

<b>Meeting name:</b>	West Yorkshire Joint Health Oversight and Scrutiny Committee (JHOSC)
<b>Agenda item no.</b>	
<b>Meeting date:</b>	15 March 2024
<b>Report title:</b>	NHS West Yorkshire Integrated Care Board (ICB) - Workforce Priorities Update
<b>Report presented by:</b>	Kate Sims, Director of People, NHS West Yorkshire ICB
<b>Report approved by:</b>	Kate Sims, Director of People, NHS West Yorkshire ICB
<b>Report prepared by:</b>	Jonathan Brown, Associate Director of Workforce Strategy and Planning, NHS West Yorkshire ICB

<b>Purpose and Action</b>			
Assurance <input type="checkbox"/>	Decision <input type="checkbox"/> (approve/recommend /support/ratify)	Action <input type="checkbox"/> (review/consider/comment/ discuss/escalate)	Information <input checked="" type="checkbox"/>
<b>Previous considerations:</b>			
This is the first occasion that the People Directorate of NHS West Yorkshire ICB has presented on workforce priorities to the West Yorkshire Joint Health Oversight and Scrutiny Committee.			
<b>Executive summary and points for discussion:</b>			
<p>The workforce challenges currently facing the West Yorkshire system are significant. This ranges from the immediate need to grow the workforce and retain people at a time when financial challenge adds further to the pressures on workforce resilience, through to the need to ensure the scope as a partnership to work collectively on longer-term strategic workforce planning and workforce development. All contribute to the transformation of health and care service delivery.</p> <p>The West Yorkshire People Strategy (<a href="#">People Plan</a>) was published in February 2022 following development with system partners and sets out the ambitions for current and longer-term workforce solutions to respond to the current health and care challenges. West Yorkshire has a People Board (reporting to the West Yorkshire Partnership Board), which has strategic oversight of the development of and actions against the People Plan.</p>			

Recognising the breadth and scale of the People (workforce agenda) across West Yorkshire Health and Care Partnership, with both challenges and opportunities for workforce transformation across the system, in the short and long-term this paper focuses on two core aspects, namely:

Part 1 – Sets out the ICB’s systemwide priorities identified by the ICB Board.

Part 2 – Provides some, but not all, relevant workforce context and priorities being responded to by the system.

### **Which purpose(s) of an Integrated Care System does this report align with?**

- Improve healthcare outcomes for residents in their system
- Tackle inequalities in access, experience and outcomes
- Enhance productivity and value for money
- Support broader social and economic development

### **Recommendation(s)**

The Joint Health Overview and Scrutiny Committee are asked to note the context provided within this paper across several aspects of the health and care workforce and the work underway across professions and collaboratives.

In addition, the committee is asked to note the key priorities set for the ICB People Team in response to the West Yorkshire workforce programme, with further updates available as this work develops.

### **Appendices**

1. Recent Workforce Growth for West Yorkshire 2018 -2023
2. Primary Care People plan (high level)
3. Reference links

### **Acronyms and Abbreviations explained**

1. JHOSC - West Yorkshire Joint Health Oversight and Scrutiny Committee
2. ICB – Integrated Care Board

## Introduction

1.1 The West Yorkshire Partnership Board approved in early 2022 the West Yorkshire People Plan (People Strategy) which can be found at <https://workforce.wypartnership.co.uk/people-plan> . This is available in various accessible formats.

1.2 The West Yorkshire People Plan aligns to commitments in the [national NHS People Plan](#) published in July 2020 . This has been developed further, to recognise the diverse nature of our partnership and represents the full range of health and care sectors, including universities, those working in voluntary, community and social enterprise (VCSE) sector and unpaid carers.

1.3 The People Plan articulates the current workforce challenges which the plan aims to respond to, along with the ambition for our people and the workforce agenda. It sets out current actions against each of the five pillars together with communicating future aims.



