Humber and North Yorkshire
Health and Care Partnership

BREAKTHROUGH HNY

Our Workforce Transformation Programme 2023/24

Update for ICB Board
November 2023

Remember us?

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Our Workforce Transformation Programme 2023/24

Colleague Stories

We launched Breakthrough by thinking about how our current and future health and care colleagues might be feeling about work

Our aim is to change that experience for the better

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“If we are to solve, **overcome** or meet the **challenges** that we face in delivering health and care, the

voice of staff

is the most important voice that we must listen to.

We know that **staff experience** is intimately, intricately, tightly **interwoven** with

outcomes for patients.

Staff experience **predicts** **patient experience**, **patient satisfaction**, **care quality** and even **financial performance** and **avoidable mortality**, so listening to staff experience via the staff survey is absolutely **fundamental**.”

Professor Michael West
Senior Visiting Fellow, The King’s Fund
Professor of Organisational Psychology, Lancaster University

Click to hear Michael talk about the importance of hearing colleagues’ voices

PS: We’re really excited that Michael has agreed to deliver a keynote speech at our upcoming HNY Retention Conference on **16th November**!

What does impact look like?

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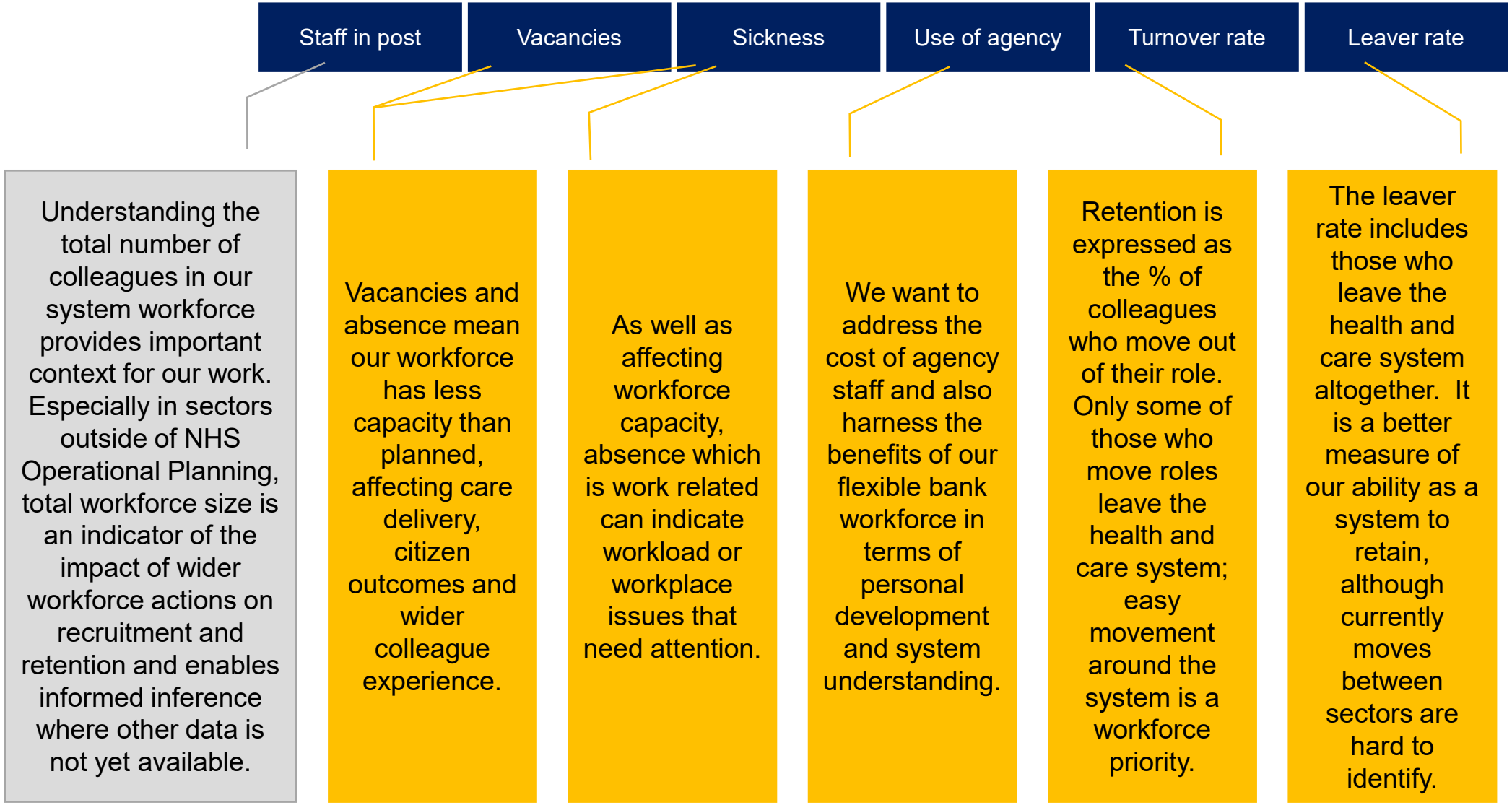
Our Workforce Transformation Programme 2023/24

