

Better Care Plan

Workforce Strategy Themes

Broadly, through collaboration, it has been identified that the Workforce Strategy has 6 key themes.

1 Workforce Reconfiguration

The workforce will need to change to be configured around the new service models and pathways, together with clustering of an integrated workforce wrapped around the GP populations they will serve.

2 Skill Mix Development

The optimum skill mix is critical in ensuring that each service has the correct levels of skill to provide services in the most cost effective way. Advances in technology and clinical practice and the development of extended roles often give opportunities to re-profile the workforce and in so doing reduce overall labour costs or improve quality. Workforce re-profiling requires careful planning as any associated development and training requirements need to be factored in. At its best re-profiling can help in developing a more flexible workforce, give staff greater job satisfaction and lead to greater efficiencies while delivering improvements in quality and patient safety well into the future.

Opportunities will be embraced to re-profile the community workforce during the period of transformation from 2013 to 2016, taking into account the flexibilities made available by more integrated working and using the opportunities for visioning for a new style of workforce appropriate for our era. The use of Associate Practitioners at Band 4 across professional spheres of work will be focused around the needs of the patients and the associated skill mix changes that may enable.

Flexibility vs. Sustainability

We envisage a workforce that is flexible and has a balance between generalist and specialist skill that is adaptable; used to working in new ways and with other care providers; and that we can up-skill to meet changing demand. More integrated and multidisciplinary team working across organisations will result in changing roles.

Volunteers/community organisations

Volunteers are already and will increasingly become a critical part of the “workforce” of the future. They need to be supported and encouraged to fulfil this role through enhanced access to learning and development.

Patients/Carers

The part played by patients themselves, and their carers is also changing.. They can, and do, contribute significantly to their day to day care and will be supported and provided with

access to the necessary knowledge and skills so that they are empowered to take a more proactive responsibility for managing their own health.

3 Recruitment

Recruitment of the right number and right calibre of people to provide the workforce is a constant challenge for all parts of the health and care workforce. There is a great energy for organisations to collaborate together to address this challenge head on and also ensuring that values and behaviours of recruits are consistent with the NHS/Wiltshire Council values. The quality of the recruitment, selection and pre-employment checking process could also be assured.

4 Learning and Development Requirements

We have considered the skills set of the workforce and will review our education and training plans to ensure the workforce will be fit for purpose as we change the shape of services and move them closer to patients' homes. If staff are to provide outstanding care and adapt to these new ways of working they deserve the best education possible. It is vital that staff have the right knowledge, skills and attitudes appropriate for each and every role across our services. These should be transferrable across all health and social care sectors as care pathways develop. There is increasing evidence that patient mortality is lower in organisations where staff are happy and well supported.

Strong links with Health Education South West, Skills for Health and Skills for Care and other learning and development resources will be developed to enable shared learning and development for staff across organisational boundaries wherever possible.

Impact on training providers on new models of care – e.g. students

Training providers such as Higher Education Institutions who will be placing their students (nurses, social workers and GP trainees) will need to be engaged as part of the transformation process, both to better inform those students prior to their placement and also to ensure that the whole scope of the new integrated teams can be approached to accommodate those students.

5 Career Framework/Succession Planning

In attracting the right staff to work in the health and social care environment much can be made of developing strong career frameworks that enable people to see how they can grow and develop. The collaboration and joined up working of people from different organisations within multidisciplinary teams enables a greater choice of career structures and career choices for those involved.

A career framework will be developed, particularly for support staff that explains the possibilities available both within organisations and across the whole health and social care system. It will describe both the educational pathways and the role pathways possible for individuals.

6 Change Management

Leadership

The leadership required to make these transformational changes across a whole health and social care system cannot be underestimated. We will encourage, support and develop leaders at all levels to bring about the change in culture and philosophy that is described within this strategy. We have and will continue to grow outstanding leaders and managers who communicate our philosophy in a way that is understood by everybody. They will work together to turn this strategy into reality.

We will seek support from within and external to the organisations to support this process, developing strong and adaptive leadership skills wherever possible.

Good Employment Principles:

Transferring of Staff

Our workforce will need to be highly flexible to respond to changes in how we deliver healthcare. As services across health and social care become more aligned and are delivered in more flexible ways in the community, we must work towards easing the transfer of staff between different employers and ensure they can minimise cost and maximise efficiencies where the workforce overlaps.

The changes in the way services are delivered are likely to require on-going changes in the way that staff are organised and deployed, both within and between organisations for some years ahead. We want to make Wiltshire a place where people choose to come and work as they see it as an exciting, innovative health and social care system with opportunities for a career path that may take them across organisations that value their skills and experience. Ensuring that every health and social care worker will be able to talk positively about the changes that they are involved in is a challenge. However, with time and effort spent in explaining change we will create ambassadors who will be able to connect the changes and see the benefits.

Transferring of staff from one organisation to another is both a legal process and an event giving opportunities to develop strong engagement with staff affected. It is also a potential risk to provision of a quality service during times of uncertainty and anxiety. In all cases where transfer of a service and the associated staff is required the organisations will determine at the earliest opportunity whether TUPE will apply and agree an implementation timescale that is communicated to all staff involved. Best practice standards will be developed to guide this process and to mitigate the risks associated with the uncertainty such processes inevitably bring about.

Staff engagement

The quality of the service delivered is directly linked to the quality and commitment of the staff providing that service. All organisations providing services will be required to ensure regular staff satisfaction surveys take place that confidentially asks staff questions about their satisfaction at work, the support they get from their managers, their access to relevant training and development opportunities and annual appraisal.

A process for monitoring and reviewing the results and any required outcomes will be developed as part of the outcome of this strategy.

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