



**A healthy
place to live,
a great place
to work.**

A workforce strategy
April 2018

Executive Summary

West Yorkshire and Harrogate
Health and Care Partnership





Message from Rob Webster
West Yorkshire and Harrogate Health and Care Partnership CEO Lead

Our Partnership has set out ambitious plans to improve the health and care of people across West Yorkshire and Harrogate. These plans will only be delivered through our staff and our volunteers. They are the ones who will work with partners to deliver reductions in health inequalities, tackle unwarranted variation in care and manage the resources we have available.

Our workforce strategy sets out how we support our staff to manage these unprecedented times and move towards a better future.



It recognises that people matter and that our staff are our biggest asset and they deserve the very best support.

The strategy looks at recruiting people into health and care jobs; retaining the staff we have got through more flexible, supportive employment; and ensuring we have the right skills across the health and care system. All staff across all sectors are equally important to our plans. Volunteers, carers and paid staff have a role to play and this strategy will ensure they are helped and supported.

As a Trust Chief Executive, I don't have to go far to see the reality of the fantastic work that carers, volunteers and staff do every day. I also see the pressures from vacancies, stress, illness and shortage professions.

Together we really do need to make West Yorkshire and Harrogate a great place to live and work.

Rob Webster

Lead Chief Executive, West Yorkshire and Harrogate Health and Care Partnership / Chief Executive for South West Yorkshire Partnership NHS Foundation Trust.



April 2018



This strategy is a **'Call to Action'** to every part of our health and care system.

Our organisations have a strong track record of clinical transformation and workforce innovation and we have drawn on the collective skills and insights of all sectors.

The new partnerships offer a new opportunity to make our workforce programmes in West Yorkshire and Harrogate more than the sum of its parts, to enable collaboration not competition, working together not working in isolation, an opportunity to do things differently, achieve economies of scale, consistently high standards and a coherent system wide solution.

The mission of the Local Workforce Action Board, in place since 2016, is to ensure that workforce is a positive enabler and not a constraint to achieving the Sustainability

and Transformation Plan for West Yorkshire and Harrogate. The plan for our health and care services is ambitious, far reaching and innovative and the workforce programme must match up to it.

Dr Ros Tolcher

Chief Executive of Harrogate and District Foundation Trust: Co-Chair of the West Yorkshire and Harrogate Local Workforce Action Board



Mike Curtis

Local Director, Health Education England: Co-Chair of the West Yorkshire and Harrogate Local Workforce Action Board





Background to West Yorkshire and Harrogate Health and Care Partnership

West Yorkshire and Harrogate Health and Care Partnership (WY&H HCP) was formed in 2016 as one of 44 Sustainability and Transformation Partnerships (STPs). It brings together all health and care organisations in our six places: Bradford District and Craven, Calderdale, Harrogate, Kirklees, Leeds and Wakefield. In February 2018, we published an update on our work in a document called 'Our next steps to better health and care for everyone'.

This is available at www.wyhppartnership.co.uk/next-steps.

Our workforce opportunity

Health and social care in West Yorkshire and Harrogate is changing to meet the needs of our communities. Reshaping healthcare requires a reshaping of the health and care workforce. New teams are emerging with an increased role for

non-medical staff to work alongside medical staff, non-registered staff to work alongside registered professionals, new roles alongside traditional roles and the unpaid volunteers and carers working in partnership with the NHS and care sector employees.

There is a greater role for people working outside of hospitals, where most health and social care takes place.

Health and social care employers; NHS Trusts, general practices (GPs), local authorities, community organisations and the independent sector, will be centre stage to making this happen. They will also have an enhanced role in funding and attracting trainees, the provision of high quality clinical placements and on-the-job training, reshaping existing roles and teams and making the many different jobs rewarding and fulfilling. Employers will do this together so they don't compete for scarce skills or hinder flexibility, to address 'supply' issues and achieve a better balance between each sector;

hospital, primary and community, and social care. There is a new opportunity for all staff to develop themselves and the teams they work within, so they can do the best for people they serve.

