**FALKIRK HEALTH AND**

**SOCIAL CARE PARTNERSHIP**

**interim workforce plan 2021/2022**



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| Section 1 – Background |
| Falkirk Health & Social Care Partnership deliver local health and social care services, including Primary Care, through enabled communities and our workforce. We believe if we get it right for our staff, then we will get it right for our patients and the communities we serve.  It is recognised that partnership working can achieve more by working together than working alone. Falkirk HSCP operates a programme of partnership funding, intended to accelerate integrated working practice, service redesign and improvement to services across the Falkirk and Forth Valley area.  An investment plan, for the period 2021 – 2024 is currently being developed, in which workforce development is identified as a key priority. Early work has been carried out in relation to its implementation and progressed by representatives from the HSCP (Council & Health), Scottish Care, Forth Valley College and local Third Sector organisations.  There are close links with our partners. CVS Falkirk host the Partnership Management function. CVS Falkirk’s Third Sector Forums and Communications strategy provide a recognised link between the Community Planning Partnership, and the Community Planning Partners, and the Third Sector in Falkirk. The Independent Sector Lead works alongside colleagues from the Health & Social Care Partnership to support the delivery of an Integrated Workforce Plan to assist and support in the redesign of services to deliver the Strategic Plan, priorities are Leadership and Management Development, Workforce engagement and Workforce Training and Development (the list is not exhaustive) and to ensure that the workforce plans are aligned with priorities and locality plans and to provide partnership representation and liaison with providers.  Opportunities for collaboration between HSPCs on a national basis, have also been taken forward. These have enabled employees from across health and social care to share best practice and to work collectively, to support the ethos of integrated working practice. This helps to build understanding in employees of different activities, practices and professional cultures, in addition to the constraints that each organisation works within and how these are overcome.  Partnerships are typically established to address complex and multi-faceted issues that individual organisations are unable to address on their own. With this in mind, development sessions for Integration Joint Board and Strategic Planning Group members have been held to help facilitate strategy development and priority setting and to ensure that an integrated approach is adopted between the NHS, Falkirk Council and its partners. Information and training workshops on technical aspects of HSCP operations such as Finance, Directions, Strategic Planning and Best Value Self- Assessment have been successfully rolled out. Scope and Coverage of the Plan Planning our workforce effectively in partnership with key stakeholders notably our staff, staff side, Trade Unions and partners, is fundamental to ensuring that we have a workforce with the appropriate values, behaviours, knowledge and skills to deliver high quality personal, safe and reliable care, treatment and services to improve health and meet the ongoing needs of the people of Forth Valley now and in the future.  Our Workforce Plan takes cognisance of national strategies and priorities as well as the local demographic, social and economic factors that impact on the supply of and demand for staff across the sector.  The workforce plan supports the partnership to deliver priorities identified in the strategic plan. It achieves this by setting out future workforce needs, assessing gaps and determining talent management interventions to ensure that high quality care and support continues to be delivered. The workforce plan aims to achieve several key objectives.   * To attract, recruit and retain the talent needed to deliver essential services, by positioning HSCP as an employer of choice. * To build and sustain engagement levels of the workforce, by making employees feel valued, motivated and committed to organisational goals. * To ensure that the business strategy is underpinned by quality learning and development interventions, at all levels of the business. * To look after the physical and mental wellbeing needs of the workforce. * To increase opportunities for collaborative working between colleagues and partners, within the HSCP.   Workshops have taken place, to help support the development of the workforce plan, focusing on a PESTLE analysis to identify a range of external influences which currently / were likely in the future to present opportunities or to create risks to their industry and organisation. The workshops also focussed on the aims and aspirations for our workforce and to meet the challenges and demands faced by the Partnership.  The following aspirations were identified as crucial to the workforce: feeling valued, being a motivated, skilled and committed workforce. |

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| Section 2 – Stakeholder Engagement |
