

**Workforce Resilience in
Hampshire & Isle of Wight
Integrated Care System
Health & Social Care Scrutiny Meeting (HASC)**

29/11/2022



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Workforce profile in Hampshire & Isle of Wight



We are incredibly proud of our workforce in the Hampshire & Isle of Wight (HIOW) Integrated Care System (ICS) with over 55,000 people working across a range of professions for the benefit of communities and service users.

Staff Groups	Headcount	WTE
Administrative and Clerical	11,992	10,566
Allied Health Professionals	4,338	3,838
Healthcare Scientists	985	910
Medical and Dental	5,062	4,707
Nursing and Midwifery	13,453	11,896
Other Scientific, Therapeutic & Technical Staff	1,374	1,179
Support to Clinical	11,754	10,410
Primary Care	6,405	4,513
HIOW ICB	56,405	48,941

Our People Plan sets out how we will continue to develop our workforce across HIOW

The challenge

Our workforce has faced unprecedented challenges and record pressures through the pandemic. We now face **significant workforce supply challenges**, the ongoing effects of the **pandemic**, and **industrial action**, exacerbated by the rising **cost of living**.

The opportunity

We have an opportunity to **collaborate** across HIOW more than ever before and bring together teams from across the system to focus on delivery of key strategic outcomes. As an ICS, we can:

- **Flex** our resources as the system demands.
- **Align** our performance measures and accountabilities to our strategic goals
- **Share knowledge** across the system and develop mechanisms for us to apply learning.

Our approach

Our People Plan is enacted through our People Programmes which have been developed to support HIOW to address workforce challenges and harness opportunities to work differently.

We have confidence in this way of working as over the last two years we have been able to evidence our ongoing improvement, performing well in comparison to other systems across the majority of workforce indicators.

What we are going to do



Support the health & wellbeing of all our people – Support staff to live healthier lives in line with NHS Health & Wellbeing Framework, extending Occupational Health Services, and increasing flexible and remote working.



Grow the workforce for the future – Grow the workforce for the future by extending recruitment, building our ability to share system resources to meet peaks in demand, and developing a workforce 'pool' to bridge the transition between acute and residential care.



Educate, train & develop our people, and manage our talent – Coordinate education at scale across system and adopt HIOW-wide approach to talent management.



Support inclusion and belonging for all – Adapt our recruitment approach, engage with communities, and diversify our leadership to support inclusivity across our workforce.



Value and support leadership at all levels – Assist aspiring leaders with development and growth, increasing collaboration between leaders across system, ensuring protected time for leadership development.



Lead workforce transformation and new ways of working – Introduce framework for Digital Competency, increase flexibility to move between roles across HIOW, and accelerate ICS transformation programme.



Drive and support broader social and economic development – Increase the scope of our interaction with school pupils through the Learner Journey Project and support employing organisations to lead their own engagement with pupils to build careers.



Transform people services and support our people profession – Work with our Trade Unions (Locally and Social Partnership Forum) to develop cutting-edge people policies & processes, review & optimise people systems across HIOW.



Lead coordinated workforce planning – Adopt a system-led approach to workforce planning, producing high-quality reporting of people data and insights, and ensure access to joined up information across HIOW



Support system design and development – Coordinate consistent and coherent, best-practice approach to system development, and standardise Values and Behaviour across the system.

How we will do it

We have invested in a People Programme management structure to enable us to effectively establish, monitor and realise the intended benefits of our programmes to deliver the workforce components of our Delivery Plan, People Plan and future strategic development.

We will work through the **People Collaborative, Social Partnership Forum, providers, places and local delivery systems** to ensure integrated delivery of the plan. Depending upon the activity, we will work at scale across the system, working through our networks, pooling our collective resources, or using a lead employer model to deliver our aims.

How we will know we have made a difference

Our plan is supported by key **performance** indicators for every initiative.

For example, we are aiming to recruit an additional **1500** Nurses each year, increase our Health & Wellbeing index to **70%**, and increase diversity at *all* levels to **19%**.

We have agreed a full range of metrics which align to the NHS Strategic Oversight Framework to monitor progress and ensure we are achieving our objectives. These metrics include **satisfaction and engagement, resourcing, retention, vacancies and absence**.

The full people plan is available on our website.

