

**Title/Subject:** Integrated Workforce Plan  
**Meeting:** Falkirk Integration Joint Board  
**Date:** 5 February 2016  
**Submitted By:** Chief Officer  
**Action:** For Decision

## **1. Introduction**

- 1.1 The purpose of this paper is to provide the Integration Joint Board with an Integrated Workforce Plan for consideration and approval.

This Plan has been developed consistent with the commitment described in the Integration Scheme. It also provides the workforce response to the draft Strategic Plan

## **2. Recommendations**

The Integration Joint Board is asked to:

- 2.1 Consider and approve the proposed Workforce Plan.
- 2.2 To note that progress reports on implementation will be provided to the Board during 2016.

## **3. Background**

- 3.1 This Workforce Plan has been developed through an inclusive process involving the Chief Officer, Service Managers, Human Resources and Organisational Development colleagues and members of the Joint Staff Forum. It provides clear strategic statements and details priorities for the integrated workforce in order to deliver the ambitions of the Integration Joint Board.

Within the paper, the priorities are described over the three year period of the Strategic Plan.

## **4. Main Body Of The Report**

The Integrated Workforce Plan is attached.

## **5. Conclusion**

In conclusion, the Integration Joint Board are asked to approve the proposed workforce plan.

### **Resource Implications**

It is anticipated that this Workforce Plan will be implemented utilising the HR and OD resource from across the two employers.

### **Impact on Integration Joint Board Outcomes, Priorities and Outcomes**

The strategic aim of this Workforce Plan is to support the delivery of the Strategic Plan through the development of the joint workforce.

### **Legal & Risk Implications**

It remains the position that employees are contracted to the two individual employers. This Workforce Plan will be taken forward within this context.

### **Consultation**

This Workforce Plan has been developed with the involvement of the Joint Staff Forum and implementation will be progressed in collaboration with the Joint Staff Forum.

### **Equalities Assessment**

Equalities considerations have, and will continue to be given, in the processes to implement the integrated workforce plan.

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Approved for Submission by: Chief Officer, Health and Social Care Integration

**Author:** Helen Kelly, Director of Human Resources, NHS Forth Valley

**Date:** 21 January 2016

### **List of Background Papers:**

Integration Scheme

Strategic Plan

# Falkirk Health and Social Care Partnership

## Integrated Workforce Plan

### 1. Introduction and Context

- 1.1 The integration of Health and Social Care will see the establishment of a Partnership with its own Integration Joint Board, developed by Falkirk Council and NHS Forth Valley, allowing a unique opportunity to work in a truly integrated way.
- 1.2 The main purpose of the Partnership is to ensure that we provide joined up and seamless support and care to those members of our community who rely on us. This will ensure our live full, independent and positive lives within supportive communities
- 1.3 The partnership has now produced a 3-year (**draft**) Strategic Plan which outlines how it will work together to achieve this vision. This will see local outcomes focusing on:

#### **Self-Management**

Individuals, their carers and families are enabled to manage their own health, care and wellbeing.

#### **Autonomy and Decision Making**

Where formal supports are required, people are enabled to exercise as much control and choice as possible over what is provided.

#### **Safe**

Health and social care support systems are in place, to help keep people safe and live well for longer.

#### **Experience**

People have a fair and positive experience of health and social care.

#### **Community Based Supports**

Informal supports are in place, which are accessible and enable people, where possible, to live well for longer at home or in homely settings within their community.

- 1.4 At a local level, Falkirk Council and NHS Forth Valley are building on existing common working practices to put in place robust arrangements with the aim of providing better, more integrated adult health and social care services. The Partnership knows that the workforce is the single most important resource in delivering high quality services and the transformation required to ensure the delivery of the Scottish Government 2020 Vision for Health and Social Care.
- 1.5 The ever changing nature of these services is complex and challenging. Falkirk Council and NHS Forth Valley, in collaboration with partners and stakeholders seeks to ensure that the health and social care workforce of tomorrow, both third sector and independent sectors, are knowledgeable and skilled and able to respond to changes that the sector demands.
- 1.6 This Workforce Plan is specifically targeted at the services in scope for Integration and will provide priorities which compliment Falkirk Council and NHS Forth Valley employer commitments made to their staff within their respective Workforce Plans and Strategies: *Falkirk Council Social Work Adult Services, Service Performance Plan 2015 – 2018 (incorporating*

## **2. Strategic Intention**

2.1 The following statements reflect the strategic intention for the development of the workforce across the Falkirk Partnership.

