



## Update from the Cheshire and Mersey Strategic Workforce Programme Board meeting – October 2018

This was the second meeting of the group and we had new members from the Care Quality Commission, NHS Improvement, NHS England and a staff side representative

The Board received presentations on the following subjects:

### Workforce update

Christine Samosa, Strategic Workforce Lead, gave a presentation on the current Cheshire and Merseyside workforce and the challenges that currently exist including:

- Our ageing workforce and low numbers of staff under the age of 25
- Reduced supply of new staff
- High levels of vacancies
- Competition between Providers
- Implications of pension changes and HMRC pension regulations
- Reduced staff satisfaction
- High levels of sickness absence

The key components of the workforce strategy were shared and discussed with the Board members - these include:

- Creating a sustainable supply of staff
- Up-skilling/ re-skilling staff to work within an integrated system
- New ways of working , including the impact of technology
- The health and wellbeing of our staff
- Talent management and Leadership development
- New models of engagement and employment

The members stressed the need to focus on equality, diversity and inclusion throughout the strategy.

### Primary Care update

Glenn Coleman, Head of Primary Care and General Practice Forward View Programme Director from NHS England, shared with the group the key components of the GP 5 year

forward view and the impact on the primary care workforce, how we can best engage with primary Care (recognising the complexity of a primary care workforce) Glenn shared the challenging national targets to recruit additional staff and the need to look at new and complementary roles.

There are a wide range of national initiatives, including GP retention schemes, the practice nurse, 10 point plan, enhanced training practices, practice manager development programmes and international recruitment. The three top priority areas are access, primary care networks and workforce. It was acknowledged that at the present time primary care workforce data is incomplete; however significant work is on-going to improve this. It was acknowledged that there is no single voice for primary care, however using primary care networks, GP Federations, CCG's and place based leads communication and engagement should become more effective.

## **Creation of the Cheshire and Merseyside Organisational Development collaborative**

Christine Samosa updated the group on the establishment of the Cheshire and Merseyside OD collaborative with the Innovation Agency, AQuA, The North West Leadership Academy, North West Employers, NHSE and HEE. The collaborative aims to reduce duplication ensure that the offer is responsive to the needs of the Cheshire and Merseyside partners, reduces competition and maximises the OD resource.

In addition, the North West Leadership Academy has funded an OD post which is dedicated to work on the OD/ leadership / transformation agenda in Cheshire and Merseyside. Finally, the Board were informed that a collaborative bid for system transformation / leadership across all providers, primary care and commissioners was being developed in partnership with the North West Leadership Academy. It is hoped that the programme, which is aimed at band 8 leaders, will commence in the new calendar year.

## **Coaching for Culture**

Jen Kohen, Head of the Coaching academy, Innovation Agency NWC, gave an inspirational presentation on their Coaching for culture programme, emphasising that research demonstrates that coaching for a safe and improving workplace culture, supports leaders to successfully coach and facilitate improvement teams so that together they can diagnose challenges, identify changes and implement improvements that enhance a safety culture in their organisation. Feedback from the first cohort has been very positive.

The Board recognised the need to address culture and provide a supportive work environment when we have complex workforce challenges. A number of the members requested more information on the programme and this can be found on the Innovation agency website. Staff side felt that the introduction of such programmes across Trusts could have a positive impact on staff morale and staff feeling valued (Innovationagencynwc.nhs.uk)

## Updates from the LWAB and Social Partnership forum

The group received the updates from the recent meetings and feedback was that this is a useful means of keeping up to date with developments.

## Benefits realisation from the North West Streamlining Programme

Sarah Ellis, Streamlining Area Manager, highlighted the potential benefits of the streamlining programme, which will improve the employee experience, enable staff to move across organisations without the need to redo statutory and mandatory training and to enable to secure transfer of vaccination and immunisation data to reduce the need for unnecessary testing. The programme is now in the last 6 months of a 3 year programme of work and organisational progress against the key areas will be discussed with HR Directors.

## Terms of reference

Recognising the scale of workforce challenges it was recommended that this group continue to meet on a quarterly basis. The terms of reference were amended to ensure that the workforce implications from the programmes and place based work were considered at this meeting. From a governance perspective, we will be asking all members to ensure that they have a named, nominated deputy to ensure that the meeting is always well attended.