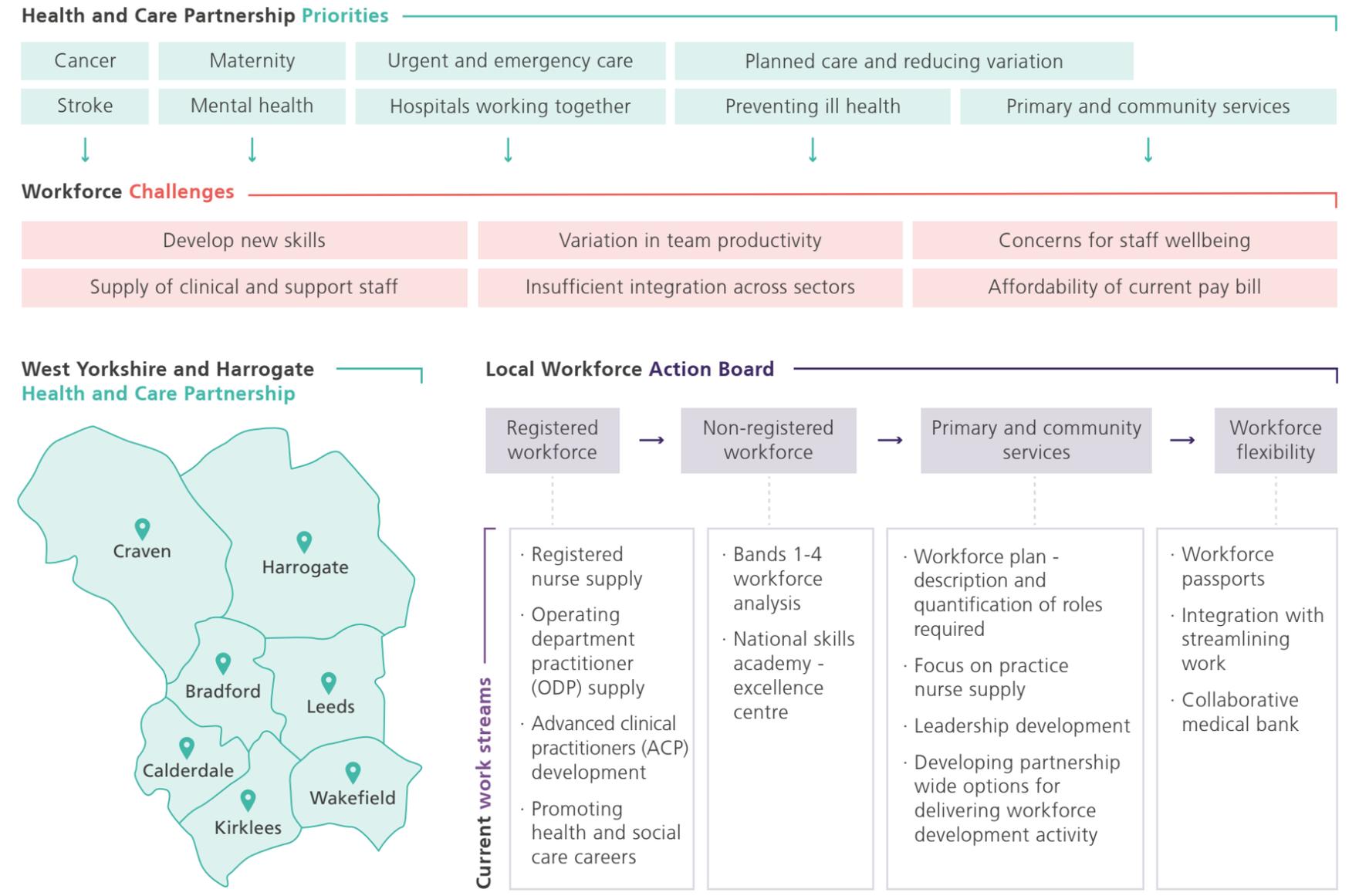


Their knowledge, expertise, hard work and professionalism are at the heart of the services we provide.