By improving the experience of joining and working in health and care, we aim to have impact on our **leading workforce metrics**



What does impact look like?

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By improving the experience of joining and working in health and care, we aim to have impact on our leading workforce metrics

We want to understand these metrics in each distinct part of our workforce

	Staff in post	Vacancies	Sickness	Use of agency	Turnover rate	Leaver rate
Volunteers and carers						
Community pharmacy						
Dentistry and oral health						
Support at home						
Personal care						
Care homes workforce						
Adult social work						
Children's social work						
General practice						
NHS community services						
Secondary care						

What does impact look like?

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Some data is available now – in other areas we are building the data pipelines

	Staff in post	Vacancies	Sickness	Use of agency	Turnover rate	Leaver rate
Volunteers and carers	Research via Breakthrough	Research via Breakthrough	Research via Breakthrough	N/A	Research via Breakthrough	Research via Breakthrough
Community pharmacy	To be investigated	To be investigated	Not available	Not available	Not available	Not available
Dentistry and oral health NHSE when published	New NHSE survey launched Oct23	New NHSE survey launched Oct23	Not available	Not available	Not available	Not available
General practice HNY PC dashboard	0.7% rolling year reduction to Jun23 Note GP up 1.8%	Research via Telling the People Story	Research via Telling the People Story	Research via Telling the People Story	Research via Telling the People Story	Research via Telling the People Story
Support at home	Research via Breakthrough	Research via Breakthrough	Research via Breakthrough	N/A	Research via Breakthrough	Research via Breakthrough
Personal care Skills for Care 21/22 data	34,050 WTE care workforce across residential and community in 22/23 No 21/22 comparator	8.4% / 3,800 vacancies in 22/23 Down from 8.9% in 21/22 – but still significantly raised 2020/21: 5.8% 2019/20: 5.6%	Average 5.8 days sickness in 22/23 No 21/22 comparator	Not available	29.6% in 22/23 (12,500 leavers) No 21/22 comparator	Not available
Care homes workforce Skills for Care 22/23 data				Not available		Not available
Adult social work Skills for Care 22/23 data	522 WTE LA Adult Social Workers 22/23 No 21/22 comparator	7.8% / 50 WTE vacancies in 22/23 Up from 5.% in 21/22	Average 11.7 days sickness in 22/23 No 21/22 comparator	To be investigated	19.2% (100 leavers) in 22/23 No 21/22 comparator	Not available
Children's social work	To be investigated	To be investigated	To be investigated	To be investigated	To be investigated	To be investigated
NHS community services EPIPHANY	Substantive workforce 1.2% under plan Oct23 Community services data included is partial and cannot be isolated	No target; improving trajectory Comm Svs partial	4.2% at Jun23 vs 4.8% plan; better than NEY Comm Svs partial	Agency 102.85% above plan, mainly NM&HVS and Medical/Dental Comm Svs partial	Above plan (15.1% Jun23 vs 12.2%); note movement benefits Comm Svs partial	No target; improving trajectory towards 0.9% in year reduction Comm Svs partial
Secondary care EPIPHANY						

