

‘SSOT ICS People Plan – update on progress’

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Current People Culture and Inclusion context

- Financial challenges; running cost reductions and redesign of ICBs
 - Patricia Hewitt Report – an independent review of Integrated Care Systems
 - Population Health and Health Inequalities – community outreach
 - Industrial Action
 - Long Term Workforce Plan
-

Require 260-360,000 more workforce by 2035

NHS Longterm Workforce Plan

Focus on prevention and early intervention

Train

- Domestic 50-65% in 15 years ↑
- METIP by System
- Int. Rec ↓ 9-10% by 2036/7
- Med school places 60-100% in certain geographical areas and trainee placements ↑
- Medical Degree Apprenticeship in development
- GP Specialty Trainees 45-100% ↑
- Nursing training places 80% by 2028 ↑
 - Adult 92%
 - Mental Health 93%
 - Learning Disability 50%
- Implement Ockendon, reduce length of MW degree ↓
- AHP training places 28% ↑
- Pharmacy training places 31-55% ↑
- Psychology/CYP training places 30% ↑
- Healthcare Scientist training places 20-34% ↑
- Volunteers ↑
- All Trusts to implement general Preceptorship
- NHS Enhanced Training
 - Widen general/Core Drs
- More Apprenticeship roles

Retain

- Reduce Leavers rate 9% -7.4-8% ↓
- Consistent staff experience despite organisational boundaries
- Implement Fuller Stocktake in PC
- More support for newly qualified staff
- Total Reward Package
 - Beyond Pension
 - Beyond the money
 - Increased flexible working
- Continue to focus on EDI
- Health inequalities ↓
- CPD funding still in place for in Nurse, AHP, MW
- Workforce development via apprenticeship not resulting in financial penalty
- Create Employee Value Proposition; National/local benefits:
 - Flex Working (retirees/offered for all jobs/flexible careers)
 - Wellbeing and voice (truly listening to workforce/OH/wellbeing services)
- Digital staff passport by 2025
- SAS Doctors to have better career diversification

New Role increases in Mental Health by 2036:

- Clinical Psychologist
- IAPT -> Adults and children
- MH and WB Practitioners
- Paed WB Practitioners
- Emotional MH Practitioner
- Educational MH Practitioner

Reform

- Productivity 1.5-2% ↑
 - £ Core settings ↓
 - Alternate delivery models
- Agency 9-5% (2023) ↓
 - Increase bank
- Time to hire and recruit ↓
- Digital/Innovation
- Staff outside Acute 7% ↑
- Increase use of Artificial Intelligence ↑
 - Surgery
 - Remote monitoring
 - Systems
 - Recommendation to develop E-Patient record
- Develop processes to allow workforce to commence in post more quickly:
 - NMC discussing potential for newly qualifieds to start 4 months earlier
 - ↓ MW course (2 years)
 - MSc Paramedic (2 years)
- Increase numbers of Multi professional system rotations

New Roles by 2036:

• NAS	64K
• PAS	10K
• Anaes APP	2K
• Adv. Practitioner	39K
• APP clinical MH	1K
• ARRS Roles	15K
• PCN's	5.9K

Along with:

- Care Coordinators
- Health and Wellbeing Coaches
- Social Prescribing Link Worker
- Peer Support Worker for MH and Autism

