



Humber and North Yorkshire
Health and Care Partnership

People and Workforce Strategy: progress and learning to date

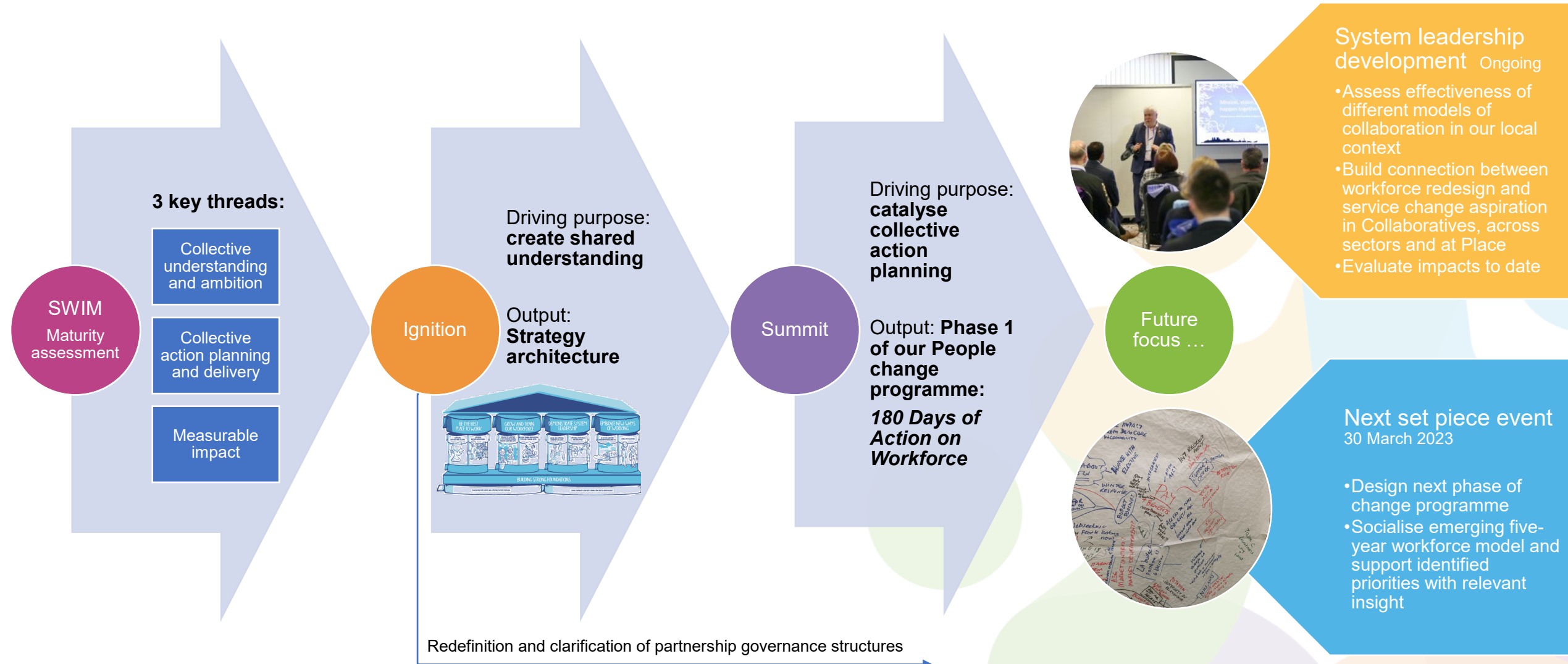
January 2023

Our People Strategy: a long-term architecture for the People challenge

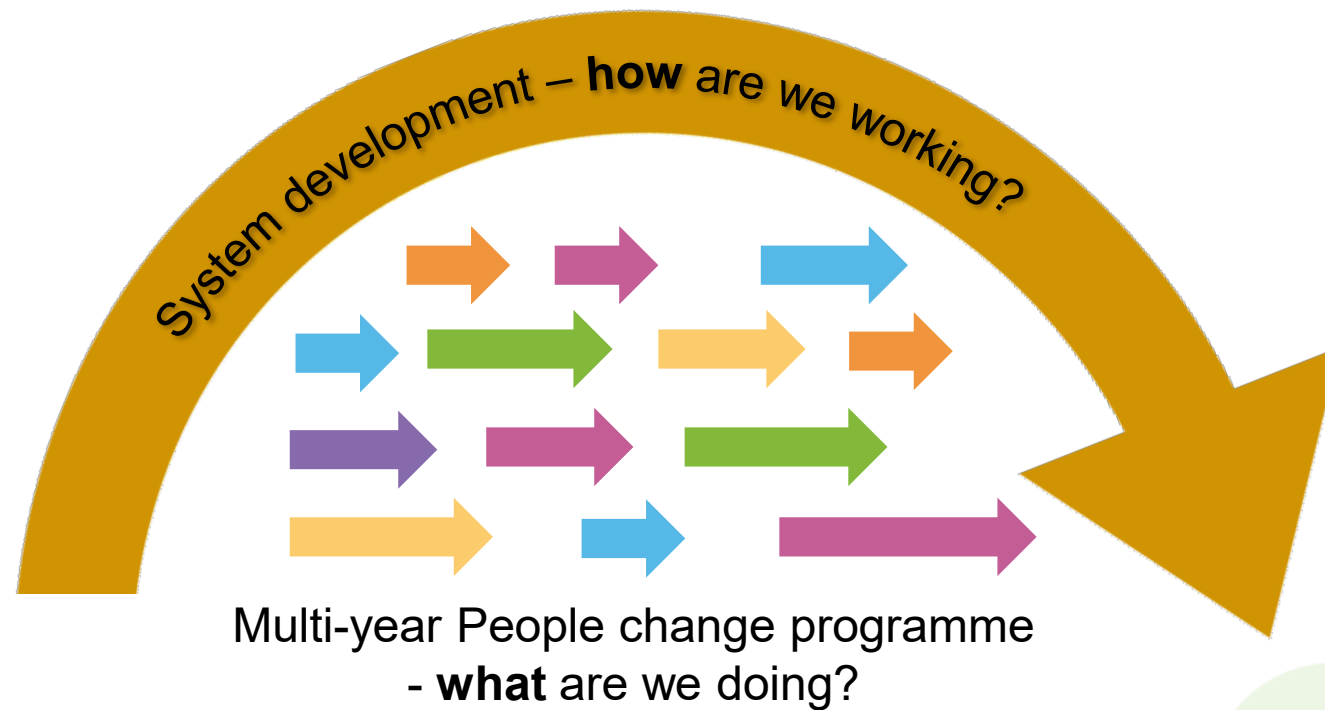
- Our Strategy House sets out how our leadership community is organising its collaborative thinking and planning around People and Workforce
- We are designing and delivering our change programme in phases, hanging each phase onto the 'hooks' set out in our Strategy House
- Phase 1 – 180 Days of Action on Workforce – will come to an end on 31st March
- Today we'll look back at progress and learning so far - and also start to consider what might come next



From strategy to delivery



Creating System change – how and who



Long term System development via

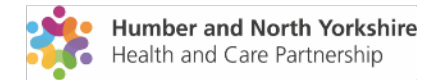
- Distributed leadership – sharing control, responsibility and risk
- Developing leaders as individuals and as a community
- Recognising and developing the key role of the convenor as a catalyst

Supported by and achieved through collaborative delivery of change projects, selected tactically for impact, timeliness, momentum and shared interest.