We value our workforce and are committed to their training and development, creating a workplace where they are engaged, motivated and fulfilled.

This is the backdrop to the development of a workforce stocktake and strategy for West Yorkshire and Harrogate. Six key workforce challenges and priority areas identified in our Sustainability and Transformation Partnership (STP) strategy are shown in figure 1 (see overleaf).

Figure 1: A schematic of national and partnership priorities, places, workforce challenges and current LWAB work streams.





The focus of this strategy is the paid employed workforce. Further work is needed to capture the full contribution and needs of the volunteers and carers that are both highly valued and vital to the health and wellbeing.

The strategy report is in three parts:

Part 1 is an outline of the workforce challenge facing West Yorkshire and Harrogate. This has been developed using data provided by Health Education England (HEE) and from interviews with programme leads and those involved in place-based workforce planning including local authorities and the care home sectors. A survey of NHS organisations was conducted to provide a broad picture of workforce issues facing them and additional information from a range of national reports has been referenced. We've assessed the workforce implications of national and partnership programmes, including a baseline assessment of current plans and the case for investment.



We've considered the mechanisms needed to take forward collaborative and collective action. We remain at an early stage in modelling the workforce implications of the plans and the strategy will need to adapt as these plans crystallise.

Part 2 provides a stocktake of action underway or planned through national and partnership priority programmes, the West

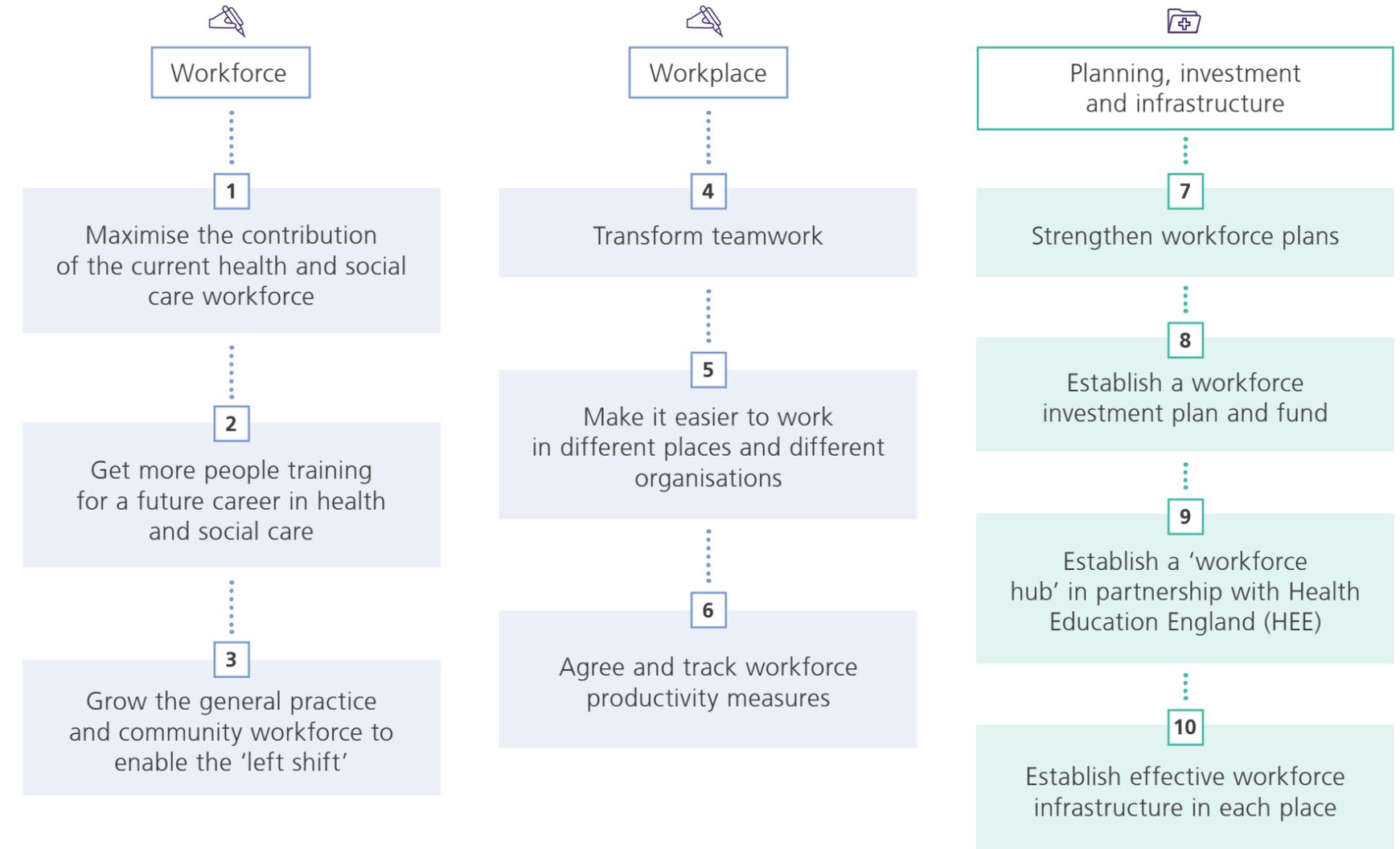
Yorkshire Association of Acute Trusts (WYAAT), the Local Workforce Action Board (LWAB) and 'Place' partnerships in West Yorkshire and Harrogate. The stocktake provides a baseline assessment to inform our strategy.

