenda and momentum is maintained at all times  |

## The Workforce Programme faces a number of significant strategic risks (2)

All risks will be further reviewed, prioritised and managed via the Strategic Workforce Board and in line with the wider approach to risk management being adopted across the GM Health & Social Care Transformation Portfolio.

| Strategic Risks & Implications  | Mitigation actions   |
|---|--|
| <p>6 The workforce plans are being developed in isolation to the wider transformation plans, particularly around new care models.</p>   | <p>The locality workforce leads will continue to be supported to ensure they recognise the vital role they continue to play in the development of locally appropriate workforce plans.</p> <p>The Strategic Workforce Board working with locality workforce groups, will also seek to align in its activities with Portfolio Board to ensure that the workforce plans are consistently reviewed in the context of the wider locality plans – and the SROs recognise the value and importance of having robust local workforce plans to underpin the implementation of their new care models.</p>   |
| <p>7 There is a risk that the programme will not maintain the right balance between Health &amp; Social Care workforce needs, and the move towards establishing more integrated delivery arrangement.</p>   | <p>The Collaborative is founded on the premise that it focusses on all Health &amp; Social Care workforce. Care will be taken to ensure every programme of work is assessed against its alignment to the challenges faced in Health &amp; Social Care. Proactive oversight arrangements will also be maintained including an annual independent evaluation of the performance of the Collaborative to ensure lessons are learnt and improvements made as required.</p>   |
| <p>8 There is a risk that significant elements of the social care workforce challenge will be difficult to address because staff are not directly employed</p>  | <p>There will be proactive engagement with frontline staff and care providers to co-design a new deal for care workers. In conjunction with local commissioners, the Collaborative will provide a mechanism for ensuring this engagement is co-ordinated and consistent with regard to the workforce agenda</p>  |
| <p>9 There is a risk of that GM workforce programme is being delivered against a backdrop of significant mismatch between forecasts of the future needs of the system. On the one hand, plans exist that show increasing demands for Health &amp; Social Care services and the potential need for additional workforce; and on the other hand, the need to close the financial gap and its implications for workforce expenditure (which accounts for over 55% of overall spend).</p> | <p>The Collaborative will pro-actively engage with system leaders to establish the priority narrative and through the centre for workforce futures, provide the insight and analysis on the implications of plans being proposed at all levels. Being an enabler programme, the workforce programme will continue to ensure that all projects and specific activities undertaken directly align with the wider transformation priorities of the GM system. Whilst a common narrative needs to be refined, this will continue to be informed by the ongoing development locally and nationally.</p> |