



People Strategy and workforce transformation programme update

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

July 2023



Collaboration machinery

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



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

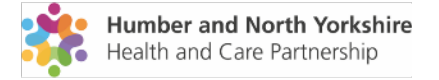
Using these collaboration tools, we aim to:

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



BREAKTHROUGH HNY

Our Workforce Transformation Programme 2023/24



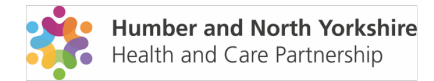
Humber and North Yorkshire
Health and Care Partnership

| | 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 |
|----------|---|---|---|---|--|--|--|---|---|--|--|
| 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 practice | Tracy Meyerhoff, Hull City Council; Jamaila Hussain York City Council | <i>DCS tbc</i> | <i>Dentist tbc</i> | 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 | | 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 | <i>To be developed with Directors of Children's Services</i> | <i>To be developed with Dental commissioners and profession leaders</i> | 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 |
| | <ul style="list-style-type: none"> Promote, advance and transform inclusion of the workforce system-wide | <ul style="list-style-type: none"> 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 | <ul style="list-style-type: none"> 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 | <ul style="list-style-type: none"> 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 | <ul style="list-style-type: none"> Lead partners to develop, communicate and maintain a five-year workforce plan across the health and care system, identifying both demand and supply. | <ul style="list-style-type: none"> Support sector and/or profession-wide People and Workforce community of practice and coordinate sector problem solving Understand sector and/or profession specific workforce supply and demand, workforce flow and sector specific attraction and retention issues, supported by System products Assessment of sector and/or profession readiness for change and response to People Strategy | | |

