

GREATER MANCHESTER

HEALTH AND CARE

WORKFORCE STRATEGY

END OF YEAR REPORT

2021-22

FOREWORD

Welcome to the Greater Manchester Workforce 2021-22 end of year report and thank you in advance for taking the time to read it.

It goes without saying that the last few years have been, without doubt, the most challenging our health and care system have faced in recent history, and we are extremely proud of the commitment, compassion and flexibility shown by our workforce in Greater Manchester. Over the last twelve months, we have continued to make valuable contributions to supporting our workforce and our system through the pandemic. Our Greater Manchester Wellbeing Toolkit continues to evolve, and in March 2022, was refreshed to reflect the things our colleagues told us matter to them at this time, supporting them to be their best, physically, practically and psychologically. Our partnership working has seen the successful delivery of the COVID-19 mass vaccination programme and the deployment of many additional colleagues to support people across Greater Manchester. Our workforce remains under significant pressure, with the response to COVID-19 continuing and the focus on recovery of our services.

Throughout the year, despite these unprecedented challenges, workforce development activities have continued in earnest, alongside the COVID-19 response; which makes the achievements even more remarkable. [Here](#) we share a personal account from one our workforce that articulates their experience of working in the health and care system during this time (selected from [NHS Voices of COVID-19](#)) *Copyright University of Manchester: NHS Voices of*

Covid-19. In this report we have the pleasure of shining a spotlight on some of the excellent work undertaken over the last year.

As a system we have a lot to be proud of; and some of the contributions made were recognised in November 2021 when we hosted our first virtual Greater Manchester Health and Care Awards. We were left blown away by the nominations; the remarkable efforts demonstrated across the health and care system, caring for others and the willingness to go over and above to improve the health and wellbeing of others.

The year to come will bring new challenges, as we transition to become an integrated care system, marking the latest stage in the city region's journey to more joined up working. But having witnessed the dedication and extraordinary efforts of our colleagues over the last 12 months, we look forward to the year ahead with confidence, positivity and enthusiasm.

Thank you to each and every one of our dedicated and hardworking colleagues – you truly are our greatest asset.

Janet Wilkinson

Executive Lead for Workforce, OD and System Leadership, Greater Manchester Health and Social Care Partnership (GMHSCP) and Chair of the GM Workforce Collaborative Steering Group

Karen James OBE

Chief Executive for Tameside and Glossop, Integrated Care NHS Foundation Trust and Stockport NHS Foundation Trust and Chair of the Greater Manchester Health and Care People Board

CONTENTS

WORKFORCE IN GREATER MANCHESTER	4
ACHIEVEMENTS IN 2021-22	7
DELIVERED PROGRAMMES AND PROJECTS	8
OVERVIEW OF 2019/20 PROJECTS IMPACTED BY COVID-19	21
LOOKING FORWARD TO 2022/23 AND BEYOND	25

WORKFORCE IN GREATER MANCHESTER

This report contains highlights from the successes achieved during 2021-22 in delivering the workforce strategy. This work has been delivered by the workforce team at the Greater Manchester Health and Social care Partnership (including the [GM Workforce Bureau](#), Leadership and Organisational Development, and Human Resources teams), and through the workforce development portfolio managed by the [Workforce Collaborative](#) funded by Health Education England, in collaboration with our wider system partners. Together, this work contributes to the delivery of the Greater Manchester Workforce Strategy and the NHS People Plan on behalf of Greater Manchester at a system level (see Figure 1).

Our ambition is that our work reflects system needs and will work in tandem with activity taking place at locality and organisation level. A fundamental driver is to look at the system, for every member of our broad and diverse health and care workforce, paid and unpaid. Where possible, we remain committed to supporting the Greater Manchester model for public service.

In our [2020-21 End of Year Report](#), we set out some aims for the coming year; the table below outlines how we achieved these:

2021-22 aim	What we did
Increased focus on evaluation and impact capture for our funded programmes, supported through a new evaluation subgroup equipped with a range of expertise and perspectives	The Evaluation Subgroup implemented the use of a recognised logic model to support evaluation plans for funded programmes, completion of this activity is now a funding requirement. This has improved definition of anticipated outcomes for programme teams, as well as improving assessment of return on investment by the Workforce Collaborative
Greater awareness of potential equality issues, with completion of equality impact assessments for all funded programmes, supported by an EIA Subgroup	The Equality Impact Assessment Subgroup have piloted EIA completion, providing some initial support and training for the Workforce Collaboratives funded programmes. This will now be rolled out during 2022-23

2021-22 aim	What we did
Working towards closer alignment of reporting flows, to minimise avoidable duplication of effort and simplified programme tracking	Changes to reporting flows include; reporting to the Workforce Collaborative Steering Group and GM People Board has been refined throughout the year to enable improved insight to the funded portfolio, key messages from GM People Board meetings and regular stakeholder updates are communicated with our networks. Seeking opportunities to unite reporting flows has been one of our core goals
Re-start system engagement on further development of Our People Plan (strategy) once system capacity allows	The impact of COVID-19 has perpetuated far longer than anticipated, and we have been careful not to engage system partners before they had the capacity to contribute. Given the delay, we have first revisited the strategy to ensure it is as pertinent as possible, system engagement is due to re-initiate summer 2022
Delivery of Manchester-wide awards to recognise the contribution of our workforce and our communities to our COVID-19 response	The awards were successfully delivered virtually in autumn 2021 (see case study)
Support sharing of best practice and learning through a new programme of bitesize virtual monthly workforce summit sessions from April 2021	A successful spring summit programme was delivered in 2022 with up to 120 people attending and a summer programme is underway. Feedback and attendance have been very positive, and we plan to deliver an autumn / winter programme

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 health 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.

