

Workforce think tank

Welcome

Karen Sharrocks

Head of Strategy and Corporate
Services, CCGs

Agenda

Morning

- Scene setting and background
- Workshops – developing real portfolio careers for clinical staff

Afternoon

- Scene setting and background
- Promoting clinical careers in Lancashire



@workforceNHS

#workforceNHS

Setting the scene

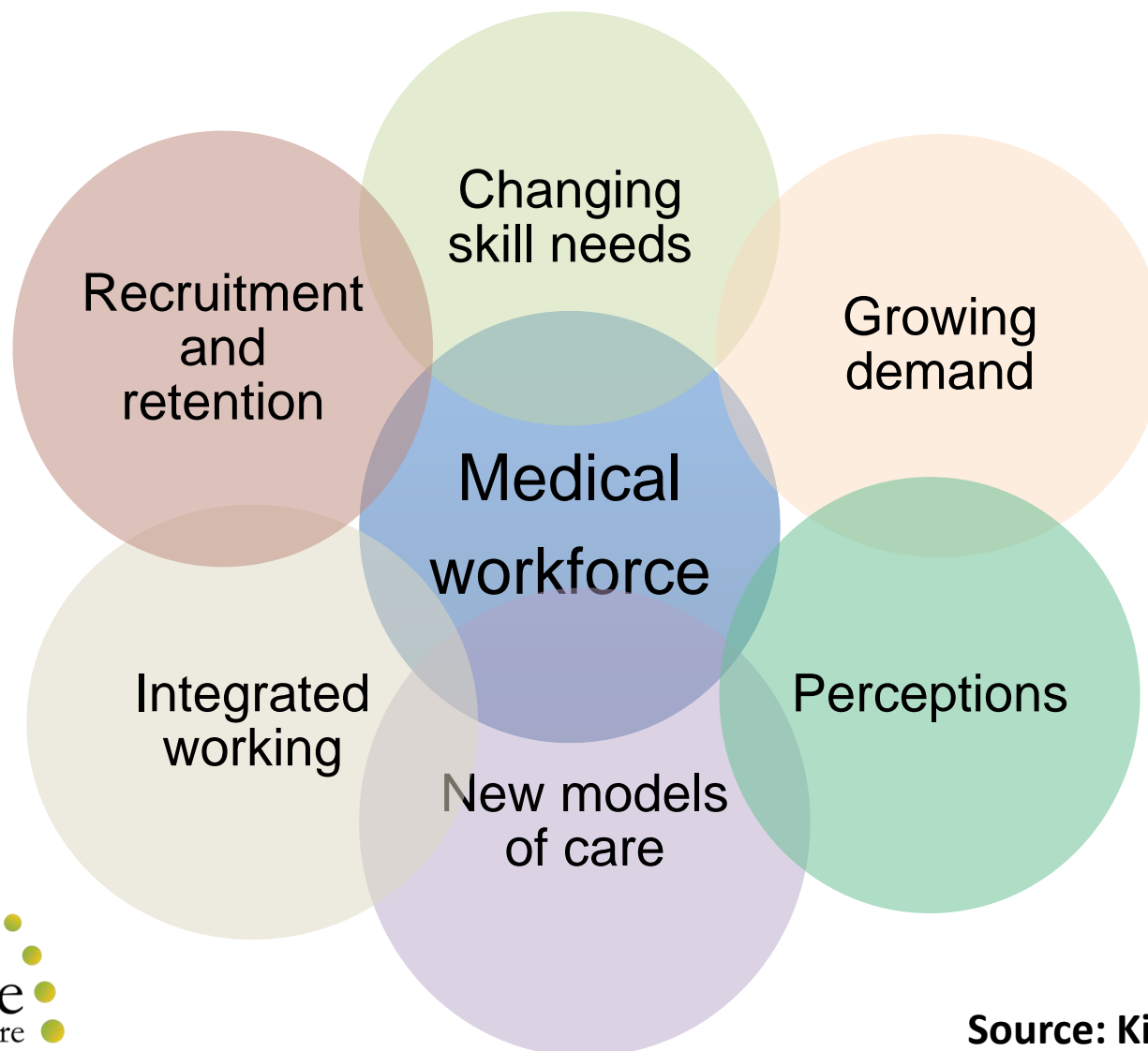
Dr Mohan Kumar

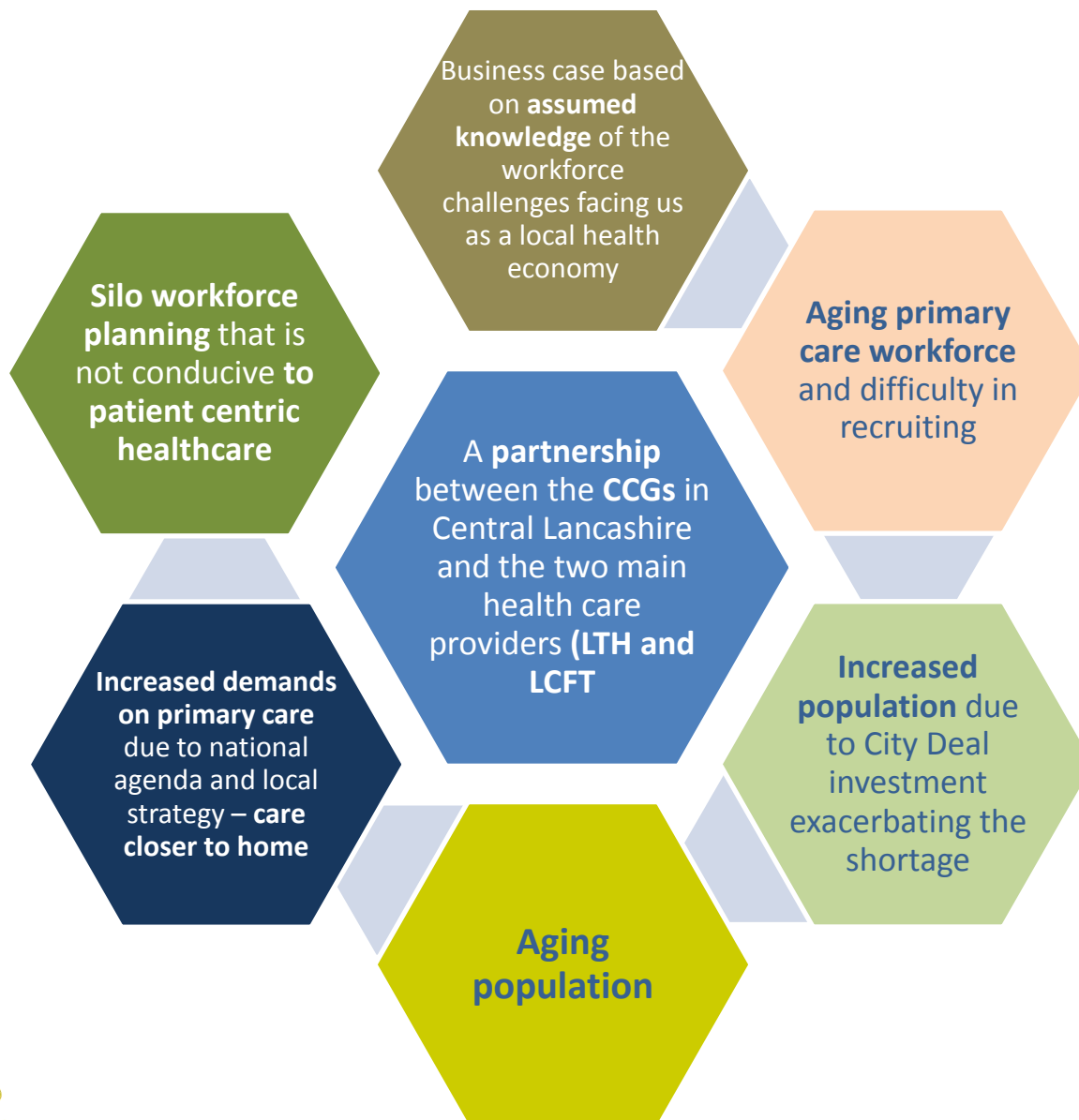
Strategic Clinical Workforce
Transformation Lead, Workforce for the
Future project and Associate Dean for
Primary Care