Drivers and evidence

Industrial action on pay

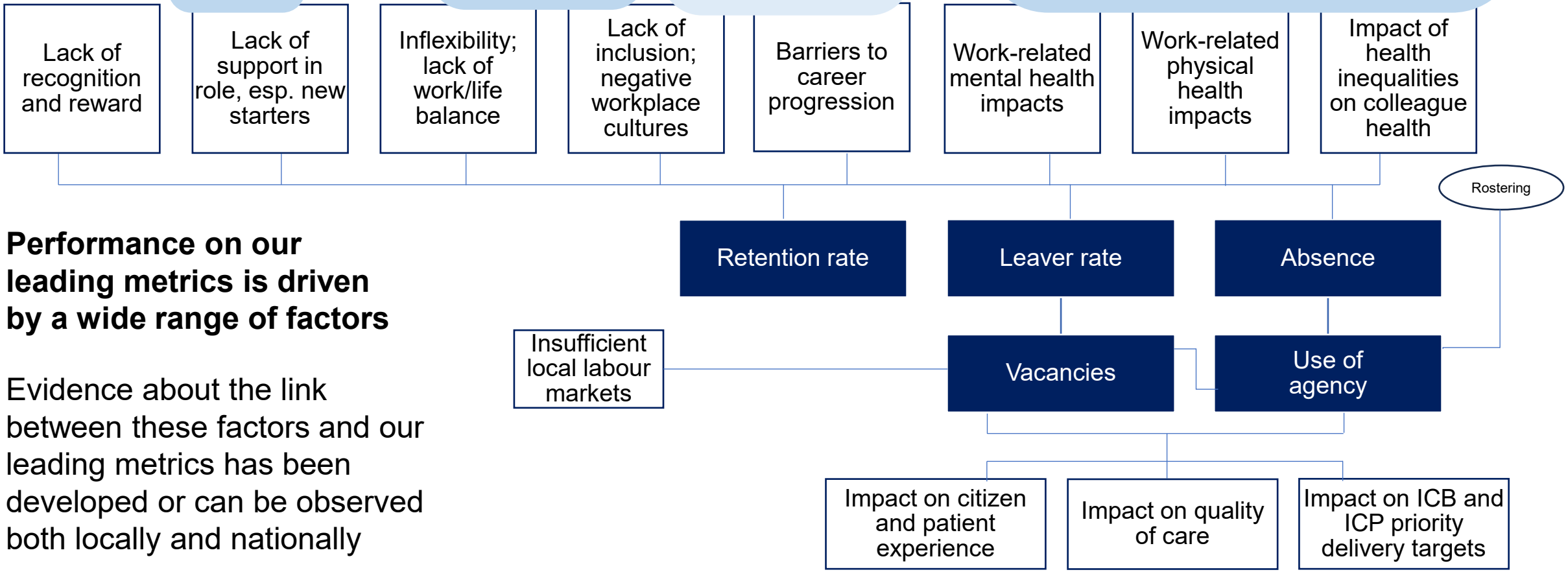
Lack of pay parity between health and care

Data shows significant new starter attrition

180 Days research shows lack of flexible working option is a significant driver of leaver rate

WRES and WDES show ongoing poorer experience and progression for colleagues from minoritised communities

NHSE regional Health Inequalities and Attendance report demonstrates connection between disadvantage in our communities and poorer health and higher absence among health and care colleagues – and suggests that the North East and Yorkshire will experience a longer slower recovery from the trauma of Covid than other, more affluent regions