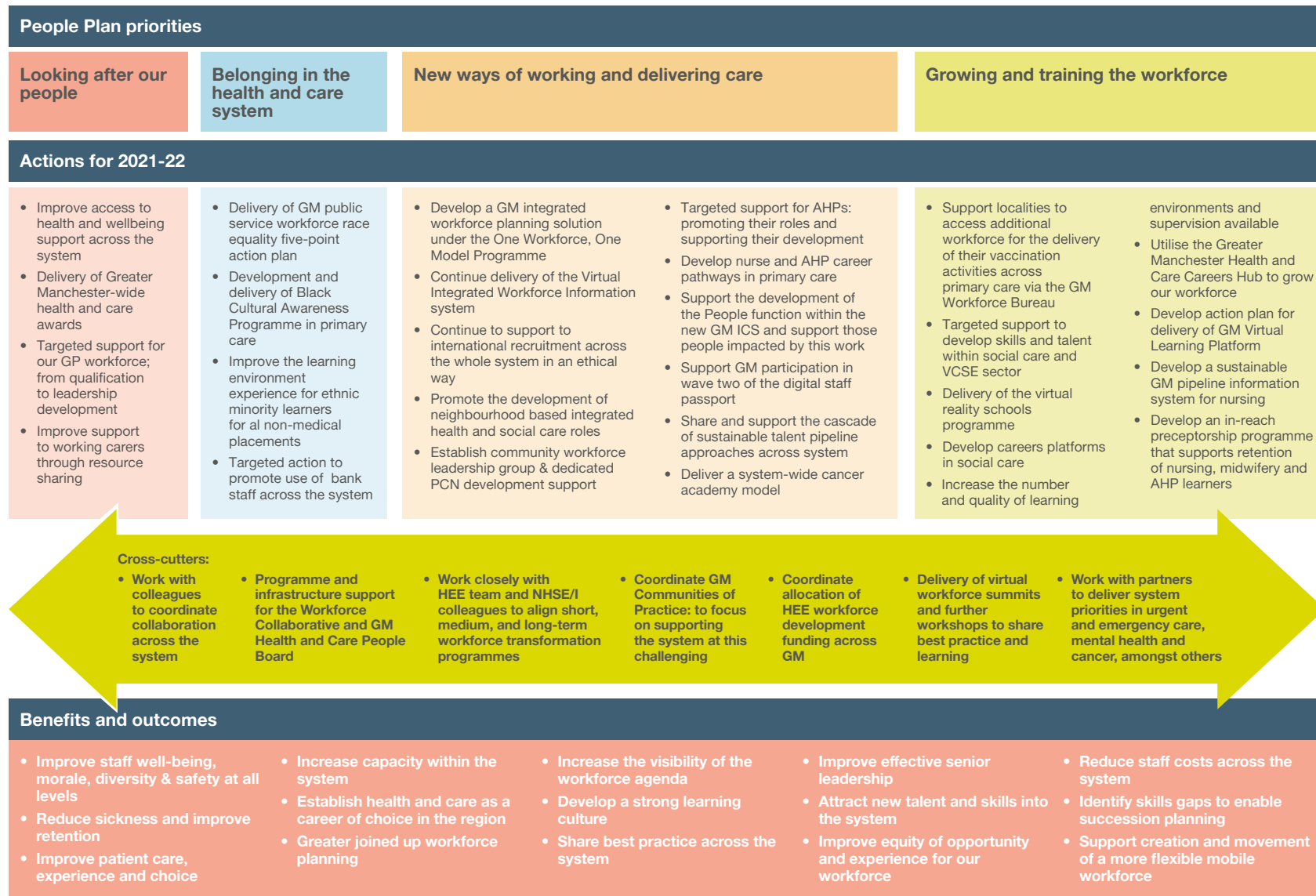


Figure 1 The Plan on a Page outlining the systems contribution to the NHS People Plan 2021-22

ACHIEVEMENTS IN 2021-22

In the following section, we'd like to shine a spotlight on some of the great workforce successes over the past year.

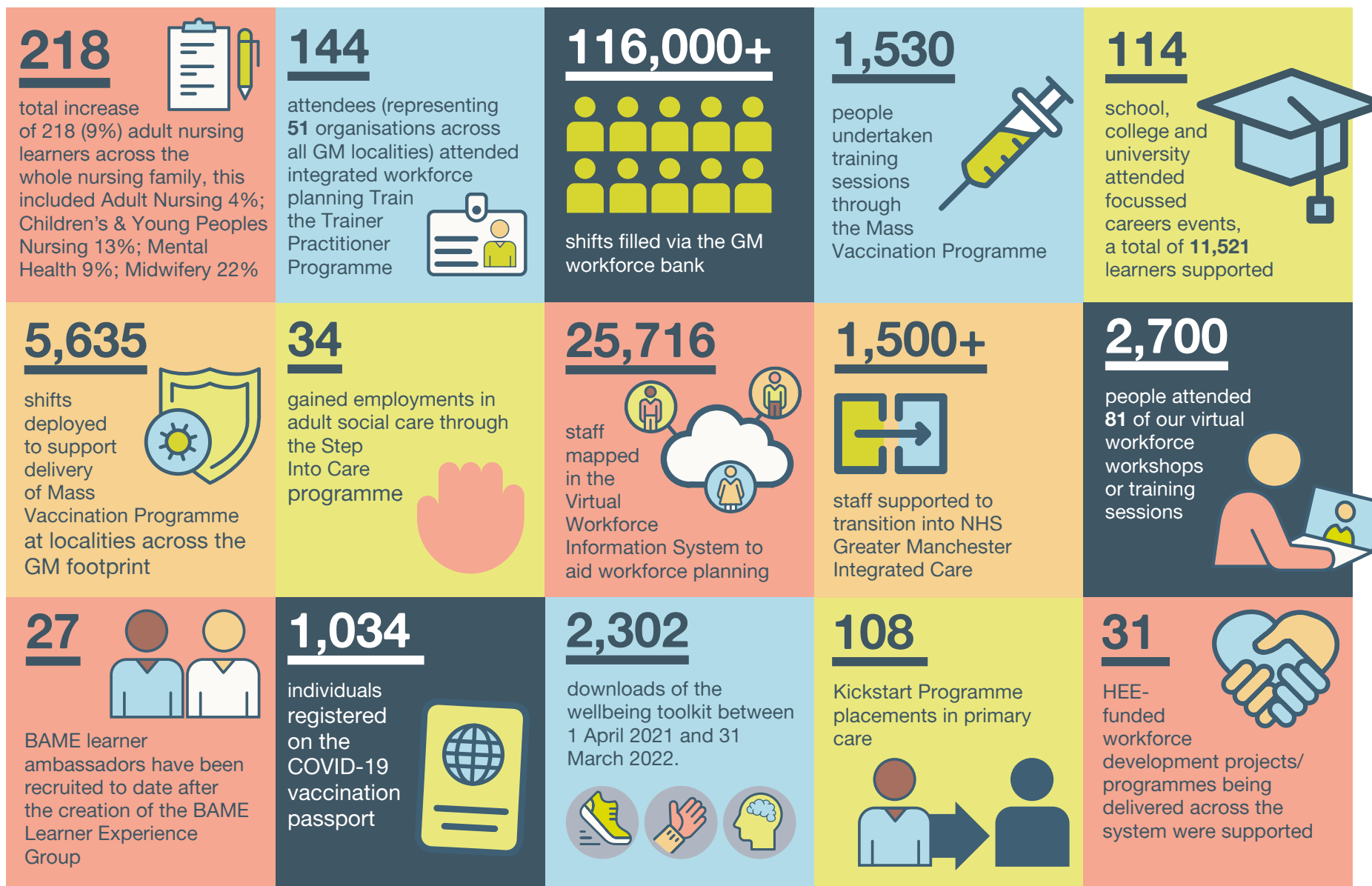


Figure 2 Infographic highlighting some of the workforce successes in numbers during 2021-22

Here are some examples of the programmes and projects that have been delivered over the last year which have had a positive impact on the people and communities of Greater Manchester.

