

From: Peter Oakford, Cabinet Member for Strategic Commissioning and Public Health

Allison Duggal, Consultant in Public Health and STP Prevention Lead

To: Health Reform and Public Health Cabinet Committee - 27 June 2018

Subject: **Workforce Planning update**

Classification: Unrestricted

Previous Pathway: This is the first committee to consider this report

Future Pathway: None

Electoral Division: All

Recommendation:

The Health Reform and Public Health Cabinet Committee is asked to note and endorse the work by the Local Workforce Action Board and Design and Learning Centre on the NHS and Social Care Workforce Challenge and the work of Public Health to develop the Public Health workforce and contribute to the development of Public Health skills in the NHS and Social Care workforce.

1. STP Workforce Workstream (NHS and Social Care)

1.1 The STP workforce workstream was mobilised in 2017/18 as an enabler to support the workforce transformation required for the delivery of the STP and new models of care. The workstream will continue to support health and social care in Kent and Medway to plan, recruit, inspire and retain the skilled health and social care workforce including the care sector to deliver high-quality services.

1.2 In Kent and Medway there are significant challenges in terms of vacancies and associated temporary staffing costs, variability in terms of skills, competencies and role definitions. The health workforce position is worse than the national average for nearly all staff groups.

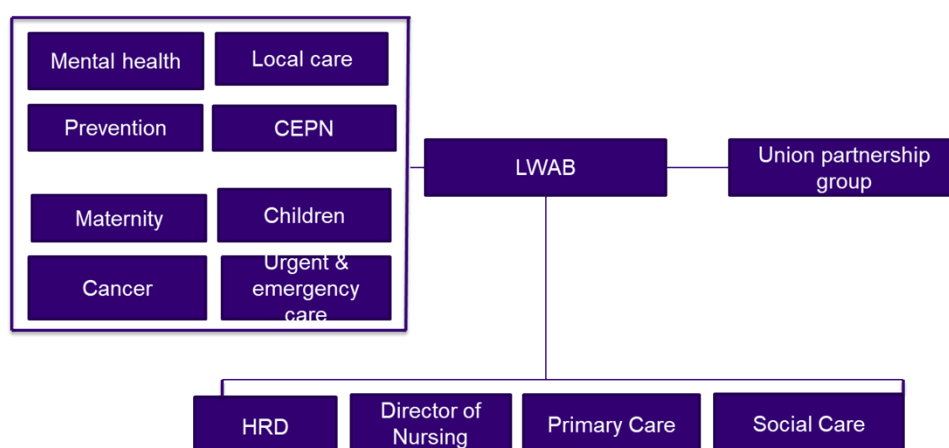
Headline data for the challenges across Kent and Medway:

- There are over 40,000 employees in the social care sector
- 26% turnover in social care sector
- 31% turnover in nursing
- 2500 vacancies in secondary care (hospitals)
- Aging GP workforce – 29% (highest in England)
- 45% secondary care vacancies are in nursing
- 65% of the health budget is staff costs with 10% on agency

1.3 The workforce workstream has considered the challenges and constraints set out in 1.2 and is now developing and implementing supporting solutions. The STP workforce workstream will also support the care transformation programmes to develop and implement workforce models to underpin the implementation of the new models of care.

1.4 The Local Workforce Action Board (LWAB) has been set up to deliver the STP workforce workstream and to develop the Kent and Medway workforce strategy based on best practice, current evidence and engagement/collaboration with key stakeholders. The LWAB reports to the STP Programme Board and is supported by subgroups, shown in the governance diagram below.

LWAB Governance



1.5 Social Care is a key component within the STP workforce workstream and plans are in place to deliver our vision which is to establish an integrated, sustainable and competent social care workforce including the care sector to provide good quality care. The LWAB is also supported by the Design and Learning Centre for Clinical and Social Innovation (a facility set up and supported by Kent County Council) which has been recognised as the service improvement and innovation facility for the Kent and Medway STP. Anne Tidmarsh has been identified as the Senior Responsible Officer for STP workforce and will be supported by a GP. Dr Allison Duggal has recently been invited to represent Public Health at the LWAB.

1.6 The following areas are included in health and social care LWAB plans for 2018/19, which continues to build upon the work delivered to date:

1. Growing the workforce for the future:

- Continue to develop and utilise the Apprenticeship Levy across health and social care.
- Develop up to 80 GPs per year.
- Develop integrated career pathways across the system.
- Test and implement Nurse Associate programme across Health and within nursing homes.

- Develop the unregistered and registered social care workforce through Open University sponsorship, developing Newly Qualified Social Workers and talent management programmes for senior practitioners.
- Introduce a work experience programme and work closely with schools, colleges, Higher Education Institutes, Skills and Employability and the Health and Social Care Guild to promote career opportunities and raise the profile of health and social care.
- Develop the Kent and Medway Medical School Implementation Plan.

2. Skills Development:

- The Design and Learning Centre has secured funding from the Local Workforce Action Board to introduce the Learning and Development Hub which is a one stop shop for the care sector.
- Support to the sector to innovate and utilise technology.
- The Design and Learning Centre will continue to roll out the ESTHER model and explore workforce challenges through Innovation events and ESTHER cafes.
- Signposting the sector to high quality training and development.

3. Integrated roles and new teams:

- Definition of new integrated functions and roles, learning from the Buurtzorg and ESTHER models.
- Offering organisational development support to Multi-Disciplinary Teams (MDTs) to support change management, leadership and staff engagement.

4. Recruitment and Retention:

- Launch of “Take a Different View” recruitment website promoting living and working in Kent and Medway
- Development of recruitment campaign for the care sector to raise awareness and increase interest in provider vacancies which is due to go live in July.
- Return to practice nursing, between 90 and 100 places in Kent, Surrey and Sussex.
- 130 GP’s will be recruited from overseas which will commence November 2018.
- Implement system attraction and retention strategies including action plans for key staff groups.

