Developing a sustainable workforce in Greater Manchester

2016 – 2021
Version 0.5
Introduction: The Emerging GM Workforce Strategy

This document presents an outline of the emerging GM workforce Strategy. It provides a framework to:

- Describe the ambition to establish a robust and sustainable workforce across Health & Social Care in GM; the approach to be taken to address the key challenges identified through local and GM level planning and reflecting the broader ambitions of the GM system
- Set out the range of workforce development solutions/support available to localities & GM to help address significant workforce challenges. The tools and methods described in this strategy will help to put in place practical, targeted and effective solutions to help address key workforce challenges, both at the local level and at the GM level. The resource outlined includes those made available by Health Education England and other local partners – and references these external links where available/appropriate.
- Ensure that the ambitions outlined in the strategy link to the overall GM strategic plan and transformation.

The overall framework for the emerging GM workforce strategy is shown on Page 3 below. The document seeks to provide clarity on GMs strategic priorities and provide a framework to accelerate the achievement of workforce ambitions across Greater Manchester.

Approach to developing the Strategy

This document is aimed at providing key stakeholders with the opportunity to shape and inform the strategy and the strategic priorities for 2017/2018. It was developed following a review of the locality plans, a series of engagement sessions with stakeholders from across GM and a number of development workshops with locality and workforce leads most recently held on 11th & 23rd of January 2017. Further workshops are planned with system stakeholders to ensure the strategy is co-produced and owned. In further developing the strategy, emphasis will be placed on:

- **Partnership working - aligning challenges, ambitions and resources:** Ensuring that the priorities defined are based on/directly align with the ambitions and challenges of the 10 GM localities. Key system partners – including Health Education England & Skills for Care will also be actively involved. This aligned approach will continue to inform the development of this strategy, ensuring that resources are directed to the areas that will deliver the greatest value to the localities.
- **Defining strategic priorities and key interventions:** A number of strategic priorities and intervention areas have been identified and are now being further defined. These are based on the needs described in the locality plans; the ambitions outlined in the GM Strategic plan and the areas where localities have requested support from system partners across GM. A series of follow up sessions will be held with local leads to further develop and agree the details of the strategic priorities to ensure collective ownership and buy-in. The final outputs will be presented to key governance forums across GM.
- **Driving delivery through an iterative delivery approach with key stakeholders:** Delivering the ambitions set out will require a collaborative approach that enables stakeholders to co-create solutions; pool resources; co-ordinate effort. This will need to be an iterative process where results are delivered quickly and actions are further refined as further evidence is developed. We will therefore work with partners across GM to establish the detailed delivery arrangements including the proposals for a GM Workforce collaborative from April 2017 onwards.
Emerging Strategy and Priorities 2017/2018

Key GM transformation themes & cross cutting Programmes

- Radical Upgrade in Population Health
- Transformed Community based care and support
- Standardised acute and specialist care
- Standardised clinical support and back office services
- Enabling Better Care
- Cross Cutting Programmes
  - Including: Mental Health, Learning Disabilities, Cancer, Children's services

The locality & GM level plans

- Workforce strategy & planning
- Workforce Transformation
- Education, Training & Development
- Leadership, Talent & Development
- HR (including engagement & Partnership)

The locality & GM level plans

1. Grow our Own
2. Flexible Integrate Teams (FIT) for the future
3. Filling difficult gaps
4. Leadership & Talent Development
5. Employment Brand(s) and Offer

A new Workforce Collaborative – Building Best Practice capacity & capability

- Supply
- Upskilling
- New Roles
- New ways of working
- Leadership
**Outline programme plan (Jan – May 2017)**

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- **System Governance Meetings**
  - 25th Jan: SWB
  - 6th Feb: SPBE Meeting
  - 6th Mar: SPBE Meeting
  - 31st Mar: SPBE Meeting
  - 12th Apr: SWB
  - 21st Apr: SWB
  - 28th Apr: SWB
  - 12th May: SWB

- **Workforce Strategy**
  - Engage with locality teams to confirm support needs
  - Work with 1 or 2 volunteer localities to help improve their plans
  - Initial workshop
  - Develop options paper (including outcomes, objectives, etc.)
  - Refine proposals with localities & system partners (workshops)
  - Development workshop
  - Assist with individual areas as requested by localities – e.g. base lining, modelling, leadership

- **Workforce Collaborative**
  - Outline principles for collaborative proposed
  - Design delivery approach & secure resourcing
  - Collaborative designed and agreed with key stakeholders
  - Launch collaborative