Performance on our leading metrics is driven by a wide range of factors

Evidence about the link between these factors and our leading metrics has been developed or can be observed both locally and nationally

Theory of change

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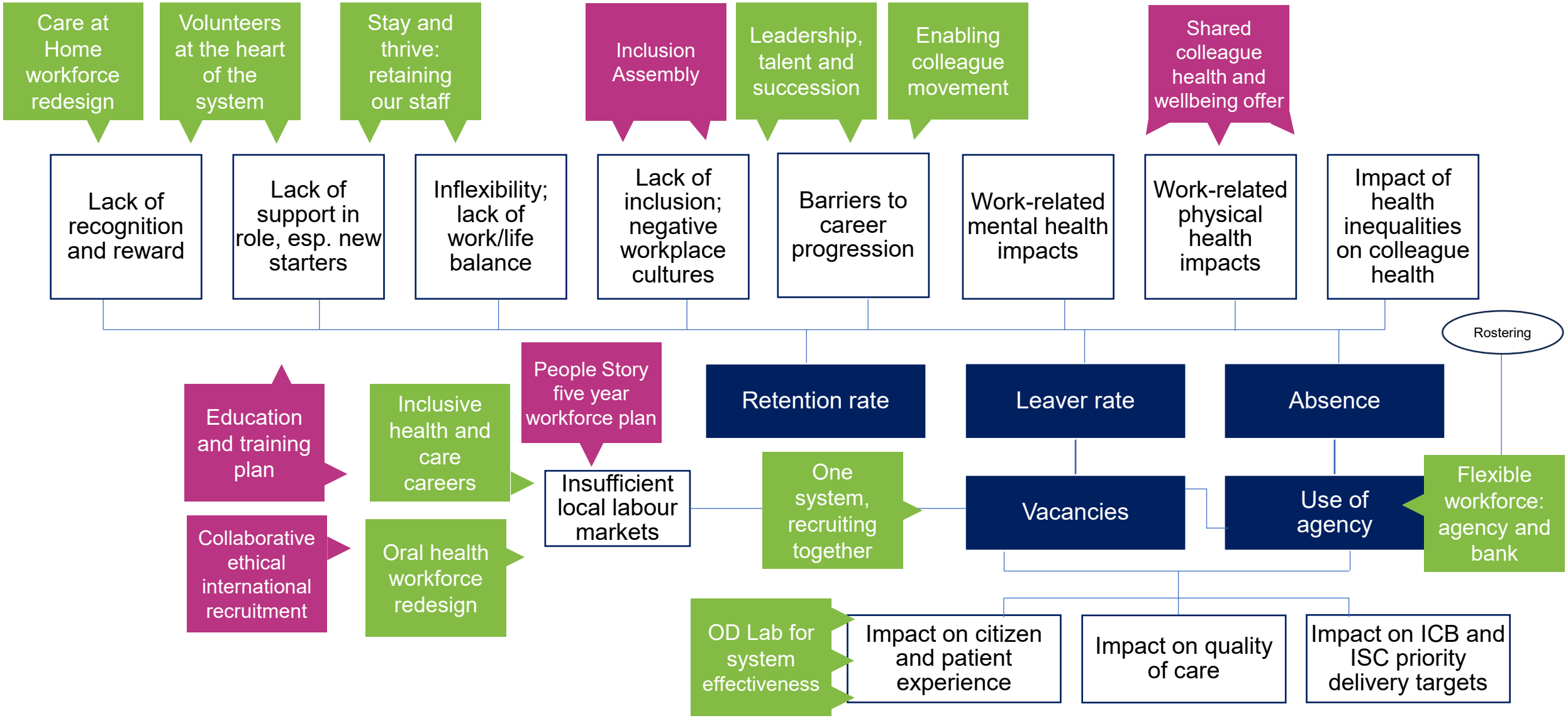
Our Breakthrough actions are addressing these evidenced drivers



Breakthrough deliverables

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A work experience platform and a model for intensive school careers support