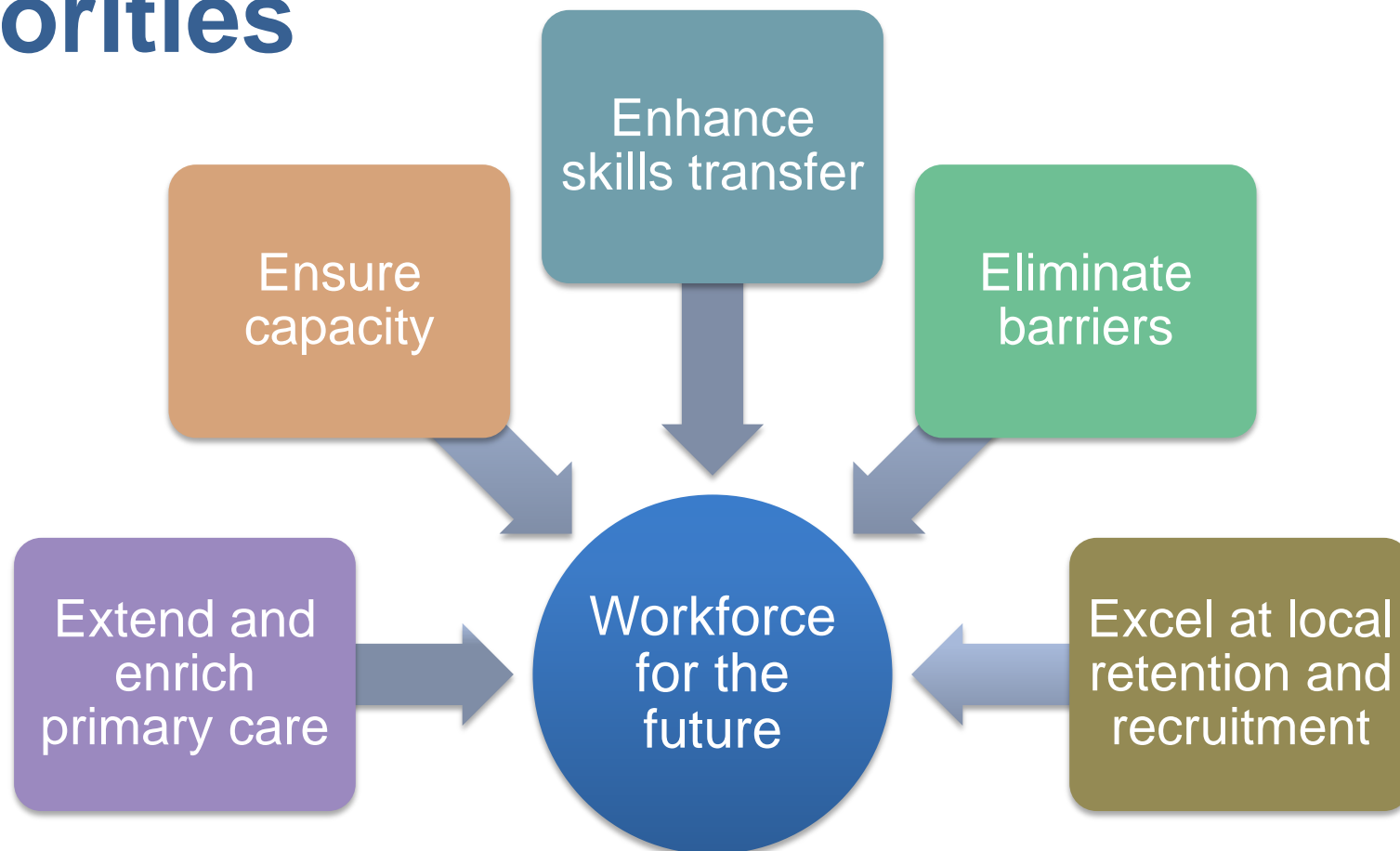
Health and social care workforce crisis

Workforce challenges





Local workforce priorities



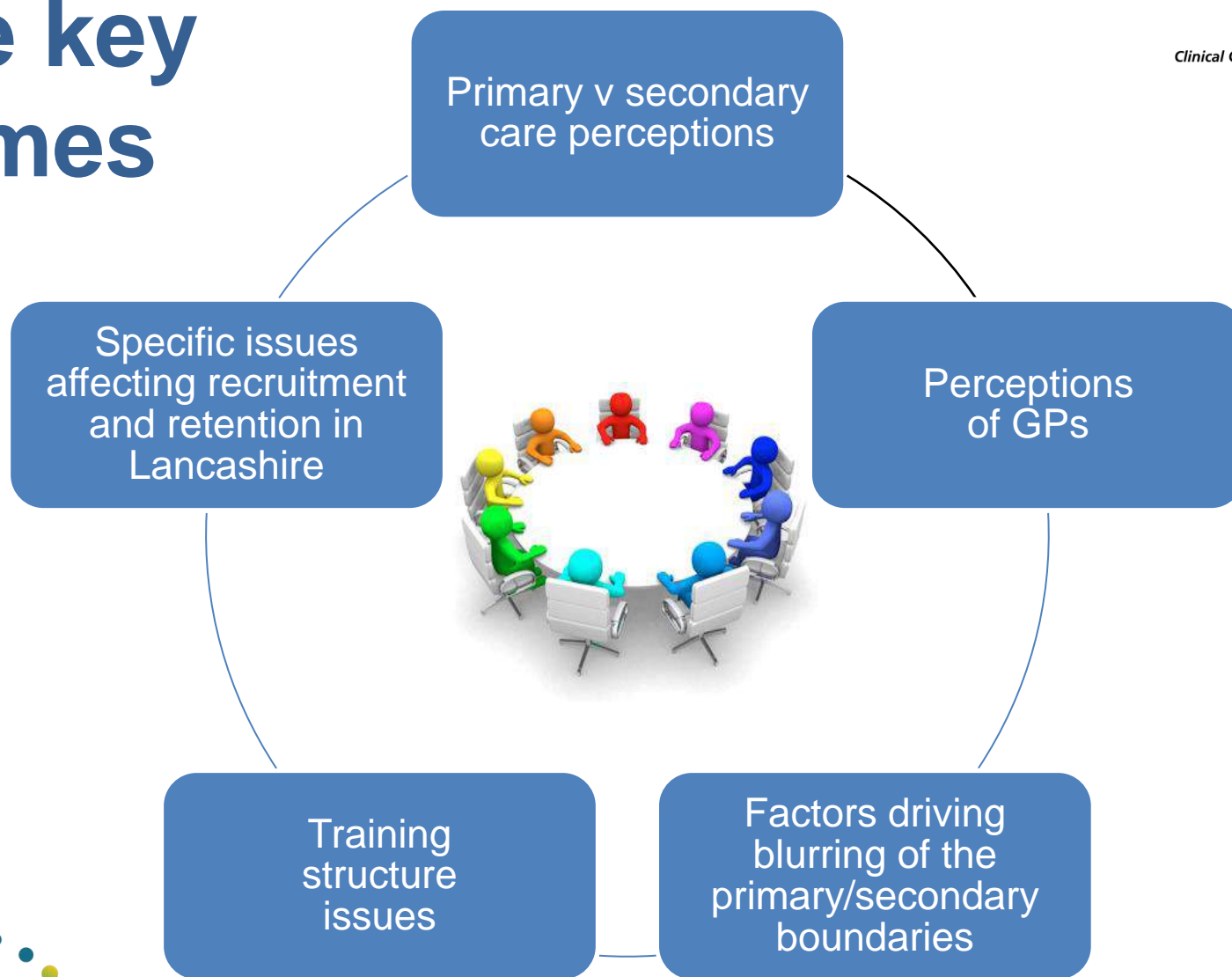
What we did

Commissioned **two pieces of research**
(quantitative and qualitative)

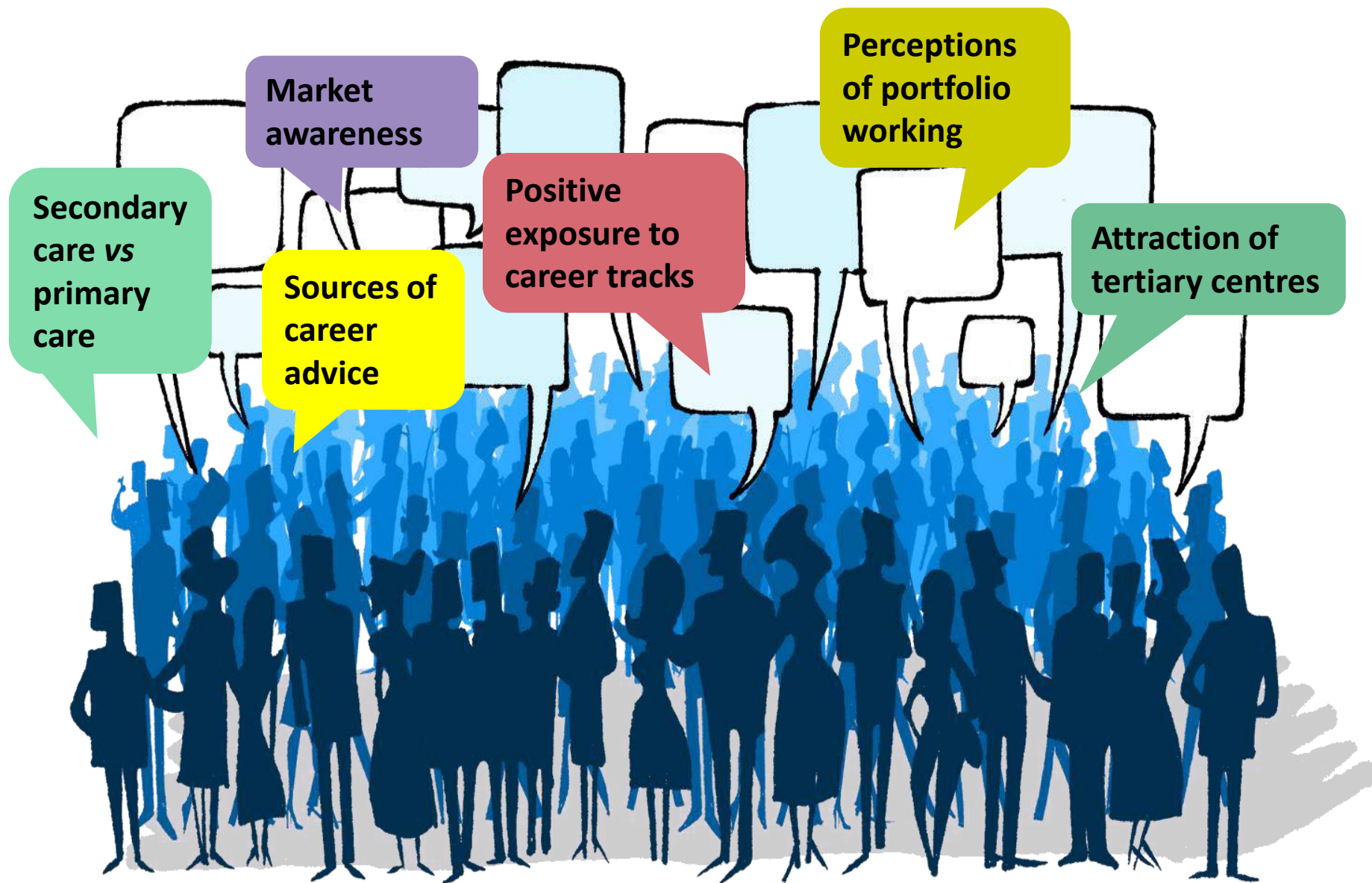
Sought to identify the **actual** rather than the **perceived** gaps in the clinical workforce

Used existing workforce data and the views of current and past clinicians from our local health economy

Five key themes



Narrative themes



TALKIN' 'BOUT MY **GENERATION**
MAKE PEACE WITH MILLENNIALS BY GIVING THEM A VOICE.