## Delivering the People Plan

- 1 Following the publication of the West Yorkshire People Plan work has taken place both by the ICB People Directorate, and also at each of the five places (Bradford District and Craven, Calderdale, Kirklees, Leeds and Wakefield District) and professional networks of, West Yorkshire to deliver a range of workforce activities against each of the commitments made against the five pillars. Actions in response to the ambitions of the People Plan continue to be informed by consideration of:
  - Current versus newly arising people-related activity, including ability to be agile in response to emerging requirements, examples include preparation in response to industrial action and workforce input into the preparedness for vaccination programmes.
  - Ongoing involvement with place workforce groups and system partners
  - Alignment with the NHS Annual Operational Planning Guidance – which sets out several key priorities for the workforce.

## Part 1 West Yorkshire ICB People priorities

### Introduction

“The size and shape of the NHS workforce needs to change to meet patient need now and in the future. When a person turns to the NHS for help, it needs to have enough people with the right skills, and in the right place, to meet their needs” – [NHS Long Term Workforce Plan July 2023](#)

The West Yorkshire Integrated Care System (ICS) is made up of multiple partners who have significant roles in bringing this vision to light. With leading edge academic approaches through our colleges and universities, there is innovation in care settings, all of which need:

- Workforce plans that represent the sectors of health, social care and voluntary, community and social enterprise
- Supporting education and training plans enabling new roles and ways of working.
- High quality environments where people can learn, grow and work safely and effectively.
- Career opportunities for all to enter, and career pathways that support people's ambitions.
- The best working environments where people are cared for and valued.

### National policy and guidance

When determining our approach to building an operating model for West Yorkshire workforce priorities, the following policy documents serve as a useful framework: 1) “Building strong integrated care systems everywhere: guidance on the ICS people function” (April 2021), reinforced in the 2) NHS Long Term Workforce Plan (July 2023):

Both policy documents set out the same workforce expectations on partners in an Integrated Care System as follows :

1. Supporting the health and wellbeing of all staff

2. Growing the workforce for the future and enabling adequate workforce supply
3. Supporting inclusion and belonging for all, and creating a great experience for staff
4. Valuing and supporting leadership at all levels, and lifelong learning
5. Leading workforce transformation and new ways of working
6. Educating, training and developing people, and managing talent
7. Driving and supporting broader social and economic development
8. Transforming people services and supporting the people profession
9. Leading coordinated workforce planning using analysis and intelligence
10. Supporting system design and development

### **The principle drivers of change**

When determining priorities for the ICB People Directorate, the following strategies and plans are considered:

- West Yorkshire [Integrated Care strategy](#) and [Joint Forward Plan](#)
- NHS Long Term Workforce Plan (for West Yorkshire – across all partners)
- West Yorkshire People Plan
- West Yorkshire Digital Strategy
- Improving dentistry in West Yorkshire
- NHS guidance for people functions
- NHS planning and performance requirements

### **System Wide priorities**

The West Yorkshire ICB People Directorate works with partners across the system, including education providers, provider collaboratives, social care, the voluntary, community and social enterprise (VCSE) sector, the five West Yorkshire places, leaders in innovation e.g. AHSN/ ICB Programmes such as the digital programme and for our global work, the Local Maternity and Neo-Natal System as an example. As a Directorate, we work with NHS England to develop operating plans and training plans to inform education and training investment and here appropriate we act as “system leaders” on system wide planning/ assurance, an example being the Covid Vaccination Workforce and currently the start of the Long-Term Workforce Plan response.

Given significant reductions in capacity of the ICB People directorate as a result of the ICB Operating Model review and running cost reduction requirement, priorities have needed to be reviewed in order that capacity of the three functions of the People Directorate is better able to meet demand.

