



A 'Better Care Closer to Home' Consultation Fact-sheet: Workforce

About the consultation

The proposals in the 'Better Care Closer to Home' consultation are about changes to services for two groups of older people who use community hospital services. Those who are recovering from an accident or illness after a spell of inpatient care at a district general hospital and those who have dementia. The proposals would mean the majority of these care needs would in the future be met in, or near to, older people's own homes as long as it safe to do so rather than provided in a community hospital as currently happens.

Why have we produced this fact-sheet?

We have produced fact-sheets about different topics that may be of interest to organisations and individuals wishing to respond to the consultation.

What is this fact-sheet about?

It relates to:

- The workforce in health and care

Implications for the workforce

The consultation document acknowledges the major changes that will be needed in the workforce to enable the proposals to be implemented.

The 'Pre Consultation Business Case Stage 4' describes in various places the changes required (the following information was taken from pages 11 and 116). It says that workforce development is the key part of the implementation of the proposed changes and notes that we have a successful track record of delivering a transition of care from hospital ward-based settings to a community-based delivery model. Workforce planning will be predicated on a set of principles and while the overall scale of the changes is significant, we are confident they are achievable over the period of the programme.

Staff will need to work in multi-functional community-based teams supporting people and their carers to meet their social, mental and physical care needs. This will require more joined-up working across functional disciplines and across organisational boundaries.

A number of staff who presently work in a hospital setting, will need to work within communities often travelling to support people in their own homes. This will require new skills and ways of working. They will need access to and support from senior clinical and professional team members.

The proposed services require: greater access to physiotherapy and occupational therapy expertise; and, more community-based care support workers. These will require a combination of development, recruitment, retention and working differently within teams.

Working more effectively across organisational boundaries (health and social care) will require processes of employment and training which are collaborative to ensure ease of redeployment and training for staff regardless of which organisations employ them.

The workforce development principles

- Changes will be focused on delivering more effective joined-up care and will be directed by local situation and needs.
- Staff will be retained, retrained and redeployed wherever possible.
- Workforce changes will be co-ordinated on a cross-system basis to ensure fair and equitable opportunities for all staff impacted.
- Plans will be necessarily adapted as needs and situations change.
- Implementation plans and progress will be shared with staff and the public after the outcome of the consultation.
- The programme will endeavour at all times to minimise the transformation costs and timescales associated with the change.

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The organisations involved

The health and social care workforce involved in the programme include:

- Derbyshire Community Healthcare Services NHS FT (DCHS)
- Derbyshire County Council (DCC)
- Derbyshire Healthcare FT (DHcFT)
- Chesterfield Royal Hospital (CRH)
- General Practices across North Derbyshire and Hardwick CCG

A number of organisations that deliver the existing and proposed services already undertake collaborative workforce planning where the intention is to retain and re-deploy our existing workforce; resources have already been advised to strengthen the care workforce and increase the number of Advanced Clinical Practitioners.

Following the outcome of the public consultation a detailed workforce plan will be developed. However, we are already working together to support workforce change in order to deliver existing and future services. Steps include the development of recruitment approaches to attract staff, new programmes of education to retain staff and enable them to be more responsive to the patient care needs and development of collaborative approaches to supporting staff to work across organisations.

A staff consultation will follow the public consultation. We will engage our existing staff and when possible inform them of the outcome of the staff consultation. DCHS has experience in delivering workforce transformation. This expertise will support the change process working with staff, staff-side representatives, professional bodies and trade unions as well as supporting human resources colleagues in other organisations.

Furthermore we will need to continue to recruit to our workforce ensuring we have supply of support workers, therapists, nurses and doctors. We are aware that such recruitment is challenging due to a national shortage but we will work in innovative ways to address this position. We believe that the options proposed will assist in building centres of excellence where we can attract staff, enabling them to develop a career working across services.

Additionally, DCC, working with DCHS and supported by the Strategic Workforce Group, has already begun a separate programme of work to increase the supply of frontline social care staff. Key steps include:

- New promotional materials are being developed to support frontline social care recruitment including a career pathway document and the benefits of working in Derbyshire.
- Careers fairs across the county are being targeted where frontline DCC care staff talk to potential applicants.
- The working group are looking at the potential for developing an apprenticeship style approach for care workers.
- Targeted locality recruitment of social care staff is underway in those places where it is more of an issue.
- There is an annual programme of going into schools to raise the profile of social care jobs. The DCC Principal social worker is also attending recruitment events at our East Midlands Universities.
- A Market Capacity paper has been developed in relation to the Private and Voluntary sector providers looking at the position in each area and highlighting the areas that need targeted attention.
- Private and voluntary sector care providers in Derbyshire have all agreed to pay under 25 year olds, and over 25 years olds the same National Living Wage rate.
- It's been agreed that more information sharing will occur with DCHS, for example, Terms and Conditions and staff profiles.

Other evidence

More generally we have also considered key national and clinical evidence as part of our analysis. The improvements to date and the future direction of travel are consistent with national guidance and best practice; including:

- 'NHS Five Year Forward View' (NHS England, October 2014)

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- 'Safe, compassionate care for frail older people using an integrated care pathway: practical guidance for commissioners, providers and nursing, medical and allied health professional leaders' (NHS England, February 2014)
- 'Making our health & care systems fit for an aging population' (The King's Fund, March 2014)
- 'Specialists in out-of-hospital settings (The King's Fund, October 2014)
- 'Support. Stay. Save. Care & Support of People with Dementia in their own homes' (Alzheimer's Society, Jan 2011)
- Studies by Trappes-Lomax et al. (2002) & Lymbery (2002)

Further information

There is further information about our analysis of the available evidence and our proposals relating to this fact-sheet in a PDF document online called 'Workforce Planning', this is taken from pages 116 to 119 of the 'Pre Consultation Business Case Stage 4'. Online information can be found at www.joinedupcare.org.uk