

# Workforce Programme

## Overview

Ensuring adequate workforce supply to meet future service needs is central to our vision for excellence in care. The Workforce Programme aims to address national and local priorities across Health and Care, by strategically supporting the retention and growth of our “one workforce” (health, care, voluntary and charity) across SEL to make a tangible difference for our population.

## Strengths / opportunities

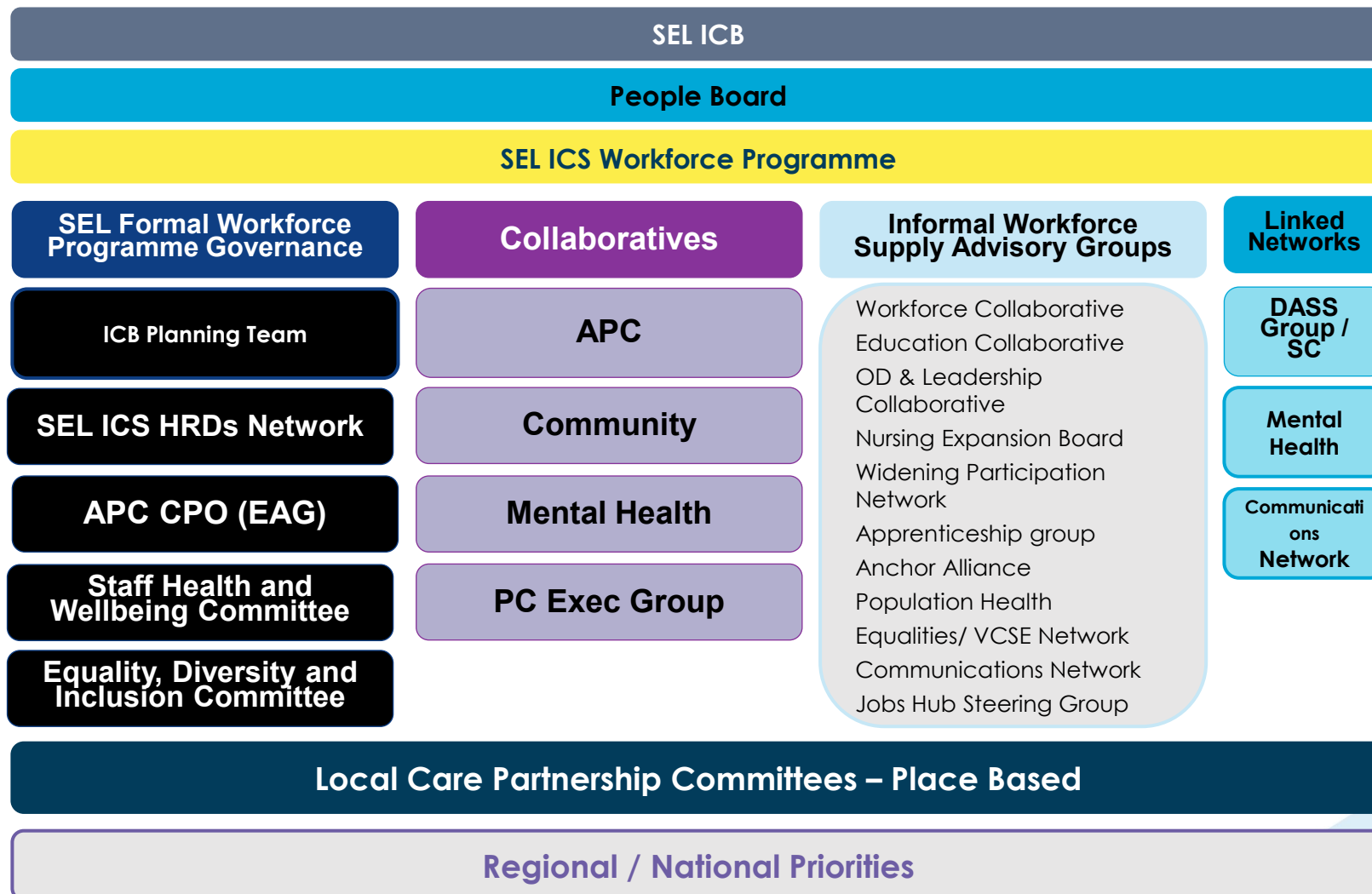
- The SEL ICS People Strategy was published in April 2023: [selondonics.org/people-strategy](https://selondonics.org/people-strategy). This sets our mandate to deliver against the ICB Vision and direct priorities for investment.
- The National Long Term Workforce Plan (LTWP) published in June 23 which set out ambitious targets which will be delivered over the next 15 years, supported by National funding of £2.4B over a 5 year period. Workforce growth is to be supported by the priorities to train, retain and reform the workforce.
- Our SEL People Strategy is aligned to the LTWP.
- Actions to support workforce growth and transformation are being fulfilled through collaboration, and aim to deliver a coherent and co-ordinated approach to fulfil our commitments across the full patient pathway.
- The People Strategy has been co-designed and is a “LIVE” document allowing for ongoing co-production and engagement across the system to maximise impact.
- This Strategy responds to our “case for change”, a document that details the current financial pressures, increases in service demand and the differences across SEL boroughs. Regular bi-annual reporting to our People Board is now in place.
- The ICS People Programme continues to build on established collaboration, partnerships and steer from senior leaders working through a strong governance set up to deliver against the ICB vision (see slide below).
- We will build on our work in progress and expand it to meet ongoing challenges, unsolved problems and future requirements
- The workforce programme team has been expanded to deliver against this strategy which focuses on 5 key priorities (see slide 223).
- Commissioning strategically and investment in workforce development and training will continue dependent on Regional budgets and other sources.

