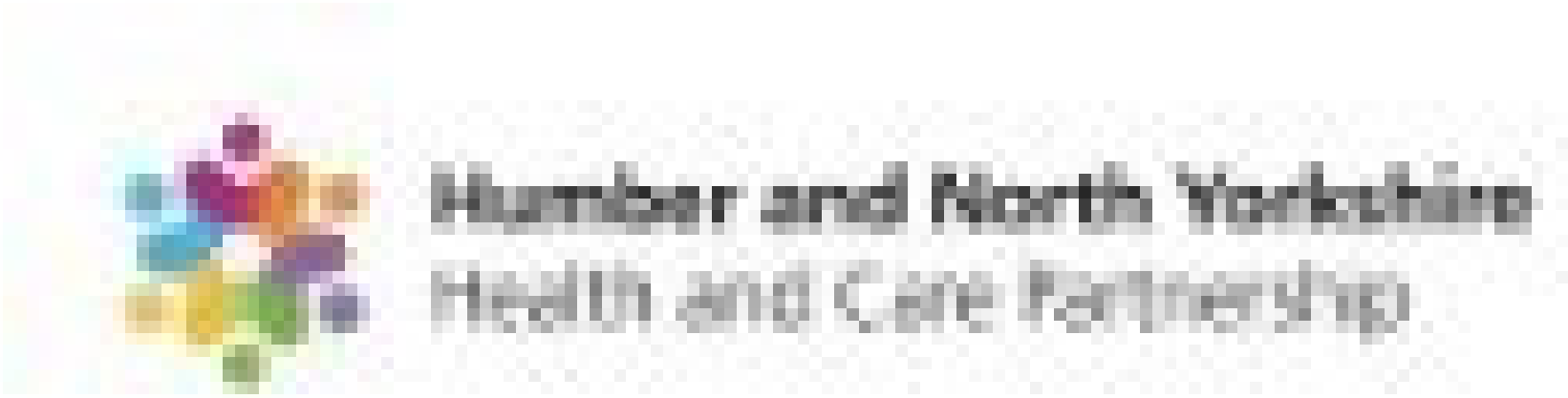
Humber and North Yorkshire
Health and Care Partnership

People update
May 2023

Humber and North Yorkshire
Health and Care Partnership

Introducing our 2023/24 workforce transformation programme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23/24 firm foundations

- 180 Days learning and identified next steps
- Road test of potential priority themes via a colleague survey
- Partner summit 26th 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

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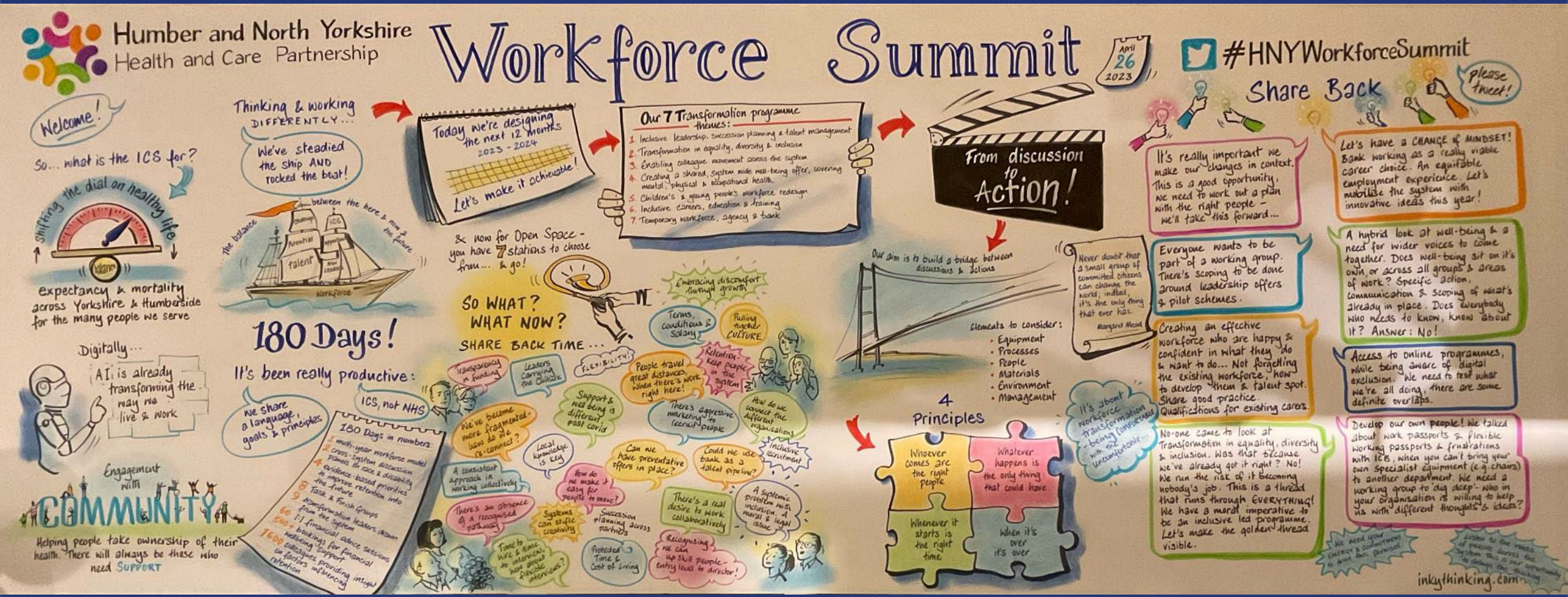