5. Working with Social Care Providers:

- Provider conference delivered to 200 delegates in March 2018 and a follow up event is planned for October 2018.
- 2 dedicated staff recruited to work with providers and improve relationships.
- Building links with Skills for Care, Health Education England and the Care Quality Commission to identify practice improvements and share with the sector.

6. System Leadership and Talent Management:

- To explore the opportunities between the Medical School, KCC Social Care Academy, Health Education England Kent, Surrey and Sussex Leadership Programme and the Teaching Partnership to develop a health and social care leadership programme and career pathways.
- Define common outcomes for successful leadership across all parts of the system including behaviours and culture.
- Implement a leadership programme for care sector registered managers through the Design and Learning Centre.

1.8 There is a focus on how we utilise the apprenticeship levy across health, social care and care sector workforce. The following areas are included within a work plan:

- **Care Sector:** Apprenticeships are a key topic with the sector exploring how the levy works, barriers and actions to address identified challenges. Working in partnership with the sector to create myth busters, case studies and working with training partners to make the Maths and English exams more relevant to examples people working in the sector.
- **Health:** Exploring integrated apprenticeship roles and training opportunities. Currently mapping out career pathways with the Health Education England Kent, Surrey and Sussex Apprenticeship lead. Social Care is also utilising the nurse associate programme for placements in the care sector, and we are now exploring with health how the apprenticeship levy can be utilised to scale up the nurse associate programme within the sector.
- **Social Care:** Preparing the for the Social Work apprenticeship degree which will be available 2019. Currently commissioning a development programme with a higher education partner to develop children's and adults unregistered workers over the next year which will support these workers to progress to the social work apprenticeship degree.

2. Public Health Workforce Development

1.1. Health Education England has approved funding for KCC and Medway colleagues to train identified priority workforce to support the prevention agenda by encouraging changes in behaviour that have a positive effect on the health and wellbeing of individuals, communities and population.

1.2. The three projects which have been identified to support the work of the prevention workstream are:

- Motivational Interview Training (MIT)
- Cognitive Behaviour Therapy (CBT)
- Brief Solutions Focused Therapy (BSFT)

1.3. Key workforces:

Training	Priority Workforces	Rationale
MI	Primary care, social care staff, housing teams	Primary care to include care navigators and practice nurses and GPs delivering health checks. Social care and housing staff have

		regular contact with key population groups but are not sure how to hold those difficult conversations about behaviour change.
CBT	Midwifery, Hospital Discharge Teams, Public Health professionals and care navigators	Working with patients over a longer period and who might be more motivated (due to e.g. pregnancy or hospital stay) so can use CBT to effect behaviour change.
BSFT	Public Health professionals, including Smoking Cessation, Weight Management, Health Visiting	Working with patients over a longer period can build up a therapeutic relationship.

MI = Motivational interviewing, CBT= Cognitive Behaviour Therapy, BSFT = Brief Solutions Focussed Therapy

- 1.4. In order to help increase knowledge and skills in perinatal mental health, Kent and Medway NHS and Social Care Partnership Trust's Mother and Infant Mental Health Service is providing training sessions for GPs.

Led by one of the Mother and Infant Mental Health Service (MIMHS) Perinatal Consultant Psychiatrists, the course includes information on prevention and the identification of perinatal mental disorder and perinatal prescribing principles (in pregnancy and breastfeeding), with information on services and referral pathways.

- 1.5. NHS England and Public Health England have awarded £667,978 funding to the Kent and Medway STP for suicide prevention across Kent and Medway. The funds are intended to improve suicide prevention strategies, signposting and raising awareness through to improving quality for safer services and will help drive better surveillance and collection of data on suicide, attempted suicide and self-harm.

The funding will be spent on a range of initiatives including:

- Extension of the 'Release the Pressure' campaign so that more people become aware of the 24/7 freephone support line for any issue
- Suicide Awareness and Prevention training so that more people have the confidence and ability to support someone they are concerned about
- research into the reasons why people attempt suicide so that opportunities to intervene and help can be identified
- strengthening mental health services at high risk points so help is available when people need it most.

2. Kent and Medway Medical School

- 2.1. The new Kent and Medway Medical School was approved by Higher Education Council for England (HECFE)/Health Education England (HEE) in March 2018.

2.2. The Medical School is a joint venture between the University of Kent at Canterbury and Canterbury Christ Church University, in partnership with Brighton and Sussex Medical School. The School will be located in Canterbury.

2.3. The curriculum will be based on that of Brighton and Sussex Medical School. For the first two years of study, the students will be placed one day a week with an approved educational setting in primary and community care. In years three to five, the students will be placed in an acute setting.

2.4. Public Health Consultants are already working with the universities to develop a public health curriculum for the Medical School.

2.5. Kent and Medway Medical School will open in 2020.

3. Considerations and Future development

3.1. We are exploring the development of a regional strategy for Public Health practitioner workforce development

4. Recommendations

4.1. The Health Reform and Public Health Cabinet Committee is asked to note and endorse the work by the Local Workforce Action Board and Design and Learning Centre on the NHS and Social Care Workforce Challenge and the work of Public Health to develop the Public Health workforce and contribute to the development of Public Health skills in the NHS and Social Care workforce.

Background documents: none

Contact Details

Report Authors:

- Emma Lacey, Public Health Training Manager
- 03000 410 246
- emma.lacey@kent.gov.uk

- Allison Duggal: Consultant in Public Health and STP Prevention Lead
- 03000413173
- allison.duggal@kent.gov.uk

- Georgina Walton
- 03000 4155135
- Georgina.walton@kent.gov.uk