## Challenges

- Delivery plan, targets and budget linked to the National NHS Long Term Workforce Plan are currently unknown, and will impact delivery
- Workforce shortages are an ongoing challenge with increased demand for services due to an aging population and advances in medical technology.
- Workforce challenges are now further exacerbated by the need to manage service recovery post-COVID whilst supporting an over stretched workforce.
- Our financial deficit and the need to focus on productivity remains a challenge
- A system wide narrative on productivity in line with the LTWP is required, including quantitative analysis or pilot work that supports identifying improvements
- Whilst investment in education, piloting new roles and transformation are ongoing; opportunities to spread and scale remain, and the challenge is to address these by appropriate prioritisation and resource commitment.
- Enabling innovation through increased use of AI and digital features in our People Strategy but this is new work that comes with the challenges of start-up and the requirement to forge new collaborations.
- We recognise “gaps” within the programme i.e. areas that we have not previously focussed on in any detail eg CYP, LD and digital. However, expansion of our team and foundations being set will enable us to undertake new work.
- The Workforce Programme team remains relatively small in relation to the breadth of work that needs to be covered. We will be relying on continued collaborations and time commitment from our partners; this can be a challenge where partners are stretched between organisation specific and ICS priorities.
- The workforce team will be working across a mixed portfolio of work and some priorities will need time to scope and plan in detail to ensure deliverables meet our system level needs.

# Workforce – Delivering the Strategy

We will deliver against our “Live” People Strategy by working through our governance and partnerships



Delivery against this strategy will be based on prioritisation against 4 tests:

- The size of the opportunity
- The need for collaboration
- Feasibility
- Strategic coherence.

This strategy will be delivered by:

- 1) Collaboration - Aggregation of assets and potential for driving economies of scale across partner organisations.
- 2) Convening - Bringing people together across the sector Create a dynamic for unusual pairings and for working across boundaries in new ways
- 3) Capability - Building expertise such as workforce planning and transformation inc new roles, education, leadership development at all levels and talent management.
- 4) Capacity - Establish the right level of resource to enable and support the clinical programmes and partner organisations to deliver on their priorities and transformation agenda.
- 5) Commissioning - Provide funding to deliver on certain requirements and commission expertise from within our SEL assets or from other organisations.
- 6) Change - Delivery of consistent approach to planning to drive change. This will enable the sustainable adoption of new care models; ways of working and ways of being.

# Workforce - Our vision and objectives

## Our vision

Where are we trying to get to? What would good look like in 5 years time?

- We want South East London to be a diverse, joyful and vibrant place where our skilled “one workforce” are supported to live healthy working lives and empowered and encouraged to collaborate across our partners making a difference to the lives of people our communities.
- We are committed to show a measurable difference in workforce supply, staff retention and transition to new ways of working across boundaries to support population health

## Our key objectives – what we want to achieve over the next five years

**People strategy 2023-2028:** Delivering new and integrated models of care will impact on how we recruit, develop and retain our people. Our People Strategy outlines our commitment to supporting transformation and retention of our “One workforce” for the South East London Integrated Care System, looking across health and care. To achieve this, five interlinked priorities are set out, recognising the value of activity undertaken at every level, including across the system, within partnerships and by organisations; these are:

- Strategic workforce planning to grow the workforce for the future, with integrated system planning to support transformation, driven by data analytics.
- Driving strategic training and education to develop our people and manage talent, with targeted investment in workforce development and up-skilling to meet our strategic vision.
- Promoting south east London as a great place to work, with good jobs for local people which support broader social and economic development.
- Embedding a culture of inclusion and wellbeing and creating a great experience for staff.
- Enabling innovation by leading workforce transformation and new ways of working.

