

Wakefield Workforce Transformation Strategy

2017-20

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Connecting Care
Person centred co-ordinated care

Foreword from Dr Linda Harris, Senior Responsible Officer for Workforce Transformation



It's a privilege to write the Foreword to this, Wakefield's first ever integrated workforce transformation strategy across the health and social care community.

The construction of this strategy document and what it represents has been a true collaboration; a process that has benefitted from collating the ideas and programmes from an impressive group of committed experts from across the Wakefield health and social care family.

I continue to be immensely impressed by the willingness of system leaders to grasp the opportunity presented to us at this time to make a success of working in new care models, sustainability and transformation partnerships and accountable care systems.

Wakefield Connecting Care+ is modelling the system leadership required to transform its workforce and has chosen to tackle head on and with bravery, the complex and fragmented structures currently responsible for commissioning and providing health and social cares, aspiring to streamline pathways, integrate competencies and capitalise on the economies of scale across its corporate infrastructure.

The workforce change that is already happening as a collective system in our vanguards illustrates what this means in practice and offers hope for the future. However, it will be the attributes of bravery, empowerment, generous leadership and that willingness to be brought right down to earth by the honest feedback of our service users, carers and our staff that will underpin our success as a system.

Throughout the process of developing this document I have had access to the best local, regional and national professional viewpoints from workforce planning - through organisational development, education and training, public health and workplace wellbeing. However, I would like to take this opportunity to personally thank every member of the Connecting Care+ Workforce Steering group whose contributions and sense check have been invaluable.

I commend to you this ambitious and compelling system wide integrated workforce strategy which I firmly believe sets the scene for the positive change the people and patients of Wakefield deserve.

Linda



Aim and Purpose of the Strategy

This Connecting Care+ Workforce Transformation Strategy identifies and offers solutions to a number of cross cutting strategic priorities and challenges that will need to be addressed to ensure the Wakefield health and social care workforce of tomorrow both paid and voluntary is well equipped and able to respond to the changing needs that the sector and the citizens of Wakefield demand. The strategy aims to provide a road map for workforce transformation to enable the Wakefield partners and commissioners to achieve our vision for person centred co-ordinated care.

Future User of Health and Care Services

Part of our journey to creating a workforce which delivers seamless health and social care services, is the focus on prevention, self-care and a changed mind-set from the health and social care user about how they access services (the Future Care Model below)

A future user of health and social care services could be one who:

- *expects to access services that are closer to home and community based (rather than in a hospital setting)*
- *knows that they can get to see a trusted and competent professional who can offer a seamless and person-centred service*
- *is a citizen who understands what role they can play in their own health and wellbeing, and has the confidence and skills to ask for the support they need*



Context: What the Wakefield Citizens Said

Over the past few years, residents and citizens of Wakefield have been asked about what is important to them and they have told us that they want to be supported to stay well, they don't want to be in hospital unless they really have to and they want to be more in control of their own health either at home or as close to home as possible.

They also want the professionals involved in their care to work in a way that's connected so that they don't have to keep repeating their story over again to different people and delay their care.

"Investing in health education is an effective way to increase health and wellbeing"



"The NHS should invest more and use digital technology to improve care"



"Money for community services and public health should be ring-fenced"

"Extended access in primary care is needed to reduce A&E"



"People should take more responsibility for their own"



Connecting Care+ Three High Level Strategic Aims

Our Connecting Care+ vision is to ensure our residents are able to:

'Live longer, have healthier lives and to be supported by people with the right skills, in the right place at the right time.'

To turn this vision into reality the New Models of Care Board has adopted three high level strategic aims which are:

- *Promote Health and Wellbeing*
- *Proactive co-ordination of Care*
- *Avoidance Admission*

All three of these areas form a 'golden thread' of transformation in Wakefield's wider health and wellbeing ambition.