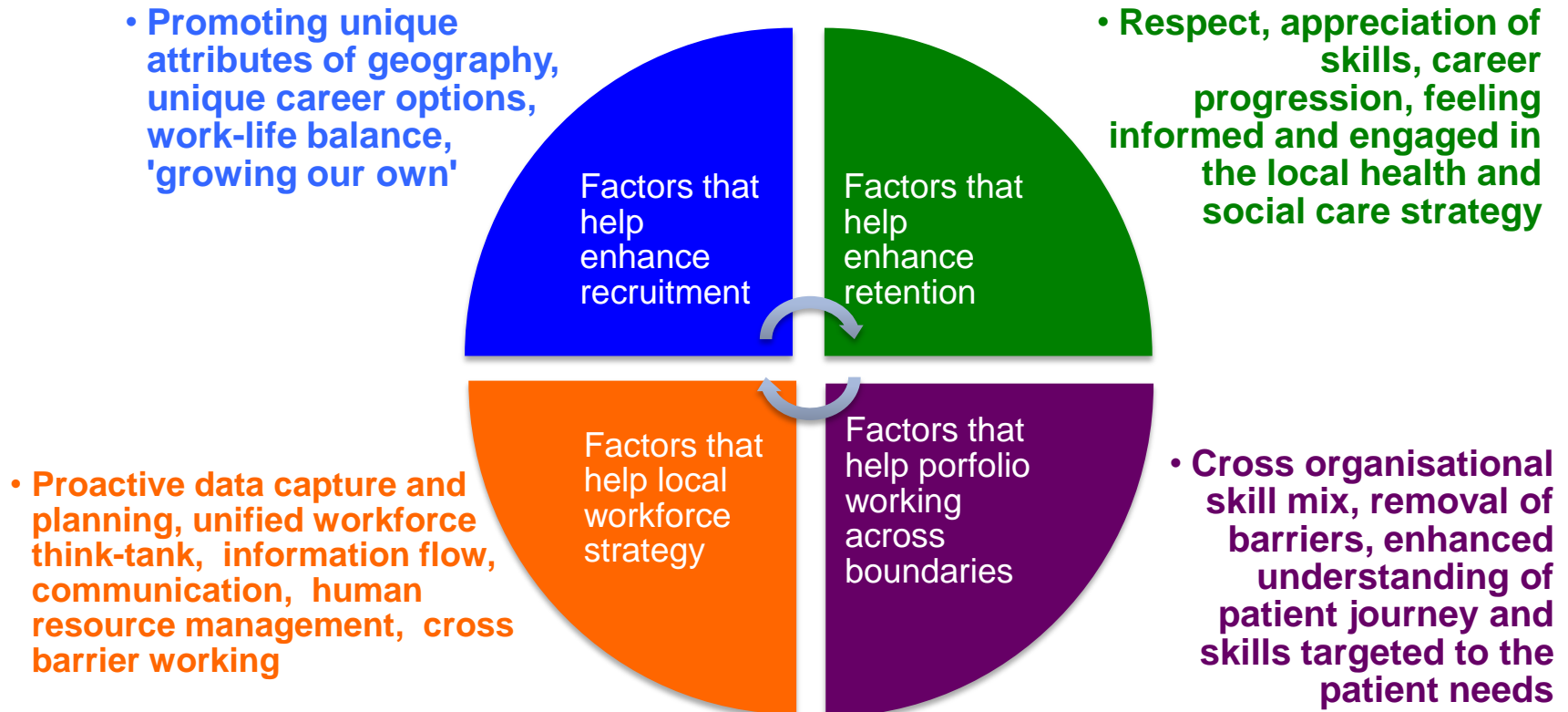


BRIDGING THE GENERATION GAP

BETWEEN BABY BOOMERS AND MILLENNIALS IN THE WORKPLACE



Emerging workforce strategy



Key messages

- Individual workforce teams are doing their best but need a **mandate from senior leaders to collaborate** and **share** more widely
- Need to address the challenges **together as a local health economy and promote Lancashire as the place to work**
- Actions need to develop the **existing workforce** and develop the **workforce for the future**

Benefits of forest fire

- Breeds new generations
- Enriches the soil
- Creates new paths
- Eradicates disease
- Creates collaborations

Benefits of Think Tank

- Sharing good practice
- Generating solutions
- Creates new investments
- Targeting the next generation
- Enriching our workforce
- Linking to regional and national drives



NHS
Chorley and South Ribble
Clinical Commissioning Group

NHS
Greater Preston
Clinical Commissioning Group

RC GP Royal College of
General Practitioners

BMA

NHS

NHS England and
Health Education England

Building the Workforce – the New Deal for General Practice


Workforce
for the Future

A flexible workforce

Mike Burgess

Head of Workforce and Strategy
Planning, Health Education England
(North West Team)

Overview of both the real and perceived barriers to a flexible workforce



Developing people
for health and
healthcare

www.hee.nhs.uk

Real and Perceived Barriers

We need to ‘future proof’ our clinical workforce across the local health economy (within primary, secondary and acute care). This will require transformational activity to tackle organisational cultures that may act as barriers to the creation of a more flexible workforce.

- If you sense something is true by instinct, but not necessarily by fact, you can describe that sense as perceived.
- Real - existing or happening as or in fact; actual, true, etc.; not merely seeming, pretended, imagined, fictitious, nominal, or ostensible

Contents

Real and perceived barriers

- Organisational
- Individual / Professional
- Policy and Legal Issues

Overcoming them for a flexible workforce

- Cultural Transformation, Values and Behaviours
- Change Wheel - Models

Organisational

- Culture, values and behaviours
- Structures
- Finances
- The Powerbase
- Engagement, communications, transparency and open book
- Inability of the wider health systems to see flexibility and innovation as 'core business'
- Lack of integrated IT systems
- Remote and rural locations (Kirkup)
- Current workforce gaps
- Aligning the workforce to the work

Individual / Professional

Professional status

Job protectionism

Registration authority

Psychology

Competency versus role or professional status

Professional mystique

Driving the medical model rather than the care / prevention model (5YF)

Policy and Legal Issues

- A constantly changing policy and legal environment may not be conducive to long-term planning and collaboration. Commissioners and providers need to understand the empowering legal bases for collaboration and integration, of which there are many for a flexible workforce – accountability, indemnities, registration, unions, regulation etc.
- Inflexible employment contracts, terms and conditions play a role.
- Issues of short-term contracts, pension arrangements, pay protection and uncertainty about career structure are a big concern.
- Existing contracts may hinder integration and creating a flexible workforce

Example

Junior Doctors

- As part of their medical training programme junior doctors frequently rotate between NHS Organisations to ensure needs of the service & educational training requirements are fulfilled. Currently, junior doctors in the North West experience mandatory training during each rotation period. In some circumstances, this can result in a junior doctor undertaking the same mandatory training module 4 times per year. As is understandable, this creates immense frustration due to the duplication of learning generated.
- One of the ways this issue is being addressed is through the development of an agreed Skills Framework, called the Core Skills Framework. If the expected benefits of the framework are to be realised there is a specific need to ensure that particular data, including elements of personal identifiable data, related to a learners record of Core Skills Training is collected and processed.
- It is envisaged that if key systems and organisational inductions become aligned to the Core Skills Framework & learner data is shared, the duplication of Core Skill subjects junior doctors experience will significantly decrease.