| The current drive by FHSCP for a comprehensive Workforce Plan has been informed by a desire to engage with stakeholders, who ‘share’ responsibility for service-delivery and who have a shared vision in terms of how employees should be supported in the delivery of these services.  Workshops have been set up with a range of representatives to support the development of the plan. It is recognised that this is not seen as a one off exercise. Ongoing engagement with our staff and stakeholders is fundamental to our commitment to ongoing workforce planning.  The HSCP is a strategic partner within the Falkirk Community Planning partnership (CPP) and makes a significant contribution to the CPP’s Strategic Outcomes and Local Delivery Plan. Participation with communities lies at the heart of Community Planning. Our participation and engagement priorities include equipping our staff with skills and knowledge to be able to involve people and to reduce any barriers to participation and carefully plan how people can be involved.  The Partnership is committed to work with people, communities, third and independent sectors, partners and academic bodies to deliver solutions to meet needs that:   * focus on services that support recovery, reablement and rehabilitation and supports more people to remain independent in their own homes, * focus on prevention, early intervention and to enable people to be at the centre of decisions that affect them and support them to self-management and have control.   Through integration we are taking the opportunity to review the skill mix of staff and make best use of resources by avoiding duplication.  Planning our workforce effectively in partnership with key stakeholders  notably our staff, staff side, trade unions and partners, is fundamental to ensuring that we have a workforce with the appropriate values, behaviours, knowledge and skills to high quality personal, safe and reliable care, treatment and services to improve health and meet the ongoing needs of the local community now and in the future.  We have positive and close relationships with Trade Unions with a range of consultative and joint working arrangements in place.The Joint Staff Forum meets bi-monthly, with membership from both NHS and Local Authority, - management, HR and staff-side, Trade Unions. iMatter A tool designed to help individuals, teams and management understand and improve staff experience and this tool has been extended across the full partnership. Understanding staff experience at work is the first step to putting in place measures that will help to maintain and improve it. iMatter will continue to be implemented throughout the partnership. Independent Sector The Independent Sector Lead works alongside colleagues from the Health & Social Care Partnership to support the delivery of our Integrated Workforce Plan.  The Independent Sector Lead and Scottish Care have been working to improve and increase the social care workforce access to funding and learning opportunities.  Recruitment remains a top priority and the Independent Sector Lead is keen to ensure that the independent and voluntary sectors are represented during conversations regarding the recruitment process and safer staffing regulations.  The Lead is also involved in partnership working with Falkirk Council Workforce Development team and Forth Valley College in the development of a Learning Passport. This is envisioned to be an improved collaborative way of working for the college with local employers. The learning passport is planned to be a method of providing access to core continued professional development resources for employed care staff in the Falkirk Area. These resources will include formal SQA approved qualifications as well as bespoke training courses. The concept and delivery of continued workforce development through the learning passport would be in line with the standards of care practice set out by the SSSC and we would expect that this example of co-production will be endorsed by the regulator and Care Inspectorate.  Scottish Care are engaging with stakeholders through a Creating Pathways to Care workforce event. This will focus on the recruitment requirements of care providers and will have sessions delivered around recruitment opportunities, employability programmes and pathways to students coming from Higher Education Institutions.  Care providers will have an opportunity to speak with organisations working to support Social Care recruitment to discuss their employment needs when recruiting new staff members to assist with aligning employers needs to educational programmes and ensuing that new staff are informed and have greater understanding of the social care sector prior to employment. Procurement & Commissioning There are a number of approaches that we feel are important to ensure we can effectively inform, engage and consult with the market. Setting out how we want to develop the market in Falkirk and what we need to achieve to realise our vision is not enough, we must also be clear about how we plan to engage with the market to do this.  We intend to develop engagement through a number of different mechanisms including the following: Provider Events Large-scale events to engage with the market to share strategic commissioning intentions, direction of travel and to inform discussion about new models of provision and to gauge feedback from the marketplace on our plans.  In terms of timing and frequency *-* at least one annual event each year in order to communicate our adult health and social care and support procurement plan for the year ahead and consult on options for developing our procurement strategy objectives. Regular Forums for Specific Provider Markets Smaller scale meetings to engage with specific sectors within the wider market place to discuss strategic commissioning intentions and direction of travel and how they may impact on specific sectors of the market around new models of provision.  In terms of timing and frequency - scheduled across the year to engage the market, shape individual contract documents and influence route to market. Provider ‘Drop-in’ Sessions/Advice Surgeries Open to providers from all sectors of the market place to have an opportunity to meet with commissioners on a more informal basis to discuss ideas and gain clarity on any issues specific to their organisation. These sessions will also be opportunities for providers to seek advice and support around development plans to ensure these fit with the Partnership’s direction of travel.  In terms of timing and frequency - advice surgeries will be available each month. Direct Engagement with Providers Meetings and working groups with different providers as and when required to facilitate the development and realisation of new models of service provision. This level of engagement is necessary to model the care and support services required in the community to support the accommodation plus model of provision. |