There are three functions within the People Directorate, each with a defined set of priorities as follows:

## Workforce Strategy and Planning Team

The three priorities which follow, have been presented to Executives and Senior Responsible Officers of the ICB Board during operating model development and have been agreed by the ICB Transformation Committee as the appropriate three for the team at this stage:

1. Working with partners through a Strategic Leadership Group we will respond to local demand and the **Long-Term Workforce Plan** to develop a students and placement strategy including infrastructure, trainers and estates.
2. We have developed a strategy and plan for the **Oral Health workforce** aligned to the commissioning delivery strategy which has now moved into the delivery phase following review by the West Yorkshire Local Dental Network
3. We are working with colleagues in digital to focus efforts on **digital readiness of the workforce** (to deliver the ICB Digital Strategy), collaborating with undergraduate, postgraduate, professions and employers to develop an inclusive skills-based approach to enabling future delivery of care and the future workforce.

## System Leadership & Development Team

Two key priorities for 2024-25

### 1. Increasing the diversity of our leadership

- Leadership, design and delivery of the [West Yorkshire Fellowship programme](#) and it's component parts; talent management, organisational preparedness, current cohorts and alumni
- Leadership design and delivery of the West Yorkshire **reciprocal mentoring** programme
- Co-ordination of West Yorkshire ILM **coaching programmes** (four currently underway with no further planned)
- Leadership and facilitation of West Yorkshire **coaching hub and e-platform** and overall coaching approach.

2. **Enable the development of our partnership** through leading and facilitating Organisational Development (OD) and system development with the component parts of our partnership. The focus for 2024/25 is on enabling the implementation of the ICB Operating Model and the partnership's Integrated Care Strategy

## Corporate People Team

### Key priorities for 2024-25

- ICB Operating Model implementation – final stage
- People management skills for ICB line managers
- ICB transition activity:
  - Policy consolidation
  - Terms & Conditions reviews
  - New Ways of Working
- Equality Staff Networks and Staff Engagement Group development
- ICB People Plan – development and implementation
- NHS Staff Survey action plan
- Employee development programme.

In addition to the priorities of the three teams, the ICB Director of People holds a portfolio of work supporting national, regional and system priorities:

### **ICB Director Portfolio priorities – 2024/25**

- NHS LTW Plan - Strategic Workforce Forum
- Well-being - Executive sponsor for the MH Wellbeing Hub  
ICB Executive sponsor for the WY Work well bid
- Inequalities - Living Wage review group.
- Social care - National Integration group – development of social care workforce strategy and plan
- Partnership - Network across the People profession groups, sectors, collaboratives, region and nationally.

## Part 2 –Current workforce context

### On the 30 June 2023 NHS England published the NHS Long Term Workforce Plan

“If the NHS is to continue to be the health service the public overwhelmingly wants and are proud of – one which provides high quality care for patients, free at the point of need – it needs a robust and effective plan to ensure we have the right number of people, with the right skills and support in place to be able to deliver the kind of care people need.”

The plan sets out a strategic direction for the long term, as well as concrete and pragmatic action to be taken locally, regionally and nationally in the short to medium term, to address current workforce challenges. Those actions fall into three clear priority areas:

**Train:** significantly increasing education and training to record levels, as well as increasing apprenticeships and alternative routes into professional roles, to deliver more doctors and dentists, more nurses and midwives, and more of other professional groups, including new roles designed to better meet the changing needs of patients and support the ongoing transformation of care.

**Retain:** ensuring that we keep more of the staff we have within the health service by better supporting people throughout their careers, boosting the flexibilities we offer our staff to work in ways that suit them and work for patients, and continuing to improve the culture and leadership across NHS organisations.

**Reform:** improving productivity by working and training in different ways, building broader teams with flexible skills, changing education and training to deliver more staff in roles and services where they are needed most, and ensuring staff have the right skills to take advantage of new technology that frees up clinicians’ time to care, increases flexibility in deployment, and provides the care patients need more effectively and efficiently.

Whilst it is recognised by the system that the Long-Term Workforce Plan is focussed primarily on the NHS workforce, the commitment within West Yorkshire to work where possible collaboratively, ensures for areas such as clinical placement capacity and wider development of best practice to support retention and workforce transformation, these are shared across the wider system.