Example

By working collaboratively with both North West PGMDE teams and all Lead Employers Organisations the North West Programme Team hope to:

- **To prevent duplication of Core Skills Training, promote efficiency and thus save time and money**
- **Improve quality and standards of Core Skills Training**
- **Secure the engagement of employers and education providers in committing to implementing the required quality and data reporting processes**
- **To gather extended knowledge and skill content applied to Junior Doctors**

Cultural Transformation Framework

Aim: To support organisations with transforming workplace culture

- *Promote a shared understanding of culture in the workplace*
- *Define changes in culture and behaviours required by the healthcare workforce*
- *Provide practical resources to support cultural change*



Culture in the workplace

- What is organisational culture?
- Culture in healthcare
- Elements of a positive culture
- Benefits of a positive culture



6 Characteristics of a healthy culture

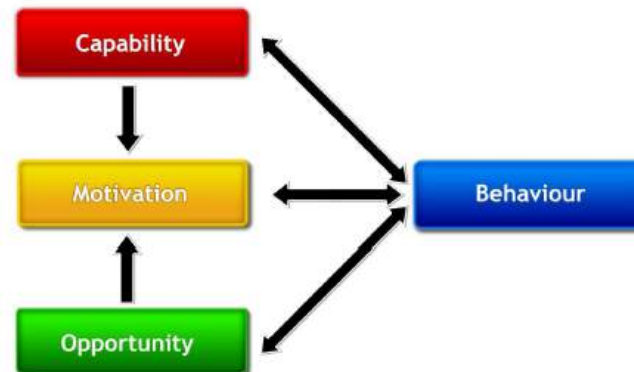


The Kings Fund (2015)

Behaviour Change

Just because we **can** doesn't mean we **will**

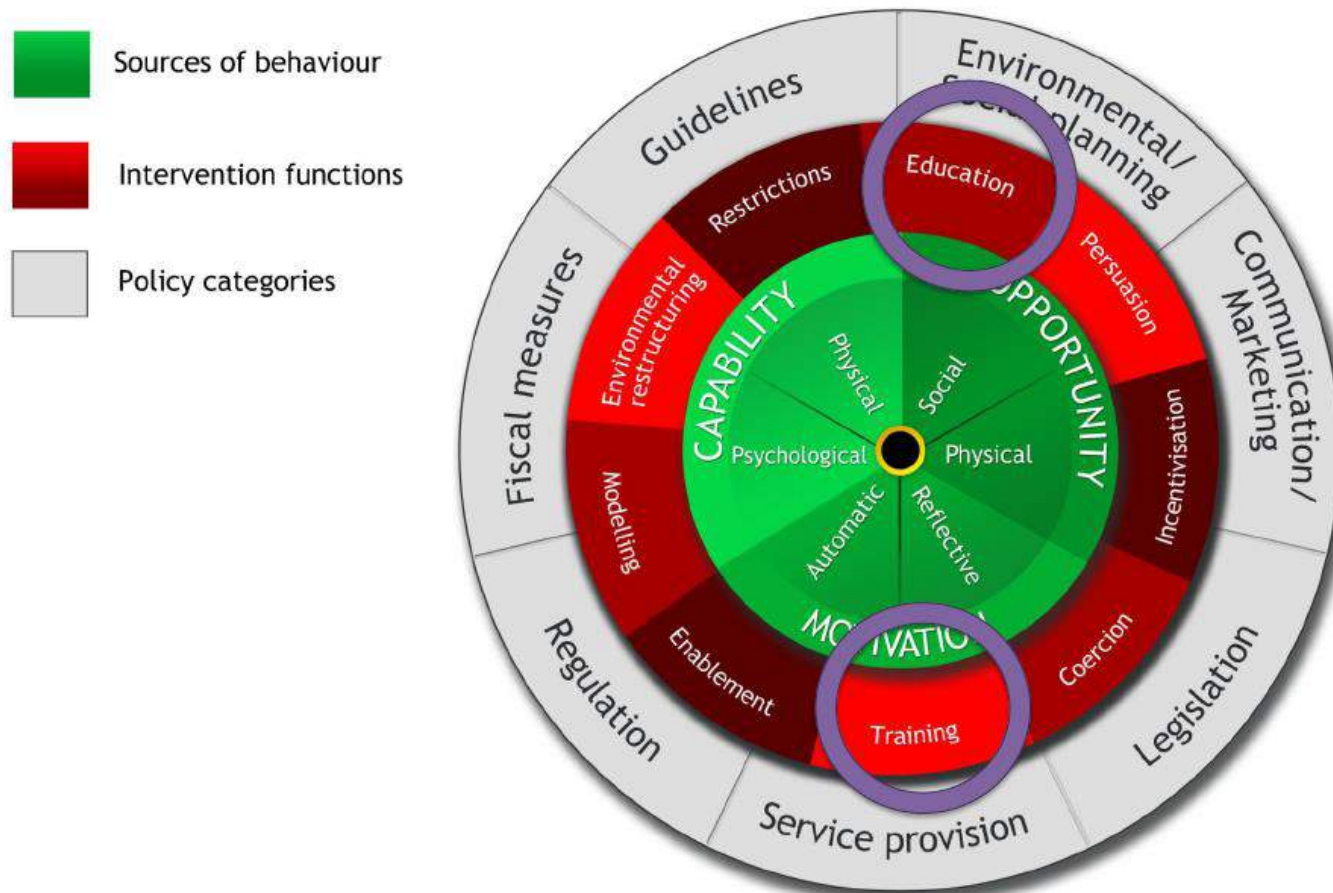
Why do we do what we do?



