

SSOT ICS People / Workforce

Health & Care Overview and Scrutiny Committee

October 2023





Staffordshire & Stoke-on-Trent Workforce

August 2023

NHS Workforce

Total Workforce

22,971 WTE

Currently +1,258wte (Sep22)

Substantive

20,934 WTE

Currently +1,109wte (Sep22)

Bank

1,504 WTE

Currently +206wte (Dec22)

Agency

534 WTE

Currently -216wte (Jun23)

Temporary Workforce **8.9%**

Currently -1.5% (Mar23)

£4.7M / **4.6%** Agency Spend

Currently -.174M (Jun23)

Joiners **413** WTE

Currently +293wte (Dec22)

204 WTE Leavers

Currently -56wte (Sep22)

Vacancies **2,860** WTE (**12.0%**)

Currently -298wte (Apr23)

12 Month Rolling KPI's (%)

10.0%

Turnover Rate

Currently -1.7% (Sep22)

5.2%

Sickness Absence Rate

Currently -0.8% (Sep22)

94.2%

Mandatory Training

Currently +1.8% (Oct22)

84.1%

AFC Appraisal Rate

Currently +8.1% (Sep22)

74.4%

Medical Appraisal Rate

Currently -13.8% (Sep22)

Other Health and Care Workforce

SSOT ICB Workforce

Total Substantive Staff

244 WTE

Primary Care Workforce

Total Substantive Staff

2,904 WTE

Currently +136wte (Nov22)

Social Care Workforce

Total Substantive Staff

19,500 WTE

Dentistry Workforce

Total Substantive Staff

610 Headcount

WTE: Whole Time Equivalent
KPI: Key performance Indicator
AFC: Agenda for Change

ICS Education, Training and Development Strategy & Group (inc. Allied Health Professionals faculty)



Education and Training Commissions and workforce development funds coordination at system (Phase 1)



One Occupational Health Contract for NHS Trusts



Widening Participation activities inc National T-Levels pilot



EDI Workstream supporting staff networks, Workforce Race and Disability Equality strategy and data, leadership & training



Journey to Work model - promotion and accessible routes into H&C jobs for young people, seldom heard groups, unemployed, new to care



Phase 2 system wide Retention programme and focused activities



Staff Psychological and Wellbeing Hub



Primary Care Workforce Implementation Group & Staffordshire Training Hub



System Wide collaboration on agency spend and bank rates



Watch [Aysuda's Story - YouTube](#) here



ICS Portfolio workforce planning and alignment to programme delivery



ICS People Hub and Reserves = contingent flexible workforce at system level



ICS People Digital Plan - designed & delivery commenced



Scoping for Delivering People Services at Scale



System-wide career pathway schemes - HCSW apprenticeship, Student Nurse Associate, Pharmacy Technician and Physician Associate

2023-24 so far...

ICS People, Culture & Inclusion Activities

SSOT Long Term Workforce Plan (LTWP) Delivery Gaps/Future focus



TRAIN

- Medical and Dental education
- Reduce International Recruitment
- 'New 2 Care'
- Engage with seldom heard communities
- Trainee pipeline intelligence & planning
- Education / training commissions and workforce development funding
- Clinical Placement Capacity
- Grow Education provider partnerships
- Alternative training / education models
- Apprenticeship expansion

RETAIN

- Health and Wellbeing offers
- Staff Psychological and Wellbeing Hub long-term funding
- Employee Value proposition
- Expansion of Flexible Working practice
- Equality, Diversity & Inclusion activities
- Health Inequalities focus in activities
- Experience & wellbeing data and intelligence
- Culture, Leadership and Talent activities
- Digital Staff Passport

REFORM

- Reduction in agency
- Increase contingent workforce
- Delivery of ICS People Digital Plan
- Upskilling workforce
- Attraction of digital workforce
- Future workforce for digital and AI
- Delivery of People Services at Scale
- Engage Professional bodies
- ICS Portfolio workforce planning
- Transformation inc new roles & skills
- Cultural and Leadership for reform
- ICS career pathway & rotational offers



