

WORKFORCE DEVELOPMENT PORTFOLIO END OF YEAR REPORT 2021-22





What is the Workforce Collaborative?

The Workforce Collaborative was created in 2017 to support the delivery of the GM workforce strategy. It brings our system together, including organisations, localities, education providers and arms-length bodies to work on areas where they agree a GM wide approach is beneficial (Figure 1).

The collaborative consists of three elements:

Core workforce team: made up of colleagues from Greater Manchester Health and Social care Partnership and Health Education England (HEE).

Steering group and GM
People Board: A range of
representatives from partner
organisations who drive the
delivery of GM workforce
strategy and provides a space
for creative and innovative
problem solving through sharing
knowledge, expertise and
resources.

Wider collaborative

members: this is made up of all representatives involved in delivering their local workforce plans contributing to the GM workforce strategy collectively for GM.

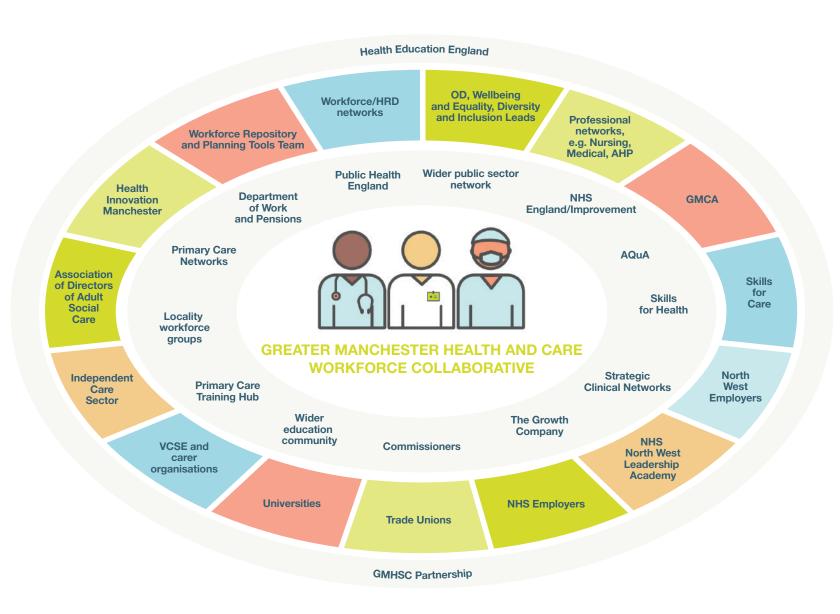


Figure 1: The Greater Manchester Health and Care Workforce Collaborative

The Workforce Development Portfolio

The Workforce Collaborative supports the allocation and oversight of workforce development funding from HEE. In 2021-22 the GM system allocation was £1,878,484.

During the summer of 2021, the Workforce Collaborative reviewed their strategic priorities against the existing portfolio of work, and the wider system contribution to the NHS People Plan (Figure 2).

To ensure the Workforce Collaborative would achieve its collective aims, the following priority areas for investment were identified:

- Equality, diversity and inclusion (EDI)
- Integrated workforce planning and development
- Primary and community care recovery (including GP dental, pharmacy, optometry and non-clinical workforce)
- Personalised care
- Voluntary sector

A funding call was put out to the system for workforce development bids in these priority areas. A wide range of submissions were received from across the system. After a rigorous selection process, 18 pieces of work were awarded (from 65 applications), including projects in primary care, social care, voluntary community and social enterprise (VCSE), workforce planning and supply, public health, and equality. See Figure 3 for how these awards met the defined priority areas. Six of these awards were small-scale (under $\mathfrak{L}30,000$) innovation bids, with the aim of pump-priming potentially scalable projects of the future. This work will make a significant contribution to supporting the delivery of the People Plan for GM.

Diversity Primary care Inclusion Doctor Engagement 5 Community **Social enterprise** Workforce planning d

Greater Manchester Health and Care People Plan: System Delivery 2021-22

This plan outlines the People actions to be prioritised at system level to support our Greater Manchester heath and care services over the coming year. It will remain under regular review to ensure it continues to be responsive to the urgent needs of the health and care system and prioritised accordingly.