Because we are capable

Because we want to

Because the situation allows us



Michie et al., (2011) The Behaviour Change Wheel: A new method for characterising and designing behaviour change interventions. Implementation Science 6:42

Behaviours

Motivation, intentions, plans

Motivation helps us make intentions

Intentions are important but not sufficient to ensure change

Plans help us carry out our intentions

Workshops

Portfolio careers

BUILDING A PORTFOLIO CAREER

How to create a portfolio of roles to suit your work and life



Adrian Bourn
Christopher Lyons
Colin McCruid

2nd edition

- Holistic approach to workforce planning
- Aligning with clinical Models
- Secondments and Transfers
- Embedding Flexibility and career development

Lunch and networking

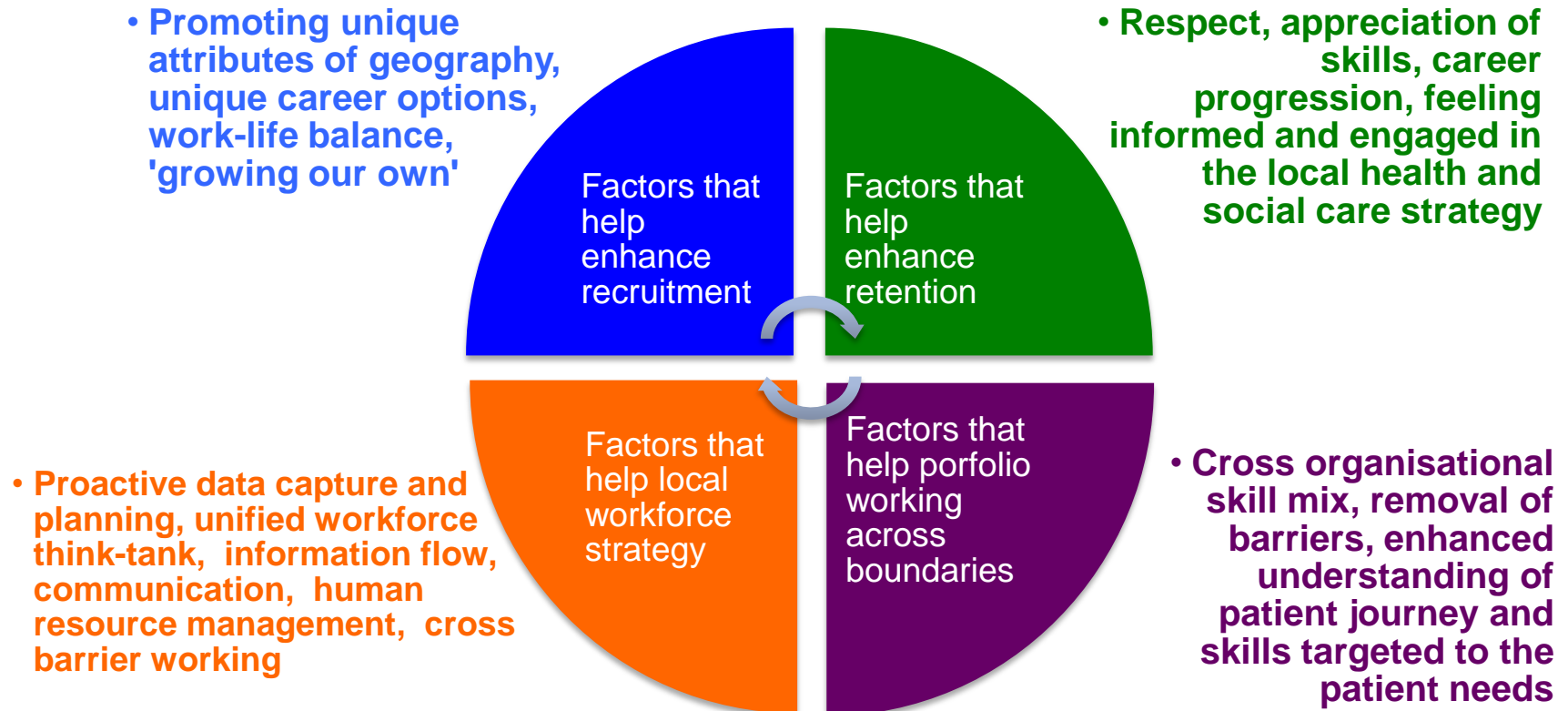
Welcome and scene setting

Dr Mohan Kumar

Strategic Clinical Workforce
Transformation Lead, Workforce for the
Future project and Associate Dean for
Primary Care

Table feedback

Emerging workforce strategy



Narrative themes



TALKIN' 'BOUT MY GENERATION

MAKE PEACE WITH MILLENNIALS BY GIVING THEM A VOICE.



BRIDGING THE GENERATION GAP

BETWEEN BABY BOOMERS AND MILLENNIALS IN THE WORKPLACE



**Targeting the
generations**

**Sharing the
rewards**

**Competing
with others**



**Outlining
the
benefits**

How is Lancashire being promoted?

Emma Walton

Marketing Lancashire

A man with grey hair, seen from the side, is holding a camera up to his eye, taking a photograph of a vast landscape. The landscape features rolling green hills, a patchwork of fields, and a small village in the distance. The sun is low on the horizon, creating a warm, golden glow and long shadows. The sky is filled with dramatic, dark clouds. The overall mood is peaceful and scenic.

Visit Lancashire

Where life feels good



Visit Lancashire
Where life feels good



Closer than you think

63
million visitors

3,075
sq km

Visit Lancashire 
Where life feels good

80%

rural


Visit Lancashire 
Where life feels good



Visit Lancashire
Where life feels good

Arnsdale and Silverdale AONB including Morecambe Bay



Visit Lancashire  Forest of Bowland AONB - 802 square km - same size as New York City
Where life feels good



Visit Lancashire
Where life feels good

The Centre of the British Isles At Dunsop Bridge



Visit Lancashire
Where life feels good

Inspiration for The Lord of the Rings & birthplace of Sir Ian McKellen
(Gandalf)



Visit Lancashire 
Where life feels good

Stonyhurst



Visit Lancashire
UK's Only
Where life feels good

Floating Visitor & Conference Centre Brockholes Nature Reserve

2

Hours

London to Preston by train

 Visit Lancashire
Where life feels good

1

Hour

from Leeds Bradford, Liverpool and Manchester airport





Visit Lancashire
Where life feels good

Northcote



Visit Lancashire
Where life feels good

Including: Ashcrofts Cauliflowers, Lancashire Cheese, Goosnargh Ducks & Chickens, Lancashire Black Pudding, Royal Warrant Holders Baxter & Son Morecambe Bay Shrimps, Great Taste Award Winners Lune Valley Smoke House Champion Beer of Britain Winners Thwaites Brewery

Worlds largest FREE light show



Visit Lancashire
Where life feels good

Blackpool Illuminations — Sept to Nov every year!

