



**Humber and North Yorkshire**  
Health and Care Partnership

# People update

## May 2023





Humber and North Yorkshire  
Health and Care Partnership

# Introducing our 2023/24 workforce transformation programme



## Humberside and North Yorkshire Health and Care Partnership



# 23/24 firm foundations

- 180 Days learning and identified next steps
- Road test of potential priority themes via a colleague survey
- Partner summit 26<sup>th</sup> April to workshop outcomes and actions by theme
- Hanging our 23/24 priorities back on our strategy 'coat pegs'
- Clarifying our core governance for medium term activities





# Workforce Summit

April 26 2023

#HNYWorkforceSummit

Share Back

please tweet!

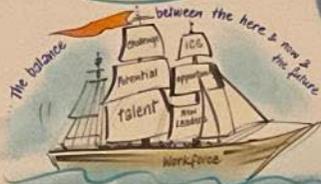
Welcome!  
So... what is the ICS for?



expectancy & mortality across Yorkshire & Humberside for the many people we serve

Thinking & working DIFFERENTLY...

We've steadied the ship AND rocked the boat!



## 180 Days!

It's been really productive:

- ICB, not NHS
- 180 Days in numbers:
  - multi-year workforce model
  - cross-system discussion panels on race & disability to improve retention into the future
  - Task & Finish Groups from the system
  - 17 financial advice sessions
  - 60+ bookings for financial wellbeing support on factors influencing retention

Today we're designing the next 12 months 2023 - 2024  
Let's make it achievable!

& now for Open Space - you have 7 stations to choose from... & go!

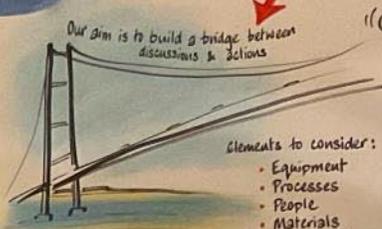
### SO WHAT? WHAT NOW? SHARE BACK TIME...

Embracing discomfort through growth

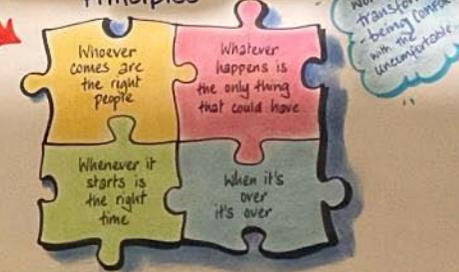
- Terms, conditions & salary
- Building a new CULTURE
- Retention: keep people in the system?
- People travel great distances when there's work right here!
- There's aggressive marketing to recruit people
- How do we connect the different organisations?
- Inclusive recruitment
- Could we use bank as a talent pipeline?
- Can we have preventative offers in place?
- There's a real desire to work collaboratively
- A systemic problem with inclusion, a moral & legal issue
- Recognising we can up skill people - entry level to director!
- Succession planning across partners
- Protected Time & Cost of Living
- Local knowledge is key
- Support & well-being is different post covid
- How do we make it easy for people to move?
- Systems can stifle creativity
- There's an absence of a recognised pathway
- Time to time hire & time hire interviews, how about flexible interviews?
- Leaders carrying the Ombuds
- Transparency in funding
- We've become more fragmented - re-connect?
- A consistent approach in working collectively
- Flexibility
- Local knowledge is key

- ### Our 7 Transformation programme themes:
- Inclusive leadership, succession planning & talent management
  - Transformation in equality, diversity & inclusion
  - Enabling colleague movement across the system
  - Creating a shared, system wide well-being offer, covering mental, physical & occupational health
  - Children's & young people's workforce redesign
  - Inclusive careers, education & training
  - Temporary workforce, agency & bank

## From discussion to Action!



### 4 Principles



- Elements to consider:
- Equipment
  - Processes
  - People
  - Materials
  - Environment
  - Management

Never doubt that a small group of committed citizens can change the world, indeed, it's the only thing that ever has. Margaret Mead

It's really important we make our changes in context. This is a good opportunity, we need to work out a plan with the right people - we'll take this forward...

Everyone wants to be part of a working group. There's scoping to be done. Ground leadership offers & pilot schemes.

Creating an effective workforce who are happy & confident in what they do & want to do... Not forgetting the existing workforce, how to develop them & talent spot. Share good practice. Qualifications for existing carers.

No-one came to look at transformation in equality, diversity & inclusion. Was that because we've already got it right? No! We run the risk of it becoming nobody's job. This is a thread that runs through EVERYTHING! We have a moral imperative to be an inclusive led programme. Let's make the golden thread visible.

Let's have a CHANGE of MINDSET! Bank working as a really viable career choice. An equitable employment experience. Let's mobilise the system with innovative ideas this year!