- **Programme Milestones**
  - 23rd Jan 2017: Workshop
  - 18th Jan 2017: Initial paper completed
  - 18th January 2017: Initial paper completed
  - 23rd Jan 2017: Workshop
  - 6th Feb 2017: Strategy refined
  - 6th Feb 2017: Develop initial consolidated draft
  - 28th Feb 2017: Strategy updated – strategic priorities agreed
  - 31st Mar 2017: Locality workforce proposals updated
  - 28th Feb 2017: Outline principles for collaborative proposed
  - 28th Feb 2017: Design delivery approach & secure resourcing
  - 20th Apr 2017: Collaborative designed and agreed with key stakeholders
  - 20th Apr 2017: Launch collaborative
  - 28th Apr 2017: Strategy Completed
  - 31st Mar 2017: Locality workforce proposals updated
  - 26th Apr 2017: Collaborative designed and agreed with key stakeholders
  - 20th Apr 2017: Launch collaborative
  - 28th Apr 2017: Strategy Completed

- **Strategy & Collaborative launched**
  - 18th April 2017: Strategy & Collaborative launched
**Skills shortages in the resident labour market**

- Need to recruit and retain skilled clinicians to work in areas of the greatest demand, e.g. Accident and Emergency, and ageing workforce across many service areas, in particular social care; and address low pay issue which are causing recruitment difficulties.
- Need to promote positive image of the sector to new entrants and returners to the labour market, including labour market intelligence and careers information.
- Skills shortages and replacement demand (due to retirement) will increase need to source significant labour across a range of occupations, in particular in pharmacy, physiological sciences, and respiratory physiology.
- National shortages list includes: clinical neurophysiologists; consultants in emergency medicine, haematology and old age psychiatry; medical radiographers; anaesthetists; specialist nurses working in neonatal intensive care units; social workers working in children’s and family services; specialists in paediatrics; midwifery and nurses – in particular within the independent care homes sector.
- Need to attract and retain more graduates in this sector based on promoting the attractiveness and quality of life enjoyed in GM, alongside Health Innovation career opportunities.
- Need to promote positive image of the sector to new entrants and returners to the labour market, including labour market intelligence and information about career paths and progression. Concentration of skills shortages in nursing care workers, independent care homes sector, and social workers working in children’s and family services.
- Raising the number of apprenticeships and apprenticeship levy become important factors that should help address shortages. In addition, the Government have expanded tuition fee loans to 19 to 23 year olds at levels 3 and 4, and 19+ year olds at levels 5 and 6 (degree level) to provide a clearer path for learners to attain technical, specialist and management skills where an apprenticeship may not be suitable.
- New Economy research identified a shortage of young people coming into the care sector. The research also suggested that training providers should provide more information on what qualifications and courses are available including grants and financial support; and offer better funding, especially for those aged over 24 and for those that have already achieved baseline qualifications but wanted to change occupations.

**Skills gaps within the existing workforce**

- The UK workforce research report, Skills for Health, also identifies skill gaps in the workforce, including: problem solving, oral communication, customer handling, teamwork and management and leadership skills. The implications of changes to Health and Care service provision towards the ‘personalisation of care’ will result in healthcare assistants needing to learn a wide range of skills and working practices to provide support that enables people to remain independent.
- Growing need to incorporate behavioural techniques/shift in the way in which patient care is delivered toward a pro-active rather than a re-active approach. Increasing convergence of technology and social care, workers at all occupational levels will increasingly be required to keep up with advances in technology to improve health outcomes.
- Social care is likely to see a more diverse set of employers operating in the sector and a more joined up approach to service delivery by health and social care staff. This will present opportunities for exchange of ideas, as well as challenges relating to differing traditions and working patterns.
- Sector can support continued staff development by providing dual route training opportunities and qualifications for new entrants to the sector, which would allow staff to pursue a health or social care career path. Support could also include sharing learning on recruitment and workforce planning to aid the delivery of personalised and integrated care.

**Configuration of health and social care demands a shifting skill-set**

- Need to plan and ensure sufficient numbers of skilled care workers to support rising number of patients in community care settings.
- Growing need to incorporate behavioural techniques/shift in the way in which patient care is delivered toward a pro-active rather than a re-active approach.
- Increasing convergence of technology and health care, workers at all occupational levels will increasingly be required to keep up with advances in technology to improve health outcomes.
- For example, care workers and personal assistants increasingly require ICT devices to monitor health and administer treatments in the home, and the rising use of telehealth.
The locality plans also describe a number of local challenges and opportunities (1)

**Skills Shortages**

- Local and national recruitment challenges for key roles such as Nurses, Social Workers, GP’s and hospital based medical staff cause significant financial and service delivery challenges, with reliance on expensive agency workers.
- Limited formal succession planning methods in place in the integrated care service. There are potentially vulnerable positions, where specific knowledge or skills are held by an individual.