Place level planning and partnership working is central to our People Strategy. Priorities for workforce planning and transformation at place level relates to our system response to the Fuller Review and the development of integrated MDTs (harnessing the NHS, local authority and voluntary and community sector workforce), working to support the needs of our population, with the neighbourhood driven focus enabling us to target resources to best meet need and reduce inequalities. Our planned investment in community-based care will further support the development of an integrated workforce to drive the agreed integrated care strategy and Joint Forward View priorities, all of which link back to our understanding of population health need and inequalities in access, experience and outcome. Each Local Care Partnership is developing a Delivery Plan that will include key steps to addressing these objectives

As a workforce programme we are committed to avoid duplication, ensure value for money and work in collaboration. A named team member will forge a link to each Borough.

Specific actions against workforce programme priorities will be set against the 4 tests set out within the ICP strategy namely: The size of the opportunity, need for collaboration, feasibility and strategic coherence. In addition, actions will also be linked to National requirements, regional collaboration and the requirement to support operational pressures. A key priority is to support financial recovery work across the system.

## Our priority actions – what we will do

1

### **Strategic Workforce Planning**

Growing the workforce for the future, and enabling adequate workforce supply  
To ensure evidence based decision making supports investment in workforce growth and transformation

2

### **Driving Education and Training**

Educating, training and developing people, and managing talent  
To strategically plan education to address future workforce gaps and requirements of new roles and ways of working

3

### **Promoting SEL as a great place to work**

To support recruitment and retention of staff by promoting SEL as the best place to work

4

### **Embedding a Culture of Inclusion and Well-being**

To provide staff health and well being and inclusivity support to our 'one workforce' across all sectors in SEL

5

### **Enabling Innovation**

Leading workforce transformation and new ways of working

## Strategic Workforce Planning

- Growing the workforce for the future, and enabling adequate workforce supply
- To ensure evidence based decision making supports investment in workforce growth and transformation

### How we will secure delivery

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- Develop our reporting and risk mitigation to secure workforce supply. A bi-annual plan will continue to be delivered.
- Supporting all provider collaboratives (Acute, Community, Mental Health and Primary Care)
- A multi-stranded approach to workforce Planning. Setting foundations for data sharing and progressing towards automated digital solutions aligned to National data sets, supporting one version of the truth
- Continual focus on the triangulation of workforce, service activity and finance
- To assess productivity metrics in line with National guidance and develop options for supporting providers to make improvements as needed
- Learn from funded integrated workforce planning pilots in Primary Care, the Acute Provider Collaborative and others as they emerge.

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- To work towards integrated planning approaches that will have long term benefit and align to national sources.
- To develop consistent methodology in collecting and reporting workforce data, with regional and national benchmarking
- Delivery of workforce intelligence to identify and address workforce gaps across Primary Care, Acute Care and Social Care
- Develop long term skills-based planning supporting new roles

### Intended outcomes in 5 years time

- Integrated workforce planning across Health and Care delivering accurate data and analytics to drive investment, report on workforce supply risks and develop mitigation plans.
- All sectors will be covered
- Workforce gaps will be viewed by integrated care pathways

## Driving Education and Training

- Educating, training and developing people, and managing talent
- To strategically plan education to address future workforce gaps and requirements of new roles and ways of working

### How we will secure delivery

Actions  
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- To deliver against a comprehensive, co-designed education strategy and start implementation; setting the foundations for supporting the LTWP
- Work with educational institutions, local councils and place leads to develop and expand training and placement opportunities. To deliver specific educational and training material to support recruitment of local people into “good work” (paid at London Living wage) through the Health and Care Jobs Hub
- Educational support required to develop community and neighbourhood-based teams to be further explored and developed working with partners to respond to needs of Primary Care, Mental Health and Place based leads.
- Continue strategic investment in workforce development funding connected to the LTWP if received from NHSE and others and active engagement to secure further regional resource.