### Workforce growth December 2018 – December 2023

West Yorkshire has successfully grown the workforce in hospital and primary care settings, with the high-level detail set out in **Appendix A**. For the medical and dental workforce, an increase of 27% can be seen, which includes growth in trainees. For GP practices, there has been growth across many areas of the workforce.



## What does the Long-Term workforce plan(LTWP) mean for West Yorkshire?

The National plan published high-level ambitions for England against specific groups of staff. In the following table the three columns at the right-hand end are the working ambitions for West Yorkshire based on an estimated share of 4.3% of the National.

Commitment	England			West Yorkshire 4.3%		
	23/24 assumption	28/29 commitment	31/32 commitment	23/24 assumption	28/29 commitment	31/32 commitment
Double the number of medical school training places	7,500	10,000	15,000	323	430	645
Increase the number of GP training places	4,000	5,000	6,000	172	215	258
Increase adult nursing training places	19,800	28,000	38,000	851	1,204	1,634
Increase Other Nursing & Midwifery training places	10,500	16,000	20,000	452	688	860
Introduce medical degree apprenticeships	-	850	2,000	-	37	86
Expand dentistry training places	800	1,000	1,100	34	43	47
Increase advanced practice pathways	3,000	5,000	6,300	129	215	271
Increased training places for Nursing Associates	5,000	7,000	10,500	215	301	452
Increased Physician Associate training places	1,300	1,400	1,500	56	60	65
Increased AHP training places	15,000	17,000	18,800	645	731	808
Increased training places for Clinical Psychology and Child & Adolescent Psychotherapy	1,000	1,000	1,300	43	43	56
Increased training places for Pharmacists	3,300	4,300	5,000	142	185	215
Increased training places for dental therapists and hygiene professionals			500			22
Increased training places for healthcare scientists	770.00	850	1,000	33	37	43
Additional support workers required			204,000			8,772

The systems approach to responding to this opportunity is to develop collaborative plans, setting out the way in which the system will define and share innovation, prioritise demand and create an evidence base for change in what is a challenging financial climate. Medium to long term growth, combined with ongoing productivity improvements are both important and essential.

The principal opportunity in the LTWP, is to use some of the the proposed additional “staff in training” in community-based settings. We know that people tend to stay working where they train and so enriching community placements and opportunities for career development and pathways in settings outside of acute hospitals, is key to supporting delivery of the West Yorkshire Joint Forward Plan.

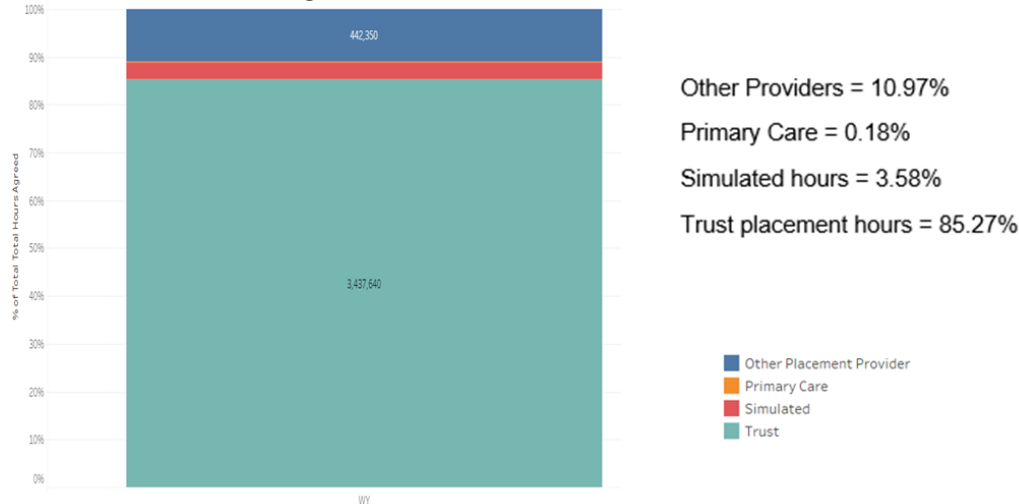
Maintaining and improving placement capacity in the acute setting is of priority at the same time. This will require ongoing strong partnership relationships across West Yorkshire providers of services and from the Education Sector, both within further and higher education.