Connecting Care+ Five Key Priority Areas

Wakefield NMoCB business Plan 2018- 2021 has within it the following five key priority areas which are led by a board member working in collaboration with other colleagues:

1. *Lung Cancer*
Lead: Professor Sean Duffy/Dr Abdul Mustafa
2. *Mental Health*
Lead: Rob Webster
3. *Elderly Care*
Lead: Dr Ann Carroll
4. *Primary Care Home*
Lead: Dr Greg Connor
5. *End of Life Care Integration*
Lead: Tina Turner & Dr Abdul



The Wakefield Workforce Transformation Challenges

Our local challenges reflect the national picture with increasing demand for diverse services against a backdrop of reduced expenditure and supply chain gaps. The following points summarise the key challenges raised by Connecting Care+ partners, and are themed to align with the Workforce transformation key priority areas:

1. Workforce strategy and planning

- *Prospective gaps and specific role shortages*
- *Getting systems working together right for the staff and the citizen*
- *Wakefield demographic of older citizen cohort, coupled with complex long-term conditions management*
- *Supply chain issues and retention of staff*

2. Enhancing and growing systems leadership

- *Poor quality data systems with cross sector connectivity issues e.g. PIC and SystemOne use*
- *Lack of clarity in system strategy and communication to staff*
- *Lack of aligned process in system approach*
- *Lack of succession planning, and development of transformational leaders to maintain emphasis on change*
- *Fixed term contracts can de-stabilise staff engagement in role development and impact significantly on retention rates*

3. Attracting and Growing talent

- *Morale and resilience decreasing in health and social care staff (paid and unpaid)*
- *Resourcing the joint training and education to create a collaboratively produced future workforce.*
- *Releasing the existing workforce to take time out for new skills development, particularly around embedding new models of care tested via Vanguard*

4. New roles, new ways of working

- *New medical and information technologies create new healthcare tasks*
- *Shifts towards protocol and task based driven health and social care*
- *Governance and structural diversity in providers as employers, and the subsequent impact this has on ability to develop staff*

5. Enabling a Productive and Resilient Workforce

- *Growing and changing demand for how care is provided*
- *Shift the balance of the workforce towards primary care*
- *Resistance to change in professional boundaries*
- *Changing the mindset in health and social care workforce (where required) from 'doing to, to doing with citizens'*
- *Public resistance to workforce transformation*



How we will deliver the vision – the '3-5-7-9' of Wakefield Workforce Transformation

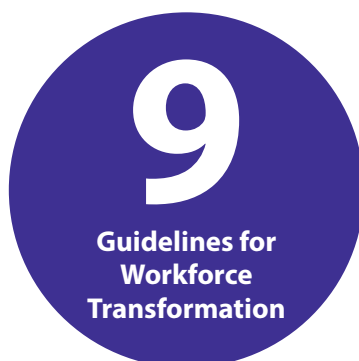


The Connecting Care+ partnership comprises complimentary partner organisations. Some of these organisations provide care in geographies and specialties outside of the Connecting Care+ footprint but all are committed to providing the right workforce model for Wakefield citizens. To achieve the strategic workforce transformation vision, we will use the 3,5,7,9 of Wakefield workforce redesign.

- **The Three R's**
(Recruit, Retrain, Retain)
- **The Five Key Workforce Priorities**
- **The Seven Rights of Workforce Transformation**
(Right Size, Right Shape, Right Skills, Right Way, Right Cost, Right People)
- **The Nine Guidelines for Workforce Transformation.**