BLENDED ROLES

The GM Blended Roles programme was established to address issues in home care provision whereby:

- People were reporting a disjointed experience of care and support and a lack of person-centred conversations
- Poor communication between health and care professionals
- Issues with recruitment, retention and caseloads for home care and district nursing teams

A pilot in Tameside brought teams closer together, through joint meetings and jointly developed care plans, with home care staff trained and competency assessed to undertake low level district nursing tasks.

The impact of the pilot was:

- A positive difference to care provided with a positive impact on job satisfaction.
- Service user care better joined up with reduced risk associated with poor communication across organisational boundaries



- A reduction in the number of people waiting for interventions
- A significant impact on the number of visits needed by District Nurses, which has enabled repurposing time to spend with people with more complex nursing needs.

The programme has gained momentum and continues to develop across Greater Manchester, with a pilot programme also focusing on insulin administration, and the development of an apprenticeship model due to launch in June 2022.

M-CARE

The M-Care (Mixed Realities for Health and Social Care Education) project worked in partnership with the Manchester Metropolitan University to develop a mixed reality programme of resources for health and social care careers education across key stages 1 to 4.

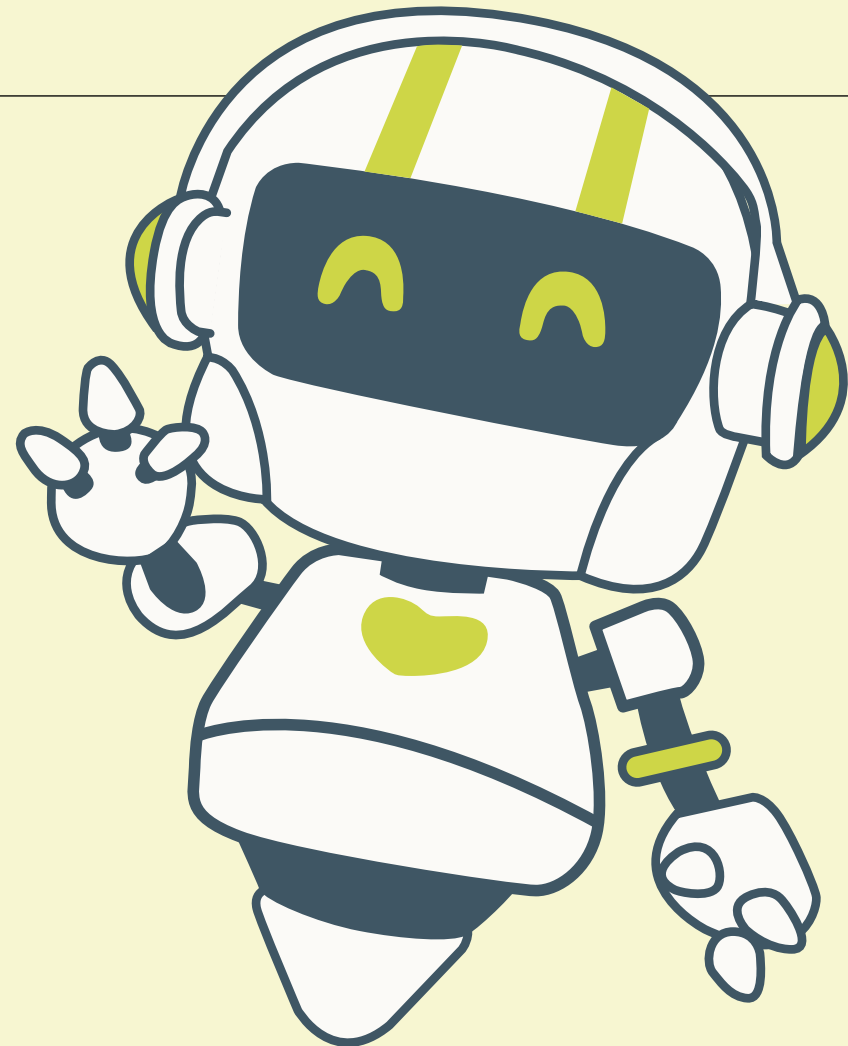
They were designed to align with the national curriculum programmes of study for science and PSHE (personal, social, health and economic education) and can therefore be used in the classroom to deliver lessons across all key stages.

A virtual tour and facilitator's guide accompany the resources to describe the contents and to illustrate how they might be used by teachers to enhance their teaching.

The resources comprise of 2D Games, Augmented Reality Models, Whole body system flythroughs and Virtual Reality Work Experiences.

The resources were launched via an online event to schools and relevant organisations across Greater Manchester. The event showcased the full programme of interactive digital resources, which were designed to make learning fun and to inspire young people to consider a career in the health and social care sector.

The [resources](#) have been very well received by primary and secondary schools and plans are ongoing to expand on



the range of resources in the future. The resources are now available for schools and education facilities across the country to download and use.

THE CARE PROGRAMME

The CARE programme aimed to build confidence and support the health and wellbeing of the GP Nurse workforce. The programme was delivered in conjunction with the National Association of Primary Care (NAPC) and GP Excellence and in response to the GP Nurse 10 Point Plan. It also intended to support the development of a lead nurse in each of the Primary Care Networks in Greater Manchester. 38 nurses completed the programme despite the challenges from COVID-19 and the delivery of the vaccination programme.

- 96% of participants felt the programme had improved their leadership skills
- 82% felt their level of job satisfaction had improved
- 79% felt their health and wellbeing had improved
- One employer noted that *“patients have benefitted from small projects the nurse had implemented.”*

Nurses undertook a range of improvement projects include young male health checks, increasing cervical screening for patients from BAME communities. Mental health gardening project, vitamin d deficiency awareness and treatment and creation of diabetes group consultations.



The success of the programme has led to the development of the multi-professional CARE programme. Commencing in 2022, this programme will bring together a range of people from across primary care to develop their leadership skills.

