

Midlothian Integration Joint Board



Thursday 5th October 2017, at 2.00pm

Connecting Health and Care in Midlothian – Shaping our Workforce

Item number: 5.4

Executive summary

The delivery of health and care services are almost entirely dependent upon the workforce, staff costs account for the bulk of expenditure. The Workforce in health and care services is committed and talented. We need to celebrate their success, continue to build strong values, invest in development and training, provide clear career pathways and listen to their contributions for improvement. However there are major and growing challenges in being able recruit and develop a workforce which delivers joined up holistic services. It is critical that workforce issues are the subject of careful, considered and integrated planning. The attached Workforce Plan provides a starting point for this process. It will require ongoing development

Board members are asked to:

Adopt and support the Workforce Planning Framework

Note that this Workforce Framework provides a foundation for the continuous work required

Support the key objectives of effective workforce planning described in this report

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1 Purpose

- 1.1 The purpose of the report is to outline the Framework for how the Partnership plans the workforce required to support the implementation of the Strategic Plan.

2 Recommendations

IJB members are asked to:

- 2.1 Adopt and support the Workforce Planning Framework as the approach of Midlothian Health & Social Care Partnership
- 2.2 Note that this Workforce Framework provides a foundation for the continuous work required in response to changing priorities, national and local drivers and challenges.
- 2.3 Support the key objectives detailed, namely the need for:-
- Investment in effective workforce planning
 - Sustained investment in learning and development.
 - Continued investment in the development of new models of integrated working
- 2.4 Receive a further report on the action plan to support implementation of the Framework

3 Background and main report

- 3.1 The Scottish Government requires each partnership to have an Integration Workforce Plan and have provided guidance and a high level framework. The Workforce Framework for the Midlothian Health and Social Care Partnership will be critical to ensuring the IJB Strategic Plan will be implemented with confidence, knowing we have the right skill mix across our workforce.
- 3.2 NHS Lothian and Midlothian Council as major employers are developing workforce plans whilst some of the larger voluntary and independent providers do likewise. The IJB Workforce Framework will be consistent with these plans but retains an emphasis on effective whole system working in terms of skill mix and joint working

- 3.3 The Workforce Framework is supported by detailed analysis of the workforce and the challenges facing both NHS and social care services at local and national levels. Given the critical role which the Voluntary and Independent Sector have in the delivery of social care services it is essential that they are fully incorporated in this Workforce Plan.
- 3.4 The ambition of the Midlothian IJB is for the people of Midlothian to be supported to maintain healthy, independent lives and to have access to services and community resources which support their health and wellbeing. To do this, we need to nurture a high quality, skilled, courageous and compassionate workforce that promotes dignity, safety and respect and takes a strengths-based approach to their responses. Successfully implementing this Framework, will provide a consistent and positive step towards meeting that commitment in an effective and efficient way.
- 3.5 It is also vital that we encourage new ways of working with partners in the Voluntary and Independent Sectors which break down barriers and place emphasis upon:-
- Working together as being essential to success – through co-location, through shared learning, sharing information, understanding roles and having honesty and trust in professionals at all levels in all sectors.
 - Scoping out an alliance approach to Care at Home service provision to address challenges around recruitment and direct provision of care hours, including night time supports.
 - Putting into practice our desire to work closely with Communities, addressing inequalities and investing in an approach which really makes use of community assets.

4 Policy Implications

- 4.1 The Scottish Government has committed to the development of a National Workforce Plan for the health and care workforce. The National Health and Social Care Workforce Plan, published in June 2017, is a first step to harmonising planning for the NHS workforce at a national, regional and local level. A further plan incorporating integrated planning across primary care and integrated community services will be published in 2018.
- 4.2 The Midlothian Health & Social Care Workforce Framework links directly with the ambition set out in the Strategic Plan and needs to work within the agreed financial framework.

5 Equalities Implications

- 5.1 This Workforce Framework will seek to address inequalities by promoting better career progression opportunities for workforce.

- 5.2 Through learning and development and service redesign the Framework will ensure that all staff are aware of the impact of inequalities on people who use health and care are able to maintain a strong focus on addressing inequalities in service delivery.

6 Resource Implications

- 6.1 The Workforce Framework will contribute to the delivery of the IJB's financial strategy. Developing a culture of prevention, self-management, deepening collaboration between services and professionals and making best use of community resources will all contribute to better use of both human and financial resource.

7 Risk

- 7.1 The Partnership is facing significant risks in key areas of service delivery because of lack of available skilled staff. The Framework will seek to mitigate these risks by supporting the development of detailed workforce plans across all service areas. These plans will ensure that our workforce is supported and developed to meet the challenges of their roles.

8 Involving people

- 8.1 This Framework has been developed in collaboration with Midlothian Council, NHS Lothian and the Independent sector.
- 8.2 The key priorities for our Workforce, as determined within a variety of Collaborative Conversation Workshops throughout 2016 and 2017 are:
- A management structure which enables us to respond quickly and effectively to change pressures
 - An empowered frontline workforce, equipped with skills and knowledge to deliver a seamless service to the public,
 - A Workforce able to operate flexibly, both in terms of meeting demand and across a range of service areas
 - A Workforce working in a modern and flexible way, making best use of Technology to meet personal outcomes
 - A Workforce working in teams, reflecting the diversity of each community, enabling people to stay in their own home as far as possible
 - A Workforce promoting people in Midlothian to take responsibility for their own health and wellbeing, working with communities differently to maximise and develop their talent and capacity.
 - Midlothian offering real opportunities for a Career in Care.

- Developing a culture that enables talent management to ensure we have the diverse leadership and talent needed.

8.3 A process of engagement with managers and staff has been established and will continue to support implementation of the Framework.

9 Background Papers

9.1 **‘Connecting Health & Care in Midlothian – Shaping our Workforce’** – copy ‘To Follow’

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