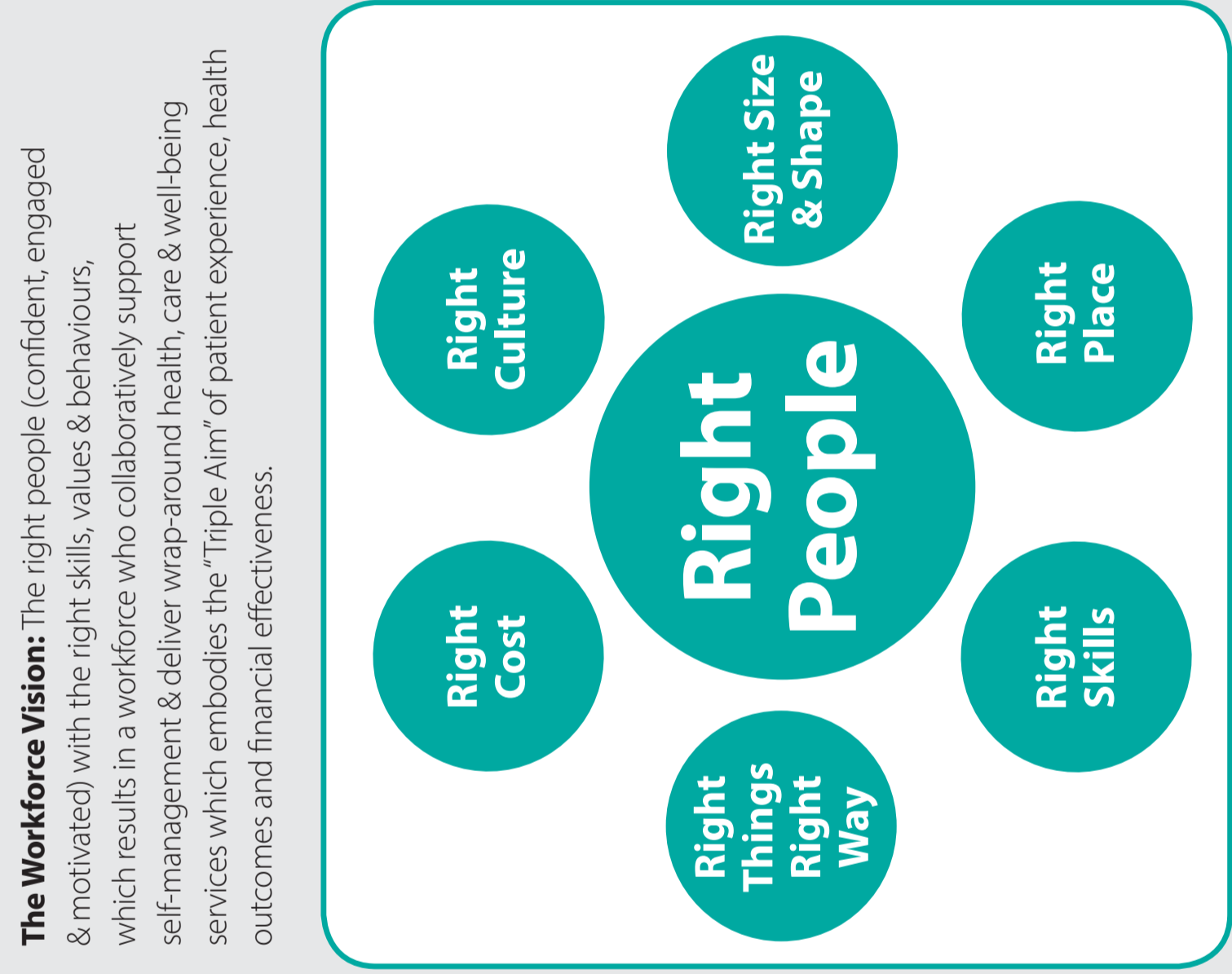


Achieving this strategic vision requires the continual input, monitoring and evaluation of the integrated workforce by the New Models of Care board (NMoC) Partners.