Aiming Hire & Higher

ATTRACT, TRAIN AND RETAIN
HEALTH AND SOCIAL CARE
WORKFORCE SUMMIT 2023

Staffordshire and Stoke-on-Trent Integrated Care System

STATE OF THE NATION

Purpose

PANEL DISCUSSION

TRAIN

RETAIN

REFORM

EXPECTATIONS OF THE DAY

- COLLABORATION
- SOLUTIONS
- SHARING
- INFORMATIVE
- SUPPORT
- ENGAGEMENT
- PASSION
- INSIGHTFUL
- LEARNING

POSITIVE ABOUT WORK & LIFE BALANCE



START WELL
GROW WELL
LIVE WELL
AGE WELL
END WELL



UNDERSTAND WORKFORCE

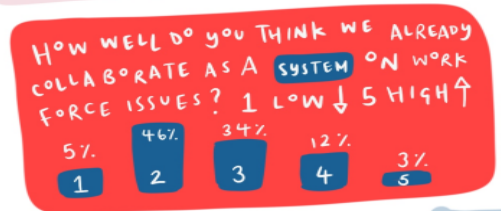
COLLECTIVE WORK & ACHIEVEMENTS



Changing needs of the NATION



IN THE MIDDLE OF A WORKFORCE CRISIS



ICS Senior Leaders & Key note Speakers

WORKING TO MAKE STAFFORDSHIRE & STOKE-ON-TRENT THE HEALTHIEST PLACE TO LIVE & WORK

1.1 million population

145 GP PRACTICES

25 Primary Care Networks

BIGGEST WORKFORCE CHALLENGE?

RETENTION

ATTRACTION

SUPPLY

CAPACITY

FINANCE

WELLBEING

MEETING DEMAND

TRAINING

BUDGET

PLANNING

COLLABORATE ON CHALLENGES & SOLUTIONS

SHARE ... MAKE CONNECTIONS

LEARN LEARN LEARN

ACTIONS FOR WORKING GROUPS

Chloe Breeze illustration

LTWP Next steps – October – December 23



Data / intelligence collation and mapping



Review of existing priorities and plans



Delivery timelines to be defined – short, medium and long



Workforce Summit outcomes - delivery of highest risk / challenging area plans



Provider/Partner mapping undertaken to identify opportunities to align activities at system level



Delivery and monitoring through established working and steering groups



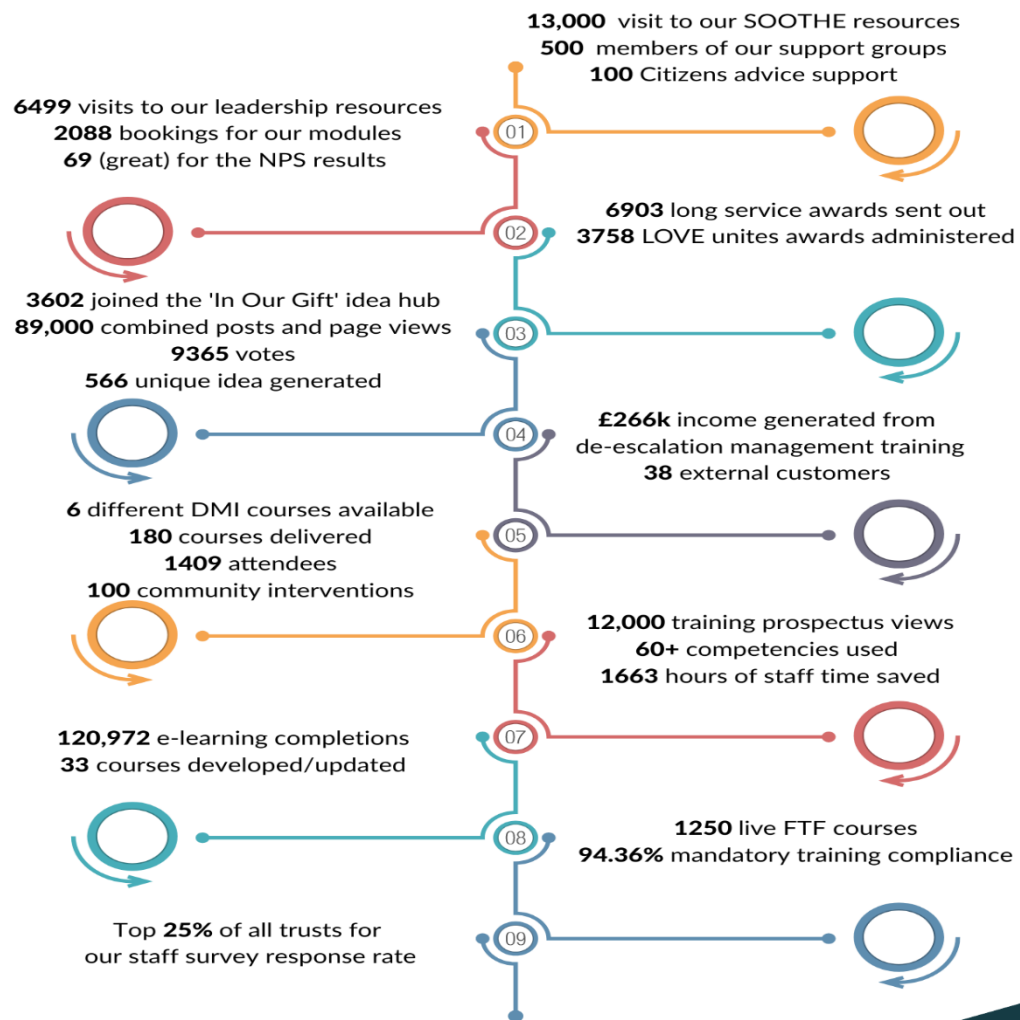
Oversight, monitoring and review via ICS People Collaborative Group