- Through an approach of caring together we will ensure a workforce that is fit for the future of Health and Social Care.
- We will create workforce development plans that ensure the availability of a flexible responsive workforce with the right skills, in the right place and at the right time to help ensure that our service users get the right level of support early enough to deliver on our strategic outcomes.
- We will ensure our workforce feels engaged with the work they do and are supported and empowered to continuously improve the information, support, care and treatment they provide.
- At the heart of the care and support provided will be a culture of collaboration putting the service user at the centre and creating connections between partner organisations to share skills, knowledge and resources to deliver improved services and outcomes.
- We will ensure that our workforce delivers best value, making the best use of available resources within an environment that strives for quality, efficiency, safety and integration at every opportunity.

## **3. Strategic Aims**

3.1 The overall aims of the strategic approach to engaging with and developing our workforce and our partnership are:

- To develop workforce plans which describe the current workforce profile, the roles, skills and abilities needed to deliver the strategic objectives and outcomes for the partnership.
- To support role development which focuses on the needs of the service users and the available skills whether specialist or general.
- To develop a multi-skilled workforce, who are engaged and involved, and have the professional skills, the ability and drive to take a team approach to service delivery and improvement.
- To develop leadership capability and capacity at every level of the partnership.
- To develop and sustain organisational structures and processes which enable the right balance of accountability and assurance, and also encourage our workforce to deliver services which can adapt and evolve and innovate to meet the challenges ahead.

## 4. Strategic Priorities

The following areas would be seen as the priorities for workforce and organisational development to support the 3 year period of the Strategic Plan. These strategic priorities will be progressed in collaboration with the Joint Staff Forum.

### 4.1 Workforce Information, Demographics and Role Development

#### Priorities for Year 1 (2016 – 2017)

- Develop an understanding of staff in scope (and their demographic) by the completion of a workforce scoping exercise where workforce data is developed and agreed for the partnership.
- Review the workforce profile to identify areas of opportunity and address areas of challenge.
- Map the current workforce plans against the Strategic Plan.
- Provide a gap analysis process to identify and explore the profile of the future workforce needed to deliver the Strategic Plan.
- Review and as appropriate establish clear processes which support and facilitate agreed change to deliver the strategic vision

#### Priorities for Year 2 and 3 (2017 – 2019)

- Confirm the range and scope of the redesign of roles for the future, incorporating the roles the voluntary and private sector play in delivering services and support.
- Agree clear descriptions for any changes of roles and new roles to support the integration context.
- Map the current workforce performance reporting practices and gain agreement on common information and language set to describe the workforce required for the partnership.
- Agree joint workforce performance management standards.
- Commence the development of new roles, supporting managers and staff to meet the demands of new service developments and service user needs.
- Identify those areas where recruitment and retention is challenging across the Partnership and develop approaches to attract staff to caring roles which may be redesigned to support new models of care with clear career prospects.

### 4.2 Workforce Training and Development

#### Priorities for Year 1 (2016 – 2017)

- The Strategic Plan describes an ambition to change the future provision of care and support, describing a shift from predominantly crisis intervention to a model focusing on prevention, well being, and reablement recovery and rehabilitation. To realise this ambition we will need to move the workforce of today which has been embedded in a culture of time and task to this new culture, of values and attitude that supports independence, self directed support, self management and prevents or delays people from becoming dependent.
- *Complete the Workforce Training and Development Framework*, setting out the way in which joint priorities for staff development are identified and agreed (supporting delivery of the Strategic Plan).
- Training and Development priorities for the Partnership are agreed and supported in the context of the Joint Management Group and the Integration Joint Board.

- Identify and agree programmes for skills and behavioural competency development are agreed to support the desired culture of collaborative working and detailed training and development plans.
- Commence (and continue) joint delivery of agreed priority training and development programmes.

#### **Priorities for Year 2 and 3 (2017 – 2019)**

- Staff development, supervision and appraisal processes are mapped to agree a joint approach to individual and personal development to support cultural change and any role development identified.
- Current available resources for staff development and training are mapped to identify where any joint working can produce a desired culture change and efficiency in delivery.
- Managers and staff are working to achieve agreed, joint personal objectives and/or personal development plans, targeted at achieving the Partnership Strategic Plan and outcomes.

