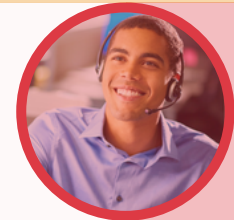




Staffordshire and Stoke-on-Trent
Integrated Care System (ICS)



People, Culture and Inclusion Programmes



Annual Report 2022-2023



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Introduction

The Staffordshire and Stoke-on-Trent Integrated Care System (ICS) has continued to face significant pressures with day-to-day service delivery, restoring services to pre-COVID-19 levels, the ongoing impact of the pandemic, winter pressures and more recently industrial action.

Our people have worked tirelessly and passionately to deliver services despite challenges with workforce supply, sickness absence and the ongoing impact to their health and wellbeing.

We reflect on significant milestones from 2022-23, including the formation of the Integrated Care Board (ICB) and new governance structures, as well as working towards financial balance.

Although system pressures have impacted workforce availability and resilience, our people have worked together and developed innovative approaches to support our local population.

This annual report explores the achievements, current work and future plans for our People, Culture and Inclusion programmes.



Foreword

Another amazing year of achievements across our People Culture and Inclusion Programmes.

The collaboration between all our system partners truly shows in this Annual Report. We have worked together to tackle the workforce challenges to develop innovative solutions to growing our workforce, securing our future supply, retaining, looking after our people and developing an inclusive culture.

There are so many highlights for me! The achievements demonstrate the determination of our people and leaders to make Staffordshire and Stoke on Trent (SSOT) the best place to live and work. I am proud that Staffordshire and Stoke on Trent ICS continues to be recognised as an exemplar model for system People, Culture and Inclusion practice.

As we look to 2023-4, we will continue our journey towards creating 'One Workforce', develop more provider collaboratives and refresh our strategy in line with national direction. We will work with each ICS portfolio to define, transform and develop the workforce to deliver the best health and care for our population. **Thank you all for your contributions.**

Alex Brett, ICB Chief People Officer



Since my appointment as Non-Executive Director for the ICB People Culture and Inclusion Committee, I have seen the programmes and ICB People Function go from strength to strength. Partners from all sectors have shown their commitment to tackling the workforce challenges collectively, designing new and innovative ways of improving supply, retaining and looking after our most valuable asset.

For me, it is important that we reflect on the achievements and the impact the work of programmes has on the workforce and our population. I have been hugely impressed by the achievements and the impact made over the last year and I **look forward to seeing what more we can achieve together.**

**Shokat Lal, Non-Executive
Chair of SSOT People, Culture and Inclusion Committee**

Our programme achievements have been captured against the ICS People Plan domains

Supporting the health & wellbeing of all staff.



Growing the workforce for the future & enabling adequate workforce supply.



Supporting inclusion & belonging for all, creating a great experience for staff.



Valuing and supporting leadership at all levels, and lifelong learning.



Leading workforce transformation and new ways of working.



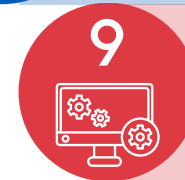
Educating, training & developing people & managing talent.



Driving & supporting broader social and economic development.



Transforming people services & supporting the people profession.



Leading coordinated workforce planning & intelligence.



Supporting system design & development.

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.



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.



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



Robust & intuitive People Metrics and reporting.



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



135 people attended New Futures Race based leadership development.



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



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.



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



3 ICS Staff Networks.

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



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



Benefits Realisation

Our approach to measuring success and impact of People, Culture and Inclusion programmes

Understand & Scope

Use workforce plans, population data, education and pipeline information to identify areas for improvement.

Design

Collaborate, Research, Best Practice.

Engage

Involve health and care partners, wider partners, workforce, public and education.

Implement

Create clear project plans with milestones and outcomes.

Test

Trial, monitor progress & outputs of projects.

Listen & Adapt

Engage stakeholders, review & refine.

Assess the Impact

Use metrics and individual journeys to determine success.

Scale & Spread

Roll-out across programmes and boundaries.

*Underpinned and monitored via the **People Culture and Inclusion governance and Committee structure**



Looking after our people

Supporting the health & wellbeing of all staff and retention

Planned



- Development and approval for an ICS staff health and wellbeing strategy.
- Further promotion and outreach of staff health and wellbeing support available.
- System-wide health and wellbeing event.
- Support and training offered to non-clinical practice staff in wellbeing, as well as clinical to equip and empower.
- Development of an ICS wide Wellbeing Ambassador/Champions approach and community of practice.
- ICS workforce and Psychological support team work closely together to support development of new wellbeing initiatives linked to evidence.
- Broader psychological support offer across ICS, including social and primary care.
- Develop further wellbeing offers linked to population health data.
- Scope for Growth conversations supporting the health and wellbeing of our workforce.
- Promoting the NHS 'Looking after Your Team, Looking after Your Career and Looking after You Too' programmes in primary care.
- Implement learning from SSOT regional wellbeing project within SSOT.
- ICS retention programme delivery continues, evaluation undertaken, and recommendations considered for next stage of the programme.
- Develop offers to retain the workforce at system level, for example People Hub and reserves, career conversations, flexible working options and support.
- Retention Coordinators in place and scoping system needs.
- Commence work on local GP recruitment/retention plan through the appointment of Clinical Retention Champions.
- Research good practice in private sector to improve the employment cycle.
- Focus on retirement and options to return, with schemes to support those registered and unregistered to remain in the system.
- Test 'try before you buy' schemes, including work experience, shadowing and job swaps.
- Deep dives into staff experience and reward and recognition offers as part of retention programme.
- Collaborate to introduce one occupational health contract for NHS trusts.
- System-wide NHS Staff Survey analysis and joint plan in place.

Delivered



- The ICS Staff Psychological & Wellbeing Hub ('The Hub') continues to deliver outreach and engagement across the system with a strong focus on Primary and Social care. From Jan 2022 - Feb2023, 124 Engagement sessions delivered reaching over 2500 staff.
- The Hub has offered support to all Health and Social care staff with over 800 referrals and developed a strong Hub social media presence with nearly 800 Twitter followers.
- The first online Health and Wellbeing Event held in March 2022. Keynote speakers: Sally Gunnell OBE, Michael West, Andrew Sharman, Andrew Whittaker and Colin McLachlan. Nearly 12,000 page views (analytics based on IP addresses, therefore the page views could be significantly higher).
- The Hub have delivered a Wellbeing Ambassador approach through the system including support to primary care and social care.
- Close liaison and learning via regional Be Well programme leads.
- Scope for Growth pilot has been completed for identified groups: HPS, New Futures, Stepping Up.
- Staffordshire Training Hub has regularly promoted the NHS Looking after You programmes to Primary Care via STH bulletin, social media and website.
- Completion of Phase 1 of System wide retention programme, working with partners in both NHS Trusts and Primary Care (GP Clinical Champions) to develop initiatives and collaborate on policy and messaging/resources.
- Launch in February '23 of Phase 2 of System wide Retention Programme, Steering Group established and draft Joint Retention Strategy created through engagement with all partners. 4 Priority Areas identified for System and Working Groups established to support creation of action plans. Ensuring that the priorities align with strategies of partner organisations and work already underway.
- Retention Hub webpage created and development has begun to bring together useful retention resources into one place for all staff to access.
- NHS providers jointly awarded OH contract to TP Health Ltd with one contract managed at ICS level from April 2023. Supports collective ambition and vision of looking after our people, sharing best practice, identifying areas of pooling expertise and provides an excellent foundation for further collaborations
- 2021 Staff Survey Analysis undertaken at system level, alongside Social Care workforce survey insights.

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.