Part 3: A summary of the key strategic workforce themes and recommendations.



Recommendations for the Health and Care Partnership

The strategy summarises the many challenges and actions into ten major themes and recommendations for the health and care partnership to progress. **The 10 fall under three headings:**





The workforce

Recommendation 1: Maximise the contribution of the current health and social care workforce

Achieve best practice retention and recruitment across all sectors: There are major pressures in health and social care with high turnover rates, pressures in hospitals and general practice due to shortages of middle grade doctors and an enduring shortage of nurses. To prevent the situation worsening all organisations should put a significant emphasis on retention of existing staff.

Exploiting skills development including leadership development: organisations should work together to maximise opportunities to develop the current workforce at all levels including continuous development of clinical staff, up-skilling support staff, extending the skills of registered professionals and training advanced practitioners. Gaps in supply mean

that transformation of existing roles will be critical to sustainability of services and may also increase employee engagement.

Workforce health and wellbeing: because of growing demand and supply and capacity constraints staff are often under significant pressure and people have talked about 'burn out'. Investment in the health and wellbeing of staff is an aid to retention and enables staff to be more productive. The partnership should consider developing a programme of support to all employers, big and small, and leadership on improved health and wellbeing.



Recommendation 2: Get more people training for a future career in health and social care

To increase the future supply by significantly increasing the number of people training to work in health and social care roles in West Yorkshire and Harrogate a programme needs to be in place to materially increase the numbers training for several staff groups:

- **For support staff** – through the Excellence Centre initiative: the work of the Excellence Centre has the potential to create the conditions for employers to increase the number of apprentices; developing the skills of the unregistered workforce and working with schools and further education.
- **For the registered workforce** (Nursing, Allied Health Practitioners and Doctors) a coordinated programme to expand courses and placement capacity, including higher and degree apprentices in partnership with universities and further education colleges.

- **For Advanced Clinical Practitioners (ACPs)** – increased training opportunities with a less fragmented training and accreditation route linked to demand in the workplace.
- **For new roles** – at a scale appropriate to the need: there is a need to develop new and emerging roles particularly where there are severe and enduring shortages in “traditional” supply pipelines and to meet the changing way health and care is provided. This programme will consolidate the workforce plans developed by each of the national and partnership clinical priority work streams.