Finalised plan to be ratified by People, Culture & Inclusion Committee - November 2023 (2 year review)

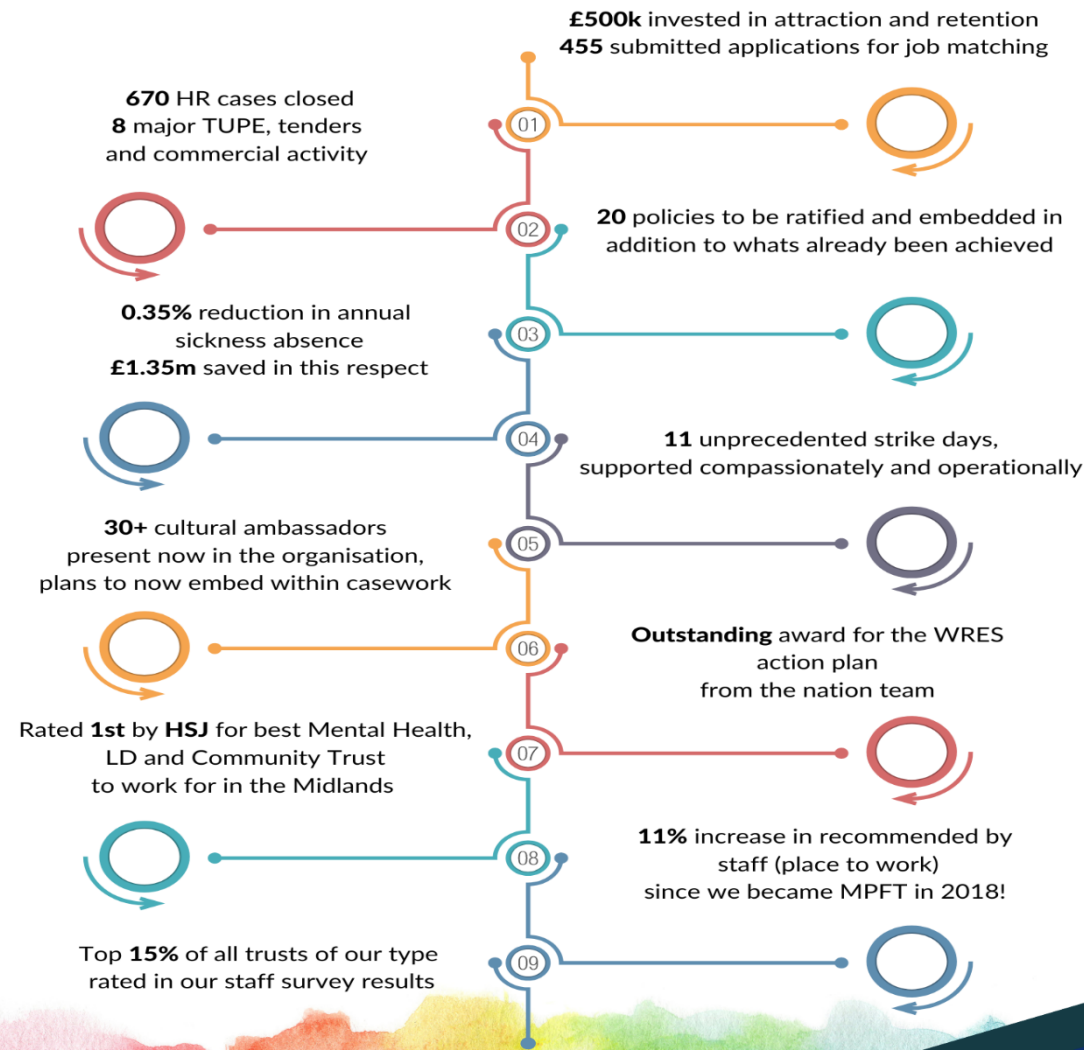
THEME 1

LOOKING AFTER OUR PEOPLE



THEME 2

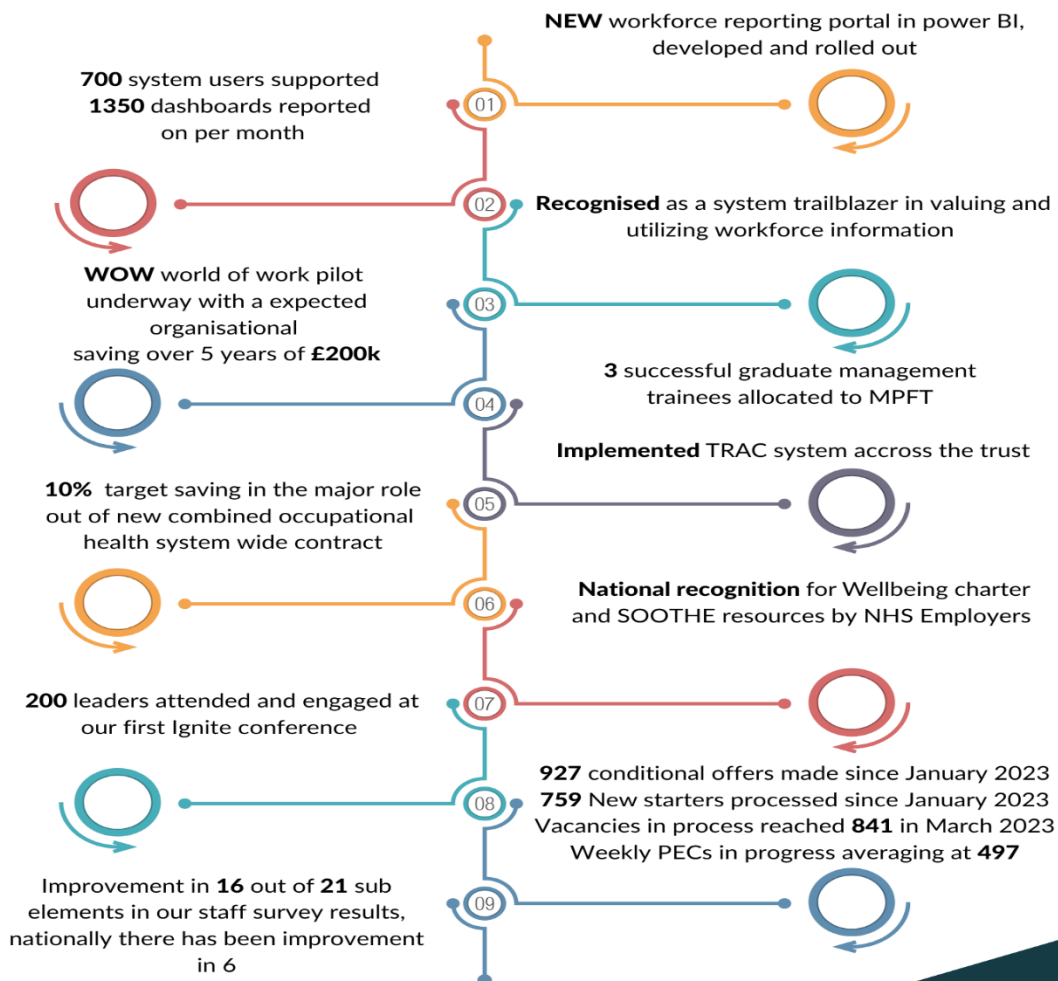