Inclusive health and care careers

A business case for an HNY Collaborative Bank

Flexible workforce: agency and bank

An HNY high potential talent scheme feeding regional director level programme

Leadership, talent and succession

Shared policy on flexible working and a shared system for analysing exit intelligence data

Stay and thrive: retaining our staff

A menu of HNY tools to support Organisational Development in a system context

OD Lab for system effectiveness

Streamlined role descriptors for use in Care at Home system-wide

Care at Home workforce redesign

A pilot Centre for Dental Development, growing local training capacity

Oral health workforce redesign

Shared principles for volunteer management and deployment

Volunteers at the heart of the system

A shared portability MOU and recruitment toolkit component

Enabling colleague movement

A shared Candidate-led Recruitment Charter and toolkit

One system, recruiting together

An Inclusion Literacy Guide and training

An Assembly-led inclusion action plan

System Inclusion Assembly

A shared system offer for colleague health and wellbeing, spanning EAP, Occupational Health, psychological support and physical health support

Health and Wellbeing Committee

A strategic plan for health and care education and training

Education and Training Committee

102 international colleague arrivals, plus Nov 23 and Jan 24 events

Sustainable relationships with international training institutions

An HNY EIR business model

Ethical International Recruitment Committee

A whole system People Story dashboard

Data flows to support evidence-based action across People governance

People Story Committee

Our workforce are our customers

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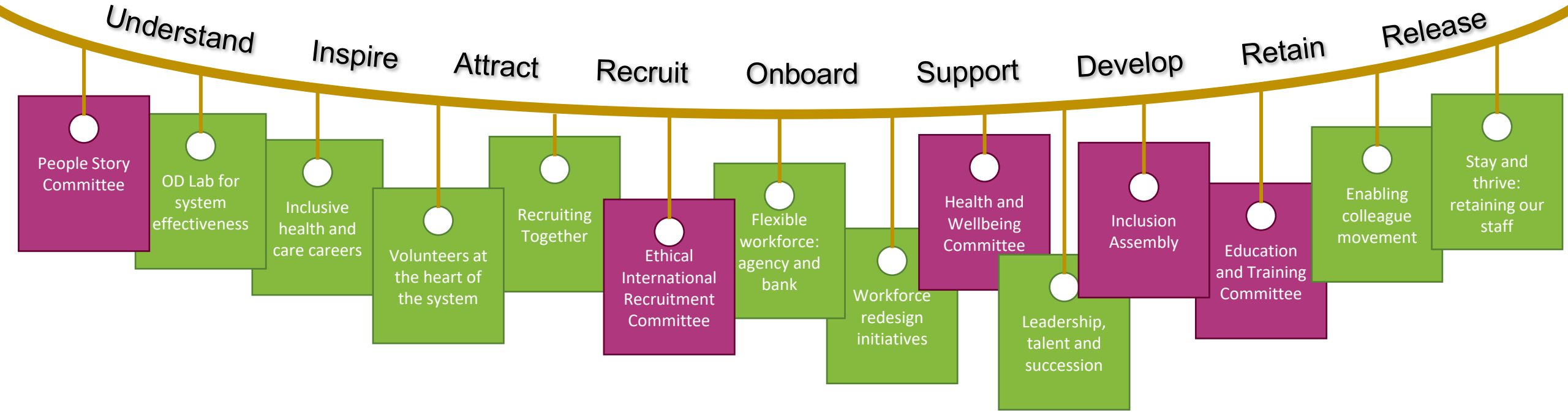
Breakthrough is all about improving potential and existing colleagues' experience of working in our system

We are working on connecting our **outputs** together so that they are experienced by colleagues as a coherent whole

Each activity generates **impact** by enhancing colleague experience in a particular way or for a particular group

Improvement in our leading workforce metrics is seldom achieved by one activity alone. Contributions from all our activities improve overall colleague experience and help us keep 'turning the curve'