

By: Roger Gough, Cabinet Member for Education and Health Reform

To: Health and Wellbeing Board, 20 May 2015

Subject: **Workforce: Implications of the Five Year Forward View**

Classification: Unrestricted

Summary:

The strategic importance of ensuring we have the right health and care workforce to deliver the Five Year Forward View, as well as the broader changes needed to establish a sustainable health and care sector across Kent, has been acknowledged by the Board. Members of the Board are invited to discuss the paper on the workforce implications of the Five Year Forward View along with the suggestion that a time-limited Task and Finish Group be established to consider workforce issues in more depth to report back to the Board.

Recommendation:

The Board is asked to:

- (a) Note the actions set out in the report from Health Education Kent Surrey and Sussex and to agree actions to support the transformation of the workforce to meet a shared vision of the future.
- (b) Agree that a Task and Finish Group be established to look specifically at the strategic workforce issue and that the authority to agree the practical arrangements be delegated to the Chairman of the Board, in consultation with other Members of the Board.

1. Introduction

(a) The Kent Health and Wellbeing Board considered Strategic Workforce Issues at its January meeting. This was a welcome beginning to what will be a close relationship between the Board and Health Education England Kent Surrey and Sussex. The paper presented and discussed today will enable the Board to pursue the issue in more depth.

(b) The document produced by the central NHS organisations, *The Forward View Into Action: Planning for 2015/16*,¹ rightly identified that a modern health and care workforce is one of the fundamental means to enable change:

¹ <http://www.england.nhs.uk/wp-content/uploads/2014/12/forward-view-plning.pdf>

- “The new models of care described in the Forward View will only become a reality if we have enough staff with the right skills, values and behaviours to deliver them. We need to develop a workforce able to work across acute and community boundaries and beyond traditional professional demarcations, with flexible skills and with the ability to adapt and innovate.”²

(c) But the strategic importance of ensuring we have the right health and care workforce goes much further than developing New Care Models, essential though this is. Workforce has now been recognised by all the members of the Health and Wellbeing Board to be a priority area of focus and one that needs to be addressed if the health and care system is to remain sustainable going forward. However, there is a limit to how much each individual organisation can achieve on its own. A strategic approach involving all partners collectively needs to be taken. Taking a look at the issue across the whole of the county will ensure that the risks of decisions around workforce made in one part of the county are not undermined by those in another.

2. A Workforce Task and Finish Group

(a) Given the importance of the workforce issue, and being aware that it can take several years to realise changes to the recruitment, training and retention of staff, there would be merit in the Boards taking a more detailed look at it sooner rather than later. However, given the time constraints on regular Board meetings and the need to do justice to the subject, this Board could establish a time-limited Task and Finish Group to investigate the subject and report back to the Board with recommendations.

(b) The following section sets out suggestions around how the Task and Finish Group could operate:

i. Overview

a. The Task and Finish Group conducting the proposed review will operate over a year, with an interim report being produced after six months. It will need to establish clear objectives and retain a sharp focus on them in order to complete the work within the allocated time and therefore it is important that the Terms of Reference and scope are discussed and agreed at the outset. The final Terms of Reference and scope will need to be discussed at the first meeting of the Committee to ensure provider and commissioner viewpoints are reflected.

b. Consideration would need to be given as to how the Task and Finish Group related to fora like the Kent Workforce Summit and other groups where workforce issues are discussed.

² Ibid., p.20.

ii. Membership

a. The membership could include:

- CCG representatives
- Providers - DGH, EKHT, MFT, MTW, KCHT, SECAMB, KMPT, LMC
- Dr Robert Stewart
- NHS England
- Health Education England
- Healthwatch
- Chairman of the HWB
- KCC Directors of Social care and Public Health, or their representative

iii. Terms of Reference and Scope: Overview

a. The purpose and objective of the review is to make recommendations to the Kent Health and Wellbeing Board as to how the collective resources for workforce transformation across Kent can best be used to enable the delivery of new models of care and the Five Year Forward View that will achieve the greatest benefit at scale and pace.

iv. Proposed Terms of Reference

a. to determine how health and care organisations in Kent can best respond to immediate service pressures in an aligned manner;

b. to determine how to maintain and expand the future workforce in priority areas;

c. to assess how resources can be best invested in service transformation through the education and training of the existing workforce and the creation of new roles and/or new settings.

v. Scope – The issues to be explored

a. the priority areas for the future workforce in Kent;

b. the strategic context of workforce education and training, with particular reference to the Five Year Forward View and development of New Care Models;

c. the appropriate balance between retraining and reskilling the existing workforce, creating new roles, expanding existing roles and innovative education and commissioning programmes;

d. how workforce planning can be coordinated across Kent in the future; and

e. the financial and systemic barriers to effective workforce planning.

vi. Key Evidence / Meetings

a. It is proposed that written evidence be requested around a core of common questions from a variety of stakeholders – providers, commissioners, Royal Colleges, staff groups, etc. Key themes will be developed from an analysis of this written evidence and a series of half-day hearings arranged around these themes to be arranged, with relevant witnesses invited to each.

3. **Recommendation(s):**

3.1 The Board is asked to:

- (a) Note the actions set out in the report from Health Education Kent Surrey and Sussex and to agree actions to support the transformation of the workforce to meet a shared vision of the future.
- (b) Agree that a Task and Finish Group be established to look specifically at the strategic workforce issue and that the authority to agree the practical arrangements be delegated to the Chairman of the Board, in consultation with other Members of the Board.

Background Documents

None

Contact Details

Tristan Godfrey
Policy Manager (Health)
(03000) 416157
tristan.godfrey@kent.gov.uk