Growing for the Future 1

Growing the workforce for the future & enabling adequate workforce supply

Planned



- System wide recruitment planning in shared “high risk” areas; joint roles, flexible contingent workforce, continue International Recruitment.
- Joint approaches to campaigns, both externally for the public and internally at providers, including recruiting for 'hard to fill' staff groups.
- Streamlining recruitment processes across the ICS, utilising digital platforms
- Further recruitment to the ICS People Hub to support System wide (health and care) as required.
- Movement towards System by default approach to Contingent Workforce and ICS Collaborative Bank.
- More Health and Care Reserves working within SSOT.
- Increased Widening Participation activity in schools; wider than Cornerstone Schools – scope joint delivery potential between Health/Care.
- Targeted engagement work (at scale across System Partners) with wider community aligned to tackling health inequalities.
- Focus on increasing access to Health and Care roles from SSOT seldom heard communities.
- Launch of Virtual Work Experience programmes; Mental Health, Primary Care, Social Care.
- System wide Work Experience Portal; develop cross sector approach
- Cohort 4 of System Health and Care Apprenticeship.
- System Pharmacy Technician Apprenticeship in partnership with Primary Care/Staffordshire Training Hub.
- System wide approach to engagement with colleges; promoting all health and care careers.
- System wide workforce strategies developed for professional groups inc AHP, Pharmacy, Nursing, Practice Managers, Social Workers.
- Refresh of the Primary Care workforce strategy (ICB, Staffordshire Training Hub and ICS).
- Development of a ‘GPN school’ and further refine GPN Strategy
- GP and GPN Fellowship schemes.
- Recruitment of additional ARRS facilitators for Primary Care.

Delivered



- Targeted recruitment across the health and social care sector with system wide ‘New to Care’ recruitment events, attendance at jobs fairs, presentations at University Open Days, social media promotion and career conversations with existing staff.
- Campaigns to recruit include NHS Reserves, Reserve Registered Professionals, Social Care Reserves, Home Care Workers, Corporate Reserves and Companion Volunteers.
- SSOT People Hub supported UHNM and MPFT to recruit into brand new Virtual Wards roles.
- SSOT People Hub designed a Social Care Hub with Local Authority and care home providers - launching in Spring 2023.
- Scoping first steps towards collaborative bank, have developed model with UHNM Nurse Bank team to trial booking of People Hub Reserves into vacant shifts.
- Operated as system 'Workforce Cell' in times of escalation and surge. Reviewed and strengthened workforce mobilisation processes to provide a contingent workforce.
- SSOT Journey to work Concept developed and launched - encompasses all ICS widening participation, education provider engagement, community outreach, recruitment, retention and contingent workforce activities.
- Schools engagement pilot launched in September 2022, working with Primary, Middle and Secondary Schools from a range of demographic areas across Staffordshire & Stoke on Trent.
- Health and Care Force launched, which encourages employees from across the system to offer face to face and virtual visits to Schools as well as development of resources and lesson plans that can be accessed by all schools.
- Four live and one on demand virtual work experience programmes have been delivered including Mental Health, Primary Care, Hospital and Social Care. Hospital programme now available to students as an on-demand package.
- System wide work experience portal scoping commenced with HEE and neighbouring ICS.

Growing for the Future 2

Growing the workforce for the future & enabling adequate workforce supply

Planned



- Health and Care wide recruitment planning in shared “high risk” areas; joint roles, flexible contingent workforce, continue International Recruitment.
- Joint approaches to communication of campaigns with the population and relevant Providers both in Health and Care inc recruitment to ‘hard to fill’ staffing groups.
- Streamlining recruitment processes across the ICS, utilising digital platforms
- Further recruitment to the ICS People Hub to support System wide (health and care) as required.
- Movement towards System by default approach to Contingent Workforce and ICS Collaborative Bank.
- More Health and Care Reserves working within SSOT.
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- Cohort 4 of System Health and Care Apprenticeship.
- System Pharmacy Technician Apprenticeship in partnership with Primary Care/Training Hub.
- System wide approach to engagement with colleges; promoting all health and care careers.
- System wide workforce strategies developed for professional groups inc AHP, Pharmacy, Nursing, Practice Managers, Social Workers.
- Refresh of the Primary Care workforce strategy (CCG, Training Hub and ICS)
- Development of a ‘GPN school’ and further refine GPN Strategy.
- Commence work on local GP recruitment/retention plan via appointment of Clinical Retention Champions.
- GP and GPN Fellowship schemes.
- Recruitment of more ARRS facilitators for Primary Care.

Delivered



- Outreach Advisor has completed targeted engagement work with various community groups including Amity Hub, YMCA and Sanctus to offer opportunities to gain employment and training opportunities in health and care settings. Additional Outreach advisor recruited to support broadening scope and support to seldom heard communities.
- Traineeship programme adopted to offer health and care placement opportunities for seldom heard communities, supported by the Outreach Team. Offers a pathway to apprenticeship programme following successful completion of the Traineeship.
- Cohort 4 of the Health Care Support Worker Apprenticeship were recruited in March 2023.
- Level 3 PT Pre-Registration Pharmacy Apprenticeship programme launched in November 2022 in partnership with NHS and Primary Care leads.
- Evaluation of ICS Apprenticeship scheme and implementation of learning
- Funding secured to support 5 Midwifery Apprenticeships. Recruitment commenced from existing workforce.
- Funding secured from HEE to up skill ODP workforce, will support various study days and 3 ODPs to undertake their degree top-up.
- Establishment of Primary Care Workforce Implementation Group with inaugural meeting held in March '23. Group priorities include identifying priorities, development of strategy.
- GPN Foundation School Programme Steering Group launched in January 2023
- Staffordshire Training Hub (STH) are encouraging development of the Professional Nurse Advocate role across Primary Care to support restorative clinical supervision, linking in regionally to promote growth.
- STH facilitated General Practice Fellowship Scheme and current cohort of second Fellows due to graduate in July 2023.
- Regional recognition of local work in developing new roles and improving supply e.g. Medical Physics, Audiology.
- Our partners have won awards from local universities and colleges for their work in developing and supporting apprenticeships.

Spotlight on: Workforce Mobilisation

The People Hub have supported a wide range of services across the health and care system over the last twelve months...

From the **vaccination programme** (including support at mass vaccination sites, local vaccination sites via community pharmacies and PCNs, the Targeted Vaccination team, Children and Young People and School Aged Immunisation teams) to:

- The heart failure team
- **vaccination programme**
- **allied health professionals' referral team**
- national blood service
- **discharge teams**
- **A&E**
- frail and elderly assessment units
- **walk-in clinics**
- **infection control teams**
- antenatal vaccination teams
- **nurses supporting asylum seekers**
- **mental health care and homecare services.**

The People Hub workforce has been supporting a variety of communities and filling workforce gaps when the system was most under pressure. Workforce gaps and winter pressures meant additional beds in community hospitals were re-opened and People Hub staff stepped forward for additional training to work in these areas.

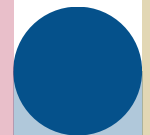
The People Hub has mobilised **registered and non-registered healthcare and admin staff** to provide support to the **NHS trusts in the area being affected by industrial action**. In addition, the People Hub team has forged strong relationships with workforce and operational colleagues, creating a robust workforce request and mobilisation process to take into account different circumstances.

Listen to 'Reserves set to deliver gold standard care this winter in Stoke-on-Trent' Podcast [here](#)



This has included future planning for:

- 1 **Predicted hotspots** (e.g. bank holidays, school holidays)
- 2 **Shorter term request** (e.g. when industrial action dates have been agreed and published by trade unions) and;
- 3 **Immediate and urgent workforce demand** (whereby Mutual Aid assistance needs to be sought from neighbouring trusts)



The People Hub has increased and bolstered relationships and communication with key partner organisations and facilitates conversations to discuss, plan and resolve, where possible, the issues faced by a system under pressure.

Examples of support from the People Hub team:

Mutual Aid

Facilitated mobilisation for ACP & ENP from UHNM to MPFT to support Industrial Action

Surge

Mobilised 40 RN and HCA to UHNM to support winter pressures

Spotlight on: SSOT People Hub Collaboration

Since working closely with **East Staffs PCN** during the **COVID-19 vaccination delivery programme** and supplying vaccinators and administrators, conversations led by the ICS People Hub Team to support an identified need in Primary Care initiated the development of an Admin Hub.