| Section 3 - Supporting Staff Physical and Psychological Wellbeing |
| Across the partnership we care about the health and wellbeing of our people. Our staff are currently working in very challenging times. It is important that we look after ourselves and each other. Supporting staff physical and psychological wellbeing has been and will be of crucial importance throughout this year and beyond.  The partnerships commitment to supporting staff wellbeing is evidenced through the ongoing delivery of Staff Support and Wellbeing Groups within NHS and Falkirk Council and. These groups, which oversee the development of services and support for staff alongside the Workforce Wellbeing Champions Network. This ensures that all good practice, support mechanisms and relevant information are communicated quickly, including via the HSCP mailbox. Examples of this include webinars on mental health and wellbeing and the use of Apps such as Sleepio.  There are also staff wellbeing sections on our staff intranets which provides information and links to national resources for wellbeing including the Psychological First Aid national helpline, Project Lift and the Focus on Wellbeing programme of activities.  NHS Forth Valley offers keep well services with Life Coaches and an Occupational Therapist who have extensive experience supporting and guiding people through life changing events and people who may be experiences increased levels of stress. Keep Well which offers confidential support through these challenging times for NHS staff who are working and NHS staff shielding.  NHS Forth Valley also has virtual and in-person peer support services, offers coaching both internally and externally, and access to online stress control classes produced by NHS Fife Psychology Service. Our Organisational Development teams are providing tailored teams sessions across the organisation to allow teams to reflect on the impact of the pandemic on us as professionals, as individuals and how this has affected our teams and the wider organisation. To show appreciation for each other, exploring experiences, lessons learned and how we move forward as an organisation. Overarching themes will be collated to support future learning.  For staff working in the partnership and across Council services the following has also been set up to support our staff:   * Monthly Wellbeing updates are sent out to managers to disseminate. The updates cover a variety of subjects including Mental Health and Eating well * Virtual staff rooms * All Service Managers have been asked to complete the Psychological First Aid course. * The Falkirk Council Wellbeing Group has expanded since the pandemic and is currently tasked with organising Mental Health training for 50% of all 1st to 6th tier Managers. This is linked into the work of CoSLA and suicide prevention * A Counselling contract has been reinstated   In order to find out the success of all of the above we have been monitoring Employee Engagement surveys. A recent engagement survey has been followed by a See Me Scotland survey where the results will be used to develop an action plan.  For staff working across Social Work and Social Care services there has been recent focused attention on Healthy Work Culture. Working in partnership with NHS colleagues staff have been introduced to the *Joy at Work* framework with potential to use improvement methodology to engage in, report on and monitor staff led activity on improving culture.  There is potential to use lessons learned from this work to roll out this approach across the wider partnership. Equality Outcomes Our Council Equality Duties action plan covers all employees working under Council terms and conditions. We are continuing to improve our systems for collecting equality data from employees.  Council employees can now access the My View system and update their personal equality data on the web, not just through Council intranet.  This has improved access to systems for employees who previously did not have access to do this.  We have been gathering employees nationalities to provide support in relation to Brexit and at the same time asked employees to update their equality information, including ethnicity.  As a result there has been an increase in all equality data being returned.  We will continue to encourage our employees to provide this information.  We will continue to review employee data to identify actions to address key areas of priority based on data gathered.  This will include carrying out further analysis of employee data for all protected characteristics and identify what support/guidance can be put in place for particular groups.  Wellbeing initiatives are extended across partner organisations. CVS continue to support teams to stay physically and psychologically well in various ways, including:   * Our Healthy Working Lives programme which includes digitally shared ‘Lunch-break Wellness Walks’ and ‘Mindful Movement’ sessions * Regular digital ‘tea breaks’ * Sharing a range of wellbeing resources, including those created by Scottish Government and other partners, with our staff and volunteers * Encouraging staff and volunteers to join sessions designed to bolster awareness of mental health and wellbeing, such as NHS Forth Valley’s Ask Tell workshops   We have also communicated the help and support options available to the wider Sector using our various communications platforms, namely our CVS Falkirk website and social media. One example is sharing the resources and support options available, as identified within the Mental Health and Wellbeing sub-group, which aided the creation of a one-page leaflet detailing the mental health support options available which was then shared with community groups and food organisations who could get this information to those most in need.  One of our Forums, which has come to be known as the ‘Compassionate and Included Communities Forum’, came about to meet an identified need for a supportive space for local Third Sector staff and volunteers. |

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| Section 4 – Short Term Workforce Drivers (Living with COVID) |