Recommendation 3: Grow the general practice and community workforce to enable the 'left shift'

Transformation of our approach to delivering community and primary care is a fundamental element of the West Yorkshire and Harrogate vision. Primary care encompasses a wide range of services including general practice, community provision, mental health and social care. The strategy presents a different picture of the workforce in general practice. **To make the above happen we recommend:**

- Each place (Bradford and District, Calderdale, Harrogate, Kirklees, Leeds and Wakefield) agree and implement a GP workforce response, using improved intelligence and workforce planning for primary care.
- The partnership strengthens education infrastructure for primary care and in particular promotion and expansion of the Advanced Training Practices (ATP).

- Invest in programmes to increase the numbers of practice nurses and clinical support workers in general practice.
- Work with the NHS Leadership Academy across Yorkshire and the Humber around practice manager system leadership development.





The workplace

Recommendation 4: Transform teamwork

To support the development of new teams and organisational development in the workplace. Strengthen capacity to implement new 'workforce team' models. This will include working with Directors of Workforce and specialists in workforce redesign to agree how best to design a new workforce team structure.

Recommendation 5: Make it easier to work in different places and different organisations

Develop flexible employment models across organisations to deliver new models of care, in new settings and, in different ways. This will require a workforce which is flexible and can work across traditional organisational or sector boundaries.



Recommendation 6: Agree and track workforce productivity measures

Agree improvement targets for a range of productivity measures to include reductions in sickness absence, bank and agency spend, turnover and other metrics.

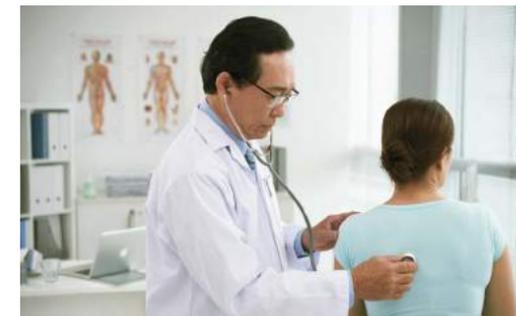
Planning, investment and infrastructure

Recommendation 7: Strengthen workforce plans

Programme leads should continue to develop workforce plans and associated education, training and investment plans taking into account any national strategies and priorities.

This will require resourcing requirements to be quantified and included in the overall financial plan.

To strengthen the delivery of their workforce plan, it is anticipated that partnership programme leads will access advice and intelligence on planning and transforming the workforce via the proposed 'workforce hub' – see also [recommendation 9](#).



Recommendation 8: Establish a workforce investment plan and fund

It is well recognised that the workforce is both a key enabler and constraint to realising the ambitions of the partnership. Continued investment in education infrastructure will be needed to achieve these ambitions; the benefits from spending on workforce are mostly realised in the medium to long term and for this reason workforce investment needs some protection from immediate financial pressures. We recommend a comprehensive workforce investment plan be developed alongside the creation of a strategic workforce development fund.

Recommendation 9: Establish a 'workforce hub' in partnership with Health Education England (HEE)

Sustained delivery of the workforce programme for West Yorkshire and Harrogate needs to be at both regional (partnership) level and place level with the regional level having a focus on 'do once' programmes, working at scale and consistently. To work, infrastructure is needed. It is recommended that the Local Workforce Action Board (LWAB) establish a 'workforce hub' in partnership with Health Education England (HEE). *The hub will:*

- Support strategic workforce planning, education and development.
- Assist with coordination of workforce activity across places and between programmes.
- Ensure improved workforce information and analysis.
- Provide capacity and capability to places and programmes.

- Link to HEE and other ALBs investing in workforce.

