

# People Strategy and workforce transformation programme update

- Breakthrough HNY
- Dispersed system leadership team for People
- Ethical international recruitment
- NHS Long Term Workforce Plan

## **Collaboration machinery**

We are helping our system community move along the **collaboration spectrum**:

Competing Co-existing Cooperating Collaborating

Principles from the **System Workforce Improvement Model** (SWIM) prompt focus in three practical areas:

Collective understanding and ambition

Collective action planning and delivery

Measurable impact





Our **People Strategy** establishes a shared architecture for the People challenge

Our iterative transformation programme enables collaborative planning and delivery

Using these collaboration tools, we aim to:

- Make progress on priority system workforce challenges
- Establish a real system leadership team with the power to sustain complex longterm change
- Catalyse a change movement in People and Workforce to generate hope and build confidence



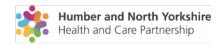
# **BREAKTHROUGH** HNY

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	
SRO	Chris Howell, HEY LEP	Michelle Moran Lynn Parkinson Humber Trust	Erica Daley, ICB Hull Place With Stephen Eames	Claire Hansen, HASR / York and Scarborough	Jayne Adamson pending establishment of community of	Tracy Meyerhoff, Hull City Council; Jamaila Hussain York City Council	DCS tbc	Dentist tbc	Alison Semmence, York CVS	Jacqui Laycock, CHCP	Elaine Nisbet, CHCP Sarah France Gorton, North Yorks CC	
Convenor	Emma Marshall	Simon Dunn	Emma Marshall	Simon Dunn	practice	Rachel Baillie Smith	Rachel Baillie Smith	Rachel Baillie Smith	Gary Sainty	Emma Kirkwood	Emma Kirkwood	
	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 conversations	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	

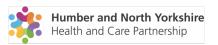
# **People Core Governance**



	System Inclusion Assembly	Health and Wellbeing Sub- Committee	Education and Training Sub- Committee	Ethical International Recruitment Sub-Committee	People Story Sub-Committee	Primary Care Workforce Development Group	AHP Council and Faculty	MHLDA Culture and workforce steering group
Chair	To be nominated by Assembly in due course	Polly McMeekin, York and Scarborough	David Barrett, York University Debra Gray, Hull College	Andrew Burnell, CHCP	Simon Nearney, HuTH/NLAG	Kevin Anderson, Haxby Group	Liz Audsley, Harrogate Faculty chair Angela Green, HUTH Council chair	Sarah Dexter-Smith, TEWV
Convenor	Emma Marshall	Emma Marshall	Wyn Jones	Rachel Baillie Smith	Simon Dunn	Karen Hiley	Wyn Jones	Katy Marshall
	Promote, advance and transform inclusion of the workforce system- wide	Lead partners to develop and deliver a single, shared and collaboratively designed health and wellbeing offer accessible to and meeting the needs of all colleagues across the HNY health and care workforce	Develop a strategic plan for education and training that meets the needs of employers across the health and care system and maximises the social and economic benefits of health and care employment in Humber and North Yorkshire communities	Develop a holistic programme for EIR, which will gather collective skills and learning and develop it into a shared approach that benefits the whole system	Lead partners to develop, communicate and maintain a five- year workforce plan across the health and care system, identifying both demand and supply.	<ul> <li>community of practic</li> <li>Understand sector at demand, workforce fi issues, supported by</li> </ul>	r and/or profession readir	roblem solving vorkforce supply and traction and retention

#### Ethical International Recruitment Committee

# Outline work programme for discussion



#### **EIR** workforce plan

Establish whole system future demand for international recruits over 5 years

Monitor actual recruitment numbers. retention and experience (recruits, teams and wider communities)

With support from People Story Committee

#### Recruitment and onboarding

Establish an overview of planned recruitment activity across HNY partners

Develop ways of working that support collaborative recruitment

Share existing good practice and develop a shared system standard for onboarding

#### **Pathway** ownership and development

existing professionspecific IR pathways and develop new ones, liaising with HNY employers and regulators

Consider pathway for other roles and sectors including care

Document

**Project** 

Jan-Oct 23 Primary Care pathway design

> Lead: Dr Kevin Anderson

### Pastoral care

Share existing good practice and develop a shared system standard for pastoral care

Understand and develop a system and/or place response to the support needs of host communities and teams

Explore alumni group

#### Education. learning and training

Understand education. learning and training impacts and needs associated with current and future pipeline

Understand and respond to supervision capacity requirements

With support from Education, Learning

and Training Committee

General Practice Lead: Dr Kevin Anderson

Pharmacy Lead: Paul McGorry Dentistry (joint with Lincs ICB) Lead: Kenny Bell Hulme

Connected with wider oral health workforce redesign and dental commissioning activity

#### Reciprocation

Understand what reciprocation international partners value and negotiate contributions from HNY partners

Spread and communicate learning widely in HNY community

#### Supply partnership ownership and

development Maintain HNY partnerships with international actors and develop new ones, ensuring ethical footing from the outset

#### **UK Brokerage**

Develop HNY's UK leadership role in EIR. including negotiating access to HNYled international recruitment partnerships by UK partners and working with DHSC and regulators

#### Comms and **Engagement**

Develop positive proactive comms on HNY shared approach that expressly supports our pastoral care. retention and reciprocation priorities