| Maintaining the vaccination programme will have an impact on community nursing. Additional staff will be essential, to ensure housebound people in our communities receive their vaccinations.  It is imperative that frontline social workers return to safe face to face contact within our communities, but the local and national shortage of social workers need to be addressed to support recruitment and retention to enable this to happen.  Falkirk HSCP have developed CHART, to support care homes. This will become normal business and part of the workforce structure moving forward. There is a need to develop a similar response for Care at Home provision.  The maintenance of essential services has been supported by staff from non-essential services. As these return to normal, extra staffing will be required due to the potential for staff who are at a high risk from Covid-19, not being able to continue in front facing roles.  Care @home will potentially be impacted by cases of Covid-19 in the community requiring periods of staff isolation. A larger staff pool will be required to support this, both in terms of service delivery and quality assurance.  Reablement will need to become the normal approach to deliver care @home for our internal workforce to ensure people are appropriately supported within their own homes (where possible), particularly given the challenges in relation to shared accommodation resources.  Over the course of the pandemic to date, we have in the main seen a reduction in normal social work and occupational therapy referrals for non urgent provision and our services have been responding to critical casework and focusing on the response to COVID-19. It is anticipated that we will see an increase in both demand and complexity as we move outside restrictions. This will be impacted by the current staffing shortages, particularly in relation to qualified Social Workers, as such we need to explore greater use of non professionally qualified staff. However, as outlined above, this is set against a potential backdrop of increased complexity which may require a professional input.  Falkirk was in a good position prior to covid-19 in terms of planning and development to support more people within their own homes and shift the balance of care from bed based models. However, the challenge will be to deliver the scale of change in working practices across the health and social care partnership whilst continuing to respond to COVID-19 and with a workforce that has been under significant pressure for several months.  7 day services for AHPs providing Rehab within the partnerships needs to be embedded and resourced with a focus on prevention of admission and pilots around discharge to assess.  The Falkirk Learning Disability Team and key partners from third sector, Falkirk HSCP day support services (Social Work) and health are involved in the Day Support Collaborative. This has been facilitated by Health Improvement Scotland. The Falkirk collaborative are in the early stages commencing work to undertake a small pilot/test of change around supporting a more person centred, outcomes focussed plan for adult’s with learning disabilities.  The aim is to support the person to be in charge of what their daily occupation looks like. It will be led by the person and tailored to their specifications. The team are hoping to discover any shared vision or ideas around this for service users and carers and build on this to develop a Big Plan. Service user and carer collaboration and co-working are considered key to the development of any future plans. The team will support the service users and carers to make links in the local community with all partners to co-produce various models of services and supports to enable people to meet their desired outcomes.  Primary Care Mental Health Nurses are now in all GP practices across Forth Valley. This gives access to mental health support as an alternative to GP at the earliest point for those experiencing mild to moderate mental health issues. This has been funded between Action 15 and Primary Care Improvement Plan and extensive evaluation has shown excellent outcomes. Action 15 have also funded a CPN based within the Justice Service. Falkirk Council and NHS Forth Valley are jointly funding a full time CPN for Housing Services in order to support those at threat of or experiencing homelessness. |
| Section 5 – Medium Term Workforce Drivers |
| Covid-19 has brought more progression with remote consultations. This needs to be expanded where possible.  Rehabilitation services will need to be redesigned to meet the demands of long Covid. Increased staffing in OT, Physio, SLT ,Dietetics, Rehab Support Workers and nursing will be required.  AHP services need to meet the changing needs of the population with and embedding self care for those with long term conditions. Tests of change are required for additional first point of contact roles for AHPs in primary care to prevent ongoing referral and promote early intervention.  Day services for older people will require safe distancing and increased IPC measures to reopen and safely continue. This will require additional staff and resource.  Whilst it is still to an extent unclear what the impact of the Independent Review of adult social care will be. We have undertaken a great deal of work to ensure the principles of the health and social care are embedded within our services and that carers are supported, as such we would anticipate our current delivery plan reflects any changes in terms of practice.  We have undertaken a review of our Adult Social Work service and have plans to implement a number of changes over the coming months. These changes should promote easier access to services, a quicker response to those in urgent need and additional opportunities for community based support. However, it is worth noting again the difficulties faced in terms of recruitment.  We have commenced a review of community based OT practice across the partnership which affects both Council and NHS employed OT’s with a view to embedding them fully within the locality model.  We have recently agreed a new model for our Care at Home services, which will seen the development of a rapid response care at home service which will support our Home First and intermediate care models and support developments within hospital at home. We are also in the process of establishing a focussed reablement service. The development of which will rely on additional training for the home care workforce to ensure they have the appropriate skills to deliver a true reablement model rather than a model with a reablement ethos.  As outlined in section 4: We have developed a new model for day opportunities which is underpinned by inclusion and independence, rather that the current model of traditional buildings based day service. This will not only require workforce change, but also development of community based supports across the sector. |