Outline work programme *for discussion*



With support from People Story Committee

Project
Jan-Oct 23 Primary Care pathway design
Lead: Dr Kevin Anderson

General Practice
Lead: Dr Kevin Anderson

Pharmacy
Lead: Paul McGorry

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

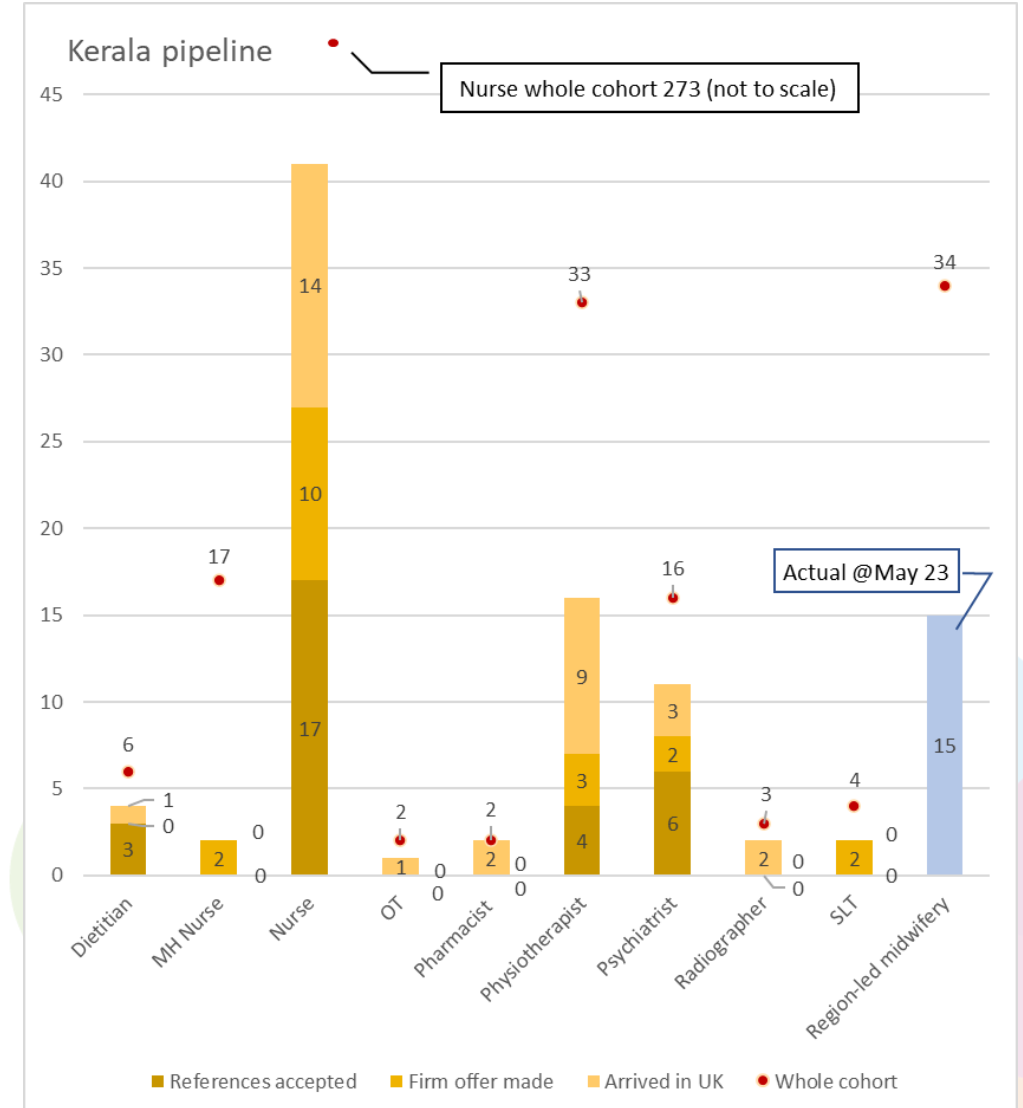
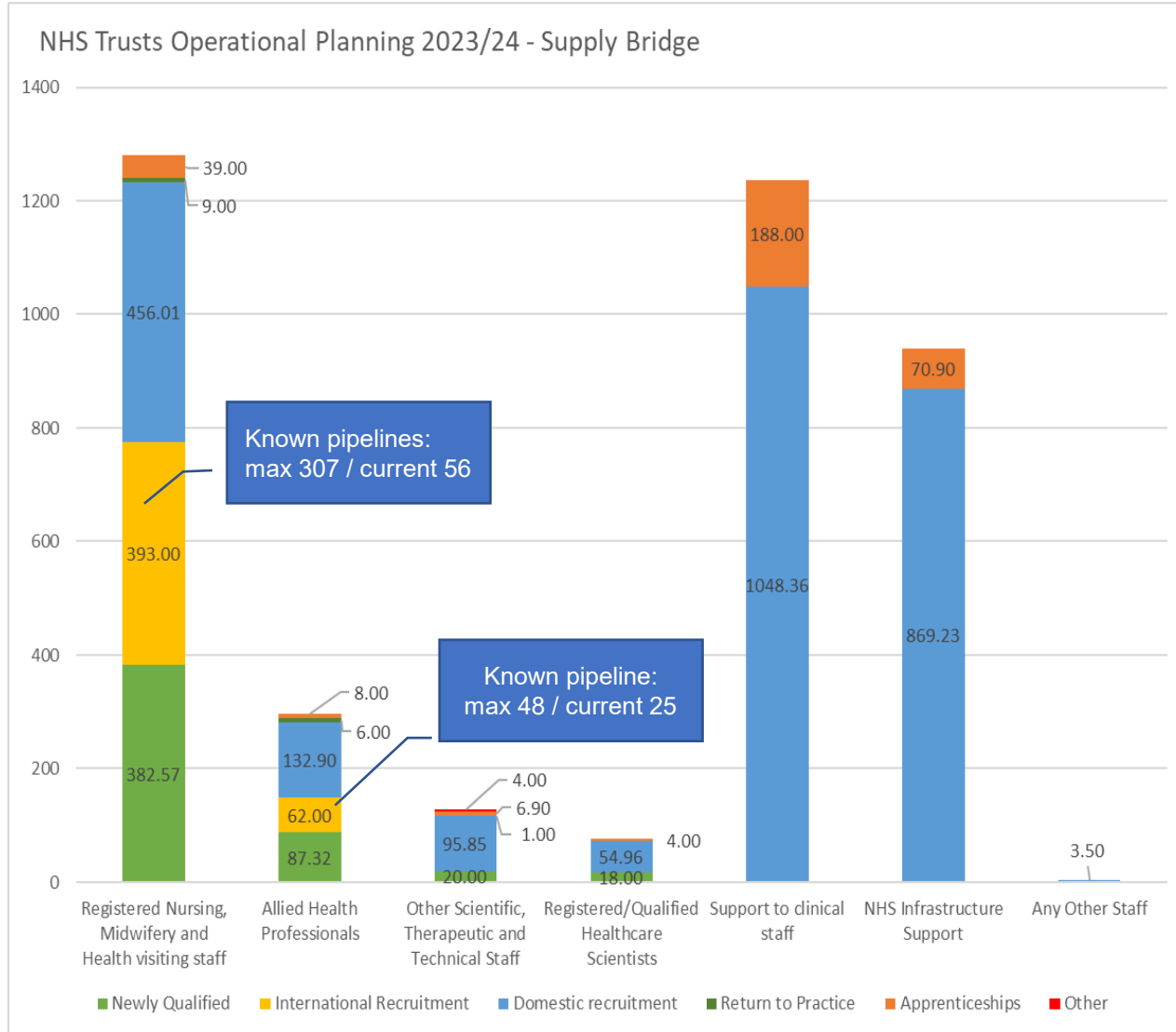
With support from Education, Learning and Training Committee

Connected with wider oral health workforce redesign and dental commissioning activity

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



NB: Graph includes non HNY numbers from November (27 nurses in cohort) but excludes non-HNY recruitment in May

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.

Source: General Practice dashboard @ 28/06/23