GP practices across Staffordshire and Stoke-on-Trent are using People Hub admin staff to help them deliver their patient focussed workloads, including data entry, appointment making, summarising, coding, answering phones etc.



Staff from the Admin Hub currently work with **practices across East Staffordshire, Burton, Lichfield and Tamworth** supporting nine practices, covering five roles, which equates to **over 1900 hours worked since June 2022**.

As success grows, the People Hub Team have now **reached out to Local Medical Council partners in North Staffs and SOT** to develop the Admin Hub further with at least **20 new GP practices keen to engage**.



As the Admin Hub becomes more established the ICS People Team will look to spread the offer wider across the rest of the county, with **targeted recruitment campaigns and specialist training in GP practice systems**.

ICB Clinical Staff Upskilling Pilot

As part of **Reservist model**, the People Hub have worked with colleagues within the ICB, as well as partners within UHNM, MPFT and UHDB to pilot this exciting programme. **14 ICB clinicians** stepped forward in Cohort 1, were all matched with a clinical setting of their choice (**mental health, walk in centre, acute inpatient ward or A&E**) and are being released from their day jobs for one shift per month. The clinicians have been able to avail themselves of **bespoke refresher training provided by Staffordshire University**.

Plans are currently afoot to launch a 2nd Cohort, expanding the offer to corporate clinicians within NHS England Regional Team.

Tracey Shewan, Director of Communications and Corporate Services

“I have found the pilot a wonderful step back in to front line Nursing... the time and support I have had to do this has been amazing. I also can see from colleagues on the front line how impressed they are that we are doing this and showing our support and solidarity with them”

Kellie Johnson, Lead Nurse for Quality and Patient Safety

“The pilot has enabled experienced nurses who have moved into management/corporate roles to continue to offer direct patient care... ensuring that clinical leaders have an up-to-date knowledge of frontline care delivery with the privilege of ongoing learning through patient connections and stories.”



5 pilot schools –
Primary, Middle and
Secondary



12 month pilot - Formal launch
Sept 23 for all schools



Whole System
Partnership working



Consolidate the work
of individual providers



Physical and virtual
interactions; materials
and resources



Register of Health
and Care
ambassadors



Trialing resources with wider
schools, drip feed from Year 1 to 12



Toolkit accessible for all
schools – linked to
curriculum



Links to other programmes –
virtual work experience,
apprenticeships



Bringing Health and
Care careers to life



Spotlight on: Schools Engagement

Engagement and promotion of health and care careers to increase awareness and knowledge, improving our future recruitment supply...

Primary School (Year 1 - 4)

- **Make Every Contact Count (MECC)** – Healthy Living, Wellbeing
- **Interactive, virtual materials:** Themed activity packs; Animated videos; real life videos; career pathway videos and visuals
- Aligned to the curriculum, lesson planning
- **Teacher resources and prop box**
- Health and Care employee parents visit schools to promote careers
- Information and guidance for parents
- **‘Back to School’** scheme

Middle School (Year 5 - 8)

- **MECC** – Healthy Living, Wellbeing
- **Interactive, virtual activities:** Inspirational videos, ‘someone like me’ in varying roles; Career pathway videos; Career and inspirational talks; events
- Aligned to the curriculum, lesson planning
- Personality/values based quizzes and career questionnaires
- Linked to **SATs and careers information**
- Information and guidance for parents

Secondary School (Year 9 - 12)

- **MECC** - Health Living, Wellbeing and Sexual health
- **Interactive, virtual activities: Virtual Work Experience;** Social media; Career and inspirational talks; events
- Aligned to curriculum, lesson planning
- Personality/values based quizzes/ career questionnaires
- **Information about H&SC T levels, college, university**
- **Physical work experience/ Placements**

Belonging in the NHS

Supporting inclusion, belonging for all & creating a great experience for staff

Planned



- Sustained focus on inclusion to influence leadership and development of the System
- ICS Workforce Dashboard to include WRES information.
- Triangulation of system WRES and WDES data with the current and development of EDI System Metrics.
- System Wide Reciprocal Mentoring - Preparing for launch early in 2022-23 using NHS Leadership Academy Reciprocal Mentoring Programme framework. Reciprocal Mentoring evaluation and learning lessons undertaken and acted upon across system
- Continue Inclusion School journey.
- Staffordshire and Stoke on Trent Stepping Up programme – Cohort 4 delivery.
- ‘Comfortable being Uncomfortable’ cultural education programme roll-out being extended to more leaders and teams.
- Cultural Education Programme wider System roll out.
- Stepping Up/New Futures alumni support, to include ongoing development opportunities and tracking of career progression.
- Development of the NHS Rainbow Badge programme on a system-basis, including extension of principles to non-NHS partners.
- New Futures Diverse Leadership Programme delivery.
- WDES Differently Abled Buddy Scheme (Provider pilot).
- Nominated Clinical Director EDI Champion (Staffordshire Training Hub).
- People, Culture and Inclusion programmes to further inform the development of an inclusive culture across the ICS.
- Widening participation from seldom heard groups - ICS Outreach Project in supporting Refugee community into roles with our sector.
- System wide inclusive recruitment in line with EDI High Impact Action plan.
- Scope 4 Growth Talent Management Career Conversations project commenced.
- HPS cohort 2 – increasing participation from those from ethnically diverse communities
- Extend support to non-NHS system partners on developing inclusion.
- Diverse characteristics are proportionally represented across the ICS.

Delivered



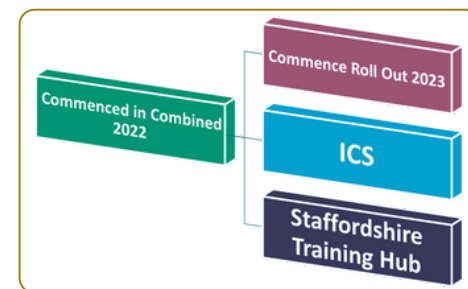
- Process established for collective NHS WRES and WDES metrics from 2023 this will include co-production of action plans and EDI system metrics from June 2023.
- Development of Midwifery WRES and associated action plan relaunched end 2022.
- ICS EDI reference group in review to reflect support Inclusion by design in our workforce, OD and education ICS approach throughout the year.
- Collaboration across the inclusion agenda, on workstreams such as EDS, WRES, WDES and re annual calendar of inclusion events (Black History Month, Pride etc).
- Three system Staff Networks meeting regularly and influencing change.
- Staff networks feed into development of ICS initiatives including reviewing an ICS health and reasonable adjustment passport based on good practice from Police and NHS; supporting widening participation initiatives; joint representation at community events e.g. PRIDE and “Let’s Talk about...” webinar /interactive sessions for wider ICS partners and observances from an EDI and Belonging Lens.
- Reciprocal mentoring: NHS Leadership Academy programme suspended – revised timescale to commence Q1 2023.
- Inclusion School programme across system and beyond: Inclusion and Intersectionality the Big Questions with John Amaechi OBE – May 2022; RACE Forward: Your Role in Creating an Anti-Racist ICS with Karl George MBE and Yvonne Coghill CBE – February 2023.
- Local Stepping Up cohort 4 ‘New Futures’ delivered to 33 participants in 2022. Cohort 5 commencing March 2023 (40 places offered). Alumni support continuing.
- Comfortable Being Uncomfortable with Race & Difference delivered to circa 300 system colleagues, including senior leadership.
- ICS will pioneer WRES Champions Programme from March 2023: supporting the WRES and wider inclusion and cultural transformation required to achieve anti racist and anti discriminatory culture across partner organisations and ICS.
- Race Code Assessments completed by NHS partners – this will form basis of EDI system governance and accountability. This includes workforce metrics.
- NHS Rainbow Badge Scheme assessments completed by NHS partners. Action plans to be triangulated and principles shared with wider partners with support to adopt.
- Differently Abled Buddy Scheme being implemented across the system, with funding from Feb 2023-end March 2024, including Primary Care via STH.
- Region’s Chief Nursing Officer Developing Aspirant Leaders (DAL) programme uptake of 4 successful staff across the ICS.
- System participation in HEE BAME Aspirant Development Programme (one system candidate in 2021-22, 3 in 2022-23).
- Widening Participation and Out Reach Project have ICS EDI specialist support via working group, Outreach project launched in February 2022, supporting seldom heard communities to access training and job opportunities in health and social care.
- Inclusive Recruitment project progressing with sharing of resources and good practise, increasing use of ethnic diverse inclusive recruitment guardians across ICS
- Scope for Growth pilot delivered via New Futures and HPS 2022 cohorts.