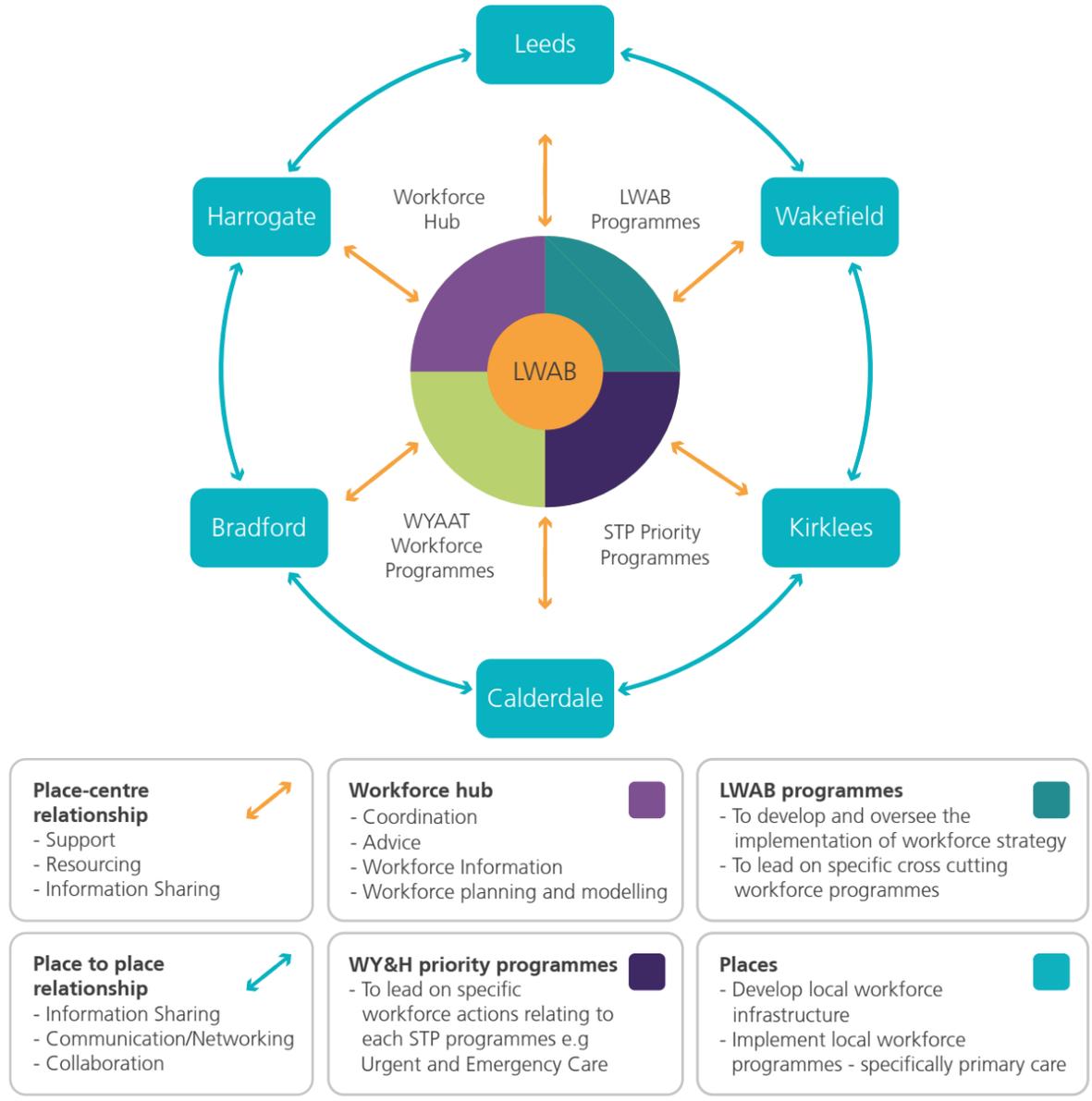
A working model is set out overleaf describing the workforce architecture and infrastructure for West Yorkshire and Harrogate. This infrastructure represents the hub as a collaborative workforce involving all stakeholders including both employers and commissioners. The LWAB should oversee the operation of the overall workforce programme and the hub.