| Section 6 – Supporting the workforce through transformational change |
| Digital technology is key to transforming health and social care services so that care can become more person-centred, empowering people to self-manage and live more independently. During the pandemic, digital transformation has been a key enabler to support our aims. Since April 2020 there have been a significant number of digital initiatives and technology solutions for the COVID-19 response. A summary of the main initiatives are as follows:   * accelerated roll out of ‘Near Me’ across all main care settings and GP Practices * strengthened cyber security by rolling out Advanced Threat Protection (ATP) software * reviewed and refreshed ICT business continuity plans including Out of Hours support * supported operational arrangements for key information management reports to be automatically generated to inform SITREP reporting externally and internally and to support decision making * provided IT and Communication support for Hub & Assessment Centres e.g. Adastra and TRAK functionality along with telecoms * rolled out iPads to support critical care and community hospital visiting * implemented enhancements to the Patient Management System to monitor and record COVID-19 activity (via TRAK) * enhanced ‘Portal to Portal’ and SCI Store links to share patient information across NHS Boards boundaries. * Referral Management System ( RMS ) for all AHP services to allow SCI gateway to link with TRAK * Electronic Notes for Podiatry and MSK Physiotherapy   The above developments have a direct link to our staff. We are aware that digital developments require our staff to be digitally focussed and trained. Funding was secured to support digital training for staff within the partnership from the Workforce Development Fund over a 2 year period. The pandemic has however been a clear opportunity for our workforce to develop digitally. Whilst working from home highlighted skills gaps for teams, the rollout of Microsoft Teams across the Council and NHS teams along with the provision of laptops and equipment has been a real enabler to more agile and mobile working and has been received well and been a real benefit from the pandemic. Hard to fill posts We continue to experience difficulties recruiting to a number of posts:   * + Qualified Social Workers   + Personal carers   + Mental health staff nurses   + Cooks in residential care   + Health visitors   + District nurses   Alongside this we are aware of our aging demographics. Issues with different pay scales and terms and conditions across local authorities, private care providers and within partnerships impacts on recruitment.  We are therefore looking at new and innovative ways to recruit a younger workforce and also fill the hard to fill vacancies that we struggle to recruit to. This includes an intern and graduate programme, providing opportunities for students and graduates to gain exposure to different areas. Modern apprentice programmes are in place and during covid provided an ideal opportunity for progression for a range of individuals, providing real life work experience and creating a positive destination.  Falkirk Council Workforce Development team, the Independent Sector lead and Forth Valley College are working collaboratively to develop a Learning Passport. The learning passport is planned to be a method of providing access to core continued professional development resources for employed care staff in the Falkirk Area. These resources will include formal SQA approved qualifications as well as bespoke training courses. The concept and delivery of continued workforce development through the learning passport would be in line with the standards of care practice set out by the SSSC and we would expect that this example of co-production will be endorsed by the regulator and Care Inspectorate.  Proposed Passport core content will focus on:   * Dementia * Reablement * Digital skills * Leadership * Administration of Medication * Supervision * Coping and resilience   Scottish Care are engaging with stakeholders through a Creating Pathways to Care workforce event. This will focus on the recruitment requirements of care providers and will have sessions delivered around recruitment opportunities, employability programmes and pathways to students coming from Higher Education Institutions.  Care providers will have an opportunity to speak with organisations working to support Social Care recruitment to discuss their employment needs when recruiting new staff members to assist with aligning employers needs to educational programmes and ensuing that new staff are informed and have greater understanding of the social care sector prior to employment.  DWP in Scotland is keen to support the Care Sector to fill vacancies, raise awareness of opportunities in the sector and develop initiatives that will support people to move into the sector. They plan to work with Scottish Care, employers and training providers to identify recruitment and training needs across the sector.  This includes scoping out opportunities to deliver support programmes such as Sector Based Work Academies to support DWP customers into jobs in care. |