Spotlight on: Race, Inclusion and Differently Able

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:

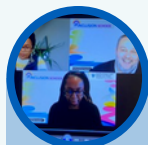
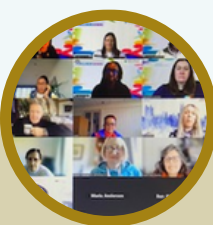
- **Our Inclusion School and Comfortable Being Uncomfortable programmes** have been a fundamental part of helping to change mind-set and culture on inclusion
- **We have worked to accelerate the advancement of our ethnic diverse talent**, whilst simultaneously developing the wider system environment 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-Able 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 Able buddy** is someone who is also Differently Able 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 able).



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

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**



Belonging in the NHS

Valuing and supporting leadership at all levels, and lifelong learning

Planned



- North Leadership Development Programme Systems Connects 120 people, 2 Trusts, system wide potential: Platinum and Gold. Masterclasses and cohort sessions underway.
- “Our System Connects” programme reaching circa 60 Band 7 (Gold) & 60 Band 8 (Platinum) leaders from across the System.
- Scope for Growth pilot to include a Train the Trainer model, Community of Practice, 3-5 year career plans for initial groups, target groups identified as High Potential Scheme 1 & 2, Stepping Up Programme/ Stepping Up Alumni.
- Potential & Development Conversation toolkit completed.
- High Potential Scheme Cohort 1 completed, cohort 2 commenced.
- Build a HPS support network: coaches, mentors, sponsors, assessors.
- West Midlands Coaching Collaborative to support ICS.
- Development of Diverse Coaches.
- New Futures diverse leadership programme delivered.
- Collaboration to commence with regional stakeholders including UHDB, MPFT, Derby & Burton Trusts on the system New Futures programme (equivalent Stepping Up) ready for launch March 2022.
- Talent pipeline/ leadership development activities within Social Care in partnership with Skills for Care.
- Expansion of our Leadership Programme for Band 6 (or equivalent) professionals following the success of the Gold & Platinum System to enable a passport approach to development ensuring an inclusive offer more widely.
- Development of System wide talent development tools.
- System wide careers events offering information about roles across the whole sector; NHS, social care and primary care.
- Introduce core offer to support PCN development in conjunction with the Midlands Leadership and Lifelong learning team . Additionally, OD Practitioners will work with PCNs on their progression through the maturity matrix.
- Staffordshire Training Hub roll-out of leadership courses and CPD across general practice, informed by practice-led Training Needs Analysis (TNA) e.g. Practice Management, Leadership Series.
- Inclusive Talent Leadership Programme to be utilised across system wide leadership talent pool.
- Alumni Leadership development to incorporate: New Futures, High Potential Scheme, System Connects.
- System coaches and mentors support all leadership programmes.

Delivered



- 'System Connects' platinum and gold programmes delivered...with more planned over 2023.
- Scope for Growth pilot completed objectives for participants of the identified groups. Train the Trainer module and Community of Practice in progress.
- High Potential Scheme Cohort 1 completed. Cohort 2 launched November 2022 as a Buddy Model with Shropshire using the early adopter model. 30 participants across SSOT and Shropshire, Telford & Wrekin (STW) ICS.
- HPS has a cohesive support network across the ICS including: Career coaches, sponsor, mentors and assessors.
- West Midlands Employers Coaching and Mentoring collaborative entered it's second year. 3 year forward vision created by providers, collaborating on the system-wide development of coaching and coaching culture and across system support of leadership development programmes.
- Coaches from diverse backgrounds currently in training to support the WM Coaching Pool.
- All leadership and talent offers mapped across the system into a common framework of development pathways.
- Local Stepping Up cohort 4 'New Futures' delivered to 33 participants in 2022. Cohort 5 commencing March 2023 (40 places offered). Alumni tracking and support continuing including masterclass sessions planned for 2023. New Futures programme is intended to Reset - Refocus - Re-energise our people with an ethnic diverse heritage and leadership ambition. Supporting progression and advancement into leadership roles.
- Alumni Leadership development have quarterly Masterclasses planned commencing in March 2023.
- ICS People team coordinating careers events at schools, colleges and universities, plus community events with a focus on reaching and supporting seldom heard groups. Sharing information about jobs, entry level requirements, training and qualifications, work place learning and experience programmes.
- PCN development well underway with the appointment of 3 OD practitioners working across all PCNs, in partnership with Staffordshire Training Hub and ICB Primary Care teams.
- Staffordshire Training Hub delivered a series of Next Steps in Leadership courses for aspiring leaders and those new to management courses - 98 x Primary Care staff attended.
- Launched Primary Care Coaching and Mentoring service open to GP Trainees, GP Locums, salaried and GP Partners to access up to 12 hours of coaching/mentoring.

Spotlight on: High Potential Scheme

The **High Potential Scheme (HPS)** is an innovative, **24-month career development scheme** to help middle level leaders who have the ambition, aspiration and motivation to accelerate their careers to senior executive roles at a faster pace. The scheme is open to **clinical and non-clinical leaders** working in health and care.



Cohort 1

"It was fantastic to see our 14 Cohort 1 High Potential Participants Graduate in July 2022. Not only did over half of them gain promotion during their time on the scheme but since their graduation further career development opportunities have arisen for many of them to progress further."

Cohort 2

In November 2022 we were also delighted to Cohort 2, the Buddy Model launch, in partnership with Shropshire, Telford and Wrekin ICS, testing the pilot model for scale and spread. **Cohort 2 has 30 participants from a diverse of backgrounds, professions, including 3 participants from social care.**

New Ways of Working

Leading workforce transformation and new ways of working

Planned



- Increase People Hub resource/scope of practice through joint campaigns with wider system partners and continue to develop training packages and pastoral offer.
- Further develop ICS Reserve model inc. emergency 'Step Forward' workforce. Pilot model across sectors with engaged private providers.
- Continuing work with VAST/Support Staffordshire to collaborate further with the sector.
- Continue to build volunteer aspect of contingent workforce.
- Long term volunteer buddy schemes.
- Scope use of platforms to support system staff sharing e.g. Allocate/Patchwork, NHS Jobs3.
- Contribute towards and inform the ICS Digital assessment from a workforce perspective. Develop refreshed Digital People Strategy.
- Refresh of ICS People Programme website.
- Pilot Digital Staff Passport at system level with People Hub.
- Commence ICS People APP development (2-5yrs).
- Introduce Digital Champions Network.
- Development of a digital career pathway across the system, to consider rotations and innovative placements Inc. ICS apprenticeship.
- Establishing strong links with education providers to engage future workforce, promote NHS & Care digital and tech careers and to scope training and education.
- Development of a Digital Leadership programme including virtual classes and e-learning.
- Lead System-wide Workforce Planning to support clinical transformation pathways e.g. Cancer, Maternity, Urgent Care and wider Case for Change.
- Continue the development of a system workforce dashboard and metrics.
- Outreach work to ensure our opportunities are tailored to local workforce and deliver the needs of our population.
- Alignment of core training programmes and competencies across the system.
- Create and update key and clinical roles descriptions to better reflect the roles of the future.
- New joint roles and career pathways across the System.