INCLUSIVE LEADERSHIP ACROSS GREATER MANCHESTER

The last few years have shone a light on the inequalities experienced in our society, with the disproportionate numbers of people from ethnic backgrounds affected by the virus, survival rates hitting our poorest communities hardest. This is compounded with the workforce data that more needs to be done to address the inequalities we are unwittingly perpetuating in the workplace.

With a conscious focus on race, we continue to deliver programmes and initiatives across our public services in Greater Manchester, supported by trade unions, and the Workforce Race Equality Steering Group:

1. Race Equality Change Agents Programme (RECAP).

Delivery of the third cohort of RECAP, aimed at front line to middle-management staff within organisations.

2. **Building Leadership for Inclusion.** Delivery of the second phase finished in 2021, with 40 of our very senior leaders across public service organisations.

3. **Reciprocal Mentoring** – several pilot programmes running to feed into the integrated care approaches



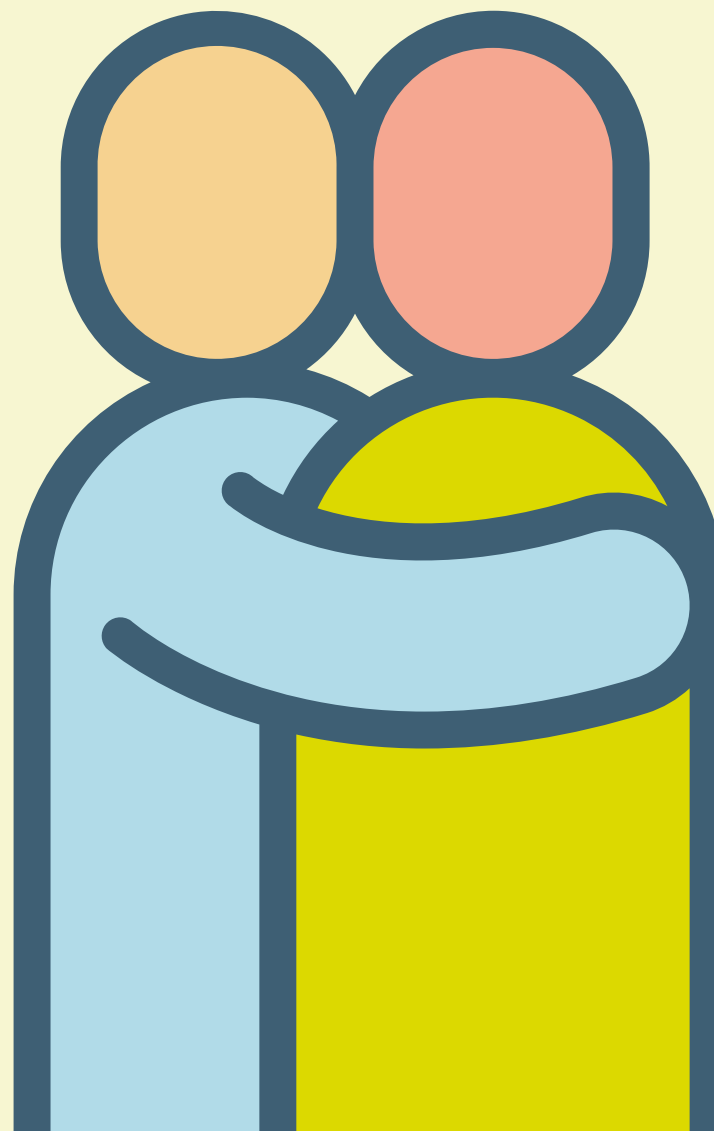
4. **Data.** The collation of workforce data from across Greater Manchester, aligned by place, organisation, or specialism, to longitudinally measure the impact of our initiatives.

This work will continue into the emerging integrated care structures and expand the learning to a wider inclusive approach to Workforce Disability Equality Standards (WDES), gender and race pay gaps.

CANCER SUPPORT WORKER

GM Cancer successfully piloted the role of the Cancer Support Worker (CSW) in secondary care. GM now has over 50 CSW embedded in cancer teams. This new role supports delivery of elements of the NHS comprehensive model of personalised care for cancer patients, specifically personalised care and support planning and supported self-management. However, in order to truly deliver a comprehensive model and provide seamless personalised care to patients, there needs to be greater links between primary care/community services and secondary care, a concept that is supported by patients.

To address this gap, the CSW role will be piloted across 9 Primary Care Networks in GM throughout 2022-23 with a view to this role being the link worker between primary and secondary care, to ensure cancer patients feel supported from the point they are referred on a suspected cancer referral route right through to when they are discharged back to primary care. They will be invaluable for supporting patients with their cancer care reviews in line with the Quality Outcomes Framework (QOF), and potentially conducting outreach work to reduce health inequalities in areas with low screening rates. The learning from this will be shared with other professional groups involved in providing cancer care to patients and provide a model for other specialties outside of cancer.



GM WORKFORCE BUREAU: ADDITIONAL WORKFORCE BAND 3 (SUPERUSER) VACCINATOR

The [Greater Manchester Workforce Bureau](#) has supported the deployment of 'additional' workforce to local vaccination sites and community pharmacy sites across GM, in partnership with the GM Lead Employer Tameside and Glossop Integrated Care Foundation Trust.

The opportunity presented to expand the scope of its unregistered vaccinators (AfC band 3) to support the delivery of COVID-19 vaccinations in community care. Plans and training were implemented to up-skill this group, in accordance with the national protocol under appropriate supervision to support GM primary care and community pharmacy vaccination sites.

The benefits of this model supported the new ways of working as set out in the NHS People Plan and the ongoing workforce challenges across all settings within the GM vaccination programme. It gave confidence to providers to adopt the unregistered national protocol model which, in turn reduced the pressure on number of registered staff, allowing them to return their substantive roles – supporting resilience, reducing cost, improving vaccination throughput, and delivering a new quality assured way of working.



This work has been shortlisted for a Health Service Journal Patient Safety in 2 categories. In addition, the Paediatric training to support the roll-out of vaccinations to younger patient cohorts and the joined-up team working with the Lead Employer (Team of the Year) have also been shortlisted for awards.