We consult widely with partners across the system and will continue in a collaborative style recognising where “doing it once for all” is beneficial, (e.g. student placements where vacancy challenges exist or where there is an absence of training placements with providers), or “place led” when an opportunity exists in a specific boundary of place between partners in that place.

## Graph 1.0 – Placement distribution across West Yorkshire

### Placement distribution across WY

This graph shows the proportion of placement hours taking place with WY Placement Providers for the year 5 July 2021- 3 July 2022, split by the type of placement (placements at NHS Trusts, placements at other providers, placement in primary care or simulated learning).



We recognise that increasing placements in the system can bring challenges for providers of services in terms of the potential to reduce efficiency/ productivity of those people supporting trainees. Therefore, we are using four pillars of importance in planning and implementing new, alongside improving current environments. The following Diagram A summarises areas of challenge for placements under the pillars of Quality, Culture, Demand and Resources that underpin our approach.

### Diagram A – Placement challenges




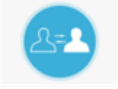





#### Placement Challenges

- Theatres
- Mental Health
- Speech and Language Therapy
- Dietetics
- Paramedics
- Midwives
- ODPs
- Effective allocation and utilisation
- PIVOs, Social Care



Further initiatives to secure future workforce will be set out in our workforce transformation plan for 2024/25 and beyond, based on the evidence of “what works”. We will identify the required investment/ developments in the following areas of opportunity working with service providers and clinical leaders:

**Securing future workforce supply through expanding practice-based learning**

	Student led clinics		Multiprofessional Student bundles in Primary care
	Role emerging placements and long arm supervision		Coaching models of supervision
	E-Rostering of students		Extended days model
	Neighbourhood placements		Blended & technology enhanced learning
	T Level placements		

We recognise the importance of partnerships with all services across all sectors to truly improve connectivity and the efficiency of health and care.

Within West, there are, highlighted priority areas where workforce is a significant focus. Several examples from the West Yorkshire collaboratives are set out for illustration below:

## **Mental Health, Learning Disabilities and Autism (MHLDA)**

- The West Yorkshire Mental Health, Autism and Learning Difficulties Collaborative develops and tackles workforce priorities across the system.
- System wide rollout of the Oliver McGowan training to all staff aimed at improving awareness.
- MHLDA Workforce Strategy Refresh - 2024-27 currently being developed and ongoing engagement with key stakeholders.
- Embedding of West Yorkshire staff bank, launched Jan 2024 across the three Mental Health Trusts. Within the first few weeks' 1000+ people have opted to sign in to work on the collaborative bank. The priority is to onboard these people asap, then undertake an ongoing review of key metrics to evaluate return on investment, specifically relating to the reduction in agency spend and increased fill rates of bank shifts.
- Completing the evaluation of the Inclusive Recruitment partnership with Touchstone and taking forward the learning. This will include the development of a Neurodiversity recruitment toolkit and information / training about reasonable adjustments.
- Joint procurement – mapping current contracts for digital workforce systems and training to explore opportunities for joint procurement of workforce solutions.