Delivered



- Continued growth of the SSOT People Hub and reservist models, testing new and innovative ways to attract, recruit and retain people to a contingent workforce.
- Proactive planning with partners around the recruitment to high risk areas, such as domiciliary care, offering incentives such as intensive course of driving lessons to successful candidates.
- 37 new Reserves recruited to People Hub since launch of Winter Campaigns.
- Reserve model refined through partnership working with System colleagues in order to effectively support during times of surge and, more recently, industrial action.
- Currently scoping NHSE regional team Reservist pilot, supporting surge and return to practice.
- Continued partnership working with volunteer organisations and VAST/Support Staffordshire - with strong relationships built ahead of and during Winter 2023.
- Development of volunteer Companion role in partnership with UHNM.
- New SSOT People Hub Activity Dashboard created, tracking recruitment and deployment across the system.
- Contributed to development of ICS Digital Strategy and Roadmap.
- Digital Workforce Plan drafted following engagement with Chief Information Officers and Digital Collaborative - aligned to Digital Roadmap. Action plan and priorities to be agreed in April '23 including Digital Networks, digital skills and career pathways for digital and technology roles.
- ICS People Function Website refreshed and updated - 826,083 page views. Careers, jobs, training, retention and more all included on our ICS website.
- Scoping the use of digital systems to enable more effective offer to partners; deployment and payment of Hub staff. Introduced TRAC to support SSOT People Hub and system recruitment campaigns.
- Digital Leadership programme scoping commenced.
- System wide workforce planning support to all 7 ICS Portfolios.
- Continued development of ICS People Metrics, more recently focusing on including Social Care and Primary Care.
- ICS People Outreach team have worked with community groups and on a 1:1 basis with individuals to support opportunities within the local workforce.
- Exploring new rotational apprenticeship programmes, including a digital/social media apprentice, AHP focussed schemes.
- Working with local Colleges to help facilitate T Level placements in a number of areas including digital. T-Level placement planning at provider level.
- Schools engagement pilot commenced with a focus on primary schools as well as secondary.
- Secured funding to support 4 x Anaesthesia Associate trainees to support the developing theatre workforce and new way of working in theatres.



Growing for the Future

Educating, training, developing people & managing talent

Planned



- Refresh and launch of ICS System Wide Education, training and development Group. Partners Inc. NHS, LA, Social Care, Voluntary, Staffs Training Hub, CCG, Further & Higher Education providers.
- Scope system wide approach to Clinical Placements expansion and digital platforms to support understanding of placement capacity, develop plans with partners to improve capacity and experience.
- Working more closely with Education Providers.
- Gather higher and further education and destination data and intelligence.
- System approach to commissioning training places and overall engagement with Higher education Institutes (HEIs).
- Delivery of cohort 3 of System Wide Apprenticeship programme .
- System wide Pharmacy Technician Apprenticeship scheme development and launch in partnership with Staffordshire Training Hub.
- Commence planning for ICS Career Pathway progression e.g. Nurse Associates, Trainee Nurse Associates, Degree Apprenticeship, and pathway experience at System Level.
- Development of further ICS career pathways in line with system priorities, informed by workforce planning.
- Continued delivery of System wide Apprenticeship Levy Share.
- Develop new courses with Higher Education partners which respond to system need and workforce planning indications, informed by national and local drivers.
- Develop further Health and Care work experience and information sharing opportunities for all groups.
- Review system wide training delivery to find collaborative solution.
- Develop system Training Academy (2-5 years).
- Focus on developing an offer for Admin and clerical staff – training, career progression inc NHS, LA, Social Care, Primary Care.
- Proposals for developing senior leads as Career Coaches to support developmental & career conversations with high potentials and career development toolkit.
- GPS coaches in Primary Care.
- General Practice Pathway to progress and retain using apprenticeships.

Delivered



- ICS Education, Training & Development group re-launched with all system partners engaged. Workshops focusing on social care and nursing took place.
- Executive Senior Responsible Officer (SRO) identified to oversee the ICS Education and Training Collaborative - supported by a refreshed Steering Group approach, in partnership with HEE.
- Drafted Education & Training Strategy, underpinned by ICB Duty to promote education and training (Joint Forward Plan).
- Commenced discussions with HEE on METIP approach for 2023/24 and system oversight.
- Planning for a Workforce Summit being held in October 2023 has commenced to bring all system partners together to discuss challenges and joint solutions to the recruitment, training and retention issues across health and social care.
- Undertook scoping on Clinical Placements and explored system wide approach with partners, with Job Description and project brief developed with Clinical Leads. Unsuccessful recruitment to an ICS hosted post leading to discussions regarding provider collaborative approach.
- College and University Engagement plan in place to strengthen relationships.
- Working with HEE to collate Further education & Higher education destination data.
- Worked with system partners, HEE and NHSE to explore opportunities to transform, develop and train the workforce utilising HEE, NHSE and other funding.
- Cohort 3 system wide rotational Health Care Support Worker programme successfully took place in 2022, with cohort 4 recruited and starting in early 2023.
- PTPT Pre- Registration Pharmacy Technician cross sector apprenticeship programme launched
- Created new apprenticeship pathways including Midwifery, Student Nurse Associates in Social Care and Physician Associates in Primary Care and Mental Health.
- Work commenced to refresh and expand the ICS Health and Care Career Pathway to include routes into registered professional occupations across our system - utilising the website to house the information and sharing to wider groups.
- Levy share system well established and continuing to offer to Staffordshire and Stoke on Trent Health and Care providers.
- Schools engagement group has helped to create a range of resources that can be used by individuals and education providers to share information about career opportunities in health and social care.
- 4 Virtual workforce experience programmes delivered plus 1 on demand programme
- Staffordshire Training Hub launched the Primary Care non-clinical Apprenticeship Programme to recruit new staff or upskill current workforce.
- System partners have explored innovative ways to deliver training and development opportunities including e-learning, simulation suites, online and videos.
- Secured a NHS Graduate Management Training Scheme (NHS GMTS) trainee who will undertake placements across the system.
- ICS New2Health & Care Academy scoping commenced with NHS and Social Care partners, building on New to Care recruitment successes in Social Care.
- STH undertaking a pilot for quality assurance of multi-professional clinical placements at PCN level to develop new ways of supporting education placements across Primary Care.
- STH leading a Trainee Nurse associate programme via ARRS funding - 7 trainees qualifying in September 2023. Second cohort recruitment underway for 13 TNAs plus Social Care scheme being supported by the model in conjunction with HEE.

Spotlight on: Allied Health Professionals (AHPs) Faculty

The **SSOT AHP Faculty** facilitates system-wide working between health and care providers and Higher Education Institutions (HEIs) for all **AHPs** across our system, all activity aligning with the **Long Term Plan, People Plan** and **ICS goals**. Current membership includes 13-14 AHP disciplines, support workers and student AHPs. Monthly meetings held with representation from all providers Trusts, both HEIs and Private, Independent and Voluntary Organisations (PIVO) colleagues.