BELONGING IN THE NHS



United in our uniqueness

THEME 3

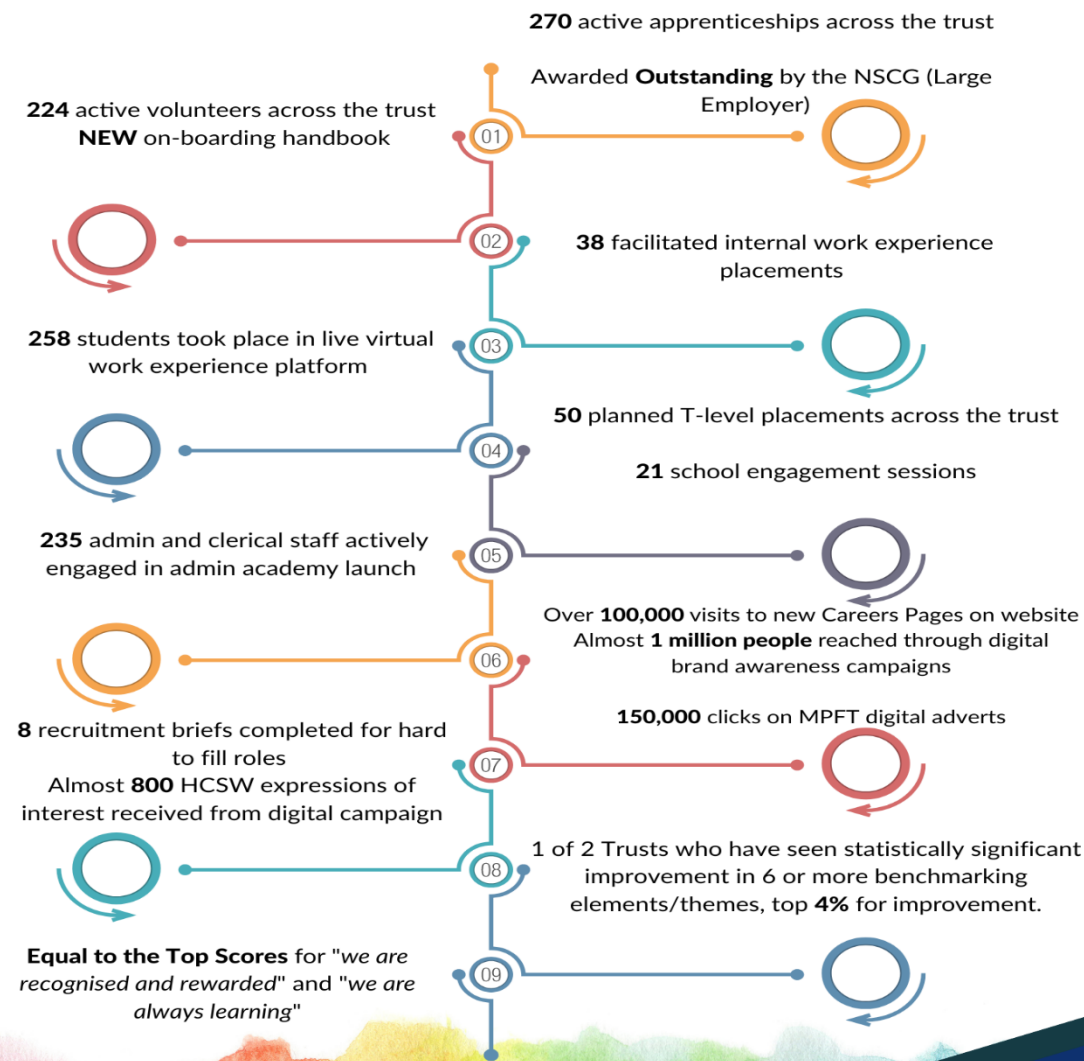
NEW WAYS OF WORKING AND DELIVERING CARE



United in uniqueness

THEME 4

GROWING FOR THE FUTURE



United in uniqueness

Our Combined People Plan 2023-28

Our people systems and policies enable the Trust to deliver great services

- Vacancy levels crept up to 14% but...
- 43 RMNs starting next 2 months
- Support services – what can we do at scale and across the system?