## **Cancer collaborative**

- The West Yorkshire and Harrogate Cancer Alliance responds to workforce priorities across the system and reaches out where regional opportunities exist to support the challenges identified.
- Planning for '24/25': The Cancer Alliance planning pack includes an expectation that Cancer Alliances will work with partners and providers to support implementation of the ACCEND framework – (Aspirant Cancer Career and Education Development framework).
- Cancer Clinical Nurse Specialist workforce initiatives including a Northeast & Yorkshire wide programme funded by Macmillan, the Cancer Alliances and NHS WTE (Cancer & Diagnostics) to upskill 42 potential Clinical Nurse Specialists across NEY (12 posts in WY&H), a CNS internship programme and an educational event for CNS and Allied Health Professions working in Cancer (13/3/24).
- Ongoing work with the Cancer Alliance's Non-Surgical Oncology programme to develop and implement a sustainable workforce plan for Non-Surgical Oncology (including international recruitment), with roles and competencies aligned to ACCEND.

## Primary and community care

- The West Yorkshire Primary and Community Services Workforce Steering Group (WFSG) was established five years ago with the aim of bringing key stakeholders and organisations together to focus on what we could do across West Yorkshire to support workforce transformation across Primary and Community Care.
- Part of the West Yorkshire Primary and Community Services Programme structure, more recently reviewed to be reporting to the West Yorkshire Fuller Board which links through to the ICB People Directorate
- Membership includes Place and ICB Representation, Training Hub, Local Reference Committees and NHS England.
- **Appendix B** provides the outline of the Primary Care People Plan

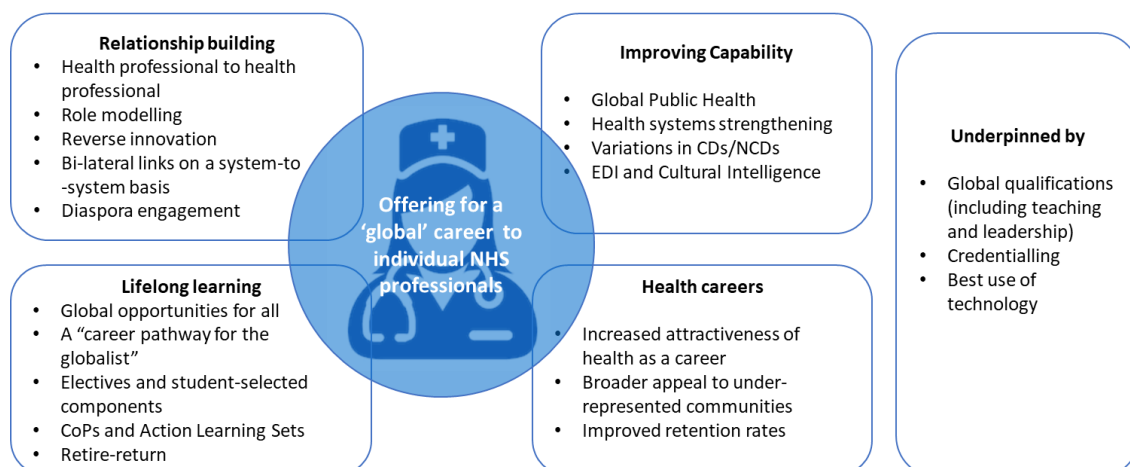
## West Yorkshire Global Partnerships

As part of West Yorkshire partnerships workforce plan and contribution to the wider, citizen agenda, we seek to be a great Global Citizen. The ICB People Directorate has a small team, dedicated to this agenda, with a plan of activities including:

- A relationship with the Government of Kerala, for the development of pathways and supply of workforce into health and social care across West Yorkshire, further developed to include opportunities for the West Yorkshire Combined Authority
- A partnership with the NHS England Global team to scope and develop “best in class” ethical IR pathways and troubleshoot system wide issues.
- Social Care International Recruitment pilots
- Leading on the development of a Mental Health Nurse upskilling programme that will prepare international nurses for Mental Health nursing in England.
- A collaboration between Kampala, the Health Ministry of Uganda and the West Yorkshire Local Maternity and Neonatal System

