

Midlothian Integration Joint Board



Thursday 7th June 2018

Workforce Planning

Item number: 4.4

Executive summary

This report sets out the progress made in workforce planning over the past 6 months. In October 2017, the MIJB agreed a framework for Workforce Planning. This provides a foundation for each service area to shape their workforce for the future, taking account of transformational change, resulting in new models of care and the increasing need to maximise on the effective use of resources. The report, in addition, outlines the proposed plan for workforce action planning in other key service areas.

Board members are asked to:

1. Note the progress to date.
 2. Support the plan for future work.
 3. Agree to receive a further report in 3 months to provide assurance that workforce planning is progressing with positive effect.
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Report

Workforce Planning

1 Purpose

- 1.1 The purpose of this report is to inform IJB on progress in Workforce Planning across the Midlothian Health and Social Care Partnership.

2 Recommendations

- 2.1 As result of this report Members are being asked to:-
- 1 Note the progress to date
 - 2 Support the plan for future work.
 - 3 Agree to receive a further report in 3 months to provide assurance that workforce planning is progressing with positive effect.

3 Background and main report

3.1 Background

Midlothian Integration Joint Board (MIJB) is required to have a Workforce Plan to complement the Strategic/Delivery Plans and Financial Strategy. Scottish Government has produced various supportive reports to enable this work. There has been no guidance as to the specific shape or structure for the Workforce Plan.

In October 2017, MIJB approved the Midlothian Health & Social Care Partnership (H&SCP) Workforce Planning Framework – *Connecting Health and Social Care*. This framework provides a solid foundation for good practice in workforce matters, which are evolving and dynamic and where new influences and drivers demand a fluid and flexible response.

The framework recognises that our workforce is our most valuable asset. In this environment of transformational change, where new models of integrated working and new forms of commissioning are evident, investment in building strong values, strong effective working relationships, a shared culture, the right skills and knowledge and providing clear career pathways are all key elements of workforce planning.

3.2 Progress

The next stage, building upon the Workforce Framework has been the development of action plans for each service area. Each action plan aims to

reflect real connections between the Delivery Plan, the Financial Strategy and the workforce, as well as make connections with NHS Lothian, Midlothian Council, pan-Lothian, Regional and National Workforce Planning developments.

The Joint Management Team requested initial focus for action planning in four key areas, namely:

- Older People Services teams– Dementia, MERRIT and Care at Home Services
- Learning Disability Day Services
- Recovery Hub services

It is worth highlighting the following features of the process to date:

- **Staff involvement** at all levels and across sectors has resulted in rich contributions and a heightened awareness and buy-in to the change agenda. Structured workshops, reflecting the key messages of the Workforce Planning framework have offered staff the opportunity to discuss, share, learn, be creative and innovative together, to shape their service for the future.
- **Review Expert Panels** have provided a strong collaborative approach for the review of Learning Disability Day Services. Practitioners, family carers and people with learning disability have come together to make a contribution to the work of reviewing Day Services in Midlothian. A core part of the conversation has been focused on workforce matters.
- **Planning** for the new Recovery Hub has brought focus to practical matters related to a new building base, as well as staff development. There is a very strong sense of collaboration and close working across the service areas.
- **Service Managers and Planning officers** have been key to leading on and coordinating this work, through their ownership and commitment, working alongside the Organisational Development resource.
- **Time** has been the challenge, with delays and rescheduling of workshops with staff resulting from the priority of operational demands. As a result, progress slowed down and keeping focus and enthusiasm for the work, amongst competing demands, has been challenging.
- **The benefits** of taking this approach have been numerous – staff have felt valued and listened to, staff have felt greater understanding of the key drivers and influences on their services and working together on workforce matters has enabled stronger relationships and understanding of the need for a fresh approach to deployment of human resources.
- **Governance** is provided by the Joint Management Team, which receives regular monitoring reports of risks and challenging areas and, of course, innovative and creative solutions.

Table 1: Current Action planning timeframe

CURRENT ACTION PLANNING	Status	Lead	Timescale for Workforce Matters
DEMENTIA	Nearing completion	A Fraser & K Skey	June 2018
MERRIT	Nearing completion	A Fraser	June 2018
CARE AT HOME	Nearing completion	A Fraser	June 2018
LEARNING DISABILITY DAY SERVICES	In progress	D McIntyre & G Kilpatrick	September 2018
RECOVERY HUB	In progress	A White	September 2018

3.3 Proposed programme for New Action Planning Service Areas

To allow for continuous progress across services, a staggered approach is proposed, linking the Workforce Action planning process with key agreed Transformation Project areas. Other transformation areas will need to be considered along with any other key service areas, in due course, such as Community Learning Disability services, Physical Disability and Sensory Impairment services. Organisational Development leadership, support and facilitation will be provided.

Table 2: Proposed programme for next phase of Service Action planning

Transformation Project	Service Area	Lead	Proposed Timescale
DEVELOP A CARE HOME STRATEGY	Care Homes Strengthening Support Systems Reviewing Decision-Making re: Admissions	A Fraser	November 2018
EXPAND COMMUNITY BASED SERVICES IN MENTAL HEALTH	Reduce focus on hospital care	K Skey	December 2018
RESHAPE PRIMARY CARE	All aspects	J Megaw	February 2019
STRENGTHEN PREVENTION AND RECOVERY IN CRIMINAL JUSTICE	Criminal Justice/Community Safety	M Brewer	October 2018
LOCALITIES	Build strength in locality areas, using learning from new effective tried and tested cross sector community responses in Penicuik e.g. people who are isolated/lonely	J Megaw	January 2019

3.4 Collaboration with key partners

Midlothian Workforce Planning will connect with NHS Lothian and Midlothian Council Workforce planning processes and developments. Close collaboration has been built in to the process. Connections on a pan-Lothian, regional and national basis are being maintained to promote understanding, learning and support for all. The Midlothian IJB Workforce Planning framework takes account

of all National Scottish Government Workforce Planning reports and other key drivers and influences. The Workforce Framework is intended to be comprehensive involving voluntary and independent providers of health and care services.

4 Policy Implications

- 4.1 There are no new policy implications from this report. The Workforce Plan will support the delivery of the Strategic Plan, working within the parameters of the Financial Strategy.

5 Equalities Implications

- 5.1 Workforce planning across the partnership will seek to address inequalities by promoting better career opportunities for staff.
- 5.2 Through learning and development and service redesign and related workforce planning, staff will be encouraged to maintain a strong focus on addressing inequalities in service delivery.

6 Resource Implications

- 6.1 Workforce planning will contribute to the delivery of the IJB's financial strategy. Developing a culture of prevention, self-management, strong and deep 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. Workforce Action planning will seek to mitigate these risks, having clear plans to address recruitment and retention issues, for example, taking a talent management approach and actively seeking to develop workable succession planning. Workforce Action plans will ensure that our workforce is supported and developed to meet the challenges of their changing roles.

8 Involving people

- 8.1 All workforce planning to date has been developed in collaboration with Midlothian Council, NHS Lothian and the Independent sector.
- 8.2 A process of engagement with managers and staff has been established and will continue to support implementation of the Workforce Planning Framework.

9 Background Papers

- 9.1 The Workforce Planning framework, *Connecting Health & Social Care in Midlothian*, presented to MIJB in October 2017.

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