**Impact of Transformation**

- Volume and pace of transformational change affecting workforce to perform business as usual activities;
- Lack of current clarity about the design of future services and the future of posts – results in difficulty in retaining staff;
- Anticipated changes to delivering services – 24/7 day working currently in place in parts of the system.

**HR (including Terms and Conditions):**

- Sickness absence in the NHS and public sector causes huge financial challenges, but also problems for continuity of service provision. We recognise the need to support the health and well-being of our workforce and again will share resources and best practice where appropriate.
- The Urgent Care Alliance works across localities to respond to these challenges. It is in the process of developing a longer-term strategy that will include planning to recruit, retain and deploy staff across the health and social care system as we move towards establishing the Integrated Care Organisation that will bring providers of health and social care together through a single contracting arrangement. This will provide opportunities to create new roles and career pathways as we work together with commissioners to develop new and integrated models of care provided at home or in the community to improve efficiency, quality and outcomes for local people.

**Recruitment and Retention:**

- Greater Manchester health and social care economies, in common with others across the country, face numerous workforce challenges. Many councils find it difficult to recruit and retain skilled social care staff, such as social workers, and the difficulties experienced by primary care practices and acute, community and mental health trusts in recruiting and retaining doctors, nurses and other staff are well evidenced at the national level.
The locality plans also describe a number of local challenges and opportunities (2)

**Workforce transformation**

- There are many opportunities within our workforce redesign to explore how we harness some of these opportunities to assist young people to develop skills and employment (apprenticeship standards, cadet schemes, internships, higher level apprenticeships and graduate schemes), explore how we contribute to reducing long term worklessness (voluntary working, vocational training) and support people with disabilities to participate in employment opportunities.

- Whilst overseas recruitment to these posts is taking place, the medium/long term solution is the redesign of roles across boundaries and professions, which maximises the contribution of staff around public and patient needs. These include the developing role of the Advanced Nurse Practitioner (ANP), the new roles of Nurse Associate and Physician’s Assistant. Other developments include the introduction of a generic support worker role integrated across Health and Social Care, to support Advanced Practitioners in the Neighbourhood Teams. In relation to Registered Nurses, as well as the nationally commissioned student nurses, Bolton has also commissioned pre-registration nursing places with Bolton College.

**Filling difficult gaps**

- The key challenge for Trusts is the adequate supply of clinical staff both Registered Nurses and Medical staff, particularly Consultants and Middle Grades in Urgent and Emergency Care. The gaps in the clinical workforce result in a reliance on agency and bank working which in turn impacts on the levels of bank and agency hours worked, which then impacts the financial position.

**Skills development**

- The drive for efficiency and capacity in relation to areas such as core skills development, system wide leadership development and mandatory training also presents an opportunity for collaboration across employers.

- The introduction of the Apprenticeship levy and expansion of Apprenticeships also provides inter-organisational opportunities.

**Stakeholder involvement**

- We recognise that employment itself is a wider determinant of health and wellbeing and that health and social care providers make a significant contribution to supporting and enabling the employment of local people.
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.

Therefore, the ambition for the workforce programme 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 analysis from stakeholders show a need to focus on five strategic priorities with some initial ideas for GM workforce ambitions.

<table>
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<th>Our vision for workforce development in Greater Manchester</th>
<th>Ambition 2021</th>
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| **Grow Our Own**  
Widening access for and accelerating talent development across a range of new and existing roles | GM Delivering the largest Volunteers and Carers development initiative  
Get into employment & education initiatives operational in all GM localities  
GM delivering the largest Associates and Apprenticeship programme in the UK, with a clear and compelling career path |
| **Flexible Integrated Teams (FIT)**  
Increasing the flexibility & mobility of workforce groups across multiple organisations and settings (Health & Social Care). | The GM Passport to improve flexibility and workforce mobility established  
Centre(s) of excellence for workforce development mobilised including Teaching Care Home pilots  
Targeted cost and quality improvements through a co-ordinated approach to Locum/Agency staffing achieved |
| **Filling Difficult Gaps**  
Co-ordinated action to address specific skills & capacity shortages | GM consistently targeting and addressing priorities including urgent and emergency care, children’s services and radiology/radiotherapy staff this year  
Working with Education providers to train and provide the best placement experiences for the health and social care professionals we need  
GM International established giving recognition to us as a top destination for health and social care professionals internationally |
| **Leadership and Talent Development**  
Supporting the development of leaders and talent across GM public sector workforce to be the best they can be | 10,000 leaders across GM equipped with the behaviours and skills to improve the health and well-being of the population through #Leading GM programme  
Single gateway established providing GM workforce with tools and support to enable self improvement  
Strong #Leading GM programme alumni network to support lifelong learning and continual development. |
| **Employment Brand(s) and Offer**  
Establishing clear, compelling and consistent offers to improve staff wellbeing, increase retention and attract talent | GM Branded benefits programme providing all workforce across GM with universal offers  
Employment guarantee scheme for students, apprenticeships and associates adopted securing the pipeline for the future  
GM achieves significant improvement in staff return and retention rates across all workforce groups |
There have been some major achievements to date across GM