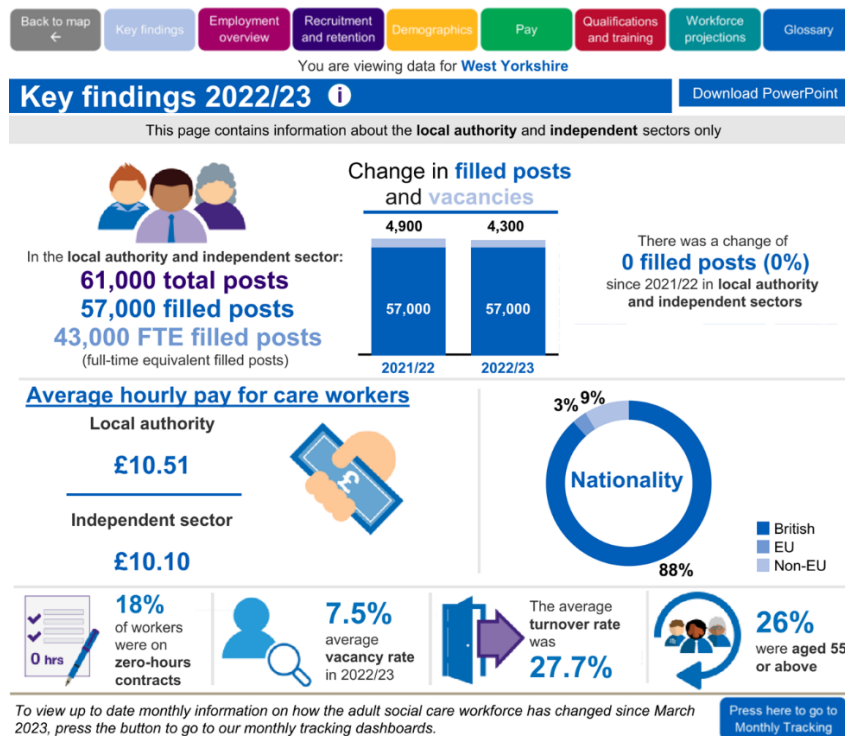
## Benefits to NHS People of working with Global partners

In a post pandemic world, the ICS has a unique opportunity to develop global careers :



## Social care workforce

The social care workforce is a key part of the health and care workforce across the system and it is recognised that there are challenges facing the attraction and retention agenda for the social care workforce. The following infographic from our partners in Skills for Care sets out the workforce information for West Yorkshire 2022/23. It is a view taken from social care data collections taken annually.



Social care colleagues across the sector are working with their local systems at place and at West Yorkshire-wide level, to share challenges and opportunities for integration and to create the necessary system plans, both locally, at place and system.

Examples of direct integration projects include:

- International recruitment of Senior Care Assistants and Nurses
- National Integration group – Development of Social Care workforce strategy and plan – Director level involvement

## Recommendations

The Joint Health Overview and Scrutiny Committee are asked to note the context provided within this paper across several aspects of the health and care workforce and the work underway across professions and collaboratives. In addition, the committee is asked to note the key priorities set for the ICB People Team in response to the West Yorkshire workforce programme, with further updates available as this work develops.