Focus on Primary Care Workforce

847 GPs and 162 Registrars

2311 Administrators

568 Nurses

456 Allied Health Professionals

- We are supporting our primary care workforce with a range of new health and wellbeing initiatives
- We continue to focus on how we recruit and retain staff in Primary Care. The new Additional Roles Retention Scheme (ARRS) introduced in April 2020, has deployed new roles such as first contact practitioners, mental health practitioners and physiotherapists into GP surgeries
- Close working with the Health Education England Primary Care School and Deanery ensures that we are focused on medical education and the supply of our future GP workforce
- 'New to Practice' Fellowship programmes have been established for both GPs and Nurses across Hampshire and Isle of Wight and 84 people are enrolled on the scheme. We also offer a Mentoring Scheme for mid-careers professionals to support changes in working practice and career ambitions
- There are opportunities for rotational posts: practitioners from Primary Care can rotate through other providers gaining skills and insight into care pathways and patient management
- A digital facility for the request and drawdown of locum GPs has been implemented. The platform, Locum Deck, enables practices to log shifts they require to be filled, and enable available locum GPs to respond. Usage of the system has increased during the past 12 months and 1121 clinical hours were fulfilled last month
- The technology can also be extended to provide remote GPs and a trial will commence in December with IOW practices to establish whether this is an effective model of support for patients during the Winter months
- To further promote integrated working across professions we are creating faculties to share experiences, best practice and skills
- We continue to communicate the benefits of multi-professional teams in General Practice to members of the public

Focus on Allied Health Professionals Workforce

- Allied Health Professions (AHPs) are the third largest workforce in the NHS. In the main they are degree level professions and provide system-wide care to assess, treat, diagnose and discharge patients across social care, housing, education, and independent and voluntary sectors.
- They provide system-wide care to assess, treat, diagnose and discharge patients across social care, housing, education, and independent and voluntary sectors
- Hampshire and Isle of Wight ICS AHP Faculty has commissioned a project with Hampshire County Council to develop the Allied Health Professionals support workforce, aligned to the national competency framework
- The Hampshire County Council Lead Occupational Therapist is an active member of the AHP Council and Faculty and engaged in key workstreams, such as our clinical placement expansions and apprenticeship

AHP Support Worker Development

Over 150 ideas generated for the strategy across 3 themes **attract, develop and support.**

Over 150 ideas

159 support workers

Together Towards Tomorrow
58

First event for AHP Support workers 'Together Towards Tomorrow' attended by 58 people from across the system

Our first strategy due for publication in October 2022

Further engagement with 159 support workers to set priorities.

AHP Clinical Placement Development

Quarterly Practice Educator Network established, attended by 30+ people

30+ people

628 additional AHP

100% Placement expansion in local authority and primary care

Initial clinical placement expansion project generated 628 additional AHP placements within our NHS Trusts.

Radiography deep dive

We surveyed radiographers (diagnostic and therapeutic combined) across NHS Trusts, HEIs and Independent sector; and engaged with wider stakeholders including HEE. Here are the key findings:

Radiographers represent the 2nd largest AHP workforce in the HIOW system.

50% of our radiographer workforce is from the international market.

27% of diagnostic radiography support workers would like to go on and achieve registration via a degree level programme.

27%

2 out of 3 Return To Practice radiographers stay within their supporting organisation in a substantive post.

1 2

HIOW AHP Faculty Interventions:

- A system-wide professional network
- Development of a career pathway
- Placement capacity modelling
- An additional 38 international recruits by March 2023

Focus on Mental Health Workforce

- We have completed a cross-sector analysis of staff training needs when supporting others with mental illness; the aim is to develop a pan Hampshire and Isle of Wight training and development portfolio for mental health skills and development
- A new fifteen-month course has been developed, which allows general nurses to dual register in mental health. This builds resilience in mental health skills across Hampshire and Isle of Wight and expands the opportunity to provide care at the point of need
- We are developing a Children and Young People Mental Health Workforce Academy, led by Solent NHS Trust. This will support the development of existing staff working in the sector and implement programmes to grow our own workforce
- The Hampshire and Isle of Wight Mental Health Workforce Collaborative are working in partnership with Higher Education Institutes to develop professional development for Clinical Support Workers, with an initial focus on Therapeutic Engagement
- It is also working in partnership with Higher Education Institutes to develop an education programme for Youth Intensive Psychological Practitioner, building sustainable career pathways for Psychological Therapies workforce for children and young people