Queen's Castle in the North in the historic city of Lancaster



Visit Lancashire
Where life feels good

Lancaster Castle

**JIM
BROADBENT**

**RAFE
SPALL**

**WARWICK
DAVIS**

Get Santa

WARNER BROS. PICTURES PRESENTS A SCOTT FREE FILMS INGENIOUS MEDIA AND BFI PRODUCTION IN ASSOCIATION WITH ALF TOWSE FILM ENTERTAINMENT
SCREENPLAY BY CHIMNEY AND LIPSYNC FILMS BASED UPON A STORY BY VAST A SCOTT FREE FILMS PRODUCTION A CHRISTOPHER SMITH FILM
"GET SANTA" STARRING JIM BROADBENT RAFE SPALL WARWICK DAVIS STEPHEN GRAHAM JONNA SCANLAN JODIE WHISTLER AND INTRODUCING KIT CONWAY
DIRECTED BY JODIE CHASSAY
EXECUTIVE PRODUCERS JOHN FRANKLIN PRODUCED BY CHRISTOPHER ROSS PRODUCED BY JACK ARBUTHNOT PRODUCED BY ANDREW LITVIN
EXECUTIVE PRODUCERS MERRY FREDRIK ZANDER HUGO HEPELL ANTY DUNSON WILL CLARKE NADIA WHARTON CARLO DUSI
DIRECTOR OF PHOTOGRAPHY ROLAND SCOTT EDITOR LIZA MARSHALL EXECUTIVE PRODUCER CHRISTOPHER SMITH

WITH MUSIC FROM **THE SATURDAYS**



Pendle Witch Trials



Arise Sir Loin



Visit Lancashire
Where life feels good

Houghton Tower ancestral home of the De Houghton family

Battle of Preston — 1715

Last battle fought on English soil



Visit Lancashire
Where life feels good

Great choice of museums: Queen Street Mill Textile Museum, Helmshore Mills Textile Museum, Gawthorpe Hall, Clitheroe Castle, Museum of Lancashire, Lancaster City Museum, Lancaster Castle, Lancaster Maritime Museum, The Cottage Museum, Fleetwood Museum, Judges' Lodgings

World Famous Tower Ballroom



Visit Lancashire
Where life feels good

Strictly Come Dancing

UK's Largest walkabout theatre





Visit Lancashire 
Where life feels good

Brought to you by the Dukes Theatre



UK's No.1 Amusement Park







Visit Lancashire
Where life feels good

UK's largest waterpark - Sandcastle

100+

Golf Clubs

Royal Lytham & St Annes Golf Club hosted The Open Championship 2012





Visit Lancashire
Where life feels good

Sailing — come and see the dolphins

Lancashire's Crowd Pullers



Summer Festival

Lytham Festival

Vintage-by-the-Sea
The Great British
Rhythm & Blues Festival

5

million

Visit  Lancashire.com

56
thousand

£3.55
billion

Thank you
Any questions

Provider case study: Widening access

Karen Swindley

Workforce and Education Director,
Lancashire Teaching Hospitals

Widening Participation at LTHTR



Excellent care with compassion

Meet the team

- Widening participation manager
- WP support officer
- Apprenticeships Coordinator



Excellent care with compassion

What we do

- Different projects running in the Trust
- Attend/Organise careers events and fairs
- Attend networking groups
- Support teaching in schools & Colleges
- Widening Participation magazine



Projects

- Preston Widening Access Programme (PWAP)
- Preparation for Nursing Programme
- Ambassador scheme
- Apprenticeships
- Integrate project
- Pre-employment Programme
- Internships
- Work Familiarisation Programme
- College student to HCA
- Work Experience
- Careers Showcase event



PWAP

- PWAP is a programme aimed at supporting disadvantaged students to study Medicine at the University of Manchester.
- The programme has 3 phases.
- Strategy – Inspire, Inform and support
- Phase 3 comprises of a range of activities and study which will support students to enhance their application to University.
- Successful completion of the programme will result in a guaranteed interview and a slightly reduced academic entry requirement.

Preparation for Nursing programme (PNP)

- In partnership with 3 x Colleges and UOB.
- Timetabled sessions to support UCAS applications
- Successful candidates guaranteed an interview onto the Nursing degree at Bolton/Lancs



Excellent care with compassion

Ambassador scheme

Each department within the Trust has a nominated 'Ambassador' who will visit schools and colleges at their request to talk about a specific career.



Apprenticeships

Offer a range of apprenticeships

- Administration
- Media
- IT
- Finance
- Catering
- Health Informatics
- Lab Operations
- 30 apprentices in post
- Since August 2012 – 81% completed successfully
- 100% found employment or went on to do the next level.

Excellent care with compassion



Integrate project

- Support adults and teenagers who have learning disabilities, to lead an independent life.
- Project work at the Trust.
- Supervised by Integrate volunteers
- Supported by Trust staff



Pre – employment programme

- In partnership with SFH, Job centre plus and Prestons College.
- 14 week programme – 4 weeks in College and 10 weeks on placement.
- 12 candidates
- 8 successfully employed by the Trust
- 3 external employment.

Internships

- Offered in all departments of the hospital requiring graduate qualifications.
- Students apply for internships directly to the hospital via WP



College student to HCA

- Students who have successfully completed Health & Social care level 3
- Attend assessment day
- Start HCA employment



Work Familiarisation Programme

- 7 Week programme
- 1 morning a week classroom based teaching
- Followed by work experience for those who are able.
- Job carve.



Work Experience

- Inherited from CAG in April this year.
- Processed over 90 applications for placements this summer.
- We have been able to accommodate over 70 students.
- 12 students have declined the offer after application.
- Offering placements to under 18 in clinical areas (strictly observational).
- Rewritten the policy to incorporate a 'compulsory' obligation.



Careers in Healthcare Showcase

- Evolved from the year 12 event based on student feedback.
- Interactive sessions and demonstrations.
- Piloted in March 2015 with over 150 students attending.
- March 10th 2016.



Other activities



- We keep all departments up to date with activities and events via our own newsletter and the intranet
- Have recently linked with the MOD on a few different projects inc Nurse development and ex MOD recruitment.