23/24 programme in context

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Our shared goal

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

Our People strategy

Be the Best Place to Work		Grow and train our workforce		Demonstrate system leadership		Embrace new ways of working		Building strong foundations	
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

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

Humber and North Yorkshire Health and Care Partnership

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
Careers support menu in deprived schools Work experience placements bank, employer toolkit and virtual offer Disability confident Veterans	Design HNY system collaborative bank Deliver 23/24 NHSE bank and agency objectives Create HNY bank and agency dashboard	Create best practice programmes for leaders at all levels Explore common induction Deliver career progression curriculum Work with region 4+1 on senior level talent	Co-design and launch flexible working strategies New starter attrition prevention tools Exit intelligence Stay conver-sations	Create cutting edge OD toolkit to support system effectiveness, involving and developing Place, Collaborative and Function leaders and teams	Map VCSE Care at Home workforce at Place Streamline Care at Home roles Amplify direct care provider voice Care at Home digital vision	*To be developed with Directors of Children's Services*	*To be developed with Dental commiss-ioners and profession leaders*	Apply 180 Days research findings Design and progress HNY volunteer hub Research volunteering in social care	Define and negotiate portability agreement and process Employee passports	HNY attraction campaign and front door Shared recruitment Charter and principles Pilot joint recruitment campaign and recruitment innovation

HNY People governance overview

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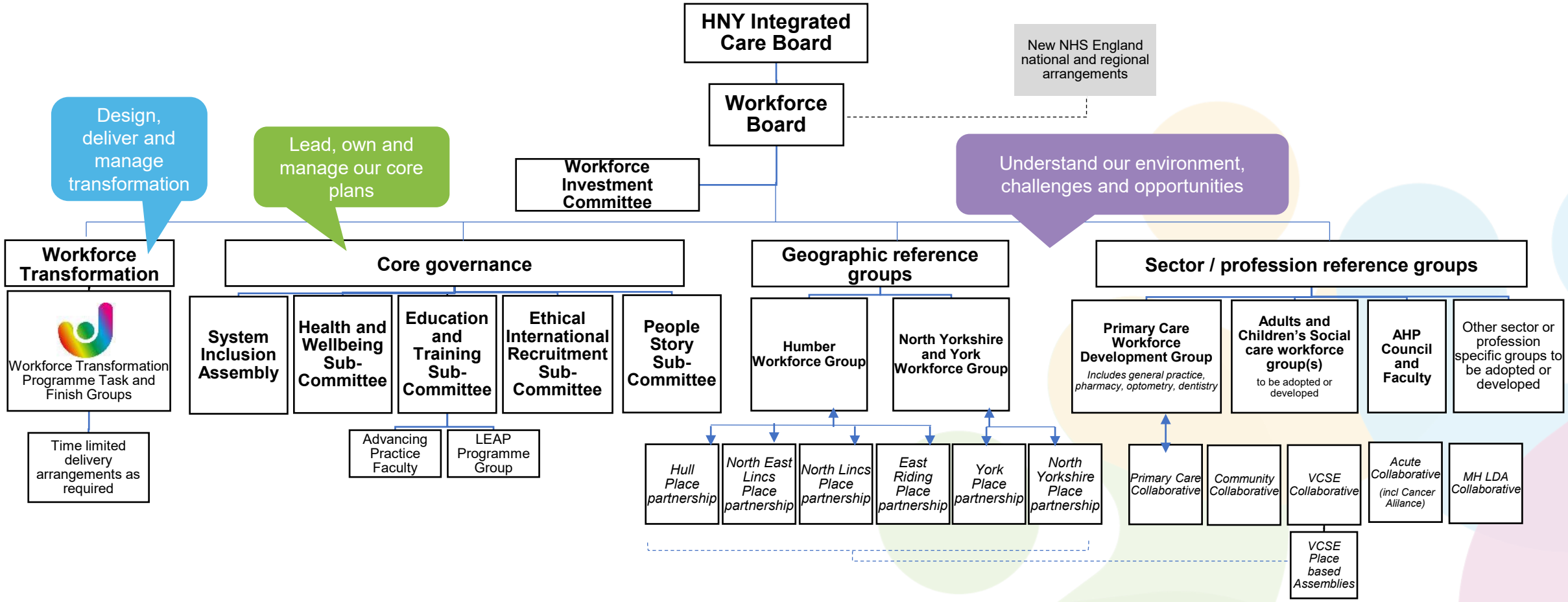

Transformation methodology

Humber and North Yorkshire Health and Care Partnership

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

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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