Workforce supply is a key priority

- We are working in partnership across the system to ensure resilience, minimal disruption to patient care, and that emergency services continue to operate as normal during any industrial action. We want to reassure the public that patients should continue to come forward for emergency services as normal, as the NHS is committed to keeping disruption in these services to a minimum
- Opportunities to retain pandemic staff (vaccinators, administrators and registrants) have been developed through upskilling programmes and flexible job roles. We have developed bespoke new roles to support system discharge, which are 'trained to task', e.g. Ward Runners
- A new pool of Hampshire and Isle of Wight reservists have been recruited into flexible roles with NHS Professionals bank provider to support surges in workload (336 working across vaccine, ward runner and admin roles)
- Training requirements have been reviewed ahead of winter pressures to ensure, where possible, flexible staff are upskilled and 'ready now' to work
- Safe and effective staff movement has been enabled through the HIOW workforce sharing agreement, which is designed to be available to partners across the whole health and social care economy
- We 'keep in touch' with volunteers who responded to a call to action during the winter surge in 2021
- We are working with Portsmouth City Council to trial a new Health and Care Apprentice level 2 programme with rotational posts. The aim is to attract students from diverse and disadvantaged backgrounds to secure employment in the health and care sector



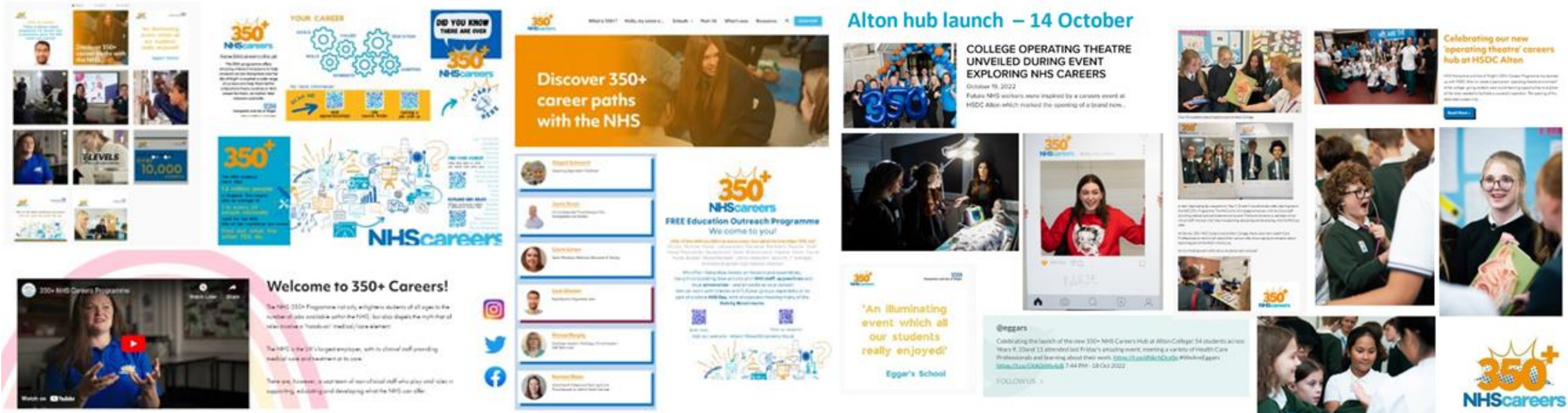
Focus on Nursing and midwifery workforce supply

- Well-established collaboration has delivered system-wide programmes to increase the supply of nursing and midwifery workforce
- Our aims is to recruit 1500 nurses and midwives per year. There is large-scale international recruitment of nurses and midwives, including mental health and midwifery international recruitment collaboratives
- Extensive work is in place to improve the retention and development of internationally educated nurses and midwives, including funded fellowships, accelerated development programmes and a cultural allyship simulation workshop
- There is a clinical placement expansion programme, which delivers increased capacity for higher education institutions to increase student numbers on courses
- We are implementing an ICS web-based placement management system for all health care students and higher education institutions
- We are working closely with Health Education England to improve student nurse and midwife attrition
- There are growing collaborative recruitment initiatives with Department of Work & Pensions and Job Centres to increase the number of Healthcare Support Workers in our services



Education to Employment (E2E) is vital to our workforce supply strategy

We have interacted with over 10,000 students in Hampshire & Isle of Wight to introduce them to the 350+ careers in the NHS. They are our workforce of the future.



Focusing on inclusion and health and wellbeing helps us to retain our workforce

- The Enhanced Health and Wellbeing Programme for staff is available across the system: [HIOW People Portal](#)
- We are launching a new Employee Disability and Neurodivergent Advisory Service on 5th December
- A health and wellbeing advisory service is available for staff together with the staff mental health hub, menopause support and a range of other dedicated services
- In October, we held a summit focusing on how to help employers respond to cost of living. Over 80 people attended from employers, voluntary sector, trade unions, local government, government agencies and the private sector
- Our system retention programme is focused on improving the drivers of retention

