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| <b>Title of agenda item</b> | West Yorkshire People Plan                  |
| <b>Author</b>               | Sarah Brewer – Workforce Programme Director |
| <b>Forum</b>                | WY Joint Health Scrutiny Committee          |
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## 1.0 Executive Summary

Our [health and care five year plan](#) made a commitment to develop a system wide workforce plan by early 2020 that is inclusive of all staff from health and social care; to set out how future demand can be achieved via various means such as increasing supply, retention strategies and upskilling the current workforce, supporting new models of care, international recruitment and new role development.

The ongoing response to COVID-19 has impacted on our ability to deliver a ‘People Plan’ in this timeframe but has also given us the opportunity to take the learning from how we have adapted and responded to the pandemic to inform the ‘People Plan’ priorities. We are clear that this spans the whole of the workforce including social care.

The workforce continues to face increasing pressures and there are challenges that we need to address in the here and now, but we also need to plan for the future – the ‘People Plan’ aims to set out how we intend to address the immediate challenges but also the strategic ambitions for the future.

Building on the NHS People Plan, the West Yorkshire (WY) People Plan is for our ‘One Workforce’ across health, social care, the Voluntary Community and Social Enterprise (VCSE) and also recognized the contribution from our unpaid carers, and is framed around five pillars:

- System leadership to develop the partnership
- Looking after our people
- Belonging in the health and care partnership
- New ways of working and delivering care
- Grow for the future

Whilst the plan itself set out the commitments and intent, it will be the actions that we deliver as a system that will make the difference to our people.

## 2. Purpose

The purpose of this paper is to update the WY Joint Health and Scrutiny Committee on the development of the West Yorkshire People Plan setting out the scope of the





People Plan, the approach taken to develop the plan and the people priorities identified through this approach.

This is to provide the WYJHSC opportunity to discuss and provide feedback prior to the full People Plan being presented to the West Yorkshire Health and Care Partnership Board on the 7<sup>th</sup> December 2021.

The detailed and priorities described in this paper set out a summary of what is being proposed for the WY People Plan.

### 3. Background and context

Our [health and care five year plan](#) made a commitment to develop a system wide workforce plan by early 2020 that is inclusive of all staff from health and social care; to set out how future demand can be achieved via various means such as increasing supply, retention strategies and upskilling the current workforce, supporting new models of care, international recruitment and new role development – a build on the 2018 workforce strategy [‘A Health Place to Live a Great Place to Work’](#)

The COVID-19 global pandemic has not only impacted on our ability to deliver a system wide plan in this timeframe but has also raised a new set of workforce challenges which we now need to build into our workforce strategies and priorities in the short, medium and long term. However, we need to recognise that much work has progressed over this period to develop our workforce priorities across the health and care system.

In addition, the NHS People Plan was published by NHS England and Improvement (NHSE/I) in July 2020 and a further refreshed document <sup>1</sup>was issued in March 2021 which set out 4 ‘pillars’:

- Looking after our people
- Belonging in the NHS
- New ways of working to deliver care
- Grow for the future

Whilst the NHS People Plan has set a framework to influence our West Yorkshire People Plan, for our ‘one workforce’ this has also been informed through other important publications such as the [Future-Ready Skills Commission](#)<sup>2</sup>, supported by the [West Yorkshire Combined Authority](#), the Skills for Care Strategy <sup>3</sup>and the recent

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<sup>1</sup> <https://www.england.nhs.uk/publication/we-are-the-nhs-people-plan-for-2020-21-action-for-us-all/>

<sup>2</sup> <http://futurereadyskillscommission.com/>

<sup>3</sup> <https://strategy.skillsforcare.org.uk/>





[Vision for a future workforce strategy](#) <sup>4</sup>[published by national Social Care Leaders.](#)

These plans actively inform our People Plan to ensure it provides the co-ordinated commitment to develop an integrated 'One workforce' across West Yorkshire for health and care.

The West Yorkshire People Plan recognises the diverse nature of our partnership and its people, and represents the full range of health and care sectors; including universities, those working in voluntary, community and social enterprise (VCSE) sector and unpaid carers

#### **4. West Yorkshire People Plan priorities**

This People Plan priorities have been informed through wide-spread and ongoing dialogue and engagement with system partners and representatives of our workforce. It will set out our ambitions for our 'one workforce' which includes those working in health, social care, the VCSE, our unpaid carers and recognises the contribution made by our education sector in developing the current and future workforce.

