

# Health and Social Care SYSTEM WORKFORCE

- Workshop 19 May 2022, attended by representative for:
  - Isle of Wight Council – ASC, Childrens Services, Public Health, Learning and Development
  - Isle of Wight NHS Trust – Community Division, People and Organisational Development
  - HSIOW CCG – also representing Primary Care, Pharmacy
  - ICS Workforce team
  - Independent Sector
  - Voluntary Sector

# Purpose of the session



The session provided a stocktake in relation to current activity relating to recruitment and retention for the health and social care system and focused on achieving 3 main outcomes:

1. We will have a clear picture of all current workforce activity across our Isle of Wight health and social care system
2. We will understand the activity that needs to be undertaken over the next year, 3 years and 5 years to develop our workforce and ensure that it is fit for purpose
3. We will have a clear and agreed vision of what is required to enable us to deliver the necessary activity



Outcome 2 - We will understand the activity that needs to be undertaken over the next year, 3 years and 5 years to develop our workforce and ensure that it is fit for purpose

Recognition of role of third / Vol / private sector in the workforce journey + funding to support the pipeline

ONE website for recruitment

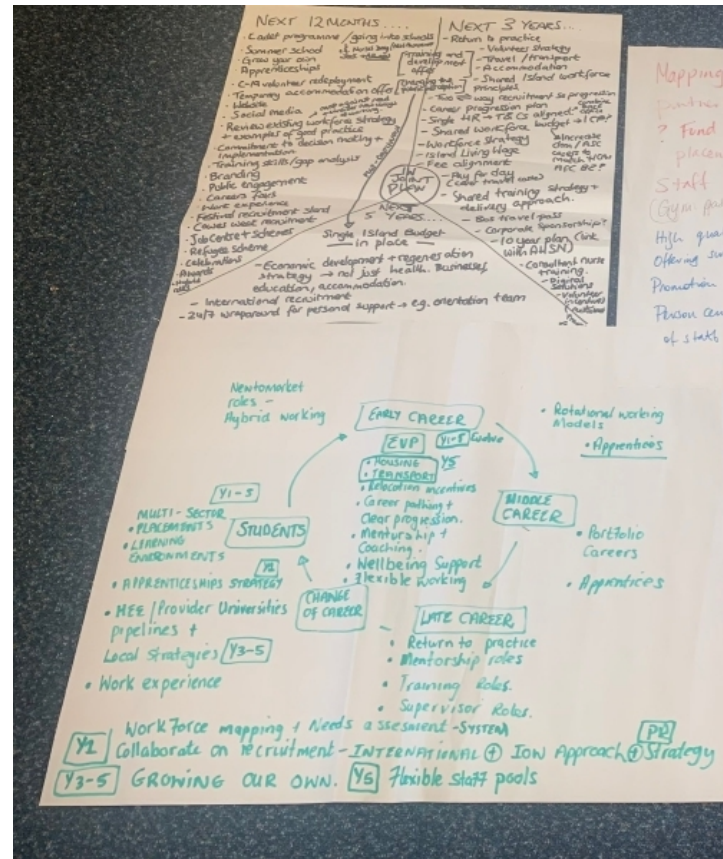
IW Bank in an overarching legal entity @ better rates

Block book independent care to guarantee his a week so that carers can get mortgage funded. provision being part of the system - acknowledged as prevention.

1st to save plan for front-end care.