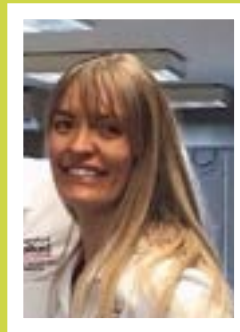
OCCUPATIONAL THERAPY LEARNERS DELIVER A WEBINAR TO RAISE THE PROFILE OF OCCUPATIONAL THERAPISTS WORKING IN PRIMARY CARE ACROSS GM

In November 2021, two 3rd year occupational therapy learners from the University of Salford joined the Nursing, Midwifery and AHP (Allied Health Professional) PMO (Project Management Office) for a six-week leadership placement with the AHP workforce programme lead. Sophie and Humaira organised and delivered a webinar to raise the profile of occupational therapists working in primary care across GM.

Sophie

'My leadership placement has provided unique learning opportunities that are not available in traditional settings. It has been an awakening experience that has allowed me to establish my autonomy, giving me the chance to network and collaborate with a wide range of professionals and act as an ambassador for occupational therapy.'

'I feel this experience has enabled me to work towards becoming an effective and compassionate future leader of the profession, better able to respond to challenges and change.'



Humaira

'I have been given the opportunity to express the religious needs and requirements of students and colleagues. It was the perfect opportunity to educate others regarding the needs of Muslim students and colleagues when needing to practice their religion at work.'

'Overall, my leadership placement experience has been extremely different from my past placements, but I have enjoyed every minute of it thanks to my educator and her wonderful team.'

THE GREATER MANCHESTER WELLBEING TOOLKIT

“We need to change the narrative from ‘what’s the matter with you’ to ‘what matters to you’”

Prof. Sandeep Ranote, Greater Manchester Integrated Care System Wellbeing Guardian

The Greater Manchester Wellbeing Toolkit continues to evolve the practical tools, and hands-on resources to support the wellbeing of our workforce, and has released an update in March 2022. Enhanced by the programme of wellbeing workshops and Insight Into... masterclasses, its focus includes helping managers and team leaders to navigating the challenges of workplace challenges as we navigate the emerging demands of our workplaces.

Whether improving individual wellbeing, or supporting the wellbeing of a team, the programme promotes wellbeing through a practical, physical, and psychological perspective. It gathers support available to everyone in our health and care workforce across GM, regardless of organisation, profession, or locality – and how we can shift our working cultures to a more preventative approach and provide support interventions when needed.



There is a significant volume of wellbeing provision on offer, so this programme has looked to enhance activities, avoid duplication, identify trends, and increase the reach and impact.

These developments are underpinned by the GM System Wellbeing Oversight Group; the development of a Wellbeing Champions and Wellbeing Guardians network; a [mini-series of wellbeing podcasts](#), exploring thematic areas of wellbeing in the workplace inc. Musculoskeletal, Menopause, Bereavement, Grief and Suicide.

STEP INTO CARE

“I recently moved to the UK and wanted to find a rewarding and meaningful job. Thus I joined the Step into Care programme to start off my new and fulfilling journey as a care worker. The programme was very good and gave me a precious placement opportunity to dip my toes into this line of work. A typical week in the Step into Care programme was busy but rewarding. Most of the day is spent on lessons and discussions, and my evenings were spent on homework. The best bits of the programme were the group discussions where the class were able to share each of our own insights. In the future, I hope to progress further within this industry and achieve QCF Level 2 qualifications. If you genuinely want to give a go at getting into this industry, the Step into Care programme is most certainly helpful and will provide you with plenty of experience and knowledge. I am very proud of being accepted into a care home as a Support Worker! In the future, I hope to progress further within this industry and achieve QCF Level 2 qualifications.”

Step Into Care graduate who completed the programme in February 2022.

A GUIDE ON HOW TO BECOME A SOCIAL CARE NURSE

In 2020, during the pandemic a small group of professionals from across Health and Care in the North West identified a potential opportunity which would help raise the profile for anyone seeking employment as a Nurse in Social Care. Colleagues came together and formed a task and finish group developing a vision to educate and promote the career opportunities to any individual wishing to progress a career in social care nursing.

Whether you are a student, a health and care employee with an aspiration to change direction in your career journey or a person who is now considering a career of their choice. The full guide contains detailed information and a wide range of topics and acts as in-depth resource for those currently working as or actively encouraging those to work as nurses in social care. Accompanying the guide is a digital interactive e-book which contains compressed information and uses links to external sources, videos and interviews to provide an engaging and informative resource. This can be used by schools, colleges or for anyone wanting an overview of the full guide.

[**Become a Registered Nurse in Social Care guide**](#)

[**Nursing in Social Care Digital e-book**](#)

VIRTUAL WORKFORCE INFORMATION SYSTEM (VWIS)

The Virtual Workforce Information System (VWIS) Programme developed a strategy to scope the accuracy and granularity of workforce data within the primary care sector, specifically focused on General Practice data.

A series of stakeholder workshops were held over a six-month period with GM CCG, PCN and Clinical Director representatives

During the stakeholder workshops the working group representatives provided valuable insight to the functionality, design, and cross sector analytics required from the VWIS dashboards; with a focus on driving the improvement of data quality from GP surgeries via a CCG/PCN summary worksheet outlining submission of data frequency.

Following a system pilot and user testing, the VWIS GP dashboards were launched, focussing on NWRS data quality, PCN ARRS tracking and General Practice workforce composition. Enabling users access to source data and analytics on workforce characteristics including age, gender,

staffing roles, and staffing hours. Providing users with a tool to review workforce at place, with metrics highlighting areas of concern or challenge (e.g. retirement forecasting reported staffing levels and identification of roles).

VWIS training materials have been published, and system demonstrations have been positively received audiences across GM. 2022 will see expansion of VWIS workforce data intelligence across Primary Care to include Dental, Optometry and Pharmacy sectors.



THE DEVELOPMENT OF A GM SURVIVAL TOOLKIT FOR NEWLY QUALIFIED REGISTRANTS

As a system Greater Manchester recognised the potential impact of COVID-19 disruptions on multi-professional healthcare learners' readiness for qualification, 'some students felt overwhelmed and stressed by the situation which may impact on transition and most students were worried about the impact of COVID-19 on their careers' (RePAIR HEE, 2021).

The Survival Toolkit was developed as an additional resource within preceptorship, appreciating not only the importance of transition under 'normal' circumstances but acknowledging COVID's impact.

It provides tips, resources, tools, and guidance based around 5 key survival tips:

- Know yourself and others
- Stay healthy and happy
- Think before you act
- Be a team player
- Communicate effectively

The Nursing, Midwifery and AHP PMO utilised their preceptorship experience to use established / new resources. GM provider organisations and higher education institutions



were consulted and asked to share with newly qualified registrants and learners.