Strategically identifying and developing a strong sustainable AHP workforce, whilst promoting SSOT and sharing best practice across disciplines have been key focus. **Project leads have progressed workstreams and increased AHP efficiencies within and across provider Trusts, HEIs and PIVO in the ICS...**



Since 2022: SSOT AHP Faculty have attracted circa £271,000 funding, following 7 successful BIDs to fund leadership of key projects, alongside a successful joint £1,279,680 joint AHP and nursing BID

A twitter page and NHS future platform page has been created to further engage AHPs to support our communication channels



AHP Faculty Leadership Secondments, have also supported with development of future leaders

AHP Faculty have hosted 5 student AHP leadership placements, with more planned for academic year 2023/2024



The SSOT AHP Conference in November 2022 celebrated the success of ICS AHP staff and inspired best practice amongst colleagues. It was attended by 300 AHPs of all disciplines and included support worker colleagues

Overview of SSOT AHPs Across the System:

**1,317.33 Known Full Time Equivalent AHPs and
455.48 Known AHP Support Workforce**

Key Project Outputs for 2022 - 2023

AHP Preceptorship: ICS project to support to newly qualified staff, attract and enhance AHP retention. **Implementation and impact now being evaluated. Work recognised locally, regionally and nationally, informing best practice and published**

Developing AHP Support Workforce: Created an Aide Memoir to facilitate and empower support workers in Professional Development Reviews. Plus system resource area created. First AHP Support Worker celebration event scheduled for April 2023

Equality, Diversity and Inclusion: Golden thread through all work streams, but additional work undertaken to understand specific needs of the AHP workforce in SSOT. Focus groups planned and recommendations will be identified

Over 55's Project: Retaining expertise of senior colleagues: Surveyed senior AHPs considering retirement, captured reasons and factors that might enable their retention in workforce. Work ongoing

Workforce data and Intelligence: Created an ICS workforce data dashboard to support with future workforce planning for AHPs

PIVO AHP scoping project: Identifying where PIVO colleagues work to increase ICS engagement and collaboration. SSOT AHPs survey disseminated and database of all AHP PIVO providers being created

AHP student dashboard: Created to support AHP placement management & expansion system level

Apprenticeships: Two new AHP apprenticeship programmes negotiated with HEIs; Radiography BSc at Keele recruited 17 new apprentices (Jan 23); work ongoing to develop an Occupational Therapy apprenticeship also at Keele (anticipated start 2024)

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

Cross-cutting Theme

Driving & supporting broader social and economic development

Planned



- ICS Widening Participation Strategy agreed and action plan implemented.
- System wide approaches to Widening Participation embedded and delivery of joint activities.
- System Career Pathways (including Apprenticeships) with various starting points to support participation (Traineeships).
- Continue support to workplace learning schemes e.g Step into work, Princes Trust Traineeships, T Levels, Staffordshire Cornerstone Employer.
- Further engagement with and opportunities for disadvantaged or seldom heard communities including Refugee/ Out Reach project.
- Robust work directly within communities to identify how to create job opportunities.
- Working with education institutions to develop the local future workforce across the health and care system.
- Appointment of Ambassadors to promote careers in health and care.
- More recruits from seldom heard communities in all NHS Trusts, Local Authorities and ICS People culture and Inclusion programmes.
- Further work with the Staffordshire and Stoke on Trent LEP to link into work being done in the private sector to support those from seldom heard communities find educational opportunities and work.
- Wellbeing Enabler project – linked to inequalities & mental health priorities.
- Understanding of workforce experience and inequalities at organisation and system level through WRES, staff survey/feedback (F2SU), H&W, psychological wellbeing hub, staff equality networks, gender pay and ethnicity pay gap reports.
- Through accountability and sustainability of Staff equality networks: understand and identify areas of inequality, enable workforce as representative of, and link with our local diverse communities.
- Understand service user experience and staff understanding of health inequalities and impact on population health and access to services/information.
- Digital enablers e.g. APP/Passport.
- Development of workforce specific actions to support ICS Green/Sustainability Strategy.

Delivered



- ICS Widening Participation Delivery plan agreed and being monitored by Widening Participation Group.
- Development of 'Journey to Work' Concept to promote and create entry points and further opportunities within health and social care for various groups including school leavers, job seekers and seldom heard communities.
- Continued promotion and delivery of workplace learning schemes such as Traineeships, Virtual and Physical work experience and T levels.
- ICS Cornerstone Employer Status maintained through working with schools and Careers Enterprise Company.
- Outreach Advisor worked with over 200 people from seldom heard communities to offer one to one support, careers guidance, Observerships and job opportunities across Staffordshire and Stoke on Trent.
- Outreach Advisor working closely with Equality and Diversity Lead, Local Authorities' and local community groups to understand areas of inequality.
- Provider level support to overseas colleagues in a range of forms inc Observerships, Scoping commenced with West Midlands Migration Service.
- College and University engagement in place to develop the local future workforce, with specific initiatives to support people from seldom heard communities e.g. ICS Apprenticeship Scheme.
- Development of Health and Care Force, aligned to existing Career Ambassador schemes inc iCare. register of professionals available to visit schools, colleges and events.
- Partnership working with Job Centres, Local Authorities and targeted recruitment campaigns to attract people New to Care.
- Training and shadowing packages in place, facilitated by ICS People Hub and in partnership with Health and Care Providers, to support with entry level requirements.
- Development of ICS People webpages providing accessible information on health and care careers.
- Member of Staffordshire and Stoke on Trent LEP and regular engagement with leads.
- Wellbeing Enabler project reviewed with focus on Mental Health First Aid Training funded by HEE and delivered by Changes to Social Care and Primary Care colleagues, with second cohort planned in 2023.
- Ongoing work with Population Health and Health Inequalities Portfolio team to understand the activities and alignment with the People programmes.
- Staff Networks successfully continue with engagement from staff across ICS
- Contributed to development of ICS Green/Sustainability Strategy.

Spotlight on: Journey to Work

Facilities &
Estates



The health and care careers pathway 'Journey to Work' scheme brings opportunities together under one concept, making it easier for people looking to start, change or progress their careers.....





Hospital



The aim is to **improve employment outcomes for local people** and **show there is an entry point and career for all in SSOT Health and Care Services**. We will support individuals through:

- Working with job centres and **job seekers**
- Reaching out to **seldom heard communities** with our outreach work and offer schemes such as **Traineeships**
- Offering **Apprenticeships** and opportunities
- Attracting and training people via our **ICS New to Care Academy**
- Working with **colleges and students**
- Creating a **Primary and Secondary school careers programme**

Journey to Work will help to facilitate a career journey through a variety of routes across the **SSOT Health and Care system**. For those;

-  **Leaving education**
-  **Never worked in health/care**
-  **Looking for a career change**
-  **Wanting progression and development**

Social Care



Watch Edward's Story [here](#)



Mental
Health



Cross-cutting Theme

Transforming people services & supporting the people profession

Planned



- Establishment of ICB People Function.
- Commencement in post of ICB NED lead for “One Workforce” People, Culture and Inclusion Committee.
- Appointment of Chief People Officer.
- Delivery of HR & OD efficiencies programmes focussing on multiple contracted service providers, provision of HR&OD functions and optimising the utilisation of Robotic Process Automation (RPA). Current projects focussed on:
 - Occupational Health - Move towards 1 OH Provider across the ICS
 - Recruitment - Standardise and streamline processes across ICS - explore options for delivering at scale, introduce RPA processes and maximise efficiencies
 - Workforce Planning/Information - ICS-wide planning and reporting functions scoped
- Consider Provider Collaboration and delivering at scale in wider People functions.
- Continue to provide OD and system development support and capability to organisations, provider collaboratives, clinical networks and other formal collaborative arrangements within the ICS.
- Work on Navigating Change Masterclasses, bitesize learning and supporting toolkit as part of the ICS People Transformation workstream has commenced as part of a system wide Health & Wellbeing offer.

Delivered



- ICB People Function team in place and development sessions taken place to support team development.
- All ICB Non-executive Directors NEDs appointed.
- Appointment of ICS NED chair for People Culture and Inclusion Committee.
- ICB Chief People Officer appointed.
- ICS People Collaborative Operating Model developed with NHS Trust Chief People Officer (CPO) and leads.
- Strong links established between ICS leads for Nursing, Therapies, Medical, Quality, Planning, Finance and People Leads.
- HR & OD efficiencies programmes progressed in the following areas:
 - System OH tender completed and new consortium provider from April 2023
 - Recruitment working group established and RPA scoping underway
 - Workforce planning, information systems and reporting scoped across ICS via a series of workshops. Workforce planning and intelligence peer network established. Additional resource appointed at ICS level, support and development plan in place with partners
- Provider Collaboration approach underway for Clinical Placement programme.
- Successful delivery of 8 bespoke sessions to support the ICS People Transformation, including: Navigating Change, Stress Management, Polishing Up your Resilience and Making Change Work For You. The sessions were delivered on line and included course materials and resources, to facilitate managers/leaders delivering onto their teams.