The workforce remains under significant pressure, with the response to COVID-19 ongoing and the focus on recovery of services and there are significant workforce challenges across all part of the health and care system which need to be tackled in the here and now. This also requires a more strategic approach to provide longer term and sustainable solutions. Our People Plan will set out our immediate priorities but also the future areas of focus.

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<sup>4</sup> <https://www.skillsforcare.org.uk/About/News/News-Archive/Adult-Social-Care-Leaders-come-together-with-a-vision-for-a-future-workforce-strategy.aspx>



## The Five Pillars of the WY People Plan



### System leadership to develop the partnership

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| <b>Our ambition</b>                           | Creating the culture and conditions whereby our people can thrive and fulfill their potential through sharing learning, developing together, collaborating on complex issues and innovation to enable the whole to be greater than the sum of its parts for the benefits of the population in West Yorkshire.   |
| <b>Examples of what we are already doing:</b> | <ul style="list-style-type: none"> <li>Implementing the recommendations from the <b>independent review</b> into the disproportionate impact of COVID-19 on people from an ethnic minority background</li> <li>To ensure we <b>captured the learning from Covid-19</b> we undertook joint work with the academic health science network to gain <a href="#">rapid insight</a> into learning and innovation across a range of themes including digital and leadership and team development</li> <li>We have also launched our <a href="#">Health Inequalities Academy</a> which enables us to take a whole system approach to population health.</li> <li>We have launched the <b>Health Equity Fellowship Programme</b> for our Partnership and are looking for 30 fellows to join us</li> </ul> |





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|                                   | <ul style="list-style-type: none"> <li>We have established a thriving partnership <b>race equality network</b> that works closely with the system leadership and development programme to work as a progressive system tackling complex societal, structural and organisational inequity for our people.</li> </ul>   |
| <b>Future focus will include:</b> | <ul style="list-style-type: none"> <li>Co-creation of a five-year system wide <b>organisational development plan</b></li> <li>Develop West Yorkshire <b>talent approach</b> and associated leadership development programmes</li> <li>Continued development of our leadership to ensure it <b>represents the diversity of our communities</b> by providing improved access to varied opportunities and career paths across the full breadth of our sectors</li> <li>Support the <b>development of the integrated care system</b>, place-based partnerships and provider collaboratives</li> </ul> |

## Looking after our people

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| <b>Our ambition</b>                    | Looking after our people; creating an environment of compassion and inclusion and enabling a sense of belonging is important to us so that people can fulfill their potential.  |
| Examples of what we are already doing: | <ul style="list-style-type: none"> <li>Established a <b>Looking After our People Alliance (LOAP)</b>- a group of cross-sector professionals (social care, voluntary sector, care homes and the full breadth of health including primary, acute and mental health) representing our five places, plus expertise from our mental health and wellbeing hub. The group provider oversight for the LOAP priorities across the system</li> <li>Established a <b>Mental Health and Wellbeing Hub</b> – providing - giving staff direct access to psychological support and other resources</li> <li>Developed a number of <b>enhanced occupational health pilot</b> projects at system level and within places – these include a focus on long-COVID, menopause, Musculoskeletal (MSK: bones and joints), and compassionate leadership.</li> <li>Roll out of the <a href="#">Working Carers Passport</a> which has been adopted by all NHS Acute Trusts and Mental Health Trusts and has the potential to reach 11,500 NHS carers across these organisations.</li> </ul> |





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| Future focus will include: | <ul style="list-style-type: none"> <li>We will <b>continue our focus on health and wellbeing</b> of our colleagues through the work of our Looking after our People Alliance, delivering support through our mental health and wellbeing hub and enhanced occupational health initiatives.</li> <li>Further roll-out of the working carers passport <b>across all sectors</b></li> <li>Carryout a <b>longer-term evaluation</b> into barriers for those not accessing health and wellbeing offers</li> <li>Continue to ensuring our health and wellbeing offers are available to <b>all our workforce</b> across health and care including the VCSE</li> <li>Develop initiatives that enable the <b>creation of a positive culture</b> of health and wellbeing and proactive team support and the role of compassionate leadership</li> </ul> |
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### Belonging in the WY Health and Care Partnership