## Appendix A – West Yorkshire Workforce Growth – 2018-2023

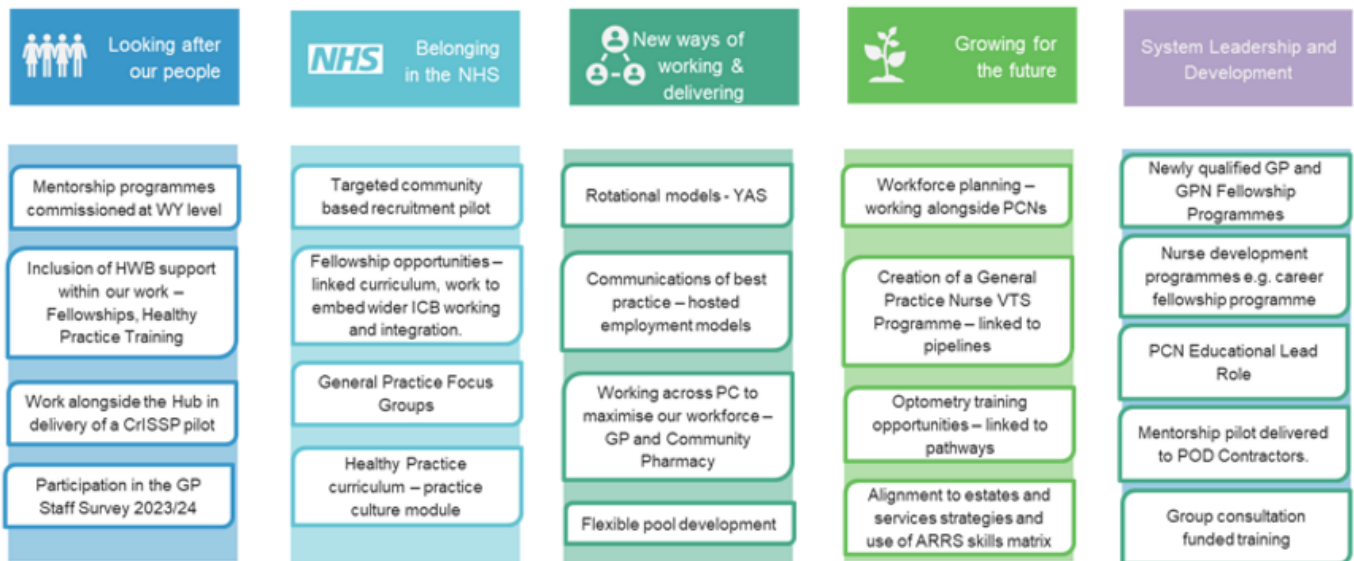
NHS ESR Workforce	Dec-18	Dec-23	Growth Dec 18 to Dec 23	
	wte	wte	wte	%
Medical & Dental (incl training grades)	5,104	6,503	1,399	27.4%
Nursing & Midwifery	14,359	16,458	2,099	14.6%
Allied Health Professionals	5,234	6,343	1,109	21.2%
Other Scientific, Therapeutic & Technical	1,649	2,063	414	25.1%
Health Care Scientists	1,160	1,343	183	15.8%
Support to Clinical	12,183	15,131	2,948	24.2%
NHS Infrastructure	15,879	18,815	2,936	18.5%
<b>West Yorkshire Total</b>	<b>55,567</b>	<b>66,656</b>	<b>11,089</b>	<b>20.0%</b>

Source: ESR December 2023

General Practice Workforce	Dec-18	Dec-23	Change Dec 18 to Dec 23	
	wte	wte	wte	%
GPs (incl training grades)	1,395	1,656	261	18.7%
Nurses	851	810	- 41	-4.8%
Direct Patient Care (non ARRS)	515	712	197	38.3%
Direct Patient Care ARRS	-	1,356	1,356	100.0%
Administrative & Estates	3,072	3,254	182	5.9%
<b>West Yorkshire Total</b>	<b>5,833</b>	<b>7,788</b>	<b>1,955</b>	<b>33.5%</b>

Source: NWRS December 2023

## Appendix B – Primary Care People Plan





## Appendix C – Reference links

- [Our Joint Forward Plan 2023 :: West Yorkshire Health & Care Partnership \(wypartnership.co.uk\)](https://www.wypartnership.co.uk/our-joint-forward-plan-2023)
- [Improving dentistry in West Yorkshire :: West Yorkshire Health & Care Partnership \(wypartnership.co.uk\)](https://www.wypartnership.co.uk/improving-dentistry-in-west-yorkshire)
- [Using digital and innovation to support delivery :: West Yorkshire Health & Care Partnership \(wypartnership.co.uk\)](https://www.wypartnership.co.uk/using-digital-and-innovation-to-support-delivery)
- [NHS England » NHS Long Term Workforce Plan](#)
- [NHS England » Integrated care systems: guidance](#)