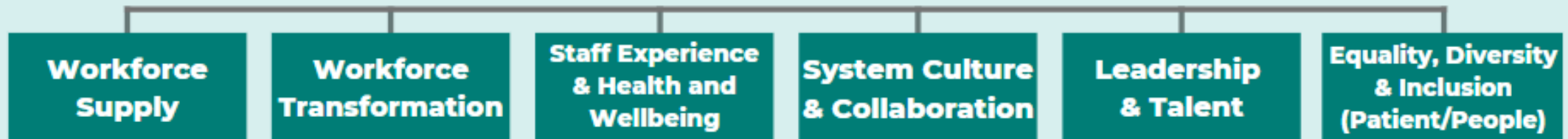
ICS People Collaborative

ICS People Plan

7 ICS Portfolios



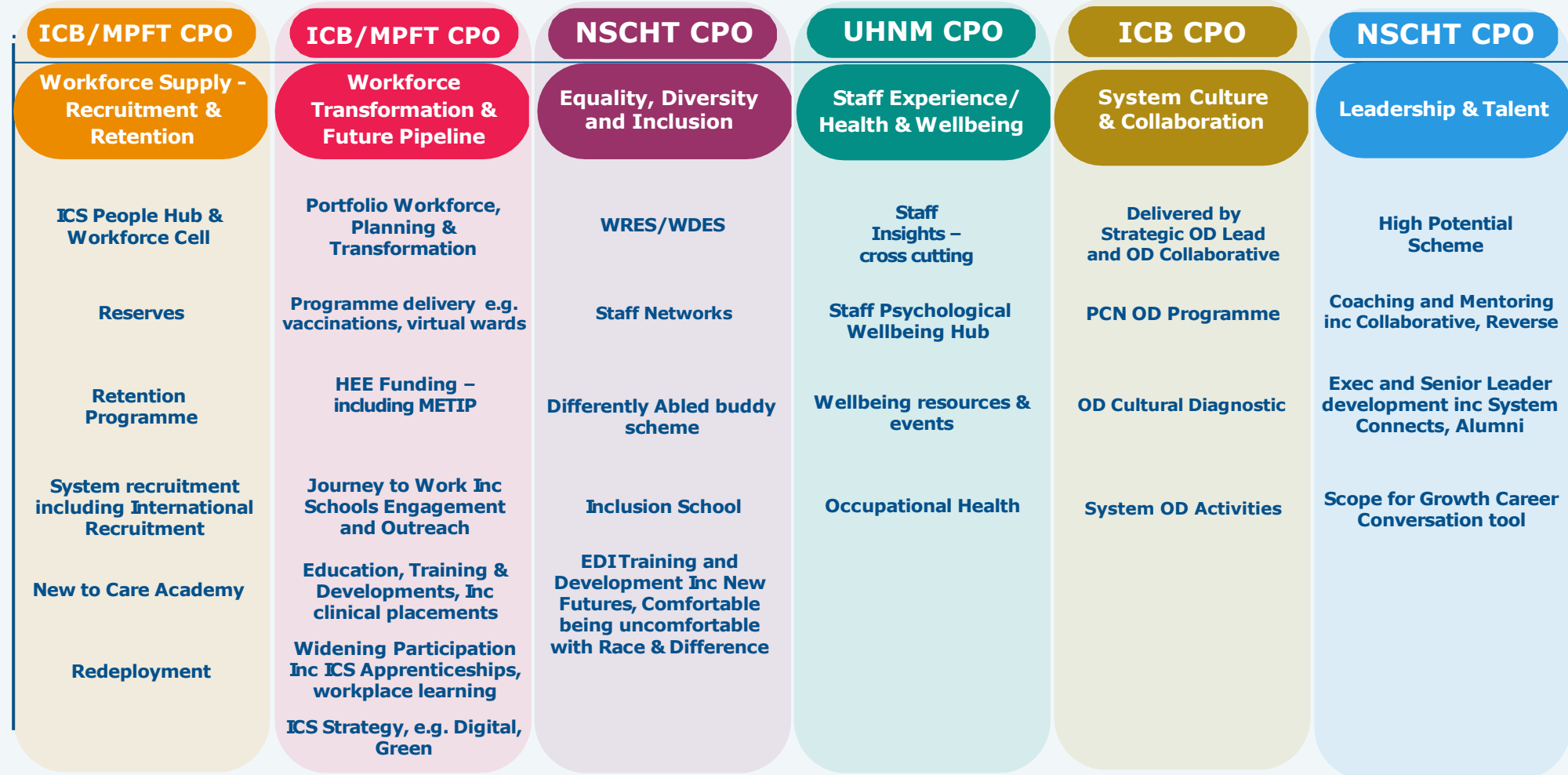
People Workstreams



Delivering at Scale

ICS People Function

Programme Activity



Underpinned & Supported by



People, Culture & Inclusion Achievements 2022 - 2023

5 Virtual Work Experience Programmes delivered to **1100+** Shortlisted for 2 HSJ Digital Awards.



205 face to face interventions by our Outreach Advisor with refugees & seldom heard communities.