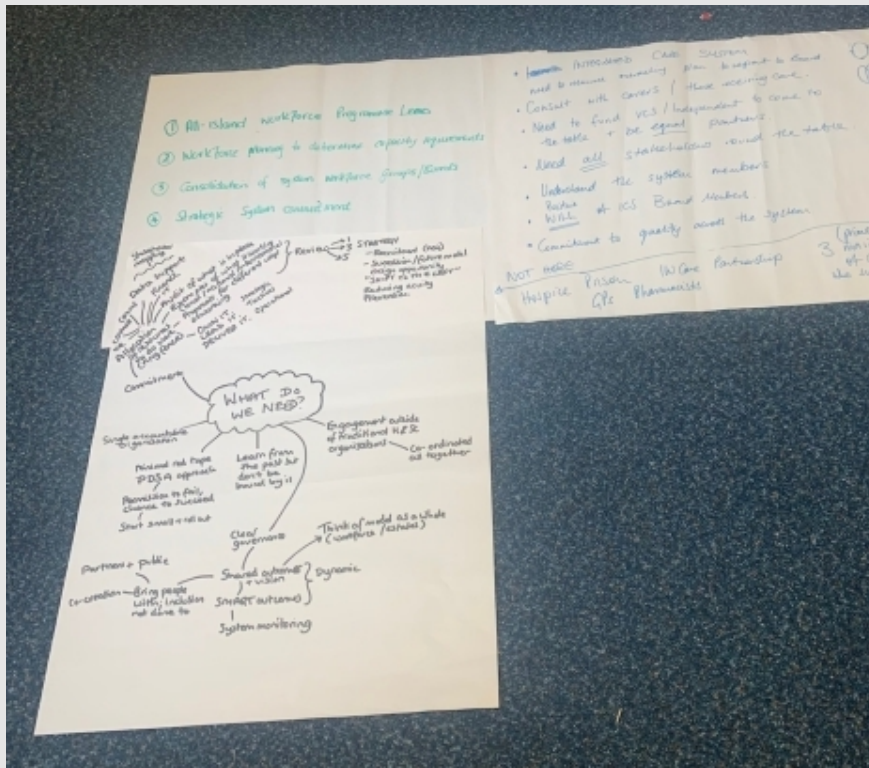
action offer + Retention.

High performance schools need to attract us back.



- Recruitment:
  - One website for recruitment
  - Development of an attraction offer
  - Focus on career pathways and opportunities
  - Relocation packages
  - Joined up international recruitment
- Retention:
  - attractive pay and conditions – linked to fees paid and the way in which services are commissioned
- In addition, we need to develop:
  - Detailed overview of the whole system workforce mapping needs and skills
  - Whole system skills/gap analysis
  - System workforce plan
  - Shared/joint training and development offer
  - Co-ordinated approach to workforce initiative to avoid 'unintended consequence'
  - Clear support for people at ALL stages of their career – students, those new to roles, people in the middle of their careers, those approaching retirement and those wanting to change career

# Outcome 3 - We will have a clear and agreed vision of what is required to enable us to deliver the necessary activity



- We need a single JOINT plan.
- Consolidation of the many workforce groups and boards to create a single board with full oversight of all activity.
- Strategic system commitment to working together.
- Maintain an approach of 'doing with' not 'doing to' in planning and development of our workforce activity.
- Identify our core workforce activity and the KPI's/outcomes to be delivered from that activity which can be regularly reported on.
- Look at how we can release finding (across the system) through joint working and putting resources in the right place to support higher rates of pay for frontline staff delivering direct care and support.



# Key themes identified

- Recruitment is a challenge and needs to be aligned to stop 'robbing Peter to pay Paul'.
- Retention continues to be an issue and leads to a loss of staff to roles outside of the sector.
- Pay parity will be essential to any changes in the recruitment and retention challenges as will pay reflective of professional roles.
- Career opportunities need to be expanded to incorporate career progression opportunities – we need to invest in our people.
- Alignment of the independent sector offer needs to be considered to reduce 'competition' for the same workforce. Alignment of terms and conditions/pay/benefits could really help.
- The Isle of Wight is a great place to work (and to live) and we need to make sure that our activities get that message across.
- There is some duplication of our offers that can be streamlined to provide more clarity for job hunters and reduce system resource.
- A 'whole system' approach – inclusive of care and support for children and young people – is needed moving forward.
- The number of groups meeting and discussing workforce needs to be rationalised – less groups more action

# Dependencies

Being an Island has an impact ... workforce can only be developed and increase within the resources available, and this is impacted by other challenges:

Housing

Transport / travel

Schools and their performance

Funding

Change in public perception of careers in health and care

IOW is 'net exporter' of young people – we need to encourage them to return!

## Outcome from the Workshop

We need to learn from the past and not be bound by it.

Workforce will continue to be an issue unless we act, we need to ensure that we have a clear system workforce strategy and we need a single accountable group reporting to the Local Delivery System with responsibility to:

Own it

Lead it

Deliver it



## What Happened next

Isle of Wight Health and Care Partnership Board received a report following the workshop

System Workforce Board, chaired by Director of Adult Social Care set up

Terms of reference, membership and governance for the System Workforce Board put in place

Initial workstreams identified

Workstream leads allocated

Task and finish groups developed to lead on the workstreams

# Workstreams



Workforce stocktake and  
Strategy development



Recruitment and  
onboarding



The Island as an inspiring  
place to live and work



Developing our workforce