The document has been well received by preceptorship Leads:

- I really love the content of this - if it was made a publication, it would be great, and I would certainly use it (AHP)
- It is a wonderful resource for the newly qualified staff
- I particularly like the sections on journaling, coping with stress and re-framing thoughts
- It is a great resource and will benefit the new starters
- Thanks for being so inclusive, I really appreciate it.

CULTURAL AUDIT

The GM organisational development (OD) team have partnered with Delve OD to deliver a cultural audit with the aim of gaining an insight into the differing cultures of the 12 impacted organisations that will form the NHS GM Integrated Care. This understanding has helped us towards our aim of ensuring that every person feels included and connected as we transition. The specific cultural audit sought to map out the current cultural strengths for each organisation with the aim of drawing on these to build the strong foundations for the culture of NHS GM.

We worked collaboratively to develop and share consistent communication to engage and encourage people from across the 12 impacted organisations to complete the survey. We had a response rate overall of 32%.

To gain insight into the direction staff wish the new organisation to take in the future we asked a range of qualitative and quantitative cultural-based questions.

The main themes that emerged as being important for NHS GM were Flexible, Collaborative, Supportive, Professional, Rewarding and Positive.

We have taken the recommendations and key themes from the findings to shape our OD plan and shape our engagement activities with the workforce to continue to co-design the culture for the new organisation.

VIRTUAL GM HEALTH AND CARE CHAMPION AWARDS

Fourteen individuals and teams were recognised and rewarded for their outstanding contribution to the health and wellbeing of others across GM during 2020-21.

The GM Health and Care Champion Awards 2021 took place on Thursday 11th November and due to the ongoing pandemic, the celebration was held virtually. Around 300 virtual guests, with friends and family, logged in to hear about the tremendous work of the 37 shortlisted candidates who went above and beyond during the pandemic.

The event was hosted by Manchester's very own television presenter, Michelle Ackerley. Michelle said: "I am very excited to be part of an event that recognises and celebrates health care workers who have supported us all during such a challenging year".

ORGANISATIONAL DEVELOPMENT

The OD Team has supported the development of the functions for NHS GM Integrated Care. Applying OD principles and approaches to function development has been key in managing the complexities of these unique, multi-faceted and multi-layered functions.

The differential levels of commitment and motivation of colleagues during this change could detrimentally impact upon safe implementation and enablement of these functions.

The functions have received bespoke OD support, enabling identity, culture, values, and the readiness to be recognised:

- Contracting with function leads
- Designing, and delivering engagement workshops
- Facilitating function meetings
- Enabling challenge and debate at senior levels
- Supporting function leads to effectively feedback and engage with teams

By providing the best interventions and support to deliver the outcomes needed, this has enabled functions to establish its shared purpose, responsibilities, priorities, interdependencies, challenges, and success measures.



A positive shift has been seen from colleagues at all levels within the functions with contribution and challenge from staff and increasing attendance and prioritisation of engagement events to shape the functions and increase accountability for future success.

OD support for functions is not a short-term solution and sustainability of the approach for functions from interim ways of working to final structures will enable effective and safe implementation for NHS GM.

OVERVIEW OF PROJECTS AND OUTCOMES FUNDED BY THE WORKFORCE COLLABORATIVE 2019-2020 IMPACTED BY COVID-19 RESPONSE

During the financial year 2019-2020, ten workforce projects were funded by the Workforce Collaborative. Due to the unprecedented circumstances in responding to the pandemic, the follow-up and reporting of outcomes was delayed.

Contact with the project leads was made during Summer and Autumn 2021 to see if they could share updates and in particular, outcomes/impacts and benefits for their projects.

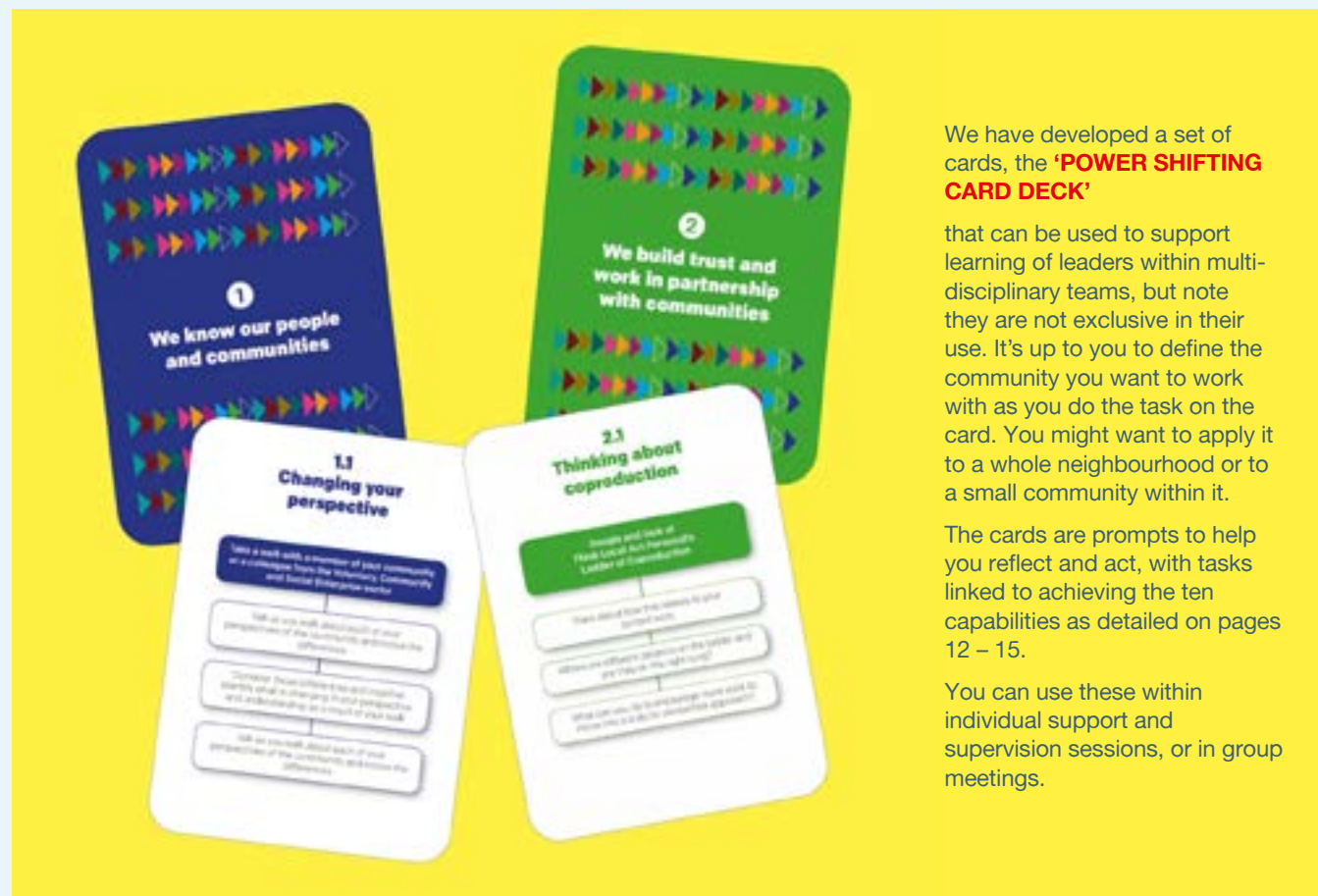
The majority of the projects reported they were able to deliver against their original plans and outputs, with a few adjustments or streamlining required due to accessibility of staff during the COVID-19 response. A few projects had faced challenges with the movement of staff into new roles to support the pandemic response.