Cross-cutting Theme

Leading coordinated workforce planning & intelligence

Planned



- ICS People metrics and dashboard to include social care and primary care.
- ICs People metrics assurance and monitoring of agreed metrics.
- Developing overarching dashboards with both quantitative and qualitative data, incorporating information at a Trust/Provider and system level, which will allow us to track the benefits realisation of our collective endeavours, for example Staff Experience and Workforce Sustainability Dashboards.
- Utilise ICS level data for planning including workforce, population and health inequalities activities.
- Support social care managers to complete WF national minimum data set.
- Social care clear on projected future needs of RGNs and plan to achieve this.
- More workforce planning expertise at system level.
- Increased workforce planning capability and capacity across the system via training/mentoring/community of practice.
- Delivery of Strategic Workforce Planning in relation to operational plans.
- Workforce planning across clinical pathways - Case for Change, cancer, maternity and Urgent Emergency Care (UEC).
- Incrementally increasing system-wide working by influencing wider stakeholders via digital platforms, data and direct feedback from our workforce/ service users.
- Using workforce planning tools to plan at system and place level.
- Collaboration/streamline Agency/Bank rates at system level.
- Ensure project outcomes are recorded and impact evaluated to allow us to prioritise the work at system level, creating value for money.
- Utilise STH Primary Care TNA data and focus groups to assess workforce risks including retention and retirement.

Delivered



- Newly established ICS Workforce Planning and Information team in place, building relationships with key stakeholders.
- Developed and refined approach to workforce insight metrics and ensured transparency/knowledge of the position to increase awareness of workforce issues, subsequent mitigations and management of risk.
- Scoping commenced to develop workforce information capability across all portfolios, ensuring the approach is robust for future use and development.
- Supported programmes with workforce information and subsequent deep dive requirements to inform requirement/priorities and define/measure the impact of workforce interventions.
- Developed approaches to understanding the workforce planning position and opportunities, to ensure development and delivery is aligned to system and organisational priorities, via the Operational Plan.
- Enhanced and bolstered the system position by the working in partnership with NHS providers to develop plans and identify areas of opportunity for workforce planning improvement (capacity and capability).
- Developing approaches to contribute to effective operational workforce planning, including review of opportunities to enhance processes and approaches, e.g. budgeted establishment into ESR.
- Ensuring workforce planning is integral and considered both strategically and operationally to ensure the right people, with the right skills are in the right place at the right time, including enhancing of skills within HR professional community.
- Integrated planning and working between Strategic Workforce Planning and People Programme activities aligned to the intelligence and plans.
- Facilitated and delivered operational workforce planning national and regional requirements, in an unprecedented challenging planning round due to additional granularity and submission challenges.
- ICS People Culture and Inclusion programme assurance developed to track and measure impact of projects.
- Primary Care data and information being utilised to inform STH and Primary Care team focus, plus GP Recruitment and Retention Champions.

New Ways of Working

Supporting system design & development

Planned



- Appointment of mandated ICB Director(s) level posts.
- Appointment of Chief People Officer/Partner for the system.
- Supported transition of current CCG workforce into new ICS/ICB structures.
- HR processes to be undertaken with affected workforce as mandated posts are appointed to linking to support offers available.
- Health and wellbeing & leadership/OD support available for staff affected by change processes.
- Formalised ICS People Function as part of the new ICB structure.
- Creation and delivery of ICS OD programme – Lessons learned OD support, ICB board development, culture and behavioural change support across ICB, ICP and PCN's, including clinical leadership and place-based focus.

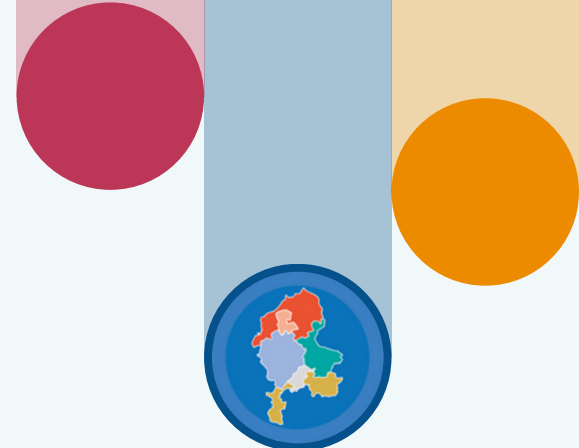
Delivered



- All ICB directorates, structures and functions established, in place and operating under new operating framework.
- Safe transfer (TUPE) of CCG staff into new ICB with roles and responsibilities established.
- ICB staff supported with health, wellbeing, leadership and OD offers.
- Transfer of System People functions to new ICB People function.
- ICB/ICS system wide OD strategy and programme developed to support evolution and development of new ICB/ICS.
- Ongoing support to the emerging future functions ICS/ICP/ICB.
- ICB Board development programme ongoing.
- PCN OD programme progressing well with dedicated resource and plans in place.
- Supporting design, delivery and embedding of clinical leadership approach across the system.
- People Plan reviewed to directly align to the ICS strategic aims and population needs.
- Contributed to the development of the Joint Forward Plan and Integrated Care Partnership strategy .

Allocation of Health Education England Funding 1

2022 - 2023



Planning for annual workforce development funding commenced early 2022 using well embedded governance processes.

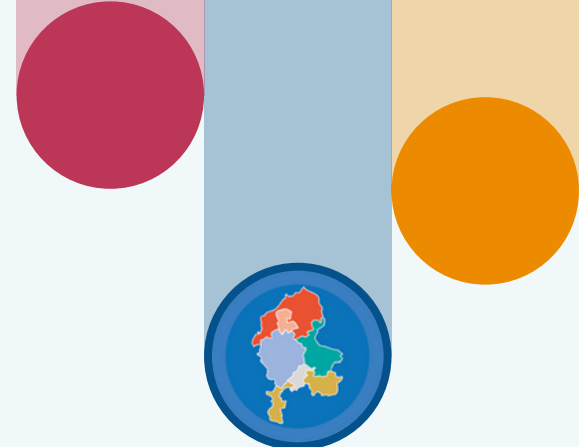
Plans were in place to ensure that designated funding was swiftly allocated to agreed projects to address **local workforce priorities and the Health Education England (HEE) Mandate**. System partners have worked with HEE and NHSE colleagues to agree and secure further funding with a number of successful bids being approved.

HEE provided each ICS with a **workforce transformation allocation in 2022/23**. For Staffordshire and Stoke on Trent, this allocation was **£370,000 (see table)**.

Project	Funding
Belonging	
Organisational Development	£50,000
Leadership programmes	£50,000
Lets work together programme	£20,000
Growing for the Future	
Trainee Nurse Associates - Social Care	£50,000
Clinical Placement expansion	£60,000
Community Outreach and Health Inequalities	£30,000
Education, Learning & Development 'reboot'	£5,000
Maternity Apprenticeships	£25,000
Looking after our People	
Retention in high pressure areas	£70,000
New Ways of Working	
Workforce Planning Capacity and Capability	£10,000
Total	£370,000

Allocation of Health Education England Funding 2

2022 - 2023



Allocation of funding was based on the system workforce priorities identified by partners of the **People, Culture and Inclusion Committee**, with a focus on:

- **Belonging**
- **Future supply pipeline**
- **Widening Participation and outreach into communities**
- **Retention of current staff**
- **Hard to fill vacancies**
- **Development of existing employees**

The system received an **additional £750,000** in funding to further the work already started, and commence new transformational projects

This funding has helped deliver the outcomes detailed in this report.

2023/24 HEE funding allocations are yet to be confirmed, however once confirmed the process of allocation will mirror previous years.

