

Cheshire and Merseyside Joint Forward Plan

2023-28



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5 Our Workforce

To achieve the Cheshire and Merseyside Health and Care Partnership's strategic priorities we need to change the way we work. We will have new teams, new roles, and we will need to work across multiple organisations and Places. Many staff will work, and want to work, in communities - where they live, and we can offer careers to support this. The Cheshire and Merseyside HCP Interim Strategy and ICB Joint Forward Plan does not replace the need for individual organisations to have in place their own strategies and workforce plans but rather focuses on those areas that we can and should do better by working collectively together to deliver what our population expect of us – the seamless integration of care, closer to home.

Our HCP Strategy identified that we will:

- Cultivate the right conditions for staff to work in the health and care system to end our reliance on agencies.
- Up-skill and re-skill staff to work in an integrated system with different / new competencies and new roles, to enable new ways of working.
- Prioritise staff health, happiness and wellbeing at work to enable staff to be at their best.
- Embed culturally competent ways of working to drive improved access, experience and outcomes of employment and care.
- Modernise our employment offer informed by social value approaches to shift local unemployment.
- Enable multiple models of employment and engagement.
- Develop compassionate, inclusive systems leadership necessary for a Well Led system.
- Develop an approach to talent management that triangulates workforce capacity, demand and supply management for competitive advantage.
- Work as system partners to develop social care academies for seamless integration of social and clinical models of care.
- Deliver our public sector equality duty (2010 Act) to be an employer of choice for all staff, investing in positive action to attract, recruit, develop and retain staff from unrepresented groups.

5.1 2022-25 Workforce priorities

In 2022/23 the Cheshire and Merseyside People Board, which has a broad membership across Cheshire and Merseyside stakeholders, agreed the following Workforce Priorities for 2022-25:

Systemwide Strategic Workforce Planning to:	Creating New Opportunities across C&M to:	Promoting Health and Wellbeing to:	Maximising and valuing the skills of our staff to:	Creating a positive and inclusive culture to:
<ul style="list-style-type: none"> • Ensure a health and care workforce that is fit for the future. • smarter workforce planning linked to population health need. • creation of a 5-, 10- and 15-year integrated workforce plan. • developing a greater triangulation and monitoring between workforce / productivity / activity / finance. 	<ul style="list-style-type: none"> • Grow our own future workforce. • Increased focus on apprenticeships • Embed New Roles • Review barriers to recruitment • Work with the further and higher education sector • PCN Development • Greater links with social care and primary care • Ensuring an effective student experience 	<ul style="list-style-type: none"> • Ensure appropriate health and wellbeing support for all staff. • Ensure good working environment. • Focus on retention. • Preventing burnout • Ensuring appropriate supervision and preceptorship is available. 	<ul style="list-style-type: none"> • Understand the impact of 5 generations working together/ changing expectation of the workforce. • Developing career options at different stages of our lives and across health and social care • Responding to reviews / staff surveys and recommendations in a positive manner 	<ul style="list-style-type: none"> • Ensure proactive support of inclusion and diversity as a priority. • Collaborative and inclusive system leadership • Understanding the barriers for staff / future employees • Development of learning and restorative practice

As stated in the Health and Care Act 2022: “Each Integrated Care Board must, in exercising its functions, have regard to the need to promote education and training for the persons mentioned in section 1F(1) so as to assist the Secretary of State and Health Education England in the discharge of the duty under that section.” Specifically, this relates to “persons who are employed, or who are considering becoming employed, in an activity which involves or is connected with the provision of services as part of the health service in England” (National Health Service Act 2006).



The Cheshire and Merseyside Workforce Planning Programme will work alongside the leadership of the ICB People Team and existing ICS/Cheshire and Merseyside HCP Workforce Planning Networks/Groups to:

- Provide Capacity, expertise and training to support and conduct population health-based workforce planning across Cheshire and Merseyside.
- Enhance skills in workforce planning – encompassing a system-based approach – broader than NHS Trust organisations, to the benefit of the places/communities they serve.
- Encourage / ensure clinical engagement at all levels in system / strategic workforce planning.
- Develop an intelligence base and basis for any business cases to influence Health Education England / Higher Education Institutes in the commissioning and/or transformation of educational offers or workforce development funding to implement any subsequent plans.
- Create a focus on prevention and alignment with Cheshire and Merseyside HCP strategic aims for the region - with a 'care force' across sectors including PIVO (Private, Independent and Voluntary Organisations), volunteers and non-traditional providers.
- Develop workforce plans which will be linked into ongoing workstreams in our HCP designed to support system and organisation preparedness for new roles and workforce transformation.
- Make the best use of community assets and supporting the local population to develop the workforce of the future within the Health and Care sector within Cheshire and Merseyside.
- Build system-wide population health capability and capacity while supporting workforce wellbeing and the NHS People Promise.
- Continue to strengthen the use and applicability of the HEE Workforce Transformation STAR to facilitate conversations in workforce planning around Supply, Upskilling, New Roles, New Ways of Working and Leadership.