Despite the challenges the teams faced during the Covid-19 response, projects leads were able to create impact reports, create resource materials, recruit staff to shortage positions and generate a series of case studies to highlight impact.



LEADING FOR PLACE – SHIFTING THE RELATIONSHIP WITH CITIZENS AND COMMUNITIES

The project has created a project narrative and a range of resources for all those working to realise a shift of power across Greater Manchester. It sets out leadership strategies and practical changes that will be needed for partnerships between the formal ‘system’ and people and communities. This ‘conversation starter’ has been developed collectively through work led by New NHS Alliance (a movement of professionals and local people working to address and reduce health inequalities) in Greater Manchester.



We have developed a set of cards, the **‘POWER SHIFTING CARD DECK’**

that can be used to support learning of leaders within multi-disciplinary teams, but note they are not exclusive in their use. It’s up to you to define the community you want to work with as you do the task on the card. You might want to apply it to a whole neighbourhood or to a small community within it.

The cards are prompts to help you reflect and act, with tasks linked to achieving the ten capabilities as detailed on pages 12 – 15.

You can use these within individual support and supervision sessions, or in group meetings.

HEALTH AND WELLBEING COACHING PROGRAMME

In 2019 Boo coaching were invited to deliver a multi-agency project, in collaboration with Heywood, Middleton and Rochdale, around the HMR strategy. The HMR strategy aspires to embed self-care within the health and social care system, through a large-scale Health and Wellbeing Coaching Training programme. An impact report was developed to show programme effectiveness and a summary table is displayed opposite.

COACHING AND MENTORING QUALIFICATIONS	WELLBEING COACHING PROGRAMME DEVELOPMENT	TRAIN THE TRAINER APPROACH	SOCIAL IMPACT
17 participants were identified to undertake the CMI Level 5 or Level 7 Certificate in Coaching and Mentoring	Team Boo developed a bespoke 2-day wellbeing coaching training for the newly qualified coaches to deliver	Team Boo developed Train the Trainer resources and facilitator toolkits including wellbeing coach toolkit.	The trainees have booked sessions to deliver the programme throughout 2020 and into 2021
With the support of Boo, all 17 achieved their qualification and became accredited coaches, their coaching practice was logged.	Whilst the 17 participants were on their way to becoming qualified, we piloted this bespoke training	Team Boo delivered 2-day TtT programme for the 17 coaches in training.	A coaching culture is disseminated in ripples throughout the region
Each coach was allocated a mentor from Team Boo, to support and ensure ongoing development.	The final version of their bespoke course was completed, after being updated based on evaluation of the pilot	The trainees delivered sessions themselves in Jan, Feb and March 2020 with our support	People and communities are more likely to practice self care and make better wellbeing choices

HEALTHCARE SCIENCE EMPLOYABILITY PROGRAMME

A series of case studies were produced as examples of the Widening Participation programme in laboratories. The programme is ongoing and has been strengthened by 'Kickstart' with a current campaign underway. It has created a very strong healthcare science workforce pipeline for the future.

Widening Participation
Employability Team

NHS
Manchester University
NHS Foundation Trust

Ade's Success Story



Ade Mahamoud - Sample Receptionist for Clinical and Biochemistry Reception

Ade joined the MFT pre-employment programme 4 months ago and completed a City & Guilds level 1 in Employability Skills and a 4 week work placement in the Medical Laboratories. After his placement he secured a permanent position within the Medical Laboratories team.

Ade has a BSc in Bio-chemistry from Salford University and has been trying to gain a role in this area since 2015; he found the difficulty has been in gaining a role without having experience. He heard about the program through the Job Centre and decided to try this route.

Ade says he has really enjoyed working with the team, and would highly recommend the program. He has found that this program has given him the experience he needed, and would advise others in his position to apply.

Widening Participation
Employability Team

NHS
Manchester University
NHS Foundation Trust

Yvonne's Success Story



Yvonne Worrell - Sample Receptionist for Clinical and Biochemistry Reception

Yvonne joined the MFT pre-employment programme 4 months ago and completed a City & Guilds level 1 in Employability Skills and a 4 week work placement in the Medical Laboratories. After her placement she secured a permanent position within the Medical Laboratories team.

Yvonne has had a varied career having previously worked as Cabin Crew and as the EAL (English as a Language) co-ordinator for a high school. After a period of illness a work coach at the Job Centre recommended Yvonne consider applying for the pre-employment program. Yvonne has always had an interest in science so decided to pursue the opportunity.

Yvonne says she really enjoyed the process and would highly recommend it. She has enjoyed working for a big organisation like MFT and would also like to look at roles elsewhere in the organisation such as Theatres.

LOOKING FORWARD TO 2022-23 AND BEYOND

On 1 July 2022, Greater Manchester will become a statutory integrated care system. This will build on the strong partnership working and integration we have developed over the last six years and marks the next phase in our devolution journey.

We recognise that our workforce remains under significant pressure, with the response to COVID-19 continuing and the focus on the recovery of our services. Additionally, we know that there are significant workforce challenges across all parts of the health and care system, which need to be addressed. Developing

strategic direction in respect of this is essential if we are to provide longer term sustainable solutions.

Our Greater Manchester People and Culture Strategy 2022-25 is being developed to support our wider ambitions as a city-region, building on the progress we have made to date with a system-wide people approach. Emerging strategic pillars to support our workforce ambitions throughout 2022-23 and beyond are outlined in Figure 3.