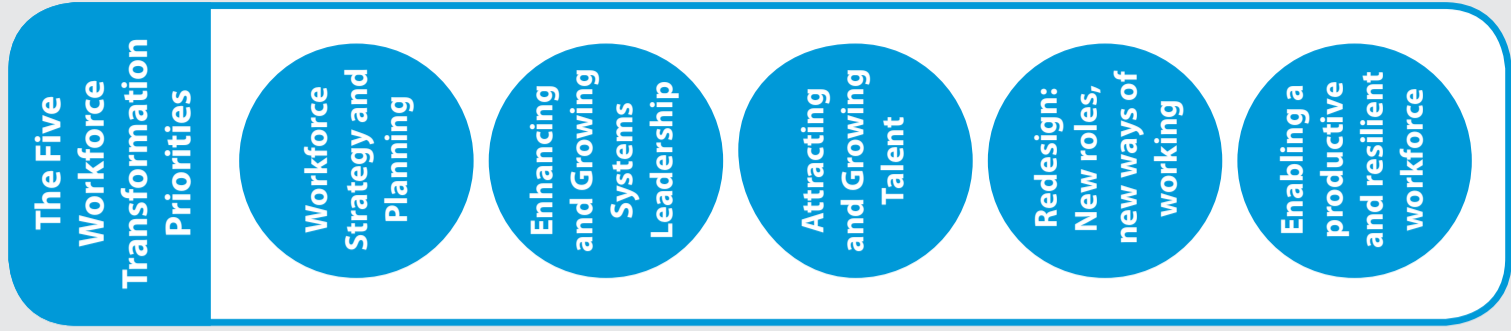


Workforce Transformation in Wakefield - Plan on a page



NINE Guidelines

Redesigning roles & services
Whole Workforce System approach
Expanding role of Wakefield citizens and carers
Expanding role of VCSE
Increasing effectiveness/ accessibility of education & training
Fostering systems leadership development
Acknowledge and overcome resistance to change
Shared values and learning across disciplines
Shared project management methodology



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Key Workforce
Priorities

The overarching aim of the Connecting Care+ workforce transformation strategy is to ensure we have a confident, motivated workforce with the right skills, values & behaviours engaged and supported to deliver the Connecting Care+ Vision, Strategic Objectives and Plans whilst maintaining financial stability.

The initiatives detailed below are captured in full detail in our 'Connecting Care+ Workforce Transformation Implementation plan'.

1. Workforce Strategy and Planning

Definition: To identify, analyse and predict the future workforce requirements for the Wakefield Connecting Care+ system

Ambition:

- *System planning and workforce planning are integrated and complimentary processes - planning decisions cover the whole Wakefield workforce rather than looking at each staff group separately.*
- *A planning process that is system wide and includes effective communication between HR and the rest of the system as well as input from a variety of stakeholders*
- *A flexible approach to workforce planning which does not seek long term predicative precision but can identify and respond to potential medium-term issues enabling the workforce to evolve and adapt to inherently unpredictable health and care environment*
- *Good-quality workforce data is available with information flowing both from within the system and from external sources.*
- *A planning process that continually and robustly identifies risks and trends and triggers flexible responses*
- *A planning process that seeks to minimise the limitations and maximise the opportunities*

2. Enhancing and Growing Systems Leadership

Definition: Wakefield will have a robust, agile and flexible cohort of leaders in Wakefield who will collectively develop and enable the transformation journey of bringing together best elements of health, housing, social care and the VSCE

Ambition:

- *System leads have one common set of principles and standards – and this becomes the blueprint for managing the layers of transformational change*
- *Create a generous leadership culture – where transformation, compassion and innovation are central tenets*
- *Wakefield has a responsive and forward-thinking cohort of leaders which ensures an aligned approach to transformational incentives*
- *Wakefield continues to work collaboratively to develop the systemic mind-set, based on a common purpose of achieving person centred seamless care*
- *Collaborative commissioning becomes standard practice*
- *Commonly adopted behaviours for system leaders are ones which enable, influence and support the workforce to transform*

3. Attracting and Growing Talent

Definition: Attracting, recruiting, retaining and developing a resilient health, care and support workforce to deliver the Connecting Care+ vision

Ambition:

Established a Wakefield Place system-wide recruitment strategy which will:

- *Attract people with the right values and behaviours to work in the system*
- *Encourage and enable improved and system wide value based recruitment practices*
- *Proactively and collectively manage vacancy/turnover rates*
- *Enable strengthened links with local communities which offer increased opportunities to enter employment through joint supported employment programmes, apprenticeships, work-experience and voluntary roles or student placements*

Established a system wide talent management strategy which will:

- *Enable proactive and collective management of system wide career progression opportunities*
- *Allow transparent access to mapped and developed system wide career progression opportunities*

Established a virtual Wakefield health and social care workforce transformation hub which will:

- *Equip people (paid and unpaid workforce, patients/service users and citizens with knowledge, skills and competencies to deliver the Connecting Care+ vision*
- *Support joint education and commissioning arrangements – strengthened links with universities, education and learning providers and Connecting Care+ partners to deliver the future health and social care workforce*

4. Redesign – New roles, new ways of working

Definition: Innovating and adapting our health and social care workforce in Wakefield by creating, piloting and embedding new ways of working and new roles into the infrastructure of our delivery models

Ambition:

Create a workforce that is compassionate, flexible, responsive and multi skilled, who are professionally competent and able to work in a person centred manner and to continue to influence workforce integration design by contributing evidence to the local, regional and national governance and regulatory structures around new role developments and their impact on the provision of integrated health and social care.