A hybrid look at well-being & a need for wider voices to come together. Does well-being sit on it's own, or across all groups & areas of work? Specific action. Communication & scoping of what's already in place. Does everybody who needs to know, know about it? Answer: No!

Access to online programmes, while being aware of digital exclusion. We need to test what we're all doing, there are some definite overlaps.

Develop our own people! We talked about work passports & flexible working passports & frustrations with ICB, when you can't bring your own specialist equipment (e.g. chairs) to another department. We need a working group to 'dig deep' - who in your organisation is willing to help us with different thoughts & ideas?

We need your ENERGY & COMMITMENT to drive this forward!

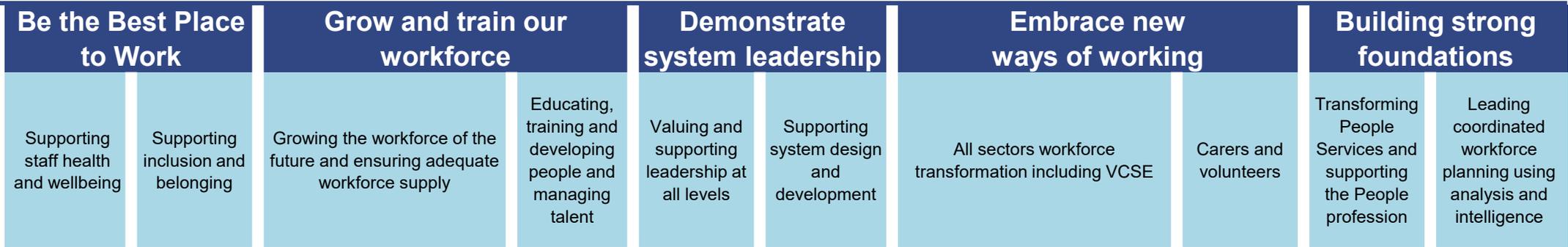
# 23/24 programme in context

Our shared goal

## Making Humber and North Yorkshire a better place to live and work



Our People strategy



Our 2023/24 workforce transformation programme

New for 2023/24

Inclusive health and care careers

Flexible workforce: agency and bank

Leadership, talent and succession

OD Lab for system effectiveness

Children's and young people's workforce redesign

Oral health workforce redesign

Enabling colleague movement

Continuing from 2022/23

Stay and thrive: retaining our staff

Care at Home workforce redesign

Volunteers at the heart of the system

One system, recruiting together



Our core workforce governance

Workforce Health and Wellbeing Sub-committee

Whole system intersectional Inclusion Assembly

Ethical International Recruitment Sub-Committee

Education and Training Sub-Committee

York and North Yorkshire Workforce Group

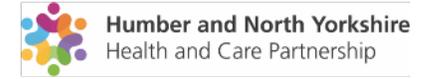
Humber Workforce Group

People Story Sub-Committee



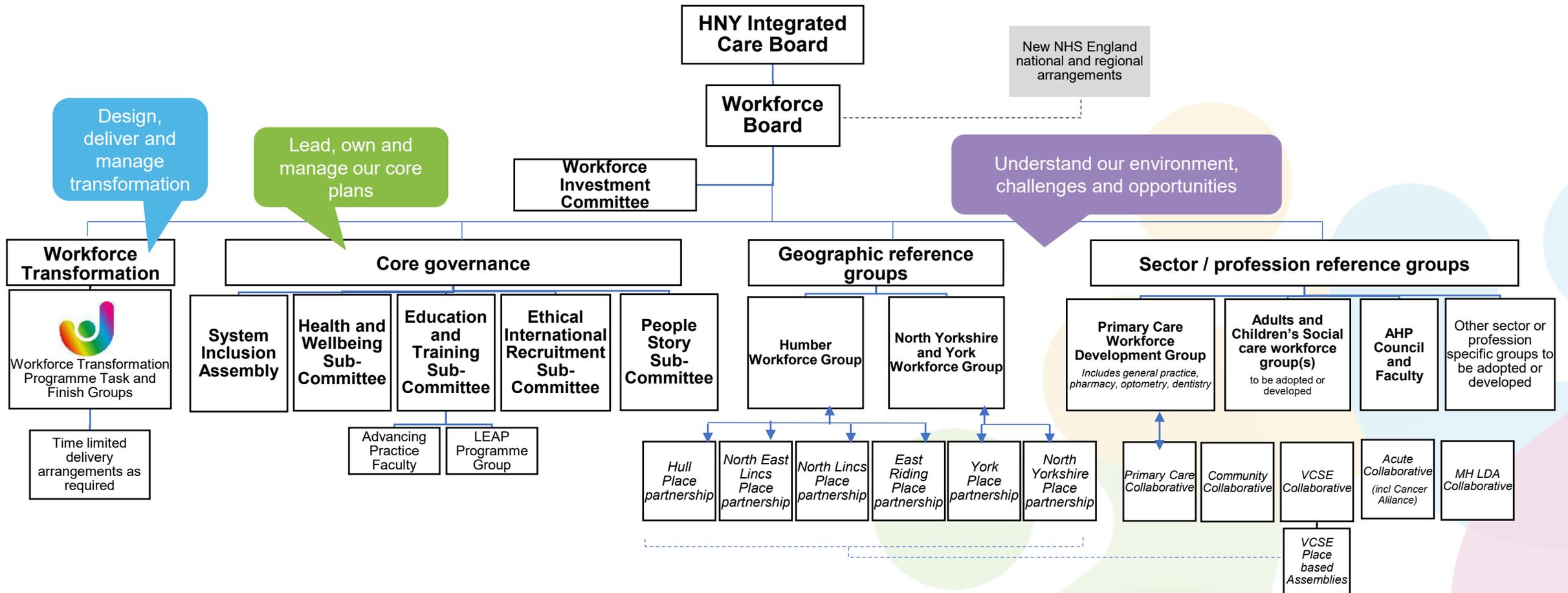
# BREAKTHROUGH HNY

Our Workforce Transformation Programme 2023/24



Inclusive health and care careers	Flexible workforce: agency and bank	Leadership, talent and succession	Stay and thrive: retaining our staff	OD Lab for system effectiveness	Care at Home workforce redesign	Children's and young people's workforce redesign	Oral health workforce redesign	Volunteers at the heart of the system	Enabling colleague movement	One system, recruiting together
<p>Careers support menu in deprived schools</p> <p>Work experience placements bank, employer toolkit and virtual offer</p> <p>Disability confident</p> <p>Veterans</p>	<p>Design HNY system collaborative bank</p> <p>Deliver 23/24 NHSE bank and agency objectives</p> <p>Create HNY bank and agency dashboard</p>	<p>Create best practice programmes for leaders at all levels</p> <p>Explore common induction</p> <p>Deliver career progression curriculum</p> <p>Work with region 4+1 on senior level talent</p>	<p>Co-design and launch flexible working strategies</p> <p>New starter