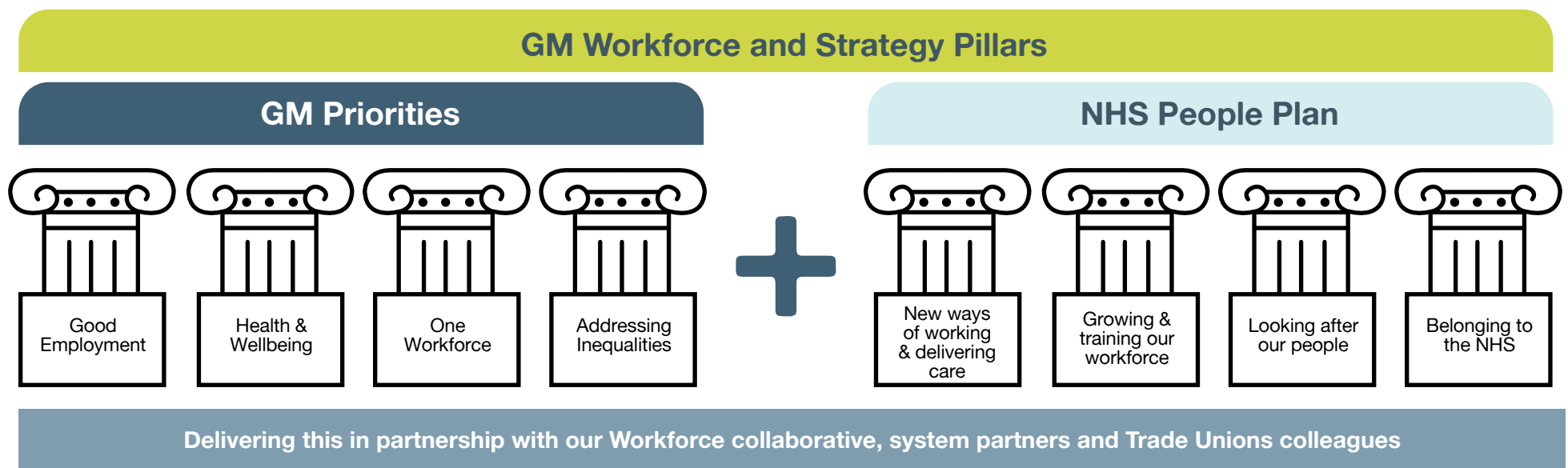


Figure 3 Emerging strategic pillars to support our workforce ambitions throughout 2022-23 and beyond

Greater Manchester Health and Care People Plan: System Delivery 2022-23

This plan outlines the People actions to be prioritised at system level to support our Greater Manchester health 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.

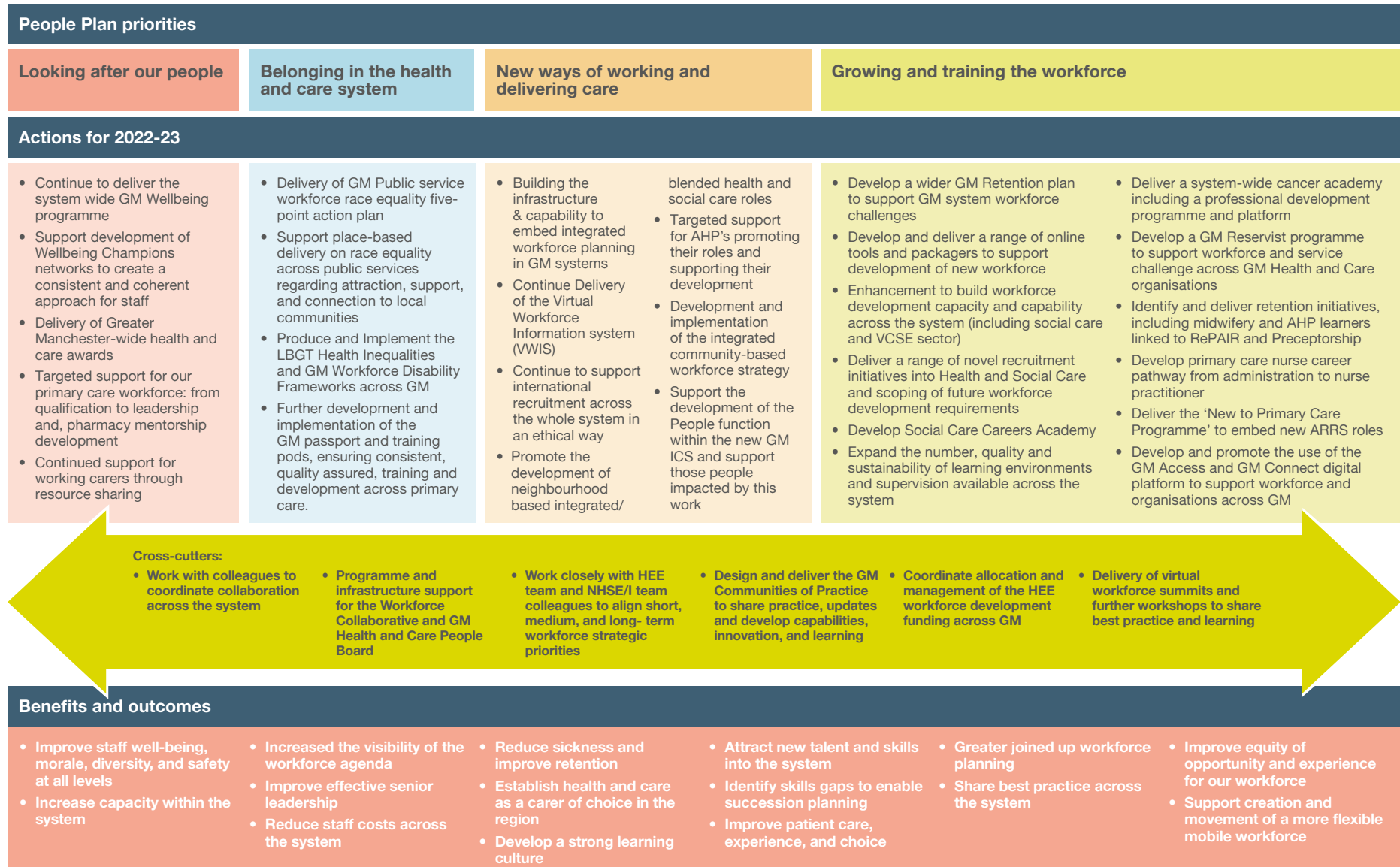


Figure 4 GMHSC People Plan: System Delivery 2022-23

GET IN TOUCH

If you have any questions or comments on this report, please contact:

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www.gmhsc.org.uk