180 days of action on workforce Oct 22 - Mar 23

Programme outline



Making HNY a better place to live and work										
Strategy pillar	Be the Best Place to Work		Grow and train our workforce		Demonstrate system leadership		Embrace new ways of working		Building strong foundations	
Strategy sub-pillar	Supporting staff health and wellbeing	Supporting inclusion and belonging	Growing the workforce of the future and ensuring adequate workforce supply	Educating, training and developing people and managing talent	Valuing and supporting leadership at all levels	Supporting system design and development	All sectors workforce transformation including VCSE	Carers and volunteers	Transforming People Services and supporting the People profession	Leading coordinated workforce planning using analysis and intelligence
180 day workstream	Supporting Inclusion and Wellbeing		Ethical international recruitment	One system, learning together	Upskilling leaders for retention		Care at Home workforce redesign	Volunteers at the heart of the system	One system, recruiting together	Telling the People story
SRO	Paul Hagan, University of Hull		Nigel Wells, HNY ICB – broader IR agenda; Mike Reeve, Navigo - Kerala	Jacqui Laycock, CHCP	Claire Hansen, HASR		Jamaila Hussain, York CC – York and N Yorks Tracy Meyerhoff, Hull CC - Humber	Alison Semmence, York CVS	Stephen Eames, HNY ICB	Simon Nearney, HUTH
Convenor	Emma Marshall		Katy Marshall	Wyn Jones (HEE)	Simon Dunn		Rachel Baillie Smith	Gary Sainty	Emma Kirkwood	Simon Dunn
Task and finish high level brief	<ul style="list-style-type: none">Scoping cost of living support offers across the SystemResearching inclusion and wellbeing best practiceCollaboratively promoting Black History and Disability Awareness monthsConsolidating system-wide coaching opportunities		<ul style="list-style-type: none">Developing principles for ethical international recruitmentUnderstanding demand priorities for international recruitsDelivering the Kerala partnership	<ul style="list-style-type: none">Creating a comprehensive view of training and education available to people working across the SystemIdentifying access issues and prioritising areas for resolution	<ul style="list-style-type: none">Using qualitative and quantitative data to identify specific areas of retention good practice and challenge System-wideSupporting leaders to consider their retention challenges and design local solutions		<ul style="list-style-type: none">Accelerating delivery of a new concept for Care at Home in neighbourhood teams, combining social care and preventionDeveloping and testing an innovative recruitment model, taking care to value and retain existing staff	<ul style="list-style-type: none">Engaging both volunteers and volunteer managers to scope the experiences and processes currently in place to recruit, manage and retain volunteersDeveloping shared principles for volunteering and developing a proposal for a single volunteer hub	<ul style="list-style-type: none">Building a shared vision for a single System-wide recruitment front door to enable rapid access into and between rolesDeveloping a costed business case and securing funding	<ul style="list-style-type: none">Creating a shared five-year view of the future System workforce in shape and sizeEnabling access and consensus to ensure this story is at the heart of workforce planning across the System

180 days of action on workforce

Oct 22 - Mar 23

	Progress to date	Learning points	Potential future direction?
Supporting inclusion and wellbeing	Workforce wellbeing assessment in progress due end Jan 23	The moral case for inclusion, health and wellbeing interventions is recognised, but the business case must be articulated more clearly	Develop our Best Place to Work Manifesto?
Ethical International Recruitment	Kerala careers fayre generated c700 conditional offers; focus now on securing contracts and offering excellent pastoral care	Trust between partner organisations is building and needs to be protected and grown	Develop our Inclusive Careers plan – focusing on health equality impact?
One System, learning together	Initial steps taken towards a single platform for education and learning information and signposting	Multiple existing offers and communication platforms exist; streamlining into a System offer takes patience, negotiation and flexibility	Develop our Education and Learning Strategy?
Upskilling leaders for retention	Range of quick-win, medium and long-term retention improvement actions identified and in train	Workforce projects are necessarily interrelated; retention, attendance and productivity benefits are and will be the result of becoming a better place to work	Develop our Health and Care Leaders Compact?
Care at Home workforce redesign	Integrated scope of service collectively defined; existing innovation captured and mapped and key themes for future collaborative design identified	Multiple groups and structures are working simultaneously on the same problems – we must be willing to work with leadership in multiple places and forums	Develop our Workforce Redesign Priorities with Collaboratives and Places?
Volunteers at the heart of the System	Commission for volunteer management hub design work published	The will to organise services in an integrated way is there; we need to equip staff at all levels with the understanding and tools to do it well	Develop our Blended Workforce Toolkit for integrated deployment of paid staff, volunteers and carers?
One System, recruiting together	Projects include NHS Jobs replacement, securing whole System remit for Indeed contract, and care at home recruitment campaign linked to C@HWR group above	We must be skilled in balancing practical quick wins with making progress towards long term strategic change	Develop System recruitment family branding to indicate direction of travel?
Telling the People story	Detailed data pack produced; narrative interpretation being gathered from partners and synthesised	Developing an output is easy; developing an output with broad buy-in and consensus is the challenge!	Further develop our Multi-year Workforce Model to include VCSE?



Humber and North Yorkshire
Health and Care Partnership

Thank You