Journey to Work concept launched including Schools project with **100** professionals signed up to visit schools.



ICS People Web Pages launched, **826,083** clicks to date.



Won Highly Commended at the HSJ Partnership Awards for Primary Care Project of the year - 'Growing our own together'.



Integrated System Wide Workforce Planning (Inc Workforce Development funding).



HPMA Award for Innovation for the NHS and Social Care Reserve Model.



53 Health & Social Care Apprentices on system rotational placements Regional Apprenticeship Award Winner.



Levy Transfer **15** Apprentices, **£315,000** in 2022.



135 people attended New Futures Race based leadership development.



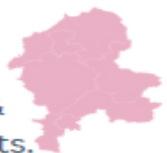
Robust & intuitive People Metrics and reporting.



87 1:1s in Phase 1 ICS Retention Programme. Phase 2 commenced.



361 People Hub Staff & **8,810** shifts.



Delivered Cohort 1 of National pilot High Potential Scheme **30** commenced Cohort 2.



Comfortable being uncomfortable with Race and Difference Programme rolled out to **300** ICS Senior Leaders.



Over **800** referrals to the Staff Psychological Wellbeing Hub.



ICS Wellbeing Week held with nearly **12,000** staff taking part.



3 ICS Staff Networks.

*All delivered through Partnership working to develop the One Workforce approach with NHS, Primary Care, Councils, Social Care & Voluntary sectors.

Spotlight on:

Seldom Heard Community Outreach

Supporting people from seldom heard communities into healthcare roles by providing careers advice, work experience/volunteering opportunities and job application support. This support is delivered from a variety of community venues, working alongside DWP, local authorities and housing associations.



Plans for 2023

- Increased support and presence in Job Centres county wide
- Visits to the Staffordshire Science centre University for Amity and YMCA customers
- Facilitated Virtual Work Experience sessions for community based customers
- Traineeship cohorts in January and February
- Additional Outreach Advisor
- Continued support via face to face and group sessions for seldom heard groups
- Potential flexible working pilot (administration)

205

face to face interventions with Outreach Advisor since May 2022



8 young people into various full time college courses, continuation of HE courses and apprenticeships

Supporting 2 BTEC students with volunteering placements at UHNM



10 young people currently on placement as part of the Traineeship programme in partnership with Stoke on Trent College (5 individuals are progressing into Apprenticeship roles)



5 people into employment

Information sessions in a variety of Job Centres, Dentistry careers session at Amity Hub and Aspiration Summit



Olhas Story

<https://youtu.be/hWqMxm6l4vQ>



Spotlight on: ICS Apprenticeships

Evaluation & developments...

Placement Feedback

Apprentices not aware of what is expected of them

Online review meetings can be daunting

Placements unsure of what the apprentices should/shouldn't be doing

Unsure of placement dates

Uncertainty over salary commitment required

ICS support and involvement throughout apprenticeships praised

Changes Made

Induction will be both college and employer based

Online review meetings changed to face to face, to be held at the college

New easy glance chart provided by the college of work the apprentice should be undertaking

Placements will run with a main base with 3, 1 month long SPOKE placements, all to be communicated with apprentice, college and placements

Clear throughout all promotional work the salary commitment, also clear within the updated memorandum of understanding (MOU)



What's next...

- **Mental health first aid training**
- Monthly review meetings with the apprentices
- Quarterly review meetings with placements areas
- **Working with placement providers to open up in house training opportunities**
- Working with partners to support other apprenticeship opportunities
- **Numeracy Champions**
- Schools and Colleges Engagement Outreach activities

Spotlight on: Health & Wellbeing

Staff Psychological Wellbeing Hub

Over 900 referrals from
H&SC staff



From Jan 2022-Feb 2023, 1228 staff
accessed webinars with weekly
themes delivered twice a week



Continuous outreach and
engagement across the system with
a strong focus on Primary and Social
care. Also have a strong social media
presence with nearly 800 Twitter
followers. From Jan 2022-Feb 2023,
124 Engagement sessions delivered
reaching over 2500 staff



725 staff assessments
carried out and 573 referred
on to support services



Carer's Support Network launched
with 30 staff signed up. First
monthly network with guest
speaker took place in Feb 2023



Integration and collaboration between
services, reducing duplication,
streamlining and improving the
experiences of staff



Be Well Midlands

SSOT ICS have had money assigned to support with the tackling of health inequalities: Existing health and wellbeing offers are to be re-marketed to support with attracting colleagues from under-represented staff groups.