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- Continuation of work to support delivery against LTWP targets
- Targeted action plans by profession and Multidisciplinary teams with a focus on National shortage professions and new ways of working
- Support action on medical education to address known changes to the pipeline and the need to support non-traditional training routes and widening participation
- Increasing accessibility to shared educational resources with a particular focus on smaller organisations, Social Care and Voluntary sector
- Design and delivery of new education offers to support priorities and new roles

### Intended outcomes in 5 years time

- All our “one workforce” have a development plan and opportunities for access to multi-disciplinary training offers. Integrated care is embedded within everyone’s career planning



# Workforce priority action 3 – promoting SEL as a great place to work

## Promoting SEL as a great place to work

- Creating good jobs for local people supporting broader social and economic development
- To support recruitment and retention of staff by promoting SEL as the best place to work
- Deliver against the Anchor agenda and commitment to support social value

## How we will secure delivery

- To ensure promotion of SEL forms part of a robust recruitment and retention strategy underpinned by data and intelligence highlighting workforce gaps
- Implementation of the “Health and Care Jobs Hub “ with funding secured from the Greater London Authority (GLA) which will support the following:
  - Delivering a SEL marketing strategy with a co-ordinated recruitment campaign with a specific focus on smaller organisations
  - Community engagement to understand and address barriers to employment
  - Actively supporting widening participation
  - Focussed work on activities that can be sustained beyond the GLA contract, that support the pledges made as an Anchor Alliance on access to work.
- Increase utilisation of Apprenticeships supported through the newly established Apprenticeship Steering Group
- Mental Health Competency framework previously developed to be promoted on the ICS website and support for utilisation continued
- Targeted actions supporting Place, with a strategic commitment to levelling up and support to establish Place workforce fora linked to the ICS People Board
- Delivery of SEL wide Employee Value Proposition with collaboration from partners and organisations across the system

- Expansion of all of the above
- Secure new investment to extend the Health and Care Jobs Hub further to evaluation (Funding from GLA ceases in 2025)

## Intended outcomes in 5 years time

- Our integrated vacancy rate stabilises with annual improvements set by profession; and with an increased number of staff are recruited from our local communities
- Vacancy rates will be reduced by up to 1% for all professions
- Staff are actively recruited from our local communities or under-represented groups (the definition of underrepresented groups will vary by sector and staff group) utilising improved recruitment practices based on learnings from the SEL Health and Care Jobs Hub

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# Workforce priority action 4 – Embedding a culture of inclusion and well-being

## Embedding a Culture of Inclusion and Well-being

- Delivery of a staff retention strategy
- Supporting inclusion and belonging for all, and creating a great experience for staff
- To provide staff health and well-being and inclusivity support to our 'one workforce' across SEL workforce

### How we will secure delivery

- SEL are a People Promise Exemplar site and are taking action to improve staff retention through supporting flexible working, career progression and reward and recognition. 4 out of 5 SEL NHS Trusts are now exemplar sites and will continue oversight of Provider level activity which will enable planning future actions.
- Complete pilot in progress for SEL trusts and work through recommendations for flexible working and implementation of new rosters demonstrating staff satisfaction and efficiency savings
- Implement recommendations from engagement exercise to establish SHWB offer in primary care and social care workforce in SEL. This includes delivery of pilot to extend EAP services these areas, and creating a repository of wellbeing resources for all to access.
- Gather and share impact and learning from investments to reduce violence, abuse and aggression towards staff, including Violence Reduction Officer roles.
- Delivery of refreshed SEL EDI priorities, agreed by the Senior Responsible Officer (SRO) and revived SEL EDI committee, with a focus on creating an engaged community across our diverse SEL workforce, motivated and inspired to drive change.
- Delivery of priorities established by newly created SEL OD collaborative, including a SEL wide line management development offer and defining SEL wide approaches and framework for talent management, ensuring inclusion and wellbeing principles are considered in building capability of managers and leaders
- To work with the Anchor Alliance to better understand barriers to employment and actively engage with the Voluntary sector to support local recruitment; funding has been secured through NHSE for project work where the Workforce Programme will contribute as partners.

- Embedding culture of compassionate leadership
- To support leadership and expanding collaboration across boundaries

### Intended outcomes in 5 years time

- Our integrated retention rate stabilises with an improvement of 2% by 2025 aligned to national targets; noting that staff turnover is high in London c. 17%
- Our diverse population profile is represented at all levels
- The workforce is more representative of the community it serves

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## Enabling Innovation

- Leading workforce transformation and new ways of working
- To embed innovation throughout our system workforce plans and work with Partners to deliver dynamic services and create future focused employment opportunities

### How we will secure delivery

- Deliver an Innovation plan spanning productivity, new roles, ways of working, digital & automation, aligned to reform theme of the LTWFP
- Complete our EAP at scale commissioning and phase 1 of the OH services collaboration to move towards a SEL model (initially APC Trusts, ICB and BHC)
- Promote and support adoption of new roles and new ways of working with a focus on community-based roles and linked the AHP Council and Community Provider Network
- Continue to deliver support, retention and upskilling activities to enable Virtual Ward (VW) implementation and expansion across SEL. Develop medium term solutions to workforce implications of VW as integrated part of community and social care workforce priorities and plans.
- Support operationalising hybrid working across Health and Care
- Complete phase 1 of the Acute Provider project to reduce the demand for Agency Registered Mental Health Nurses (RMN) with solutions to optimise patient care.
- Identify and develop additional workforce productivity interventions and transformation (e.g. linked to Bank and Agency demand) , informed by further exploration of system productivity opportunities.
- Support the collation of digital, data and technology workforce census data working in collaboration with the ICB Digital lead as a new area of strategic workforce planning.
- Form new partnerships and create new investment opportunities by working with external private sector organisations and charities in areas linked to key ICS workforce risks

### Intended outcomes in 5 years time

- Spread and scale of high impact actions supporting integrated care, closer to home.
- Investments in AI and digital solutions to address workforce gaps and support workforce productivity
- The People Strategy is aligned to the digital strategy with action taken to support digital upskilling and capability across the system for the current and future workforce and in collaboration with key partners including Kings Health Partners, NHSE, ICB, HIN and providers.

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- To support system readiness for operational change e.g. anticipatory medicine
- Develop an approach to enhance workforce capability for prevention and population health promotion
- Support the expansion of technology enabled care and digital solutions with a focus on the workforce opportunities and implications.

## Acute care

Workforce programme are working with the Acute Provider Collaborative (APC) through the formal governance of the APC CPO group (executive advisory group). A work programme is set to ensure APC service priorities are supported by CPO led high impact actions on things like bank and agency rates, job planning and staff movement across Trusts. In addition, this group will direct further work required to drive workforce transformation. Workforce planning is also being further developed to identify gaps and mitigate against risks to workforce supply.

## MH/LDA

Baseline work was conducted to understand community Mental Health services and a mental health competency framework was developed to support recruitment and career progression for staff working in mental health services. Work is now in progress to communicate this competency framework on the ICB website and the digital portal being set up to support recruitment.

Bespoke, dedicated support to one of our two mental health providers in underway to enable the development of a 5 year workforce plan. It is well understood that further work is required to dedicate support and investment to address all Mental Health services and integrated teams within *each borough*.

## Community care

Care in the community utilising our “one workforce” across Health and Care is fundamental to our People Strategy. Our case for change points to inequalities that exist across SEL boroughs and the key priority for care close to home. We are engaging with partners that form our “Community Collaborative” to support system and place level action to address key challenges such as shortages in community specialist nurses and AHPs. Social Care is a high priority and investment has been made in planning support for the Home Care workforce and also in education to support discharge. Plans to sustain the SEL Social Care Nursing Workforce lead roles established in 23/24 in consideration.

## Primary care

Our People Strategy acknowledges the fundamental need to support Primary Care, with limited workforce growth in traditional roles, and the need for focussed action on neighbourhood based teams and the vision set out in the Fuller Report. Strategic planning for Primary Care and effective utilisation of AARS and other new roles will be explored. Practical ways of enhancing recruitment and retention of AARS roles is a priority. The implementation plan for the Health and Care Jobs Hub features actions directed at Primary Care. It is also a priority to support smaller organisations, neighbourhood based integrated teams and engage with voluntary sector.

## Key pathway transformation programmes

Borough based transformation programmes will be further developed through engagement and joint working with Borough Leads. Initial review of LCPs was conducted in 2023 and an investment of £90K made across 6 boroughs to contribute to work already planned to support the workforce agenda. This review concluded that there is the need for on-going engagement through the set governance, allowing a response to borough based need that adds to existing strategies and work in progress. The People Strategy is committed to focussed action on levelling up across SEL. Team resource from the Workforce Programme has been aligned to each Borough to support collaborative working and will support the newly established Neighbourhood based Care Board. Place based and led workforce networks are being established, strengthening links to the ICS People Board.