5. Enabling a productive and resilient workforce

Definition: Actively engages the workforce to support the cultural change programme required to support transformation for integration in Wakefield and the capacity, competence and wellbeing of the workforce to be strengthened

Ambition:

In order to support the Connecting Care+ vision, we need to ensure that workforce transformation is done 'with' our staffing cohort and not 'to' them.

- *Create system wide sign up to a shared understanding of staff engagement and the benefits of this approach*
- *Become a system which has a culture of readiness for change, from front line staff to system leaders*
- *System leaders own, support and get behind achieving the cultural change needed for transformation*
- *Staff from all grades, levels, posts and organisations have access to informative and accessible information on transformational change*
- *A cultural change programme that is clearly linked to service delivery activities*
- *Constant and varied opportunities for staff of all levels to be involved in workforce transformation activities, initiatives and evaluations*
- *Established, trusted and successful workplace wellbeing resources in place to support the whole staff cohort*
- *A full system sign up and active engagement with the Wakefield Workplace Wellbeing Charter*
- *Continue to develop, strengthen and consider the parity of mental health provision when developing our workforce resilience*

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Rights of Workforce Transformation

1. Right People:

Ensure you have people with the right values, attitudes and behaviours to meet the needs of the population of Wakefield

2. Right Size and Shape:

Ensure you have the right number of people in the right roles and the right balance of types and levels of roles. Eliminate duplication and inefficiency.

3. Right Culture:

Ensure we have the right workplace culture to meet the needs of the population of Wakefield.

4. Right Place:

Ensure the required staff resources are available in the right location to meet needs

5. Right Skills:

Assess the gaps in competencies and skills to what will be needed to meet future goals

6. Right Things in the right Way:

Ensure the models of care and processes adopted are the most effective mechanisms to meet people's health and care needs

7. Right Cost:

Ensure outcomes achieved justify use of resources, peoples effort, time and sacrificed opportunities



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**Guidelines for
Workforce
Transformation**

The Nine Connecting Care+ Guidelines for Workforce Transformation (our blueprint for collaborative workforce transformation)

All partner agencies are committed to growing and developing talented individuals and skilled teams working to an agreed suite of guidelines for workforce transformation.

- 1. Redesigning roles & services, and creating of new roles/services that focus on better outcomes for people with care and support needs**
- 2. A workforce working to a Whole System approach – individuals and teams that cooperate and consider the impact of any change on whole system, minimise unnecessary competition between programmes, organisations and teams for people resources**
- 3. Expanding the role of Wakefield citizens and carers to participate in and assist them to take responsibility for their care**
- 4. Expanding the role of Voluntary, Community and Social Enterprise (VCSE)**
- 5. Increasing the effectiveness and accessibility of education and training and on-going supervision throughout the system by joint working and sharing expertise and resources**
- 6. Actively fostering systems leadership development bespoke to Wakefield**
- 7. Acknowledge and overcome resistance to change and transition through a shared culture of partnership where service boundaries are blurred and roles, professional identities and functions interrelate for the good of seamless patient care**
- 8. Shared values and learning across disciplines (which are linked to the creation of transportable accreditation options, the principles of person centred planning and care at or closer to home)**
- 9. Shared project management methodology and ongoing Monitoring and Evaluation**

All of the above will be underpinned by system-wide adoption and embedding of the guidelines, and we suggest Skills for Care Workforce Shaping' and Commissioning Model 'Analyse Plan Do Review' model to support this.

Governance Process for Workforce Transformation in Wakefield

Connecting Care+ Workforce Transformation will be led from the New Models of Care board (NMoC) which will provide direction and buy in from all partner organisations.

Successful implementation of new models of care depends upon workforce issues being addressed from the beginning.

Workforce redesign or planning for numbers cannot be added at the end of a project scope, and this is where the Wakefield Workforce Transformation Board (steering group) will sign up to use of the 9 workforce transformation guidelines to ensure a cohesive and collaborative approach to system wide workforce transformation.