Recommendation 10: Establish effective workforce infrastructure in each place

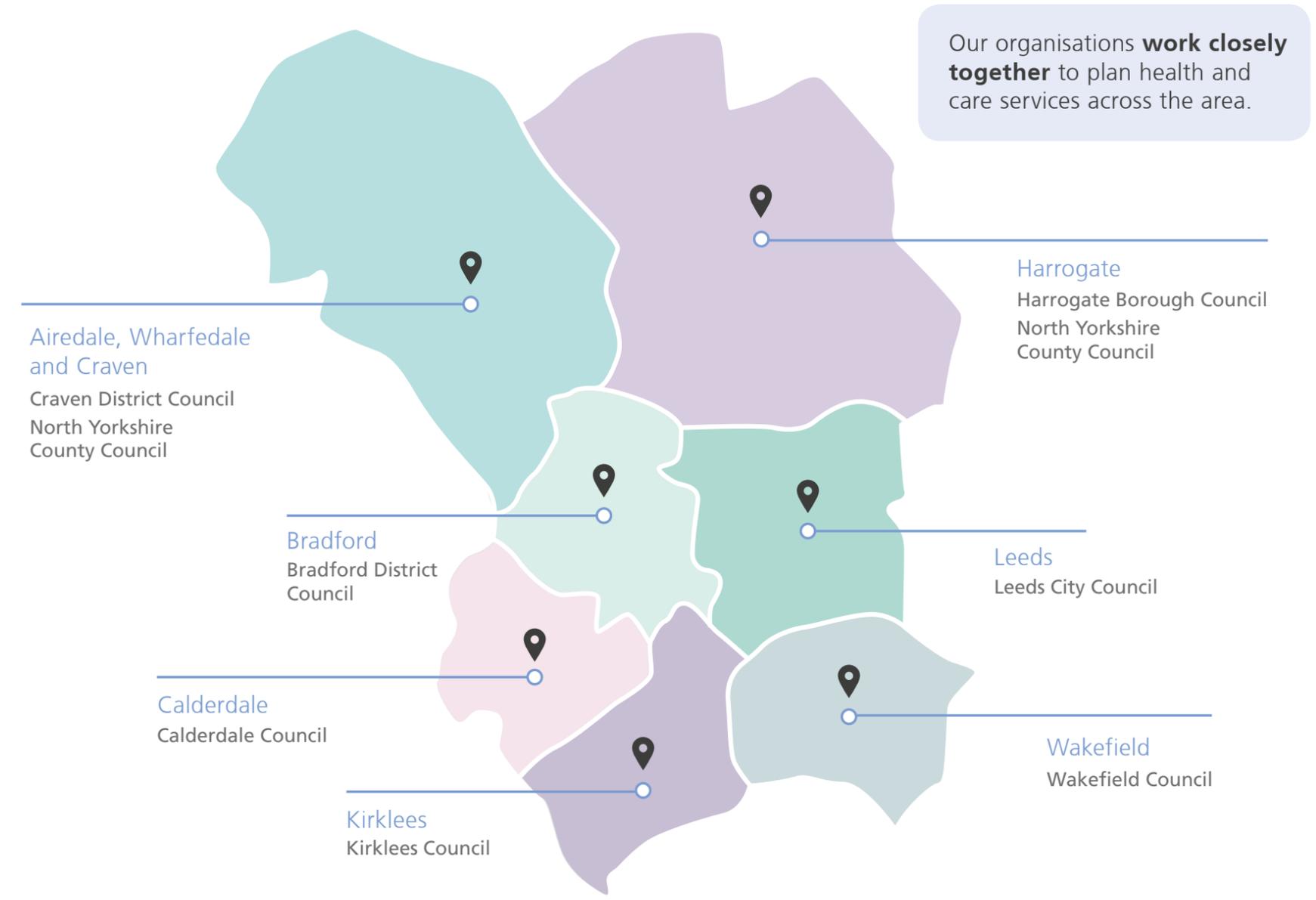
Already at place level there are emerging workforce partnerships, in Leeds, Bradford, Harrogate, Calderdale, Kirklees, and Wakefield. It is recommended that places consolidate and strengthen arrangements for delivering local integrated workforce plans and strategies, whilst participating in collaborative activities across the partnership where mutually beneficial.