Provide the best opportunities for our people to achieve their potential and aspirations

- Leadership Development in system and careers across
- Succession Planning still a gap
- Good Staff Survey Scores

We ensure our people's health and wellbeing is supported better than any employer in the NHS

- Staff Support Hub on behalf of system
- Improving Sickness levels (less than 5%)
- Action on violence and abuse to staff

We will be inclusively representative of our communities

- Still challenges in representation at all levels and abuse
- WRES/WDES scores – improving and positive
- RACE Code, Rainbow Badge Scheme, Sexual Safety
- System leadership and development



We will provide a great place to work

- One of top Staff Surveys in NHS in England but needs to improve
- Positive team scores but more to do
- Turnover just over 12%



People Promise Elements and Themes: Overview

All of the People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.



We are compassionate and inclusive



We are recognised and rewarded



We each have a voice that counts



We are safe and healthy



We are always learning



We work flexibly

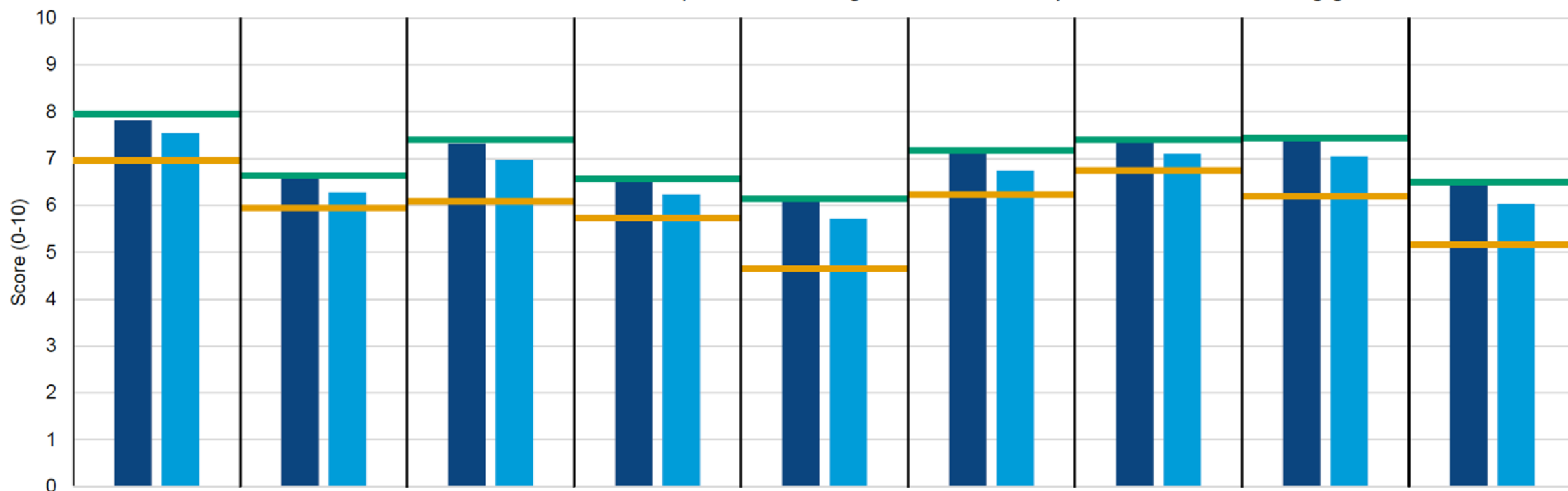


We are a team

Staff Engagement



North Staffordshire Combined Healthcare NHS Trust



| | | | | | | | | | |
|-----------|------|------|------|------|------|------|------|------|------|
| Your org | 7.8 | 6.6 | 7.3 | 6.5 | 6.1 | 7.2 | 7.4 | 7.4 | 6.5 |
| Best | 7.9 | 6.6 | 7.4 | 6.6 | 6.1 | 7.2 | 7.4 | 7.4 | 6.5 |
| Average | 7.5 | 6.3 | 7.0 | 6.2 | 5.7 | 6.7 | 7.1 | 7.0 | 6.0 |
| Worst | 7.0 | 5.9 | 6.1 | 5.7 | 4.6 | 6.2 | 6.7 | 6.2 | 5.2 |
| Responses | 1225 | 1221 | 1218 | 1221 | 1178 | 1213 | 1224 | 1225 | 1225 |

Our People Strategy – Making UHNM a Great Place to Work :

We will look after our people by supporting our people to be healthy and well, both physically and psychologically, and when unwell ensuring they are supported.

We will create a sense of belonging where we are kind and respectful to each other by creating a positive and inclusive culture which is reinforced through our Being Kind programme.

We will grow and develop our workforce for the future by attracting, recruiting and retaining our people.

We will develop our people practices and systems by promoting and using new technologies and equipping our people with digital awareness and skills.

- We have a comprehensive wellbeing offer for all of our colleagues
- We have a system-wide winter plan
- Good employee benefits and support offers
- Strong retention rates with turnover less than 9%
- Vacancy Rates are improving month on month are below 10%