#### **Project**

To March 2025

Norka Roots, Kerala System Partnership

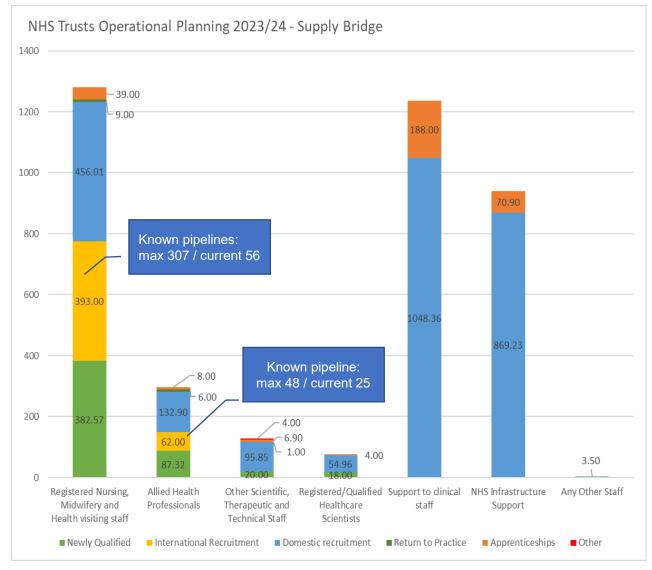
Lead: Mike Reeve

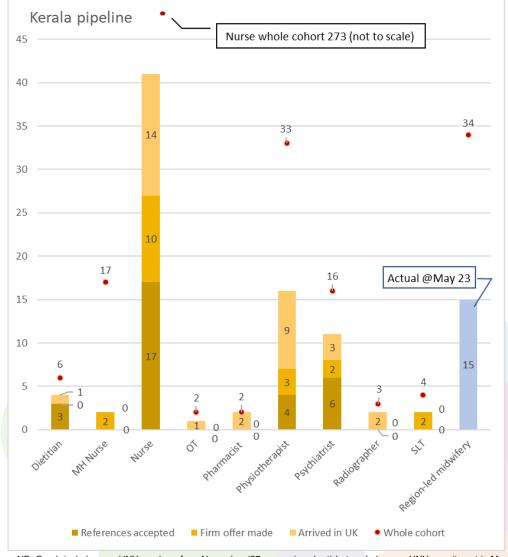
#### **Project**

Regional Midwifery International Recruitment Lead: Victoria Bagshaw

## Known EIR pipelines in context of operational plans



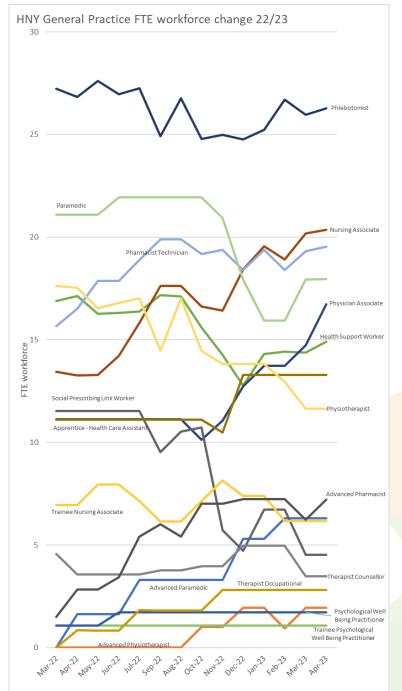


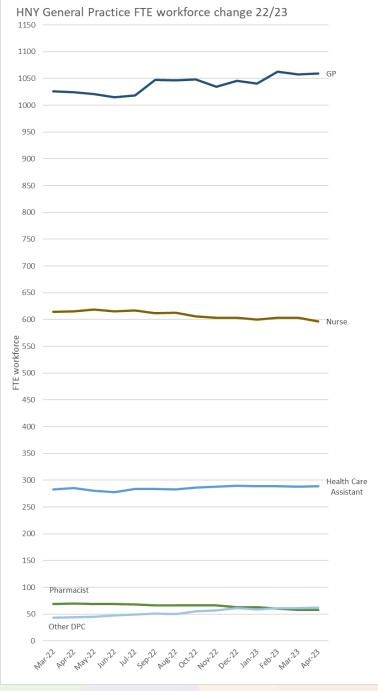


## **Primary Care**

Towards an understanding of demand

- General Practice dashboard shows growth by role in 22/23 (right)
- Work is underway to project future demand
- In **Dentistry**, our focus is on growing the workforce engaged in NHS work.
  Emerging Centres for Dental
  Development linked to HEIs may provide a vehicle to engage and supervise internationally trained dentists who are yet to pass part 2 of the General Dental Council Overseas Registration Exam (ORE 2)
- At present we do not have data available for **Pharmacy** beyond that shown and emerging within General Practice – this is an area for development.





HNY People governance (pink) and Breakthrough HNY programme (green)  NHS Long Term Workforce Plan – high level actions	System Inclusion Assembly	Health and Wellbeing Committee	Education and Training Committee	Ethical International Recruitment Committee	People Story Committee	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
Train																
Grow Medical School, GP and Dental training places																
Increase adult nursing training places by 92%																
Grow clinical apprenticeships, including Medical Degree Apprenticeships, harnessing widening access benefits																
Reduce IR and agency to 10% of workforce by 2038																
Retain																
Increase flexible working options																
Support leadership and management development so that all teams are well led																
Promote retirement flexibilities, including Emeritus scheme																
Support funded continuing prof. development for nurses, midwives and AHPs																
Support colleague health and wellbeing incl. integrated occupational health																
Explore NHS tie in for new qualifying dentists																
Support staff who are parents to access government childcare offer																
Reform	•															
Expand enhanced, advanced and associate roles particularly ACP, NA and PA and maximise new roles' scope of practice																
Grow MH, Primary and Community care as proportion of whole NHS workforce																
Embrace digital opportunities, Al and robotics in clinical services, supported by relevant training																
Expand generalist training programmes								7								
Develop GP supervised placements for foundation and experienced doctors																
Explore shorter training routes, incl 4yr medical School supported by internships																
Continue to develop tools for productivity enhancement including through digital and infrastructural transformation																