Figure 2: Schematic of a Strategic Workforce Infrastructure



Further Information: Map of West Yorkshire and Harrogate Health and Care Partnership organisations





Further Information: The vision for West Yorkshire and Harrogate Health and Care Partnership



Our vision for West Yorkshire and Harrogate is for everyone to have the best possible health and wellbeing. **At the heart of this are the following ambitions:**

Healthy places

- We will improve the way services are provided with a greater focus on **preventing illness**, or identifying and managing this at an early stage wherever possible.
- We will support people to manage their own care, where safe to do so, with **peer support** and technology provided in their communities to help with self-care.
- Care will be **person centred**, simpler and easier to navigate.

- There will be **joined-up community services** across physical and mental health as well as much closer working with social care.

High quality and efficient services

- **Hospitals will work more closely together**, providing physical and mental healthcare to a consistently high standard by organisations sharing knowledge, skills, expertise and care records, where appropriate.
- The way that services are designed and paid for will change. We will move to a **single commissioning arrangement** between Clinical Commissioning Groups (CCG) and local councils. This will ensure a stronger focus on local places and engagement. There will also be a stronger West Yorkshire and Harrogate commissioning function for some services.
- We will **share our staff and buildings** where it makes sense to do so; to make the best use of the

resources we have between us and to help further service investment.

A health and care service that works for everyone, including our staff

- West Yorkshire and Harrogate will be **a great place to work**.
- We will always **work with people** in how we design, plan and provide care and support.
- West Yorkshire and Harrogate will be an international destination for **health innovation**.



Further Information: Glossary of terms

ACPs - Advanced Clinical Practitioners

AHP - Allied Health Professions

ALBs - Arm's-Length Bodies

ATP - Advanced Training Practice

CAMHS - Children and Adolescent Mental Health Service

CAS - Clinical Assessment Service

CCT - Certificate of Completion of Training

CHPPD - Care Hours Per Patient Day

COI - Community of Improvement

CPD - Continuing Professional Development

EEA - European Economic Area

FTE - Full Time Equivalent

GIRFT - Getting It Right First Time

GP - General Practitioner

GPN - General Practice Nurse

HCA - Health Care Assistant

HCSW - Healthcare Support Worker

HEE - Health Education England

HEI - Higher Education Institution

HPH - Health Promoting Hospitals

ICE - Industrial Centre of Excellence

ICS - Integrated Care System

IMG - International Medical Graduates

IWP - Integrated Workforce Programme

LAHP - Leeds Academic Health Partnership

LMS - Local Maternity System

LWAB - Local Workforce Action Board

MECC - Making Every Contact Count

MTI - Medical Training Initiative

NMC - Nursing and Midwifery Council

NHSE - National Health Service England

NHSI - National Health Service Improvement

ODP - Operating Department Practitioner

ONS - Office for National Statistics

SPFC - Single Plan for Calderdale

ST - Speciality Training

STP - Sustainability and Transformation Partnership

SWAP - Sector Wide Approach Plan

WAU - Weighted Activity Unit

WDES - Workforce Disability Equality Standard

WHO - World Health Organisation

WRES - Workforce Race Equality Standard

WTE - Whole Time Equivalent

WYAAT - West Yorkshire Association of Acute Trusts



Contact us:



This information is available in alternative formats, for example large print, audio, EasyRead and community languages.

Delivered through the West Yorkshire and Harrogate Local Workforce Action Board, the clinical priority programmes, the West Yorkshire and Harrogate Acute Association and our six local places (Bradford District and Craven; Calderdale, Harrogate, Kirklees, Leeds and Wakefield).

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