- We have introduced a compassionate and inclusive work programme “Being Kind”
- Junior Doctor and Consultant Industrial Action continues to impact on activity and finances
- Completed flexible working survey to drive actions



Your Wellbeing

Support is available for our #UHNMFAMILY, at any time.

| | | |
|--|--|---|
| <p>Listening If you're feeling worried, or overwhelmed and need a listening ear</p> | <p>Emotional If you're feeling anxious or stuck and need support</p> | <p>Crisis If you're thinking about acting on suicidal thoughts or feel you are a danger to yourself or others</p> |
| <p>Reach out to a manager or colleague for a Wellbeing conversation</p> <p>Staff Support & Counselling: 0300 124 0104 10.00am – 4.00pm (M-F)</p> <p>Staff Psychological Wellbeing Hub: 0300 303 5406 or visit www.tbstaffsandstoke.org.uk/staff-psychological-wellbeing-hub</p> <p>NHS Staff support line: 0800 069 6222 7.00am – 11.00pm, 7 days week or text FRONTLINE to 85258 (24/7 text service)</p> <p>Bereavement Support line: 0300 303 4434 operated by Hospice UK from 8:00am - 8:00pm, 7 days week</p> | <p>Staff Support & Counselling: 0300 124 0104 10.00am – 4.00pm (M-F)</p> <p>Staff Psychological Wellbeing Hub: 0300 303 5406 or visit www.tbstaffsandstoke.org.uk/staff-psychological-wellbeing-hub</p> <p>NHS Staff support line: 0800 069 6222 7.00am – 11.00pm, 7 days week or text FRONTLINE to 85258 (24/7 text service)</p> <p>Bereavement Support line: 0300 303 4434 operated by Hospice UK from 8:00am - 8:00pm, 7 days week</p> | <p>Samaritans: Call 116 123 24 hours a day, 7 days a week</p> <p>Local NHS urgent mental health helplines 24hrs a day, 7 days a week:</p> <p>North Staffordshire 0800 0328728 (option 1)</p> <p>South Staffordshire 0800 196 3002</p> |

24/7 support is always available

General Practice and Primary Care Networks

Facilitated and enabled by the ICS Primary Care Team and Staffordshire Training Hub, the following workforce governance and programmes are in place:

- Primary Care Workforce Implementation Group
 - Mapping of LTW Plan Primary Care targets
 - Increasing Additional Roles Reimbursement Scheme (ARRS) Workforce
 - Launch of General Practice Nursing School
 - Apprenticeship schemes e.g pharmacy technicians, health care support workers
 - National GP Retention Scheme
 - Suite of retention schemes for GPs and other Health Care Professionals
 - Wellbeing initiatives for General Practice/PCNs
 - Launch of General Practice Staff Survey
 - ARRS retention initiatives
 - Launch of new flexible pools staffing pool
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