

## **The impact of the new strategy on workforce**

### **Organisational development**

The separation of Commissioning and Provider functions is a fundamental change to the way in which Primary Care Trusts operate and is supported by a large scale Organisational Development Plan, in order to drive commissioning performance levels to excellent standards. Alongside this, the overall Organisational Development Plan supports partnership working between Herefordshire Council and NHS Herefordshire, taking it to a new level whereby the maximum possible advantage can be created; this is in terms of maximising skills and resources for the benefits of patients and service users, but also in creating an attractive career proposition to attract talent from elsewhere.

The emphasis on service transformation creates an imperative to ensure that there are appropriate steps taken around workforce transformation, including changing roles and responsibilities, skills and capacity development and high quality talent management. Key changes such as providing care closer to home, enhanced programme budgeting and an ambitious transformation programme to support commissioning for innovation and improvement in services are supported through the Organisational Development initiatives which have been put in place in NHS Herefordshire and across the partnership.

The broad ranging OD plan has been designed to penetrate at a range of levels within the organisations, in order to ensure that there are the best possible skills to draw upon, both in terms of overall leadership and management and in terms of specific technical competencies. These skills and capabilities are being developed through the use of internal programmes, both at peer level and as cross cutting programmes, and through the use of external partnerships to support development of particular core skills, including business skills. The Board of NHS Herefordshire is pivotal to creating a culture of continuous learning and improvement, and is committed to ensuring that the PCT develops its workforce in ways which enable and underpin high performance standards.

There is a specific commitment of £100,000 which has been designated to support the OD plan for World Class Commissioning, and, as identified above, the PCT is also part of the wider OD initiatives across the partnership.

The OD Plan is formulated around a number of key threads which are fundamental to creating and maintaining high performance. These are:

- governance, including structures, systems and processes
- leadership and management
- workforce skills and development of capacity/capability
- specific competency development to support commissioning,
- communications and culture

Over the course of the past year, the OD Plan has been rolled out widely across the PCT and specific attention has been paid to the development of the core competencies underpinning world class commissioning. This is part of a continuing pathway of development and improvement, in which the Board, senior leaders and managers and staff at all levels across the organisation are fully involved.

Leadership development at all levels has been given high prominence over the course of the past year, with new programmes and initiatives introduced. These include the Leadership Academy for senior and emerging leaders; the Herefordshire Masterclass series for the peer

group of Heads of Service and Service Heads; work with all Directorates on interactive leadership skills; development of change management skills at all levels of the organisations through the Change Champions programme (over 100 individuals), and a dedicated leadership development programme which has been run for over 100 members of the Provider Board and senior leaders.

Within the workforce as a whole, a whole range of initiatives are supporting the development of skills and capability to address future needs. These range from the development of customer service skills, to the acquisition of higher level business transformation skills, to workforce planning and information skills amongst managers responsible for providing services and for assuring the quality of services delivered by providers. Many of these programmes are underpinned by linkage to external accreditation processes such as the Institute of Leadership and Management. There has been a major increase in the leadership and management development skills offer overall, including increases in e-learning and blended learning provision. The development of greater capability and capacity is also strongly linked to the development of talent planning for both NHS Herefordshire and the partnership overall.

The PCT has dedicated considerable time to development of the core competencies underpinning World Class Commissioning, including specific areas such as patient experience, innovation and improvement and prioritisation of investment. This includes a focus from Board level, through the use of workshops and informal Board development sessions, to the development of the right structures and skills amongst individuals responsible for commissioning and monitoring the provision of services.

### **Workforce capacity and capability**

The large scale transformation agenda across the health and social care sector to provide 'care closer to home', greater 'choice and control' and 'personalised services' has workforce implications, the magnitude of which have never been experienced before. Coupled with the plurality of providers and a workforce made up of acute and community NHS health professionals, social care, the independent and voluntary sector along with universal services, enabling a fit for the future workforce is complex. Transformation of the health and social care sector is not about any one element of the workforce, it is about bringing together the sum of its parts to make an effective, efficient and economic whole.

The key workforce issues facing Herefordshire as a commissioner of health, care and support services are to:

- Ensure capacity and capability of workforce planning skills and competences across the local economy.
- Maximise co-operation between commissioners and providers to work in partnership to re-design services and transform the future workforce.
- Enable integrated workforce planning and thereby integrated working to meet the changing nature of health and social care services.
- Understand the available workforce data, information and intelligence to anticipate future workforce requirements and inform planning, education, training and career pathway development.
- Assure that the workforce across the health and social care economy is fit for purpose, productive and affordable, whilst minimising the likelihood of service failure or risks to patient safety.

Workforce planning needs to shift from traditional professional and occupational groupings to skills and competences and make best use of skill mixes, transferable skills, integrated, enhanced, rotational working and new types and ways of working. This is particularly the case as we move towards services planned and commissioned around pathways.

NHS Herefordshire and Herefordshire Council also recognise the importance of meeting the workforce performance characteristics as set out within the Care Quality Commission outcomes, which cover the upskilling and reskilling of staff to meet the transformation requirements, multi agency and cross-sector workforce planning, and commissioners working closely with service providers to innovate, improve quality and achieve excellent value.

The appointment of a lead Workforce Development Manager and the establishment of a Service Redesign department within the Integrated Commissioning directorate are examples of how we have strengthened our internal capacity to meet the transformation agenda.

Additionally, we have established a Herefordshire-wide Strategic Workforce Steering Group made up of representatives from across the sector. The development of a Herefordshire Workforce Planning tool-kit is a further way in which we are beginning to shape a comprehensive and systematic approach to aligning service planning with workforce and financial planning.

We have commenced a programme of awareness sessions and workforce planning workshops, which have been extended to social care and the voluntary and independent sectors. These sessions equip and provide managers with essential workforce planning and reconfiguration skills, competences and frameworks – the programme will continue and will become a stock component of our support to the health and social care economy.

Workforce redesign options and plans are in place or being developed for and within a range of service areas, including in particular, Mental Health Services, Community and Adolescent Mental Health Services (CAMHS), Intermediate Care and Domiciliary Care.

Herefordshire has also been successful in securing funds through the regional Workforce Transformation Project to support projects in the development of competencies for respiratory lead Practice Nurses and District Nurses, a dementia project, and the Herefordshire health and social care transformational project – 'to scope and identify the workforce implications of the transfer of a number of services from secondary to primary and primary to community services. This is now linked to the work of the Transition Board and is focusing upon the redesign of a number of pathways, including: diabetes, respiratory conditions, stroke, frail elderly, lower back and maternity and new born.

Additional workforce projects for which we have secured funds locally include a Herefordshire Workforce Conference (for 200 people +), and a mapping, tracking and modelling project to inform future workforce modelling and commissioning intentions in light of the 'care closer to home' and 'putting people first' agendas.