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| Our ambition                                   | Our mission as a Partnership centres on reducing health inequalities, enacted in part through seeing diversity as a strength, promoting representation of our communities in the diversity of our workforce and leadership and creating a culture whereby people are accepted, respected, and celebrated for who they are.  |
| Examples of what we are already doing include: | <ul style="list-style-type: none"> <li>Developed a system wide <b>Race Equality Network</b> (network of networks)</li> <li>Co-created a <b>recruitment toolkit</b> which brings together best practice on recruitment and promotion practice across WY and beyond as a direct recommendation from the independent review to overhaul recruitment practice.</li> <li>We have co-designed and delivered our award-winning <b>Fellowship programme</b> aimed at developing the next senior leaders in our partnership to enhance representation of ethnic minority colleagues in leadership positions.</li> <li>Looking at opportunities to <b>increase the diversity of our workforce</b> through our approach to apprenticeships and other training initiatives</li> </ul> |
| Future focus will include:                     | <ul style="list-style-type: none"> <li>Continued to grow the <b>West Yorkshire talent pool</b> through the Fellowship Programme to support our</li> </ul>   |







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|  | <p>system ambition to increase the percentage of leaders from ethnic minority backgrounds and support aspiring leaders into senior leadership or Board level positions.</p> <ul style="list-style-type: none"> <li>• We will also work with the national NHS England / Improvement neXt programme aimed at increasing <b>Board level diversity</b>.</li> <li>• We are implementing and evaluating the <b>recommendations from the independent review</b> into health inequalities to ensure these are effective.</li> <li>• We will also use the learning from developing our REN and extend this to exploring priorities with <b>colleagues from other protected characteristic backgrounds</b> including disability, gender, sexual orientation, neurodiversity, and age.</li> </ul> |
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### New ways of working and delivering care

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| <b>Our ambition</b>               | West Yorkshire staff working and learning together in multi-professional teams across our system maximising skills, experience and innovation to work more effectively together so people have the best possible care in the right settings.   |
| <b>What we are doing include:</b> | <ul style="list-style-type: none"> <li>• <b>Rotational Paramedics</b> - We successfully commenced the first phase of a rotational paramedic programme in September 2021 with six specialist paramedics rotating between Yorkshire Ambulance Service and six early adopter primary care networks (PCNs).</li> <li>• <b>Calderdale Framework</b> - We have built capability within the system to deliver this framework, which is a logical, seven step process to systematically explore and address all the components of a service and its workforce to suggest more efficient and safe ways of working.</li> <li>• <b>CLEAR programme</b> (Clinically-Led workforce and Activity Redesign) funding has been awarded to West Yorkshire for mental health and urgent and emergency care. This is being led by South West Yorkshire Partnership NHS Foundation Trust (mental health) and Mid Yorkshire Hospitals NHS Trust (urgent and emergency care).</li> <li>• <b>Digital staff passports:</b> We are currently working with organisations to review the opportunities for digital staff passports to be implemented across to enable more effective deployment of staff and trainees across the system.</li> </ul> |





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|                                   | <ul style="list-style-type: none"> <li>• <b>Collaborative staff bank:</b> Our Mental Health Trusts are making progress with establishing a collaborative staff bank to support the movement and flexibility of staff, reducing agency costs and improving staff and service user experience</li> </ul>  |
| <b>Future focus will include:</b> | <ul style="list-style-type: none"> <li>• <b>Digital workforce:</b> We will work with the West Yorkshire Digital and Innovation Boards to jointly develop a digital workforce strategy. This is to ensure we are developing a 'digital ready' workforce and to ensure implications for workforce are built into transformational workstreams to fully realise the benefits to the workforce resulting from digital innovation.</li> <li>• <b>Flexible working models:</b> We will continue to share examples of innovative working models and different approaches to shift management and job planning to support staff to benefit from flexible working opportunities and to support an agile workforce.</li> <li>• <b>Preceptorship Programme:</b> We are working with providers to design a preceptorship programme for Physician Associates (PAs). The 2-year programme will support transition into practice by providing protected time for newly qualified PAs to focus on training and development.</li> <li>• <b>Placement and learning environments:</b> Practice based learning in the future will include the use of augmented, virtual, and mixed reality technology to provide our students with a broader more enriched experience.</li> </ul> |