People Plan priorities

Looking after our people

Belonging in the health and care system

New ways of working and delivering care

Growing and training the workforce

Actions for 2021-22

- Improve access to health and wellbeing support across the system
- · Delivery of Greater Manchester-wide health and care awards
- · Targeted support for our GP workforce; from qualification to leadership development
- Improve support to working carers through resource sharing

- Delivery of GM public service workforce race equality five-point action plan
- Development and delivery of Black Cultural Awareness Programme in primary care
- Improve the learning environment experience for ethnic minority learners for al non-medical placements
- Targeted action to promote use of bank staff across the system

- · Develop a GM integrated workforce planning solution under the One Workforce, One Model Programme
- · Continue delivery of the Virtual Integrated Workforce Information svstem
- Continue to support to international recruitment across the whole system in an ethical
- Promote the development of neighbourhood based integrated health and social care roles
- · Establish community workforce leadership group & dedicated PCN development support

- · Targeted support for AHPs: promoting their roles and supporting their development
- Develop nurse and AHP career pathways in primary care
- Support the development of the People function within the new GM ICS and support those people impacted by this work
- Support GM participation in wave two of the digital staff passport
- Share and support the cascade of sustainable talent pipeline approaches across system
- · Deliver a system-wide cancer academy model

- · Support localities to access additional workforce for the delivery of their vaccination activities across primary care via the GM Workforce Bureau
- · Targeted support to develop skills and talent within social care and VCSE sector
- Delivery of the virtual reality schools programme
- Develop careers platforms in social care
- Increase the number and quality of learning

- environments and supervision available
- · Utilise the Greater Manchester Health and Care Careers Hub to grow our workforce
- · Develop action plan for delivery of GM Virtual Learning Platform
- Develop a sustainable GM pipeline information system for nursing
- Develop an in-reach preceptorship programme that supports retention of nursing, midwifery and AHP learners

Cross-cutters:

- Work with colleagues to coordinate collaboration across the system
- Programme and infrastructure support for the Workforce Collaborative and GM **Health and Care People**
- Work closely with HEE team and NHSE/I colleagues to align short. medium, and long-term workforce transformation programmes
- Coordinate GM Communities of Practice: to focus on supporting the system at this challenging
- Coordinate allocation of **HEE** workforce development funding across GM
- Delivery of virtual workforce summits and further workshops to share best practice and learning
- Work with partners to deliver system priorities in urgent and emergency care, mental health and cancer, amongst others

Benefits and outcomes

- Improve staff well-being, morale, diversity & safety at all
- Reduce sickness and improve
- Improve patient care, experience and choice
- Increase capacity within the
- Establish health and care as a career of choice in the region
- Greater joined up workforce
- · Increase the visibility of the
- Develop a strong learning

- the system
- Improve equity of opportunity and experience for our
- Reduce staff costs across the
- Attract new talent and skills into Identify skills gaps to enable
 - of a more flexible mobile

WORKFORCE COLLABORATIVE PORTFOLIO 2022/23:

Grouped by priority areas defined in 2021

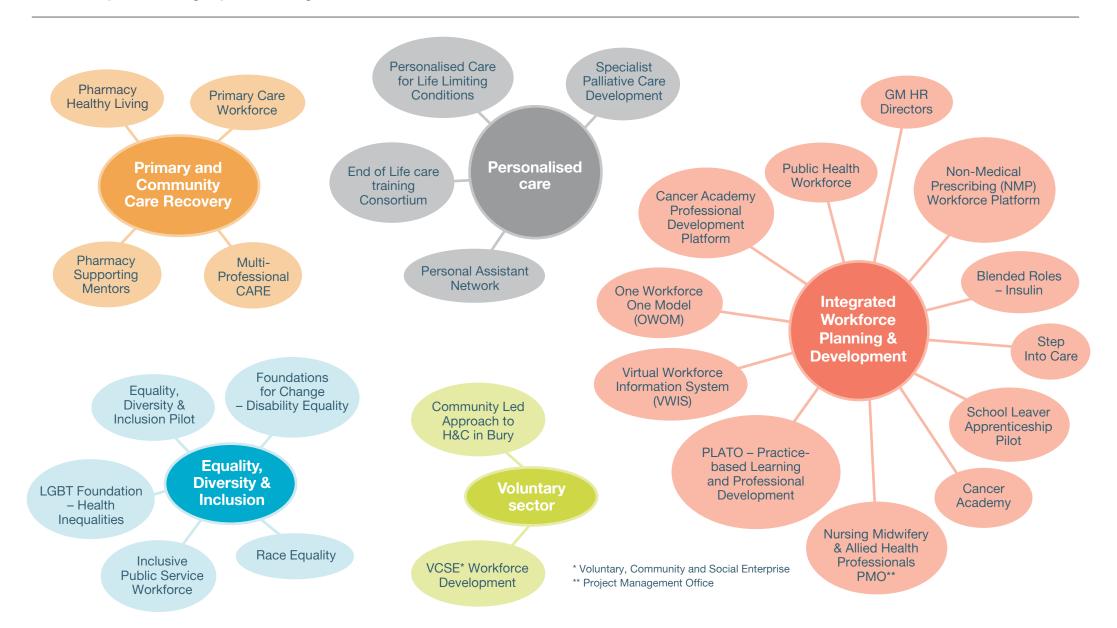


Figure 3: Workforce Collaborative Awards from 2021-22 for each defined priority area

Programme Development During 2021-22

Several improvements were made over the last year with the aim of maximising the return on investment, these include:

- Introduction of a set of requirements for all funded programmes
- Changes to reporting flows to ensure the Steering Group and GM People Board are kept abreast of programme successes, risks, and requests for support
- Completion of logic models, supported by the evaluation subgroup, for all funded work, which underpins project evaluations
- Greater focus on equality with the formation of an equality impact assessment subgroup, and piloting of FIA assessments
- Implementation of system oversight groups
- Requests for further funding are now accompanied by a mid-year report and logic model assessment, to enable a greater sense of progress to delivery of the current funding allocations.



Future Investment

In preparation for the 2022-23 HEE funding allocation, a detailed mapping exercise of current activity contributing to the delivery of the NHS People Plan (Figure 4) at a system level was initiated. Included in the mapping exercise were the awarded workforce development programmes, core workforce team delivery, and activity by partner organisations across the GM system.

This identified several areas where there is comparatively less work being delivered at present which indicates potential areas for future focus. These areas continue to be explored by the Workforce Collaborative to aid definition of potential investment opportunities.

Looking after our people

We are safe and healthy

- Infection risk
- · Risk assessment for vulnerable staff
- Home-working support
- Rest and respite
- Violence against staff

We invest in our physical and mental health and wellbeing

- All organisations to have a wellbeing guardian
- All staff supported to get to work
- Safe spaces for staff to rest and recuperate
- Psychological support and treatment
- Support people through sickness
- Physically healthy work environments
- Supporting to switch off from work

We work flexibly

- Flexibility by default
- Normalise conversations about flexible working
- · Flexibility from day one
- Role modelling from the top
- E-rostering
- Management support
- Flexibility for junior doctors
- Supporting people with caring responsibilities

Belonging in the health and care system

The NHS will be open and inclusive

- Recruitment and promotion practices
- Health and wellbeing conversations
- Leadership diversity
- Tackling the disciplinary gap
- Governacne
- Information and education
- Accountability
- Regulation and oversight
- Building confidence to speak up
- Freedom to Speak Up Guardians and WRES experts

Compassionate and inclusive leadership

- Leadership development
- Clinical leadership
- Talent management
- Digital line management training
- Online leadership resources
- Accountability
- Response to Kark review
- Developing our evidence base

New ways of working and delivering care

Making the most of the skills in our teams

- Supporting deployment and redeployment
- Upskilling staf
- Technology enhanced learning
- · Developing generalist skills
- Primary care teams

Making the most of the skills and energy in our wider workforce

- Training volunteers
- Routes into employment for volunteers
- Inspiring the next generation

Educating and training our people for the future

- Maintaining education to grow the future workforce
- Continuing professional development
- Support for clinical placements
- Expanding e-learning
- Investing in online education

Growing and training the workforce

Building on momentum

- Mental health
- Cancer
- Advanced clinical practice
- · Increaseing undergraduate places
- Developing clinical pharmacists

Focus on recruitment

- Increasing local recruitment
- · Growing apprenticeships
- Expanding the primary care workforce

International recruitment

- · Building local hubs
- Increasing international recruitment
- English language training
- C0-ordinated international marketing
- · Health and Care visa

Return to practice

- Encouraging former staff to return to the NHS
- Supporting return to practice

Retaining our people

- Varied roles
- Retaining people approaching retirement
- Facilitating people to retire and return
- Retaining people in Primary Care
- Support for retention

Allignment and collaboration across health and care systems

- Systems planning
- Support for planning
- Data collection
- Transformation tools

Recruiting and deploying staff across staff acros organisations and geographies

- Recruitment
- Recruitment across communities
- Staff banks
- Movement acros organisations
- Digital staff passport