Project	Funding
Belonging	
OD programme built on Messenger Review	£30,000
Leadership programme delivered at scale	£60,000
Equality, Diversity and Inclusion	£100,000
Growing for the Future	
Community Outreach - seldom heard and deprived community focus	£50,000
Workforce Planning capability and capacity	£70,000
Trainee Nurse Associates - Social Care	£30,000
Journey to work Concept including Schools engagement pilot	£150,000
Maternity apprenticeships	£25,000
Looking after our People	
Retention in high pressure areas	£150,000
New ways of working	
Virtual wards - Digital Upskilling/ OD	£25,000
Community upskilling eyecare / OPD	£60,000
Total	£750,000

Developing Plans for the Future

Our Operating Model

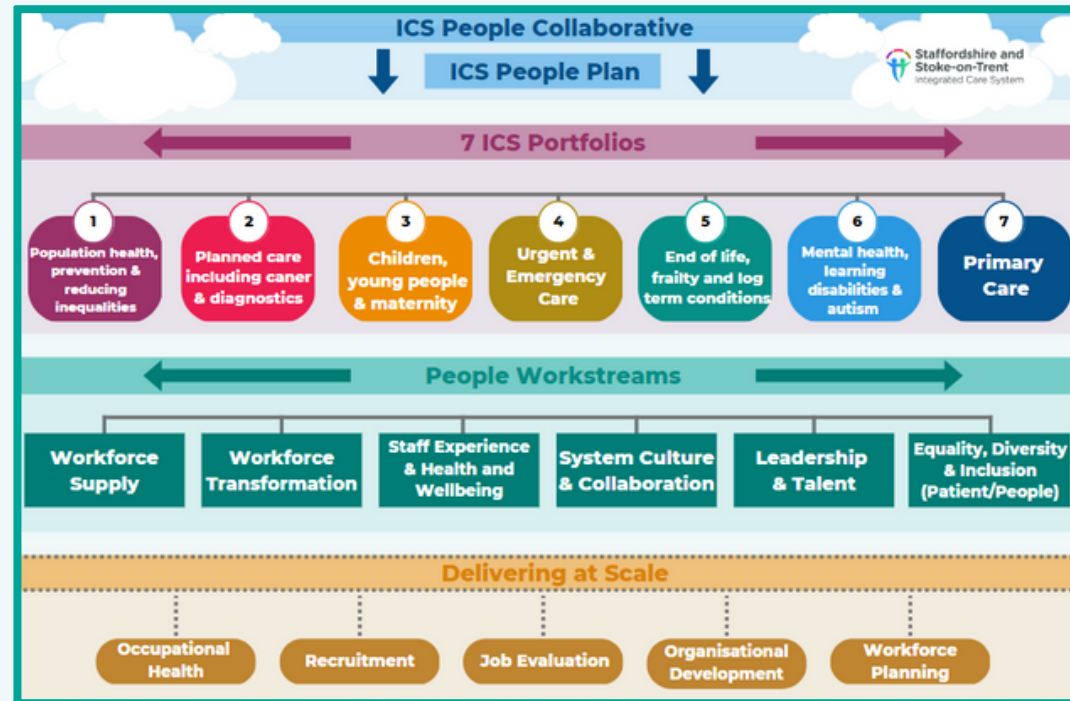


Looking forward, the system faces a number of well-known **workforce challenges**, reflected in the current position and experienced by partners. The three main challenges being:

- **Workforce supply** in registered workforce due to turnover/burnout/age/ lack of flexible working opportunities
- **Cultural/behavioural change** required between all Partners to move to a System way of working
- **Financial challenge**; requirement to deliver increased activity (due to population demand and elective recovery) via workforce productivity rather than increase in headcount.

To tackle the challenges and close the gap is a vast undertaking. The **ICS People Function** is the linchpin for the system working together to strengthen the offer to our existing workforce, attract and support more people from our local communities into careers in health and care, and create a robust pipeline of trained and skilled people to deliver quality treatment and care to our population.

It is imperative that we continue to build on the partnerships forged over the years to enable delivery of the system priorities within the 7 portfolios. Our **ICS People Operating Framework** is captured in the following infographic:



Developing Plans for the Future

Programme Activity

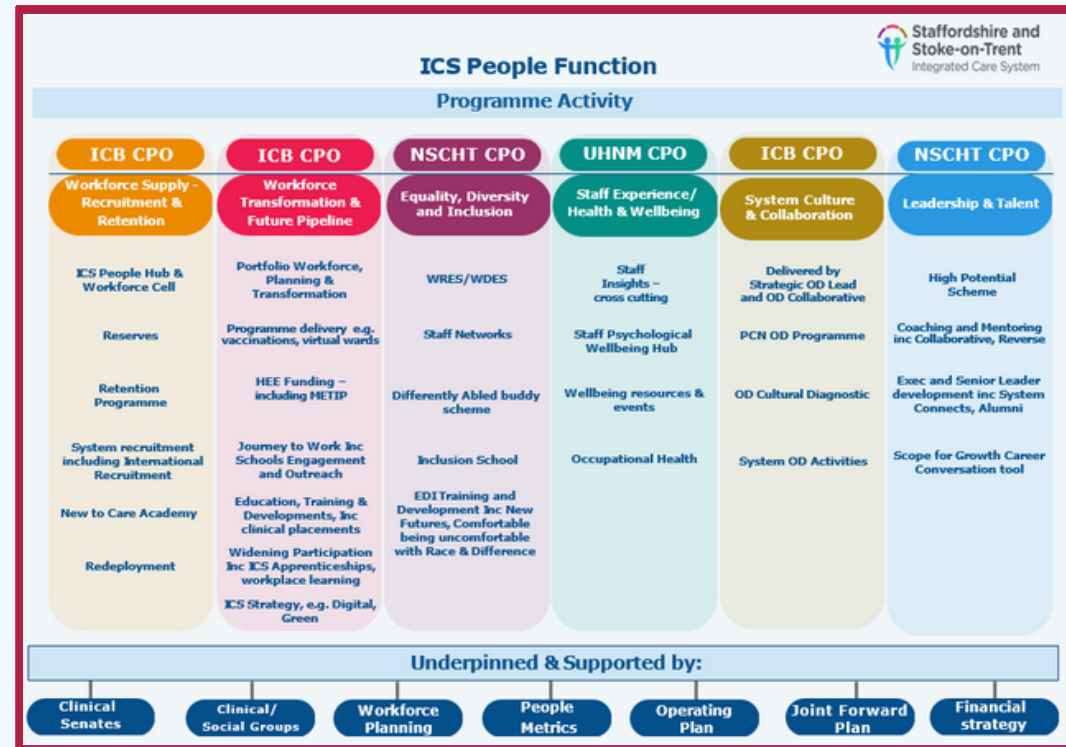


The **ICS People Function** ensures any interdependencies with national, regional and system strategies and portfolios are included in planning and delivery of the People Culture and Inclusion programmes, as follows:

- Delivery of national and regional functions e.g. ICS workforce planning and reporting, ICS People Plan
- Enabling function for 'One Workforce' operating model across ICB, NHS, Local Authority, Social Care, Primary Care, Voluntary Sector, private providers
- Delivery of Joint Forward Plan, ICP strategies, alignment to all 7 portfolios and partner strategies
- Direct link with ICB finance and planning functions including operational planning, agency, and people metrics.

We await the launch of the **National People Strategy** which will subsequently require local plans to be updated and delivered in line with the national vision and our changing local landscape. Additionally, the **Hewitt report** will outline recommendations regarding ICS oversight and governance, and the way we transparently share data and utilise it to improve our practices.

Meanwhile, our **ICS People Collaborative** approach, developed over time with health and social care partners, is mature and effective in collectively tackling our workforce challenges. Our **programme activity for 2023-24** is captured in the infographic:



With huge thanks...

To our Partners



**Primary
Care
Networks**



**Independent
Care
Providers**



Without the support and contributions of our partners and workforce, we would not have been able to achieve or make the difference we have.

We look forward to continuing our work with all partners with our People at the heart of everything we do.