The Staff Psychological Wellbeing Hub are taking a lead on this and have created a task and finish group, due to meet for the first time on 1st March 2023.

The aim is to create a number of coproduce staff support toolkits, tailored to specific under-represented staff groups, focusing initially on disability and neurodiversity, LGBTQ+, ethnic diversity.

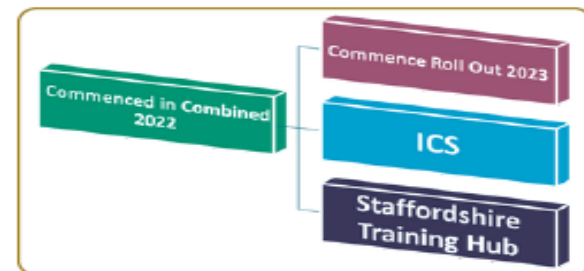


Spotlight on: Race, Inclusion and Differently Abled

Creating System-wide Change on Inclusion

We know we still have much to do to create a wholly inclusive environment for everyone to thrive, progress and feel they belong in. However, we have truly laid the foundations for a **step-change in race inclusion across our system in 2023-2024**, embarking on a 'stepped up' and **multi-faceted programme** for change to propel us to our inclusion future vision:

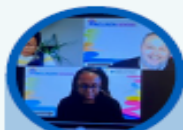
- **Our Inclusion School and Comfortable Being Uncomfortable programmes** have been a fundamental part of helping to change mind-set and culture on inclusion
- **We have worked to accelerate the advancement of our ethnic diverse talent**, whilst simultaneously developing the wider system environment to enable them to thrive
- **Our RACE Code shared journeys** will ensure that we continue to achieve and fix progress as we go, towards being an anti-racist system



Differently-Abled Buddy Scheme

This scheme will provide support to new and recently recruited staff who identify as having a disability/neuro-divergence. It aims to help support staff to become established in their new role and guide them in accessing appropriate support. A buddy is someone different from the more formal relationships of manager, supervisor or HR representation.

A **Differently Abled buddy** is someone who is also Differently Abled who has agreed to act as an informal and friendly source of support and the support of the Combined Ability Network (our staff network for people who are differently abled).



Developing the Culture: Creating the right Climate

- System Reciprocal Mentoring
- developing Staff Network Executive Sponsors & Leads
- board development on race inclusion and health inequalities
- New Futures Line Managers
- **Comfortable being Uncomfortable**
- Development of WRES Champions
- Inclusion School
- developing NF Line Managers.

Changing Systems and Processes: Creating the right Environment

- Inclusive Recruitment programme
- RACE Code & associated action plans
- Addressing system WRES metrics, WDES metrics & gender pay data
- **Model Employer/Race Disparity Ratio**
- engaging with our local communities on race inclusion and health inequalities.
- Investing in our organisation and system staff networks

Support & Development for Ethnic Diverse Work Force

- New Futures & Stepping Up Alumni
- **Developing Aspirant Leaders (DAL) Programme**
- Organisation and System level ENRICH networks
- Developing you: Developing Me programme

ICS Retention Strategy - Priority Areas

ICS Retention Team :

- We join the dots
- We co-ordinate
- We aid efficiency



Start Well

On boarding
New starter support

Stay Well

Flexible Working
Flexible Retirement

Development and Career
Progression

Leave Well

Exit data

National/Regional/Local Retention Programmes – joining up

Staff Experience / Wellbeing / Culture / Leadership / Equality, Diversity & Inclusion

Working Groups

Aim: Collaboration between Partners, Improve Data, Share Best Practice, Create Shared Resources
Attendees: Stakeholders relevant to the work stream from all sectors / organisations