Excellent care with compassion

Targeting the next generation

**Dr Steve Ward, Senior Lecturer
Primary Care / Post-Graduate
Medicine, UCLan**

Route to success

- Education and training
- Audit and research
- Innovation and development
- UK, Europe, USA
- Organisational commitment and belief
- The place to work
- Encourage students to apply for training
- Recruitment of new workforce
- Retention of staff
- Workforce development
- Succession planning / talent management / organisational leadership
- Supporting life long learning - blended learning and IT support
- Workforce for the future

Challenges

- **Organisational priority – Board to floor**
- **Understanding of educational needs**
- **Time**
- **Funding**
- **Teaching skills**
- **Environment for teaching – space and resources**
- **Positive learning environment**
- **Recruitment and retention on courses**
- **Blended learning**
- **Delivery to meet organisational need**
- **Working in partnership across health and social care**

Grown your own GPs / Clinicians

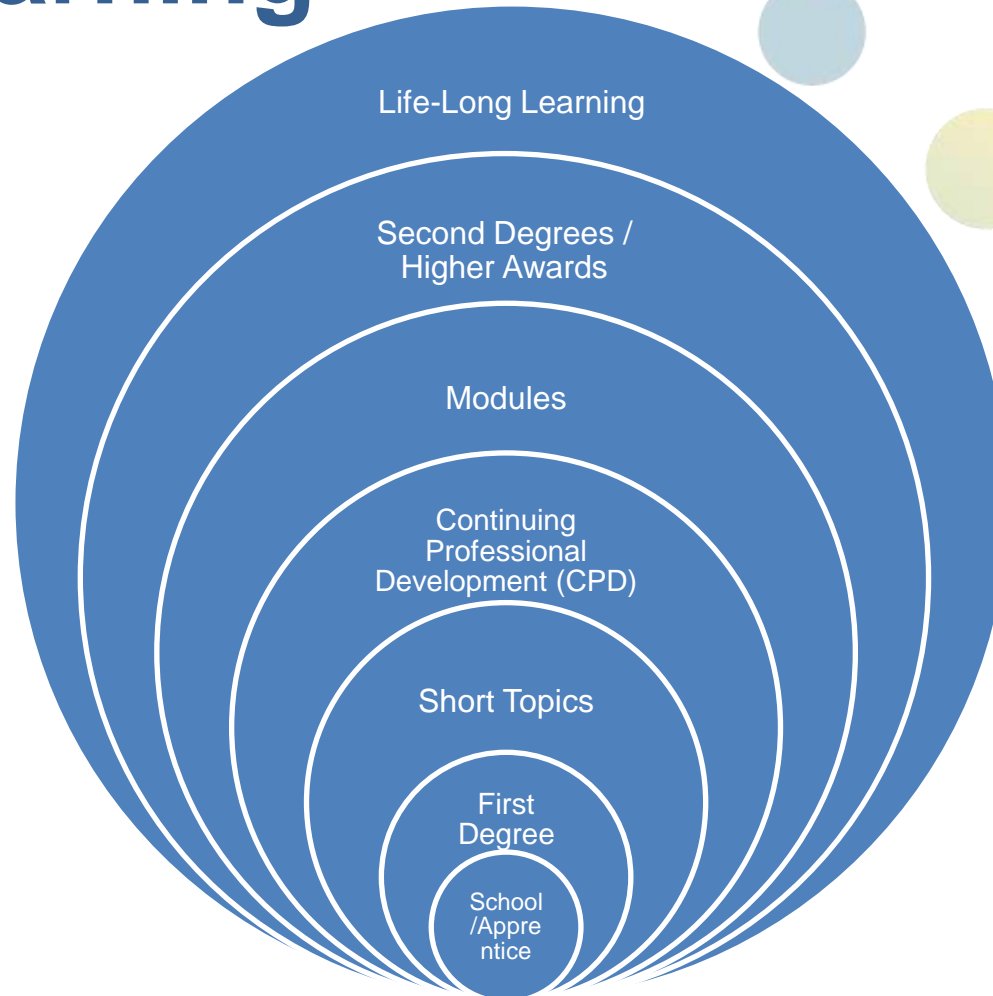
An old idea but still relevant today



- Bursaries / sponsorship
- Careers advice and support
- Talent management
- Succession planning
- Life long learning
- Support social life
- Assist financial pressures
- Enjoyable



UCLan offer – life long learning



Training and developing an integrated workforce for integrated care

Professional based v Inter-professional Learning

Professional based learning

- There is a place for professional based teaching and learning
- Differing levels of knowledge

Inter-professional learning

- Develops cross over skills
- Team working
- Leadership skills

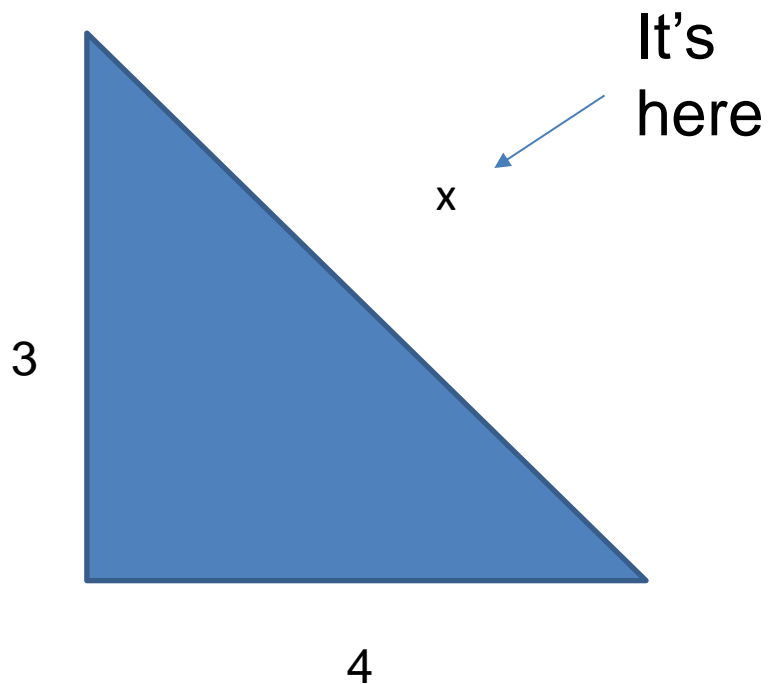
Improved patient care and quality of service delivery

UCLan approach to supporting the workforce

- **Formal courses**
- **Work within protected education time**
- **CPD courses with credits**
- **Supporting appraisal and re-validation / UCLan account**
- **Conference support**
- **Speaker provision**
- **Library services**

- **Means of delivery**
 - Blended learning**
 - Learning sets**
 - Breakfast clubs**
 - Formal teaching**
 - Summer schools**
 - Residential courses**
 - E-learning**

Question 1. Find x



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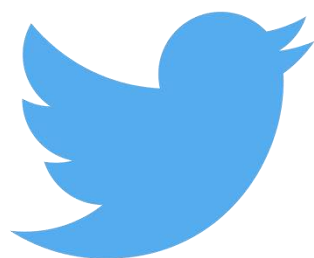
Workshops

Promotion

and marketing

Feedback and next steps

Thank you!



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