attrition prevention tools</p> <p>Exit intelligence</p> <p>Stay conversations</p>	<p>Create cutting edge OD toolkit to support system effectiveness, involving and developing Place, Collaborative and Function leaders and teams</p>	<p>Map VCSE Care at Home workforce at Place</p> <p>Streamline Care at Home roles</p> <p>Amplify direct care provider voice</p> <p>Care at Home digital vision</p>	<p><i>To be developed with Directors of Children's Services</i></p>	<p><i>To be developed with Dental commissioners and profession leaders</i></p>	<p>Apply 180 Days research findings</p> <p>Design and progress HNY volunteer hub</p> <p>Research volunteering in social care</p>	<p>Define and negotiate portability agreement and process</p> <p>Employee passports</p>	<p>HNY attraction campaign and front door</p> <p>Shared recruitment Charter and principles</p> <p>Pilot joint recruitment campaign and recruitment innovation</p>

# HNY People governance overview



# Transformation methodology

Our methodology draws on four evidenced transformation success factors for transformation\*, which we have road tested in 180 Days:

- Work in the **big picture**
- **Sprint** for quick wins, then renew
- **Care** for the change team
- **Evolve aspirations** over time

*\* Adapted from McKinsey*

1. Use data and stakeholder insight to establish a core narrative for change
2. Define programme outline collaboratively with partners
3. Invite colleagues from across the system to own and lead priorities
4. Create broad interest and participation through 'all welcome' task and finish groups
5. Provide each group with a convenor from the ICB People team
6. Convenors and SROs target additional key participants and put in place steering arrangements as appropriate to the task
7. Plan objectives and measures and assess EDI impacts and risks within the 12 month period, with clarity on contribution to longer term goals
8. Report progress, challenges and solutions monthly to the Workforce Board

# Metrics and outcomes



## **BREAKTHROUGH** HNY

Our Workforce Transformation Programme 2023/24

In general, there is not a 'straight line' relationship between our programme activities and our core workforce measures. All our activities aim to improve workforce engagement, capacity and capability, in order to have impact across the basket of metrics.

It is important to note that we do not yet have readily accessible system-wide workforce data. In the main, available data focuses on NHS Trusts. Our programme includes some actions to address this, but a whole system view will develop over time.

### Efficiency of workforce investment

Headcount / WTE

Pay bill

Vacancy rate

Turnover

Leaver rate

Use of bank and agency

### Productivity and population impact

Sickness absence

Leaver rate

Caseload intelligence

Waiting list status

Population health and wellbeing outcomes