5.2 Workforce programmes and planning

Systemwide engagement for Cheshire and Merseyside Workforce Programmes and Planning through the Cheshire and Merseyside People Board and sub-committees for workforce supply, workforce operations/programmes and Primary Care Workforce:

Workforce Programmes (under development):

- International recruitment
- Digital staff passports – ongoing rolling programme by priority professions
- Domestic Violence programme
- HCSW recruitment / skills academy – Mar-2025
- Career and engagement work – Mar-2024 (Cheshire and Merseyside People Board Funded)
- Graduate scheme
- Collaborative banks – scoping and development in 2023/24 for Primary Care, Diagnostics and HCAs.

Workforce Planning:

- Population Health Workforce Planning Support – Dec-2023
- Supply data
- Aggregated plans / productivity analysis – Cheshire and Merseyside Workforce Planning - Programme Management Office PMO implementation – Mar-2025
- Ongoing in post data / bank and agency use
- Workforce dashboard development (inc. Sickness/Turnover and Staff survey results etc.) - March 2024
- From 2024 NHS Cheshire and Merseyside Integrated Care Board (ICB) – will take responsibility (currently with NHS England) for commissioning a range of specialised services. This change will more effectively enable us to integrate the national / regional workforce priorities within our wider Cheshire and Merseyside workforce plans.

5.3 Digital upskilling for the wider workforce

Digital upskilling for the wider workforce

- ✓ **Provision of Digital and Data Skills training at scale**
 - The ICS will continue to rollout the Office 365 e-learning service and expand both the amount of training available through this hub and the support available locally to help and aid health and care staff develop their skills in using these important foundational software packages by March 2023
 - In addition, the ICS will seek to implement the ORCHA Digital Healthy Academy and provide access to relevant training and awareness materials around digital health through this platform to the wider health and care workforce.
 - The ICS will also work with local undergraduate education providers to ensure that appropriate digital and data skills are embedded into the core curriculum for trainee health and care professionals.
 - The ICS will work with NHS and Local Authority Adult Social Care Providers to ensure that all staff have a core set of digital and data skills and competence to underpin the increased use of digital and data in their 'day to day' work by **March 2025**.
- ✓ **Development of Digital and Data Champions**
 - The ICS will support the rollout and embedding of the HEE Digital Health and Digital Social Care Champion Toolkits in providers as well as the rollout of the NHS Providers Digital Board programme to Provider Boards. Whereas such toolkits are well established Nationally for digital if less so for data. The ICS will therefore develop a tool kit for assessing data and population health management literacy within provider organisations and explore the concept of developing 'data champions' to promote the use of data in health and care.
- ✓ **Identifying future Clinical and Care Digital and Data Leaders**
 - The ICS will form CCIO/CNIO/Primary and social care digital and data leader development networks to encourage health and care professionals to take a prominent role in the delivery of digital and data transformation. This is key to the digital and data strategy being care profession led so there is active sponsorship within the service leaders across all aspects of care provision in Cheshire and Merseyside.

Efficiencies at Scale – In partnership with our provider collaboratives and staff side colleagues and other employer and clinical networks we aim to:

- Grow our own workforce through the enhancements of our apprenticeship programmes.
- Develop new roles
- Further develop our partnerships with Health Education Institutes (HEI's) / Further Education / Schools
- Expand our Work Placement scheme to allow all school children to have a meaningful placement in health and social care
- Develop proactive retention programmes encouraging staff to remain in the workforce
- Taking advantage of opportunities to deploy staff more flexibly
- Undertake recruitment at scale

5.4 Leadership and system organisational development

Transformative People Functions sit at the heart of the ICS plan for integration. We will adopt, apply and invest in the areas described in this diagram to develop our culture, workforce and ways of working as a system:

