



Bassetlaw Integrated Care Partnership: Workforce Strategy 2019-2021



1. Introduction and Context

The Integrated Care Partnership (ICP) in Bassetlaw is a partnership of chief executives and senior leaders from BCVS, Bassetlaw District Council, Bassetlaw NHS CCG, Doncaster and Bassetlaw Hospitals NHS Trust, Healthwatch, Nottinghamshire County Council, Nottinghamshire Healthcare NHS Foundation Trust and three Primary Care Networks.

The Bassetlaw Place Plan is the document which sets out the vision for the Bassetlaw Integrated Care Partnership. **The ICP will deliver improvement in experiences, health and wellbeing for Bassetlaw citizens by 2021, through simpler, integrated, responsive and well understood services which ensure people get the right support at the right time.** This will support local people to stay well in their own homes and communities.

The Place Plan identifies securing sustainable and effective and effective services as one of Bassetlaw's health and wellbeing priorities, with the health and care workforce critical to this. As such, the Bassetlaw ICP's workforce work stream group – a partnership of motivated and committed workforce professionals from across the NHS, local government and third sector – has identified its priorities for collective action over the next 3 years which are set out in this document.

We know that Bassetlaw shares many of the challenges faced across the country - workforce growth has not kept up with the increasing demands on the NHS and other health and care services; an aging workforce; insufficiency of the right people with the right experience and qualifications to meet growing and changing need; and staff leaving due to workload pressures and other employment issues.

However new Primary Care Networks and ambitious developments nationally and as part of South Yorkshire and Bassetlaw Integrated Care System (ICS) present exiting opportunities to respond to such challenges . Section 2 of this documents sets out how the action of the place-based Workforce Group will complement and support work happening at neighbourhood, integrated care system (ICS) and national levels.

Sections 3 to 5 describe the actions that the Bassetlaw partners will take, some in the short term and some over the years to come, to deliver against the priorities for this strategy, which are to:

- i. Attract new workers, from current and future generations of working adults, into priority health, care and support careers;
- ii. Develop existing talent into new and existing roles;
- iii. Retain the workforce, making Bassetlaw health and care partners local employers of choice.



Karen Barnard

Director of People and Organisational Development at Doncaster and Bassetlaw Teaching Hospitals NHS Foundation Trust, and Chair of the ICP Workforce Work Stream

2. Workforce priorities for the Bassetlaw Place

The Bassetlaw ICP Workforce Work Stream Group is focused on delivering workforce priorities which are best delivered at 'place' – to reduce duplication, and complement developments happening at national, system and neighbourhood population levels.

The NHS Long Term Plan (2019) identifies national actions and priorities, including:

- expanding the number of nursing and other undergraduate places, including funding;
- Backing new routes into nursing and other disciplines, including apprenticeships, nursing associates, online qualification, and 'earn and learn' support;
- Expanding international recruitment;
- Incentivising recruitment into hard-to-recruit specialities;
- improving the mental health and wellbeing of the workforce;
- Establish new NHS career pathways.

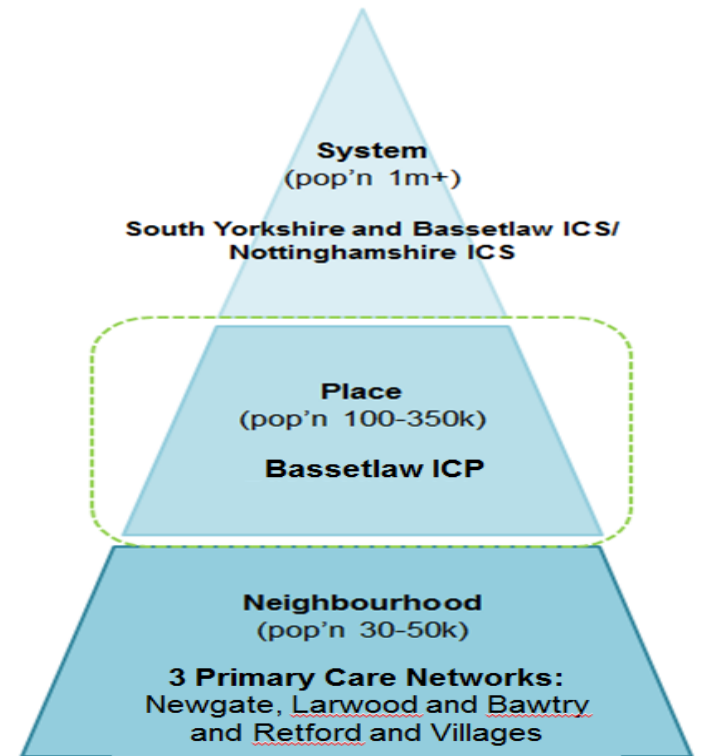
These priorities have been further developed in the NHS 'Interim People Plan'. The plan includes how to make the NHS the best place to work; improve leadership culture; addressing urgent workforce issues in nursing; delivering 21st century care; and a new operating model for workforce.

At system level, the South Yorkshire and Bassetlaw ICS (SYBICS), and Health Education England (HEE) have established a Workforce Hub. The Hub is facilitating advanced practice, provides an excellence centre for workers in bands 1 to 4 and for primary care training, and is recruiting advanced practitioners.

Primary Care Networks are profiling their workforce future need, and pioneering new ways of providing integrated and multi-disciplinary care for local populations, such as for young people's mental health, frail elderly and dementia patients, management of pain and first contact practitioner models.

At place population level, Bassetlaw partners have identified the following priorities which by working together across services and sectors, the greatest impact can be achieved for the local workforce. This strategy sets out how collaboratively Bassetlaw organisations will:

- i. Attract new workers, from current and future generations of working adults, into priority health and care careers;
- ii. Develop existing talent into new and existing roles;
- iii. Retain the workforce, making Bassetlaw health and care partners local employers of choice.



Health improvement populations

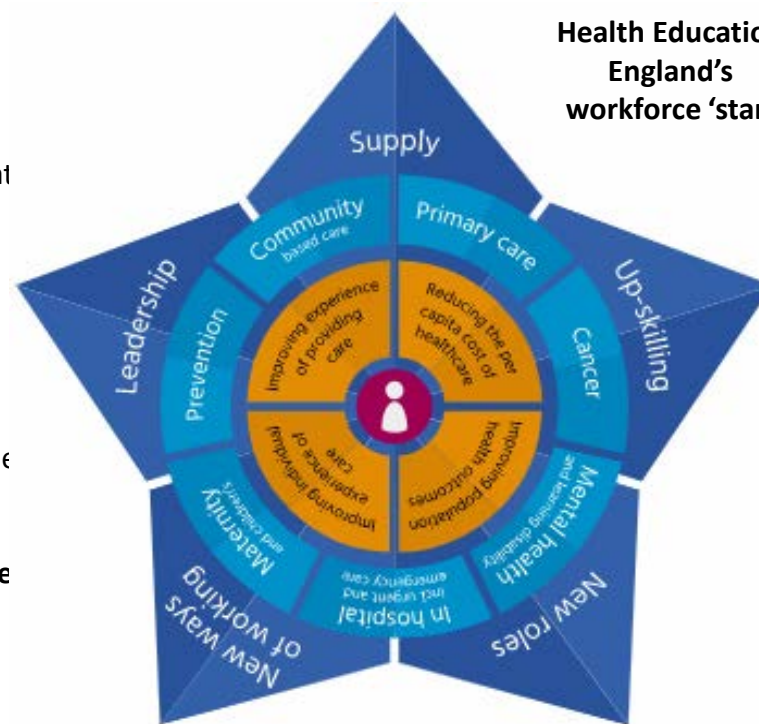
3. Attracting a new health, care and support workforce

The NHS is the largest employer in the country. However, the NHS workforce does not have enough capacity to meet demand, and employers in Bassetlaw in the health and care sector are facing a recruitment challenge. Increasingly, areas which share a border are competing for a limited supply of the right labour. As such working at system level is critical, in addition to ensuring the Bassetlaw is an employer of choice, so that the right health and care workforce is attracted to work in the area.

The next generation of working age adults are key to meeting the current and future workforce challenges, and attracting children and young people into health and care careers is a priority. Therefore, the workforce Work Stream Group will **work with schools, further education (FE) and other partners, as a critical partner in the Bassetlaw Employment and Skills Board to promote health and care careers, and attract young people into the roles of the future.** The South Yorkshire and Bassetlaw Integrated Care System has also established a schools engagement team. **Bassetlaw will work with the schools engagement team to optimise working at system level to attract new talent, and to track progress and routes for young people.**

Having access to the right qualifications is also a priority. As such, partners will **work with schools and FE to ensure the right level 2 and 3 qualifications are available, and meet the needs of students.** For higher education, Bassetlaw young people are currently required to leave the district to train. As such, Bassetlaw partners will **develop new and progressive relationships with the universities locally, to secure level 4 and above qualification provision for health and care careers within Bassetlaw, through a variety of routes.**

Health Education
England's
workforce 'star'



We also recognise that there is untapped potential within the current population of existing working age adults, including disadvantaged groups. Positive action will be taken to **promote and attract such adults into health and care careers, such as through adult apprenticeships.** Furthermore, where adults need support to be work-ready, Bassetlaw partners will **collaborate with local employment initiatives such as Building Better Opportunities, Working Win and via the Department of Work and Pensions.**

4. Developing existing talent

Developments such as the Primary Care Networks (PCNs) offer unprecedented opportunities for creating clear and agile career pathways for Bassetlaw people in health and care services, working as part of a multi-disciplinary team.

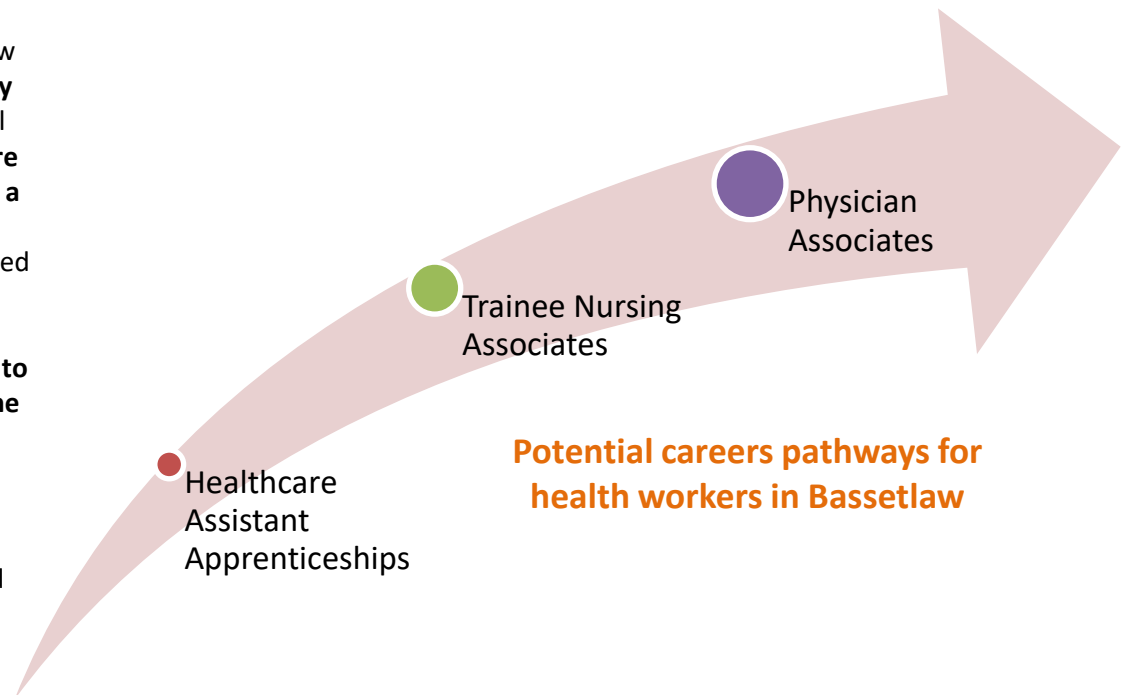
As such, the creation of, and enablement of people into, a new and diverse range of roles, including in primary care and in specialist areas, and areas of shortage, such as the Emergency Department (ED), paediatrics and others is priority for the Workforce Work Stream Group. Working together, Bassetlaw partners will **establish and fill healthcare assistant apprenticeships, and trainee nursing associates roles. Furthermore, more Nurse Practitioners will be recruited in acute services, and PCNs, and Allied Health Professional and social care roles will be developed and recruited to.**

Under their new contract, there are provisions for PCNs to employ a range of clinical staff including pharmacists, physios, physician associates, paramedic and social prescribers. **PCNs will prioritise identifying their workforce needs, and developing new skill mix within their teams**, to meet future demands for services. Supported by the SYB Workforce Hub, a practice nurse pilot will start in Autumn, to support newly qualified nurses with a 12 month training scheme. **The practice nurse pilot will be developed with the new PCNs**, for local implementation.

Enabling work experience is critical to developing talent from the district's local universities. Bassetlaw will work with ICS **to increase placement capacity by 7% across a range of clinical professions.** There will also be a focus on the workforce of **the district's care homes, and NHS services, through development of a sector-based work academy** to support individuals who may have gaps in employment or be unemployed with an opportunity to get back into work.

Opportunities to **use existing resources better, and to make better use of digital technology to support the workforce** will be exploited. This will include use of digital training tools, such as ECHO, and sharing of training between agencies.

Bassetlaw will locate these local developments, and align and complement them, within system developments, to ensure best use is made of the Bassetlaw £ and resources.



5. Retaining the workforce

Bassetlaw partners recognise that the quality of people's experience as a member of the local health and care workforce is influenced by far more than their pay and terms and conditions, which in the case of the NHS are determined nationally. Mental ill health is one of the key reasons for sickness absence. Promoting flexibility, wellbeing and career development, and redoubling efforts to address discrimination, violence, bullying and harassment are priorities for the NHS' new 'Chief People Officer'. There is also much that can be done locally. As such, a priority in Bassetlaw is **giving the health and care workforce the best possible experience in their roles.**

We will, both as a workforce work stream group and as the individual component organisations, commit to:

- **Investing time and resources in employee wellbeing**, so that whether someone works in primary care, voluntary sector or an NHS trust, they have access to wellbeing support to build resilience;
- **Recognising achievement and effort**, through individual performance management processes, organisational recognition schemes, and a new Better in Bassetlaw excellence initiative;
- **Developing the skills and competence of leaders and managers** across the Bassetlaw place, through training and organisational development;
- **Ensuring service leaders plan intelligently for sufficiency of staff** on all shifts so that staffing levels are safe and sustainable;



- **Engaging and responding to the views and insights of the Bassetlaw workforce** in shaping priorities and service developments;
- **Flexible working policies**, that achieve the best possible balance of service needs and the home lives of staff;
- **Provision of training and development** opportunities for staff at all levels, working with SYB Workforce Hub.
- **Tackling violence, bullying and harassment** within all workplaces.

#Better in Bassetlaw

Approved by the Bassetlaw Integrated Care
Partnership Board, August 2019

For more information visit
www.betterinbassetlaw.co.uk