- The GM Local Authorities have launched a shared portal where local jobs are advertised for the local population

- A knowledge exchange has been established bringing together clinicians from secondary and primary care to enable sharing of best practice and development of working relationships

- ‘Be Wigan’ a shared culture that illustrates our fresh and unique approach to public service, celebrates our people and their achievements and focusses on our future and how we will achieve our priorities

- Significant progress made in establishing a consistent approach to mandatory training and other staffing processes in line with ambitions of establishing a flexible workforce

- Health Education England celebrated record numbers of GP Trainees

- Secured over 240 Nursing Associate places (12% of 2,000 national pilot places) for Greater Manchester

- Successfully launched the #leading GM programme, a cross public sector initiative to develop a consistent set of skills & values for delivering change in GM.

- All GM Localities developed comprehensive workforce plans that recognise the breadth of challenges across Health & Social Care.

- Launched the come back to nursing programme

- Locality develop a common approach through the ‘Care Together Programme’ which provides a joint engagement approach with other significant stakeholder who are part of the care together programme such as GPs and the third sector must also be adopted

- 1st MOU signed with Health Education England – ensuring a co-ordinated approach to supporting localities and deploying resources

- Increasing co-ordination between Trusts around overseas recruitment to fill critical vacancies
Achieving the ambition will require a sustained focus on making GM a top destination for talent

This will require a focus on:

- Understanding the future of work – the opportunities and the challenges this might bring and how best to prepare for it
- The broader skills economy beyond health & social care alone – linking into the ambitions of the reform programme of the GMCA and GMs growth ambitions.
- Supporting leaders and talent at all levels and in all settings to be the best they can be
- Learning and sharing with other top cities across the world

Source: https://www.weforum.org/agenda/2017/01/develop-talent-connect-and-shape-the-future-of-work-a-call-for-responsible-leaders
Delivery approach – the GM Workforce Collaborative

What is the GM Workforce Collaborative?

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

- **Embrace partnership Working - pooling resources and driving delivery:** Strengthen strategic partnership with key system partners including HEE; Skills for care; AQUA; 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.

Building on existing framework’s and best practice

The collaborative will build on existing programmes and ensure that all GM organisations are able to access the tools and support they need to address key workforce challenges. One such tool is Health Education England’s STAR framework which serves as a gateway to a range of support packages in five key areas:

- **Supply** – identifying the workforce requirement, ensuring both the quality and retention of supply. Examples being whole system workforce planning, mobility of workforce and careers initiatives

- **Up-Skilling** – increasing the depth of a job by extending the skills and responsibilities of an existing role to enable practice at the top of ones’ license. Examples being care navigation; and an additional competence requirement for health and care staff in its broadest sense.

- **New Roles** - designed to meet a defined workforce requirement, including clarifying competencies, development arrangements including any formal education and training requirement (whether that be vocational or academic), scope within the established Career Framework.

- **New Ways of Working** – developing an integrated workforce culture that empowers, breaking through system barriers and delivering person centred care

- **Leadership** – supporting individuals, organisations and systems in their leadership development – ranging from individual behaviours and skills, to organisational development of systems through partnerships
As the strategy is further developed, the Strategic Workforce Board (SWB) would welcome your views on a number of areas:

1. Are the proposed five strategic priorities the right ones? Are they targeted and ambitious enough?
2. Do you have additional workforce achievements you would like to share/include in the strategy?
3. Do the challenges and opportunities identified reflect your needs? How can we best overcome the challenges and take advantage of the opportunities?
4. What more can be done to strengthen the proposed workforce collaborative? What is best delivered by GM, Localities and Organisations?
5. Do you have anything else you would like to say or suggest?

These questions and more will be considered in a series of workshops and engagement sessions with key stakeholders.

Contact

Please direct all views, comments and feedback to

- Yvonne Rogers  henw.workforce.community@nhs.net