### **4.3 Leadership and Management Development**

#### **Priorities for Year 1 (2016 – 2017)**

- Commence a series of interventions which will ensure all leaders and managers are skilled in approaches to managing change processes, demonstrating the skills required for collaborative working and developing the culture of partnership.
- Continue the leadership development process for the Integration Joint Board as a group and for individual members.
- Agree processes and Programmes for the Senior Leadership group and development for individuals.
- Deliver a range of 'Masterclasses' for senior leaders, Board members and Middle Managers, bringing external knowledge, experience and innovation to the Partnership.
- Establish clear accountabilities and responsibilities for leaders and managers, testing these through scenario planning situations.
- Establish and engage leaders in joint development and networking opportunities at an early stage), focusing on localities and their development.

#### **Priorities for Year 2 and 3 (2017 – 2019)**

- Review current leadership and management competency frameworks, mapping a joint framework for Falkirk Partnership.
- Develop Locality Leadership Teams engaging with General Practice, all partners and stakeholders.
- Develop opportunities for cross-sector mentoring / shadowing and leadership exchanges.
- Review existing coaching arrangements and develop a Partnership Coaching Alliance, enabling all managers and leaders to have access to accredited, high quality coaching as an approach to developing people and culture.
- Explore approaches to talent management and succession planning on a Partnership basis, focussing on opportunities for career development and to improve integration, where possible

### **4.4 Workforce Engagement and Support**

#### **Priorities for Year 1 (2016 – 2017)**

- Share current practice in change management and agree a Partnership standard process for change programmes, to include a focus on culture.

- Agree shared Partnership Values and behaviours which will support a culture of collaboration and Person-Centeredness.
- Ensure respective organisational support staff are fully briefed, engaged and aligned to supporting the Partnership Workforce Plan.
- Ensure full and proactive staff engagement and involvement through the establishment of consultation meetings and Joint Forums; ensuring Staff Side/Trade Unions are engaged, with mechanisms for full engagement with the Partnership leadership group and staff.
- Take forward a range of 'engagement events with groups of staff to develop a shared understanding of what this will mean for service users and a personal commitment to the partnership/integration culture and the shape of the workforce.
- Managers and leaders establish and embed staff engagement systems and process as the norm in their working practices to ensure that staff are able to engage with managers on any issues.
- Maintain a range of communication and feedback channels with staff, providing clear, consistent information through a range of different media.

#### **Priorities for Year 2 and 3 (2017 – 2019)**

- Achieve agreement on a joint approach to measuring Staff Experience based on the Workforce Vision and Workforce Plans, taking forward the national measure: ***'Percentage of staff who say they would recommend their workplace as a good place to work'***.
- Take forward a review of workforce policies and procedures, harmonising these, where possible to support team working for integration.
- Re-develop the Joint Staffing Framework to support the creation of joint posts and new/changed roles.

### **4.5 Organisational Design and Processes**

#### **Priorities for Year 1 (2016 – 2017)**

- Review local governance groups and management teams to enable levels of permission to act, where managers are confident and skilled to work collaboratively in delivering the partnership outcomes.
- Agree groups and structures to support effective delivery of services, based on the principles of effective Organisational Design.
- Establish clear and unambiguous governance structures, leadership structures and workforce structures which empower managers and staff in their roles and support the collaborative desired culture.
- Perform a structural gap analysis using Organisational Development tools to support effective structures and effective use of resources

#### **Priorities for Year 2 and 3 (2017 – 2019)**

- Identify Teams and services which are required to move to an Integrated Model and/or work in an integrated way to deliver new Models of Care.
- Ensure those Teams and Services priorities are provided with OD support and intervention to ensure early success.
- Provide co-location (to further support an integrated way of working) for these teams wherever possible.

## **5 Summary**

This workforce plan sets out our commitment to ensure a workforce that is responsive and skilled and is able to provide care and support that is local and of a high quality consistent with the Partnerships ambitions.

The Plan also sets out the commitment to working across the wider health and social care sector, not just those employed by the NHS or the Council. This will support the ongoing joint commissioning of services and the approach to delivering services integrated at local level.

This plan will be a 'live' document and will be supported by more detailed workforce and organisational development action plans for localities and will reflect the ongoing Integration Joint Board corporate and national priorities.