## Grow for the future

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| <b>Our ambition</b>                     | To ensure we attract, nurture, develop and retain a talented and diverse workforce within our system and plan effectively to address workforce supply issues now and in the future.  |
| <b>What we are doing could include:</b> | <ul style="list-style-type: none"> <li>• <b>Implementing new roles-</b> including Trainee Nursing Associates (TNAs), Rotational TNAs, Physician Associates, Advanced Clinical Practitioners</li> <li>• <b>West Yorkshire Retention Programme</b> - We have worked with colleagues cross the health and care sector to develop a retention action plan to deliver high impact actions to ensure we retain our existing workforce.</li> <li>• <b>Placement capacity and learning environments</b> - Our Health Education England (HEE) supported Learning</li> </ul> |







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|                                   | <p>Environment and Placement work (LEAP) is bringing together all providers, Higher education institutes, and sectors to explore the opportunities for health and care placement expansion to support the required workforce growth.</p> <ul style="list-style-type: none"> <li>• <b>Apprenticeships</b> - We continue our focus to ensure greater take up of the apprenticeship levy across the health and care sector and in under-represented groups.</li> <li>• <b>Attracting talent</b> - Alongside the traditional recruitment campaigns that continue, we have adopted a range of solutions to raise awareness of the many roles that exist within the health and care sector and to encourage greater take up of paid and unpaid roles within the VCSE.</li> <li>• <b>Global partnerships and international recruitment</b> - we continue to working with existing partners to source ethical international recruitment for registered nurses and other clinical roles and have commenced the development of a Global Partnership Strategy</li> </ul>   |
| <b>Future focus will include:</b> | <ul style="list-style-type: none"> <li>• We will <b>continue to build</b> on the work already underway to support expansion of new roles, develop our clinical placement capacity, develop innovative and novel approached to attract talent and to increase our capacity and capabilities to support strategic workforce planning.</li> <li>• <b>Alternative Roles Reimbursement Scheme (ARRS):</b> Supporting a collaborative approach across community health services and primary care networks to develop a system wide approach to the utilisation of the ARRS scheme to ensure these new roles supports further integration of care and avoids de-stabilisation of existing workforce supply.</li> <li>• <b>Developing the social care workforce:</b> Working with the care sector to develop a workforce strategy for social care which reflects the current challenges around recruitment and retention and provides a sustainable workforce for the future</li> <li>• <b>Step into Health and Care ‘bootcamps’:</b> We are working with the West Yorkshire Combined Authority (WYCA) to develop ‘Step into the health and care’ bootcamps as part of the WYCA Skills Programme to develop to raise awareness amongst young adults of the broad range of jobs and careers within the sector and to run bespoke sessions aimed at addressing current vacancies and hard to fill roles.</li> </ul> |





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|  | <ul style="list-style-type: none"> <li>• <b>Social and economic development:</b> We will work with the WYCA and other partners to ensure all opportunities for the health and care sector to support economic and social recovery are maximised.</li> <li>• <b>Developing the VCSE workforce</b> - we will strengthen our commitment to supporting our VCSE organisations to develop their workforce to ensure it is resilient and sustainable.</li> <li>• <b>Strategic workforce planning:</b> To deliver the workforce of the future we need to develop our capacity and capabilities to deliver system wide strategic workforce plans which reflect population health management, new models of care and digital innovations</li> </ul> |
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## 6. Supporting life-long careers

A key component of the People Plan aimed attracting, developing and retaining talent within the workforce across the health and care system will be our commitment to providing life-long careers. A career in health and care provides a huge array of opportunities through a lifetime that allows an individual to develop how they want to, into roles they want to, when they want to. Our People Plan will provide the framework to support this career opportunities to highlight how to understand the system, what opportunities exist, the support available and when to access it.

## 7. Summary

The WY People Plan has been developed through engagement and dialogue with system partners and representatives of our workforce and sets our ambitions for our 'One Workforce' across health, social care, the VCSE and unpaid carers. It recognises the need for actions in the short term to address some of the current challenges but also reflects longer term ambitions.

Our response to the pandemic has demonstrated the need to be dynamic and agile and be able to respond rapidly to changing circumstances and priorities. It is in this context that the People Plan has been developed which aims to set out our strategic ambitions for the future which will be underpinned 'live' action plans for delivery.

